

# Haverhill Town Manager Report to the Select Board Monday March 13, 2023

## **Status of the 2021 Audit:**

The 2021 audit engagement letter was signed, and we have continued to load documents into the audit portal for the auditors use in completing the audit. Jennifer has been going back over all reconciliations for 2021 to make sure they were done properly and noting anything that we want to make the auditors aware of. Due to the tax rate issue in January and efforts to stay up to date on 2023 expenditures and revenues, the 2021 reconciliations have not yet been completed. The new anticipated completion date is March 25, 2023. Once complete, they will be uploaded into the portal, the auditors will be able to focus completing the 2021 audit. It has been a matter of balancing current obligations with catching up on past obligations.

Specifically, the status of 2023 financial work is as follows:

### Town Clerk

- January & February cash deposits entered, and
- January & February activity to general ledger reconciled.

### Tax Collector

- January & February cash deposits entered, and
- January activity to general ledger reconciled.
- In the process of reconciling February activity to general ledger.

### Airport

- January & February Fuel Sales entered, and
- January & February Fuel Sales & Credit Card Fees reconciled.

### Other Cash Receipts

- January & February Misc. Cash Receipts entered.
- Less "Square" payments which may have been received by Recreation Dept.

### Payroll

- Made all P/R journal entries for all P/R cycles processed to date.
- Corrected General Ledger codes prior to making P/R entries.
- Worked with Justin to get the correct P/R G/L codes entered into PayData to avoid the need for manual adjustments.

## **Public Safety Needs Assessment:**

The Select Board voted to support evaluating the need for a new Public Safety Facility. In support of this work the Chief of Police, David Appleby, and the Deputy Fire Chief, Shawn Bigelow are attending the Public Safety Facilities Seminar March 23-25, 2023. A committee was formed, and the first meeting is now scheduled to take place on Tuesday April 11, 2023 at 6:00pm.

**NHGFOA Certification Series:**

Jennifer Boucher and I have enrolled in the NHGFOA Government Accounting Certification series. Though both of us have taken many of the courses included in the series, however, we will both become certified by completing this series through the NHGFOA. The series will include:

<b>Course Name</b>	<b>Tentative Scheduled Date</b>	<b>Location</b>
Government Accounting - Day 1	April 4, 2023	25 Triangle Park Drive, Merri/Pemi Room
Government Accounting - Day 2	April 5, 2023	25 Triangle Park Drive, Merri/Pemi Room
DRA Presentation	April 18, 2023	25 Triangle Park Drive, Merri/Pemi Room
The Auditors are Coming	April 18, 2023	25 Triangle Park Drive, Merri/Pemi Room
NHGFOA Annual Conference	May 4 & 5, 2023	Grappone Conference Center, Concord
Business Communications	May 31, 2022	25 Triangle Park Drive, Androscoggin Room
Internal Controls and Risk Management	June 28, 2023	25 Triangle Park Drive, Merri/Pemi Room
Local Officials Workshop	July 19, 2023	25 Triangle Park Drive, Merri/Pemi Room
How Public Services are Funded in NH	July 19, 2023	25 Triangle Park Drive, Merri/Pemi Room
It's Payday!	August 2, 2023	25 Triangle Park Drive, Merri/Pemi Room
Municipal Budget and Finance	September 2023	TBD

**Christmas 2022 Winter Storm:**

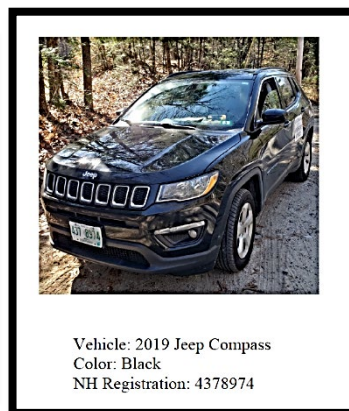
I prepared, and submitted to the NH Dept of Public Safety, our preliminary cost estimates for time and materials invested by the Town before, during, and after the storm. The total expenditure was around \$100,000. The NHDOS made a request for emergency declaration by the President of the United State. If a declaration is made, we will be able to apply for reimbursement of those expended funds. We are waiting to hear the president’s decision. If a declaration is made, we will then be able to submit our detailed expenditures for reimbursement.

