

**Select Board Meeting**  
**Monday, August 23<sup>rd</sup>, 2021, 7:00 p.m.**  
**Nowak Room, Town Offices**  
**10 Front Street, Exeter NH 03833**

Meeting in the Nowak Room at the Town Office Building. For virtual access, see instructions below.

Watch this meeting on Channel 22, or EXTV Facebook <https://www.facebook.com/ExeterTV>, or YouTube <https://www.youtube.com/c/ExeterTV98>.

To access the meeting via Zoom, click this link: <https://exeternh.zoom.us/j/83569812368>

To access the meeting via telephone, call +1 646 558 8656 and enter Webinar ID 835 6981 2368

Please join the meeting with your full name if you want to speak.

Use the “Raise Hand” button to alert the Chair you wish to speak. On the phone, press \*9.

More access instruction found here: <https://www.exeternh.gov/townmanager/virtual-town-meetings>

Contact us at [extvg@exeternh.gov](mailto:extvg@exeternh.gov) or 603-418-6425 with any technical issues.

1. Call Meeting to Order
2. Public Comment
3. Proclamations/Recognitions
  - a. Proclamations/Recognitions
4. Approval of Minutes
  - a. Regular Meeting: None
5. Appointments
6. Discussion/Action Items
  - a. SAU16 Opening – Superintendent David Ryan
  - b. Communications Advisory Committee Report
  - c. Town Ordinance Update: Swasey Parkway One Way Street
  - d. Bower Land Donation – Kristen Murphy, Natural Resources Planner
  - e. Water Resources Update – Jennifer Perry, Public Works Director
  - f. Great Bay Permit – Jennifer Perry, Public Works Director
  - g. Epping Road/Brentwood Road Intersection – Public Works
7. Regular Business
  - a. Tax Abatements, Veterans Credits & Exemptions
  - b. Permits & Approvals
  - c. Town Manager’s Report
  - d. Select Board Committee Reports
  - e. Correspondence
8. Review Board Calendar
9. Non-Public Session
10. Adjournment

Niko Papakonstantis, Chair  
Select Board

Posted: 8/20/21 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

## Board Interviews

**Minutes**

## Proclamations/Recognitions

## Appointments

**Board and Committee Appointments**  
**August 23<sup>rd</sup>, 2021**

**Recreation Advisory Board**

Dick Matthews, full member, term to expire 4/30/23

**Resignations**

Anne Kenny, Arts & Culture Advisory Commission



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**Fwd: I resign today, description here**

2 messages

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**Tony Callendrello** <acallendrello@gmail.com>  
To: Pam McElroy <pmcelroy@exeternh.gov>

Tue, Aug 17, 2021 at 2:10 PM

Pam:

Anne was a one-year term member. What do I need to do?

Tony Callendrello

Begin forwarded message:

**From:** Anne Kenny <amkennyart@comcast.net>  
**Date:** August 16, 2021 at 6:57:33 PM EDT  
**To:** Tony Callendrello <acallendrello@comcast.net>  
**Cc:** Todd Hearon <toddhearon@yahoo.com>  
**Subject:** I resign today, description here

Dear Tony,

I have weighed some decisions and have come to the decision to resign from the Exeter Arts and Culture Advisory Committee. I will not be able to make it to the September meeting and due to my parents medical issues I can not be dependable in months going forward. Additionally, I feel there are alternate members that could take my place and add to the committee. I have valued my time working with Todd Hearon on our work group.

Please let everyone know that I am happy to answer questions about any of the research and proposals I have helped with on the committee. I am available for conversation and emails. I absolutely love Exeter's Arts & Culture community and continue to be supportive and engaged the best I can. Thank you for your involvement Tony, you are a great Chair of the committee. If you have questions please let me know..

Best,  
Anne.

Anne Marie Kenny  
amkennyart@comcast.net  
603.867.3988

Owner | Artist Industrial Quilts™  
www.industrialquilts.com  
www.artupfrontstreet.com

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**Pam McElroy** <pmcelroy@exeternh.gov>  
To: "Tony. Callendrello" <acallendrello@gmail.com>

Tue, Aug 17, 2021 at 2:20 PM

Thanks for letting me know Tony. I'll forward her resignation to the Select Board.

Once the Select Board approves her resignation, the Arts & Culture Advisory Committee may choose to request approval from the Select Board to move up an Alternate Member to fill the remainder of the term. Otherwise the position will remain vacant until someone applies for the position. Applications can be found on the Town website.

Feel free to contact me if you have any questions.

Have a good afternoon.

[Quoted text hidden]

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*Pam McElroy*

**Town of Exeter**  
Executive Assistant, Town Manager's Office



**SAU16 Opening – Superintendent David Ryan**

## Communications Advisory Committee Report



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## Communication Advisory Committee Report to Select Board

2 messages

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**Martha McEntee** <memcentee2@gmail.com>

Thu, Aug 19, 2021 at 1:36 PM

To: npapakonstantis@exeternh.gov, Pam McElroy <pmcelroy@exeternh.gov>

Cc: Connor Barry <cbarry978@gmail.com>, Robert Glowacky <rglowacky@exeternh.gov>, Lindsay Sonnett <lssonnett@gmail.com>, Nina Braun <localanchor603@gmail.com>, Andy Swanson <aswanson@exeternh.gov>, Daryl Browne <dbrowne@exeternh.gov>

Dear Niko and Pam,

On behalf of the Communications Advisory Committee, I'm attaching materials for the Select Board's consideration at its upcoming meeting on August 23.

I understand that Connor confirmed that the report would be on the agenda for that meeting. Russ Dean and Melissa Roy graciously took the time to meet with members of the Committee last week to review its findings and recommendations in draft form and this report reflects their input.

The materials are:

1. Communications Advisory Committee Report.
2. Attachments to the Report, which are in a separate pdf.

If time allows, we would like to make a brief slide presentation at the meeting to highlight the key aspects of the report. Please let us know if that would be helpful, and if you have any other suggestions for the meeting.

Thank you for your consideration.

Kind regards,


Martha McEntee

Cell: 603-686-9995

Email: [memcentee2@gmail.com](mailto:memcentee2@gmail.com)

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### 2 attachments

 **CAC Report Select Board 12 August 2021 FINAL.docx**  
51K

 **CAC Report To Select Board Attachments 6 August 2021 FINAL.pdf**  
3719K

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**Pam McElroy** <pmcelroy@exeternh.gov>

Thu, Aug 19, 2021 at 1:39 PM

To: Martha McEntee <memcentee2@gmail.com>

Cc: Niko Papakonstantis <npapakonstantis@exeternh.gov>, Connor Barry <cbarry978@gmail.com>, Robert Glowacky <rglowacky@exeternh.gov>, Lindsay Sonnett <lssonnett@gmail.com>, Nina Braun <localanchor603@gmail.com>, Andy Swanson <aswanson@exeternh.gov>, Daryl Browne <dbrowne@exeternh.gov>

Thank you Martha. I'll be sure this is included in the packet for the 8/23 Select Board meeting.

Have a good afternoon.

[Quoted text hidden]

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*Pam McElroy*

**Town of Exeter**

Executive Assistant, Town Manager's Office

603-773-6102

Human Services Administrator

603-773-6116

To: Town of Exeter Select Board

From: Communications Advisory Committee

Date: August 12, 2021

Re: Recommendations to Improve Town Communications

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## **Overview**

This report by the Communications Advisory Committee (CAC) describes our assessment of the strengths and weaknesses of the town's current communications processes and proposes concrete steps that should be taken to make improvements. Specifically, this report:

1. Reviews the background and mission of the CAC and its activities to date.
2. Summarizes the CAC's findings, taking into account the results of a communications survey conducted in late 2020 and a comprehensive analysis of the town's communications practices prepared by a UNH Carsey School of Business graduate in 2019 (Carsey Report), and other research.
3. Recommends the creation, implementation and enforcement of robust and practical communications policies and best practices, and the designation of a town Communications Coordinator.
4. Identifies three areas that should be addressed as priorities:
  - 1) the town website.
  - 2) the town's use of push notifications, alerts, and subscriptions (texting and email marketing).
  - 3) the town's social media presence.

This report does not cover ExeterTV or other more traditional communications channels, such as press releases, public forums, printed newsletters, and phone communications. The CAC notes that these platforms may serve people who do not use computers, tablets, smartphones, or social media, including some older members of the community. Improving communications for this population should be addressed at a later date.

## **Communications Advisory Committee Background**

In 2018, the Select Board established the Communications Advisory Committee (CAC), to implement action items aimed at improving town communications that were set forth the 2018 Town Master Plan. The Select Board specified that:

*"The Communication Advisory Committee's role is to promote a more robust dialogue between the town and its citizens by evaluating and refining and expanding the different ways the town communicates."*

*“Upon adopting the 2018 Town Master Plan the following action items were proposed. These action items provide the cornerstone of the Communications Advisory Committee:*

- 1. Establish a small committee charged with researching municipal information and management technologies for the Town.*
- 2. Evaluate the ways in which the Town communicates with the public and ensure that strategies maximize citizen engagement across multiple platforms. Determine the strategies that could be strengthened and move forward with ways for improvement.*
- 3. Establish baselines to organize community forums to discuss issues important to Exeter. Ensure that events, especially large ones, provide options for food and childcare.<sup>1</sup>*
- 4. Work with EXTV to establish procedures to be used by EXTV when interfacing with the citizens when creating TV programming.”*

The CAC<sup>2</sup> consists of:

- One member of the Select Board, non-voting.
- Exeter TV Staff, non-voting.
- Seven At-Large Members, appointed by the Select Board. At large members serve three-year staggered terms. Initial appointments are made for one-, two- and three-year terms and thereafter be three-year terms.

Since its inception, the CAC has met regularly, and has had some turnover in both at-large and Select Board members. Robert Glowacky, the Exeter TV member, has served through out and remains a valuable source for continuity and technical information.

From a strategic standpoint, the CAC has focused on *Action Item 2: “evaluating the ways in which the Town communicates with the public and ensuring that strategies maximize citizen engagement across multiple platforms and determining the strategies that could be strengthened and moving forward with ways for improvement.”*

The CAC conducted a survey in 2020, whose findings indicated an increased interest is receiving information about specific topics through specialized alerts, such as notifications via text or email. See Attachment 1: Communications Survey Summary

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<sup>1</sup> The CAC suggests that its charge be amended to clarify what its role with respect to community forums and particularly to redirect the responsibility to provide food and childcare to a body more capable of managing such matters.

<sup>2</sup> Current members of the CAC are Connor Barry, Chair (exp 4/2022); Martha McEntee (exp 4.2022); Lindsay Sonnet (exp 4/2023); Nina Braun (exp 4/2022); Robert Glowacky, Exeter TV Staff; and Daryl Browne, Select Board Member. Andy Swanson, IT Coordinator, also attends meetings. There are three vacancies for at-large members, with a fourth expected shortly as Connor Barry is moving out of Exeter at the end of this month. The CAC suggests that the Select Board consider reducing the number of at-large members from seven to five as there have been an insufficient number of candidates to fill all the positions.

2020. The CAC also reviewed the Town of Exeter External Communication Analysis 2019 prepared by Nick Campion as his Capstone project at Carsey School and the University of New Hampshire. *See Attachment 2 Town of Exeter External Communication Analysis 2019, Recommendations.*

From a hands-on standpoint, the CAC has prepared and distributed plain-English summaries of the Warrant Articles for the Town Meetings in 2019, 2020, and 2021.<sup>3</sup>

### **Findings about Communications**

In today's media environment, Exeter like many other municipalities, uses various platforms to communicate with the public, including the website, email, text, and newsletter subscriptions, Exeter TV, and social media such as Facebook, Instagram, and Twitter. The town also continues to communicate through traditional communication channels, including local newspapers and TV, telephone, public meetings, and special events. Notably, the diminished presence of local newspapers has limited their usefulness as a reliable means to keep the public informed about town matters.

As discussed in detail below, the CAC has identified three priorities that should be tackled straight away:

- The town website
- the town's use of push notifications, alerts, and subscriptions (texting and email marketing)
- the town's social media presence

The CAC's detailed findings about each of these priorities are set out below, following the CAC's recommendations.

### **Recommendations**

- **Policies and Best Practices.** The town should establish an overall framework for communications by the various town departments and other entities that operate under the rubric of the "Town of Exeter." The communications policies would establish basic guidelines. Best practices would provide practical assistance to town staff ensure that communications are clear, accurate, and reach their intended audience effectively.

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<sup>3</sup> The CAC has been preparing its summaries after the Select Board and Town Manager have done their work. Going forward, we suggest that a designated CAC member work directly with the Town Manager as he prepares the Fact Sheets and Explanatory Information report on the Warrant Articles for the Deliberative Session to ensure that the articles and their practical consequences (e.g., real estate tax impact) are explained in plain English early on in the Town Meeting process. This would avoid the CAC duplicating explanatory work and make plain-English explanations of the Articles available sooner and to a wider audience. The CAC stands ready to prepare additional materials or presentations about the Warrant Articles before Town Meeting Day.

Formulating and implementing workable and effective communications practices will require a substantial, hands-on effort by town staff and cannot be relegated to outside consultants. As a starting point, Bob Glowacky has prepared a rough outline of what these policies and procedures would look like. See *Attachment 3: Draft Outline for Communications Policies and Procedures.*<sup>4</sup>

- **Communications Coordinator.** Merely adopting policies and best practices without also implementing a mechanism to ensure they are followed on an ongoing basis would accomplish little. The town should designate a Communications Coordinator to ensure that information is properly presented regardless of which platform is used.

The Select Board and the Town Manager would need to determine how best to staff this role, which might be accomplished by adding responsibilities to an existing position or job reclassification.

Each department would remain responsible for providing content about its activities and ensuring its accuracy, completeness, and timeliness. The Communications Coordinator would serve both as a resource to each department to help it deliver its messages effectively and as a quality controller to assure that the town's information is available in a coherent and beneficial manner.

The Communications Coordinator must have the active support of the Town Manager to function effectively.

The CAC is not recommending that all town communications be funneled through or micromanaged by the Communications Coordinator for approval.

- **Staff Training and Designated Communications Staff in Each Department.** All town staff should receive basic training in the town's communication policies and best practices. Importantly, each department should designate an individual responsible for its communications as well as a back-up, both of whom should receive hands-on training in best practices and technical aspects of communications to the extent needed to ensure the department communicates effectively.

Each department's communications designee's responsibilities should be clearly defined in the employee's job description and evaluated in performance reviews.

Training should be done on an annual basis, or as needed with changes in platforms or technology.

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<sup>4</sup> As far as the CAC has been able to determine, the town has not adopted formal communications, website, or texting policies. The only related policy appears to be the social media policy adopted in 2013, later proposed to be revised then tabled.

- **Possible Reallocation of Funds and/or Personnel.** Improvements to the town's communications may well require a reallocation of funds and/or personnel. The 2019 Carsey Report noted that, "Departments for the large part spend less than 1% of their operating budgets on their communication efforts (64% of departments)." See Carsey Report, p.11.

### **Town Website**

The town website, [exeternh.gov](http://exeternh.gov), is the most comprehensive and centralized collection of information about the town, and lists all town departments and committees, services available to residents, and a calendar of events and meetings.

Properly managed, the website should enable the town to address a wide array of different needs and audiences and serve as the primary and trusted source for up-to-date, accurate, and complete town information. The website is intended to:

- Establish a positive and attractive web presence for the town and its attractions, keeping in mind that the website is accessible to a worldwide audience and may attract more businesses, investors, visitors, tourists, and participants in local events.
- Help residents find practical information about things such as garbage pick-up and recycling, parks and recreational facilities, car and dog licensing requirements, various fees, real estate taxes, traffic, roadwork and parking notices, birth, marriage and death certificates, and similar day-to-day matters.
- Prominently display up-to-date official news, announcements, and alerts.
- Provide printable/scannable online forms and applications, and answer FAQs, to simplify and reduce the workload of town staff and officials.
- Foster a sense of connection to the local community.

The website platform the town currently uses, which is provided by Municode, is as good as any available in the marketplace, and the CAC is not now recommending that the town change website providers. Details about the Municode website contract are provided in *Attachment 4: Town Website: Technical Information*.

However, the town needs to use the website more effectively.

- **No Webmaster.** The Municode platform offers many features and options that are not utilized, in part because no one is formally employed or charged to serve as the town "webmaster" with the authority and the responsibility to see that each department's web content is presented in a way that serves that department's needs while fitting well into a coherent overall presentation for the



town. It is unrealistic to expect each department's employees who are tasked with posting to the website to fully understand the ins and outs of website operations: they need expert support to manage these "back-end" matters.

- **No Central Coordination of Website Content.** There is no central coordination for website content. Each department manages its content as it sees fit. Some departments use the website more effectively than others.
- **Definitive Source for Information.** The town website should serve as the definitive source for accurate and up-to-date information. Steps should be taken to ensure that information provided on other platforms such as social media, are consistent with information posted on the website.
- **Inconsistent Presentation.** Content is not consistently or logically presented, resulting in a confusing lack of uniformity.
- **Unreliable Content.** Information is often out-of-date or missing all together, leading users to question the reliability of the website and seek information elsewhere. In some cases, users receive incorrect information. See Attachment 1: Communications Survey Summary 2020.
- **Poor Search Functionality.** Searching for specific information on the website is often fruitless and frustrating.
- **Mobile-Friendly.** We need to evaluate whether our website design has a responsive design that is mobile-friendly because different members of our audience access the website from various devices, including smartphones, tablets, desktops, and other devices.

In addition to assessing whether the design supports access with different devices, website content must be presented in a way that takes advantage of this design feature. This is a complex technical matter that needs to be addressed as we finalize our website policies and procedures.

- **ADA Compliant.** The CAC notes that clarification is needed as to: (1) whether and how the ADA (Americans with Disabilities Act) and Section 508 of the Rehabilitation Act apply to the town website and other communication platforms; and (2) how best to comply with any applicable requirements.

### **Texting, Email, Alerts, and Subscription Capabilities**

Feedback obtained on the CAC survey and anecdotally indicates that many users would prefer to be able to receive information sent to their inbox (via either email, enewsletters, or text alerts), instead of having to look actively for updates and news on the town website or other platforms.

This signals the need for a fundamental change in the town's overall approach to communication. Instead of passively posting information online, departments and committees would shift towards pushing information directly to residents. Residents could elect to text messages, emails, or newsletters tailored to their specific interests and concerns.

Some departments (e.g., Parks and Rec, Public Works, Economic Development, and Exeter TV) are already leveraging email marketing platforms such as MailChimp and Constant Contact to push news and updates to subscribers. This trend could be expanded by encouraging all town departments to identify specific topics that residents seek information about and proactively set up regular email or newsletter distribution lists to notify them about relevant developments.

Offering both texting and email services, combined with traditional platforms, will help the town reach as many different demographics as possible.

**A Note on Texting.** The CAC has found that an increasing number of members of the audience for information about the town prefer to rely on texting both to receive and send information. Texting is useful in various contexts:

- **MyExeterNH Ineffective.** In an effort to meet this demand and find a way to serve the increasing number of users who prefer to use their smartphones to get town information, in 2018, the town launched its first stand-alone mobile app for two-way communication between the town and its residents: MyExeterNH. The app was hosted by MyCivicServices, which was later bought out by Tyler Technologies. The app costs roughly \$6,300 annually. After three years, the IT department has recommended and started the process of cancelling MyExeterNH due to low usage by town residents and town staff.

One major feature MyExeterNH was the ability to report issues such as potholes and litter to town staff via the app. Reports would be routed to the appropriate staff to save time and serve as a work management tool for the town.

Department heads and town staff responsible for using MyExeterNH did not readily adopt the tool, and the Select Board and Town Manager did not actively encourage its proper use. MyExeterNH was simply launched without policies and procedures in place to ensure that it would be maintained. This led to negative reactions from the public about the app and many people simply stopped trying to use it.

