

**TOWN OF ASHLAND
BOARD OF SELECTMEN
REGULAR MEETING
MONDAY, OCTOBER 7, 2019 at 6:30 p.m.
ASHLAND WATER & SEWER CONFERENCE ROOM**

- I. PLEDGE OF ALLEGIANCE**
- II. CALL TO ORDER**
- III. PUBLIC COMMENT (Agenda items only)**
- IV. APPROVAL OF MINUTES**
 - a. BOS meeting(s); 9/16/2019; 9/23/2019; 9/27/2019; 10/1/2019
- V. NEW BUSINESS**
 - a. Ashland Parks & Rec. Director Barney; acceptance of gift (AC unit) and installation, plus parts from Squam Lakes Plumbing & Heating estimated value \$5,332.
 - b. Ashland Town Library – “Little Free Library” in Memorial Park
 - c. Ashland Water user charge and rate change announcement
- VI. OLD BUSINESS**
- VII. SELECTBOARD ITEMS**
 - a. Ashland Electric Department – Littleton, Mass to donate meters next year
 - b. Next Board of Selectmen meeting – Wednesday, October 9th, 2019 at 4 p.m. in the Ashland Water & Sewer Conference Room
- VIII. PUBLIC COMMENT (Agenda items only)**
- IX. NON-PUBLIC SESSION**
- X. ADJOURN**

Posted on 10/4//2019 at the Town Office building and town website

The Ashland Board of Selectmen reserve the right to enter nonpublic session when necessary according to the provisions of RSA 91-A. Any person with a disabling condition who wishes to attend this public meeting and needs to be provided reasonable accommodations to participate, please contact the Ashland Town Office at 603-968-4432 so accommodations can be made. It is asked that such requests be made with prior notice.

1 **ASHLAND BOARD OF SELECTMEN**
2 **WORK SESSION MEETING**
3 **MONDAY, SEPTEMBER 16, 2019**
4 **ASHLAND ELEMENTERY SCHOOL LIBRARY**
5 **6:30 P.M.**
6

7 **I. CALL TO ORDER**

8 The Town of Ashland Board of Selectmen held a work session meeting on Monday, September 16th,
9 2019 at the Ashland Elementary School Library. Chairman of the Board Frances Newton called the
10 meeting to order at 6:30 p.m. with a roll call vote; all the remaining Select Board members, Vice
11 Chairman Kathleen DeWolfe, Selectman Eli Badger, Selectman Leigh Sharps, and Selectman Casey
12 Barney signified they were present. Town Manager Charles Smith was also in attendance.
13

14 **II. PUBLIC HEARING** – the Board had a public hearing to discuss changing the Ashland Water Rates.
15 The public in attendance did not comment. Town Manager Smith recommended placing a hold on
16 voting in a new rate until the Board had a chance to review the new Asset Management Plan (AMP),
17 analyze the rate spreadsheet and design the new water/sewer rates. Board agreed to schedule a meeting
18 on September 23rd, 2019 at 10 a.m. in the Ashland Water & Sewer Conference room to review the
19 AMP and design a new rate. Town Manager Smith to invite the former Water & Sewer
20 Commissioners for their input on the AMP.
21

22 **III. APPROVAL OF MINUTES**
23

24 **MOTION:** Vice Chairman DeWolfe

25 *To approve the meeting minutes from September 3, 2019.*

26 **SECOND:** Selectman Sharps

27 **DISCUSSION:** Selectman Sharps and Vice Chairman DeWolfe had a few grammatical changes and
28 added context to the “Select Board Items” section.

29 **VOTE:** 4-0-1 (Selectman Barney abstained; absent for meeting)

30 **MOTION PASSED**
31

32 **IV. NEW BUSINESS**

- 33 a. **NH Department of Transportation (NHDOT) and Hoyle & Tanner** (Project #24904)
34 Bill Saffian, P.E. Bridge Design for NHDOT along with engineers from Hoyle & Tanner
35 gave a power point presentation about reconstructing the bridge (#076/080) along US
36 3/NH 25 over NH RR and Pemi River. NHDOT and Hoyle & Tanner’s presentation was
37 the first of a few meetings to occur before this project goes to construction, which they
38 estimate won’t be until 2023. NHDOT and Hoyle & Tanner discussed the current
39 condition of the bridge and received feedback from the public officials present about
40 concerns they may have, for example; emergency responses if the bridge was closed, and
41 rerouting traffic during the project. If the bridge was closed the project could be
42 completed in “one season” (March – November) whereas if one lane was left open the
43 project could be completed in two seasons. Over the next 6 – 8 weeks NHDOT will
44 publicize about another meeting where they’ll look for public feedback.
45
46 b. **Memorandum of Understanding (MOU) with Ashland School District and Town of**
47 **Ashland** – Ashland Fire Chief Heath presented an MOU for the Board to review. Purpose of
48 the MOU was for the Town to use the Ashland Elementary School as a mass care shelter.