**Haverhill Broadband Project:**

I have been actively working with the selected contractor with contract negotiations and with NCIC our grant management consultant on ensuring we are adhering to the requirements of our \$1M broadband grant. I expect to wrap up contract negotiations and notifications to the NBRC soon so that work on the project may begin.

**Assessing Services:**

The Town has contracted with KRT Appraisal out of Haverhill, MA to provide the Town’s assessing services. The assessor assigned to Haverhill, NH is, Richard Dorsett, who is located locally and already provides assessing services for surrounding towns. Recently, another employee of KRT has been performing site visits, his name is Doug Rollins and he drives a black Jeep Compass.



### **Woodsville High School Career & Wellness Day**

Town Administration, Haverhill PD, and the Highway Department will be represented at the Woodsville High School Career & Wellness Day on March 28, 2023 from 8:15am to 3:00pm. The purpose is to promote a career in municipal government for the teens of Haverhill.

### **North Haverhill Cross Walks:**

I met with the North Haverhill Commissioners regarding the status of the status of NH DOT's design for resurfacing along Route 10 in the summer of 2023. The contract that includes the Route 10 crosswalks has been awarded and is scheduled to be constructed this summer, and there are curb ramps included for 4 new pedestrian crossings. In the coming weeks we will receive agreements for the crosswalks, which will indicate that overhead streetlights will be required at each location. There is a pre-construction meeting coming up on March 16th that I will be attending. We have been told that citing and marking where the new curb ramps with ADA plates will tie into the existing sidewalk is going to be a judgement call made by the engineer in the field. Typically, the contractor will use marking paint to lay out the locations of curb ramps. Once this occurs, we will have a visual of what the work will look like to install sidewalk connections. For us most sidewalk connections are across grass, fairly simple and inexpensive to install. We will want to have ample coordination during the project with the onsite engineer; I will clarify the process for that during the preconstruction meeting. Once we have an idea of what will be needed to tie the new curb ramps into the exiting sidewalk, we will need to reach out to District 2 for an excavation permit; District 2 will also be involved with the utility company for pole licensing. Once the pavement contractor demobilizes, layout lines will be marked for the striping contractor.

- IF the overhead streetlights are in place at the time of that layout, the State NH DOT will install the crosswalk markings and will open a work order to have pedestrian crossing signs installed.
- IF the lights are not in place, the Town can follow up with Bureau of Traffic once they are operational and the State NH DOT will have the signs installed then, but the initial installation of the crosswalk markings would become the responsibility of the Town since the project's contractor will have demobilized.

In summary:

1. If the poles and lights are in place for construction: the State will pick up the cost for installation of curb ramps with ADA plates, markings, and signs.
2. If the poles and lights are not in place for construction: the State will pick up the cost of curb ramps with ADA plates and signs, we install and pay for markings later.
3. In both cases, the lighting and sidewalk connections (so access from sidewalk to curb ramp/ADA plate) is our responsibility.

I am in communication with North Haverhill Commissioners to ensure we are all working together on this effort and planning for these crosswalks together.

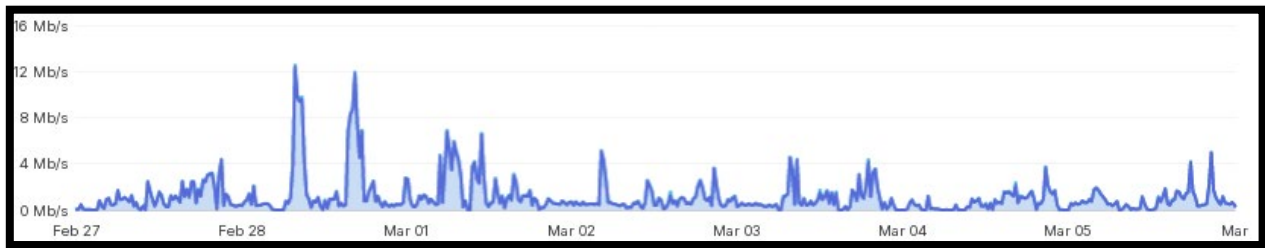
More to come...