The MyExeterNH also fell short of the town's expectations in its ability to communicate outwards to the public. While it had a push notification system, other basic text alert systems are far more user friendly.

- **Migrate to Texting Software Used by Exeter Emergency Services.** In 2021, Bob Glowacky, with input from the CAC, evaluated several text alert platforms and learned that RAVE Mobile or Smart911, the service currently used by

Emergency Management (the Exeter Police and Fire Departments), could be used by other town departments at no or low additional cost for general town alerts via text messaging. The CAC and the IT department recommend that the town explore transferring the funds currently budgeted for MyExeterNH, which is being cancelled, toward implementing more robust text messaging services that can be used by all town departments.

## **Social Media**

Over the last several years, the rise of social media as a means of communication has been meteoric. Many of the town departments have been using social media to communicate with their audience, with Facebook being their main platform of choice. See Attachment 5: Exeter Facebook and Other Social Media Platforms. The Select Board adopted a social media policy in 2013, and considered revisions in November 2019, which were tabled. See Attachment 6: Social Media Policy in effect and as proposed to be revised.

The CAC recognizes that differences of opinion exist about the value of social media and whether it is appropriate for the town to use Facebook and other platforms at all. However, the CAC has concluded that, in today's environment, the town must continue to engage with the public via social media. The CAC recommends that the town review and update its social media policy, and streamline the number of outlets that are used, and take steps to ensure that the information provided is accurate, up-to-date, and consistent with the information provided on the town website.

The town is not using social media effectively:

- **Need to streamline outlets.** By the CAC's best estimate, the town currently has a proliferation of Facebook pages and other social media outlets in use. See Attachment 5: Facebook Pages and Other Social Media in Use. There are simply too many. They present a disjointed image of the town's activities and are difficult to oversee and manage properly. It is not feasible to ensure that the information provided in them is accurate or timely.
- **Policy Update.** The social media policy should be reviewed to establish procedures to ensure the quality of the information provided.
- **Content must Match the Website.** Recognizing that the town needs to use different outlets to keep people informed, information provided through social media must be accurate and up-to-date and consistent with information posted on the website. The website should serve as the definitive source for accurate and up-to-date information. Both back-end expertise from IT staff as well as communications front-end assistance will be necessary to accomplish this.

Attachments

**List of Attachments**

**Attachment 1: Results of Communications Survey 2020**

**[Pages 2-20]**

**Attachment 2: External Communications Analysis 2019 by Nick Campion**

**[Page 21]**

**Attachment 3: Draft Outline for Communications Policies and Procedures**

**[Pages 22-37]**

**Attachment 4: The Town's Website: Municode**

**[Page 38]**

**Attachment 5: Facebook Pages and Other Social Media in Use**

**[Page 39]**

**Attachment 6: Social Media Policy in effect and as proposed to be revised.**

**[Pages 40-45]**

## **Attachment 1: Results of Communications Survey 2020**

What's the biggest issue you have with town communications and what would you like to see? Looking at the answers to this question, certain themes kept coming up.

Problems keeping up to date with current news and events:

"No clue what is going on ever"

"More easily accessible information for all public events, meetings, Schedules, schools, shows, town meetings, etc., all in one location that is searchable."

"News and updates on the web page, i.e. vote tallies on election night, not the next day."

"Current channels not used or used inconsistently. Please use MyExeterNH (bulletins for snow parking ban? trash pickup deferred?) or remove it. Do I go to FB for info about the previous examples or the web site? But overall, I can usually find what I'm looking for. Thank you for regularly posting."

"Mostly only online; would love to see some things in person downtown"

Calls for more outreach in terms of news:

"What communication? I am not on social media. Non partisan weekly email updates please"

"A weekly or biweekly newsletter would be helpful relating important news. I wasn't aware of the water restrictions or updates unless I checked the town website."

"Weekly department summary report from town manager"

"I am mostly unaware of what the town (departments) is doing other than what I read in the Exeter News-Letter. I am not a social media user and would value options for ways to get information like a monthly update via email."

"There should be a widely adopted mechanism for important messages to be "pushed", rather than expecting residents to remember to look for things on websites or having to stream meetings after the fact to discover what is going on. The announcements on the "construction signs" are a good effort, and work well. I would favor some similar kind of electronic bulletin board in a fixed central location. Facebook works, but it would be great if there was an alternative. Exeter newsletter and seacoast online do not work for me. Now that I don't have cable, I miss the old "scroll" on channel 22, although it always

bothered me that it was on 22 and 98 as in my opinion it should be 1 and 2 or something like that, Thanks for asking, as this has been a concern and question in my mind for years.”

“If you don't have social media it's hard to know what is going on in town unless you are constantly checking the website. It'd be nice to have a town bulletin board with upcoming events. Or to create an email communication list with important information. On some of the bigger and more important issues maybe even postal mail communication.”

“A list of services that are provided to new residents”

^IT Assistant (Bob Glowacky) proposes that the CAC and IT Department work with the town to develop a New Resident Handbook that covers everything a resident needs to know; Department contact info, list of services, how to vote, how to use the transfer station, how to get involved in politics, history of town, etc.

“I'd like to be notified of events/meetings before they happen.... a public calendar distributed/updated monthly but listing stuff for the coming 3 months would be good”

“It's hard to find out about town meetings. If the notice of them is on the town website, it's very hard to find. We missed both last year despite wanting to be involved.”

^could be addressed with simple changes to home page

#### Issues with the Website:

“I don't see any easily posted info, I have to call departments to ask. Also, town website isn't super intuitive.”

“An improved website - easier to navigate for current info”

“A website that is easier to navigate!”

“The website is not updated frequently enough and often has either wrong or outdated information.”

“Not being able quickly to find information on the Town website. The Search function needs improvement. Content and presentation need oversight by a good information manager.”

“Improve website/search feature”

^In progress--need cooperation with town departments

Social Media:

"I get a lot of my news from Facebook and I often don't see town information or see it late. Maybe if it is something important there could be a budget for doing a sponsored post"

"The general public is not kept informed in any consistent manner. Social media is not the only way that will reach everyone in town. Without a local daily outlet open to all, communication is a challenging dilemma."

"limited reach. more social media engagement, perhaps?"

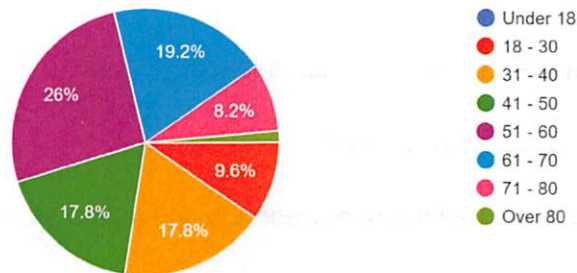
"Too many social media pages, I would prefer one page for town news."

"Too many fb pages and websites without a central website. Central website should list all the other websites/fb pages, have a activities calander, town boards & comittees meeting calander and rec calander."

"Use a medium other than facebook to consistently communicate information with residents: email lists, Twitter, Instagram"

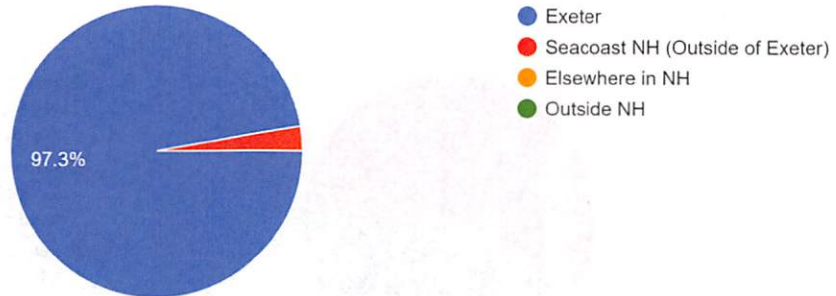
Demographics:

What is your age?  
73 responses



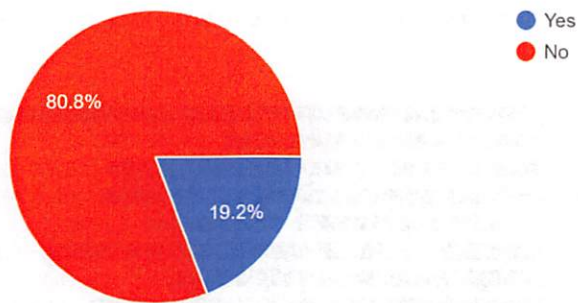
Where do you currently live?

73 responses



Have you recently moved to Exeter area? (In the last 1-3 years)

73 responses



How would you best describe yourself?

73 responses

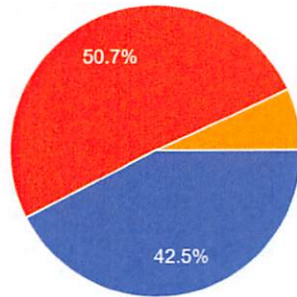




## How is the town doing?

How would you rate the quality of town communications?

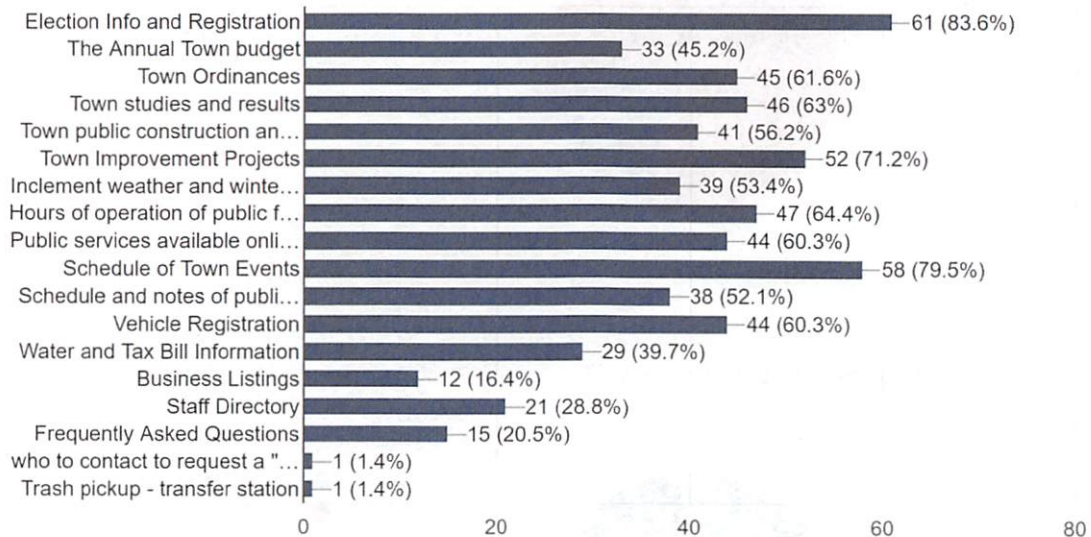
73 responses



- I am dissatisfied. Town communications are in need of major overhaul and improvement.
- I am satisfied. I receive the information I am looking for. Town communications need minor improvements.
- I am pleased. I receive all the information I need. Town communications do not require improvement.

What kind of town-related information do you currently look for? Please choose all that apply.

73 responses



What information do you most regularly seek out from the town? (Example: Trash pickup times, election information, meeting minutes and agendas, etc.) Do you find it easy to locate on town platforms?

"trash pickup times, recycling information -- easy to find on the website"

"There isn't one thing I look for most. Info is usually fairly easy to find on the website."

"Meeting info, yes, but I have it bookmarked"

"Election information and town meetings as well as public select board meetings. No, I have found it hard to find this info"

"public meeting agendas"

"I look at many places I find the town Facebook the least timely"

"Reports and studies. Not easy to locate"

"Election results, absentee ballot lookup, public works, water quality, parks, projects"

"schedule of town events. No, I hadn't found it easy to locate in the past. I did just add the App so I imagine that will help."

"Meeting schedules, agendas, minutes; trash pickup holiday schedule"

"Yes, in most cases searching the town web page i can find what i need. The only thing i suggest is always having filters to drill down to refine searches. Thank you very much for asking."

"Town clerk info. No, it is frequently wrong."

"Town Meeting & elections, board meeting info, events in Swazey and other venues"

"These questions make me realize that accessing any town communication must be sought, not offered. I haven't done much seeking unless absolutely necessary, but know there is much I could be more aware of, engage with but it's not on my radar unless it's in my inbox. Communication also has not been defined- writing on websites, minutes, etc is very different from verbal communication on phone or in person."

"Hours of operation and what is going on"

"Trash, easy. Election info, not easy"

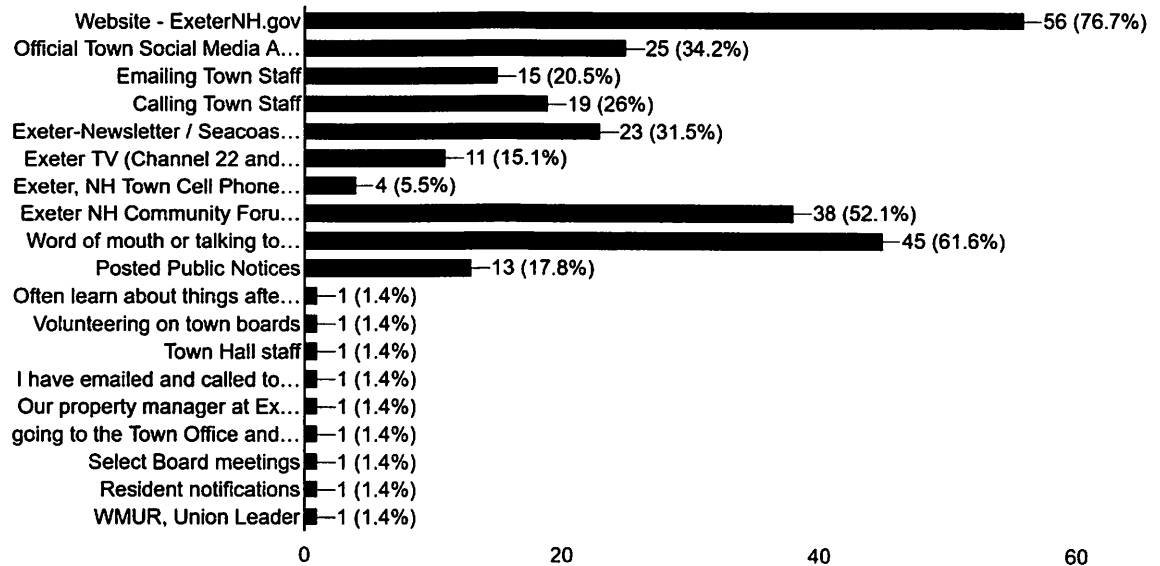
"It's difficult to find the town elected officials and contact info for them on the town website."

"Meeting minutes and agendas are much easier to locate on this website than the previous one"

"Seek is the key word here. The town should push more info, so we don't need to seek."

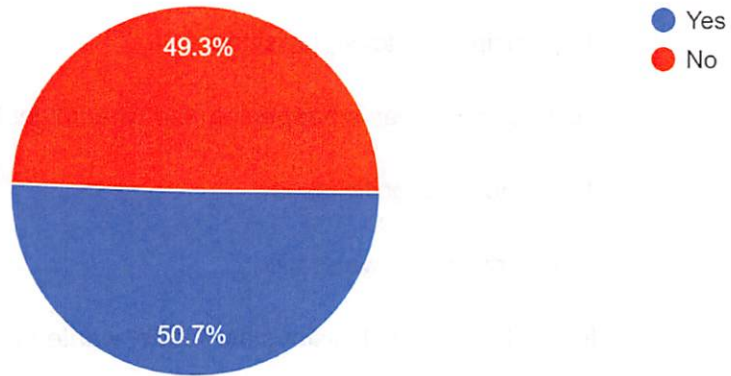
### How do you currently receive Town of Exeter information?

73 responses



## Have you ever attended an official town public meeting in person?

73 responses



### Why or Why Not? [Have you ever attended an official town public meeting in person?]

#### No:

Do not know what you learn during them?

Life's busy- I volunteer a lot

Did not know when they occurred

I am unsure where to find the info

We didn't know when they were and we missed them

Exeter TV - I can tune in and tune out, fast forward and rewind

Too late. I'm an early morning activist.

I have a difficult time walking around so my issue is mobility

Work full time and have 2 small kids

#### Yes:

support local organization with an issue before ZBA

Yes, to be part of the town

To better understand issues pertinent to the town and my family

“Wanted to see/hear some of the things but found some of the process for voicing difficult without rebuttal to other comments”

To provide public comment and/or comment on an agenda item.

To participate in town decisions

I like to know hear is happening and what might happen

To support a specific issue

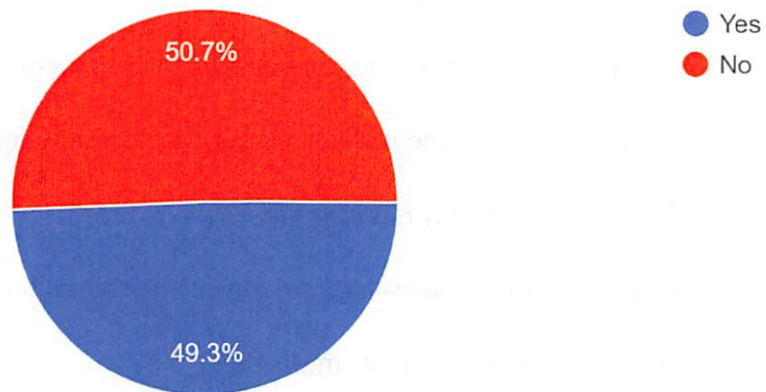
I had a ridiculous water bill

Interested in how decisions are made, wanted to hear topics of interest.

Concerns regarding land management

Have you ever attended a virtual public meeting with the Town of Exeter?

73 responses



**Why or Why Not?**

**No:**

Too many meetings

Didn't know that was an option

Did not know when the meetings were

Didn't know I could

I don't really enjoy those type of meetings

No, only because I'm working double time to keep my business from failing due to the pandemic, and I can't take the time out to watch a meeting

**Yes:**

Saw on Facebook recently

Easy and I knew about it well ahead due to social media

For information. Selectmen meeting via zoom. I watch the recorded sessions

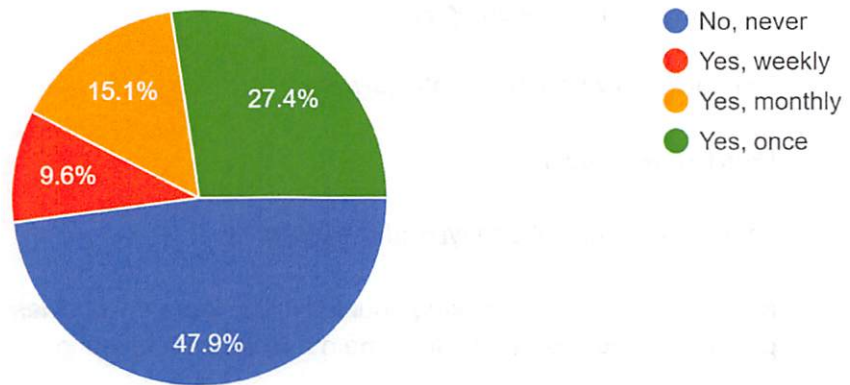
Convenient

So much easier to watch virtually

Interested in how decisions are made, wanted to hear topics of interest.