1 MOU had not been reviewed since 2012 and is part of the town's emergency operations plan.
2 School Board to review and sign before final Board approval.

- 3 i. **Emergency Operations Plan (EOP)** – as part of the EOP is the Emergency Staff
4 Functions (ESF). Chief Heath reviewed with the Board about the ESF and will ask
5 the Department of Public Works and the Police Department to review their ESF for
6 the EOP.
7

- 8 c. **Town Auditor selection** – Town Manager Smith informed the Board that the current
9 agreement with Melanson & Heath to conduct the town's financial audit had expired. Town
10 Manager Smith solicited three proposals from firms to conduct next year's audit. The three
11 firms were Melanson & Heath, Vachon & Clukay, and Plodzick and Sanderson. Melanson &
12 Heath's offer was \$27,000 for 2019 but reduced to \$19,000 if the town extended for two years.
13 Vachon & Clukay's offer was \$20,900 but could be lower if as much work was not required.
14 Plodzick and Sanderson's offer was \$19,000 for three years. All the offers included auditing
15 the town utility departments. Board agreed to move forward with Plodzick and Sanderson
16

17 **MOTION:** Vice Chairman DeWolfe

18 *To enter into an agreement with Plodzick and Sanderson, P.A. for the purpose of conducting the*
19 *town's annual financial audit.*

20 **SECOND:** Selectman Sharps

21 **VOTE:** 5-0

22 **MOTION PASSED**
23

- 24 d. **Ashland Headworks and Septage Receiving Project; Clean Water State Revolving Fund**
25 **(CWSRF)** – Town Manager Smith informed the Board that the loan agreement for the
26 CWSRF had a 10-year repayment term. Town Manager Smith recommended that for cash
27 flow flexibility the terms with CWSRF be changed to a 20-year repayment.
28

29 **MOTION:** Vice Chairman DeWolfe

30 *To request that the loan agreement with the State of New Hampshire Water Pollution Control*
31 *Revolving Loan Fund Program and the Town for the Headworks and Septage Receiving*
32 *Facility Project be changed from a 10-year principal repayment to a 20-year principal*
33 *repayment.*

34 **SECOND:** Selectman Sharps

35 **VOTE:** 5-0

36 **MOTION PASSED**
37

38 V. OLD BUSINESS

- 39 a. **Town Manager updates and the Board of Selectmen project list** – the Town Manager
40 updated the Board with on going town department activity and the status of projects before the
41 Board.
42 i. **Solar project** – Selectmen Sharps recommended that the town place the proposal
43 received from an outside vendor for installing solar be placed on hold until a later
44 date. Board agreed – Town Manager to follow up with vendor.
45

46 VI. SELECTBOARD ITEMS

- 47
48 a. **Union negotiations** – the Selectmen appointed members for representation of the town for the
49 upcoming negotiations with the town union employees and a new Collective Bargaining
50 Agreement.
51

1
2 **MOTION:** Selectman Sharps
3 *To appoint the Town Manager, Selectman Badger, and Vice Chairman DeWolfe as*
4 *representatives for the union negotiations.*

5 **SECOND:** Chairman Newton

6 **VOTE:** 3-0-2 (Selectmen Badger and DeWolfe; abstained)

7 **MOTION PASSED**

- 8
9 b. **Town Manager evaluation form** – the Board to schedule a meeting on September 27th, 2019
10 at 9 a.m. in the Ashland Water & Sewer Conference Room to discuss the form further.

11
12 **VII. NONPUBLIC SESSION**

- 13 a. **MOTION:** Vice Chairman DeWolfe

14 *To enter nonpublic session pursuant to RSA 91-A:3, II (a).*

15 **SECOND:** Selectman Sharps

16 **VOTE:** 5-0

17 **MOTION PASSED**

18 **ENTERED:** 8:14 p.m. **RECONVENED:** 8:37 p.m.

- 19
20 b. **MOTION:** Vice Chairman DeWolfe

21 *To enter nonpublic session pursuant to RSA 91-A:3, II (a).*

22 **SECOND:** Selectman Sharps

23 **VOTE:** 5-0

24 **MOTION PASSED**

25 **ENTERED:** 8:38 p.m. **RECONVENED:** 8:40 p.m.