**Haverhill Public WiFi Network:**

The Town of Haverhill deployed free public Wi-Fi along Central Street in 2021 and at the Woodsville Community Field in 2022. Currently, there are three (3) hosts on Central Street; Vickie Wyman of The Atlantic Real Estate Network; Robert Welsh of Welsh Reality Apartments; and Mike & Brie Choate of Mike’s Garage in Woodsville Village. All antennae are seeing regular internet traffic. The two antennae that get the most traffic are the WelshOmni and MikesOmni antennae. Usage of the system has declined as expected due to the colder weather and residents not being out in the park or on the streets as much.

<b>Total Unique Clients (last period)</b>	<b>Total Unique Clients (this period)</b>	<b>Avg# of Clients per Day (last period)</b>	<b>Average Usage per Client (this period)</b>
350	301	284	77

Network Usage Over Time:



**Advisory Budget Committee:**

The Advisory Budget Committee held thirteen (13) meetings throughout December, January, and into February at which me, Assistant Town Manager Boucher, and Department Heads presented departmental budgets, discussed projects and anticipated expenditures in support of planned project as well as regular operations. The Advisory Budget Committee requested a great deal of information on past expenditures, current expenditures, and projected expenditures, of which we provided. They were provided wage details, job descriptions, organizational charts, COLA projections for towns around New Hampshire, and much more information that extended beyond what is traditional for an Advisory Budget Committee’s scope. Staff were open and forthcoming with information requested by the committee, and we felt discussions were productive and helpful.

**National Flood Insurance Program:**

The Federal Emergency Management Agency visited with Town Administration in September 2022 for an initial Community Assistance Visit (CAV). At that meeting, we reviewed parcels within the flood plain and properties that carry flood insurance. On December 21, 2022, Town Administration receive the CAV report, which outlined FEMA’s concerns. In response, the Town provided documents requested. On March 1, 2023, there was a follow up meeting held with FEMA to review properties within the flood plain that may not be in compliance with the National Flood Insurance Program. It was determined that there is one large parcel that is not in compliance, and to avoid putting our membership in the National Flood Insurance Program as risk, we will need to work with the owner of that parcel to help bring them into compliance. A letter will be prepared, and a meeting scheduled to discuss what needs to be modified to bring the property into compliance. Additionally, it was determined that the Town of Haverhill’s construction permit needs to be overhauled. We will begin that work after Town Meeting.

**Grant Activity:**

Grants pay for the products and services the town provides and or allows us to do things that we otherwise would not be comfortable asking residents to pay for through taxation.

Below is a list of grants the Town of Haverhill has applied for and/or received recently:

**AWARDED:**

- CARES – Airport Operations (\$20,000 / awarded / reimbursement received)
- CRRSA – Airport Operations (\$9,000 / awarded / reimbursement in-process)
- ARPA – Airport Operations (\$22,000 / awarded / reimbursement in-process)
- FAA/AIP – Runway Pavement Maintenance (\$130,974 / awarded / in-process)
- BIL/AIG – Airport Capital Improvement Plan (CIP) projects (\$110,000.00 X 5 years)
- Locality Equipment Purchase Program – Police Cruisers (\$50,000.00)
- ARPA – Welfare & Highway overruns & equipment for the Haverhill PD (\$238,000.00)
- MMNH - Jessie Levine ICMA Annual Conference Scholarship (\$1,500.00)
- NBRC – Haverhill Last-Mile Broadband (\$1,000,000 million)
- NHDOS – Traffic Enforcement Grant (Mobile Data Terminals) (\$7,528.00)
- NHDOS – E-CRASH Grant - Barcode Scanners for ID (\$5,969.00)
- NHDOS – LIDAR Speed Units & Portal Speed Displays (\$4,498.00)
- NHDOS – Portal Radios Grant (\$26,000.00)
- SS4A – Safety study of all roads and intersections in Haverhill (\$200,000)

**NOT AWARDED:**

- Culvert Flood Risk Assistance Grant (\$400,000) for Flat Iron Bridge replacement grant was not awarded, we will have an exit interview to assist us with reapplying this year (2023).