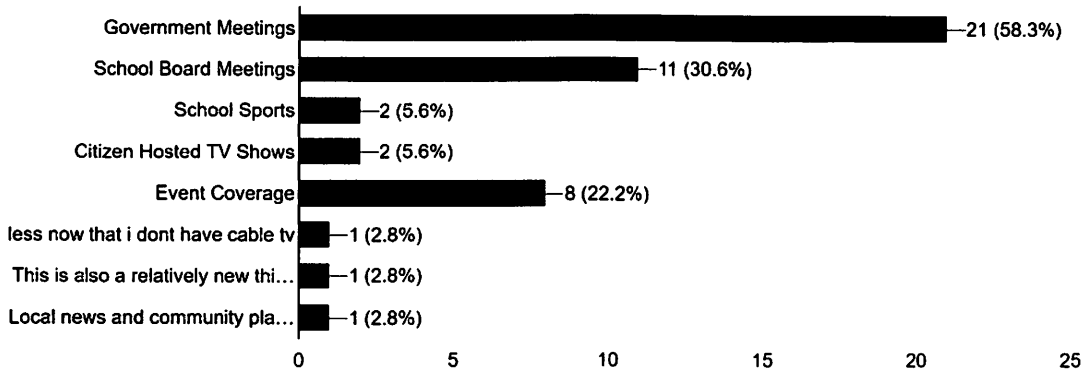
## Do you watch Exeter TV?

73 responses



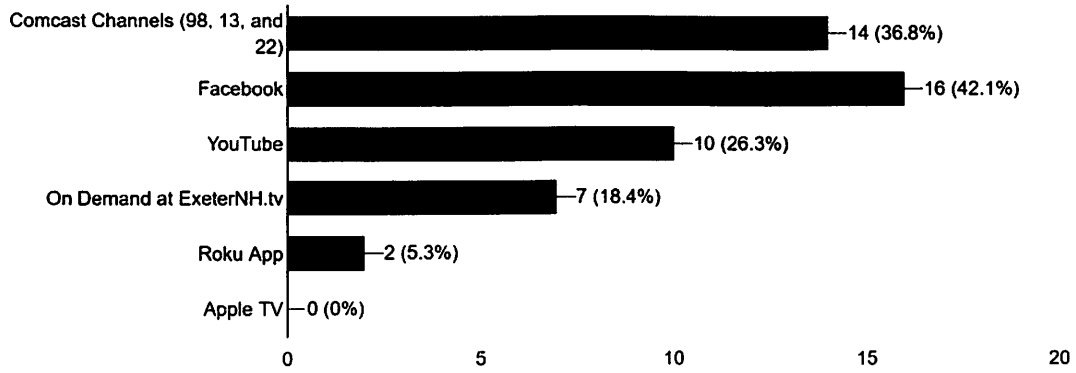
### If you watch Exeter TV, what is the primary content you're watching?

36 responses



### If you watch Exeter TV, where do you most often watch content?

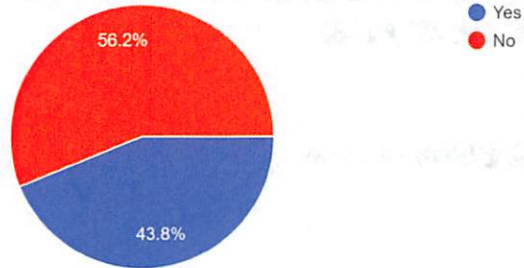
38 responses





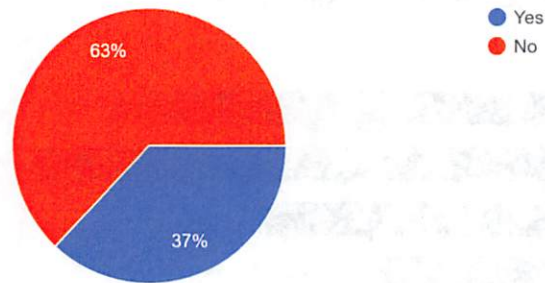
Did you know the town has its own mobile app, MyExeterNH? (More info about the app can be found here: <https://www.exeternh.gov/it/myexeternh-mobile-app> )

73 responses



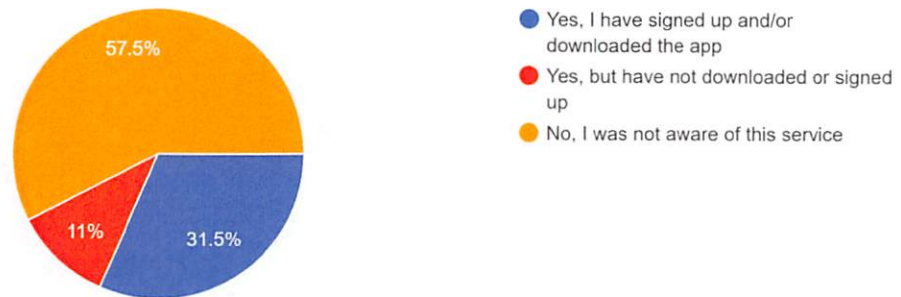
Have you downloaded the MyExeterNH Mobile App?

73 responses



Did you know that the town uses RAVE- Exeter NH Alerts by Smart911 as an emergency notification system to communicate with community residents ...e-exeter-nh-alert-smart911-rave-mobile-safety)

73 responses



Do you have any comments, questions or feedback about either of the town's mobile apps?

I turned off the alerts because of annoying irrelevant non emergencies

Clearly you need to do better about telling people these resources exist. :)

I just installed both

It would be nice to see that broadcasted around town or even the social media channels. I had no idea these existed until taking this survey. I'm not sure that it's widely known as I've never heard anyone talk about it either.

I downloaded MyExeterNH app on my old phone, never used it -too small, so have yet to download it on my new phone. I get automated phone calls from the town regarding emergencies on my landline . But never signed up for the app.

Need to be promoted better

I downloaded the SMART911, but never receive any notification for over 3 months, yet there were incidents in town that I will later get to hear about later. I removed it.

I don't think the mobile apps are being utilized enough and I would put those funds to a more widely used communication method.

I signed up but have not ever received any notifications

I don't find them useful or helpful. I would just go to the Town website

Doesn't appear to be updated, i.e. with Coronavirus opening/closing (i.e. the library)

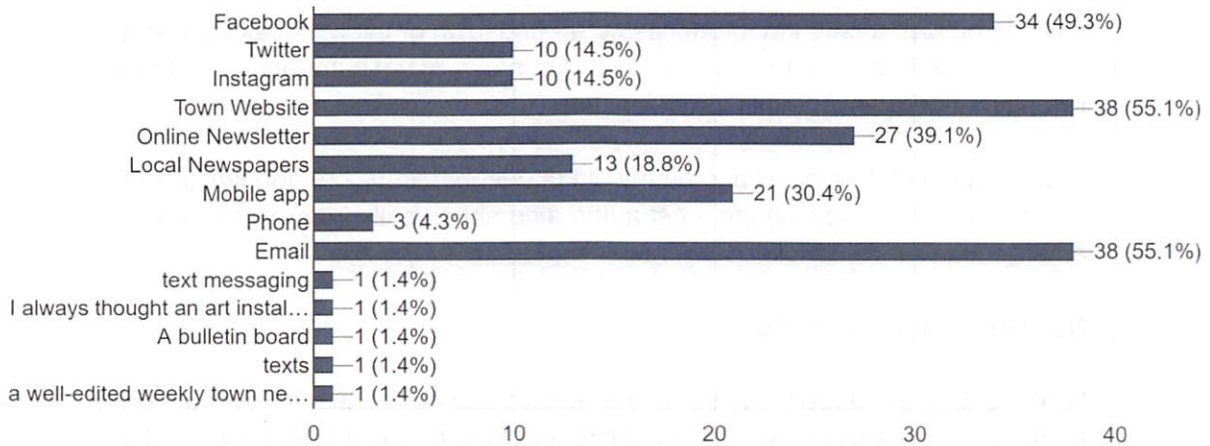
I'm unlikely to use any mobile apps as I am usually home when I look for info

Mobile app is a great idea but it needs attention and up to date relevant info. to make it useful. Otherwise it is another unused app on the phone that eventually gets deleted.

Thank you for offering them. Both are useful.

### What platforms or methods should the town use more?

69 responses



### What would be your preferred method of communication, if available or improved?

71 responses



Have any questions in this survey alerted you to communications platforms or methods that you were not previously aware of? If so, which ones:

ExeterTV, mobile app

Mobile app

Yes, didn't know about any apps

Yes, the mobile app and RAVE

I wasn't aware of the Mobil app or RAVE & will get them both

Yes all the apps and computer services

Social Media

Police need to give out more information: someone was picked up by police van on my front lawn. when i asked what was going on the reply was: don't worry about it, you don't need to know! as an owner and resident i do need to know.

yes, the town virtual news paper

Yes. Town Apps and Exeter TV Roku

Exeter TV

Yes I didn't know about town social media, and some others. Now I wish I had a list sent to me after finishing with all the handles etc!

What additional information would you prefer to see communicated by the Town of Exeter?  
Please fill in your own answer.

current status of Covid outbreaks in town, traffic disruptions

Information on projects that have been delayed should be initiated by the Select Board. Too many times, the public has to ask about the status of such projects. The most recent example is the Kingston Road shoulder widening. Regular status reports on all projects should be part of every Select board meeting: studies that have been funded, delays and cost overruns are not anticipated. The town hears about a delay after some board member or a member of the public inquiries about it. I have seen that occur for many years so it truly is a problem that needs to be addressed. If the town loses state funding for a project that was already approved by the voters, that only adds to a loss of confidence in leadership.

I wish we could subscribe to meeting agendas and they should be posted on social media when they are posted to the town website. I wish there were a searchable database of meeting minutes.

More info on decisions that could have public input

The weakness in the Exeter Newsletter leaves an information gap that needs to be filled. A weekly Town-sponsored newsletter could help fill that gap and tie the community together, regardless of what other enhancements may be made to the website and social media accounts.

Town Events. Highlights from Meetings - for example discussion on summer programs not being offered this past summer or other such closures, lack of outdoor dining downtown etc... should not have to weed through town meeting min. to get relevant highlights. Why not make a section on the website for highlights - have each dept. responsible for identifying monthly highlights and posting in their section of the website. People should not have to dig for info. No one has the time or patience for that in this digital day and age.

road closures, parking restrictions and/or construction particularly in the downtown area

More social media push of select board topics

**^Exeter TV has started publishing photos with a link to the agenda of upcoming meetings**

## Any Final Comments?

Thanks- we are happy to be residents of such a wonderful town. Look forward to becoming more involved.

This survey was a good way to share different services.

Thanks for all you are all doing! These are crazy, scary times we are in & I am just one of many who appreciates you!

What is the best way to communicate with police dept?? To actually speak to a caring officer?? Thank you for all the town does ... also maybe more info for all the seniors that live here. The Senior center certainly isn't there for the seniors.

Yes I think that PEA should not close off their trails to the town

When I first moved here (6 years ago), I found it difficult to find info on everything. I don't know if things have improved, or if I'm just more familiar with the town. One of the biggest problems I had for the first couple years was that when info was given, it was given upon the assumption that the listener already knew things about the town. This example isn't based on an instance, but as an example: "meeting at 7pm in the Nowak Room" vs "meeting at 7pm in the Nowak Room, town offices building upstairs, 10 Front St". Info should be given as fully as possible, the first time. Yes, we can all look things up further, but we're all also balancing work/family/school/etc and extra effort usually stops most people from following through.

I'm glad this is an area of concern, but I only found this when I waited on a long line for the town clerk. I participated on the Rec Department Senior Council and method of communication was a big challenge. Seniors need more than apps and social media for sure!

Thanks for putting this together

Good use of traffic signs for community awareness. Improve the website with easier access, timely information

Appreciate the members for putting this survey together and look forward to quick implementation of the outcome.

I hope that this committee will look into the lack of transparency since you can only communicate the information that you are made aware of. Thank you.

An email or web newsletter with links would be good. Town site navigation needs to be rebuilt from the ground up.

**Simplify!!! Too many places to look for info.**

**The phasing out of town bonds would be great as a tracker on some easy to find page. People are always worried about adding another project because they don't realize a lot of bonds are finishing up**

**Exeter needs an information officer to coordinate the official information the Town makes available. Such a position could facilitate each department's communication of its information to the public and standardize communication practices. This would improve the public's perception of and confidence in the Town's work and services.**

**It is important that the town understands the urgency of setting up proper communication channels and utilizes "best-practices" for the channels already set-up. This urgency for better communication was certainly highlighted for all by the Pandemic situation. The town has all the tools in place now it is just a manner of managing them better inter-departmentally for the benefit of the whole town.**

**I wish it was easier to voice a concern and have it addressed. It seems the fractured nature of our political bodies leads to more finger pointing then action for some issues.**

**It may not be possible, but one- or two- stop locations for finding all information would be great, or provide clear links in one place. Many thanks for all of your work!**

## **Attachment 2: External Communications Analysis 2019 by Nick Campion**

In 2019, Nick Campion completed the 2019 External Communications Analysis for a Capstone project at the Carsey School of the University of New Hampshire. The report can be viewed on the town website by [clicking here](#). A few key items from the report are listed below:

- Short Term Recommendations:
  - Celebrate and promote town successes
  - Consolidate social media communication
  
- Long Term Recommendations:
  - Develop a Communications Master Plan
  - Hire a Communications Officer
  
- Departments don't budget for communications
- The MyExeterNH app failed to take off



# Town of Exeter, NH Communications Plan



Drafted Month, Day, Year  
By Robert Glowacky, It Tech/EXTV Coordinator  
And the Communications Advisory Committee

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Idea to Distribution

Map of Communications Network

Tools

- Website
- Social Media
- Mobile App
- Email Newsletters
- Telephone
- Exeter TV
- Print
- Public Meetings
- Email [maybe not needed]
- Other

Future Plans/Considerations

## **Mission Statement:**

The Communications Advisory Committee drafted this plan to help streamline communication. To do so, this plan establishes a standard of best practices to be used by town staff when using various communication tools. In addition, the plan outlines policies for the operation of the various tools.

Key objectives of the plan include:

- Keeping residents informed with up to date information
- Reaching residents on a variety of platforms and methods
- Increasing community engagement through proper communication
- Establish expectations of town staff for what communication is required of them

## **Communications Workflow**

How town staff or committee members take information from idea to distribution... Making sure that staff and committee members know who to work with and how to distribution information.... To prevent slow dissemination and confusion in the communication process, it is important to identify a streamlined process to take ideas to distribution.

When trying to disseminate information, town staff should:

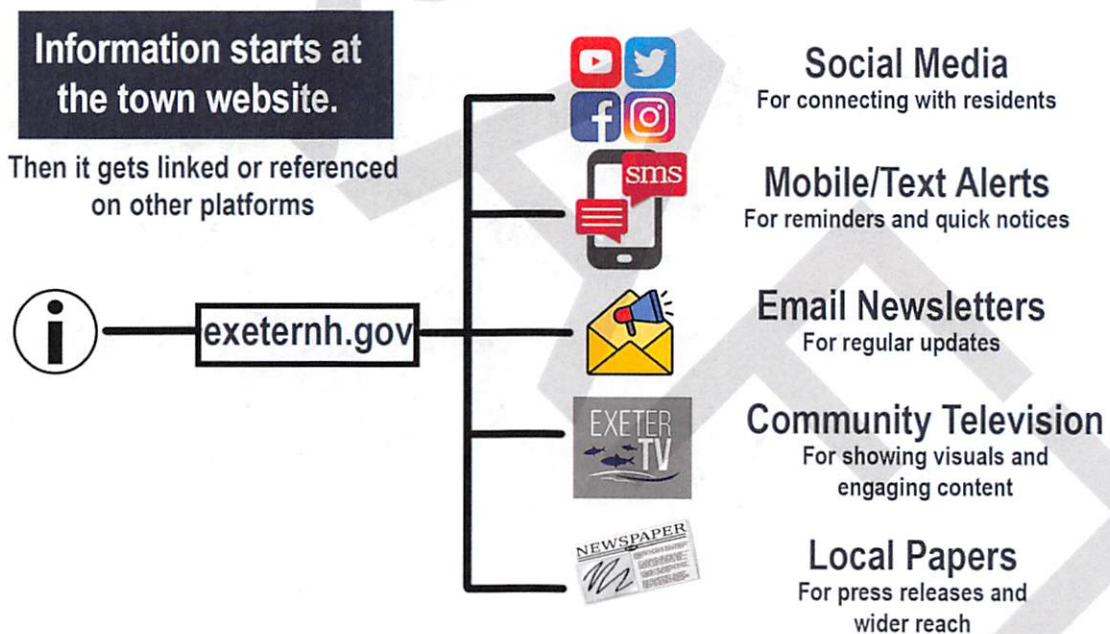
1. Identify the tools that they want to use
2. Identify the gatekeepers for those tools

## Tools of Communication

With an ever diversifying landscape of communication tools it is important that the town takes into consideration the different ways it's residents and visitors prefer to communicate.

Almost all pieces of information should start with the town website and emanate from there. Depending on the importance and urgency of the information, more than one method of communication may be required.

## Map of Communications Network



## Website:

One of the main tools available to town staff and committees is the town website. The website is located at [exeternh.gov](http://exeternh.gov). Listed on the site are all town departments and committees, services available to residents, and a calendar of events and meetings.

### Website Policy:

- Only Town Staff or other approved designees can post on the town website
- Information on the town website should be kept as up to date as possible

### Best Practices:

In order to keep the website more uniform, it is recommended that departments adhere to the following guidelines with their departmental or board pages on the town site.

- Have a landing page with a brief introduction to your department
- Use embedded pages with buttons under intro on landing page for additional sites
- Create concise sections on the sidebar menu
- Title pages accurately for Search Engine Optimization (SEO)
- Keep pages short--add extra information as attachments (PDFs)
- Create user-oriented content
- Use plain language, avoid or explain advanced terminology
- Create schedules for periodically checking and updating information
- Website administrator should regularly review analytics and suggest improvements

How to best post various types of information - using the right tools

- Meeting or event
- Temporary notice or update
- Records or permanent documents (compliance)

Creating an event or meeting:

[insert pictures instructions, etc]

## **Social Media:**

rs can be beneficial in sending out regular updates to residents in town who subscribe.

The town adopted its current social media policy

[\[Old Social Media policy still on website\]](#)

Benefits of social media:

- Engage directly with residents where they are
- Build and set expectations
- Quickly spread information

## **Text Alerts/Mobile App:**

Text and mobile communications have rapidly become the favored method of communication for most people. To this end, the town should utilize text alert or mobile systems to send messages directly to residents' phones.

In 2018 the town launched MyExeterNH, a smart-phone application from MyCivicApps (acquired by Tyler in 2019). This mobile application...

Text Alert/Mobile Systems operated by the town:

- MyExeterNH mobile app
- Exeter NH Alerts

## **Email Newsletters:**

Email newsletters can be beneficial in sending out regular updates to residents in town who subscribe.

Currently there are several departments using email lists or email marketing services to send messages out to the community. The lists include:

- COVID-19 Business Updates from the Economic Development Department

- Monthly Content/News updates from Exeter TV
- Periodic construction updates from Public Works
- Updates from Parks and Recreation

#### Email Newsletter Policy:

#### Best Practices:

- Aim for consistency
  - Regular schedule
  - Uniform style and look
  - Keep length similar from issue to issue
- Information should reference and link back to town website
- Use buttons, links, and images

## **Email:**

All town staff have email accounts. Staff email accounts are acquired through the IT Department and give staff access to the Google Suite of apps including calendar, sheets, drive, and more.

Staff email accounts are the first initial followed by the last name of the employee ending with @exeternh.gov. These accounts cost roughly \$6/month/user.

Select Board members are also given email accounts for official town business.

Currently other committees are not given access, however it is recommended by the committee that chairs of the various boards get an email account...

## **Telephone**

A phone number directory is organized by the Executive Assistant in the Town Manager's Office. This lists all of the town staff with phones and their numbers.



The main line for the town is 603-778-0591 and has an automated line... This automated routing should be evaluated on a quarterly basis to ensure that it is up to date.

## **Exeter TV**

Exeter TV is the town's community media station operated by a subdivision of the town's Information Technology department.

