

Select Board Meeting
Monday, August 12th 2019, 6:30 p.m.
Nowak Room, Town Office Building
10 Front Street, Exeter NH

1. Call Meeting to Order
2. Joint Meeting with Swasey Parkway Trustees
3. Public Comment
4. Proclamations/Recognitions
 - a. Proclamations/Recognitions
5. Approval of Minutes
 - a. Regular Meeting: July 29th, 2019
6. Appointments
7. Discussion/Action Items
 - a. Public Hearing – Facility and Swasey Parkway Fees
 - b. Parks/Recreation – Property Use Policy Updates/Additions
 - c. Parks/Recreation – Kids Park Renovation – Parks Improvement Fund/Recreation Impact Fee Use Request
 - d. Parks/Recreation – Proposal for Memorial Bench Program
 - e. Housing Community Survey Review
8. Regular Business
 - a. Tax Abatements, Veterans Credits & Exemptions
 - b. Bid Awards, Permits & Approvals
 - c. Town Manager’s Report
 - d. Select Board Committee Reports
 - e. Correspondence
9. Review Board Calendar
10. Non-Public Session
11. Adjournment

Kathy Corson, Chair
Select Board

Posted: 8/9/19 Town Office, Town Website

Persons may request an accommodation for a disabling condition in order to attend this meeting. It is asked that such requests be made with 72 hours notice.

AGENDA SUBJECT TO CHANGE

Swasey Parkway Trustees Meeting

August 12, 2019

6:30 pm

Nowak Room - Town Offices Building

Minutes

Select Board Meeting
Monday July 29th, 2019
Town Offices, Nowak Room
Draft Minutes

1. Call Meeting to Order

Members present: Anne Surman, Kathy Corson, Julie Gilman, Molly Cowan, Niko Papakonstantis, and Russ Dean were present at this meeting. The meeting was called to order by Ms. Corson at 7 PM.

2. Public Comment

a. There was no public comment at this meeting.

3. Proclamations/Recognitions

a. Ms. Cowan commended Ms. Corson for her appropriate and diligent response to concerns about racial profiling and the horrible things being said to students and people of color. Ms. Corson forwarded concerns expressed on social media to the Chief of Police, which is moving the community forward. Having a Police Chief who takes young people's concerns seriously is encouraging. Hate and injustice have no place in our community.

b. Ms. Corson read the op ed on this issue from Chief Poulin:

Recently, the Exeter Police have been made aware of some disturbing reports in which people have alleged to have been treated in a completely unacceptable manner. The reports stem from interactions that some students of Phillips Exeter Academy have alleged to have occurred during their travels in Exeter. Students of varying races and religions have come forth and talked of people reportedly driving by them and shouting racial epithets, insults, taunts, swears, or even so far as to throw cigarettes near them.

No one should have to endure this type of treatment which appears to have been directed at degrading one's civil rights-especially our high school aged children. Are we finding or suggesting that there is a systematic problem or a culture of hate within our community of Exeter? Absolutely not. However, we can all agree that just one of these reports is too many. These interactions can be far reaching and also affects the victim's families and friends, as well as the entire Exeter community.

Nationally, it is widely estimated that hate crimes are in fact under reported. Reporting hate crimes can lead to their prevention by identifying those prone to these activities and sending a message that these crimes will not be ignored. The Exeter Police Department urges people to report incidents as victims (or as witnesses) and to be assured that we will take every report of this nature very seriously and investigate it to the fullest.

Depending on the actions, offenders could be faced with several serious charges. In addition, the Exeter Police Department is prepared to work in coordination with the New Hampshire attorney general's office and seek an enhanced hate crime penalty to be attached to any chargeable misdemeanors or felonies as applicable. A hate crime may be defined as crimes

(often violent) which are substantially motivated because of hostility towards a person or group's race, ethnicity, religion, national origin or immigration status, gender, and/or sexual orientation.

There are several ways which as a community we can help stop hate and promote safety and inclusion. One such local resource in Exeter is the Racial Unity Team, whose mission is to advance relationships among people of different racial identities, increase understanding and reduce bias in our community. Another national resource can be found at the Not in Our Town movement at niot.org/about-us.

4. Approval of Minutes

a. Regular Meeting: July 15th, 2019

MOTION: Ms. Surman moved to approve the minutes of the Select Board meeting of July 15 2019 as submitted. Mr. Papakonstantis seconded. All were in favor.

5. Appointments - Water/Sewer Advisory Committee, Local River Management Advisory Committee

MOTION: Ms. Cowan moved to appoint Mark Fabian to the Water/Sewer Advisory Committee for a term ending 4/30/22. Mr. Papakonstantis seconded. All were in favor.

MOTION: Ms. Cowan moved to nominate Don Clement and David O'Hearn to the Exeter Local River Management Advisory Committee for three-year terms. Mr. Papakonstantis seconded. All were in favor.

6. Discussion/Action Items

a. Water/Sewer Rates Public Hearing

MOTION: Ms. Gilman moved to open the public hearing on Water and Sewer rates. Mr. Papakonstantis seconded. All were in favor.

Bob Kelly, the Chair of the Water/Sewer Advisory Committee, spoke about the Committee's proposal to adjust the rates for both Water and Sewer for the upcoming fiscal year. The town has added \$75 million of infrastructure in the last five years, and maintenance and upkeep on this investment are critical. The bond for the Wastewater Plan was approved by the town in 2015 by a 70% margin. Public Works had been using a spreadsheet-based model for the rates, but then they hired MFSG to conduct tests, and came up with a 10-year rate structuring plan. Last year, the town deviated from the plan on the water rates because of capital projects in the CIP process, but Sewer rates were on track. Debt payments start in 2020, and will require a sizable increase to sewer rates. The interest-only payment in early 2020 will be around \$1.6 million, and the bond payment starts in 2021 at \$4 million. Currently the Sewer account has \$3 million.

Mr. Kelly explained that the cost of the \$75 million in infrastructure must be shared among the 3,400 accounts in town. They have an upgraded main pumping station and a new forcemain running out to Newfields Road. The operating costs are going up significantly. The plant is at the cutting edge of technology, and that is expensive. The plant discharges into the river, so they have very rigorous standards from the EPA. Even with the rate increase, they're

not projected to be the highest rates in the state; Portsmouth and others are higher. Exeter does not have a huge retail, commercial, or industrial base, it's 95% residential. The rates are going up by 3.2% for Water and 86.7% for Sewer. The average quarterly bill is now \$234, and will be \$303, an average increase of about \$70 a quarter. There may be more increases in the next 18 months, after the first bond payment. If the new rates begin October 1 with the new billing cycle, the savings account should look good for another couple of years.

Ms. Corson opened the discussion to the public.

Brian Fieldsend, a business partner at Blue Ribbon Laundromat and Dry Cleaning, complained that because of the tier system his business pays 50% more for Water and Sewer than a homeowner. The town has shifted the economic burden onto businesses. With the new rates, his Water bill will be over \$30,000, up \$170 a week, which will be passed on to the citizens of Exeter. He argued that the state's cost to provide water is the same regardless of usage. He asked that the Select Board revisit the rate, as the town could be in violation of RSA 362:4 section 6, which entails that utility rates are cost-based and not discriminatory.

Mr. Dean said the town uses an increasing block rate, so the more you use the more you pay. Outside agencies have looked into this issue and there are no legal concerns.

Ms. Surman said she would like to see more data on what businesses pay, since she doesn't want to overly burden business or commercial development. Mr. Dean said it's not uncommon to have residents picking up the lion's share of Water/Sewer revenues. Most accounts are residential. PEA is one of the largest customers, but there is diversity in their accounts, it's not one big account.

Mr. Kelly said 95% of the total accounts are residential, but that probably only generates 80% of the income. He added that Public Works and the Water/Sewer Committee spent a lot of time trying to balance the rates so no sector was unduly burdened. He said that this model has been working very well for three years, and should stay the way it is.

Bob Halfenstein, an Exeter resident, said he's interested in the status of the repairs to the water supply system to meet EPA requirements.

Jennifer Perry, the Public Works Director, said that the conversion to a new disinfection process will bring them back into compliance with THM regulation by the end of the year. They have to sample at four sites and average the past three quarters with the current quarter, so it will take two or three more sampling periods before the official results reflect the change. The water now is lower in total trihalomethanes than previously.

Ms. Gilman said she would also like to see a more detailed version of the rate data. Mr. Dean said that the town has to cover its costs. Ms. Surman said she knows the town has to pay for the plant, but they also have to be equitable and sensitive to businesses.

Ms. Cowan wanted to alert customers to the change before the beginning of October when rates rise. She asked Mr. Dean how the vetoed State budget plan would have affected this discussion. Mr. Dean said the overall impact would have been \$14 million total, spread over 20 years, so \$700,000 per year for Exeter. They would be looking at a better overall financial situation and would not have to raise rates as much.

Mr. Kelly said that they don't know what the operation of this new plant will entail; their projections could be off by 10-15%. He suggested approving the rates, since costs won't go down, and they can tweak them over the next year if necessary.

Mr. Papakonstantis said they need to make a decision quickly. He would like to see more data, but he presumed that Mr. Kelly had already reviewed all the pertinent information.

Mr. Kelly said they looked at it very closely. The Committee looked at the issue from the perspective of ratepayers, Public Works from an operations perspective, and the consultants from their expertise. The Board might be able to fine-tune things, but he doubts it. He added that they haven't heard a lot of complaints about the rate model, just a few.

Mr. Papakonstantis said that Water/Sewer has done a thorough review, and the financial situation is dire. He would like to move these increases now and next year the Committee could try to massage the numbers again. Ms. Surman said the model is the model, she's familiar with how they got here, she just wants to make sure it's equitable. Mr. Kelly said that next year would be five years since adopting the rate structure, so it would be a good time to revisit. He believes the way it is now is the most equitable to everyone, but he's happy to review that next year. He did not recommend spending that time now, since pushing the rate increase to January 1 increases the likelihood of raising the rates again within a year. Mr. Dean emphasized that the town must have enough cash to pay that \$4 million bill on January 1 of 2021.

MOTION: Mr. Papakonstantis moved to close the public hearing on the Water/Sewer increase. Ms. Cowan seconded. All were in favor.

MOTION: Mr. Papakonstantis moved the Select Board approve the Water/Sewer rate changes for bills issued after September 30, 2019, as follows: for Water, service fee \$42 per quarter, Tier 1 usage \$8.38 per 1,000 gallons of usage, Tier 2 usage \$10.48 per 1,000 gallons of usage, and Tier 3 usage \$12.57 per 1,000 gallons of usage. In Sewer, service fee \$41 per quarter, Tier 1 usage \$13.63 per 1,000 gallons of usage, Tier 2 usage, \$17.04 per 1,000 gallons of usage, Tier 3 usage, \$20.45 per 1,000 gallons of usage. Ms. Cowan seconded. Ms. Gilman abstained and the motion passed 4-0-1.

MOTION: Mr. Papakonstantis moved to approve the sewer flat rates at \$188.20 per quarter. Ms. Cowan seconded. All were in favor.

b. Conflict of Interest Policy

Ms. Surman said she'd redrafted the Conflict of Interest Policy. Ms. Cowan said the new draft incorporated her concerns. Ms. Gilman liked that the opening is more positive in support of not having conflicts of interest. She added that some paragraphs refer to "public servants" and some to "town officials," but "town officials" is not defined; she suggested they just use "public servant." In Section 2, whether someone on a Board couldn't comment on behalf of someone, they should say "a town official, Board member, or employee, shall not act on any matter in their official capacity in which they or any family member has a personal interest. In such instances, they shall request recusal from any action on the matter."

Ms. Corson was concerned about Section 3, Number 1; in her reading, a civil engineer could not serve on the Planning Board if his company were to ever come in front of that Board. Ms. Surman said that's not what she meant, and she can expand it to be more clear. Ms. Gilman said this also comes up in definitions, under conflict of interest. Ms. Corson said they have to send the draft to town counsel, so perhaps they could say they're struggling with the language in this part. Ms. Surman said she could also try to redraft it.

Ms. Cowan asked about the enforcement mechanisms for the policy, and whether there had been buy-in from others who would be affected by it. Ms. Surman said that some towns have an oversight review committee. Once the policy is an ordinance, it could be brought to court. She's happy to present this to other committees. Ms. Cowan suggested each rep go to their own committee with it instead. Ms. Gilman said she would prefer not to have an Ethics Committee, and Ms. Surman agreed. Ms. Gilman asked if other towns defined consequences, and Ms. Surman said she can look for examples.

Mr. Dean said that town employees are currently covered under the conflict of interest policy in the personnel manual, and will need to understand how this fits. He felt that volunteers play a fundamentally different role than staff, so may not need the same standard, but he doesn't know if the public would see it the same way. Mr. Papakonstantis asked if the employees sign something acknowledging the conflict of interest policy. Mr. Dean said that there is a process to receive the handbook, but not specifically related to the conflict of interest policy. They could do that in the future. Mr. Papakonstantis suggested keeping the current version of the policy for employees but having them sign something periodically.

Ms. Corson opened the discussion to the public, but there were no comments.

Ms. Surman will create another draft.

7. Regular Business

a. Tax, Water/Sewer Abatements and Exemptions

MOTION: Mr. Papakonstantis moved to approve an abatement of \$352 for 39/4. Ms. Cowan seconded. All were in favor.

b. Permits & Approvals

- i. There were no permits or approvals at this meeting.

c. Town Manager's Report

- i. Mr. Dean said the Sustainability grant discussed at the last meeting was submitted July 26th.
- ii. Exeter still has 175 delinquent dogs. There is a police officer administering the process, as the town has not yet hired a new ACO.
- iii. He's scheduling a night August 8th with the Planning Board. They're working on the CIP and that is the first hearing.
- iv. On Lincoln Street the work continues, with a tentative completion date of August 15th. They are maintaining the same amount of parking spaces on Lincoln Street, but it has a new look which is throwing people off.
- v. The Hook Lift truck which was approved in the Town Warrant is delayed due to manufacturing demands.
- vi. Paving is mostly complete for the year.
- vii. The LED streetlights are mostly installed.
- viii. Traffic light installation at Epping and Continental will take place next month.
- ix. Tonight is the last night of the Brass Band concerts downtown.

- x. National Night out is August 6th from 5 - 8:30 PM. This is a community building campaign for law enforcement, with music, face painting, and games.
 - xi. They're hearing from DES regarding the Sportsman's Club; there's an action in progress and they should hear more soon.
 - xii. They are continuing their search for a replacement Deputy Tax Collector, but they have four or five good candidates.
- d. Select Board Committee Reports
- i. Ms. Gilman said the Heritage Commission meeting did not have a quorum, so they could not discuss the budget or grants. She also went on a Waterkeeper boat ride on Great Bay, where she heard about the different estuaries coming into the bay. The Historic District Commission heard and approved small cases at their meeting: a one year extension for work on Kimball Island and the new door at Citizen's Bank.
 - ii. Mr. Papakonstantis thanked Officer Bruce Page for promoting National Night Out and doing traffic control at the Rec Park. The Facilities Committee had a presentation from Sightlines, and they will continue working on the RFP. The Planning Board met last Thursday. The meeting started with a presentation by Horsley Witten, and they also heard a continued public hearing on the application for Sparkle Street Realty which is looking to put a dentist's office on Westside Drive, which was approved. They also approved the bond release request from Garrison Lane subdivision. There was a reopening of the hearing on Willey Creek; the judge remanded the issue to the Planning Board, they discussed it again, and moved to grant the requested 100% waiver of public school impact fees contingent on no school-age children under the age of 18 residing there.
 - iii. Ms. Cowan had a meeting of the Rec Advisory Board where they discussed how to fix the signup for the Rec Camp and came up with a workable solution. Legacy campers will have an early signup opportunity, after which registration will be open to new students and families, to prevent a mad rush. At the Communications Committee, they formed different groups to engage with the community and figure out how people want to find out information.
 - iv. Ms. Surman said she had no meetings, but she went to the Governor's budget meeting last Friday, and felt that everyone had the best interest of the state at heart. She added that it's nice to have that level of access to the Governor.
 - v. Ms. Corson had an Exeter River Advisory meeting, where they discussed the dam at Pickpocket, and they will continue to discuss it. At the Swasey Parkway Trustees meeting, there was a discussion on property use fees, and they would like to have a joint meeting. When Melissa Roy comes back with changes they'll schedule that.

e. Correspondence

- i. A letter from the Rockingham County Finance Office, Mr. Dean said the Exeter apportionment has been established, which will translate to the county portion of the tax rate, which is around \$67,000, a 3.27% increase. With the town's value increase, the rate will drop.
- ii. A list of Wastewater State Aid grant projects. Mr. Dean said the public hearing is coming up Thursday, and he or Ms. Perry will likely attend. Exeter's project is still on the list.
- iii. Officer swearing in ceremony, Aug 5th 2 Pm at town hall, officer Brian Hanna will become a Sergeant, Sargent Steve Bolduc a Lieutenant, and Captain Michael Munck will become a Deputy Chief.
- iv. A list of a number of bills that have been vetoed by the governor and whether they've been acted on for overriding.
- v. A letter from the Senate President and Speaker of the House describing the budget process and the differences of opinion.

8. Review Board Calendar

- a. November 4th there is a budget committee meeting on the same night as a Select Board meeting. Ms. Cowan has a conflict September 9th; if possible, she'd like to move the meeting, but the week before is Labor Day. Mr. Papakonstantis has a conflict August 26th, and won't be able to call in. Ms. Corson said they'll leave these meetings as scheduled. Ms. Surman will be unavailable November 18th. Ms. Corson suggested meeting on the 11th and 25th because of the Budget meeting, but the 11th is Veterans Day. Ms. Corson will think about how they can change the meeting on the 4th.

9. Non-Public Session

MOTION: Mr. Papakonstantis moved to enter into nonpublic session pursuant to 91:A3 subsection 2 b and c. Ms. Cowan seconded. By a roll call vote, all were in favor.

10. Adjournment

Selectwoman Gilman moved to adjourn, seconded by Selectman Papakonstantis. The Board stood adjourned at 8:50 p.m..

Respectfully Submitted,
Joanna Bartell
Recording Secretary

Public Hearing – Facility and Swasey Parkway Fees

**TOWN OF EXETER
MEMORANDUM**

TO: Russ Dean, Town Manager
CC: Melissa Roy, Assistant Director of Parks and Recreation
FROM: Greg Bisson, Director of Parks and Recreation
RE: Permitting Process of Town Facilities and Parks
DATE: 07/12/2019

Beginning April 2019 Parks and Recreation took over the Town permitting process for facilities and parks from the Town Manager's office. Since doing so, there have been discussions on how to make the process more streamlined, as well as, proposing changes to keep the Town up to date with industry standards. Below is a bulleted list of topics to be discussed at the Select Board meeting scheduled for Monday, July 15, 2019.

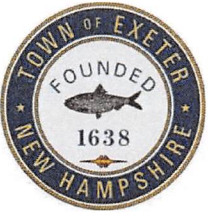
- Police and Fire Chiefs have made multiple suggestions for changes to the permitting policies.
 - clarifying a no weapons clause
 - requiring 30 days notice for all political events
 - having each department (police and fire) determine how many detail must be booked for any given event
 - setting a new maximum occupancy for the Town Hall
 - predetermining 2-4 possible political event layouts to have political renters pick from rather than creating their own unsafe setups
- Paying the police and fire details out of the \$1,500 fee paid by any political event
- Propose new Swasey Parkway fees-eliminating the "Community event category"
- Suggest there be no waivers of fees for any event to make the process fair to all
- Propose the Senior Center fee be changed to \$20 per two hours to match other buildings in Town such as the Recreation Department
- Proposing an administrative fee for all 5K's and road races
- Proposing that all Parks and Recreation events be reviewed and approved by the Town Manager unless alcohol is involved, in which case, the event will be proposed to the Select Board
- Creating a Resident vs. Non- resident permit application time frame for groups looking to book any Town facility/park
- Parks and Recreation would like to propose a more streamlined process for having the necessary department heads sign off on each event

Motions:

To make a motion to accept the changes to the following policies; Property Use Policy, Fee Schedule For Facilities, Rules For Renters of Town Hall, Rules for Use of Swasey Parkway, and adopting the Rules for Applying For Town Permits.

To make a motion to hold a public hearing to accept the changes in fees for Swasey Parkway, Road Race Permits, and Senior Center.

Respectfully Yours
Greg Bisson
Director Exeter Parks and Recreation



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FEE SCHEDULE FOR FACILITIES/EVENTS

Item Location <i>Price is per day unless otherwise noted</i>	Exeter Non-Profit	Non-Exeter Non-Profit	Exeter For Profit	Non-Exeter For Profit
Town Hall Auditorium	\$75.00	\$125.00	\$250.00	\$500.00
Town Hall Auditorium -Political Event	\$1,500	\$1,500	\$1,500	\$1,500
Town Hall Side Room, 1 st Floor**	\$20.00	\$40.00	\$60.00	\$60.00
Town Hall Art Gallery/Second Floor	\$75.00	\$125.00	\$250.00	\$500.00
Town Hall Gallery Backroom	\$25.00	\$75.00	\$100.00	\$125.00
Town Office Nowak Room**	\$40.00	n/a	n/a	n/a
Town Office Wheelwright Room**	\$30.00	n/a	n/a	n/a
Recreation Building**	\$20.00	\$40.00	\$60.00	\$60.00
Senior Center Building**	\$10.00 \$20.00	\$40.00	\$60.00	\$60.00
Custodial Fee (proposed/all buildings)	\$30/hour when required	\$30/hour when required	\$30/hour when required	\$30/hour when required
Road Race Permit	\$25 + any Police Detail Needed	\$50 + any Police Detail Needed	\$50 + any Police Detail Needed	\$50 + any Police Detail Needed

Up to 2 hour block when available. Single hour uses would be \$20.00. \$40.00 fee **per hour would apply after 2 hours of use.

1. Single events booking facilities (non profits only) that last more than three consecutive days will have a flat rate of \$200. This fee does not replace single day rehearsal fees for plays.
2. Use of facilities (Town Hall ~~main floor Auditorium~~) for single use rehearsal play days will be billed at the rate of \$10 per daily use, with a two hour limit. The day of **the** event will be considered a standard Non-Profit/For Profit fee of either \$75, \$125, \$250, or \$500. The \$10 fee daily discount only applies for rehearsals related to a permitted event at the Town Hall facility.
3. Town Office Nowak ~~Room~~ and Wheelwright Rooms **are** not considered available during regular business hours.
4. Town Hall Side Room fee applies when room is used separately by an organization. It will not be added to the Town Hall auditorium fee for a single user.

Rules for Use of Swasey Parkway Exeter, New Hampshire

The purpose of the guidelines is to assure the safety and pleasure of the recreational users of the Parkway and the preservation of the grounds and structures. The Parkway is open to the public, citizens and noncitizens of the Town of Exeter. The green space, ~~pavilion~~ and walkway are the responsibility of the Trustees of Swasey Parkway. The public roadway is the responsibility of the Select Board of the Town of Exeter. We are all its caretakers.

- Open hours are from dawn to dusk; year-round.
- Abuse, destruction or defacing of property within the Parkway is strictly forbidden.
- Swasey Parkway is a carry-in, carry-out area. Littering is prohibited.
- Signs are prohibited.
- The distribution of posters and handbills is prohibited.
- Dogs and other pets are prohibited.
- The use of tent stakes is not permitted.
- The use of bicycles, skateboards and other such vehicles is limited to the street only.
- Nothing is to be attached to the trees or shrubs; either permanently or temporarily.
- There can be no removal of trees or shrubs or any part of these except with the permission of the Trustees.
- Design, construction and planting decisions are made by consultation with the Trustees.
- The Pavilion use along with any **planned** activity in the parkway ~~with more than 20 people in attendance~~ must have approval by the ~~Select Board~~ Parks and Recreation Department by permit.
- No individual or group may charge for the use, or fenced in areas, of Swasey Parkway except for events in which state law requires containment, such as for events that sell alcoholic beverages. In addition, permits for such events must be issued by the Town of Exeter. Fines for nonadherence to these rules are administered according to Town ordinances.

The Trustees of Swasey Parkway are grateful to the many who take a proprietary interest in preserving and maintaining Swasey Parkway. We all owe it to future generations to care for this special place.

Category	# of Vendors	Length of Event	Resident vs. Non Resident	Number of People Attending	Fees
Non-Commercial Non-Profit		One- Day Event	Resident Organization	Up To 20 People	\$75
Non-Commercial Non-Profit		One- Day Event	Resident Organization	More than 20	\$150
Non-Commercial Non-Profit		One - Day Event	Non- Resident Organization	Up to 20 people	\$150
Non-Profit		One - Day Event	Non- Resident Organization	More than 20	\$300
Commercial For Profit	Single//Multiple Vendor(s)	One-Day Event	N/A	More than 20	\$250
	Single Vendor	Seasonal	N/A	More than 20	\$1,000
	Multiple Vendors	Seasonal	N/A	More than 20	\$1.200

Pavilion Use Fee					\$25 in addition to the above
Community Event					The fee will determine:

Parks/Recreation – Property Use Policy Updates/Additions



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Town of Exeter	Policy Number	Adopted by The Select Board
Subject: Policy For Use of a Town Facility or Park.	Adoption Date: Revision Date: Effective Date:	Supersedes:

1.0 Purpose of the Policy:

The following policy shall serve as the rules and regulations for the persons, groups or corporations who apply for permits requesting use of Town facilities or parks.

2.0 Departments Affected:

All Departments

3.0 Definitions:

4.0 Policy:

1. All users of any Town facility or park must obtain a permit from the Parks and Recreation Office for each use (per Selectboard policy ??).
2. A separate permit is required for each use of any facility, however, if the same event spans more than one day all additional days may be included in one application.
3. Each application must state, in specific terms, what use is to be made of the Town facility or park (i.e. play, dance, lecture, etc.), and will list all modifications required to the existing condition of the Facility/Park.
4. The user will be responsible for seeing that **ALL** of the following conditions are met:
 - A. No smoking anywhere in the facility or park - this applies also to characters in a play;
 - B. No alcoholic beverages anywhere in the building or park; with exception of obtaining a special permit **from the Select Board**;
 - C. No open flame allowed in any Town Building - also applies to scenes in plays; open flame at a park requires the Fire Chiefs approval.