**PENDING AWARD:**

- EPA – Decontamination & remediation of 42 Railroad Street (\$25,000.00 / pending)
- BEA – Demolition grant for 42 Railroad Street (\$105,000 / pending)
- Brownfield – Decontamination & remediation of 42 Railroad Street (\$85,000 / pending)
- Safe Streets 4 All – Action Planning grant (decision expected in Jan 2023)
- FAA/AIP – Land Acquisitions & Easements for Runway Safety (\$\$\$ pending P&S)
- Congressional Spending Request – Purchase or construct 3 hangars at the Dean Memorial.

NOTE: There is \$530,000.00 AIP grant funds in the Dean Memorial Airport’s (5B9) AIP account for Capital Improvement Plan (CIP), which includes the FAA/AIP Land Acquisition & Easements project listed. Every year another \$150,000.00 is added to the AIP account for CIP projects at 5B9 as well as access to non-discretionary funds if needed.

**Department Head Reports:**

- ❖ **Dean Memorial Airport** – With recent storms there has been snow removal at the airport, preparations for 2023 fundraisers, and 2023 Airport Awareness Day.

- ❖ **Maintenance Department** – Regular maintenance, cleaning, repair at all town facilities. Heating system maintenance and repairs at JRM. Upgrades and improvements at Tax Collectors office. Preparation work for new mechanical room, ½ bath, and storage area in previously unfinished area upstairs. Rehang doors to storage areas at CMB and install new locking hardware. Ordered and set up new microphone/PA system equipment at CMB. Repairs to waste oil burner at Highway Garage, install new damper control at ceiling furnace exhaust vent pipe. Install new utility sink and relocate eyewash station. We now have 3 collection bins for used clothing at JRM, collection pickups are once per week and may go to twice per week if collection rates continue at this pace or increase. Looking into options for recycling programs for other items to determine cost and viability of these programs. Doors for Clifford Building and related hardware have been installed and the next set will be installed soon. Finishing the vestibule for the Tax Collectors office space. Oversaw structure stabilization of the Caboose. Working on the blowers in the JRM gym.
- ❖ **Highway Department** – There have been a few large storms that kept the Highway Department busy. The crew has also used fair weather days to maintain equipment and trucks. The department is preparing for spring thaw, which means muddy roads, as well as the planning for summer work.
- ❖ **Parks & Recreation Department** – Winter programs underway, such as pickleball, preschool playgroup, senior stretch, and more. P&R will begin a new Craft Fair/Farmers Market on April 16<sup>th</sup> anyone wishing to be a vendor should contact Sherri.

❖ **Welfare Department** –

**Emergency Shelter Client Updates**

The town is currently paying for emergency shelter housing at the Presidential Mountain Resort (PMR) in Bethlehem for client #489, client #490(a couple), and a family with five children who were evicted from their home in Woodsville. The couple with a baby and the wife’s father, #492, who came to the town for assistance after the NHERAP administered by TCCAP had stopped taking applications on October 20th, 2022, have found a rental property in Barnet, VT, and we assisted with first month’s rent and security deposit, as TCCAP does not assist with out-of-state properties. The NHERAP paid \$48,434.40 to All Seasons Motel and \$8,820 to The Eastgate Motel, and \$3,720 to PMR for the month of January 2023. We currently have four new adult clients who are homeless and five children. We have a total of 26 adults and 8 children who are homeless in three motels. We currently have 4 clients (3 rooms) at Eastgate Motel in Littleton, 16 clients and 3 children (12 rooms) at All Seasons Motel/Nootka, and 6 clients and 5 children (4 rooms) at the PMR in Bethlehem who are homeless. This is a total of 19 rooms, 12 of which are paid for by TCCAP for NHERAP. Two clients, #457 and #485, left for permanent housing on February 3, 2023, and I have received confirmation that one client at the PMR, #486, has been extended for NHERAP until March 2023. All but five clients had applied for NHERAP, and one client at PMR has applied for the Bridge Program through Northern Human Services; however, the state of NH has suspended the Bridge program, so the town has to pay for #489. One of the clients at the All Seasons Motel, #457, moved to an apartment as of 2/3/23, with assistance from TCCAP with the security deposit, and the town assisted with the first month’s rent. We are utilizing the TCCAP shelters whenever possible when they are not full to capacity.