Under the direction of the **IT/TV Tech** the part time staff carry out several key duties:

- Covering and broadcasting government meetings
- Producing citizen-led programs for Public Access
- Producing promotional materials for town departments, committees, and community groups
- Filming events
- Operating AV equipment for town events

In terms of town communications, departments are encouraged to use this resource to their advantage. Exeter TV offers several options to help departments communicate:

- Public service announcements (short videos for social media)
- Promotion of events or programs in our Weekly Report show
- In depth documentary style videos about topics (10-30 minutes)
- Rotating informational slideshow on Channels 22 and 98
- Graphics creation and assistance
- Social media and website assistance

## **Public Meetings**

### **Print**

### **Other**

### **Future Plans**

In addition to the communication tools and

Ongoing Evaluation by Communications Advisory Committee

To ensure that the town stays on top of new trends and methods of communication, the Communications Advisory Committee should periodically evaluate and advise town staff about potential changes that need to be made. Using the database communication channels, the committee should especially look for duplicate, missing, or out of date information.

As new needs arise, the committee can offer suggestions to town staff further best practices and suggest ideas for which tools and methods to use.

### Exeter Resident Handbook

In other communities [[Rye for example](#)], information about the town, how it operates, and how it is governed is compiled into a handbook. These handbooks can cover topics including contact information for town departments, annual community events and resources, and how town meeting works and elections are carried out.

With our town website, information is often buried deep in departmentalized pages, away from the eyes of residents. While this information may need to stay in those locations, compiling it in one place for residents would offer a potential solution.

Especially important to highlight in a handbook would be items that are regularly requested by residents such as waste collection, election registration questions, and \_\_\_\_\_.

Sections suggested for the Town of Exeter, NH to incorporate:

- Department and committee directory
- Hours of operation
- Services offered by departments
- Duties and responsibilities for town boards, committees, and commission
- Election information
- Additional information
  - Brief town history
  - Annual cultural events
  - Points of interest
  - Non-profit partners

[\*\*\*DRAFT -- meant to be an appendix to the communications plan/best practices\*\*\*]  
[Needs the addition of non-department pages/infrastructure; e.g Boards and committee pages, community section etc.]

## **Appendix: Infrastructure and Staff**

### **Town of Exeter, NH**

- [Website](#)
- Social Media
  - [Facebook page](#)
    - Managed by the IT/EXTV Department and the Town Manager
    - Sharing content from other Town Social Media accounts as well as the website -- general alerts from town to the public
  - [Twitter](#)
    - Currently not in use
- Phone
  - Robotic routing of incoming calls to relevant departments based on key entry

### **Assessing**

- [Website](#)
  - Managed by Assessing staff
  - Information about Tax rate, exemptions, credits, and other assessing department functions
- [Maps online](#) / Vision
- Phone: 603-773-6111
- Email: [assessor@exeternh.gov](mailto:assessor@exeternh.gov)

### **Building**

- [Website](#)
  - Operated by \_\_\_\_\_
  - Listing various building permits and zoning maps as well as permit reports
- Phone: 603-773-6112
- Fax: 603-772-4709
- Email:
  - Building Inspector/Code Enforcement Officer: [deastman@exeternh.gov](mailto:deastman@exeternh.gov)
  - Deputy code Enforcement Officer: [bmcevoy@exeternh.gov](mailto:bmcevoy@exeternh.gov)
  - Administrative Assistant: [kcroteau@exeternh.gov](mailto:kcroteau@exeternh.gov)

### **Economic Development**

- [Website](#)
  - Content by the Economic Development Director, assistance from the IT Assistant/EXTV Coordinator
  - Business resources and reports
- [Email Newsletter](#)

- Drafted by the Economic Development Director and technically supported by the IT Assistant/EXTV coordinator
- COVID-19 related business news, updates, and resources sent to nearly 900 businesses in Exeter, over 9,000 businesses in Rockingham County, and over 1,000 in the City of Portsmouth.
- Phone: (603)773-6122
- Email: [dwinham@exeternh.gov](mailto:dwinham@exeternh.gov)

## **Exeter TV**

- Website
  - [Town Website](#)
    - An introduction to the department, links to other TV website, invite to sign up to newsletter, and documents related to the TV operations
  - [ExeterNH.TV](#)
    - Lots of links to livestreams, schedules, and video-on-demand content
- TV Channels
  - Two broadcast TV channels carried by comcast in Exeter (Channels 22 and 98)
  - Managed by IT Tech/EXTV Coordinator under the supervision of the IT Coordinator
  - Governed by Exeter TV Policies and Procedures as well as
- Social Media Platforms
  - Social Media channels are managed by full time and part-time staff from EXTV. There are several admins and
  - [Facebook](#) Page
  - [YouTube](#)
    - Upload long and short form videos
    - Livestream town meetings and events
    - Video catalogue of past Exeter TV content
  - [Instagram](#)
  - [Twitter](#)
- [Email newsletter](#)
  - Managed by EXTV Staff
  - Monthly Email Blast with new content, upcoming meetings, and highlighting town projects
  - Biweekly Report blast with link to recent news series episode along with relevant links to what the video discusses
- Email
  - EXTV Coordinator has personal email account
  - EXTV part-time staff share the [extvg@exeternh.gov](mailto:extvg@exeternh.gov) account to monitor general incoming communications--they have 'alias' email accounts with their first initial last name to keep track of different projects and send email as themselves.
- Phone: (603) 418-6425

- Answered by IT Assistant/EXTV Coordinator -- forwards through to cell phone when out and about
- Possibly Exeter NH Alerts (Rave Mobile/Smart911)

### Finance

- [Website](#)
  - Introduction to department, info about purchasing policy, and financial reports (out of date)
- Phone: (603) 773-6106
- Email
  - Each staff member has their own email account

### Fire/EMS

- [Website](#)
  - Buttons linking to info about; history, staff, equipment, reports, etc.
- Social Media
  - [Facebook page](#)
  - [Twitter](#)
- Exeter NH Alerts (Rave Mobile/Smart911)
- Email
  - Fire Department personnel have individual email accounts through the town
- Phone
  - Emergency: 911
  - Non-Emergency: (603) 772-1212
  - Business line: (603) 773-6131
- Fax: (603) 773-6128

### Emergency Management

- [Website](#)
  - Basic information on emergency preparedness and plans
  - Managed by Fire department staff
- Exeter NH Alerts
  - Via the Fire and Police Departments

### Health

- [Website](#)
- Social Media
  - [Facebook](#)\* Recommended for consolidation with Fire/Town of Exeter, NH pages
- Phone: (603) 773-6132
- Email: [jmurray@exeternh.gov](mailto:jmurray@exeternh.gov)

### Human Resources

- Website
  - [HR Department site](#)
  - [Employment Opportunities](#)

- Intranet
  - Internal website for HR documents, internal news, etc. managed by the HR department with occasional assistance from IT.
- postings (print and external job posting)
- Phone
- Email

### Human Services

- [Website](#)
  - Managed by the Executive Assistant/Human Services Administrator
  - Includes information about the department, application and intake forms, and other welfare information
- Phone: (603) 773-6116
- Fax: (603) 777-1514
- Email: pmcelroy@exeternh.gov

### Information Technology

- [Website](#)
  - Managed by IT coordinator and IT assistant
- Social Media
  - [Facebook page](#)
    - IT staff have access to the Town of Exeter, NH Facebook page to offer assistance in managing when needed or requested

### Library

- \*\*\*Not controlled by Town of Exeter, NH -- Managed by Library Trustees\*\*\*
- [Website](#)
- Social Media
  - Facebook Pages
    - [Exeter Public Library NH](#)
    - [EPL Children's Room](#)

### Parks & Recreation

- [Website](#)
  - Managed by Parks and Rec Staff
- Constant Contact - Email newsletter
  - They have a very large email list (around 6,000+).
  - Do announcements on programming, special events, etc. Have an average 25% open rate and higher sometimes. They definitely see it helping their registration when they send them out.
- Print pamphlets
- Rec registration website

## Planning and Sustainability

- [Website](#)
  - managed by all staff
  - Information on Capital Improvement Projects, Sustainability initiatives, Master Plan materials, Projects, and Planning Board applications
- Social Media
  - Facebook pages
    - [Exeter Healthy Lawns Clean Water](#)
    - [Exeter NH Conservation Commission](#)
      - Managed by Kirsten Murphy
- Mail
  - Mailing out packets, abutter notifications, etc.

## Police

- [Website](#)
- Social media
  - [Facebook](#)
  - [Instagram](#)
  - [Twitter](#)
- [Exeter NH Alerts \(Rave Mobile/Smart 911\)](#)
  - Emergency push notification system; call or text to subscribers
  - Managed by Dispatch (overseen by Police Department)

## Public Works

The Public Works Department has several different public communications platforms used for different purposes. We strive to have multiple staff capable of communicating over any one platform for continuity of operations. We also provide independent (a fresh set of eyes) proofing for accuracy and consistency prior to posting for most communications. The following is our current general configuration:

1. Webpage, FB: Primary Trisha Allen, Secondary Jen Mates
2. Construction/Project Specific Updates - public meetings, field work notices, schedule updates (via email contact list): Primary Jen Mates, Secondary Project Manager (Paul Vlasich, Jay Perkins, Matt Berube)
3. Public Notice: Matt Berube (regularly occurring, such as Flushing, Emergency Repairs), Jay Perkins (regularly occurring such as Snow Removal, Road Closure), Jennifer Perry (irregular or imminent threats such as Drought, Boil Order, Dam Safety); with proof and distribution by Trisha Allen
4. RAVE (via Public Safety) reserved for emergency use only, by Jennifer Perry

### **Tax/Water/Sewer Collection**

- [Website](#)
  - Managed by Deputy Tax Collector
  - Information on Property Tax and Water/Sewer Collections
- Phone: (603) 773-6108
- Email: [collections@exeternh.gov](mailto:collections@exeternh.gov)

### **Town Clerk**

- [Website](#)
- [Social Media](#)
- Phone: (603) 778-0591 x 403
- Fax: (603) 418-6424
- Email
  - Each department member has a personal email address

### **Town Manager**

- [Website](#)
  - Managed by the Executive Assistant
  - Information about the Town Manager, the town in general terms, budget information, Capital Improvement Project, and other general information
- Social Media
  - [Facebook Page](#) (Town of Exeter, NH)
    - Used for sharing general news and updates about the Town
- Phone: (603) 773-6102
- Email
  - Town Manager: [rdean@exeternh.gov](mailto:rdean@exeternh.gov)
  - Executive Assistant: [pmcelroy@exeternh.gov](mailto:pmcelroy@exeternh.gov)



#### **Attachment 4: The Town's Website: Municode**

The town website (exeternh.gov) is provided by Municode. The website hosting and support cost approximately \$4,000 annually. In 2020, Bob Glowacky, the IT Assistant, conducted extensive research into different website providers. He concluded that all available government website hosting services offer the same or comparable services for around the same cost.

As noted in the main CAC report, Municode offers many features which are not used by town staff. The current town website's shortcomings result largely from how we are using the tool and less from the tool itself.

Once the Select Board determines how to proceed with an overall update of the town's communications, we may want to take advantage of enhancements that Municode offers.

**A Full Website Redesign**, would cost an additional \$4,000 (one time) to update it to newer theme [Q FOR RG: EXPLAIN WHAT A 'NEWER THEME' IS.].

**Backend Upgrade for ADA Compliance and Staff Training**. A \$5,000 + TBD cost would allow us to upgrade to "Drupal 8", the newest backend that allows ADA compliance and other features. This would also include staff training. Municode can also offer refresher training for new staff at no cost and include their specific best practices in those meetings.

**Home Page Changes**. Bob Glowacky proposes two immediate changes to the home page: (1) to redesign the calendar (\$300 cost); and (2) add "latest news" boxes on the homepage for more user-friendly functionality (\$600 cost).

**Periodic Review**. The town should adopt a policy to review the website contract every few years to evaluate whether the current platform meets current needs and investigate whether competitors offer better pricing and/or services.

**Attachment 5: Facebook Pages and Other Social Media in Use**

Facebook	Town of Exeter, NH	4,984	<a href="https://www.facebook.com/townofexeternh/">https://www.facebook.com/townofexeternh/</a>	
	Public Works	1,324	<a href="https://www.facebook.com/ExeterNHPublicWorks/?ref=br_rs">https://www.facebook.com/ExeterNHPublicWorks/?ref=br_rs</a>	
	Police Department	3,929	<a href="https://www.facebook.com/ExeterNH-Police-Department-169874743040146/?ref=br_rs">https://www.facebook.com/ExeterNH-Police-Department-169874743040146/?ref=br_rs</a>	
	Exeter Dispatch (profile)		<a href="https://www.facebook.com/exeter.dispatchers">https://www.facebook.com/exeter.dispatchers</a>	
	Town Clerk	185	<a href="https://www.facebook.com/ExeterTownClerk/?ref=br_rs">https://www.facebook.com/ExeterTownClerk/?ref=br_rs</a>	
	Exeter TV	2,145	<a href="https://www.facebook.com/ExeterTV/?ref=br_rs">https://www.facebook.com/ExeterTV/?ref=br_rs</a>	
	Parks and Rec	3,026	<a href="https://www.facebook.com/ExeterParksandRecreationNH">https://www.facebook.com/ExeterParksandRecreationNH</a>	
	Parks and Rec	638	<a href="https://www.facebook.com/Daniel-R-Healy-Outdoor-Pool-204500483604152/">https://www.facebook.com/Daniel-R-Healy-Outdoor-Pool-204500483604152/</a>	
	Fire Department	751	<a href="https://www.facebook.com/exeternhfiredepartment/?ref=br_rs">https://www.facebook.com/exeternhfiredepartment/?ref=br_rs</a>	
	Natural Resource Planner	152	<a href="https://www.facebook.com/exeterhealthylawnscleanwater/">https://www.facebook.com/exeterhealthylawnscleanwater/</a>	
	Health Department	27	<a href="https://www.facebook.com/ExeterNHHealth/?ref=br_rs">https://www.facebook.com/ExeterNHHealth/?ref=br_rs</a>	
	Exeter Library	1036	<a href="https://www.facebook.com/exeterpubliclibrarynh/">https://www.facebook.com/exeterpubliclibrarynh/</a>	
	Exeter Library Childrens's Room	747	<a href="https://www.facebook.com/EPLChildrensRoom/?ref=br_rs">https://www.facebook.com/EPLChildrensRoom/?ref=br_rs</a>	
		Energy Committee	60	<a href="https://www.facebook.com/ExeterEnergyCmte/?ref=br_rs">https://www.facebook.com/ExeterEnergyCmte/?ref=br_rs</a>
	Conservation Commission	568	<a href="https://www.facebook.com/Exeter-NH-Conservation-Commission-473302939422015/">https://www.facebook.com/Exeter-NH-Conservation-Commission-473302939422015/</a>	
Facebook Groups	Public Works - Salem St. Utility Project		<a href="https://www.facebook.com/groups/182158559825315">https://www.facebook.com/groups/182158559825315</a>	
	Exeter TV Volunteers and Community Producers		<a href="https://www.facebook.com/groups/2135953569961154/">https://www.facebook.com/groups/2135953569961154/</a>	
	The Exeter Film Club		<a href="https://www.facebook.com/groups/305033620378990/">https://www.facebook.com/groups/305033620378990/</a>	
Twitter	Fire Department	700	<a href="https://twitter.com/ExeterFire">https://twitter.com/ExeterFire</a>	
	Exeter TV	250	<a href="https://twitter.com/ExeterTV98">https://twitter.com/ExeterTV98</a>	
	Exeter TV	4	<a href="https://twitter.com/accessstv98">https://twitter.com/accessstv98</a>	
	Police Department	1669	<a href="https://twitter.com/ExeterNHPD">https://twitter.com/ExeterNHPD</a>	
Instagram	Exeter TV	536	<a href="https://www.instagram.com/extv98/">https://www.instagram.com/extv98/</a>	
	Parks and Rec	274	<a href="https://www.instagram.com/exeter_rec/">https://www.instagram.com/exeter_rec/</a>	
	Police Department		<a href="https://www.instagram.com/exeternhpolice/">https://www.instagram.com/exeternhpolice/</a>	
	Public Works	466	<a href="https://www.instagram.com/exeternhpublicworks/?hl=en">https://www.instagram.com/exeternhpublicworks/?hl=en</a>	

**Attachment 6: Social Media Policy in effect and as proposed to be revised.**

Town of Exeter	Policy Number: TBD	Adopted by: Board of Selectmen
Subject: Social Media Policy	Adoption Date: July 29, 2013 Effective Date: August 5, 2013	Supersedes: None

**1.0 Purpose of the Policy:**

The purpose of this policy is to set policy guidelines related to Town of Exeter social media sites and applications.

**2.0 Departments Affected:** All Town Departments, Boards and Committees, except the Exeter Public Library.

**3.0 Definitions:** None.

**4.0 Policy:**

It is the policy of the Town of Exeter to ensure that certain standards are set with respect to social media to serve all its constituents in a positive, productive manner. The Town supports the use of social media as a method to communicate information to its citizens regarding its Town government.

**5.0 Procedures:**

5.1 The primary mission of the Town's social media efforts will be focused on providing information on Town services and programs to the general public. Citizens are encouraged to use social media avenues to communicate with Town Departments on service related issues.

5.2 Town Departments will assign appropriate personnel to manage individual department social media sites. Service or information requests generated through social media will be referred to the appropriate department for a response.

5.3 Comments. Comments containing any of the following inappropriate forms of content shall not be permitted on Town of Exeter social media sites and are subject to removal by the Town Manager or his/her designees.

- a. Comments not related to the original topic, including random or unintelligible comments.
- b. Profane, obscene, or pornographic content and/or language;

- c. Content that promotes, fosters or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, or national origin;
- d. Defamatory or personal attacks;
- e. Threats to any person or organization.
- f. Comments in support of, or in opposition to, any political campaigns or ballot measures;
- g. Conduct in violation of any federal, state or local law;
- i. Encouragement of illegal activity;
- j. Information that may tend to compromise the safety and security of public systems; or
- k. Content that violates a legal ownership interest, such as a copyright, of any party;
- l. Redundant or repetitive comments, with the same or similar content posted multiple times under various posts.

5.4 A comment stating an opinion, posted by a member of the public on any Town of Exeter social media site, is the opinion of the commentator or poster only, and publication of a comment does not imply endorsement of, or agreement by, the Town of Exeter, nor do such comments necessarily reflect the opinions or policies of the Town of Exeter.

5.5 The Town of Exeter reserves the right to deny access to Town of Exeter social media sites for any individual who violates the Town of Exeter's Social Media Policy at any time and without prior notice.

5.6 Town of Exeter Department Managers shall monitor their social media sites periodically during normal business hours for comments requesting responses from the Town and for comments in violation of this policy.

5.7 Town of Exeter Department Heads, employees and officials may post content on their respective department pages in their official capacity, if authorized to do so by their Department Head. Comments made by individual employees from their personal accounts are personal expressions and not Town representations.

5.8 Multiple member Boards, Committees, and Commissions should be sensitive to the use of social media in such a way so as not to inadvertently violate the spirit and intent of RSA 91-A, the State's Right to Know Law, particularly as it pertains to public meetings.

5.9 All comments posted to any Town of Exeter social media sites are bound by the respective statements of rights and responsibilities associated with those sites and the Town of Exeter reserves the right to report any violation of these statements to the appropriate social media site with the intent of the site taking appropriate and reasonable responsive action. This provision includes Twitter and similar services utilized by the Town.

Social Media Policy –FINAL

5.10 This policy shall be administered through the Town Manager’s Office. Specific questions regarding this policy may be directed to the Town’s Information Technology Department through the Technology Coordinator, or to the Town Manager’s Office.

**6.0 Severability:**

To the extent that any provisions of this policy conflict with State law, then State law shall prevail.