- D. **No weapons including knives, swords,** no firearms capable of firing live ammunition may be used, even as a set decoration or unused prop; anywhere in a Town facility or park.
 - E. No nails or screws are to be used to secure scenery to walls or floors of any Town facility or park. No tape on any painted surface within a building or at a park. No alteration to drapes or walls allowed without prior written permission;
 - F. No spray paints are to be used in any Town buildings;
 - G. Any other paints used within the rooms or in a park must be used with extreme caution, proper ventilation and use of proper protective measure to ensure against damage to the buildings floors/walls or any park structures;
 - H. The renter is responsible for any and all damages from use of the facility/park and will be billed for same if damage cannot be considered as a normal maintenance item. Items such as destroyed turf, damaged furniture, chipped or marred paint on floors or walls will NOT be considered as normal maintenance items.
 - I. The user will be responsible for locking all doors and windows and will clean the facility or park in a totally acceptable manner. (Unless renter opts to pay for custodial services through the Town of Exeter. Rates/terms listed on application form).
 - J. The Town of Exeter will require any user to pay a \$100.00 cleaning deposit fee for use of any Town Building. If the Town of Exeter agrees after use that the building was cleaned in a totally acceptable manner, the \$100.00 deposit fee will be returned to user.
 - K. **The Town of Exeter Police and/or Fire Departments may request detail officers/staff if the event is designed to bring more than 250 people into the Town Hall (half maximum occupancy), if the normal flow of traffic surrounding the Town Hall is to be disturbed or diverted, or if there is alcohol service. It is the responsibility of the user to communicate with the Chief of Police or Fire Chief or their designee regarding detail officers/staff and a security plan. The user will also be responsible for payment of said detail officers/staff **PRIOR** to the event taking place.**
 - L. **The Town of Exeter may deny permits if any event is to draw in more than the maximum amount of occupancy of the facility or park or if the event is to be so large as to impede vehicular traffic safety on adjacent streets and/or affect the safety of the people of Exeter during normal routines.**
5. Any user may be requested to post a bond in an amount determined by the ~~Board of Select-men~~ **Select Board** to protect the Town from damage arising from and caused by said user.

These rules are a part of any agreement to rent out or otherwise allow the use of any Town facility or park and a copy of these rules should become a part of and attachment to the permit application.

The permit application should indicate that the applicant has read these rules, understands these rules and agrees to abide by them, which will be indicated by the applicant's signature on the permit application.

The use of Town facilities or parks by any non-municipal group or organization for any activity or the expression of any view point does not constitute an endorsement of the activity or view point by the Town of Exeter.

NO signs allowed on or adjacent to Town property without separate permit approved by the Parks and Recreation Department. Signboards to the left and right of the Town Hall may be used upon proper application and approval by the Parks and Recreation Department. [Refer to Select Board's Policy 04-01 regarding the use of free standing signs on Town property.]

The Town of Exeter maintains an "open forum policy". This policy allows any group or organization to use Town building so long as the group or organization does not sell goods and/or services for profit, **without proper permit or license**. When non-municipal groups use Town buildings, they do so under this "open forum policy".

5.0 Procedures: Fire Alarm Activations: Per the **Select Board** and the Fire Chief, all occupants of the Town Hall are required to evacuate the building when the fire alarm system sounds. Failure to evacuate the Town Hall is a violation to the NH State Fire Code.

6.0 Severability:

To the extent this policy is in conflict with State law, State law will prevail.

7.0 Application Process:

1. Any persons, groups or corporations applying to use/rent a Town facility or park must fill out a permit application to begin the approval process. These can be found online at the Town of Exeter's website, www.exeternh.gov, or at the Exeter Parks and Recreation Department's office located at 32 Court St., Exeter, NH.
2. All applications must be complete before the approval process begins.
3. Any fee associated with the application must be submitted within 30 days of submission to the Parks and Recreation Office. If the fee is not received within 30 days of that date the event date will be released back to the public as available.
4. Each application must include a certificate of insurance naming the Town of Exeter as an additional insured for the proper amount of coverage The policy must be valid at the date of the event.

5. The following will be used to determine priority of applications.
 - a. Resident Organization: meaning based in Exeter and serving primarily Exeter residents will be allowed to submit an application for use 12 months in advance of a proposed date of use.
 - b. Non-Resident Organizations: meaning the organization is not based in Exeter will be allowed to apply for use 11 months in advance of a proposed date of use.
 - i. A resident who lives in Exeter but participates as part of a non Exeter organization may not apply on behalf of that organization as a “resident organization”
6. When applying for use of the Town Hall for rehearsal space the application must include what times the organization will be using the facility each day and can not be booked for more than two weeks before the organizations performance.
7. Dogs are not allowed in any Town park. (Town ordinance ??)
8. For Swasey Parkway please see additional rules and regulations attached to the application.
9. Any application for the Exeter Parks and Recreation Department will be approved by the Town Manager with the exception of an application providing alcohol in which case the Select Board would be asked to approve.
10. Once the completed application is received the Exeter Parks and Recreation Department will review it and contact any other departments that need to provide approval as well as contact the applicant for any additional information needed.



TOWN OF EXETER, NEW HAMPSHIRE

10 FRONT STREET • EXETER, NH • 03833-3792 • (603) 778-0591 • FAX 772-4709

www.Exeternh.gov

Town of Exeter	Policy Number	Adopted by The Select Board
Subject: Rules for Renters of Town Hall	Adoption Date: Revision Date: 7-11-19 Effective Date:	Supersedes:

Rules for Use of the Exeter Town Hall

1.0 Purpose of the Policy:

The following policy shall serve as the rules and regulations for the persons, groups or corporations who rent the Exeter Town Hall for various events.

2.0 Departments Affected:

All Departments

3.0 Definitions:

4.0 Policy:

1. All users of the Town Hall must obtain a permit from the ~~Town Manager's Assistant at the Town Office~~ **Parks and Recreation Office** for each use (per ~~Selectmen's~~ **Select Board** policy 04-01).
2. A separate permit is required for each use of the Hall.
3. Each permit will state, in specific terms, what use is to be made of the Hall (i.e. play, dance, lecture, etc.), and will list all modifications required to the existing condition of the Hall.
4. **The maximum occupancy, as per the Exeter Fire Department, for the Town Hall Auditorium is 443 people (300 in the main floor and 143 in the balcony).**
5. The user will be responsible for seeing that **ALL** of the following conditions are met:
 - A. No smoking anywhere in the building - this applies also to characters in a play;
 - B. No alcoholic beverages anywhere in the building; with exception of obtaining a special permit **from the Select Board**;
 - C. No open flame allowed - also applies to scenes in plays;

- D. **No weapons including knives, swords,** no firearm capable of firing live ammunition may be used, even as a set decoration or unused prop;
 - E. No nails or screws are to be used to secure scenery to walls or floors. **No tape on any painted surface.** No alteration to drapes or walls allowed without prior written permission;
 - F. No spray paints are to be used;
 - G. Any other paints used within the rooms must be used with extreme caution, proper ventilation and use of proper protective measure to ensure against damage to the buildings floors/walls;
 - H. The renter is responsible for any and all damages from use of the building and will be billed for same if damage cannot be considered as a normal maintenance item. Items such as damaged furniture, chipped or marred paint on floors or walls will NOT be considered as normal maintenance items.
 - I. The user will be responsible for locking all doors and windows and will clean the hall in a totally acceptable manner. ~~within 24 hours of use.~~ (Unless renter opts to pay for custodial services through the Town of Exeter. Rates/terms listed on application form).
 - J. The Town of Exeter ~~may will request~~ **require** of any user **to pay** a \$100.00 **cleaning** deposit fee. If the Town of Exeter agrees after use that the building was cleaned in a totally acceptable manner, the \$100.00 deposit fee will be returned to user.
 - K. **The Town of Exeter Police and/or Fire Departments may request detail officers/staff if the event is designed to bring more than 220 people into the Town Hall (half maximum occupancy), if the normal flow of traffic surrounding the Town Hall is to be disturbed or diverted, or if there is alcohol service. It is the responsibility of the user to communicate with the Chief of Police or Fire Chief or their designee regarding detail officers/staff and a security plan. The user will also be responsible for payment of said detail officers/staff **PRIOR** to the event taking place.**
 - L. **The Town of Exeter may deny permits if the event is to draw in more than the maximum amount of occupancy of the Town Hall (443 people) or if the event is to be so large as to impede vehicular traffic safety on Front and Water Streets and/or affect the safety of the people of Exeter during normal downtown business routines.**
6. **When Town Hall is used for a Political event the renter must pick from one of 4 pre-approved layouts. These layouts have been approved by both the Police and Fire Chiefs and designed to provide maximum safety to all participants.**

7. When booking the Town Hall for a political event the Town asked for a minimum of 30 days notice.
8. Any user may be requested to post a bond in an amount determined by the ~~Board of Selectmen~~ **Select Board** to protect the Town from damage arising from and caused by said user.

These rules are a part of any agreement to rent out or otherwise allow the use of the Town Hall and a copy of these rules should become a part of and attachment to the permit application.

The permit application should indicate that the applicant has read these rules, understands these rules and agrees to abide by them, which will be indicated by the applicant's signature on the permit application.

The use of Town buildings by any non-municipal group or organization for any activity or the expression of any view point does not constitute an endorsement of the activity or view point by the Town of Exeter.

NO signs allowed on or adjacent to Town Hall property without separate permit approved by the ~~Town Manager and/or Board of Selectmen~~ **Parks and Recreation Department**. Signboards to the left and right of the Town Hall may be used upon proper application and approval by the ~~Town Manager~~ **Parks and Recreation Department**. [Refer to ~~Selectmen's~~ **Board's** Policy 04-01 regarding the use of free standing signs on Town property.]

The Town of Exeter maintains an "open forum policy". This policy allows any group or organization to use Town building so long as the group or organization does not sell goods and/or services for profit, **without proper permit or license**. When non-municipal groups use Town buildings, they do so under this "open forum policy".

~~5.0 Procedures: Fire Alarm Activations:~~ Per the ~~Board of Selectmen~~ **Select Board** and the Fire Chief, all occupants of the Town Hall are required to evacuate the building when the fire alarm system sounds. Failure to evacuate the Town Hall is a violation to the NH State Fire Code.

~~6.0 Severability:~~

To the extent this policy is in conflict with State law, State law will prevail.

5. Political events requiring a large police presence and/or additional costs will be billed at a rate of \$1500 per event and require additional approval from both the Police Chief and the Fire Chief.
6. All fees shall apply as of the date of the adoption of the fee schedule as modified with the Senior Center fee.

A POLICY GOVERNING THE USE OF TOWN PROPERTY

SECTION 1. AUTHORITY

1.1 The Exeter Select Board hereby adopts this policy pursuant to the provisions of RSA 41:8 and 41:11-a. The Town Manager's role with respect to property management is outlined in RSA 37:5 and RSA 37:6.

SECTION 2. PURPOSE

2.1 This policy is established to provide the general public with the convenient use of municipal property that is owned by the taxpayers of Exeter, in such a way as to be fair, consistent, and in the best overall interests of the Town.

2.2 This policy also serves as the written regulations pertaining to smoking on Town property, as otherwise required by RSA 155:68; whereby all forms of smoking are prohibited within the interior and/or within ten (10) feet of any Exeter municipal building, except for specifically designated exterior areas.

Section 3. REPEAL OF PREVIOUS POLICIES

3.1 This policy supersedes and replaces the Property Use Policy as previously adopted.

Section 4. ADDITIONAL REGULATIONS

4.1 This policy is intended to serve as a main policy on use of town property, and as the parent policy to any other Town Hall Regulations, Senior Center Regulations, Library Use Regulations, Rules for Use of Swasey Parkway, and Conservation Commission land use regulations, which are incorporated herein by reference.

4.2 In the event of a conflict or inconsistency with the provisions of any other applicable regulations, including those incorporated herein, the Select Board shall review the policy and either recommend a change for consistency, or refer it to the appropriate authority (Parks & Recreation, Library Trustees) for review and comment.

4.3 Special authorization from the Select Board shall be required for any long-term use (more than 1 month), lease or proposed rental agreement for Town facilities.

4.4 The use of town buildings including the Swasey Pavilion (downtown bandstand structure), shall be limited to four uses by the same user. Reapplication for subsequent uses is permitted providing the facility is available.

4.5 The Select Board may authorize the Town Manager to execute applications for use of Town buildings, structures, and public property under their jurisdiction.

SECTION 5. ALLOWABLE USERS (IN ORDER OF PREFERENCE)

- a. Town of Exeter – Municipal Functions including Town Sponsored Events
- b. School Administrative Unit 16
- c. Other
- d. Commercial Activities (subject to conditional approval, see also Section 11.2)

NOTE: Town sponsored events require a letter from the sponsoring department.

A town sponsored event will still require the completion of a Town of Exeter Event Application form and approval by the Select Board or their designee. Town sponsored events include events run and sponsored by the Exeter Parks and Recreation Department.

5.1 The Town reserves the right to “bump” scheduled groups in the event a Town of Exeter-Municipal Function or Town Sponsored Event requires use of a Town facility, in which case the Town shall strive to give a minimum seventy-two hour (72) notice to the extent practical.

5.2 The Town will review requests to use municipal property and if more than one request for a particular date/time/location creates a conflict, the above order of preference will be utilized to render a decision. If no such conflict exists, the Town will grant requests on a first come, first serve basis.

5.3 As of the date of adoption of this policy, the town will confirm a list of Town Sponsored Events considered grandfathered under this policy. These events will be considered to have had some form of official town sponsorship and endorsement for public property under the authority of the Select Board. These events are considered priority over other groups/events.

SECTION 6. RESTRICTED AREAS

6.1 Nothing in this policy is intended to imply or establish any rights whereby members of the public who are not authorized employees, officials or invitees of the Town of Exeter may enter any work area within a municipal building except upon invitation of a Department Manager or their designee. These restricted areas include, but are not limited to: offices, maintenance areas, mechanical rooms, police facilities, fire-rescue facilities, residential facilities, storage areas, tool sheds, garages, vehicles, mail rooms, equipment areas, any site that is posted as “closed” and places where confidential information is kept.

6.2 Any person who fails to immediately vacate an unauthorized area upon lawful request of a Department Manager or their designee may be subject to arrest and prosecution for criminal trespass.

6.3 Signage. No signage is allowed on town property with the exception of properly permitted signage including the sign board cases to the left and right of the Town Hall. Specific requirements for these venues are found in the sign regulations and Select Board sign policy. Town ordinance 502 governs the placement of signage and banners in the town rights of way. No banners are allowed other than those properly permitted as part of the Town of Exeter Event Application

form approval process. Unapproved signs will be subject to removal by the Code Enforcement Officer or their designee.

SECTION 7. ACCESSIBILITY

7.1 The Town of Exeter shall strive, in so much as practical and reasonable, to make all public facilities accessible to persons with disabilities as otherwise required by applicable federal and state laws.

7.2 In the event that a physical barrier to accessibility exists that prevents reasonable access to a public area of a Town-owned facility or restricts access to the delivery of customary government services, Town employees shall take immediate steps to deliver such services in the most practical manner for the convenience of the person involved. Thereafter, employees shall provide written notice to the Department Manager describing the circumstances so that management may develop a plan to permanently correct the situation to the extent that resources are available in the future.

7.3 All complaints about barriers to accessibility shall be directed to the Town Manager who serves as the American with Disabilities Act (ADA) Coordinator for the purposes of ensuring compliance with applicable laws and meeting the needs of disabled citizens in the use of Town property.

SECTION 8. SCHEDULING

8.1 Requests to use the Town Hall, Town Hall second floor and adjacent room, municipal parking lots, Swasey Parkway (see section 8.3), or indoor facilities at the Town Office, including the Nowak Room and Wheelwright Room, shall be submitted in writing to the ~~Office of Town Manager~~ **Exeter Parks and Recreation Department** at least thirty (30) days in advance, to the extent practical. These permits and others as may be required shall be submitted to the ~~Office of Town Manager~~ **Exeter Parks and Recreation Department** at least thirty (30) days in advance, to the extent practical.

8.2 Requests to use outdoor recreation facilities, including, but not limited to the Recreation Park at 4 Hampton Road, 32 Court Street Recreation Building, Brickyard Park, and the Senior Center, shall be submitted in writing to the Parks and Recreation Department at least thirty (30) days in advance, to the extent practical.

8.3 Requests to use Exeter Public Library and public grounds adjacent thereto shall be administered by the Library Director, under the auspices of the Library Trustees, subject to their rules and regulations in addition to the requirements set forth herein.

8.4 Requests to use Swasey Parkway (public grounds only) shall be administered by the Select Board, and subject to these rules and regulations and additional regulations "Rules of Swasey Parkway." This includes the closure of the Parkway on a temporary basis, which is within the authority of the Select Board or its designee.

8.5 Requests to use the Raynes Barn and conservation properties shall be administered by the Conservation Commission, subject to their rules and regulations in addition to the requirements set forth herein.

8.6 Permission to use Town facilities shall be issued in writing, at the sole discretion of the Town, subject to the terms and conditions of this policy and whatever conditions may be deemed to be in the best interest of the Town, as described in Section 5 herein. In addition, all such permission may be revoked at anytime as determined solely by the Town.

8.7 No facility shall be permitted more than 12 months in advance of a scheduled event, unless for government use or as a town sponsored event.

SECTION 9. INSURANCE & INDEMNIFICATION

9.1 The Town shall require users to provide a certificate of insurance that names the Town of Exeter and its agents as "additional insured" for each event under any of the following scenarios:

- (a) All uses and events.
- (b) For events that involve the consumption of alcohol, upon specific request and authorization; and subject to all laws pertaining to such use. A rider covering alcohol service shall be required along with all state and local permits.
- (c) For events that involve the use of temporary structures, appliances or utilities, including tents, tables, chairs, sound systems, light systems, electricity, generators, cooking, etc.
- (d) For any commercial activity.
- (e) All of the above will require either a complete Town of Exeter Event Application form or use form related to the space (Town Hall, Town Hall second floor, Swasey Parkway, Senior Center, etc.) An event sketch must be included with each application. Event sketches will include any information needed by the town and will be required prior to the approval of any event. Updated event sketches may be submitted but in no case shorter than 30 days prior to the event. Substantive changes from a preliminary to a final sketch will require approval of town departments, as applicable.

9.3 All requests to use Town facilities shall require the event organizers to indemnify and hold harmless, the Town of Exeter and its agents from any and all liability or claims resulting from damages associated with the use of the facility, except for acts of gross negligence on the part of Town officials.

9.4 Applicants will sign all needed forms and accept the responsibilities outlined on those forms in addition to this policy.

SECTION 10. MAINTENANCE

The Town reserves the right to require persons using municipal facilities to pay for custodial services, including, but not limited to a security deposit of not less than \$100. Applicants shall be held

responsible for any and all damages to Town property which occurs during the period of use including time when the key is still outstanding. Notwithstanding any criminal or civil action that may be imposed, the Town also reserves the right to utilize all or part of the security deposit to pay for damages and/or cleaning expenses.

It shall be a condition of approval for all persons using municipal facilities to return the facilities to the same condition as found upon arrival. Making holes in walls at town facilities is prohibited.

The Town requests that all groups using municipal facilities be responsible for disposal of trash. However, the disposal of food wastes or garbage that is subject to decomposition and/or obnoxious odors is not allowed in any Town building. Groups that leave piles of trash or rotten items behind may be denied permission to use Town facilities in the future.

It is requested that all persons using municipal facilities conserve energy (electricity, heating fuel) and natural resources (water) to the greatest extent possible. Any problems with the facilities, including appliances or structures, should be reported to the Police Department immediately.

SECTION 11. FEES

Fees may be charged for use of town facilities according to the town's fee schedule. See fee schedule for details.

SECTION 12. WAIVERS & EXEMPTIONS

12.1 The Select Board may, upon written request, waive any provision of these rules, using their sole discretion.

SECTION 13. MISCELLANEOUS INFORMATION

13. 1 Alcohol use in Town buildings is not allowed except by special permission and approval may be conditioned upon the requirement to hire a Police Officer(s), especially if minors will be present.

13. 2 Glass containers are not allowed at any outside facility.

13. 3The Town reserves the right to accept or reject any application, and to prohibit the use of Town facilities for purposes which are deemed to be in violation of local decency standards or otherwise not in the best interest of the Town.

13.4 Any person found to have been in violation of this policy may be denied permission to use Town facilities for future events.

13.5 The use of tape on walls is permitted, but the applicant shall be held responsible for any damages to painted surfaces. The use of easels and tables for the display of materials is strongly encouraged.

13.6 All facilities and events must close by 12:00 a.m..

13.7 The use of a facility for measurements, decorations, banners, posters, etc. can only take place during such periods when the operations of Town government will not be disturbed. Nothing shall be erected so as to cause any damage to Town property and all private property must be removed at the conclusion of an event.

13.8 In the event that contracted entertainment services are to be provided, the application form shall be forwarded to the Police Chief for review & approval with whatever conditions are deemed to be essential in order to maintain public safety.

13.9 There shall be no flames, fire, grills or barbecues within any building or underneath any roof structure.

13.10 It shall be the responsibility of the applicant to maintain sanitary conditions in the public bathrooms of the facility at all times during events. Equipment malfunctions should be reported to the Police Department immediately. The use of portable toilets may be allowed (or required) under special circumstances as determined by the Town Manager.

13.11 The authority of the Town Manager as set forth herein may be delegated to a designee. All decisions made are subject to appeal by written submission to the Select Board.

13.12 Applicants must familiarize themselves with the maximum number of persons allowed in meeting rooms as set forth in the posted Place of Assembly permit. These limits must not be exceeded, except by written authorization of the Town of Exeter Fire Department, under such terms and conditions as may be established.

13.13 Facilities are subject to being closed due to inclement weather, loss of electrical service or other emergencies.

13.14 Applicants (or event organizers) are strongly encouraged to notify all participants of locations for exits and restrooms and the Town's carry-in/carry-out trash policy.

13.15 The selling of food, beverages or any other products on Town property may require a Vendor Permit (available from the ~~Town Manager's Office~~ **Parks and Recreation Department**) in addition to the authorization provided under this policy for use of Town facilities and any other applicable state or local health regulations.

13.16 Provision or offering of food shall be identified in the Town of Exeter Event Application form.

13.17 Applicants (or event organizers) shall be solely responsible for any lighting, sound amplification, tables, chairs or other needs to the extent that the Town is not able to provide such items. The relocation or modification of Town lighting and electrical fixtures is strictly prohibited.

13.18 The use of Town tables, chairs or other items for private parties at off-premise locations shall not be allowed, except for special occasions that require approval of the Select Board.

DRAFT 7/12/19

13.19 The Town encourages scheduled tours of its facilities and operations by appointment as a means of educating taxpayers, residents, students and other interested persons in the delivery of government services.

IN WITNESS WHEREOF, this policy governing the use of Town property is approved and adopted this 15th day of October, 2018.

ATTEST:



EXETER POLICE DEPARTMENT



Memorandum

June 25, 2019

To: Town Manager Russell Dean

From: Chief Stephan Poulin

Ref: Anticipated Political Rallies at the Town Hall

Dear Mr. Dean,

I thought with the Primary Elections beginning February of 2020 and after hearing discussions surrounding the topic of large political rallies inevitably coming to our Town Hall (with the potential to cause traffic and safety concerns of our citizens), that I would draft up some ideas for you and the Select Board to review.

Suggested additions to the Town of Exeter Policy regarding this titled the Rules for Renters of Town Hall 10-7-2013 :

4.0 Policy: Section 4. The user will be responsible for seeing that ALL of the following conditions are met:

ADD item K. The Town of Exeter Police Department may request detail officers if the event is designed to bring more than 250 people into the Town Hall (half maximum occupancy), if the normal flow of traffic surrounding the Town Hall is to be disturbed or diverted, or if there is alcohol service. It is the responsibility of the user to communicate with the Chief of Police or his designee regarding detail officers and a security plan. The user will also be responsible for payment of said detail officers PRIOR to the event taking place.

ADD item L. The Town of Exeter may deny permits if the event is to draw in more than the maximum amount of occupancy of the Town Hall (500 people) or if the event is to be so large as to impede vehicular traffic safety on Front and Water Streets and/or effect the safety of the people of Exeter during normal downtown business routines.

Suggested additions to the Application for Town Hall Meeting Use Form:

ADD under Representative Information: **On site** contact person name and cell phone (often times the representative on the permit is not on site at the event).

ADD under Reservation Information section: Overall amount of people expected to attend-including workers and spectators (again for the purpose of making sure we know how to proceed ahead of time).

ADD- under Requirements section: The Town of Exeter Police Department may request detail officers if the event is designed to bring more than 250 people into the Town Hall (half maximum occupancy), if the normal flow of traffic surrounding the Town Hall is to be disturbed or diverted, or if there is alcohol service. It is the responsibility of the user to communicate with the Chief of Police or his designee regarding detail officers and a security plan. The user will also be responsible for payment of said detail officers PRIOR to the event taking place.

Suggested additions to the Town of Exeter Event Application:

ADD in Requesting section: Block to check off for Police Details

Ideally what these additions do is-if the event is to be so large such as a Trump rally, I think we can all agree that the Town Hall is not appropriate. We would be looking to have the event moved out of down town such as at the Exeter High School (similar to H. Clinton visit) for safety and security reasons-as well as traffic flow.

Respectfully submitted,

Stephan R. Poulin

Chief Stephan R. Poulin

Parks & Recreation – Parks Improvement Fund – Kids Park

**TOWN OF EXETER
MEMORANDUM**

TO: Russ Dean, Town Manager

CC: Doreen Chester, Finance Director

FROM: Greg Bisson, Director of Parks and Recreation

RE: Kid's Park Renovation

DATE: 08/12/2019

Exeter Parks and Recreation would like to propose the renovation of Kid's Park (Winter Street playground). Exeter Parks and Recreation solicited quotes from several companies for a specific style playground required, sculpted nature themed playground structures. Exeter Parks and Recreation is recommending using the vendor, New England Play Group, representing Themed Concepts out of Minnesota. Themed Concepts create one of a kind playground structures no other manufacturer created. In light of the recent town vote to create a sustainability office and a healthy climate, Theme Concepts is a leader in sustainable playground manufacturers having been in business for over 30 years. Themed Concepts create their unique playgrounds using Glass Fiber Reinforced Concrete (GFRC). GFRC molded playgrounds will not only appeal to all ages, but it will create a unique art-play structure that will last for the next 40-50 years, if not longer. The typical playground you see installed at schools and other playgrounds do not create that unique experience which visitors are looking for in today's playgrounds, as well as, a shorter lifespan and higher maintenance cost. Specifically, the Treeline Nature based series, brings in the look of nature in a durable material. A complete renovation (minus the removal of the purple dinosaur) will create a well planned layout that is safe, accessible and inviting to those that use the park most. The current equipment structures are breaking down and should be removed before they fail.