## General Assistance Updates

In the last month, I assisted with 2 new application for the payment of property taxes for 2 more homeowners who applied for HAP (Homeowners Assistance Program), one who was approved for over \$5000 in back property taxes and another for over \$8000 is pending paperwork. The town paid one month's rent for client # 318, who was being evicted, however, was allowed to stay. He had found a job, however, transportation became an issue, and he lost the job, and will not be able to pay his rent for February. The town also paid for a rent in Woodsville to avoid eviction for client #409. These clients have to submit weekly work searches, and have applied for assistance through a new TCCAP Housing Stability Grant program. I assisted a total of six clients with these applications this month, however, only those with an income are eligible, so the two without income, #318 and #409 did not qualify, and we had to pay their rents for February in order to avoid them becoming homeless. Transportation was an issue for #409, and a part was needed to fix her car, so the town paid for the part in order to facilitate her transportation to work and eliminate the need to continue paying her rent.

❖ **Public Health** – Still working with State and Federal Agencies for the mitigation and removal of the structure at 42 Railroad Street.

❖ **Emergency Management** – As Haverhill's EMD I have been attending regular EMD calls with the state. Focusing on long range planning for a fully equipped Emergency Operations Center (EOC). Also preparing for our response should the Christmas storm be declared an emergency.

❖ **Police Department** –

*Mentorship is not about making someone just like you, it is more about making them a better version of who they already are.*

*We all should be working to improve daily, improve ourselves, be a positive addition to those we interact with and as Law Enforcement effect a positive impact on our community. One way to succeed in this endeavor is to first serve at home. Home with the family and at the PD with our team.*

*The below article cut from Police One explains Servant Leadership and the benefits you and the team might attain from working to be a good partner, mentor and leader.*

### **Servant leadership**

Most of us are in this line of work because we feel that we have been called to serve others. As leaders, we cannot lose sight of this, and its influence is two-fold. We cannot lose sight of our calling to the community, but more importantly, we now have a call to serve our followers. Servant leadership is an art that can only be perfected over time. Even in the Bible, we see an example of servant leadership when Jesus washed the feet of his disciples. The point being is, we have to humble ourselves and learn what our followers need to be successful and do whatever is in our power to get it for them. So how do we do this? How do we become servant leaders?

There are two foundational cornerstones that we need to have to gain and maintain any relationship: trust and respect. Once we have these, and they will take some time to gain, we will have followers who will do anything for us; however, we must be willing to do anything for them. There are several books and articles out there that are designed to help establish a direction toward servant leadership. One of these books is Cara Bramlett's *Servant Leadership Roadmap*. In her book, she outlines 12 competencies to servant leadership that help lay these foundations. These competencies are centered on the individual leader and not the followers. Yes, ironic, I know, but to lead others, we must first lead ourselves. We as leaders need to look at competencies such as self-awareness, empathy, acting with humility, culture of trust, listening, mentoring, vision and continuing self-development. Above all, we as servant leaders should really concentrate on empathy, mentoring and self-development.

## **Empathy**

Bramlett writes, "As leaders, one of your greatest strengths is empathy." Empathy is the pathway to each of the competencies of servant leadership. When we express empathy, we can open up and talk to our followers and truly delve in and learn about them as people, getting past the label and surface of them simply being an employee. One thing that has always impressed me about the sheriff I work for is that he knows everyone in the department by name. Once we start practicing this empathy, we are teaching ourselves to be listeners and we start building that trust and respect that will be needed to be an effective and influential leader. Empathy is not, however, an open door to cave to every need of our followers, but it will build the trust we need so that in the event we have to tell someone "no," that individual will have the trust and understanding in the decision that was made. Through empathy, we as leaders can now connect on a much deeper level with our followers, giving us a different perspective on the decisions we make and how they will affect others.