Approved this 29<sup>th</sup> day of July, 2013

\_\_\_\_\_  
Don Clement, Chairman

\_\_\_\_\_  
Dan Chartrand, Vice Chairman

\_\_\_\_\_  
Julie Gilman, Clerk

\_\_\_\_\_  
Matt Quandt

\_\_\_\_\_  
Frank Ferraro

Town of Exeter	Policy Number: TBD	Adopted by: Board of Selectmen
Subject: Social Media Policy	Adoption Date: July 29, 2013  Effective Date: August 5, 2013	Supersedes: None

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- b. Profane, obscene, or pornographic content and/or language;

- c. Content that promotes, fosters or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, or national origin;
- d. Defamatory or personal attacks;
- e. Threats to any person or organization.
- f. Comments in support of, or in opposition to, any political campaigns or ballot measures;
- g. Conduct in violation of any federal, state or local law;
- i. Encouragement of illegal activity;
- j. Information that may tend to compromise the safety and security of public systems; or
- k. Content that violates a legal ownership interest, such as a copyright, of any party;
- l. Redundant or repetitive comments, with the same or similar content posted multiple times under various posts.

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5.8 Multiple member Boards, Committees, and Commissions should be sensitive to the use of social media in such a way so as not to inadvertently violate the spirit and intent of RSA 91-A, the State's Right to Know Law, particularly as it pertains to public meetings.

**5.9 In order to maintain consistency and proper identification with the town, any board, committee and commission page of any officially established town board shall be assigned to a staff person to administer. The establishment of any board, commission or committee facebook page or any similar page shall have a staff member assigned and the approval of the Select Board. Any board, committee, or commission page established**

**that does not meet this criteria will not be considered affiliated with the town and may not use the town seal. Records of official social media pages of boards, committees, and commissions shall be kept on file with the Town Clerk.**

5.10 All comments posted to any Town of Exeter social media sites are bound by the respective statements of rights and responsibilities associated with those sites and the Town of Exeter reserves the right to report any violation of these statements to the appropriate social media site with the intent of the site taking appropriate and reasonable responsive action. This provision includes Twitter and similar services utilized by the Town.

5.11 This policy shall be administered through the Town Manager's Office. Specific questions regarding this policy may be directed to the Town's Information Technology Department through the Technology Coordinator, or to the Town Manager's Office.

**6.0 Severability:**

To the extent that any provisions of this policy conflict with State law, then State law shall prevail.

Approved this 29<sup>th</sup> day of July, 2013

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Don Clement, Chairman

---

Dan Chartrand, Vice Chairman

---

Julie Gilman, Clerk

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Matt Quandt

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Frank Ferraro



**Swasey Parkway One Way Street – Third Reading**

**EXETER TOWN ORDINANCES AMENDMENT – CHAPTER THREE**

**Chapter Three of the Town of Exeter Town Ordinances, One-Way Streets and Traffic Circles, is hereby amended as follows:**

Add:

301 One – Way Streets

Add the following to the table of one-way streets

“Swasey Parkway                      Northerly from Water Street entrance to exit onto Water Street”

Signed this \_\_\_\_ day of \_\_\_\_\_, 2021

Exeter Select Board

\_\_\_\_\_  
Niko Papakonstantis, Chair

\_\_\_\_\_  
Molly Cowan, Vice Chair

\_\_\_\_\_  
Julie D. Gilman, Clerk

\_\_\_\_\_  
Lovey Roundtree Oliff

\_\_\_\_\_  
Daryl Browne

Effective Date: \_\_\_\_\_

First reading: 7/19/21

Second reading: 8/2/21

Third (final) reading: 8/16/21

Adoption Date:. Effective Date:.

**CHAPTER 3 ONE- WAY STREETS AND TRAFFIC CIRCLES**

**301 One – Way Streets**

It shall be unlawful for any person to operate a motor vehicle on the following streets, highways or public ways except in the direction indicated by signs or signals or under the direction of a police officer.

Clifford Street	Northerly from Bow Street to Franklin Street
Franklin Street	Southerly from Clifford to South Street
Gill Street	Northerly from Linden to Front Street
Hall Place	Northerly from High Street for a distance of 93 feet
Kossuth Street	Northerly from Front to Garfield Street
Park Street	Westerly from B&M bridge to Oak Street
Spring Street	Northerly from Front Street to Water Street
Spruce Street	Easterly from Columbus Avenue to Winter Street
Tan Lane	Southerly from Main Street to Front Street
Water Street Municipal Parking Lot	Northeasterly onto Water Street.

**302 Traffic Circles**

A vehicle passing around a rotary traffic island shall be driven only to the right of such island.

302.1 The following areas shall be subject to the provisions of Section 302 of this Chapter.

The Exeter Bandstand

**310 Penalties**

A person violating any provision of Chapter 3 of the traffic code shall be punished by a fine of not more than one hundred (\$100.00) dollars for each offense.

## **Bower Land Donation**

**TOWN OF EXETER  
PLANNING DEPARTMENT MEMORANDUM**

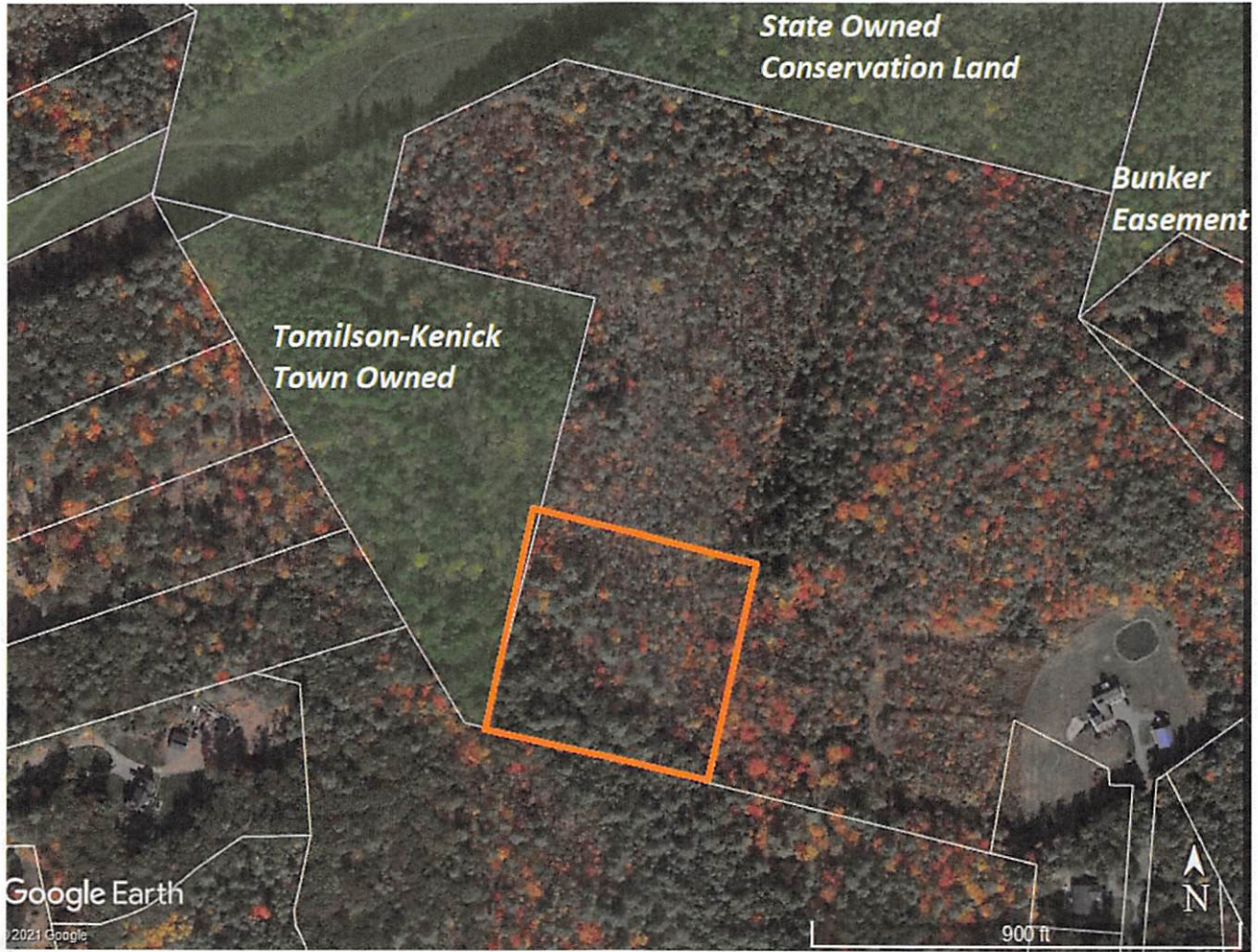
---

Date: August 16, 2021  
To: Russ Dean, Town Manager  
Exeter Select Board  
From: Kristen Murphy, Natural Resource Planner  
cc: Drew Koff, Chair, Exeter Conservation Commission  
Lang Plumer, Chair, Exeter Planning Board  
Subject: Mary Bower Land, Beech Hill Road, Map 28, Lot 16

The estate of Mary Bower wishes to donate a 5 acre parcel of undeveloped land to the Town for conservation purposes. The parcel (indicated in yellow below) is a land-locked wooded parcel that contains a mix of upland and wetland. It abuts the existing town-owned conservation parcel Tomilson Kenick Land and would add to a regional corridor of protected lands (indicated in purple below) between Old Town Farm Road and Beech Hill Road.

In accordance with RSA 41:14-a, the proposal was presented to the Conservation Commission on August 10<sup>th</sup> and the Planning Board on August 12<sup>th</sup>. Both committees voted unanimously in support of the Town acquiring this land for conservation purposes. The Conservation Committee and Planning Board would like to express their appreciation for this generous gift from the Bower family.





**Water Resources Update – Jennifer Perry, DPW Director**



# EXETER PUBLIC WORKS DEPARTMENT

13 NEWFIELDS ROAD • EXETER, NH • 03833-4540 • (603) 773-6157 • FAX (603) 772-1355

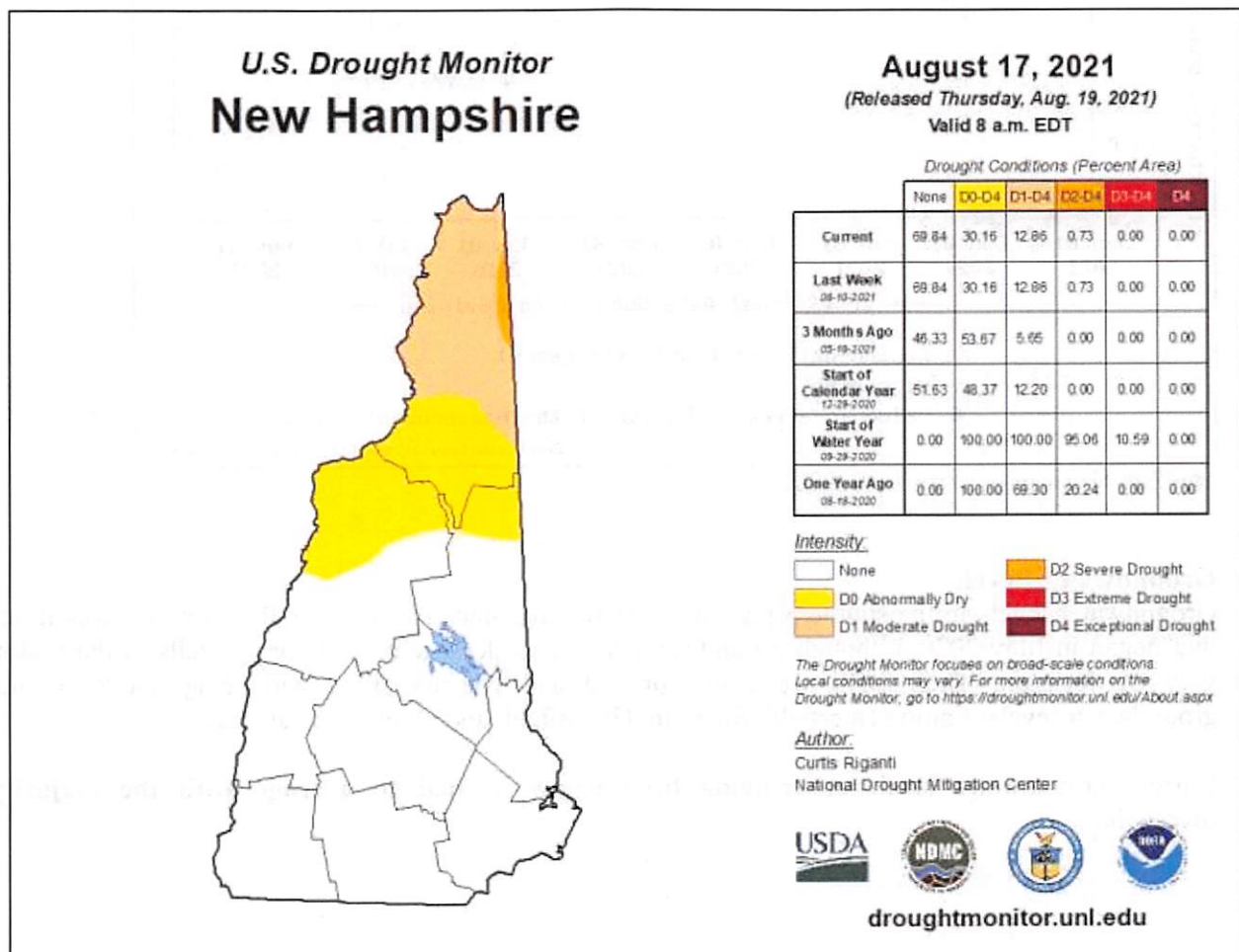
[www.exeternh.gov](http://www.exeternh.gov)

## MEMO

DATE: August 20, 2021  
 TO: Russell Dean, Town Manager  
 Exeter Select Board  
 FROM: Jennifer R. Perry, P.E., Public Works Director  
 RE: Water Resources Status Update & Recommended Water Use Restrictions

### New Hampshire Drought Conditions

The U.S. Drought Monitor dated August 17, 2021, indicates 30% of the State of New Hampshire is abnormally dry (D0), in moderate (D1) or severe drought (D2) condition. The Town of Exeter and the upper reaches of the Exeter River watershed along with the southern 70% of the state are no longer in any drought condition.



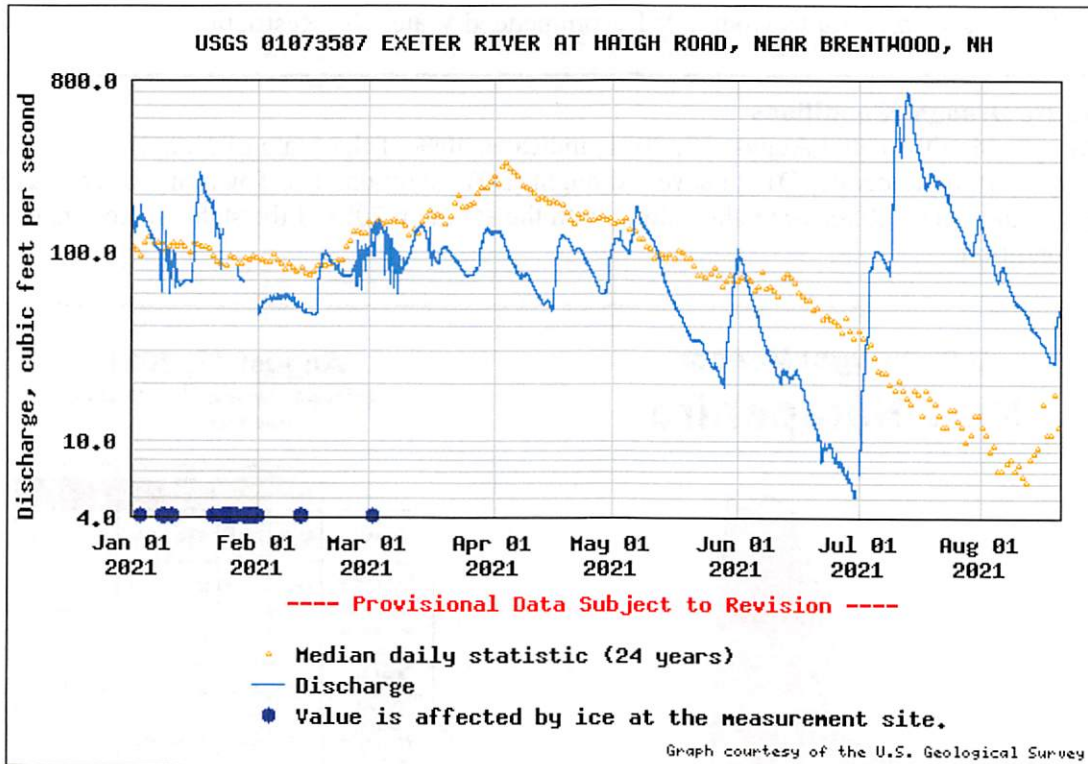
The U.S. Drought Monitor is jointly produced by National Drought Mitigation Center at University of Nebraska-Lincoln, U.S. Department of Agriculture, and National Oceanic and Atmospheric Administration. Map courtesy of NDMC.  
<https://droughtmonitor.unl.edu/CurrentMap/StateDroughtMonitor.aspx?NH>



### River Flow

The USGS stream flow gauge on the Exeter River at Haigh Road in Brentwood (drainage area 63.5 square miles) indicates current instantaneous discharge is 49.7 cubic feet per second (cfs) (at 12:15 on 8/20/2021) which is above the median. The water supply intake for the Town of Exeter is located several miles downstream of the gauging station, with a contributing watershed of 107 square miles. The flow rates at the intake location are estimated to be 1.69 times higher than at Haigh Road, or approximately 84 cfs (54 MGD).

The instantaneous Exeter River flow rate is **above average**.



<https://waterdata.usgs.gov/usa/nwis/uv?01073587>

### Groundwater Levels

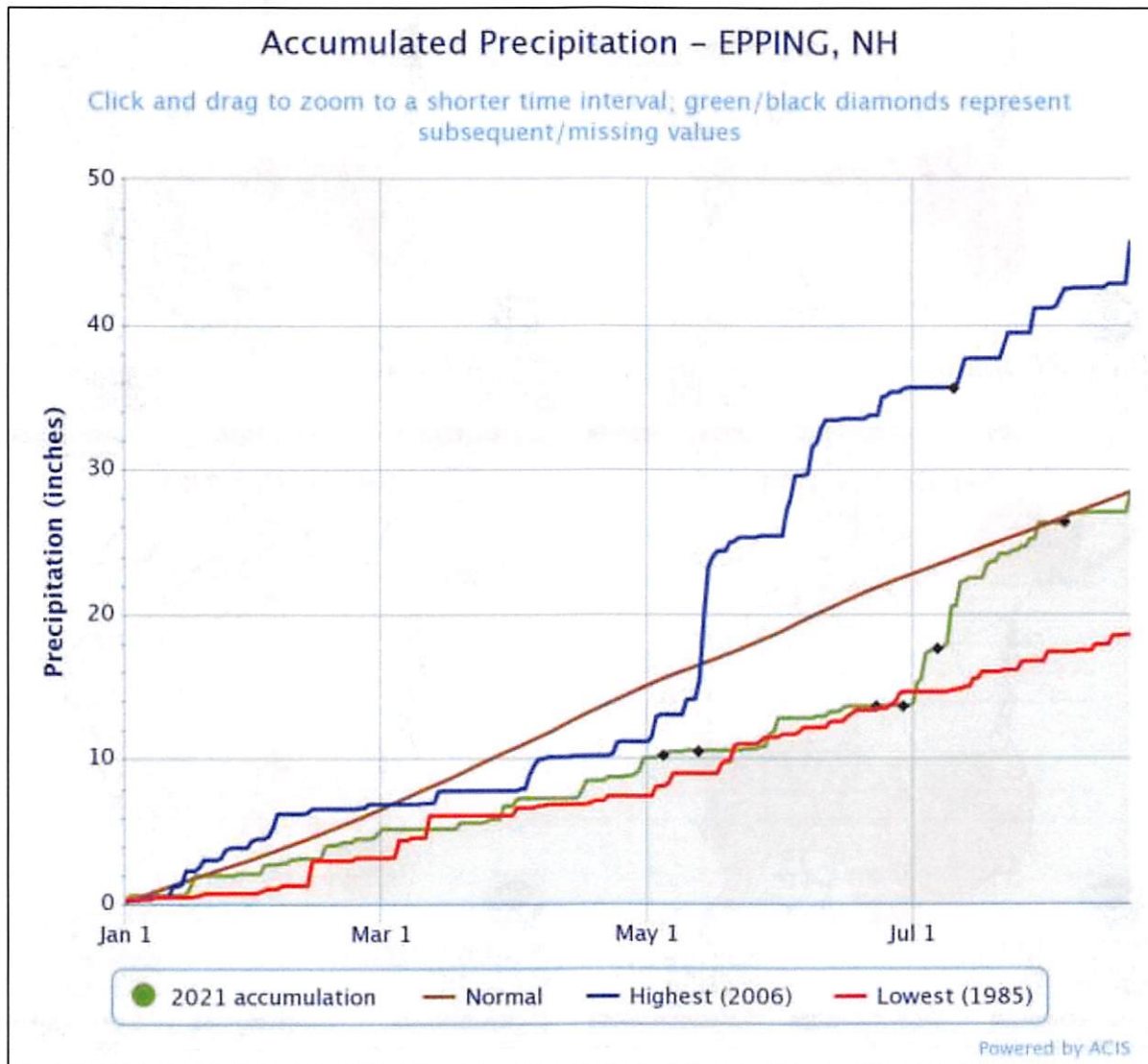
Groundwater levels in the southern part of the state have started to recover from the dry conditions that began in May 2020, although groundwater levels for long-term monitoring wells in the region vary by location. The USGS wells in Concord and Nashua are experiencing above normal groundwater levels; Epping Deerfield, Franklin, Greenfield, and Ossipee are average.