The renovation will include:

- Removal of all equipment except for the dinosaur. The swings will be saved as they are only 8 years old and in great condition and will be used at Gilman Park in the future.
- Concrete pads installed
- Crane Rental
- Installation of new play structures (Climber, Slides, Swings)
- Installation of new playground chips and wear pads (Under each swing and slide landing)

Quotes (equipment only):

New England Play Group (local): \$107,400
Landscape Structures (local): \$62,800
Ultiplay-Playworld Structures (local): \$99,218.00
Gametime (New Jersey): \$125,967.55

Site Prep (removal of old equipment, concrete slab, fence work, new water fountain, wear mats):
\$25,000

Total: \$132,400

Recreation Advisory Board reviewed proposal and design and voted unanimously (5-0) in favor of Themed Concepts. The following reasons were taken into account:

- 1) **Nature themed designs:** Nature based playgrounds are a growing trends in playgrounds but create additional maintenance to keep the elements in working order. The GFRC material used will require very little maintenance to preserve the play structures while giving the appearance of nature based elements. Themed Concept, the leader in GFRC playgrounds for the last 30 years, provided a design that fit the functionality needed while providing the appearance of a natural playground. Other proposal only provided some natural looking elements with modern, standard elements integrated into the structures.
- 2) **Cost vs play structures:** When breaking down each proposal, The Themed Concept design provided the most functionality for the cost. Landscape Structures provided very little in a play structure and additional pieces would have been needed to provide make the proposal equitable. Gametime provided a large structure that would have overwhelmed the location. Ultiplay's Playworld Structures was equivalent in size to the Themed Concept but then failed to appeal to the nature based design providing a mix of modern and natural elements mixed together.
- 3) **Sustainable:** Typical playgrounds should be replaced every 20 years. The Themed Concept playground will have the same appearance in 20 years as it does when installed. The material used is durable and made to withstand harsh environments and use. A typical playground will fade, chip and crack over time causing the elements to fail. The unique playground Themed Concepts provides are function pieces of art created to mimic realistic elements you would find in nature that will last a lifetime.
- 4) **References:** The communities of both Hamilton, MA as well as Peabody, MA have installed these playground and have seen the attendance in those park increase. They recommend Themed Concepts for any playground structures. Pictures of these parks are located in your packets to give a glimpse of what the new Kid's Park will look like.

Motions:

To make a motion to allow the Parks and Recreation Department to expend \$50,000 out of Parks Improvement Capital Reserve Fund and \$82,400 from Recreation Impact Fees for the renovation of Kid's Park.

Respectfully Yours,

Greg Bisson
Director Exeter Parks and Recreation

Fund Balances	Current Totals	Project Expenses	New Totals
<i>Recreation Revolving Fund (as of December 31st, 2018)</i>	\$ 76,837.00		
			\$ 76,837.00
<i>Recreation Impact Fees (as of 08/12/2019)</i>	\$ 110,290.93		
Kid's Park Renovation		\$ 82,400.00	
			\$ 27,890.93
<i>Park Improvement Fund (as of 08/12/2019)</i>	\$ 67,948.00		
Kid's Park Renovation		\$50,000	
			\$ 17,948.00
Possible Projects with funding sources for 2019			
Gale Park walkway (Park Improvement Fund)-Impact Fees			
Gilman Park Pavilion Construction-Improvement Fund			
Irrigation of Recreation Park Fields			



STATEMENT OF COMPLIANCE

ASTM / CPSC / IPEMA Guidelines

Original Document Date: 1 January 2014
Document Number: TC.ASTM/CPSC.1.1
Place of Manufacture: 794 15th St. SW
Forest Lake, MN 55025

To all concerned,

Themed Concepts is pleased to inform you that all products and equipment designed for use by children under 12 years of age and intended for installation and use by the public, are designed and manufactured to adhere to regulations set forth by the most current versions of ASTM, CPSC and IPEMA guidelines.

If you would like to speak to me regarding further details on the material and formulation of our products, feel free to contact me at your convenience.

Kaarl Nasvik
Co-Owner

A handwritten signature in black ink that reads 'Kaarl Nasvik'.

Themed Concepts
(855) 724-3270

Themed Concepts

General Specifications



ThemeCrete® Specifications

Themecrete® formula is a mixture with a Glass Fiber Reinforced Concrete (GFRC) base. GFRC is a cement/aggregate slurry reinforced throughout with chopped glass fibers. Cement used is Type 1 Portland cement meeting the requirement of the ASTM C 150. Sand used is washed silica sand passing a U.S. No.20 sieve, and conforming to ASTM C 144. Glass Fibers used are alkali-resistant (AR) fiber specifically designed for use in concrete and chopped to 1"-2" lengths. Thickness of the cast and built up surfaces and panels shall be a minimum of 5/8" and up, depending on the face configuration.

Cement Plaster Specifications

Embossing Mortar and Cement Plaster is site mixed cement/aggregate meeting the same criteria as GFRC, but omitting the glass fibers; for filling the irregular voids between mold cast panels and/or special themed features.

Backup Material

Shall be galvanized steel "diamond lathe", tied in place with annealed steel wire and reinforced with #3 or #4 steel reinforcing rods. Minimum physical properties shall be: 1500 pounds per square inch for tension and 5000 pounds per square inch for compression.

Coloring Agents

All rockwork and colored paving construction shall be colored integrally and/or colored with dust on color hardeners or acid stain surface coloring or concrete water based stain.

1. Integral Color: Shall be "Chromix", as manufactured by L.M. Scofield Co; Los Angeles, CA or equal.
 2. Dust: on color hardeners shall be "Lithochrome" Color Hardener by L.M. Scofield Co. Los Angeles, CA or equal.
 3. Acid Stain: Shall be "Lithochrome" acid base stains as manufactured by L.M. Scofield Co.: Los Angeles, CA
 4. Modified exterior latex paints: As needed for final color highlighting equal to Sherwin Williams outdoor concrete stain.
 5. All other special features: Shall be colored with owner approved materials submitted by specialty Contractor.
- E. Miscellaneous Special Materials: All features created

Composite Wood Specifications

Plastic lumber shall be manufactured with recycled HDPE. Lumber shall be molded in one piece per specified size. All materials will have UV additives to prevent deterioration of the plastic lumber from exposure to UV light. HDPE will be made up of no less than 95% recycled material; both post industrial and post consumer. Finished plastic lumber shall be resistant to corrosive substances, oil and fuels, insects, fungi, salt spray, and other environmental stresses.

WHAT IS GFRC?

Glass Fiber Reinforced Concrete (GFRC) is a concrete mixture created from a combination of Portland cement, silica sand, alkaline resistant chopped fiberglass and may include any combination of additives. Once the raw materials are prepared, measured, and blended appropriately, the mixture is then expertly applied in thin layers into a product mold. GFRC is uniquely beneficial in that it is capable of making lightweight decorative concrete products while maintaining large load capacities and unparalleled overall strength.

All professionally mixed and placed concrete has great compression strength, but it is not flexible and has practically no tensile strength. Large cracks commonly occur in concrete applications due to drying, shrinkage and movement. When cracks form in concrete, the severity of the crack will depend on how much reinforcement is present in the concrete. However, Alkaline resistant chopped fiberglass, when added to concrete mixtures correctly, adds advanced flexibility and lightens the weight of the concrete creating Glass Fiber Reinforced Concrete. The alkaline resistant chopped fiber glass gives GFRC three times higher tensile strength than that of unreinforced concrete and will help prevent anything larger than standard hairline cracks in the finished product.

FEATURES OF GFRC:

- ADVANCED BENDING STRENGTH
- GREAT IMPACT STRENGTH
- TOUGH AND CRACK RESISTANT
- LIGHTWEIGHT PRODUCTS
- ALLOWS FOR ARTISTIC DESIGN

THE STRUCTURE OF MY SECRET LAIR MUST BE AS STRONG AND RESILIENT AS I AM

BENDING STRENGTH OF GFRC USED WITH NET OR SEWN FIBER

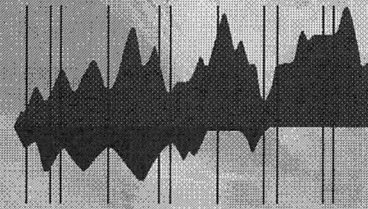
COMPARISON IN DIRECT SPRAY-UP METHOD

Direct-Spray-up Method	1 inch thick GFRC with 1 inch glass fiber-reinforced concrete applied in 3 successive 1/3 inch layers. No net or sewn fiber is used. No of sheets is adjustable. No of sheets is 2 or more. 1/2 inch thick GFRC is applied in 3 successive 1/6 inch layers. No net or sewn fiber is used. No of sheets is 2 or more. 1/2 inch thick GFRC is applied in 3 successive 1/6 inch layers. No net or sewn fiber is used. No of sheets is 2 or more.
With Net TDS 5x10	
With Net TD 5x5	
With Net TM 18x18	
With Sewn Fiber	

COMPARISON IN PREMIX METHOD

Premix Method	1 inch thick GFRC with 1 inch glass fiber-chopped strands applied in 3 successive 1/3 inch layers. No net or sewn fiber is used. No of sheets is 2 or more. 1/2 inch thick GFRC is applied in 3 successive 1/6 inch layers. No net or sewn fiber is used. No of sheets is 2 or more. 1/2 inch thick GFRC is applied in 3 successive 1/6 inch layers. No net or sewn fiber is used. No of sheets is 2 or more.
With Net TDS 5x10	
With Net TD 5x5	
With Net TM 18x18	
With Sewn Fiber	

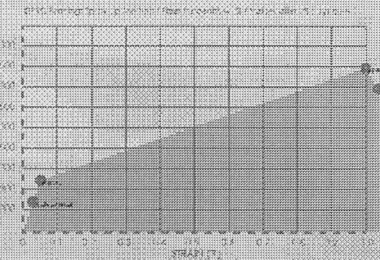
THE SECRET FORMULA



At Themed Concepts, our proprietary GFRC formula - ThemeCRETE®, has been created utilizing decades of application experience and field observations along with the most modern technologies available. Our ability to enhance the finest details in our product stems from a unique combination of specialized expertise spanning across several industries and honed over decades of working with and pioneering advances in GFRC environments.

STRESS STRAIN CURVES OF GFRC

GFRC acts as an elastic solid up to point A (Limit of Proportionality). The curves between A (LOP) and B (MOR) illustrate the fact that only glass fiber contributes to the reinforcement, which is the main characteristic of GFRC's high impact strength.



WHAT'S IN YOUR PRODUCT?

GFRC (glass fiber reinforced concrete) is a specific type of concrete product that must contain Alkaline Resistant Chopped Fiberglass. Without this key ingredient, all the strength and flexibility benefits of GFRC are removed, leaving just standard concrete behind. There are only a handful of manufacturers around the world who create this special form of fiberglass. Ask your theming manufacturer if they are providing true GFRC in their concrete products.

THE ORIGINAL. THE BEST.

Themed Concepts' ThemeCRETE mix has over 30 years of experience backing it up. We actively search for new and improved additives to further enhance our formula to meet current concrete expectations for strength and longevity. For your next themed project, demand a high level of expertise in artistic creation, a product you can count on, and a team with the ability to execute your vision.

To ensure the highest levels of craftsmanship, all molds and sculptures utilized by Themed Concepts are created by our own team of in-house sculptors and artistic professionals. We understand that developing and maintaining a highly skilled team of artists as well as our own library of molds will ensure a level of quality and consistency that our customers can count on for decades to come.

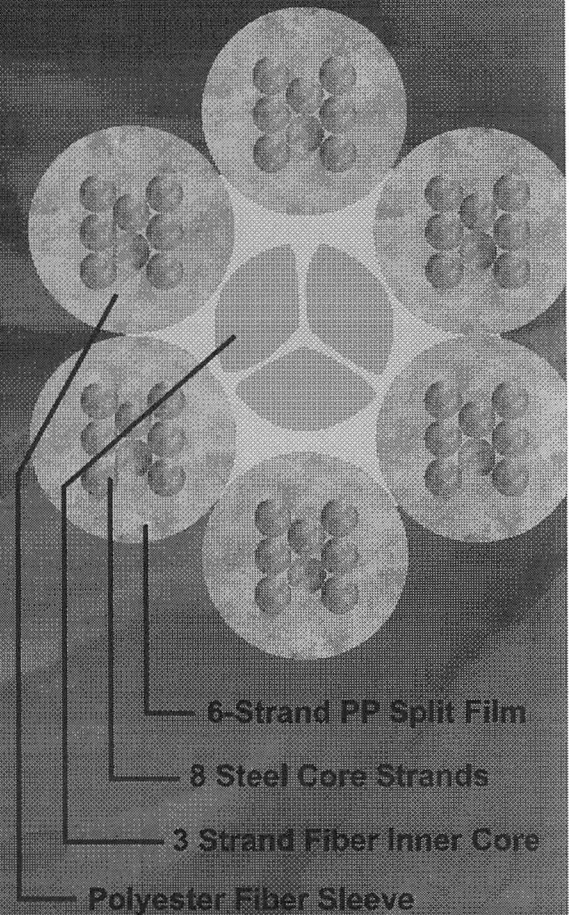
ROPES & NETS



Themed Concepts' nets and rope climbers are made of the highest quality 6-Strand PP split film construction. In each strand, there are 8 steel wires wrapped in a polyester sleeve for added strength and ultimate durability.

Available rope sizes are 16mm and 18mm, which are easy to grab yet soft on small hands. Colors available are black, green, blue, tan, red and yellow. Contact Themed Concepts for any special size or color needs.

Connections on all Themed Concepts nets are made using pressed aluminum ferrules and button stop clamps in combination with stainless steel hardware and accessories. A variety of adaptors and custom connections can be integrated into our current line of nets. Contact Themed Concepts for any special connection requests.



PRODUCT FEATURES:

- Available in 16mm and 18mm diameters
- Long life expectancy
- Standard designs and custom designs available
- 8 Galvanized steel wires in each strand
- Three strand twisted fiber core
- Available in Black, Green, Blue, Tan, Red and Yellow

HDPE Plastic LUMBER

Themed Concepts' recycled plastic product utilizes high quality HDPE (High Density Polyethylene) and color stabilizers to achieve a high performance product. The material used to manufacture this product comes primarily from post-consumer waste such as milk jugs and detergent bottles. This material is shredded and blended with additives to create a strong end product.

Themed Concepts' plastic decking is a cost effective and environmentally responsible alternative to products such as wood or composite materials. It does not have to be painted, stained or treated and will not rot or splinter. Cleaning consists of soap and water then rinse. The value of our plastic lumber only increases over time.



made from **100%
RECYCLED
HDPE**

*Majority of the material from post-consumer recycled plastic.

MOLDED PLASTIC LUMBER - ASTM TEST RESULTS

Test Performed	ASTM Test	Value
Flexural Strength	D6109	1355
Flexural Modulus Secant @ 1% strain	D6109	95939
Compression Strength (parallel to grain)	D6108	1420
Compression Modulus Secant @1% strain (parallel to grain)	D6108	51000
Compression Strength (perpendicular to grain)	D6108	650
Specific Gravity	D6111	53.7
Moisture Absorption		0.06
Flash Point		644
Spontaneous Ignition	D1929	824
Flame Spread	E84	>200
Smoke Developed	E84	>700
Thermal Expansion	D6341	0.00055
Average Screw pull out	D6117	646
Static coefficient of Friction-Dry	D2394	.48
Static coefficient of Friction-Wet	D2394	.40
Sliding coefficient of Friction-Dry	D2394	.22
Sliding coefficient of Friction-Wet	D2394	.43

PRODUCT FEATURES:

- Low maintenance
- Long life expectancy
- Various lengths
- No rotting
- No splintering
- No painting or staining
- Cuts, drills and secures just like wood
- Available in multiple profiles
- Available in more than 10 colors
- Textured surfaces
- Continuous piece construction
- Environmentally friendly
- Resistant to marine borers, termites, fungus, salt and oils

This warranty is exclusive and shall be accepted in lieu of all other warranties.
All product and/or service warranties begin on the date shown on the official sales invoice document.

Should any breach of this warranty appear within the stated applicable warranty period, Themed Concepts™, shall, upon notification in writing of the defect, correct such nonconformity either by repairing any defective product or parts, or by making available a replacement part at Themed Concepts option, within 60 days of written notification. Option to repair or replace product or parts shall be at the sole discretion of Themed Concepts. Themed Concepts shall make repairs to the product or part on site, deliver the repaired or replaced product or part to the site free of charge, but will not be responsible for providing labor or the cost of labor for the removal of the defective product or parts and the installation of any replacement product or parts. Replaced or Repaired parts shall be warranted for the balance of the original part's applicable warranty period. Replacement of a product or part shall not, under any circumstance, exceed the suggested retail price of the product or part at the original date of purchase.

All warranties are null and void if the products and/or part(s) are not erected and installed properly and in total conformity with Themed Concepts installation instructions and maintained and inspected in accordance to procedures furnished by Themed Concepts.

Themed Concepts does not warranty any wear and tear resulting from normal use of the product. Cosmetic issues such as surface scratches, chips, hairline cracks, wearing or fading paint, efflorescence visible on the product, or plastic warping or gapping as well as other cosmetic issues are not covered. Any deviation from the installation instructions and/or recommended maintenance procedures provided by Themed Concepts to the customer will void any manufacturers warranty on the product. Themed Concepts does not warranty any product failure or damage due to vandalism.

Themed Concepts shall not be held liable due to unforeseen circumstances or causes beyond its control, including but not limited to strike, embargo, riot, war, fire, act of God, vendor delays, or subcontractor or customer caused delays.

To make a claim, please mail your written statement of warranty claim along with your project number and invoice number to:

Themed Concepts
794 15th St SW
Forest Lake, MN 55025

Limited Warranty Lengths:

15-Year Limited Warranty: On all rotationally molded plastic components and High Density Polyethylene plastic sheet, not including plastic products encased in ThemeCRETE™. All structural steel framework and steel components against structural failure due to manufacturing defects or defects in materials.

10-Year Limited Warranty: On all ThemeCRETE™ or GFRC based products against manufacturing defects and structural failure due to natural causes. Product warranty does not cover surface scratches, hairline cracks, chips in ThemeCRETE™ or GFRC based products, efflorescence, or wearing of surface pigments or paints. Recycled plastic lumber provided by Themed Concepts™.

5-Year Limited Warranty: On all steel components manufactured by other pre-approved playground manufacturers that are encased in ThemeCRETE™ or GFRC based materials. Warranty will not cover any manufacturing defects of these products; warranty only extends to the ThemeCRETE™ application to the product.

3-Year Limited Warranty: On all ropes, nets and cables, swing components, swing hangers, and rubber or plastic swing seats due to manufacturing defects or defects in materials.

1-Year Limited Warranty: On all plastic components manufactured by other pre-approved playground manufacturers that are encased in ThemeCRETE™ or GFRC based materials. Warranty will not cover any manufacturing defects of these products; warranty only extends to the ThemeCRETE™ application to the product.

General Description and Guidelines of Maintenance for GFRC (Glass Fiber Reinforced Concrete) product.

Product Description:

Glass Fiber Reinforced Concrete (GFRC) is a Portland, silica sand, alkaline resistant chipped fiberglass and additive mixture that is sprayed into a mold to make lightweight decorative concrete products. Its ability to pick up the finest of details gives GFRC an incredibly realistic appearance. GFRC is sprayed at an average depth of 3/4" to 1" and has an average weight of 12 pounds per square foot. It provides the strength of much thicker concrete while weighing much less.

All professionally mixed concrete and placed concrete has great compression strength, but it is not flexible and has practically no tensile strength. Cracks can occur in concrete caused by drying shrinkage and movement. When cracks form in concrete, the severity of the crack will depend on how much reinforcement is present in the concrete. Alkaline resistant concrete adds flexibility and lightens the weight of the concrete creating Glass Fiber Reinforced Concrete. The alkaline resistant chopped fiberglass gives GFRC three times higher tensile strength than that of unreinforced concrete and will help prevent unsightly cracks.

GFRC is a great way to mold and cast durable concrete products that have all the benefits of concrete and can be installed almost anywhere.

GFRC Benefits on the Playground:

Advanced Theming capabilities (natural surroundings); High Level of detailing (realism); Durability - Longevity of playground in both structure and aesthetics far outlasts that of traditional post and deck systems; Custom sizing and functionality; Simplified installation; Lightweight (compared to other forms of concrete); Prefabrication (shipped complete); Repair-ability

Shipping and Installation:

Large climbers can ship direct to the site on a scheduled date; Smaller items can ship on pallets through general transit; All items come with complete installation instructions and patch kits for chips or cracking incurred during transit or installation; Most items can be installed within a couple days; Large items can have built-in fork pockets for easy handling; All items can be built for any depth of play surfacing

General Maintenance Inspection:

Inspection Guidelines - Overall inspection of the products and related packaging is recommended prior to offloading from the truck. Thorough inspection of products and surrounding area is recommended once final installation is completed. Park employees should hold routine inspections of products during the course of the product life at the park

Things to Look For - Cracking and chipping. Installers should be aware that products, although appearing to be indestructible, should be handled and set down carefully - the true strength and durability of GFRC shows after installation. Ongoing park inspection should look for cracking, chipping, air pockets, spray paint, holes, and anything out of the ordinary that may have been caused by vandalism, excessive wear and tear, and/or unorthodox movement causing damage.

Patch Kits and Repairing:

If repair is needed - If a major repair point is found on the product, please follow the steps below:

Take photos of the area (close-up and overall product pictures); Send photos and brief description to your dealer; Wait for response and further instructions; If a minor repair point is identified, please refer to the following instructions.

Tools required:

If the repair can be made from supplied patch kit, the following list of tools and supplies are needed -

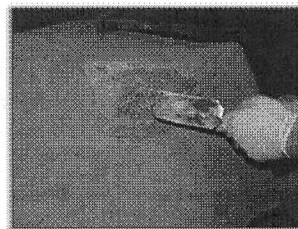
A clean 1 to 5 gallon Bucket / A Measuring Container / A Margin Trowel or Spatula / A Mixing Stick / Protective Latex Gloves / A 2"- 4" Horsehair Paint Brush / A Floor Tile Sponge / Access to Water

General Description and Guidelines of Maintenance for GFRC (Glass Fiber Reinforced Concrete) product.

Cement Patch Instructions:

Step 1 - Prep Area

- The surface to be repaired should be checked thoroughly for additional loose material around the surrounding area
- Clean patch area, removing any loose debris by scraping with margin trowel and brushing clean with a brush



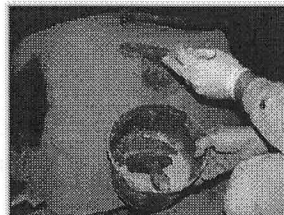
Step 2 - Mixing

- Pour pre-measured amount of supplied cement patch material into a clean bucket of pre-measured amount of water (measure by volume about 2 parts cement powder to 1 part water)
- Mix together with stirring stick or margin trowel until the consistency of peanut butter
- Wait 3-10 minutes for cement mix to flash/false set
- Re-stir the mix and you are now ready to apply to patch area



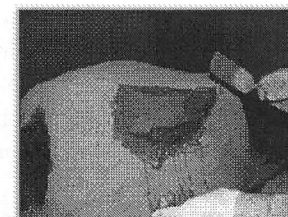
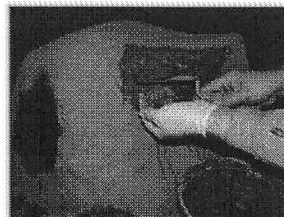
Step 3 - Wet Down Patch Area

- Wet down surface to be repaired with water, covering an area about 2"-3" larger than the actual patch area
- This will allow better bond of the new cement over the existing cement



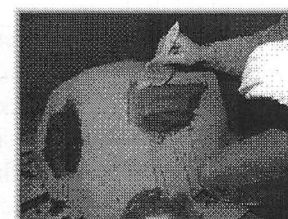
Step 4 - Applying Cement

- Wearing a protective latex glove, apply cement to patch area an average depth of about 1/2" thick and feathering out to paper thin at the edges
- Feel free to do any general shaping to further blend into the surrounding area
- Immediately move to step 5



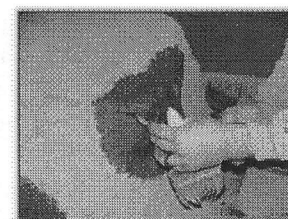
Step 5 - Texturing Cement

- Dip "horse hair" brush into bucket of water and shake off excess water from brush
- Using a gentle tapping motion, lightly tap into the wet cement until the desired textured effect is achieved
- Make sure to work the edges of new cement patch into existing cement to assure a good bond at the edges
- Re-dip brush, shake off excess and continue texturing as needed during repair
- Let stand 15 minutes to 1 hour depending on on-site temperatures



Step 6 - Final Touch-Up

- Once cement material is set up to the point you can scrape it with your fingernail, you can add final touch-ups with your paintbrush or even carve additional "cracks" and/or lines to further blend in the patch to the surrounding area

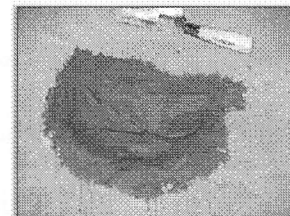
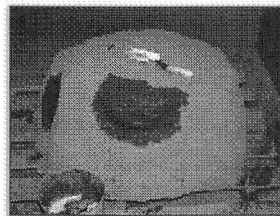


General Description and Guidelines of Maintenance for GFRC (Glass Fiber Reinforced Concrete) product.