## **Mentorship**

For anyone to have success, there is almost always a mentor involved. Someone who was there to help an individual find their way, understand what it is going on and pass knowledge of approaches and tactics that have or have not worked. Think about your career and who your mentor was. What did they teach you? How strong of a relationship do you have with them, and how beneficial is it to you now? Mentorship is not about making someone just like you, it is more about making them a better version of who they already are. So what does this look like in practice? It is understood that every department has their own way of reporting crimes and different policies in which they operate. What are you doing to mentor your followers? Part of this comes through the trust process. Your followers must trust you enough to bring their problems to you and ask you for advice. Using phrases such as "If it were me, this is how I would handle it" may be acceptable, but is that really a step toward mentorship? One way to look at mentorship is through the lens of reflection. We all make mistakes, but we can learn from them. As a leader, taking the time to address these mistakes with our followers by analyzing the situation and the decisions that were made allows us to formulate a new way to respond to the same or similar situations in the future.

Another approach that can be taken is through practical applications as well. How many times have we as leaders shown up on a scene where the incident command system (ICS) is in place and we



immediately take over because of rank? What good is this doing for the younger officers? Instead, we should be there by their side giving them resources to be successful. Not only is this servant leadership in action, but this is practical mentoring by allowing them to operate with their own identity and supporting them with any advice they may need to be successful. John B. Edwards is a former commanding officer from the Georgia Bureau of Investigation (GBI). He is well known for traveling around the country giving leadership training classes and has written a book titled *The Burden of Command*, where he addresses the burden of servanthood. In a section of his book, he looks at the ego of a leader, writing: "Self-confident servant leaders can openly talk about their experiences, their past failures and mistakes, and use these stories as 'teachable moments.'" When have you set your ego aside? The perfect time for conversations like this is during the debriefing process of an incident, a meal break or even at shift change. The toughest part of leadership is showing a weakness. However, using these lessons learned and sharing them with your followers only empowers them to make good, sound decisions on their own.

### **Self-development**

Just because you have reached a certain rank does not mean your training, education and development as an officer and a leader should stop. What you invest in yourself will shine through and have a lasting impression on others. As I stated previously, we are leading a new generation of officers. This generation is not afraid to ask "why" either. We need to have the answer for them or know where to get the answer from. On the other hand, when our followers see that we stop training, seeking knowledge and just overall become complacent, they begin to see this as a new norm. Let's face it: the newer generation has new ideas that can get the job done twice as fast with half the effort. So when they see that we as leaders have stopped, their effort decreases as well.

Selflessly serving others is why we got into this job. Are there times where we seek the adrenaline rush? Yes! Moreover, to help our fellow man is the primary goal and responsibility of any police officer. Why must this change as a leader? We owe it to the next generation to keep the trade alive and respectable. As time passes and we move on to our next life endeavor, we are leaving a legacy behind us. Every summer, my family used to go to Edisto Island (South Carolina) and stayed in a rental house. My mother would always tell us, "Leave this place better than how you found it." Times are tough and changing; are you trying your best to leave it better than you found it?

Thank you

Chief

### **TASKS UNDERTAKEN AND/OR COMPLETED**

1. Minor upgrade to gym
2. Budget review community budget approved (Phase 2)
3. Accepted Intern from High School
4. PD Chief Message completed (Updated)
5. Interdiction training (Ongoing)
6. Active Shooter class Outline (Ready)

7. Our New Sgt's first month complete (Doing very well)
8. Part time animal control officer (identified)
9. Taser Training class set for June 16
10. Still working on Fraud Pamphlet
11. Disaster Wellbeing Check Program (Complete)
12. New Press release tab created on Town website
13. Directed School patrols to improve safety (Ongoing)