Current groundwater levels are ranging from **below normal to average with the majority increasing**.

**Precipitation**

July 2021 was the rainiest July on record. Rainfall received in the past 6 weeks has erased the rainfall deficit since May 2020 and have alleviated drought conditions. Total precipitation received since January 1 through August 20 is 28.21 inches which is essentially the average of 28.4 inches (Source: National Weather Service NOWData for Epping, NH). Total annual precipitation averages 46.95 inches for this site (57 years of record).

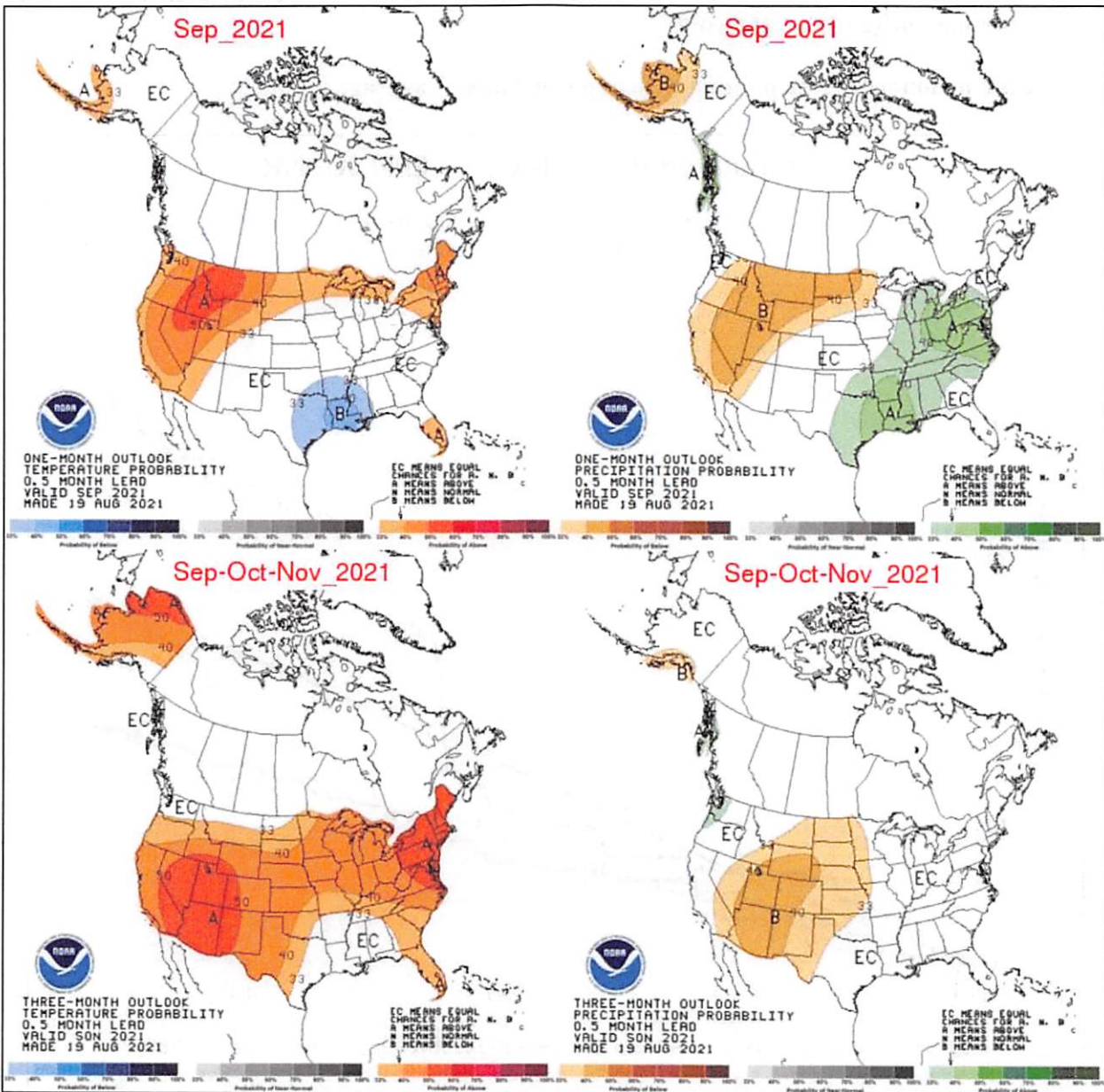
There is a **no longer a precipitation deficit**; precipitation is **average** for the year.



NOAA/National Weather Service, Gray/Portland Office. NOWData for Epping, NH.

### Drought Outlook

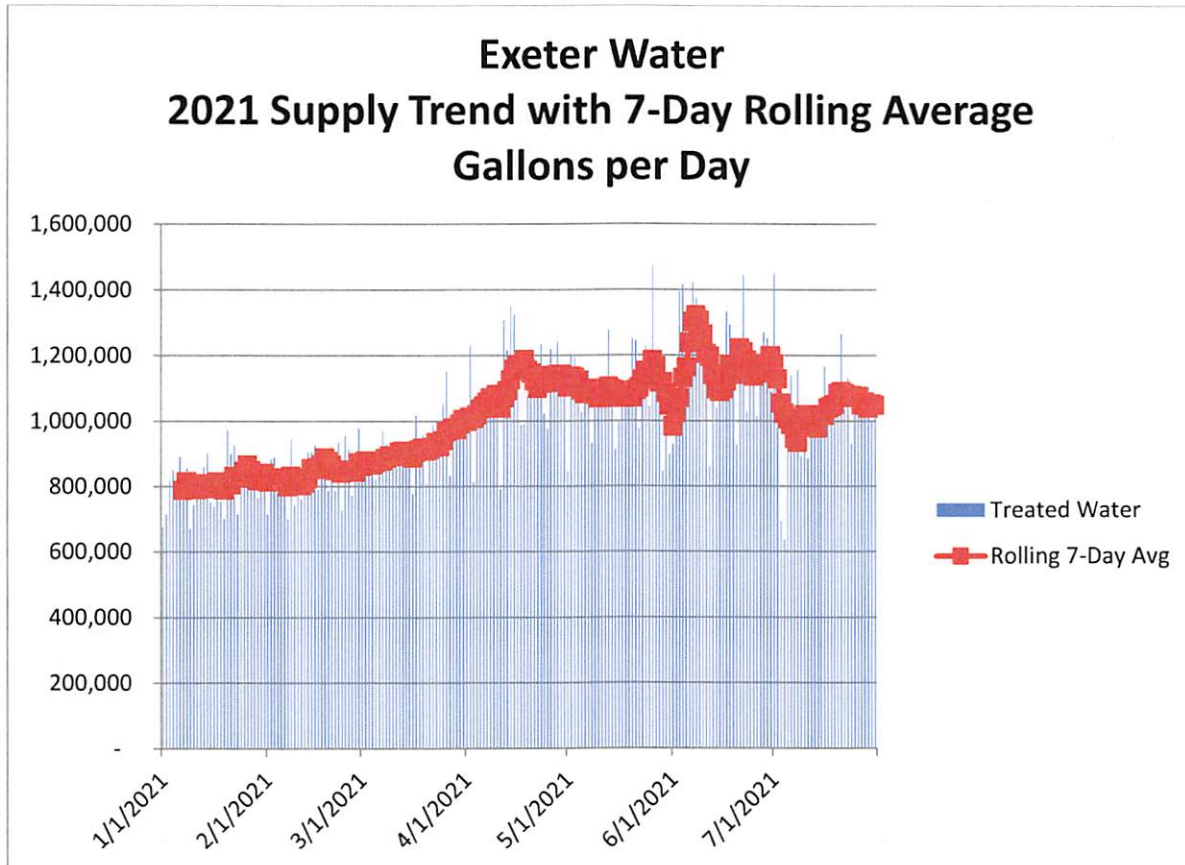
September and the 3 month outlook (September, October, November) **temperatures** are predicted to continue to be **above normal**. September and the 3 month outlook (September, October, November) precipitation is predicted equal chance for above, normal or below normal precipitation.



[http://www.cpc.ncep.noaa.gov/products/predictions/multi\\_season/13\\_seasonal\\_outlooks/color/churchill.php](http://www.cpc.ncep.noaa.gov/products/predictions/multi_season/13_seasonal_outlooks/color/churchill.php)  
[https://www.cpc.ncep.noaa.gov/products/predictions/multi\\_season/13\\_seasonal\\_outlooks/color/page2.gif](https://www.cpc.ncep.noaa.gov/products/predictions/multi_season/13_seasonal_outlooks/color/page2.gif)

**Exeter Water Supply**

Water usage or demand in the Exeter public water system is at summer, irrigated flows, but has decreased and leveled off with the high rainfall amounts in July. The seven day average on July 31 was 1.05 MGD. To date in 2021 the surface water treatment plant (SWTP) produced 141 MG, supplying 67% of demand. The groundwater treatment plant (GWTP) produced 71 MG, supplying 33% of demand.



**Summary**

Exeter and the upper reaches of the Exeter River watershed are no longer in drought. Temperatures have been above average since May 2020 and are predicted to continue to be above average through November 2021. Record setting rainfall in July has erased the precipitation deficit and accumulation for the year is now average. Surface water flows are above average. Groundwater levels continue to recover. Exeter water usage reflects summer demands.

**Recommendations**

We recommend removing outdoor water use restrictions. Water users are always encouraged to practice effective water conservation. For helpful tips on water use and conservation go to <https://www.epa.gov/watersense>.

**Great Bay Permit – Jennifer Perry, DPW Director**



## TOWN OF EXETER, NEW HAMPSHIRE

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

[www.exeternh.gov](http://www.exeternh.gov)

July 30, 2021

Mr. Michael Cobb  
U.S. Environmental Protection Agency, Region 1  
5 Post Office Square, Suite 100  
Boston, MA 02109-3912

Re: Great Bay Total Nitrogen General Permit  
NPDES General Permit NHG58A000  
Adaptive Management Framework Voluntary Submittal

Dear Mr. Cobb:

The Town of Exeter is hereby voluntarily submitting this letter and enclosed Adaptive Management Framework Proposal in accordance with Part 3 of the NPDES Great Bay Total Nitrogen General Permit. Although the Town has joined with other communities and stakeholders in the Municipal Alliance for Adaptive Management (MAAM), we have elected to submit this proposal separately.

The Town has clearly demonstrated a significant commitment to improving water quality in the Squamscott and Exeter Rivers and Great Bay downstream. The Town is committed to continuing these efforts. Additionally, the Town is committed to identifying, prioritizing and implementing meaningful approaches that will further improve water quality. The enclosed proposal details these approaches and collaborative efforts.

Please call if you have any questions or need any additional information.

Sincerely,

Town of Exeter, New Hampshire

Russell Dean  
Town Manager

Jennifer Perky  
Public Works Director

encl.

cc. Stergios Spanos, NHDES (w/attachment)  
Ted Diers, NHDES (w/attachment)

# ADAPTIVE MANAGEMENT FRAMEWORK PROPOSAL

## Town of Exeter, New Hampshire

### INTRODUCTION

The United States Environmental Protection Agency (USEPA) Region 1 issued a Great Bay Total Nitrogen General Permit for Wastewater Facilities in New Hampshire (National Pollutant Discharge Elimination System [NPDES] General Permit: NHG58A000) for 13 eligible wastewater treatment facilities (WWTFs). The General Permit was issued on November 24, 2020 and became effective beginning on February 1, 2021.

The General Permit establishes total nitrogen effluent limitations, monitoring requirements, reporting requirements, and standard conditions. The discharge of all pollutants other than nitrogen from these WWTFs is authorized by each WWTF's respective individual NPDES permit. USEPA developed the General Permit, as part of an Adaptive Management Framework (AMF), to comprehensively regulate nitrogen loads from the 13 WWTFs on a watershed-wide scale. The General Permit also incorporates an innovative and adaptive approach to achieve reductions in total nitrogen loads to the Great Bay estuary through a combination of mandatory load limits at the WWTFs and voluntary nonpoint source nitrogen reductions.

The General Permit is only one aspect of the AMF; other elements include ambient monitoring, pollution tracking, reduction planning, and review. Implementing an adaptive management approach would include collaboration among USEPA, the State of New Hampshire, and public and private stakeholders. This needed collaboration entails participating in the following:

- Monitoring ambient water quality in the Great Bay
- Tracking loads of total nitrogen
- Planning for overall source reductions
- Evaluating a load-based threshold, 0.32 milligrams per liter (mg/L) instream total nitrogen criterion, or other threshold for demonstrating attainment of water quality standards
- Establishing a timeline for completing a total nitrogen total maximum daily load (TMDL) for the Great Bay

This detailed proposal demonstrates the Town of Exeter's (the Town) election to opt into the voluntary AMF option.

### BACKGROUND

The Town understands the value of the Great Bay Estuary as a resource for New Hampshire seacoast communities. The Town has been working diligently to improve water quality to the receiving waters and ultimately to the Great Bay. The Town is committed to continuing these efforts and is looking for additional opportunities to further improve water quality from point and nonpoint sources. As summarized in this section, the Town is very familiar with nitrogen control plans (NCPs), tracking and accounting, and monitoring water quality, which are all parts of the voluntary AMF. As part of the development of an NCP in 2018, the Town included an AMF that the Town has been working under since the development of the plan. The Town hopes to build upon the efforts completed to date and to gain a better understanding on how these efforts have and will continue to affect water quality.

Since 2003, the Town has been regulated under the NPDES municipal separate storm sewer system (MS4) permit. The MS4 permit regulates stormwater point source discharges in the urbanized area of the town (as defined by the US Census). The Town has submitted Annual Reports<sup>1</sup> under the 2003 permit from 2004 through 2018. In 2017, a new MS4 permit was issued to replace the 2003 permit, with an effective date of July 1, 2018. The Town has been complying with this permit and submitting Annual Reports<sup>2</sup> to USEPA since 2019.

Under the MS4 program, the Town conducts public education and outreach, illicit discharge detection and elimination, and construction site plan review and inspections. The Town also regulates post-construction stormwater management on private development and conducts catch basin cleaning, street sweeping, and collects yard debris, organic waste, and leaf litter. As part of the Town's catch-basin cleaning program, the Town hires a subcontractor to clean catch basins annually. The goal of the catch basin cleaning program is to ensure that sumps are no greater than 50% full. Under the street sweeping program, the Town sweeps all curbed streets at least twice per year. The Town provides enhanced street sweeping on a weekly basis in the downtown area (approximately 4.4 miles). The Town also provides enhanced sweeping of public parking lots and parking lots at municipal buildings monthly. These parking lots include the municipal parking lots on Bow Street, 36 Water Street, Center Street, Front and Railroad Square, and 58 Lincoln Street. Parking lots are swept at municipal facilities, including the surface water treatment plant, public library, parks and recreation complex, waterfront park, town offices, senior citizens center, Department of Public Works, safety complex, Swasey pavilion, and the parks and recreation shed.

In 2012, the Town was issued a NPDES Wastewater Discharge permit<sup>3</sup> to establish minimum effluent discharge requirements at the WWTF. The NPDES permit required a seasonal rolling average effluent total nitrogen of 3.0 mg/L. In June 2013, USEPA issued an Administrative Order on Consent (AOC),<sup>4</sup> which provides the Town with an interim seasonal rolling average effluent total nitrogen limit of 8.0 mg/L and provides a compliance schedule to achieve numerous specific tasks, as summarized below:

- *"...the Town shall begin tracking all activities [that the Town should reasonably be aware of, e.g., activities that involve a Town review/approval process or otherwise require a notification to the Town] within the Town that affect the total nitrogen load to Great Bay Estuary. This includes, but is not limited to, new/modified septic systems, decentralized wastewater treatment facilities, changes to the amount of effective impervious cover, changes to the amount of disconnected impervious cover [including pavement and buildings], conversion of existing landscape to lawn/turf and any new or modified Best Management Practices." (Article D.1)*
- *"...the Town shall begin coordination with the NHDES, other Great Bay communities, and watershed organizations in NHDES's efforts to develop and utilize a comprehensive subwatershed-based tracking/accounting system for quantifying the total nitrogen loading changes associated with all activities within the Town that affect the total nitrogen load to the Great Bay Estuary." (Article D.2)*

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<sup>1</sup> [2003 MS4 Permit Annual Reports](#)

<sup>2</sup> [2017 MS4 Permit Annual Reports](#)

<sup>3</sup> [2012 Final NPDES Permit](#)

<sup>4</sup> [2013 Administrative Order on Consent](#)



- *“...the Town shall begin coordination with the NHDES to develop a subwatershed community-based total nitrogen allocation.” (Article D.3)*
- *Nitrogen Control Plan: “By September 30, 2018, submit to USEPA and the NHDES a total nitrogen non-point source and point source stormwater control plan (“Nitrogen Control Plan”), including a schedule of at least five years for implementing specific control measures as allowed by state law to address identified non-point source and stormwater Nitrogen loadings in the Town of Exeter that contribute total nitrogen to the Great Bay Estuary, including the Squamscott River. If any category of de-minimis non-point source loadings identified in the tracking and accounting program are not included in the Nitrogen Control Plan, the Town shall include an explanation of any such exclusions. The Nitrogen Control Plan shall be implemented in accordance with the schedules contained therein.” (Article D.4)*
- *Engineering Evaluation: “By September 30, 2024, the Town shall submit an engineering evaluation that includes recommendations for the implementation of any additional measures necessary to achieve compliance with the NPDES Permit, or a justification for leaving the interim discharge limit set in place (or lower the interim limit to a level below 8.0 mg/l but still above 3.0 mg/l) beyond that date. Such justification shall analyze whether:*
  - a) Total nitrogen concentration in the Squamscott River and downstream waters are trending towards nitrogen targets (Footnote 3: The Town shall account for precipitation in the trend analysis and baseline measurement.).*
  - b) Significant improvements in dissolved oxygen, chlorophyll a, and macroalgae levels have been documented; and*
  - c) Non-point source and stormwater point source reduction achieved are trending towards allocation targets and appropriate mechanisms are in place to ensure continued progress.” (Article E.2)*

In 2013, the Town began developing a Wastewater Facilities Plan to identify the most cost-effective on-site solution for the Town to meet their permit obligations and design an upgrade to its 3.0-million-gallon-per-day WWTF, which discharged approximately 300 pounds (lb) of total nitrogen per day into the Squamscott River. The upgrade focused on improved treatment performance and nitrogen reduction to meet the interim seasonal rolling average effluent total nitrogen limit of 8.0 mg/L, with the potential to achieve an effluent total nitrogen limit between 3.5 and 5 mg/L with the use of supplemental carbon.