Cement Patch Instructions, continued:

Step 7 - Set Up

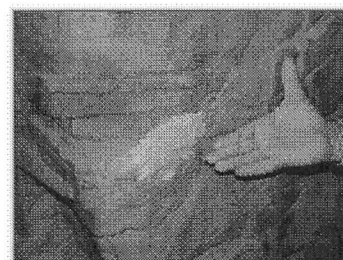
- Patch should ideally set up for a full day prior to painting
- While not recommended, if necessary and in proper weather conditions, the repaired area can be painted shortly after completion of cement work



Paint Patch Instructions:

Step 1 - Prep Area to be Painted

- Cement patch should be cured out or dried to the touch (ideally 24 hours)
- Clean patch area, removing any loose debris with dry paint brush



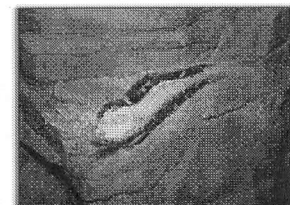
Step 2 - Base Color

- Use a 2"- 4" paint brush or a floor tile sponge and the supplied patch paint "Base" color
- Apply paint directly over cement patch or chipped area
- Be sure to feather paint out at the edges of patch area (try not to leave a hard line of paint at the edges)
- Allow "Base" color to dry to the touch before moving to step 3



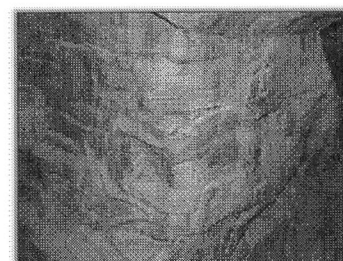
Step 3 - Final Wash

- Using a paint brush and/or floor tile sponge, apply a small amount of "Final Wash" color directly over set up "Base" color
- Wet floor tile sponge with water and thoroughly rinse out
- Immediately "gently" wipe the "Final Wash" color in circular motions until you get the desired effect
- You can always wet the sponge and wipe off prior attempts and start over until desired effect is accomplished



Your Repair is Complete:

- The patch area is now complete and ready for kids to play on in 4 – 6 hours, depending on air temperature and weather conditions
- If patches are done correctly, the repair should last as long as the product



Note: If you have recurring problems with a specific area or are not comfortable making the repairs yourself, please contact your dealer to discuss a scheduled visit by a repair technician

GFRC Facts:

GFRC can be cleaned if needed by a light grade tip power washer

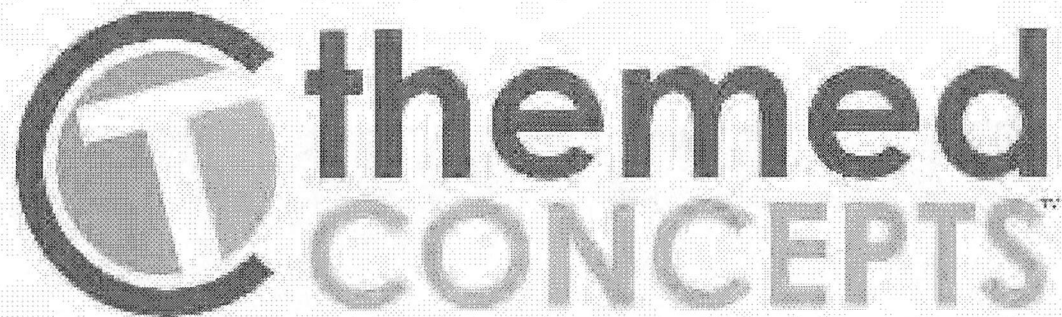
GFRC can nearly always be repaired to its original form

All of our GFRC products are built to meet ASTM & CPSC Guidelines

GFRC products can be custom manufactured to meet special thematic customer requests or specifications

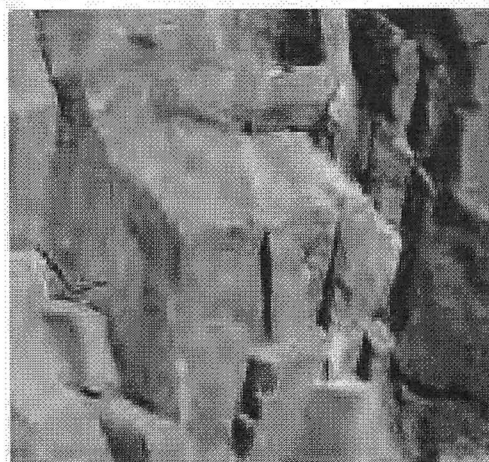
GFRC cement gets stronger over time (concrete continues to cure for up to 100 years)

GFRC products very rarely, if ever, need to be re-colored

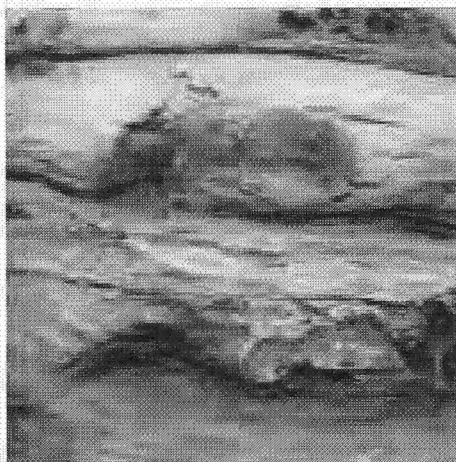


Stone Finish Samples

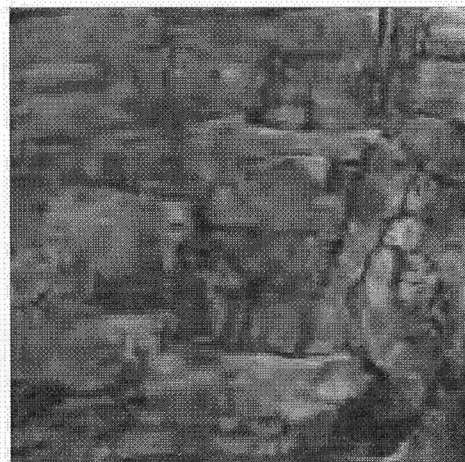
BASALT



SANDSTONE



LIMESTONE



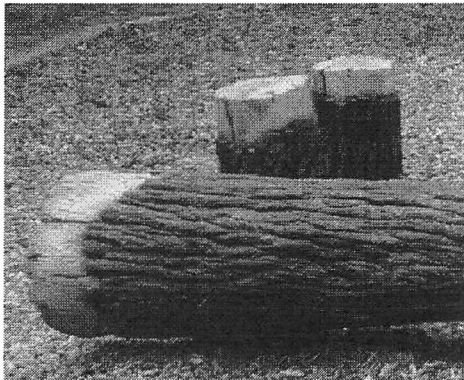
GRANITE



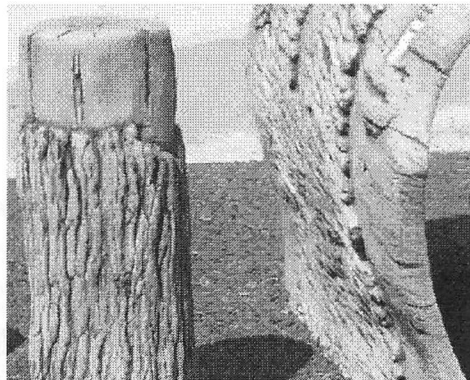


Bark Finish Samples

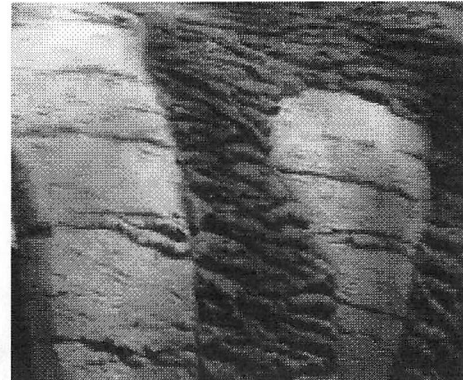
ASH



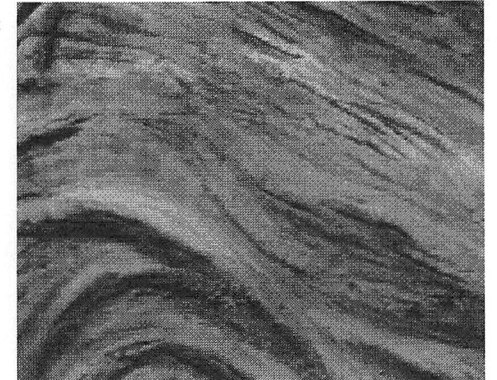
PINE



CYPRESS



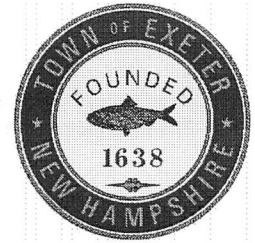
BRISTLECONE



Parks & Recreation – Proposal For Memorial Bench Program



MEMORIAL BENCH/PICNIC TABLES INFORMATION & APPLICATION



Exeter Parks and Recreation
32 Court St, Exeter, NH 03833
Phone: 603-773-6151
www.exeternh.gov/recreation

POLICIES

- Exeter Parks and Recreation and Town Official make all final Decisions, including but not limited to the location and style of the memorial bench.
- All memorial benched request must be accepted in accordance with the Town of Exeter donation policy.
- All inscriptions are subject to approval
- The applicant is responsible for the maintenance of the memorial bench beyond the period covered by the warranty.
- The applicant also assumes responsibility for maintenance during the period of the warranty that is not covered and is not a result of wear and tear.
- Exeter Parks and Recreation reserves the right to deem the bench unserviceable and remove as necessary.
- A Check for the cost of the bench must accompany your complete application. See "Pricing Information" for cost breakdown.
- Once a completed application is received by Exeter Parks and Recreation, it will be reviewed and the applicant will be notified of the town's decision.
- Benches will be installed by Exeter Parks and Recreation

PRICING INFORMATION

- All memorial benches are purchased from a vendor in which Exeter Parks and Recreation has an established relationship.
- The 6' benches are made of a classically styled cast steel with welded joints. Picnic Tables are 4 seats made with the same material as the benches.
- Benches come at a price of \$3,000 and include the cost of delivery and assembly.
- Picnic Tables with two seats come at \$3,500, including the cost of delivery and assembly
- In addition to the price of the memorial products, \$350 maintenance fee. The maintenance fee includes the cost of installing the proper hardware to secure the products by the parks and recreation department, the purchase of the plaque as well as the general maintenance of the products.
- Products arrive in 6-8 weeks as all are constructed after the order is placed.
- An example of the benches can be found at:
 - Benches: <https://www.victorstanley.com/product/rb-28/>
 - Tables and seats: <https://www.victorstanley.com/product/frst-6/>
 - These are only examples and actual bench may vary slightly.

TO APPLY

Applicants must read the memorial bench information and policies, fully complete the application and return completed application to the Exeter Parks and Recreation Department. Questions and concerns regarding Memorial Benches should be addressed to the Greg Bisson, Director of Exeter Parks and Recreation Department at 603-773-6151 or Gbisson@exeternh.gov.

Application

Date: _____

-

Applicants Name: _____

Address: _____ City/Town: _____ State: _____ Zip Code: _____

Home Phone: _____ Cell Phone: _____

Email: _____

In Memoriam of: _____

Requested Bench Location: _____ Product (Circle Type) Bench Picnic Table

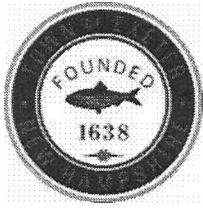
Requested Location within Park: 1st Choice: _____, 2nd Choice: _____, 3rd Choice: _____

Ultimately the Town of Exeter will determine the location of all benches, however, we will keep your preference in mind

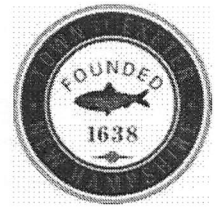
Inscription Desired (Limited to 32 Characters including spaces):

Please make checks payable to Exeter Parks and Recreation

Housing Community Survey Review



EXETER HOUSING FUTURE COMMUNITY SURVEY



As part of the Exeter Housing Future project, a community wide survey was deployed from April 18 to May 15, 2019. Overall, 228 people participated in the survey. As is typical, not every participant answered every question in the survey. The question with the fewest response rate was 134 and the largest was 212. The following report summarizes the answers that could be quantified. Commentary or mapped results are not included here but have been stored for reference.

1. Approximately how many homes are there in Exeter?

	Answers
a. 3,000	9% (19)
b. 6,500	46% (97)
c. 9,200	28% (60)
d. 11,900	17% (36)

The correct answer is approximately 6,500. The largest number of survey respondents answered this correctly. Information was taken from the Report of the Exeter Housing Advisory Committee (May 2017), which relied on the American Community Survey (ACS) for much of this information.

2. Approximately what percent of housing in Exeter is single family homes?

	Answers
a. Over 95%	1% (2)
b. Just under 85%	21% (45)
c. Just over 75%	39% (82)
d. A little more than 50%	29% (62)
e. Just over 40%	10% (21)

The correct answer is "just over 40%." The vast majority of respondents answered this incorrectly and the choices they made suggest residents greatly overestimate the percentage of single family homes in town. Exeter actually has one of the most diverse and balanced housing stocks in the region with approximately 41% multi-family and 13% mobile homes. This information was taken from the Report of the Exeter Housing Advisory Committee (May 2017), which relied on the New Hampshire Office of Energy and Planning for much of this information.

3. Between 2008 and 2018, total school enrollment for SAU16...

	Answers
a. Stayed about the same	13% (28)
b. Increased by nearly 11%	42% (90)
c. Decreased by 15%	5% (11)
d. Increased by just under 4%	24% (50)
e. Decreased by 8%	16% (33)

The correct answer for this question, as reported by the schools, is “decreased by 8%.” Most of the people who answered this question (about two-thirds) believed the enrollment had increased on average, with the largest group think the increase was approximately 11%. When looking at the numbers associated with Exeter alone, the decrease over this 10-year period was only 1% suggesting Exeter’s enrollment numbers, on average, have changed very little.

4. As a rule of thumb, about how much of an individual’s or family’s income should be used to cover housing costs? This includes rent/mortgage, insurance, and utilities.

	Answers
15%	10% (20)
30%	73% (152)
40%	11% (22)
50%	7% (15)

The correct answer is 30%. It is worth noting that, when factoring in transportation, many housing/planning professionals believes the percentage rises to 50%.

5. What do you think is the fastest growing age group in Exeter?

	Answers
Under 5 years	2% (4)
15-19 years	3% (7)
35-44 years	19% (40)
55-59 years	27% (57)
65-74 years	47% (98)
85+	2% (4)




The correct answer is “65-74 years.” The largest number of respondents answered this correctly and the second largest group answered “55-59 years.” These responses seem to show that Exeter residents are aware of the existing trends related to age demographics in the community.





6. How difficult is it for different groups of people to find a place to live in Exeter that meets their needs?


	Very Difficult	Moderately Difficult	Average	Fairly Easy	Very Easy
Active seniors that would like to live in a smaller home.	31%	41%	20%	7%	1%
Young individuals or families that are looking to buy their first home.	70%	24%	5%	1%	-
People who would like to rent instead of buy a home.	36%	37%	23%	4%	-
People with disabilities including seniors requiring care.	45%	35%	16%	3%	-
An individual who earns \$50,000 per year	59%	30%	8%	2%	-
A family of four who earns \$50,000 per year	94%	4%	1%	1%	-

Residents taking the survey generally felt that all the groups identified had a moderate or high level of difficulty finding housing that meets their needs. Looking more closely at the answers, active seniors looking to downsize were associated more with moderate challenges when compared with other groups. Families that have very low incomes showed the highest perceived difficulty followed by first time homebuyers. These answers are generally consistent with the analyses performed by the Exeter Housing Advisory Committee.

7. Please look at the following images of different housing types and identify whether you think this type of housing might be appropriate anywhere in the study areas. Choose the answer that best fits your opinion of the image.

	definitely appropriate	maybe, but depends on what it looks like	maybe, but not too much of this type	probably not	definitely not	not sure
Multiplex 	36% (52)	19% (28)	27% (39)	10% (15)	6% (9)	1% (2)
Bungalow 	47% (69)	16% (24)	11% (16)	18% (27)	5% (8)	1% (2)
Duplex 	39% (56)	28% (41)	16% (23)	8% (12)	8% (11)	1% (1)

	definitely appropriate	maybe, but depends on what it looks like	maybe, but not too much of this type	probably not	definitely not	not sure
Quadplex 	38% (54)	24% (34)	18% (25)	11% (16)	8% (12)	1% (1)
Large home conversion 	48% (68)	22% (32)	11% (16)	10% (15)	7% (10)	1% (2)
Townhouse 	60% (87)	14% (20)	11% (16)	10% (14)	6% (8)	0%
Cottage 	56% (79)	14% (20)	11% (15)	12% (17)	8% (11)	0%

	definitely appropriate	maybe, but depends on what it looks like	maybe, but not too much of this type	probably not	definitely not	not sure
Multifamily 	28% (40)	16% (23)	17% (24)	19% (27)	20% (29)	0%

This question is part of what's known as a 'visual preference survey.' As the name suggests, users are presented with a series of images and asked to express how they feel about these images. For this housing survey, eight housing types were presented that provide more dense development options when compared with typical single family home development. The answers highlighted with the darkest blue are the most popular choice, a lighter blue being the second most popular, and the palest blue for the third most popular. Most of the housing images were favorably received and only two received negative ratings. The only housing type that elicited a notable difference of opinion is "multifamily."

8. In general, do you think the Master Plan was right to highlight these study areas as potential areas for growth/development?

	Answers
Yes	60% (106)
No	17% (30)
Not sure	23% (41)

The majority of respondents felt the policies set forth in the Master Plan are still on target. This project will need to continue to shine a light on the Master Plan and reinforce the policies set forth from that intensive public engagement process.

9. How much growth (additional residential or commercial space) can be accommodated by these different areas.

	Lots of growth, approximately double what is there today	Significant growth, some new buildings and taller redevelopment	Modest growth, not much more than what's there today	No growth, there's already plenty of development
Lincoln Street Study Area	11%	34%	42%	13%
Downtown Study Area	1%	14%	58%	27%
Portsmouth Avenue Study Area	16%	31%	44%	10%

The most popular answers are highlighted in the dark blue and the second most popular are highlighted in a lighter blue. In all three cases, the most popular answer was "Modest growth...". Notably, about a third of respondents felt that Lincoln Street and Portsmouth Avenue could accommodate "significant growth," while only 14% felt that way about Downtown.

10. What concerns you the most about providing more types of housing to choose from in the study area? (choose one)

	Answers
I have no concerns.	42% (56)
More housing will bring more children, which will stress our schools.	5% (7)
More housing will require more public services, which will lead to an increase in taxes.	10% (13)
More multi-family housing will lead to a higher incidence of crime and other public safety problems.	9% (12)
Higher density housing is unattractive and will ruin the character of existing neighborhoods.	17% (23)
Higher density housing will have negative neighborhood impacts related to noise, traffic, and similar nuisance issues.	17% (23)

Tax Abatements, Veterans Credits & Exemptions

Town of Exeter
Revaluation Values
4/1/2019

2019 Revaluation Value	2,617,156,005
2018 Value	<u>2,013,833,838</u>
Added Value	603,322,167
Exempt Added Value	156,639,179
Taxable Added Value	446,682,988

Overall Change	30%
Residential	20%
Vacant	44%
Manufactured Homes	50%
Condominiums	33%
Commercial	32%

IAAO Guidelines

Median ASR	.98	.90-1.10
COD	7.18	Less than 20
PRD	1.01	.98-1.03

As a result of the 375 hearings, roughly 675 properties had their assessments adjusted. The net change was a reduction of roughly 0.35%.

If the Town had not completed a revaluation, based on the sales data to date, the Town's overall equalization ratio for 2019 tax year would have been in the 74% range. However with the revised assessments the Town's overall equalization ratio is in the 96% range.

VALUE COMPARISONS	2018 TAX YR	2019 TAX YR	\$ CHANGE	% CHANGE
LAND				
CURRENT USE	\$167,242	\$187,624	\$20,382	12.19%
CONSERVATION RESTRIC ASMNT	\$0	\$0		
DISC ESMNT	\$2,800	\$2,800		
DISC PRESERVATION ESMNT	\$1,800	\$1,800	\$0	0.00%
TAXATION OF FARM STRUCT	\$0	\$0		
RESIDENTIAL	\$393,100,509	\$560,538,556	\$167,438,047	42.59%
COMMERCIAL/INDUSTRIAL	\$103,386,291	\$138,803,644	\$35,417,353	34.26%
<u>TOTAL TAXABLE</u>	<u>\$496,658,642</u>	<u>\$699,534,424</u>	<u>\$202,875,782</u>	<u>40.85%</u>
EXEMPT/NON-TAXABLE	\$35,273,369	\$48,774,452	\$13,501,083	38.28%
BUILDINGS				
RESIDENTIAL	\$945,871,484	\$1,079,719,699	\$133,848,215	14.15%
MOBILE HOMES	\$34,311,400	\$52,852,400	\$18,541,000	54.04%
COMMERCIAL/INDUSTRIAL	\$288,133,939	\$378,372,730	\$90,238,791	31.32%
DISC PRESERVATION ESMNT	\$65,500	\$89,700		
<u>TOTAL TAXABLE</u>	<u>\$1,268,382,323</u>	<u>\$1,511,034,529</u>	<u>\$242,652,206</u>	<u>19.13%</u>
EXEMPT/NON-TAXABLE	\$177,474,800	\$321,977,500	\$144,502,700	81.42%
PUBLIC UTILITIES	\$35,655,500	\$35,835,100	\$179,600	0.50%
<u>VALUE BEFORE EXEMPTIONS</u>	<u>\$1,800,696,465</u>	<u>\$2,246,404,053</u>	<u>\$445,707,588</u>	<u>24.75%</u>
EXEMPTIONS				
DISABLED VET	\$709,800	\$837,700		
SCHOOL EXEMPTION	\$150,000	\$150,000		
MODIFIED ASSESSED VALUATION	\$1,799,836,665	\$2,245,416,353	\$445,579,688	24.76%
BLIND	\$45,000	\$60,000	\$15,000	33.33%
ELDERLY	\$25,412,242	\$29,119,047	\$3,706,805	14.59%
DISABLED	\$2,024,800	\$2,627,400	\$602,600	29.76%
TOTAL OF EXEMPTIONS	\$27,482,042	\$31,806,447	\$4,324,405	15.74%
<u>NET VALUATION</u>	<u>\$1,772,354,623</u>	<u>\$2,213,609,906</u>	<u>\$441,255,283</u>	<u>24.90%</u>
LESS TIF RETAINED VALUE	\$21,914,222	\$43,426,115	\$21,511,893	98.16%
<u>NET TAXABLE VALUATION</u>	<u>\$1,750,440,401</u>	<u>\$2,170,183,791</u>	<u>\$419,743,390</u>	<u>23.98%</u>
VETERAN CREDITS	\$291,500	\$287,500	-\$4,000	-1.37%

2019 Vision MS1

	Parcel Count	Acreage	Land Value	Building Value	Total Value
Residential Improved	2,850	2,796.74	477,571,075	672,596,825	1,150,167,900
Residential Vacant	147	758.11	8,532,700	198,000	8,730,700
Residential Mobile Home	1,229	36.13	6,971,200	52,852,400	59,823,600
Residential Condo	1,171	0	742,500	278,661,600	279,404,100
Residential Apartments	345	259.73	66,723,881	128,246,374	194,970,255
Total Residential	5,742	3,851	560,541,356	1,132,555,199	1,693,096,555
Commercial Improved	354	783.66	118,208,744	306,629,830	424,838,574
Commercial Vacant	33	180.75	6,032,600	909,300	6,941,900
Industrial Improved	58	182.43	13,282,500	67,958,700	81,241,200
Industrial Vacant	3	36.87	1,279,800	2,874,900	4,154,700
Total Commercial	448	1,183.71	138,803,644	378,372,730	517,176,374
Utilities	18	7.77	980,300	34,854,800	35,835,100
Exempt	297	3,765.42	48,774,452	321,977,500	370,751,952
Regular Open Space	0	0	0	0	0
Farmland	5	239.97	51,874	0	51,874
Farmland - Rec	0	0	0	0	0
Forest - Unman	29	1,173.44	77,057	16,900	93,957
Forest - Stewardship	1	519.2	23,619	0	23,619
Forest - Unman Rec	5	256.56	19,501	0	19,501
Forest - Stew & Rec	2	62.77	2,373	0	2,373
Unproduct	1	52.15	1,148	0	1,148
Unproduct - Rec	1	20	340	0	340
Wetlands	7	521.92	11,483	0	11,483
Wetlands - Rec	2	13.5	229	0	229
Total Current Use	53	2,859.51	187,624	16,900	204,524
Barn Esment	0	0.34	1,800	89,700	91,500
Totals	6,558	11,667	749,289,176	1,867,866,829	2,617,156,005
Residential Land-79C (\$2,800)			560,538,556		
Residential Building -MH+ C/U =				1,079,719,699	
Total Value- Exempt Properties					2,246,404,053

Permits and Approvals

Schedule No. 11
EXHIBIT E

August 1, 2019

LESSEE RESOLUTION

RE: Master Lease Purchase Agreement dated as of October 1, 2011, between Tax-Exempt Leasing Corp. (Lessor) and Town of Exeter (Lessee) and Schedule No. 11 thereto dated as of August 1, 2019.

At a duly called meeting of the Governing Body of the Lessee (as defined in the Agreement) held on _____
_____ the following resolution was introduced and adopted:

BE IT RESOLVED by the Governing Body of Lessee as follows:

1. **Determination of Need.** The Governing Body of Lessee has determined that a true and very real need exists for the acquisition of the Equipment described on Exhibit A of Schedule No. 11 dated as of August 1, 2019 to the Master Lease Purchase Agreement dated as of October 1, 2011, between **Town of Exeter (Lessee)** and **Tax-Exempt Leasing Corp. (Lessor)**.
2. **Approval and Authorization.** The Governing Body of Lessee has determined that the Agreement and Schedule, substantially in the form presented to this meeting, are in the best interests of the Lessee for the acquisition of such Equipment, and the Governing Body hereby approves the entering into of the Agreement and Schedule by the Lessee and hereby designates and authorizes the following person(s) to execute and deliver the Agreement and Schedule on Lessee's behalf with such changes thereto as such person(s) deem(s) appropriate, and any related documents, including any Escrow Agreement, necessary to the consummation of the transaction contemplated by the Agreement and Schedule.

Authorized Individual(s): Russell Dean, Town Manager
(Printed or Typed Name and Title of individual(s) authorized to execute the Agreement)

In addition to the Authorized Individual(s) above, the Governing Body of Lessee further authorizes the following individual to sign any Payment Request and Partial Acceptance Certificate form and/or Final Acceptance Certificate:

Authorized Individual(s): _____
(Printed or Typed Name and Title of individual(s) authorized to execute any Payment Request and Partial Acceptance Certificate and/or Final Acceptance Certificate)

3. **Adoption of Resolution.** The signatures below from the designated individuals from the Governing Body of the Lessee evidence the adoption by the Governing Body of this Resolution.

By: _____
(Signature of Secretary, Board Chairman or other member of the Governing Body, who is not listed as "Authorized Individual" above)

Typed Name: _____ Title: _____
(Typed name of individual who signed directly above) (Title of individual who signed directly above)

Attested By: _____
(Signature of one additional person who can witness the passage of this Resolution)

Typed Name: _____ Title: _____
(Typed name of individual who signed directly above) (Title of individual who signed directly above)

Schedule No. 11
EXHIBIT A

August 1, 2019

DESCRIPTION OF EQUIPMENT

RE: Master Lease Purchase Agreement dated as of October 1, 2011, between Tax-Exempt Leasing Corp. (Lessor) and Town of Exeter (Lessee) and Schedule No. 11 thereto dated as of August 1, 2019.

Below is a detailed description of all the items of Equipment including quantity, model number and serial number where applicable:

Quantity	Serial Number/VIN	Type, Make, Model
1		20__ PL Custom Emergency Vehicle on a Ford E-450 Chassis with Equipment

EQUIPMENT LOCATION Complete only if equipment will not be located at Lessee's address

Address	20 Court Street	City	Exeter	State	New Hampshire
County	Rockingham				

Lessee authorizes Lessor or its assigns to insert or modify, if needed, the Vehicle Identification Number ("VIN") or Serial Number in the above description of the Equipment to correspond to the final delivered and accepted Equipment as shown on the respective invoice or other supporting documents.


Lessee: Town of Exeter

Signature

Printed Name and Title

Date

**TOWN OF EXETER
MEMORANDUM**

TO: Select Board
FROM: Town Manager 
RE: Police and Fire Facility and Staffing Analysis
DATE: August 9th, 2019

The town received two proposals for the Public Safety Facility and Staffing Analysis.

The two proposals submitted were from MRI and from CPSM.

After review, we are recommending the Center for Public Safety Management (CPSM) to conduct the study. The proposals have been reviewed by both the Fire Chief and Police Chief and both have concurred with the recommendation given the two proposals.

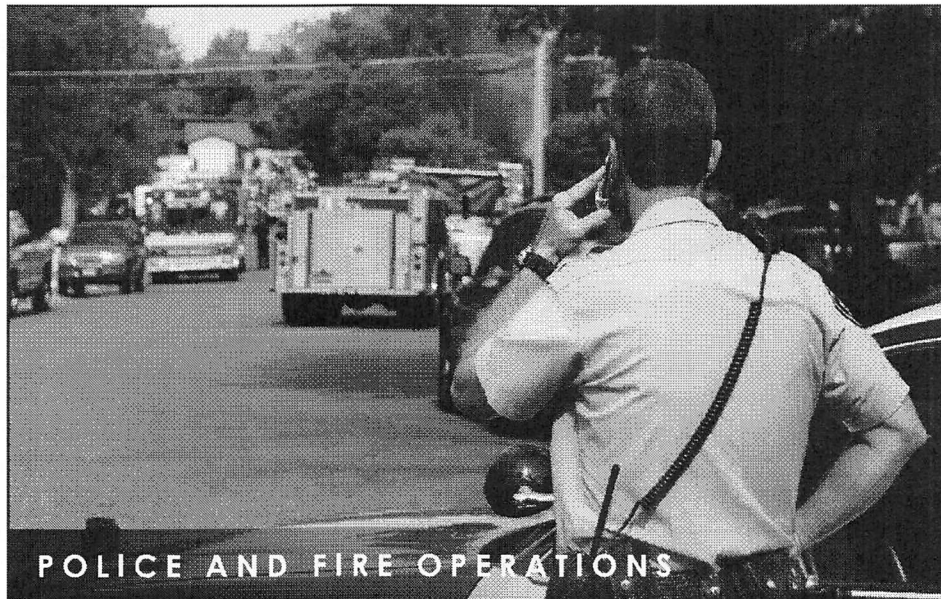
CPSM has offered to conduct the study for \$74,250, which is over the amount of \$50,000 budgeted. However the firm's experience with similar studies throughout the country puts them in a unique position to conduct the Exeter study. Therefore we are recommending the use of EMS fund revenues to fund the balance of the study.

Thank you for your consideration.

PROPOSAL FOR

COMPREHENSIVE ANALYSIS OF PUBLIC SAFETY SERVICES

EXETER, NEW HAMPSHIRE

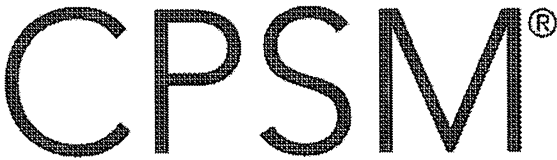


CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
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WWW.CPSM.US • 716-969-1360

ICMA

Exclusive Provider of Public Safety Technical Services for
International City/County Management Association



Center for Public Safety Management, LLC

May 1, 2019

Russ Dean
Town Manager
10 Front Street
Exeter, New Hampshire 03833

Dear Mr. Dean:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal for an analysis of Dispatch, Police and Fire services for Exeter. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies. In general, our analysis involves the following major outcomes:

- Conduct a data-driven forensic analysis to identify actual workload;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the departments, including the use of civilians;
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
- Review the use of technology in all agencies;
- Recommend a management framework to ensure accountability, increased efficiency, and improved performance;
- Focus on opportunities to building on Community Oriented Policing and Problem Oriented Policing activities of the Police Department as described in the Presidents Commission on 21st Century Policing;
- Identify opportunities within the Fire Department to enhance services levels to the community by utilizing firefighters down time more productively.
- Develop the findings of the individual analyses of dispatch, police, and fire to provide recommendations for deployment and possible facility improvements (including the option of a second station).

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of subject matter experts in the areas of emergency services. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience completing hundreds of projects nation-wide. The team assembled for you will be true "subject matter experts" not research assistants or interns.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at

lmatarese@cpsm.us. You may also contact Thomas Wieczorek, director, at 616-813-3782 or via email at twieczorek@cpsm.us.

Sincerely,



Leonard A. Matarese, ICMA-CM, IPMA-SCP
Director, Research and Project Development
Center for Public Safety Management, LLC

THE ASSOCIATION & THE COMPANY

The International City/County Management Association (ICMA) is a 103-year old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA the Center for Public Safety Management, (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices. We have conducted over 315 such studies in 42 states and provinces and 221 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

PROJECT STAFFING

The proposal will look at the dispatch, police and fire services of Exeter. For this project, the CPSM has assembled a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project team leader, two Operations Leaders and several senior public safety Subject Matter Experts selected from our team specifically to meet the needs of the community.

The management organizational chart for the project includes the following Key Team Members



PROJECT MANAGER

LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-SCP

Director of Research and Project Development, Center for Public Safety Management, LLC

BACKGROUND

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has conducted or managed over 240 public safety studies. He has 49 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 30 years. He served on a sub-committee meeting of the President's Task Force on 21st Century Policing and has conducted numerous training program for City Managers and Police Chiefs on that report. He has managed over three hundred studies of emergency services agencies with attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and also as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He has represented ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director, he has managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

Mr. Matarese has presented before most major public administration organizations annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a Master's degree in Public Administration and a Bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association-Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the Internal Association of Chiefs of Police and the ICMA.

DATA ASSESSMENT TEAM

DOV CHELST, PH.D.

Director of Quantitative Analysis

BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics, and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national, and international conferences, and participated in workshops across the country.

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT

DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University

BACKGROUND

Dr. David Martin is Director of the Center for Urban Studies' Urban Safety Unit. He specializes in criminal justice research and program evaluation. He has had a close working relationship with the Detroit Police Department since 1993 and is currently working with Wayne State's police department on Midtown COMPSTAT, a collaborative policing and crime prevention initiative. He has developed real-time crime mapping and analysis tools to track crime, arrests and offender recidivism in Detroit and other communities. Dr. Martin has also conducted evaluations of innovative policing projects, including evaluations of Detroit Empowerment Zone Community Policing Initiative and federally-supported Weed and Seed Initiatives in the City of Detroit, City of Inkster and City of Highland Park, Michigan. He has also conducted several recidivism studies that examine the impact of offender rehabilitation programs in Wayne County.

PUBLIC SAFETY DATA ANALYST

SHAN ZHOU, PH.D.

BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics, and Development from University of Minnesota.

SENIOR PUBLIC SAFETY DATA ANALYST

PRISCILA MONACHESI, M.S., B.A.

BACKGROUND

Priscila Monachesi is a Senior Data Analyst with CPSM and has worked on over 40 data analysis projects for city and county public safety agencies. She has over ten years' experience as a Project Leader/Senior System Analyst in auto manufacturing and financial systems.

She has a M.S in Statistics from Montclair State University, a B.A. in Economics from Montclair State University, and a Technical Degree in Data Processing from Pontifícia Universidade Católica in Brazil.

SENIOR PUBLIC SAFETY DATA ANALYST

SARAH WEADON, B.A.

BACKGROUND

Sarah Weadon has over 15 years' experience consulting with local, state, and federal government agencies in the areas of data and geospatial analysis, database and application development, and project management. She has worked with over 40 public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations. Her skill in understanding the results of the analyses in the broader context of each client's budget, political, and overall reality, supports the development of practical, actionable recommendations. Ms. Weadon holds a Bachelor's degree in Classical Languages.

PUBLIC SAFETY DATA ANALYST

RYAN JOHNSON, B.A.

BACKGROUND

Ryan Johnson is a new addition to the CPSM data analyst team, specializing in the analysis of fire data. He has helped complete fire analysis projects for several cities and has handled ad hoc requests for modeling optimum staffing levels for police departments. Ryan brings experience in financial data analysis from the telecom expense industry, where he was the lead analyst for four clients; 3 Fortune 500 companies and the Top Architectural Engineering Firm in the country. He also brings experience in spatial analytics from his time with Homeland Security. Ryan has a B.S. in Economics from Georgia State University and he is completing his M.A. in Economics from Rutgers University.

OPERATIONS ASSESSMENT TEAM – FIRE UNIT

SENIOR MANAGER

CHIEF JOSEPH POZZO (RET.), MPA, CFO, SHRM-SCP

Currently the Assistant Director of Human Resources for Volusia County, Florida; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.

BACKGROUND

Joe has a thirty-eight (38) year career in public service. Since 2015, Joe has served as the Assistant Director of Human Resources for Volusia County, Florida (3,200 employees), where he manages the employee relations, benefits administration, and occupational health services functions and teams, as well as assist the Human Resources director with the management and negotiation of six collective bargaining agreements/units. Joe is also deeply involved in developing and implementing the County's Diversity and Inclusion initiative.

Joe took a leave of absence in 2014 from the Center for Public Safety Management to assist the City of Port Orange, FL transition the fire department from the city's public safety administrative model. While in Port Orange, Chief Pozzo was responsible for the reformation of the fire department to include the operations and management of this career department that delivers fire, EMS first response, and emergency management services to over 56,000 citizens living within 27 square miles.

Joe has served as the Deputy Director of the Department of Public Protection Volusia County, Florida, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wild land/urban interface efforts.

Prior to Chief Pozzo's appointment in 2010 in Volusia County, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and emergency management services in one of the fastest growing counties in the nation. The fire and rescue system during Chief Pozzo's tenure provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Fire, Rescue and Emergency Management services were executed through 450+ career staff and over 1400 volunteer members operating out of nineteen stations.

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 95,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Va. Fire Department for 19 years reaching the level of Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Joe holds a Master of Public Administration degree from Troy University where he graduated with honors, a B.A. in Public Administration from Saint Leo University and several associate degrees including an AAS in Fire Science and Protective Services and numerous technical certifications. He holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence and is a **Senior Certified Professional in Human Resources** through the Society of Human Resource Management.

DIRECTOR, CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

THOMAS WIECZOREK

Retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence

BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.). He has taught a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College. He has testified frequently for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past-president of the Michigan Local Government Manager's Association; served as the vice-chairperson of the Commission on Fire Officer Designation; and serves as a representative of ICMA on the NFPA 1710 career committee.

He most recently worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the NFPA 1710, 1720 and 1730 Standards Committees and is a past board member on the International Accreditation Service, a wholly owned subsidiary of the International Code Council.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

EMS SPECIALIST

MATT ZAVADSKY, MS, BA

Chief Strategic Integration Officer, MedStar Mobile Health Care, Operations Manager Rural Metro Ambulance Service-Orlando Fla.

BACKGROUND

Matt has 37 years' experience in EMS and holds a Master's Degree in Health Service Administration with a Graduate Certificate in Health Care Data Management. He is a frequent speaker at national conferences and has done consulting in numerous EMS issues, specializing in mobile integrated healthcare, high performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research.

Matt is the Chief Strategic Integration Officer at MedStar Mobile Healthcare, the Public Utility Model EMS agency that provides exclusive emergency and non-emergency EMS and Mobile Integrated Healthcare services for Fort Worth and 14 other cities in North Texas. MedStar provides advanced life support ambulance service to 436 square miles and more than 936,000 residents and responds to over 140,000 calls a year with a fleet of 57 ambulances.

Coming to MedStar in 2008 as the Operations Director, Matt has helped guide the continued development and implementation of numerous innovative programs with healthcare partners

that have transformed MedStar fully as a Mobile Integrated Healthcare (MIH) provider, including high utilizer, CHF readmission reduction, observational admission reduction, hospice revocation avoidance, 9-1-1 nurse triage programs and partnerships with home health agencies. He is also the co-author of the book "Mobile Integrated Healthcare – Approach to Implementation" published by Jones and Bartlett Publishing.

Matt is the President-Elect of the National Association of EMTs and chairs their EMS Transformation Committee. He is also Adjunct Faculty for the University Of North Texas Health Science Center, Department of Health Management and Policy, as well as an appointed committee member to the Joint Commission's Home Care Professional and Technical Advisory Committee (PTAC) and the Lewin Group's Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group, developing metrics for use in value-based purchasing measures for emergency departments.

SENIOR ASSOCIATE

CHIEF JOHN (JACK) BROWN (RET.), BA, MS, EFO

Retired Director, Arlington County Office of Emergency Management, Retired Assistant Chief Fairfax County Fire & Rescue Department.

BACKGROUND

Jack Brown's 40-year public safety career includes 29 years with the Fairfax County, Virginia Fire & Rescue Department, where he retired as Assistant Fire Chief of Operations. He served in a number of operational and staff positions, including the Office of the Fire Marshal where he attained NFPA certification as a Fire Inspector II and Fire Investigator. As an investigator, he conducted post fire and post blast investigations, assisting in the prosecution of offences involving arson and illegal explosives. He served as a Planning Section Chief and Task Force Leader for the Fairfax County Urban Search and Rescue Task Force (VA TF-1). He deployed to Nairobi, Kenya as Plans Chief in response to the 1998 embassy bombing and as Task Force Leader on a deployment to Taiwan in response to an earthquake in 1999.

Upon his retirement from Fairfax County in 2000, he became the Assistant Chief for the Loudoun County Department of Fire, Rescue and Emergency Management, where he led a team of firefighters to the Pentagon on 9/11 and assisted the Arlington County Fire Department as the initial Planning Section Chief for the incident. Jack served as Planning Section Chief on a Northern Virginia multi-jurisdictional emergency management task force that reestablished the New Orleans Emergency Operations Center just after Hurricane Katrina. He retired from Loudoun County in 2006 to pursue a career in emergency management.

Brown retired from the Coast Guard Reserve as a Chief Warrant Officer 4, specializing in port safety and security, with 33 years of combined Army and Coast Guard Reserve service. After 9/11, he served on active duty for 47 months, including 15 months in the Middle East. He received the Bronze Star Medal for actions in Baghdad, Iraq while supporting combat operations during Operation Iraqi Freedom.

Brown holds a bachelor's degree in Fire Science Administration from the University of Maryland and a master's degree in Quality Systems Management from the National Graduate School, Falmouth, Massachusetts. He is a 1997 graduate of the National Fire Academy's Executive Fire Officer Program at the National Emergency Training Center, Emmitsburg, Maryland. He has been an adjunct professor at the Northern Virginia Community College and the University of the District of Columbia in the Fire Science curriculums. He is a graduate of the Executive Leadership

Program in the Center for Homeland Defense and Security at the Naval Postgraduate School, Monterey, California.

SENIOR ASSOCIATE

GERARD J. HOETMER, MPA

Retired Executive Director of Public Entity Risk Institute, Fairfax, Virginia

BACKGROUND

Gerry Hoetmer is an expert in fire services, emergency management, and risk management. He served as the founding executive director of the Public Entity Risk Institute, a nonprofit organization that provided training, technical assistance, and research on risk management issues for local government and other public and quasi-public organizations. During his tenure as executive director he was a member of the National Academy of Sciences Disaster Roundtable. Prior to his position as executive director at PERI, Mr. Hoetmer worked at ICMA for 19 years, most recently as the director of research and development. He has written extensively on local government emergency management, the fire service, code enforcement, and risk management issues.

Seminal works include the first report to Congress on fire master planning and the first edition of Emergency Management: Principles and Practices for Local Government. In addition to providing expert testimony before Congress and local arbitration boards on fire staffing and scheduling issues, Mr. Hoetmer represented ICMA on the NFPA 1500 Standard on Occupational Safety and Health; NFPA 1201, the Standard for Providing Emergency services to the Public; and the NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Mr. Hoetmer has developed and conducted training programs and seminars at FEMA's Emergency Management Institute and the National Fire Academy in Emmitsburg, Maryland.

He holds a Bachelors from the State University of New York, New Paltz and the Master of Public Administration degree from the University of Colorado at Denver.

SENIOR ASSOCIATE

CHIEF PETER J. FINLEY, JR. (RET.), BA, EFO

Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire Department. Past President NJ Career Fire Chiefs Association.

BACKGROUND

Pete Finley's 36-year career in the fire and emergency services includes 28 in a career capacity with several different fire departments. He has served as Chief of Department for two New Jersey Fire Departments, most recently the Winslow Township Fire Department where, significant among other accomplishments, he was responsible for the planning, establishment, and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. Prior to that he served for more than 20 years with the City of Vineland Fire Department holding every operational rank (Firefighter, Fire Prevention Specialist, Captain, Deputy Chief, Fire Chief) including 4 ½ years as Chief of Department. In this position, he initiated significant changes within the department including implementing numerous improved operational and safety initiatives, updating, and

modernizing equipment, providing the department's first ever formal officer training and development program, and, significantly increasing the capabilities of the regional hazardous materials and special operations response team. During his tenure, the department received more than one million dollars in various grants. He formerly commanded the Vineland Rescue Squad gaining significant EMS operations and command experience, and, completing a complete overhaul of that organization's operations.

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of several fire service promotional examinations and assessment processes.

Chief Finley received his Associate in Applied Science degree from Atlantic Community College in New Jersey, and, earned his Bachelor of Science degree in Fire Science/ Administration from the University of Maryland. He is a 2003 graduate of the National Fire Academy's Executive Fire Officer Program earning an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma". He has earned more than two dozen state and national fire service certifications, most of them the highest level attainable. Chief Finley has been a member of several fire service organizations and served on numerous committees throughout his career. In 2008 and 2009 he served as President of the New Jersey Career Fire Chiefs Association, a professional association that represents and advocates for the interests of the state's full time professional fire chiefs and the fire service in general. From 2003–2005 he was a member of the Training and Education Committee of the Governor's Fire Service and Safety Task Force.

ASSOCIATE

CHIEF MARK I. PILAND, MPH, EFO

Fire Chief, City of Frisco, Texas

BACKGROUND

Mark I. Piland is the Fire Chief and Emergency Management Coordinator for the City of Frisco, Texas, one of the fastest growing cities in the United States. Previously, Piland served as the Fire Chief for Volusia County Fire Services in Volusia County, Florida and as Shift Commander in Operations for the Virginia Beach Fire Department in Virginia Beach, VA

Chief Piland has over 35 years in the Fire-Rescue service, beginning as a volunteer, amassing experience in the areas of Fire Administration, Fire Prevention, Fire Operations, Emergency Management and CERT, Training, Special Operations, Fire Accreditation, emergency response with local, state, and federal governments, and executive level management, and budget. Chief Piland has strong expertise in the areas of executive leadership and community disaster preparedness response and outreach programs.

Chief Piland has served with the Federal Emergency Management Agency (FEMA) as a Task Force Leader with Virginia Task Force 2 (VATF-2) a FEMA Urban Search and Rescue Team as well as the East Coast Task Force Divisional Representative for the FEMA US&R System. Piland also served as a FEMA Working Group Member for Command and General Staff, and Incident Support Team Leader. Chief Piland served as The Plans Chief for the Pentagon incident during the 911 terrorism attack and deployed as the Task Force Leader for VATF-2 (Type I 80 persons) for Hurricane Katrina (2005) New Orleans, and the Earthquake in Port Au Prince, Haiti, 2010.

Piland has served as a Principal Member on NFPA Technical Committee 1981 *Standard on Open Circuit Self Contained Breathing Apparatus* for seven years. Piland was recently selected to

represent the International Association of Fire Chiefs (IAFC) at the NFPA Forum, a think tank of fire service leaders brought together to discuss and make recommendations for the protection of the fire service as well as the life and safety protection needs of society.

Piland possess a Master of Public Health from Eastern Virginia Medical School, and a Bachelors of Psychology from Old Dominion University and is a graduate of the National Fire Academy's Executive Fire Officer Program, The Executive Leaders Program at the Post Naval Graduate School, Center for Homeland Defense, and Senior Executives in State and Local Government from The Kennedy School at Harvard.

ASSOCIATE

DEPUTY CHIEF JAMES L. MAUNEY, (RET.)

Former Deputy Fire Chief, Volusia County, Florida; Former Deputy Operations Supervisor, Volusia County Emergency Management; Former Fire Chief, Lake County Fire & Rescue, Former Director of the Emergency Services Institute; Volusia County Fire Services.

BACKGROUND

Jim has a thirty (30) year career in public safety, beginning as a State Trooper with the Florida Highway Patrol. Since his retirement from Volusia County, Jim has embarked on a post-retirement career where he develops and conducts specialized training that includes incident command and management; wild land/urban interface suppression and defensible communities; design, development, implementation, and evaluation of emergency response exercises; firefighter principles and practices; fire company officer leadership, continuity of operations planning, and hazardous materials. Jim is certified in the Homeland Security Exercise Evaluator Program (HSEEP), and conducts training supported by the Department of Justice, State of Florida, National Wildfire Coordinating Group, FEMA, NIMS.

As an Assistant Chief with Volusia County, FL, Jim trained Florida's first wildland fire crew in 1994; the Volusia County Fire Service Firewalkers. These 30 certified firefighters were trained in wildland firefighting tactics, Florida fuels topography, and weather. In 1998 the team was instrumental in saving lives, businesses, and homes in Volusia County during what is still recognized as "*the most complex fire in America's history*". During this incident, Jim served as the Area Commander for the 6 weeks, managing resources for 968 individual wildland fires totaling 147,000 acres.

Jim is a subject matter expert in the concepts for determining the risks associated with the wild land/urban interface and Firewise Community development, as well as Community Risk Analysis. Jim also has extensive experience in the principles and practices of Emergency Management. During Jim's career in Emergency Management, he coordinated operations with sixteen (16) municipalities to incidents within the County during fifty (50) plus federally declared disasters. Jim maintains his Florida Department of Law Enforcement certifications and serves as a law enforcement Reserve Sergeant in Lake Helen, Florida.

Jim has completed coursework at the National Emergency Training Center in Emmitsburg, MD, and holds numerous technical and instructor certifications in fire, emergency medical services, law enforcement, emergency management, incident command, Homeland Security, and firearms.

OPERATIONS ASSESSMENT TEAM – POLICE UNIT

SENIOR ASSOCIATE

CAPTAIN CAROL E. RASOR-CORDERO, PH.D. (RET).

Retired Captain, Pinellas County, Florida Sheriff's Office, Associate Professor Public Safety Administration, St. Petersburg College

BACKGROUND

Dr. Razor-Cordero is a retired Captain from the Pinellas County Sheriff's Office in Florida. During her 25-year career in law enforcement, she served in various divisions to include: Patrol Operations, Crimes Against Children, Economic Crimes, Training, Community Services, and Court Security. While serving as the Commander of the Community Services Division, she established the Domestic Violence Unit, the Sexual Predator and Offender Unit, and the Citizen's Community Policing Institute. She served as the agency's training advisor and played a significant role in transforming the Pinellas County Police Academy from a vocational program to a progressive program that offers college credit at St. Petersburg College. She served as team leader for the agency's Hostage Negotiation Team and implemented the agency's Critical Incident Stress Management Team.

Dr. Razor - Cordero has conducted research examining the relationship between personality preferences of executive level and mid-level law enforcement/corrections leaders and exemplary leadership practices. She has an extensive background as an educator and trainer. As a program director for St. Petersburg College, Carol established the first and only academic on-line gang-related investigations track in the nation. She developed the course Evolving Leaders in a Changing World for the Southeastern Public Safety Leadership Institute at St. Petersburg College which is a six-part series and approved for college credit. She designed a three-part series for implementing, managing, and evaluating community policing for the Florida Regional Community Policing Institute and delivered the training throughout Florida to mid-level and executive level leaders. Carol has developed and delivered training in the high liability areas of firearms, defensive tactics and driving. She has served as an evaluator for the project "An Evaluation of the National Justice Based After School Pilot Program" for the Office of Community Oriented Policing Services and a consultant for the Bureau of Justice Assistance evaluating the training needs of the Atlanta Police Department's Narcotics Unit. She has authored articles and presented at numerous conferences.

Dr. Razor - Cordero is currently an associate professor for the College of Public Safety Administration, St. Petersburg College. She holds a Ph.D. in Education, Master, and Bachelor Degrees in Criminal Justice from the University of South Florida. She is a graduate of the Police Executive Research Forum Senior Management Institute for Police.

SENIOR ASSOCIATE

CHIEF JACKIE GOMEZ-WHITELEY (RET.), B.A., M.A.