Since 2013, in accordance with the AOC, the Town has prepared Total Nitrogen Reports<sup>5</sup> that summarize how activities affect the total nitrogen load to the Great Bay Estuary. The Town began tracking in 2014, as required by the AOC. Initially, the Town developed its own tracking and accounting system, which was used for the 2014 to 2018 Annual Report submittals. But, since 2018, the Town has been coordinating with the New Hampshire Department of Environmental Services (NHDES) and other municipalities to track and account for total nitrogen using the Pollutant Tracking and Accounting Program (PTAP). PTAP started in 2015 and was developed by NHDES and University of New Hampshire (UNH), with significant input from USEPA, the Town, and other Great Bay municipalities. Per the PTAP

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<sup>5</sup> [Total Nitrogen Reports](#)

website, PTAP “will result in the creation of guidelines and recommendations for tracking and accounting systems and identify potential tools that will enable municipalities to perform a quantitative assessment of pollutant load reductions associated with nonpoint source management activities in the Great Bay region.” (<https://www.unh.edu/unhsc/ptapp>). The Town began using the PTAP system in February 2018, once it was completed by NHDES/UNH.

From 2013 to 2015, the Town participated in an integrated planning effort with the Towns of Stratham and Newfields. As part of this integrated planning effort, the *Water Integrated for the Squamscott Exeter (WISE) Preliminary Integrated Plan*<sup>6</sup> was developed to establish a more cost-effective and sustainable means to meet future permitting compliance needs and improve water quality in the watersheds of the Squamscott and Exeter Rivers, and ultimately the Great Bay. This proposed approach, which is consistent with the *USEPA Integrated Municipal Stormwater and Wastewater Planning Approach Framework*,<sup>7</sup> provided implementation strategies that balanced upgrades to the WWTF with nonpoint and point source stormwater control measures in an effort to reduce existing and future nitrogen loads to the watersheds of the Squamscott and Exeter Rivers and achieve other water quality objectives.

In 2015, the Town began the preliminary design phase for the WWTF and Main Pump Station. In January 2016, the final design phase began.

In 2018, the Town prepared an NCP<sup>8</sup> to comply with its AOC. The NCP established the land uses and sources of total nitrogen from nonpoint sources from the town. These land uses and sources are summarized in **Table 1** below. The Town developed these specific load-based estimates for the town, to allow the Town to track and account for changes in land use and application of best management practices. Understanding the developed land uses and sources of total nitrogen to the Great Bay helps the Town target what management practices and strategies would be most appropriate at improving water quality. The NCP outlined a series of point source and nonpoint source strategies that the Town would implement to improve water quality. The Town envisions that this AMF proposal will build upon the NCP and strategies to improve water quality.

*Table 1. Total Nitrogen Delivered Load by Land Use/Source (Wright-Pierce & Horsley Witten, 2018)*

Land Use/Source	Delivered TN Load from Pervious Surfaces (lb/yr)	Delivered TN Load from Impervious Surfaces (lb/yr)	Total Delivered TN Load (lb/yr)
<b>Developed Land Uses/Sources</b>			
Agriculture	822	0	822
Commercial, Services, and Institutional	797	1,569	2,367
Industrial	73	244	318
Industrial and Commercial Complexes	152	274	426
Mixed Development Uses	0	2	2
Outdoor	704	30	734
Residential	4,836	354	5,190

<sup>6</sup> [2015 WISE Preliminary Integrated Plan](#)

<sup>7</sup> June 2012, USEPA Memo: Integrated Municipal Stormwater and Wastewater Planning Approach Framework

<sup>8</sup> [2018 Nitrogen Control Plan](#)

Land Use/Source	Delivered TN Load from Pervious Surfaces (lb/yr)	Delivered TN Load from Impervious Surfaces (lb/yr)	Total Delivered TN Load (lb/yr)
Transportation, Communications, and Utilities	1,043	1,422	2,464
Septic	-	-	8,898
Groundwater (Non-septic)	-	-	15,559
SUBTOTAL			36,780
<b>Undeveloped Land Uses/Sources</b>			
Barren	138	20	158
Forest	2,524	0	2,524
Transitional	151	1	152
Water	0	0	0
Wetland	873	0	873
SUBTOTAL			3,707
<b>TOTAL (lb/yr)</b>			<b>40,487</b>
<b>TOTAL (tons/yr)</b>			<b>20.2</b>

lb/yr: pounds per year

TN: total nitrogen

In June 2019, the Town completed construction of the WWTF upgrade, Main Pump Station, and dual force mains for a total project cost of approximately \$54 million. The WWTF upgrade included a four-stage Bardenpho process with a supplemental carbon storage and feed system. Through operation and optimization at the WWTF, the Town has been able to achieve average effluent nitrogen concentration less than 5 mg/L (approximately 66 lb of total nitrogen per day) through the permitted growing season. This improvement in effluent total nitrogen represents a significant reduction (~ 80%) in total nitrogen loading to the Great Bay, accounting for reducing the load reduction of total nitrogen to Great Bay by approximately 240 lb per day, which equates to an approximately 87,000 lb per year.

The Town remains authorized to discharge under an expired 2012 Individual Permit, which has been administratively continued, at the WWTF. The Town will remain covered under this permit until USEPA issues an individual permit for the other water quality parameters not covered under the General Permit. At such time, the Town will receive an authorization to discharge under the General Permit.

Even though the Town is not covered under the General Permit, they have elected to join the Municipal Alliance for Adaptive Management (MAAM) and participate on the Executive Board as an at-large member. In an effort to better understand and accomplish water quality monitoring and improvement in the Great Bay watershed, MAAM was formed in the winter and spring of 2021 in order to facilitate and enhance community collaboration, stakeholder input, resource sharing, expertise, and efficient use of investment.

The Town is preparing this voluntary AMF to show their commitment to reducing total nitrogen and to ensure that when they are authorized to discharge, they will continue to make improvements in water quality.

#### **Asset Management Program**

In 2015, the Town worked with stakeholders to develop a Climate Adaptation Plan for Exeter (CAPE).<sup>9</sup> The CAPE project modeled potential future flooding impacts for various storm events (25-, and 100-year storms) with and without storm surge along the town's freshwater and tidal rivers. As part of the project, the storm drain network was modeled using the best available data and each major outfall drainage area was delineated. The results demonstrated the potential impacts of those storm events on road flooding and storm drain network performance, as well as the economic impact on infrastructure and loss of wetland and salt marsh habitat.

Since the development of this model, the Town has hired an independent consultant to evaluate the 10-year storm event to identify areas of town where infrastructure is undersized. The Town has also used the model to assess areas where infrastructure improvements are being proposed to determine if excess capacity is needed in the storm drain system to accommodate current and future storm events. The Town also updates their storm drain network to fill in data gaps as they evaluate and upgrade areas of the town.

In December 2020, the Town completed a Wastewater and Stormwater Asset Management Program,<sup>10</sup> which was funded by a \$60,000 Clean Water State Revolving Fund loan. As part of this project, the Town updated and expanded the storm drain network inventory files, created an ArcGIS-based system that allows the Town to integrate various sources of data to allow more efficient planning and analysis, and developed an asset-replacement schedule to serve as a template for capital improvement planning.

### ***Inflow and Infiltration Efforts***

Reducing inflow and infiltration (I/I) reduces the amount of total nitrogen load from the WWTF to the Squamscott River and reduces the dilution of the waste, which makes it easier to denitrify. In 2013, the Town completed a *Phase III Inflow and Infiltration Evaluation* (Phase III report) that identified a \$26 million allowance needed to address I/I peak flows and sewer deficiencies. This plan also served as the basis for the Town's Combined Sewer Overflow (CSO) Long-Term Control Plan (LTCP). The Phase III report built on previous I/I work (Phase I and II) and focused on investigating the sanitary sewer system to reduce flow/CSO volume. The plan recommends that the Town periodically reassess and update the program performance and reassess prior to upgrading the WWTF.

One recommendation in the Phase III plan included investigation work in the Jady Hill area of town. It was the first project recommended by the LTCP to remove extraneous I/I from the sewer collection system. Flow monitoring prior to the project estimated that annual I/I volume of 43 million gallons. To reduce public and private I/I source, the Town replaced 7,600 linear feet of sewer mains, 2,700 linear feet of sewer services within the right-of-way (ROW), and 3,200 linear feet of private sewer services outside the ROW. The costs to the sewer fund equated to \$3.4 million. Based on post-construction flow monitoring, annual I/I was reduced by 79% resulting in the removal of 34 million gallons yearly. The Jady Hill project finished construction in August 2013.

In 2017, the Town created a LTCP update to simplify, condense, and update the CSO LTCP portion of the Phase III plan. The plan was updated to reflect work the Town had completed to reduce flow/CSO

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<sup>9</sup> [2015 CAPE](#)

<sup>10</sup> [2020 Wastewater and Stormwater Asset Management Program](#)

volume, including WWTF planning, Jady Hill, improved sewer/CSO flow metering, and removal of inflow connections.

A few of the I/I projects that the Town is currently working on are summarized below.

#### Salem Street Area Utility Improvement Project

In 2010, the Town established a water and sewer main rehabilitation program as part of its annual Capital Improvement Program (CIP). One example of a project completed through this program includes the water main improvements for Washington Street, which were approved in 2016 and construction completed in 2018. The water and sewer mains in the Salem Street area neighborhood are some of the oldest in town. The mains on Forest, Hale, Locust, Oak, Park (partial), Salem, Wadleigh, Walnut, and Warren Streets require significant improvements. Some of the water mains in this neighborhood were identified as being undersized and in poor condition in the 2015 Water Asset Management Plan prepared for the Town by an independent consultant. In 2014 the drain lines were televised and found to be in good condition but many of the catch basins in poor condition and needing to be replaced. The sewers in the neighborhood are old clay pipes with joint separations and tree root intrusions, subject to occasional blockages that require jetting and cleaning by Town forces.

This project has been in the planning stage for several years and is listed in the Town's current 2020-2025 CIP. The project will replace approximately 5,600 feet of water mains, upgrading them from 4" and 6" to 6" and 8" mains, based on the hydraulic analysis. Approximately 2,825 feet of sewers will be replaced with PVC pipe sized to meet projected sewer flows in the area. Catch basins will be replaced, as needed, based on prior inspections and additional investigations completed in the spring of 2020. The design will be completed in fiscal year 2020 with construction planned in fiscal year 2021.

#### Westside Drive Area Utility Improvement Project

The Westside Drive neighborhood was identified in the CSO LTCP as a high contributor of I/I. The Town is in the conceptual design phase to develop a plan for municipal infrastructure improvements within the Westside Drive neighborhood. This work is part of the Town's ongoing work to provide reliable utility services to residents.

#### Manhole and Pipe Rehabilitation

The Town allocates funding for manhole and pipe rehabilitation to replace infrastructure with hydraulic issues. Since 2017, the Town has relined approximately 4,300 linear feet of pipe and 7 manholes.

#### **Septage Receiving**

As part of the 2015 Wastewater Treatment Facilities Plan, the Town explored acceptance of septage flows. Septage is highly concentrated sludge from septic tanks or boat pump-outs. It was estimated that the non-sewered buildings in town generate approximately 650,000 gallons per year of septage, which was being disposed of at the Hampton WWTF. The Wastewater Treatment Facilities Plan identified septage as a possible revenue source for the Town.

Currently, the Town accepts approximately 250,000 gallons of septage per month from the town, Stratham, Newfields, Brentwood, East Kingston, and Kensington. The septage is used as a carbon source to improve denitrification at the WWTF. Prior to receiving septage from these communities, the septage went to Epping or Hampton.

#### ***Sump Pump Redirection Program***

The Town developed and implemented a Sump Pump Redirection Program targeted at educating residents about the need to disconnect sump pumps discharging to the sewer system and direct them to vegetated areas on their properties. Residents had five years from the start of the program to redirect sump pumps away from the sewer system network.

#### ***Monitoring Efforts***

Instream monitoring is an important element in the AMF. The following discusses three programs that can be integrated into the AMF program.

#### **WISE Water Quality Monitoring Program**

In 2015, The Town collaborated with the WISE project team, UNH and Piscataqua Regional Estuaries partnership (PREP) regarding scoping, budgeting, and implementing a Great Bay water quality monitoring program. Sampling data, including total nitrogen, was collected at 15 locations (8 watershed and 7 estuarine locations) in the Great Bay watershed.

#### **Exeter River Watershed Association Volunteer River Assessment Program (VRAP)**

The Town Planning Department staff regularly participate in VRAP. Bimonthly sampling is conducted at 9 locations throughout town. Further, in the past the Town has purchased equipment to assist VRAP in their efforts.

#### **Piscataqua Regional Estuaries Partnership (PREP)**

Since 2016, the Town has provided funding (approximately \$87,000) to PREP, which is part of USEPA's National Estuary Program. The National Estuary Program is a joint local/state/federal program established under the Clean Water Act with the goal of protecting and enhancing nationally significant estuarine resources. PREP receives funding from USEPA and is hosted and administered by the School of Marine Science and Ocean Engineering at the UNH.

The Town Public Works Director is an active member and co-chair of the Piscataqua Region Monitoring Collaborative. The purpose of this group is to discuss existing environmental monitoring programs in the Great Bay and Hampton-Seabrook estuaries and watersheds, sharing upcoming opportunities and challenges. The Town Public Works Director is also an active member on PREP's Management Committee. The Management Committee is PREP's principle governing body with the primary function of developing and implementing the Comprehensive Conservation and Management Plan.

The Town has been active and participated in discussions with the other seacoast communities about watershed scale efforts, including nonpoint source pollution tracking and this AMF proposal. The Town will continue to collaborate with the other seacoast communities to ensure that planning and implementation efforts are based on science, forward thinking, and what's best for the Great Bay.

### ***Seacoast Stormwater Coalition***

The Assistant Town Engineer is an active participant in the Seacoast Stormwater Coalition. The Coalition is made up of regulated communities under the Phase II MS4 Permit. Communities use this platform to collaborate and share resources to effectively work together to comply with the MS4 Permit.

### ***Stormwater Regulations***

The Town has Site Plan and Subdivision Regulations<sup>11</sup> that were revised in 2018 to include updates to the post-construction stormwater management requirements to be consistent with the State, MS4 Permit, and AOC requirements. Under these regulations, applicants for both new and redevelopment projects are required to provide treatment of runoff from impervious surfaces to achieve at least 80% removal of total suspended solids and at least 60% removal of both total nitrogen and total phosphorus.

These regulations ensure that as private development moves forward in the town, water quality improvements are being made to existing impervious cover through the redevelopment process and new development projects are providing water quality treatment for changes in land cover.

### ***Fertilizer Efforts***

In 2018, the Town formed the Healthy Lawns – Clean Water Initiative.<sup>12</sup> The initiative is supported by members from the Planning Board, Water/Sewer Committee, Conservation Commission, and the public. The initiative was formed to educate the public of ways they can reduce nitrogen pollution in our water ways by managing for healthy lawns with less impact to our water quality. The committee also worked to develop zoning ordinance amendment that limit fertilizer use in the shoreland protection district and aquifer protection district. These amendments were supported by the voters of the town and adopted in 2019.

The Town created “Water Quality Friendly Lawn Care” magnets, which were handed out at the Town Clerk’s office window. Approximately 70 were handed out to residents.

Further, New Hampshire State Statute (RSA: 431) as modified in 2013 states that no turf (lawn) fertilizer sold at retail shall exceed 0.9 lb per 1,000 square feet of total nitrogen per application when applied according to the instructions on the label. Furthermore, no turf fertilizers sold at retail shall exceed 0.7 lb per 1,000 square feet of soluble nitrogen per application when applied according to the label. This new law applies to synthetic (manufactured) fertilizers, natural inorganic fertilizers (from a mineral nutrient source), and natural organic fertilizers (derived from either plant or animal products). The guaranteed analysis of a lawn fertilizer is listed on the product label. Nitrogen sources and their solubility are listed individually.<sup>13</sup>

Under the New Hampshire Shoreland Protection Act, fertilizer cannot legally be applied to vegetation or soils located within 25 feet of the reference line of any public waters. Adjacent to any public water beyond 25 feet, slow or controlled release fertilizer may be used, but must be applied by horticultural

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<sup>11</sup> [2021 Site Plan and Subdivision Regulations](#)

<sup>12</sup> [Exeter's-healthy-lawns-clean-water-initiative](#)

<sup>13</sup> [unh-nh-turf-law-fact-sheet.pdf](#)

professionals who have a pesticide application license issued by the New Hampshire Department of Agriculture.<sup>14</sup>

Slow or controlled release fertilizer means fertilizer that is guaranteed, as indicated on the package label, to contain the following:

- At most 2% phosphorous
- A nitrogen component which contains at least 50% slow release nitrogen

### ***Structural Stormwater Best Management Practices***

In 2017, the Town conducted a study in the Lincoln Street subwatershed<sup>15</sup> (Phase I), the largest storm drainage network in the Town, to identify locations for installing stormwater best management practices (BMPs) to provide water quality treatment from existing impervious cover. In 2018, the Town completed Phase II<sup>16</sup> in the Lincoln Street subwatershed. The studies identified a suite of 18 BMPs at 8 locations with a potential to remove 900 lb per year of total nitrogen by treating 125 acres.

Since the development of the Lincoln Street subwatershed studies, the Town has been conducting additional investigation and design work to take the conceptual designs to final design and construction. After additional investigations, not all conceptual BMPs identified in the Lincoln Street subwatershed studies were found to be viable options due to on-site constraints. The Town is currently preparing a 319 Grant to design and construct a structural stormwater BMP to treat stormwater from portions of Winter and Front Streets.

In 2018, during the reconstruction of Lincoln Street, the Town installed 3 media filters and 144 linear feet of perforated pipe between catch basins to promote infiltration. These practices provide water quality treatment of existing impervious cover along Lincoln Street.

Further, the Town continues to use the model developed as part of the CAPE project to inform locations where further investigations should be conducted. These areas reflect locations where infrastructure may be undersized for conveying current and future storm events.

### ***Septic Systems***

Periodically, the Town sends an annual letter to its residents reminding them about proper maintenance of septic systems. Included with that annual letter is a flyer from NHDES on septic system maintenance.

The Town also sets up an annual informative display about the Septic Smart program in town offices and at the library. The display includes flyers and septic maintenance information for residents.

### ***Pet Waste Station Program***

The Town operates a Pet Waste Station Program (bags and disposal containers). The Town supplies pet waste bags and maintains the disposal containers at 19 locations throughout Town. The Town maintains a map of these locations<sup>17</sup>

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<sup>14</sup> [Protected Shoreland FAQ | NH Department of Environmental Services](#)

<sup>15</sup> [2017 Lincoln Street Subwatershed Plan Phase I](#)

<sup>16</sup> [2018 Lincoln Street Subwatershed Plan Phase II](#)

<sup>17</sup> [Think Blue Pet Waste](#)



## PROPOSAL

This AMF Proposal describes the steps, activities, and measures that the Town will take to improve water quality from nonpoint sources into Great Bay from the town during this General Permit term. As outlined in the General Permit, this AMF Proposal is broken up into five areas (A through E):

- A. Ambient Water Quality Monitoring
- B. Track Reductions and Additions of Total Nitrogen
- C. Overall Source Reduction
- D. Load Based Threshold
- E. Completion of a total nitrogen TMDL

The Town's proposed approach for each of these categories is outlined in the sections below. This proposal will be a living document that will be reviewed, updated, and modified (as needed) annually to reflect the current understanding of the Great Bay and the progress made by the Town and other relevant parties. The updates and modifications will be informed based upon the outcomes from implementing the efforts outlined in this proposal and collaborating with MAAM, the other seacoast communities, and key stakeholders (PREP, NHDES, and USEPA). The Town believes that the collaborative approach will provide the most efficient and streamlined use of limited resources (time and money) and avoid unnecessary duplication of efforts.