Retired Orange County, California Police Department, Program Director for California Police Chiefs Executive Leadership Institute

BACKGROUND

Chief Jackie Gomez-Whiteley is a 31-year law enforcement professional serving with distinction in both Orange and Los Angeles County. In 1986, she began her sworn career at the Orange Police Department where she served in all three divisions: Patrol, Investigations, and Administration. She was the department's first woman motor officer, as well as sergeant and lieutenant. In 1989, Jackie was involved in an officer-involved shooting of a kidnap and attempted murder suspect. As a result of her actions, she was awarded the Medal of Valor.

After 23 years at Orange PD, she accepted a position as Captain at the Cypress Police Department where she oversaw both divisions: Operations and Support Services. In 2011, she was appointed Chief of Police and the first woman to serve as Police Chief of a municipal agency in Orange County. She retired in 2015 and shortly thereafter, served as Interim Police Chief for the Alhambra Police Department.

Chief Gomez-Whiteley obtained her Master of Arts degree from Chapman University in Organizational Leadership with a certificate in Public and Non-Profit Leadership. She has a Bachelor of Arts degree from Loyola Marymount University in Psychology with a minor in Alcohol and Drug Studies. In 2007, Jackie graduated from the P.O.S.T. Command College, where she published an article in Police and Security News Magazine titled: Dirty Bombs: Calculating the Threat.

Chief Gomez-Whiteley has been an adjunct instructor at various law enforcement training centers throughout the state for 29 years and is Program Director for the prestigious California Police Chiefs Executive Leadership Institute (CPCELI) at Drucker.

Chief Gomez-Whiteley is a volunteer and President of Officers Give Hope, a non-profit organization dedicated to hosting marrow donor drives in the public safety community throughout the State of California. She is a member of the California Police Chiefs' Association, California Peace Officers' Association, and International Association of Chiefs of Police. Chief Gomez-Whiteley continues to serve on many boards, including Orange County Exploring Learning for Life.

SENIOR ASSOCIATE

DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

BACKGROUND

Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day to day operations including internal audits and inspections. As well, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and Irwindale Police Departments.

He has extensive experience in managing budgets, and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. The Los Angeles County Police Chiefs Association selected him to represent the 45-member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community-based

organizations with focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

SENIOR ASSOCIATE

INSPECTOR JAMES E. MCCABE, (RET.) PH.D., M. PHIL., M.A., B.A.

Professor of Criminal Justice, Sacred Heart University, Retired NYPD Inspector

BACKGROUND

Dr. McCabe retired as an Inspector with the New York City Police Department after 20 years of service. As Inspector his assignments included Commanding Officer of the NYPD Office of Labor Relations and Commanding Officer of the Training Bureau. As a Deputy Inspector he was the Commanding Officer of the Police Academy with direct supervision of over 750 staff officers and 2,000 recruits. As Executive Officer, Police Commissioner's Office. His field experience includes, Commanding Officer, 110th Precinct, Executive Officer, 113th Precinct, assignment to the Operations Division/Office of Emergency Management and uniform patrol as an officer and Sergeant in Manhattan. He has published extensively and presented to numerous conference including Academy of Criminal Justice Sciences:

He holds a Ph.D. and M. Phil, in Criminal Justice, from CUNY Graduate Center, an M.A. in Criminal Justice, from John Jay College, an M.A. in Labor and Policy Studies, SUNY Empire State College, and B.A. in Psychology, CUNY Queens College, June 1989. He is a graduate of the Executive Management Program, Harvard University's John F. Kennedy School of Government, and the FBI National Academy.

SENIOR ASSOCIATE

PROFESSOR PAUL E. O'CONNELL, PH.D., J.D.

Chair of Criminal Justice Department, Iona College, New Rochelle, New York, former NYPD Training Officer.

BACKGROUND

Dr. O'Connell is a leading expert on the application of Compstat model Police Management principles to public administration organizations. He has been a full-time member of the Criminal Justice faculty at Iona College in New Rochelle since 1994. He received his Ph.D. from CUNY where his doctoral thesis was the history and development of the Compstat model of Police Management. Dr. O'Connell began his professional career in criminal justice in 1981, serving the New York City Police Department first as a police officer, and then as a Police Academy instructor, in-service trainer, and curriculum developer. After receiving an MPA in 1984 and J.D. in 1989, he worked as a trial attorney with the firm of Cummings & Lockwood in Stamford, CT. Presently, he is the chair of Iona College's Criminal Justice department, where he also conducts funded research, publishes scholarly papers and lectures widely on the topics of police performance measurement, integrity management and law enforcement training systems.

Dr. O'Connell has provided consulting services to a variety of government agencies, including assessment of existing policing policies and practices and development of proactive management strategies. Over the years, he has collaborated with the Center for Technology in Government (Albany, NY), Giuliani Partners (New York, NY) and the Center for Society, Law, and Justice (University of New Orleans).

SENIOR ASSOCIATE

CHIEF MARILYN DIAZ (RET.), B.S., M.S.

Retired Chief of Police, Sierra Madre, and Retired Commander, Pasadena, California Police Department.

BACKGROUND

In 1974 Marilyn Diaz began her career when she was hired as the first woman to be directly assigned as a patrol officer in the Pasadena Police Department. She promoted through the ranks, and in 2006 Marilyn retired as a Commander, where she led the Administrative Services and Field Operations Divisions.

In March of 2006 Marilyn was appointed as Sierra Madre's Chief of Police. Chief Diaz was the first woman in Los Angeles County to become chief of a municipal police department. Marilyn retired from the Sierra Madre Police Department in December 2011.

Ms. Diaz has a Master's degree in Education from the University of Southern California, and earned her Bachelor's degree in Police Science at California State University, Los Angeles.

Marilyn Diaz has served on the boards of Women at Work, Boy Scouts of America, Pacific Clinics, and the Caltech Women's Club. Marilyn also serves as a docent for the Caltech Architectural Tour Service and is on the Caltech Women's Club Board. Marilyn is President of the Rotary Club of Sierra Madre for 2013-2014. She also teaches Youth Protection at the Rotary District level.

SENIOR ASSOCIATE

CHIEF DEMOSTHENES M. LONG (RET.) ED.D. JD, MA

Former Assistant Chief of NYPD, Commanding Officer NYPD Police Academy, Former Deputy Commissioner / Undersheriff Westchester County Public Safety Department

BACKGROUND

Chief Long has 30 years law enforcement experience, including 21 years with The New York City Police Department where he retired as Assistant Chief. His assignments included Commanding Officer, School Safety Division, where he managed 4,600 police officers and school safety agents and administered an operating budget of \$133 million. He served as Commanding Officer, Office of Deputy Commissioner Community Affairs where he was responsible for developing, implementing and assessing programs to strengthen police/community relations; Commanding Officer, Police Academy, responsible for providing entry-level, in-service, promotional and executive level training for 53,000 uniform and civilian members of the Department; Executive Officer, Office of the First Deputy Commissioner and Executive Officer, 47th Precinct and also assignment as Supervisor of Patrol for 17 Bronx Precincts, Transit Districts and Housing Police Service Areas.

After retiring from the NYPD, he was appointed as First Deputy Commissioner / Undersheriff for the Westchester County Department of Public Safety. Responsibilities include the administrative planning, organization, coordination, execution, and control of the fiscal, administrative, support and training functions of the 325-member police department.

He holds a Doctor of Education Degree in Executive Leadership from St. John Fisher College, a Juris Doctor Degree from New York Law School, and Master of Arts and Bachelor of Science degrees from John Jay College of Criminal Justice.

ASSOCIATE

CHIEF CRAIG JUNGINGER, BS, MPA

Chief of Police, Gresham, Oregon

BACKGROUND

Chief Junginger has 26 years' experience as a law enforcement professional. He has served as the Chief of the Gresham, Oregon Police since December 2008, a community of 110,000 population just to the east of Portland. He currently leads a department of 160 personnel both sworn and civilian with a budget of \$29 million.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a Master's Degree from California State University, Long Beach, a Bachelor's Degree from University of La Verne and an Associate's Degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012."

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

ASSOCIATE

CAPTAIN JOHN CLARK (RET.), B.A.

Los Angeles County Sheriff's Department

BACKGROUND

John Clark served with the Los Angeles County Sheriff's Department for over thirty-three years. His broad experience includes command, administrative, operational, and tactical assignments in Patrol, Detective, Custody, Court, and Administrative divisions. The last eight years were spent at command level posts.

As Captain, he was in command of various units including internal investigations, financial and cybercrimes, custody operations and inmate transportation, responsible for the administrative and operational management of each. John also managed the Southern California High Tech Taskforce comprised of Federal, State, and local agencies as part of his command duties.

Throughout his career, John was a command and operations level member of a county-wide team responsible for managing all department resources during natural disasters, civil disturbances, and other high-profile events such as political conventions and sporting events.

John was a member of the International Association of Financial Crimes Investigators, the Southern California Jail Managers Association, the Los Angeles Superior Court Management Group, and the San Gabriel Valley Peace Officers Association. He also served as an adjunct faculty member for a local community college.

John holds a Bachelor of Arts in Criminal Justice from the California State University, Fullerton.

PROJECT SCHEDULE

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, identifying agency point of contacts, detailing study parameters, and commencing information gathering.

Milestone 3a – Information Gathering and Data Extraction – 30 Days

Immediately following project launch, the operations leads will deliver an information request to the departments. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

Milestone 3b – Data Extraction and Analysis – 14 Days

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Milestone 3c – Data Certification – 14 days

Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to each of the departments for their review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

Milestone 4b – Departmental Review of Draft Data Report – 14 days

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

Milestone 4c – Final Data Report – 10 days

After receipt of the department's comments, the data report will be finalized within 10 days.

Milestone 5 – Conduct On-Site Visit – 30 days

Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

Milestone 6 – Draft Operations Report – 30 days

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to each department. Again, the departments will have 10 days to review and comment.

Milestone 7 – Final Report 15 days

Once the Department's comments and concerns are received by CPSM the combined final report will be delivered to the city within 15 days.

TOTAL ELAPSED TIME: 105 – 135 days

THE CPSM APPROACH

CPSM team developed a standardized approach to conducting analyses of police and fire departments by combining the experience sets of dozens of subject matter experts.

Our discussions with the Town of Exeter indicate that the population of the community is approximately 14,306. The departments currently deploy from a single facility that was constructed in 1978 and opened in 1979 which is approximately 18,000 square feet. The police utilize approximately 6,400 square feet of space on the first floor and the fire/dispatch use approximately 11,500 feet on first and second floors.

The police department responded to 16,702 calls for service while the fire department responded to 3,485 calls of which 1,448 were fire related and the remainder EMS. The fire department has 14 paramedic firefighters and deploys firefighters on two shifts of 7 each and two shifts of six each with a minimum level of five.

We begin projects with a request for data, documents and worksheets. Our first focus is on the dispatch center which is the entry point for all calls for service – police, fire, and EMS. If the dispatch center fails, the outcome of service delivery is greatly handicapped.

We extract raw data on calls for service from an agency's computer aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

CPSM also conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-site arrival of an CPSM team, agencies are asked to compile a number of key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

As a result of on-site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities and threats of the department). We have found that this standardized approach ensures that we measure and observe all of the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing new processes and programs that may arise as implementation evolves.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police departments around the country. Although no two police departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political

environment, and further permits CPSM to offer recommendations that comport with the best practices in policing, yet tailor-made for the client community.

I. Benchmark the community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates. If necessary the CPSM study may involve interviews and surveys directed at stakeholders in the community such as elected officials, community groups (civic, business, religious, labor, etc.), community leaders, and employee labor representatives who could be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM will work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.

II. Patrol Operations

Police agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities. There are no such standards, nor are there "recommended numbers of "officer per thousand". The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created in **The CPSM Patrol Workload & Deployment Analysis System**® the ability to produce detailed information on workload even in those agencies without sophisticated management information systems. Using the raw data extracted from the police department's CAD system our team converts calls for service into police services workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other police activities).

Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are approximately 17 hours of work (including citizen initiated & officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 30-man hours of available resources meaning that at that hour, on average, of the 30 officers on duty 16 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a city wants and is willing to pay for.

Figure 7: Workload / Deployment, Weekdays, Summer

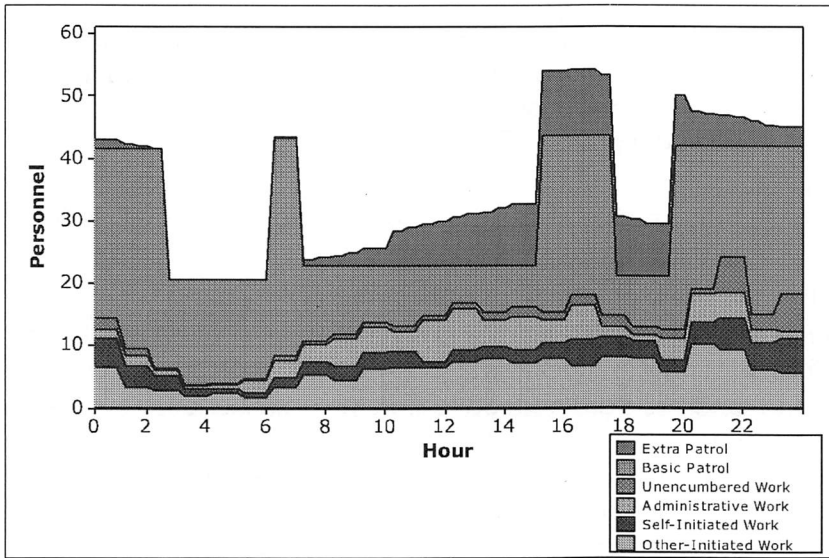
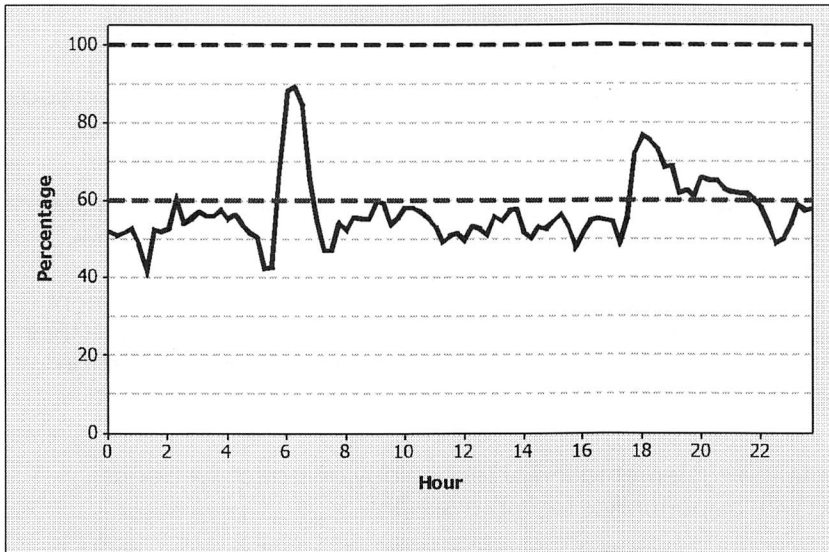


Figure 8: Workload Percentage by Hour, Weekdays, Summer



Workload vs. Deployment – Weekdays, Summer

Avg. Workload:	6.5 officers per hour
Avg. % Deployed (SI):	57 percent
Peak SI:	89 percent
Peak SI Time:	6:15 a.m.

The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. This information is developed by first extracting data from the departments CAD system. The extracted information is then processed, and workload is calculated. This workload is then compared to deployment levels. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are needed to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

The study will determine the gaps in patrol coverage and recommendations for modifying temporal and spatial deployment. With the appropriate "best fit" of patrol coverage identified, a determination can be made about the exact number of officers required to meet service demands, and in what shift/district/division combinations to maximize resources.

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department. To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

III. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM team will explore the following questions:

- Staffing – Are there sufficient investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management – Is there an effective case management system in place?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?
- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
 - Narcotics
 - Violent Offenders
 - Warrants and Fugitives
 - Bombings and Arson
 - Fraud/Cyber crimes
 - All other specialized investigations units

CPSM will essentially evaluate each investigative unit operating in the agency. This evaluation will make an assessment of the performance of the unit, how the unit operates within the overall mission of the department, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

IV. Administration and Support

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing;
- Workload;
- Civilianization possibilities;
- Cost saving opportunities;
- Out-sourcing opportunities;
- Best practice comparisons and opportunities for improvement.

The CPSM team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit;
- Evaluate the performance of the unit. In most cases this is a quantitative; evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided;
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

V. Organizational Culture

During the operational evaluation described above, organizational "themes" emerge. What does the department "think" about providing police service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of a police organization is a reflection of its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. In addition, every member of the department will be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it "thinks" about various elements of organizational life. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the police department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization.

VI. Organizational Structure and Administration

Based on the above, we are able to analyze current management structure and practice and make recommendations to improve organizational administration. The product of this analysis is a proposed staffing mode. The product of this analysis also generally ends up with a leaner, flatter, and more efficient organizational design.

VII. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the police department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission. Essentially, does the police department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department "think" about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary. In addition, CPSM can offer performance management training and mentoring services to support organizational success.

THE CPSM APPROACH – FIRE / EMS

CPSM will work collaboratively with fire department and city officials when scheduling conference calls, on-site visits, and stakeholder meetings to ensure successful outcomes. CPSM has identified five (5) major outcomes that in our experience, will best serve this project. Of course, we always work with our client when additional outcomes are identified. To achieve each of the five (5) major outcomes, CPSM has developed the following work plan:

Immediately following project launch, the Project Manager will deliver an operational/administrative information request to the fire department. This is an extensive request which provides us with a detailed understanding of the department's operations. We will provide instructions concerning uploading materials to our website. When necessary, the Project Manager and/or the Operations Team Lead will lead a telephone conference with the point of contact for the project to discuss items contained in the request.

Also, immediately following the project launch the Data Team Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response to ensure the timely production of required data for analysis. Delays in this process may extend the entire project and impact the delivery of final report. The data team will extract five years' worth of Calls for Service (CFS) from the CAD system. Once the Data Team Lead is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Once the operational/administrative information is received and reviewed by the project team, and the data analysis report is in draft form, the operations team will schedule an on-site visit for the purpose of reviewing the operational functions of the department, with a focus on EMS service delivery, for the purpose of gathering further information for the development of the emergency medical services analysis.

Methodology to Achieve Major Outcomes

- **Conduct a forensic data analysis that has a focus on fire and emergency medical services response types, response times; workload dedicated to EMS transport; peak call times; and overall operational response workload of the entire fire department.**

CPSM maintains a full-time data assessment team that has extensive capabilities in extracting and presenting statistical analysis regarding Fire and EMS activities. Under the direction of Dr. Dov Chelst, Ph.D., our team will produce a series of unique analysis regarding workload, unit response activities, call distribution, unit and station workloads, response times, call durations, unit availability, fire by occupancy type, EMS call types, emergency and non-emergent call volumes, EMS transport analysis, and a whole host of activity reports that create a comprehensive understanding of workload.

A key component to our deployment modeling strategy is to identify *emergent and non-emergent workloads*. This is essential if future planning because this analysis will provide factually based options to alter service delivery models based on the severity of the call type. Through this type of analysis we provide the forensic support to adjust and modify deployment strategies based on risk. This is the essence of the standard of cover (SOC) concept. Every call is not the same and the ability to interrogate the caller at the 911 call center and make tactical determinations based on proven and clinical findings will then allow a "Smart Deployment Strategy" that optimizes resources to improve efficiencies. The study will also analyze fire call

data to provide a comprehensive review of how fire services are delivered to the community including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the Fire Department.

The resulting data analysis CPSM completes will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire and EMS runs. Resource utilization will be quantified for concentration, location, and unit utilization.

For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each fire and EMS unit. It will document any dramatic variations by time of day and day of week as well as seasonal variations.

- **Conduct a cursory Community Risk Analysis and utilize as a benchmark when examining and making recommendations on the current operational staffing and deployment model.**

CPSM will conduct a Community Risk Analysis that has a focus on the identification of fire risks, emergency medical services risks, and target hazard risks. CPSM begins with the identification of the hazards present within the community and service areas, understanding that the risk of fire, emergency medical, or other emergencies cannot be held to zero. CPSM will establish an overall profile of the community based on the unique mixtures of demographics, socioeconomic factors, occupancy risk, and transportation risks. CPSM will benchmark identified risk against the deployment of services utilizing this information to make recommendations on current and future service delivery levels specific to a fire and EMS-service delivery system.

- **Analyze the current functional and operational service delivery model for fire and EMS, and make recommendations on the most viable and sustainable fire and EMS service delivery model. Included as part of this review will be the potential for a new facility and/or second station.**

The operations team will schedule an on-site visit to review the operational and administrative functions and guidelines of the department, and to gather and analyze further information for the development of the of the final report on fire and emergency medical services. Included in this visit will be workshops and interviews with city and fire department staff to gathering their input, information, and subject matter expertise.

The internal information gathering process (work conducted during CPSM conducted meetings/workshops) will also include:

1. Examination of the factors that enhance/impact the department's current service delivery model;
 2. Examination and analysis of operational guidelines and their connection to the current service delivery model;
 3. Discussion of the organization's strengths, weaknesses, opportunities, and threats as it relates to deployment of resources and response times;
 4. Exploration of various strategic alternative approaches to accomplish the goals of the current service delivery model with a focus on sustainability.
- **Review each division and functional area of the department and make recommendations on organizational structure and a management framework to ensure accountability, increased efficiency and improved performance.**

A review of each division and functional area of the department designed to enhance the overall performance of the operational service delivery system and management framework will include the following analysis areas:

- Governance and Administration
 - Analyze Organizational Structure/Leadership Model
 - Analyze Organizational Guidelines, Policies and Procedures
 - Analyze Operational Staffing and Deployment
 - Analyze Programmatic Staffing and Deployment
 - Planning and Management Processes
 - Analyze Department Strategic Planning Process
 - Analyze Demographics and Planned City Growth
 - Analyze Standard of Cover Concepts
 - Analyze Station Locations
 - Analyze Department Programs (To include fire operations service delivery, EMS-service delivery system, training and education, fire prevention, public education, fire investigation, technical rescue, hazardous materials, emergency management, mutual aid, and other service delivery programs).
 - Conduct a Community Risk Assessment
- **Analyze current operational deployment resources, staffing structural design, and operational deployment model.**

The operations team will schedule an on-site visit for the purpose of reviewing the operational functions of city and town fire services, and to gather and analyze further information for the analysis of the fire operations and staffing models.

The internal work process (work conducted during CPSM conducted meetings) will include:

1. Examination of the factors that impact the city's fire services current staffing model;
2. Examination of the organization's strengths, weaknesses, opportunities, and threats as it relates to fire staffing and deployment of resources;
3. Exploration of various strategic alternative approaches to accomplish the goals of fire staffing and deployment of resources;
4. Delineation of resources needed for the city to accomplish the long-term staffing and deployment of resources.

Presentation of Data and GIS Mapping

CPSM will present the data analysis in a series of tables and charts depicting the outcomes of the analysis. Using GIS we will conduct an analysis on call demand concentration of fire, EMS, and non-emergency calls. The results of the GIS analysis will be presented in GIS mapping illustrations. Examples are identified in the following Tables and Figures:

Fire Calls by Call Type

Call Type	Number of Calls	Average Calls per Day	Call Percentage
Structure fire	50	0.14	1.2
Outside fire	84	0.23	2.0
Hazard	493	1.35	11.8
False alarm	519	1.42	12.4
Good intent	73	0.20	1.7
Public service	322	0.88	7.7
Fire Total	1,541	4.22	36.8

EMS Calls by Call Type

Call Type	Number of Calls	Average Calls per Day	Call Percentage
Cardiac and stroke	237	0.65	5.7
Seizure and unconsciousness	258	0.71	6.2
Breathing difficulty	355	0.97	8.5
Overdose and psychiatric	154	0.42	3.7
MVA	121	0.33	2.9
Fall and injury	846	2.32	20.2
Illness and other	587	1.61	14.0
EMS Total	2,558	7.01	61.2

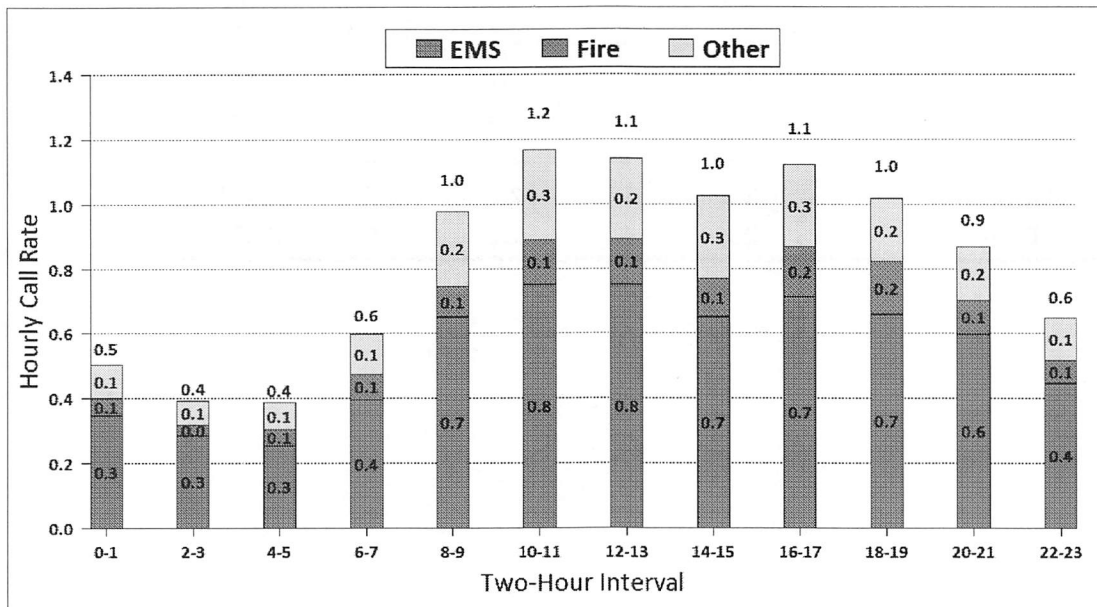
Average Response Time Components of First Arriving Unit

Call Type	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
Cardiac and stroke	1.8	1.1	2.3	5.2	217
Seizure and unconsciousness	2.0	1.0	2.5	5.5	221
Breathing difficulty	1.9	1.1	2.9	5.8	311
Overdose and psychiatric	2.5	1.1	2.8	6.4	124
MVA	2.2	1.2	2.0	5.3	96
Fall and injury	2.4	1.2	3.0	6.5	740
Illness and other	2.4	1.1	2.8	6.4	515
EMS Total	2.2	1.1	2.8	6.1	2,224
Structure fire	1.5	1.2	1.9	4.7	39
Outside fire	2.4	1.2	2.2	5.7	67
Hazard	2.4	1.3	2.5	6.1	388
False alarm	1.8	1.2	1.9	4.9	382
Good intent	2.5	1.4	2.5	6.4	52
Public service	2.4	1.3	2.6	6.3	203
Fire Total	2.2	1.3	2.3	5.7	1,131
Total	2.2	1.2	2.6	6.0	3,355

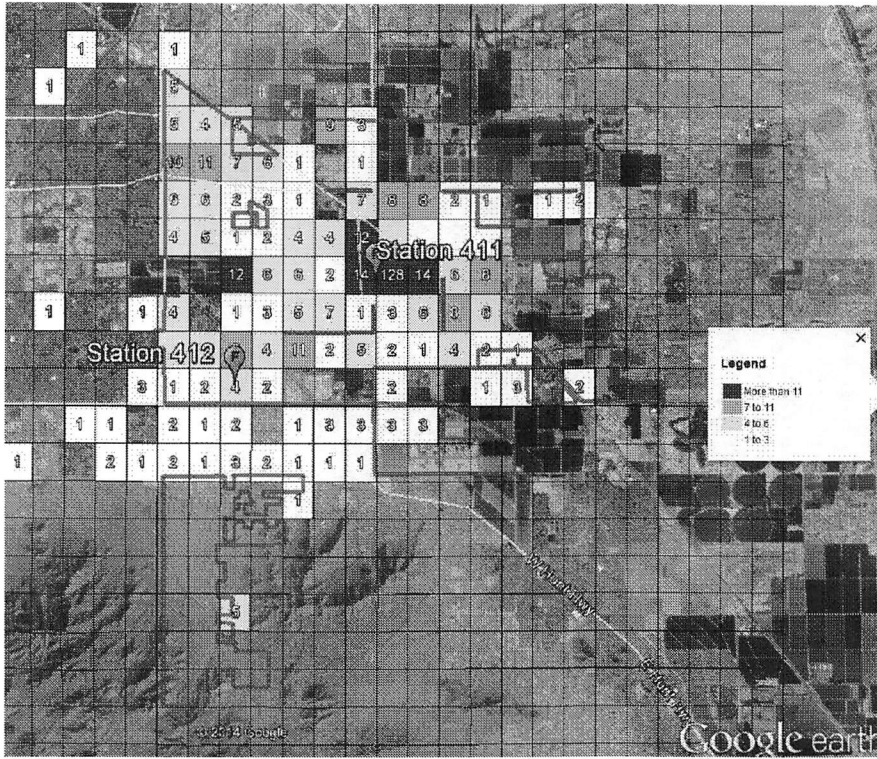
Time Component Analysis for EMS Transport Runs

Description	Unit	Average Deployed Minutes per Run	Average On Scene Time	Average Travel To Hospital Time	Average At Hospital plus Travel Back Time	Sample Size
ALS Ambulance	32AM1	93.6	19.5	11.7	57.5	565
	32AM2	92.7	17.2	9.3	60.4	261
	32AM3	99.3	18.5	13.9	61.0	294
	32AM4	101.8	18.3	13.8	64.4	282
Total		96.3	18.6	12.1	60.2	1,402

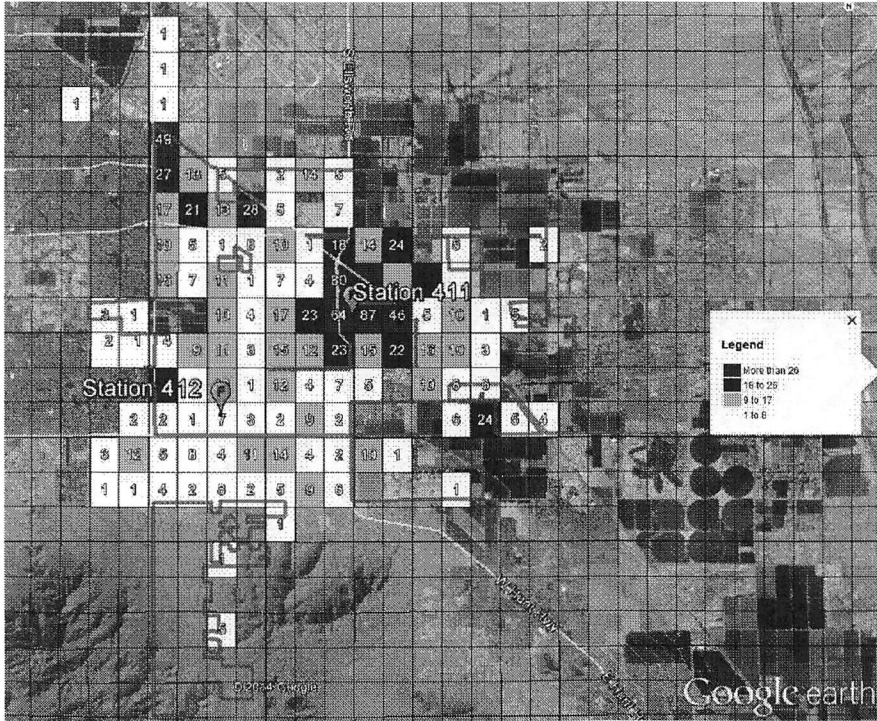
Calls by Hour of Day



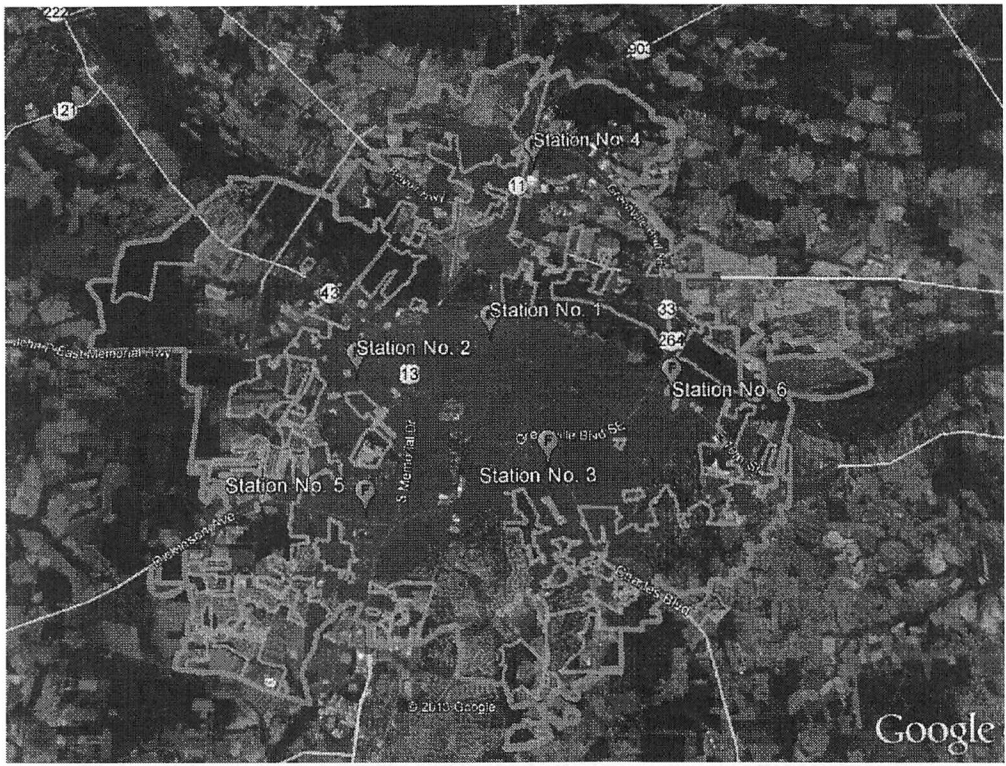
Fire Demand



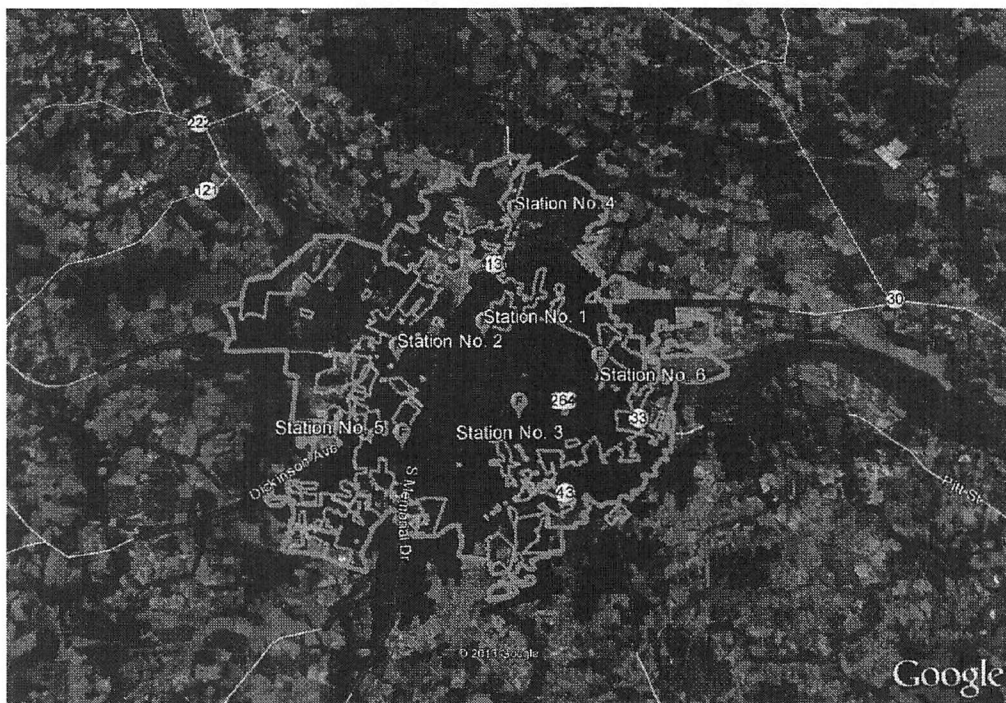
EMS Demand



4 Minute Response Time From Each Station



8 Minute Response Time From Each Station



PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM will conduct the analysis of the dispatch, police and fire departments for \$82,500 exclusive of travel. The project would be billed in three installments: 40% within 14 days of signing the contract; 20% each with delivery of the police and fire draft data analysis; 20% with delivery of the final reports. Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

Travel expenses will be billed as incurred, with no administrative fee or overhead charges.

NOTE: If the chief administrative officer of the jurisdiction is a member of ICMA the fee, exclusive of travel, will be reduced by 10% lowering the cost to \$74,250.

Deliverables

Draft reports for police, fire/EMS will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email or CD or both. The final reports will incorporate the operational as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies the client request and will invoice the client at cost.

Should the City desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day along with reimbursement of travel expenses.

CONCLUSION

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. In particular, CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

PAST & CURRENT ENGAGEMENTS

LOCALITY	ST	PROJECT
Edmonton Intl Airport	AB	Comprehensive Analysis of Fire Services.
Leduc County	AB	Fire Consolidation Plan
Leduc, Canada	AB	Comprehensive Analysis of Fire Services.
Kenai	AK	Comprehensive Analysis of Fire Services
Anniston	AL	Comprehensive Analysis of Police Services
Auburn	AL	Comprehensive Analysis of Fire Services
Auburn	AL	Comprehensive Analysis of Police Services
Dothan	AL	Comprehensive Analysis of Police Services
Casa Grande	AZ	Comprehensive Analysis of Police Services
Florence	AZ	Comprehensive Analysis of Police Services
Glendale	AZ	Fire Department Data Analysis
Lake Havasu	AZ	Comprehensive Analysis of Police Services
Lake Havasu	AZ	Comprehensive Analysis of Fire Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Police Strategic Plan
Queen Creek	AZ	Comprehensive Analysis of Fire services
Scottsdale	AZ	Comprehensive Analysis of Police Services
Tucson	AZ	Comprehensive Analysis of Police Services
Youngtown	AZ	Comprehensive Analysis of Police Services
Alameda	CA	Comprehensive Analysis of Fire Services
Alameda	CA	Comprehensive Analysis of Police Services
Burbank	CA	Analysis of Investigations Workload / Staffing
Carlsbad	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Fire services
Fairfield	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Fire services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Indio	CA	Police Department Workload Analysis
Kern County	CA	Comprehensive Analysis of Fire services
Laguna Woods	CA	Review of Sheriff's Office Services 2016
Laguna Woods	CA	Review of Sheriff's Office Services 2018
Morgan Hill	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Fire Services
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services
Placentia	CA	Comprehensive Analysis of Police Services
Rohnert Park	CA	Public Safety Study
Salinas	CA	Analysis of Police Services Overtime

Salinas	CA	Analysis of Fire Services Overtime
San Jose	CA	Fire Operations Review
San Jose	CA	Police Operations Review
San Mateo Co.	CA	Dispatch Operations Review
Santa Ana	CA	Comprehensive Analysis of Police Services
Santa Clara	CA	Comprehensive Analysis of Police Services
Santa Cruz	CA	Comprehensive Analysis of Police Services
Santa Monica	CA	Police Chief Selection
Sonoma County	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Woodland	CA	Police Chief Selection
Yuba City	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Fire Services
Littleton	CO	Comprehensive Analysis of Fire Services
Littleton	CO	Analysis of Fire Consolidation
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Southington	CT	Comprehensive Analysis of Fire Services
Bethany Beach	DE	EMS Study
Dover	DE	Comprehensive Analysis of Police Department
Dover	DE	Comprehensive Analysis of Fire Services
Alachua	FL	Expert Witness Law Enforcement Issues
BCCMA	FL	Analysis of Sheriff's Contract Services
Citrus County	FL	Comprehensive Analysis of Fire Services
Cocoa	FL	Comprehensive Analysis of Police Services
Coconut Creek	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Fire Services
Dunedin	FL	Police Consolidation Review
Hollywood	FL	Police Internal Affairs Review
Indian River Shores	FL	Public Safety Staffing Analysis
Indian River Shores	FL	Public Safety Study
Jacksonville Beach	FL	Police Chief Selection
Jupiter	FL	Police and Fire
Jupiter Island	FL	Public Safety Consolidation
Kenneth	FL	Comprehensive Analysis of Police Services
Miami Beach	FL	Comprehensive analysis of Fire Services
Naples	FL	Presentation
North Port	FL	Comprehensive Analysis of Police Services
Orange County	FL	Expert Witness Law Enforcement Issues
Parkland	FL	City Wide Safety & Security Study
Pasco County	FL	Comprehensive analysis of Fire Services
Pasco County	FL	Sheriff Budget Analysis

Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
Alpharetta	GA	Comprehensive Analysis of Fire Services
Alpharetta	GA	Comprehensive Analysis of Police Services
Camden County	GA	Comprehensive Analysis of Fire Services
Camden County	GA	Fire Consolidation St Marys
Camden County	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Johns Creek	GA	Analysis of Fire Services
Kingsland	GA	Fire Consolidation Study
Sandy Springs	GA	Comprehensive Analysis of Police Department
St. Marys	GA	Fire Consolidation Study
Ankeny	IA	Police Chief Selection
Boone	IA	Public Safety Consolidation
Boone	IA	Performance Measurement of Municipal Operations
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Algonquin	IL	Performance Measurement Analysis
Glenview	IL	Comprehensive Analysis of Police & Fire Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Highland	IL	Comprehensive Analysis of Fire Services
Highland Park	IL	Comprehensive Analysis of Fire Consolidation
Highwood	IL	Comprehensive Analysis of Fire Consolidation
Lake Bluff	IL	Analysis of Fire Consolidation
Lake Bluff	IL	Fire Data Review
Lake Forest	IL	Analysis of Fire Consolidation
Lake Zurich	IL	Comprehensive Analysis of Fire Services
Naperville	IL	Workload, Staffing & Schedule Design
Roselle	IL	Comprehensive Analysis of Police Services
Skokie	IL	Police Study
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Analysis of Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Police Services
Topeka	KS	Preliminary review of Fire Department
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Algonquin	MD	Performance Measurement Study
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Rockville	MD	Comprehensive Analysis of Police Services
Ann Arbor	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Police Services
Benton Harbor	MI	Public Safety Consolidation
Charlevoix	MI	EMS Study

Chesterfield Twp.	MI	Comprehensive Analysis of Police Services
Delta Township	MI	Comprehensive Analysis of Police Services
Delta Township	MI	Comprehensive Analysis of Fire Services
Detroit Public Schools	MI	Police Department Review
Douglas	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Grand Travers Fire Dept.	MI	Comprehensive Analysis of Fire Services
Green Lake Twp.	MI	Comprehensive Analysis of Fire Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Pointe Park	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Kentwood	MI	Comprehensive Analysis of Police & Fire Services
Kentwood	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Mott Community Coll.	MI	Comprehensive Analysis of Public Safety Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Oshtemo Township	MI	Police Workload / Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Plymouth	MI	Fire Service Analysis
Plymouth	MI	Public Safety Analysis
Royal Oak	MI	Comprehensive Analysis of Police Services
Royal Oak	MI	Comprehensive Analysis of Fire Services
Saginaw	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Fire Services
So. Kalamazoo Fire Auth.	MI	Financial Analysis of Fire Authority
St. Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Fire Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Wyoming	MI	Comprehensive Analysis of Fire Services 2009
Forest Lake	MN	Comprehensive Analysis of Police Services
Mankato	MN	Public Safety Study
Moorhead	MN	Comprehensive Analysis of Fire Services
North St. Paul	MN	Public Safety Strategic Plan Development
St. Cloud	MN	Police Strategic Planning Review
St. Cloud	MN	Comprehensive Analysis of Police Services
Stearns County	MN	Comprehensive Analysis of Sheriff's Office & Jail
Brentwood	MO	Comprehensive Analysis of Police Services

St. Louis	MO	Comprehensive Analysis of Fire Services
St. Louis	MO	Comprehensive Analysis of Police Services
St. Louis	MO	Standard of Response Cover and risk assessment
Bozeman	MT	Fire Protection Master Plan
Kalispell	MT	Comprehensive Analysis of EMS Services
Bald Head Island	NC	Public Safety Staffing Review
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of police services
Cornelius	NC	Fire Consolidation Study
Davidson	NC	Fire Consolidation Study
Greenville	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	AED Grant assistance
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Fire Services
South Sioux City	NE	Fire Services Strategic Plan
East Brunswick	NJ	EMS Study
Oradell	NJ	Comprehensive Analysis of Police Services
Paterson	NJ	Comprehensive Analysis of Police Services
South Orange	NJ	Comprehensive Analysis of Police Services
Westwood	NJ	Comprehensive Analysis of Police Services
Bernalillo	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Police Services
Ruidoso	NM	Comprehensive Analysis of Police Services
Boulder City	NV	Police Organizational Study
Henderson	NV	Comprehensive Analysis of Police Services
Las Vegas	NV	Comprehensive Analysis of Fire Services
Las Vegas	NV	Analysis of Department of Public Safety
Las Vegas	NV	Fire / EMS Standards Review
North Las Vegas	NV	Fire Workload Analysis
Briar Cliff Manor	NY	Analysis of police consolidation
Canandaigua	NY	Reginal Fire Study
Garden City	NY	Comprehensive Analysis of Fire Services
Long Beach	NY	Comprehensive Analysis of Fire and EMS services
North Castle	NY	Comprehensive Analysis of Police Services
Oneonta	NY	Comprehensive Analysis of Fire and EMS services
Oneonta	NY	Fire Apparatus Review
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining Town	NY	Analysis of police consolidation
Ossining Village	NY	Analysis of police consolidation
Rye	NY	Police Chief Selection
Watertown	NY	Comprehensive Analysis of Fire Services
Cincinnati	OH	Police Dispatch Review

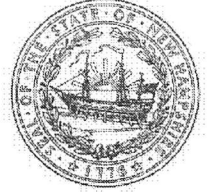
Dayton	OH	Police Internal Affairs Review
Huron	OH	Comprehensive Analysis of Police Services
Huron	OH	Comprehensive Analysis of Fire Services
Independence	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Fire Services
Sandusky	OH	Fire Study
Sandusky	OH	Police Study
Broken Arrow	OK	Comprehensive Analysis of Police Services
Broken Arrow	OK	Comprehensive Analysis of Fire Services
Edmond	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Fire Services
Muskogee	OK	Comprehensive Analysis of Police Services
Tulsa	OK	Comprehensive Analysis of Fire Services
Bend	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Comprehensive Analysis of Fire Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Ontario	OR	Comprehensive Analysis of Fire Services
Cumru Township	PA	Comprehensive Analysis of Police Services
Cumru Township	PA	Police Chief Selection
Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Jamestown	PA	Comprehensive Analysis of Police Services
Lower Windsor Twp.	PA	Comprehensive Analysis of Police Services
Manheim Township	PA	Police Study
Tredyffrin Township	PA	Comprehensive Analysis of Police Services
East Providence	RI	Comprehensive Analysis of Fire Services
East Providence	RI	Expert Witness Fire Issues
Beaufort	SC	Review of Fire Service Contract
Beaufort	SC	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Fire Services
Walterboro	SC	Comprehensive Analysis of Public Safety Dept.
Rapid City	SD	Comprehensive Analysis of Fire Services
Germantown	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Police Services
Baytown	TX	EMS Study
Belton	TX	Comprehensive Analysis of Police Services
Belton	TX	Comprehensive Analysis of Fire Services
Belton	TX	Police Chief Selection

Belton	TX	Fire Chief Selection
Buda	TX	Comprehensive Analysis of Police Services
Cedar Park	TX	Comprehensive Analysis of Police Services
Conroe	TX	Fire Services Analysis and Standard of Response
Frisco	TX	Comprehensive Analysis of Fire Services
Highland Village	TX	Fire Review
Hutto	TX	Comprehensive Analysis of Fire Services
Lucas	TX	Fire and EMS Analysis
Lufkin	TX	Comprehensive Analysis of Fire Services
New Braunfels	TX	Fire Study
New Braunfels	TX	Police Study
Prosper	TX	Comprehensive Analysis of Police Services
Round Rock	TX	Comprehensive Analysis of Fire Services
Sugarland	TX	Fire Department Overtime Analysis
Sugarland	TX	Comprehensive Analysis of Fire Services
Sugarland	TX	Comprehensive Analysis of Police Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Loudoun County	VA	Comprehensive Analysis of Sheriff Services
Loudoun County	VA	Comprehensive Analysis of Fire Services
Bonney Lake	WA	Comprehensive Analysis of Police Services
Duvall	WA	Police Staffing Study
Kelso	WA	Comprehensive Analysis of Police Services
Lacey	WA	Comprehensive Analysis of Fire Services
Marysville	WA	Comprehensive Analysis of Police Services
Marysville	WA	Comprehensive Analysis of Fire Services
Mill Creek	WA	Comprehensive Analysis of Police Services
Mill Creek	WA	Comprehensive Analysis of Fire Services
Snoqualmie	WA	Police Workload & Deployment Analysis
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Dunn County	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Wauwatosa	WI	Comprehensive Analysis of Police Services
Casper	WY	Comprehensive Analysis of Police Services
Jackson Hole	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Teton County	WY	Police Consolidation Review

Correspondence



The State of New Hampshire
DEPARTMENT OF ENVIRONMENTAL SERVICES



Robert R. Scott, Commissioner

Ms. Jennifer Perry
Town of Exeter Public Works
13 Newfields Road
Exeter, NH 03833

July 25, 2019
Letter of Deficiency
DSP #19-016

RE: Pickpocket Dam #D029007, Brentwood

Dear Ms. Perry:

The New Hampshire Department of Environmental Services, Dam Bureau (NHDES) is responsible for ensuring the safety of dams in New Hampshire through its dam safety program. In accordance with RSA 482:12 and Env-Wr 302.02, inspections of the subject dam were conducted on March 7, 2018 and July 1, 2019. Based upon the results of these inspections, NHDES is issuing this Letter of Deficiency (LOD) to advise you that it believes the following deficiencies can be remedied in accordance with the deadlines indicated:

By October 1, 2019:

1. Remove the log from the spillway. (Photos: L, O & P).
2. Repair the sinkhole on the left embankment crest. (Photo: F).
3. Update the Operations, Maintenance and Response form (OMR) form included the following items, at a minimum;
 - a. High hazard classification;
 - b. Downstream area description; and
 - c. Observation and recording of seepage in the old mill foundation and adjacent to the fish ladder.
4. Remove the trees and brush from the crest, upstream and downstream portions of the embankment, within 15 feet of the spillway abutment walls and within 15 feet of the toe of the embankments. (Photos: B - E, G - N).
5. Repair the erosion and loss of material adjacent to left downstream spillway abutment wall on the left embankment section. (Photo: G).
6. Repair the erosion and loss of material, likely due to foot traffic, left of upstream wing wall on the left embankment section. (Photo: H).
7. Repair the erosion and loss of material adjacent to end of the right spillway abutment wall on the right embankment section. (Photos: N & O).

By January 1, 2020:

8. As required by RSA 482:11-a and in accordance with Env-Wr-500, the owner shall develop and Emergency Action Plan (EAP).

By June 1, 2020:

9. Engage the services of a consultant qualified in dam-related work to complete an engineering evaluation or analysis of, at a minimum, the items noted below and submit a report to NHDES. The report should include all investigation findings and include

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29 Hazen Drive • PO Box 95 • Concord, NH 03302-0095
(603) 271-3503 • Fax: (603) 271-6120 • TDD Access: Relay NH 1-800-735-2964

recommendations and a schedule for reconstruction, as warranted, to make the dam compliant with the current standards for high hazard dams. In order to insure that the selected consultant meets the requirements of Env-Wr 403.03(a)(1), NHDES recommends that you submit the resume of your proposed engineering consultant for review in accordance with Env-Wr 403.03 (a)(1) prior to contracting services.