### A. AMBIENT WATER QUALITY MONITORING IN GREAT BAY

Part 3-1.a. of the General Permit recommends an outline of an approach to monitor the ambient water quality in the Great Bay estuary to determine project trends.

Under this AMF Proposal, the Town will continue to fund and work closely with PREP to support PREP's annual and long-term monitoring initiatives. The Town will continue to participate on PREP's Management Committee for elected term as well as co-chair the Piscataqua Regional Monitoring Collaborative. The Town will review and provide comments on PREP's ambient water quality monitoring program to ensure that the monitoring program meets regulatory compliance needs of the Town. The Town will work with PREP to gather a better understanding of the direct outcomes from the monitoring program including annual raw data output, annual summary reports and long-term trend reports.

### B. TRACK REDUCTIONS AND ADDITIONS OF TOTAL NITROGEN

Part 3-1.b. of the General Permit recommends an outline of the method(s) to track reductions and additions of the total nitrogen over the course of the permit.

The Town has been tracking reductions and additions of total nitrogen since 2014, as required by the AOC. Initially, the Town developed its own tracking and accounting system, which was used for the 2014–2018 Annual Report submittals. However, since 2018, the Town has been coordinating with NHDES and other municipalities to track changes in land use and quantify implementation of nonpoint source BMPs through PTAP.

Under this AMF Proposal, the Town will continue to track the implementation of nonpoint and point source efforts to reduce total nitrogen loads. The Town will estimate the reductions and additions of total nitrogen from developed lands and present this information annually. The Town anticipates tracking the efforts outlined in **Section C** below.

The Town will continue to work with NHDES, UNH, other Great Bay communities, and consultants to develop a tracking and accounting system to perform a quantitative assessment of pollutant load reductions. Currently, PTAP does not have the capability to estimate nitrogen loads. If PTAP does not have these capabilities before the first annual report is due, the Town is committed to calculating estimates in the reductions in total nitrogen using methods provided by USEPA in the 2017 New Hampshire MS4 Permit and using the best available load reduction estimates.

**C. OVERALL SOURCE REDUCTION**

Part 3-1.c. of the General Permit recommends an outline or plan for overall source reductions of total nitrogen over the course of the General Permit.

Under this AMF Proposal, the Town will implement point and nonpoint source reduction strategies to reduce total nitrogen. Annually, the Town will review the strategies implemented and update the list to reflect progress.

**Point Source Reduction Strategies**

A variety of measures to reduce wastewater point source nitrogen will be evaluated as part of this AMF Proposal. The strategies evaluated and a description of how the Town will implement these strategies is summarized in **Table 2**.

*Table 2. Proposed Point Source Reduction Strategies*

STRATEGY	DESCRIPTION OF IMPLEMENTATION
WWTF Optimization	The Town will continue to evaluate WWTF modification and process optimization techniques for additional reduction of total nitrogen from the WWTF effluent.
Inflow and Infiltration	The Town will implement recommendations from the 2013 Phase III I/I Plan and 2017 CSO LTCP. Projects will include Westside Drive and Salem Street.  The Town will continue to fund pipe and manhole rehabilitation projects aimed at reducing inflow and infiltration.
Sump Pump Redirection Program	The Town will revisit the Sump Pump Redirection Program and re-educate residents about the program and develop potential enforcement measures. The Town will evaluate if the program needs to be implemented in other areas of town.
Septage Receiving	The Town will continue to receive septage from the town, Stratham, Newfields, Brentwood, East Kingston, and Kensington to assist with the denitrification process at the WWTF.

**Nonpoint Source Reduction Strategies**

A variety of measure to reduce nonpoint source (stormwater and groundwater) nitrogen will be evaluated as part of this AMF Proposal. The strategies evaluated, the targeted land use/source, and a description of how the Town will implement these strategies is summarized in **Table 3**.

Table 3. Proposed Non-point Source Reduction Strategies

STRATEGY	TARGET LAND USE/SOURCE	DESCRIPTION OF IMPLEMENTATION
Fertilizer and Turf Management Program	Pervious Developed Land	<p>The Town will develop and implement a fertilizer outreach and education program targeted at reducing the application of fertilizer and using turf management best practices. The Town will apply this outreach program to both Town staff and departments as well as to the public. The Town will develop education materials as well as conduct workshops for the public.</p>
Post-Construction Regulations	Impervious	<p>The Town recently updated their Site Plan and Subdivision regulations to incorporate post-construction stormwater controls optimized for the removal of nitrogen. All private development stormwater projects that require a Site Plan or Subdivisions approval will be required to reduce total nitrogen by 60%.</p> <p>The Town will ensure during the Site Plan and Subdivision Review process that applicants are meeting the regulatory requirements. The Town currently uses a third-party consulting firm to review applications and provide the Town and applicants specific comments regarding the stormwater post-construction requirements.</p> <p>The Town will track and account for the implementation of post-construction stormwater BMPs on private development.</p>
Land Use Regulation Review	Impervious	<p>The Town will review current land use regulations and explore changes that will result in less nitrogen loading into the environment. These strategies may include, but not limited to, providing incentives for redeveloping existing parcels, requiring advanced septic systems in areas not serviced by municipal sewer, and increasing the required nutrient removal rates by stormwater BMPs.</p> <p>The Town will review current land use regulations to determine barriers to low impact develop in street design, parking lot guidelines and green infrastructure best management practices.</p>
Pet Waste Station Program	Pervious Developed Land Impervious	<p>Continue to implement Pet Waste Station Program by supplying pet waste bags and removing pet waste from disposal containers.</p>
Infrastructure Maintenance Program	Impervious	<p>The Town will develop and implement a program detailing the activities and procedures to maintain storm drainage infrastructure in a timely manner. The program will include routine inspections, cleaning, and maintenance of catch basins to maintain 50% free-storage capacity in the catch basin sump.</p> <p>The Town will continue to operate and maintain a vacuum truck and clean catch basins.</p>
Catch Basin Replacement Program	Impervious	<p>The Town will develop a program to replace catch basins in the Town with sumps that are less than the recommended 3-foot sump to provide water quality pretreatment. The Town has a significant number of catch basins in the town with inadequate sumps.</p> <p>This program would provide additional sediment storage capacity in these catch basins and allow the Town to effectively remove sediment prior to discharging to the receiving water.</p> <p>The Town anticipates replacing on average 25 catch basins per year, during the General Permit term.</p>

STRATEGY	TARGET LAND USE/SOURCE	DESCRIPTION OF IMPLEMENTATION
Organic Waste and Leaf Litter Collection Program	Developed Pervious Impervious	<p>The Town will gather, remove, and properly disposal of landscaping wastes, organic debris, and leaf litter from impervious roadways and parking lots. The gathering and removal will occur immediately after any landscaping activities.</p> <p>The Town will dispose of these materials at the Town Transfer Station.</p>
Enhanced Street/Pavement Cleaning Program	Impervious	<p>The Town will continue implementing its enhanced sweeping program to clean all curbed impervious cover (i.e., directly connected impervious cover) and parking lots, at least two times per year (spring and fall), with targeted weekly sweeping in the downtown area and monthly sweeping of parking lots.</p> <p>The Town will use a high-efficiency, regenerative air-vacuum sweeper to implement the program.</p>
Septic System Program	Septic	<p>The Town will investigate the feasibility of an incentive-based private septic system replacement/upgrade program. The Town anticipates developing a loan forgiveness program, where private property owners could borrow the cost difference between a traditional system and an advanced treatment system for targeted nitrogen removal.</p> <p>As part of the program, the Town will develop a map of locations of current septic systems within 250 feet of a receiving water. The Town will incorporate outreach and education to the property owners in these areas and make them aware of this program. The Town will also conduct outreach during the Site Plan and Subdivision review process for new development or redevelopment projects.</p> <p>Following development of the program, the Town will evaluate next steps for implementation of the program.</p>
Stormwater Structural BMP Construction	Impervious	<p>The Town will continue to investigate conceptual BMPs identified as part of the Lincoln Street subwatershed studies. The Town will implement the structural stormwater BMP in the Winter Street/Front Street area. Following the construction of this project, the Town will evaluate the process for selection, design, and construction of additional structural stormwater BMPs and determine next steps based on lessons learned.</p> <p>The Town will also evaluate capital improvement projects and identify locations where stormwater retrofits could be implemented to improve water quality from Town-owned impervious cover.</p>
Evaluate Town-Owned and Right-of-Way Properties for Stormwater Structural BMP Sites	Impervious	<p>The Town will conduct a town-wide assessment, like the one conducted in the Lincoln Street subwatershed, for implementation of structural stormwater BMPs to reduce the frequency, volume, and pollutant loads of stormwater discharges.</p> <p>The Town will develop a town-wide plan that identifies conceptual BMP locations and designs for retrofitting existing impervious cover. The Town may use this plan to systematically retrofit and treat existing impervious cover.</p>

STRATEGY	TARGET LAND USE/SOURCE	DESCRIPTION OF IMPLEMENTATION
Atmospheric Deposition	Pervious Impervious	<p>The Town will work with USEPA and NHDES to understand how levels of nitrogen from atmospheric deposition are changing over time.</p> <p>The Town will account for changes in the atmospheric load as part of the tracking and accounting framework on an annual basis (or as data becomes available).</p>

**D. LOAD-BASED THRESHOLD**

Part 3-1.d. of the General Permit recommends an inclusive and transparent process for comprehensively evaluating any significant issues regarding the science and methods relating to the permit, including the choice of a load-based threshold of 100 kilograms per hectare per year (kg ha-1 yr-1) versus any other proposed threshold, including a concentration-based threshold of 0.32 mg/L.

The Town will allocate funds for an independent consultant to attend collaborative meetings to discuss the development of a load-based threshold. Town will review monitoring initiatives; implement nonpoint and point source projects targeted at reducing total nitrogen in the Great Bay; track and account implementation efforts; and revise this AMF Plan to ensure that the efforts the Town is taking will have the greatest benefit to water quality. The Town is committed to working with MAAM, USEPA, NHDES, PREP, and watershed stakeholders to ensure that the science and recommended next steps for continued improvement in water quality of the Great Bay and its tributaries are understood.

**E. COMPLETION OF TMDL**

Part 3-1.c. of the General Permit recommends a proposed timeline for completing a TMDL for total nitrogen in Great Bay and for submitting it to USEPA for review and approval.

The Town will allocate funds for an independent consultant to attend collaborative meetings to discuss the develop of a timeline for completion of a TMDL or an alternative approach. Town will review monitoring initiatives; implement nonpoint and point source projects targeted at reducing total nitrogen in the Great Bay; track and account implementation efforts; and revise this AMF Plan to ensure that the efforts the Town is taking will have the greatest benefit to water quality. The Town is committed to working with MAAM, USEPA, NHDES, PREP, and watershed stakeholders to ensure that the science and recommended next steps for continued improvement in water quality of the Great Bay and its tributaries are understood.

**Epping Road/Brentwood Road Intersection Update – Public Works**



## EXETER PUBLIC WORKS DEPARTMENT

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### MEMO

DATE: August 18, 2021

TO: Russell Dean, Town Manager  
David Sharples, Town Planner

FROM: Paul Vlasich, P.E., Town Engineer

RE: Exeter Epping/Winter/Spring TAP  
Epping Rd / Columbus Ave / Brentwood Rd Intersection  
Washington St

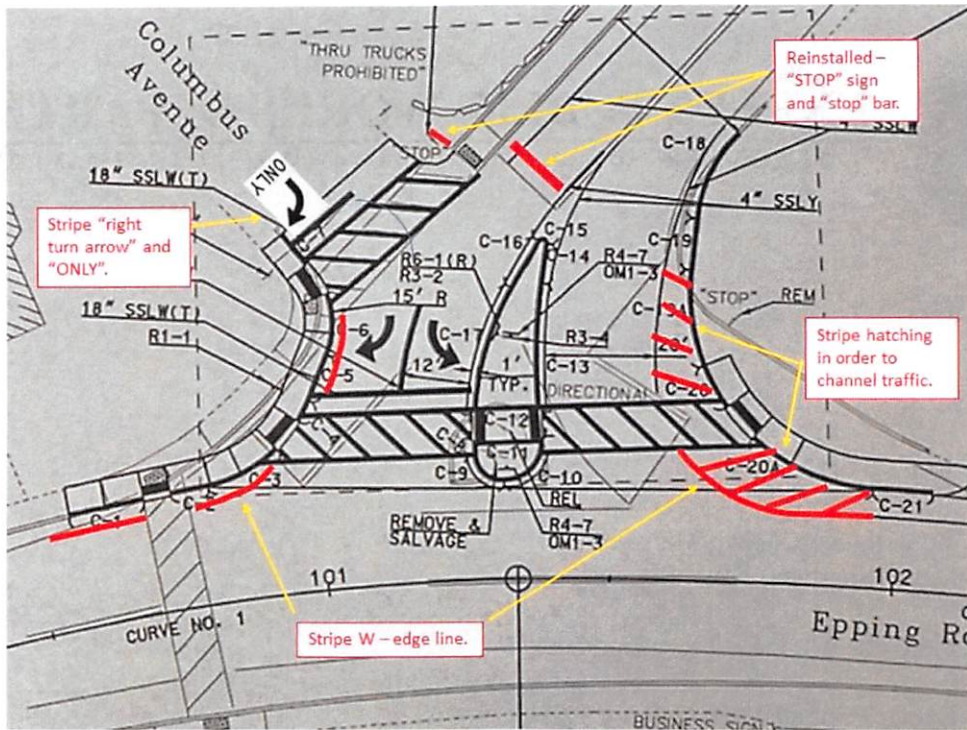
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The department was recently asked to review the newly reconstructed intersection for any possible enhancements or recommendations.

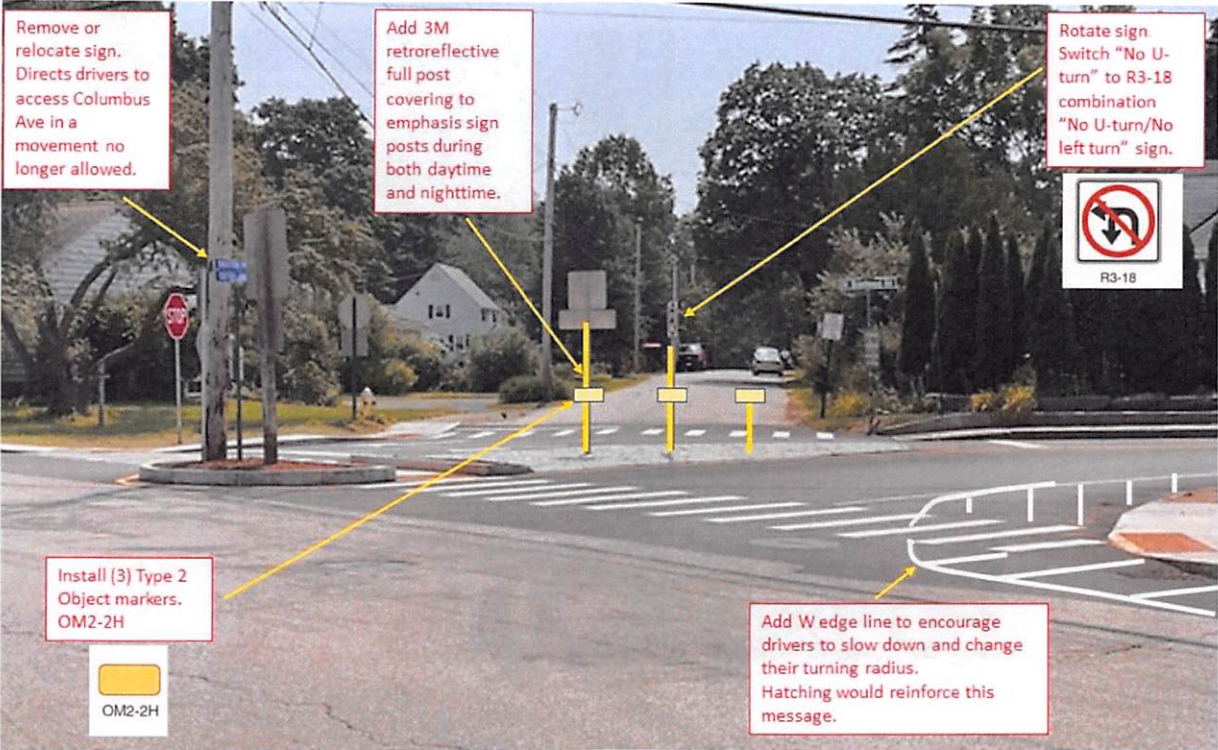
During the design of the project the department worked with the Town Planner and consultant for the project plans and specifications. Overall, the department believes that the reconfigured intersection is a much safer intersection. That being said, I visited the intersection several times and at various times to observe the traffic flow. On one of those visits the design engineer accompanied me.

For a few motorists, there seemed to be some slight confusion on how to enter and navigate this revised intersection. I suggest some additional striping and signs (both new and reconfigured) to help clarify vehicle movements. The following photos with sketches will highlight these recommendations.

There is sufficient funding remaining in the project for these suggested improvements. The estimated cost is \$10,313. A project change order will need to be approved by NHDOT for these expenditures.









### Washington Street

There was also a request for the installation of a three-way STOP at the intersection of Washington St and Spruce St. I asked our current transportation consultant for some advice and they provided the following information from the Manual of Uniform Traffic Control Devices (MUTCD) for all-way STOP applications. The street has a posted speed limit of 25mph.

For this site an engineering study would include consideration of the following:

- A crash problem, as indicated by 5 or more reported crashes in a 12-month period that are susceptible to correction by a multiway stop installation. Such crashes include right- and left-turn collisions as well as right-angle collisions.
- Minimum traffic volumes:
  - The vehicular volume entering the intersection from the major street approaches (total of both approaches) averages at least 300 vehicles per hour for any 8 hours of an average day, and
  - The combined vehicular, pedestrian, and bicycle volume entering the intersection from the minor street approaches (total of both approaches) averages at least 200 units per hour for the same 8 hours, with an average delay to minor-street vehicular traffic of at least 30 seconds per vehicle during the highest hour, but
  - If the 85th-percentile approach speed of the major-street traffic exceeds 40 mph, the minimum vehicular volume warrants are 70 percent of the above values.
  - If crash history or traffic volume are satisfied within 80 percent of the minimum values.

In accordance with the MUTCD Section 2B.04: Right-of-Way at Intersections, paragraph 05, STOP signs should not be used to control vehicle speeds. The reason is that studies have shown that STOP signs only reduce vehicle speeds immediately adjacent to the STOP sign, but many motorists have been found to accelerate between intersections to make up for lost time from the inappropriately placed STOP sign. In addition, engineering studies have found that improperly installed STOP signs may cause additional problems, such as more rear-end collisions, a redistribution of traffic onto other roadways, wasted fuel, and motorists ignoring the inappropriate STOP signs.

From Monday, June 21, 2021 to Thursday, June 24, 2021 the Exeter Police Department installed a radar recorder for speeds and traffic counts.

Average traffic volume:	2,800 VPD
Average speed:	23 MPH
85 <sup>th</sup> -percentile:	28 MPH
Speeds > 40mph	7

Traffic collisions at this intersection are less than 1 per year.  
The Washington St traffic volumes only had two hours on one day that met the 300 VPH minimum threshold. All others times were less than the 300 VPH.

These two considerations indicate that the intersection would not meet the warrant for an all-way STOP.

## Tax Abatements, Credits & Exemptions

## Permits and Approvals

## Correspondence