- a. NHDES has reviewed the December 30, 2016 (Revised: December 15, 2017) VHB Dam Breach Analysis memo received by NHDES by e-mail dated January 26, 2018. NHDES met with VHB and Mr. Paul Vlasich on June 27, 2019. Many of the comments from the DRAFT February 2018 LOD have been addressed and removed from this revised LOD. NHDES has the following comments which should be reviewed and addressed by your engineering consultant:
 - i. The HEC-HMS model used for the dam breach evaluation was a portion of the model used to evaluate the downstream Exeter Great Dam D082001 and was reviewed and revised by the consultant using Atlas 14 rainfall and distribution and is suitable for use in the dam breach analysis;
 - ii. Inundation maps;
 1. Layout of maps is difficult to use;
 2. Sunny day inundation limits difficult to see through 100-yr shading;
 3. Edge of 100-yr breach inundation limits not distinct;
 4. Potential high or significant hazard impacts;
 - a. No elevation information, contours, etc. included on maps or tables for residence located northeast of Powder Mill Road and shown surrounded but not flooded by the 100-yr inundation breach limits on Maps 2-4 and 2-5. This residence is located within the FEMA floodway and 100-yr flood hazard zone;
 - b. Residence/building at Green Gate Hall is shown on the edge of the 100-yr inundation breach limits on Map 2-11. This structure is partially located within the FEMA floodway and 100-yr flood hazard zone;
 - c. No elevation information included on maps or tables for residence located north of the Exeter River and west of Court Street and shown surrounded and possibly flooded by the 100-yr inundation breach limits on Map 2-10. This residence is located within the FEMA floodway and 100-yr flood hazard zone; and
 - d. No elevation information included on maps or tables for residence located south of the Exeter River and west of Court Street and shown flooded by the 100-yr inundation breach limits on Map 2-10. This residence is located within the FEMA floodway and 100-yr flood hazard zone.
- b. The hydrologic model referred to in item 9 a.i. indicates that the dam does not have sufficient discharge capacity to pass the runoff generated by the 2.5 x 100-year event required for a high hazard dam [Env-Wr 303.11 (a)(3)]. As such, a more detailed assessment of the watershed hydrology will likely be required for

use in designing reconstruction of the dam to pass this event with a minimum of one foot of remaining freeboard and without manual operations.

By June 1, 2022:

10. Submit an application for reconstruction of the dam, or a plan to otherwise comply with Env-Wr 303.12. Permits from other programs, including NHDES' Wetlands Program may be required.

By December 1, 2025:

11. Complete the reconstruction of the dam.

As part of the most recent inspection, NHDES completed detailed assessments related to the hydrology of the contributing watershed and the hydraulic capacity of your dam. Further, we performed a review of the areas downstream of the dam in order to reassess the dam's current hazard classification. The observations and recommendations in this LOD include the findings related to these more detailed analyses.

Please note that under New Hampshire's state statute RSA 482:89, NHDES may commence proceedings to levy fines of up to \$2,000 per violation per day against a dam owner who does not respond within 45 days of receipt of a written order, directive, or any notice of needed maintenance, repair, or reconstruction issued by NHDES. To avoid proceedings under this provision, you **must respond** to this LOD. If you fail to return this form within 45 days or fail to otherwise respond in writing within 45 days indicating your intent to remedy the identified deficiencies, you will not have the benefit of the compliance deadlines indicated on the form and NHDES will commence a proceeding under RSA 482:89 to seek administrative fines for the identified deficiencies. Please note that responding as required does not preclude NHDES from pursuing other appropriate action for the identified deficiencies, in accordance with NHDES Compliance Assurance Response Policy, available on-line at <http://des.nh.gov/organization/commissioner/legal/carp/index.htm>.

We believe the easiest way to respond is to sign and return the attached "Intent to Complete Repairs" form, either agreeing to correct the identified deficiencies by the dates indicated OR by proposing amendments to the listed work items or dates, which you may do by writing directly on the form. NHDES will evaluate and respond to any reasonable requests for proposed amendments in a timely manner. We have enclosed a self-addressed stamped envelope for you to return this form. You may also scan and e-mail the completed form to damsafety@des.nh.gov or fax it to (603) 271-6120.

Our intent in issuing this LOD is to make you aware of items that require your attention to ensure the continued safe operation of your dam. It is our hope that, through the return of the attached form and correction of the identified deficiencies, you will develop and maintain a commitment to keeping a safe and well-maintained dam.

Letter of Deficiency
Dam #D029007/DSP #19-016
June 25, 2019
pg. 4

If you have any questions or comments regarding this LOD or would like to be present at future inspections, please contact Jim Weber, P.E. at 271-8699 or me at 271-3406 or write to the address for the Water Division listed on the bottom of the cover page.

Sincerely,



Steve N. Doyon, PE
Administrator
Dam Safety & Inspection Section

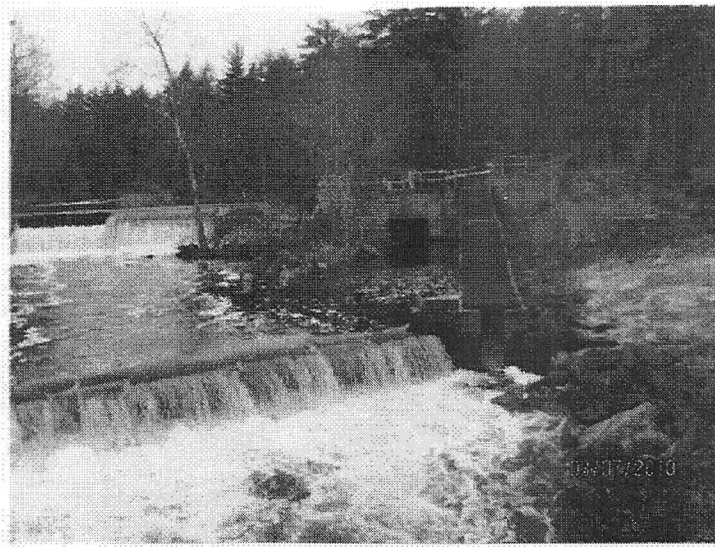
Attachments: Photos, Aerial, Copy of 2014 OMR, Blank OMR form, DB8, DB13
cc: NHDES Legal Unit
Town of Brentwood

Certified #7016 1970 0000 4865 8413
SND\JRW\was\s:\WD-Dam\damfiles\D029007\LOD\20190725 D029007 LOD.docx

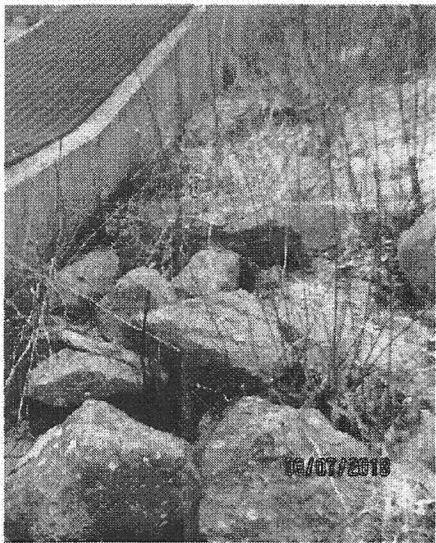
Dam# D029007, Pickpocket Dam, Brentwood, Inspected: 03/07/18



A



B

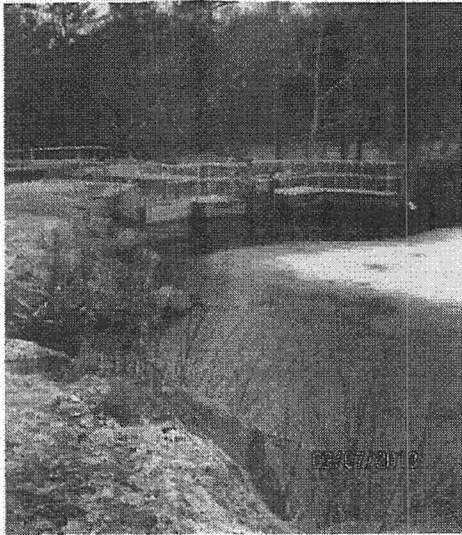


C

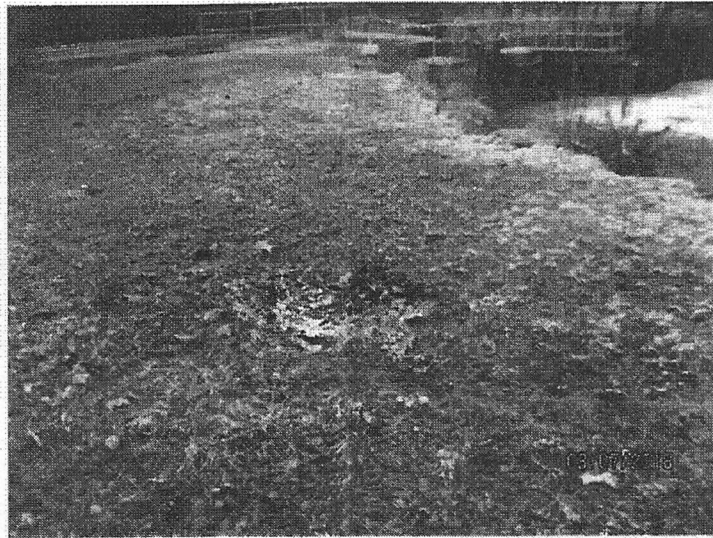


D

Dam# D029007, Pickpocket Dam, Brentwood, Inspected: 03/07/18



E



F

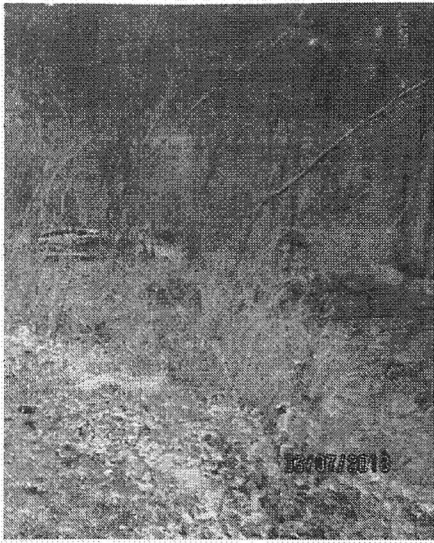


G



H

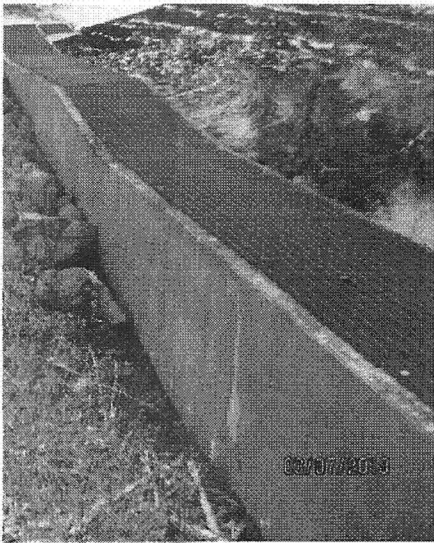
Dam# D029007, Pickpocket Dam, Brentwood, Inspected: 03/07/18



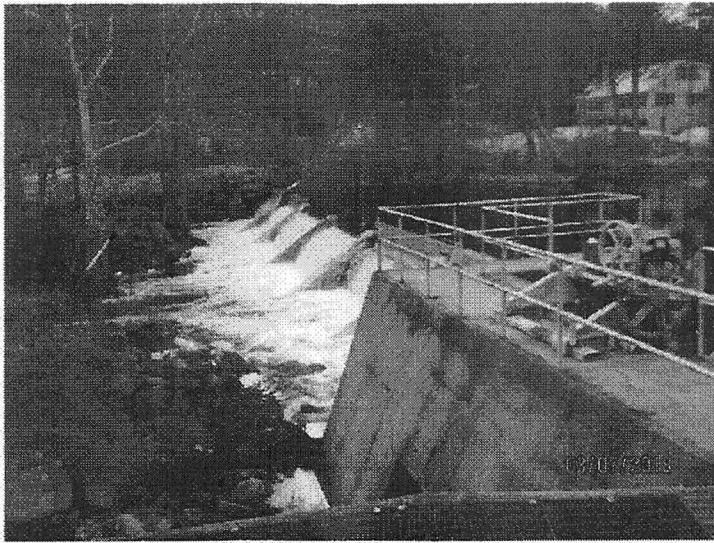
I



J

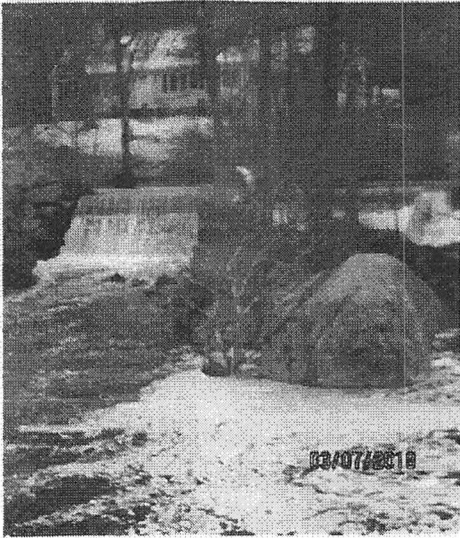


K



L

Dam# D029007, Pickpocket Dam, Brentwood, Inspected: 03/07/18



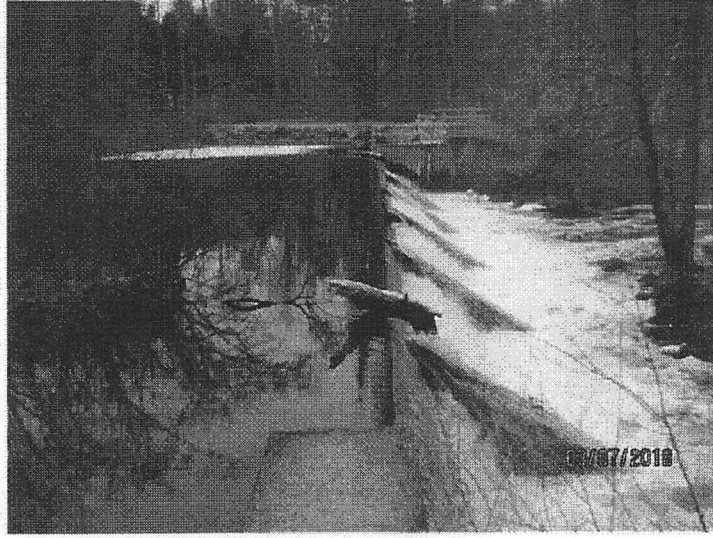
M



N



O

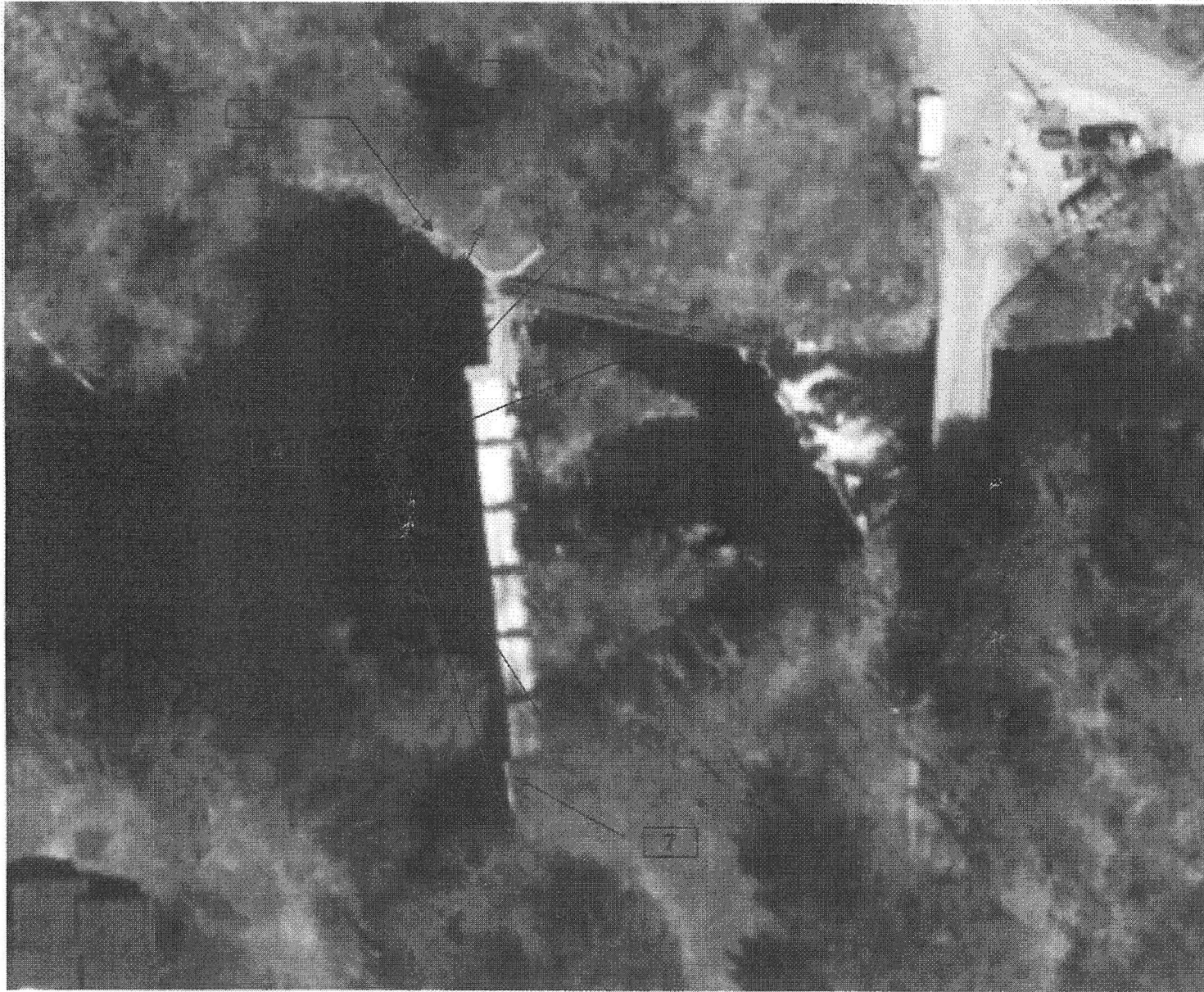


P

D029007 Pickpocket Dam - Inspected 03/07/2018

All references of left and right are facing in the downstream direction

Left



No Scale

Right



Stephen Church
Superintendent

Rockingham County

DEPARTMENT OF CORRECTIONS

Town Manager's Office

AUG 05 2019

Received

MAJOR DAVID CONSENTINO
Assistant Superintendent

August 1, 2019

Dear Town Administrator,

Please join us on Tuesday, August 13, 2019 at the Exeter High School Auditorium as Rockingham County Department of Corrections, in sponsorship with Seacoast Public Health Network, Exeter Hospital and the NH Department of Health and Human Services Bureau of Drugs and Alcohol Services presents ADDICTION Disease or Choice?

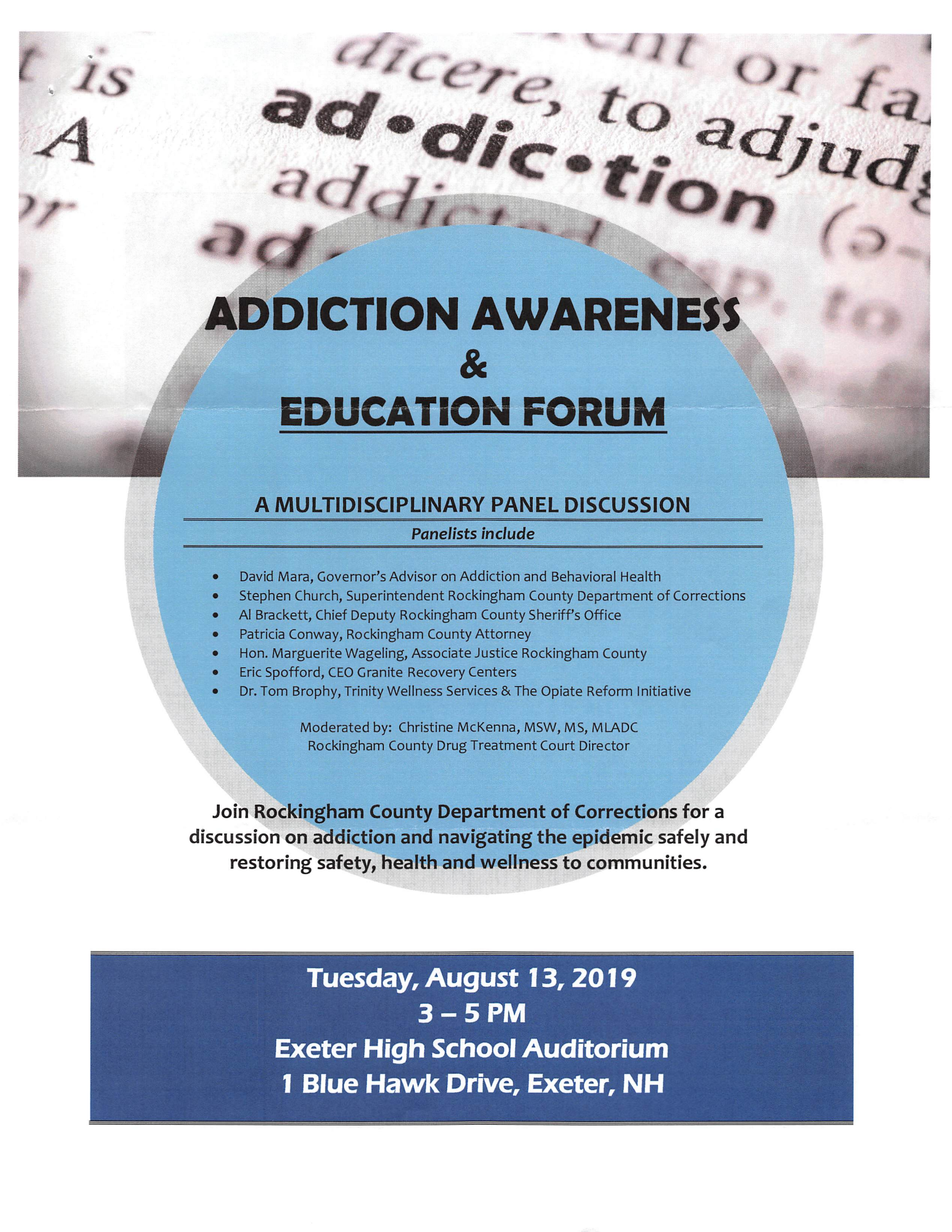
There will be two sessions featuring Dr. Tom Brophy speaking on the complexity and science of addiction and how this explains the actions of people experiencing addiction. These sessions will be held from 11am – 1pm or 7pm – 9pm and will be open to the public.

In addition to these sessions; by invitation only, you and up to five colleagues are cordially invited to attend a Special Panel Discussion from 3pm – 5pm when Dr. Tom Brophy will join our panel of professionals encompassing Corrections, Law Enforcement, Public Officials, and State Government for a question and answer session on opioid addiction. Attendees and members of the press will have the opportunity to ask the panelists questions regarding one of the top concerns of New Hampshire citizens.

RSVP suggested to Alyson Mahler at (603) 679-9394 or amahler@co.rockingham.nh.us



Stephen Church
Superintendent



**ADDICTION AWARENESS
&
EDUCATION FORUM**

A MULTIDISCIPLINARY PANEL DISCUSSION

Panelists include

- David Mara, Governor's Advisor on Addiction and Behavioral Health
- Stephen Church, Superintendent Rockingham County Department of Corrections
- Al Brackett, Chief Deputy Rockingham County Sheriff's Office
- Patricia Conway, Rockingham County Attorney
- Hon. Marguerite Wageling, Associate Justice Rockingham County
- Eric Spofford, CEO Granite Recovery Centers
- Dr. Tom Brophy, Trinity Wellness Services & The Opiate Reform Initiative

Moderated by: Christine McKenna, MSW, MS, MLADC
Rockingham County Drug Treatment Court Director

Join Rockingham County Department of Corrections for a discussion on addiction and navigating the epidemic safely and restoring safety, health and wellness to communities.

Tuesday, August 13, 2019

3 – 5 PM

Exeter High School Auditorium

1 Blue Hawk Drive, Exeter, NH



ROCKINGHAM COUNTY DEPARTMENT OF CORRECTIONS

Presents

ADDICTION
DISEASE OR CHOICE?

Addiction is complex. How can understanding the science impact your views?

WHERE: EXETER HIGH SCHOOL AUDITORIUM

1 Blue Hawk Drive-Exeter-NH

WHEN: TUESDAY, AUGUST 13, 2019

11 am - 1 pm or 7 pm - 9 pm

WHAT: Addiction is driven by a combination of neurochemistry and neurophysiology. Using real-life patient scenarios, understand the changes that are happening at the cellular level and how this explains the actions of people experiencing addiction. Discuss shared goals for navigating the epidemic safely and restoring health and wellness to communities.

FEATURING



Dr. Tom Brophy

Physician, board certified in Addiction & Emergency Medicine

Founder Trinity Wellness Services and non-profit organization

The Opiate Reform Initiative

WHO SHOULD ATTEND?

Medical professionals, members of law enforcement/fire safety/first responders, corrections officials, educators, public officials, social workers and lawyers. Public is welcome.

INFORMATION: Alyson Mahler at (603) 679-9394 – amahler@co.rockingham.nh.us

PROFESSIONAL DEVELOPMENT HOURS AVAILABLE*

REGISTRATION SUGGESTED: <https://addictiondiseaseorchoice.eventbrite.com>

We would like to thank the following sponsors



*Certificates of Attendance upon request

*Nurses: Southern NH AHEC is an Approved Provider of continuing nursing education by the Northeast Multistate Division (NE-MSD), an accredited approver of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation. 2.0 contact hours, Activity Number: 1281

*Physicians: The Southern NH Area Health Education Center, accredited by the NH Medical Society, designates this live activity for a maximum of 2.0 AMA PRA Category 1 Credit(s). Physicians should claim only the credit commensurate with the extent of their participation in the activity.

*Social Workers: 2.0 CEUs pending approval from NASW NH.

*For all other health professionals: 2.0 hours

COMMISSIONING CEREMONY
PLEASE JOIN THE MEMBERS OF THE
EXETER FIRE DEPARTMENT
FOR THE COMMISSIONING OF
EXETER'S NEW FIRE ENGINE



AUGUST 12, 2019 / 4:00 PM

AT THE COURT STREET FIRE STATION

THE PUBLIC IS ENCOURAGED TO ATTEND

LIGHT REFRESHMENTS WILL BE SERVED

CLASS A WILL BE THE UNIFORM OF THE DAY