- 26
27 c. **MOTION:** Selectman Sharps

28 *To enter nonpublic session pursuant to RSA 91-A:3, II (a).*

29 **SECOND:** Selectman Barney

30 **VOTE:** 5-0

31 **MOTION PASSED**

32 **ENTERED:** 8:41 p.m. **RECONVENED:** 8:47 p.m.

33 **NONPUBLIC MINUTES WERE SEALED**

34
35 **VIII. ADJOURNED** – Board adjourned their meeting at 8:48 p.m.

36
37 *Town Manager Charles Smith wrote these meeting minutes on September 18, 2019.*

**ASHLAND BOARD OF SELECTMEN
WORK SESSION MEETING
MONDAY, SEPTEMBER 23, 2019
ASHLAND WATER & SEWER CONFERENCE ROOM
10:00 A.M.**

I. CALL TO ORDER

The Town of Ashland Board of Selectmen held a work session meeting on Monday, September 23rd 2019 at the Ashland Water & Sewer Conference Room. Chairman of the Board Frances Newton opened the meeting at 10 a.m. with Vice Chairman Kathleen DeWolfe and Selectman Eli Badger present for the meeting; Selectmen Sharps and Barney were absent. Others present for the meeting were Town Manager Smith, Superintendent Cross, DPW Director Moore, and former Water & Sewer Commissioners Dave Toth and Alan Cilley.

II. PURPOSE – the Board previously announced this meeting to have a discussion with the Department Heads and former Commissioners about the possibility of increasing water charges after receiving the Town’s Asset Management Plan for Water & Wastewater (AMP). Woodard & Curran recently completed the AMP and intends on presenting the report at an upcoming scheduled public meeting with the Board of Selectmen and NHDES. General observations from the Superintendent and former Commissioners was the accuracy of the report. The department has known the town Water & Sewer infrastructure is in critical condition and needs to be upgraded. For example; the report stated that the pipe which spans the Squam River and runs along the overpass on Depot Streets needs immediate attention. The pipe needs to be scoped out of concerns of blockage. Other areas of concern are the pump stations, they are getting older and in need of repairs. Overall, the report estimated that over the next five years Ashland Water & Sewer needs to invest \$5.2 million into improving the infrastructure. Many questioned how the report did not provide start dates for these projects? The Selectmen present agreed with the former Commissioners that the water rates needed to be increased to fund the department operations and capital projects. Woodard & Curran provided a spreadsheet, that was reviewed at the meeting, which analyzed on a three year average, what the town’s water rates and user charge should be if some of their projects are implemented over the next five years? The Selectmen agreed with Woodard & Curran’s analysis and based on their recommendations voted to increase the user charge \$5 and water rate to \$6.35. Notification of these changes will be mailed to customers with their October bill. Permanent change takes effect with the November billing.

III. User charge and water rate changes

MOTION: Vice Chairman DeWolfe

To increase the water user charge \$5 and to notify customers by October 10th, 2019.

SECOND: Selectman Badger

DISCUSSION: N/A

VOTE: 3-0

MOTION PASSED

1 **MOTION:** Selectman Badger
2 *To increase the water rate to \$6.35 and to notify customers by October 10th, 2019.*

3 **SECOND:** Vice Chairman DeWolfe

4 **DISCUSSION:** N/A

5 **VOTE:** 3-0-0

6 **MOTION PASSED**

7

8 **IV. ADJOURNED** – Board adjourned their meeting at 11:27 a.m.

9

10 *Town Manager Charles Smith wrote these meeting minutes on September 25, 2019.*

DRAFT

**ASHLAND BOARD OF SELECTMEN
WORK SESSION MEETING
FRIDAY, SEPTEMBER 27, 2019
ASHLAND WATER & SEWER CONFERENCE ROOM
9:00 A.M.**

I. CALL TO ORDER

The Town of Ashland Board of Selectmen held a work session meeting on Friday, September 27, 2019 at the Ashland Water & Sewer Conference Room. All the members of the board, Chairman Frances Newton, Vice Chairman Kathleen DeWolfe, Selectman Eli Badger, Selectman Leigh Sharps, and Selectman Casey Barney were present for this meeting. Town Manager Charles Smith was also present. Chairman of the Board Frances Newton opened the meeting at 9 a.m.

- II. TOWN MANAGER EVALUATION FORM** – the Selectmen adopted the Town Manager Evaluation Form. Next steps will be for the Town Manager to self-evaluate and submit the completed form to the Selectmen by the end of October. Each Selectmen will also complete the form. The Board will hold a nonpublic session on November 12th at 6:30 p.m. to review. The Town Manager will not be present at the nonpublic session.

MOTION: Selectman Sharps
To adopt the Town Manager Evaluation Form.

SECOND: Selectman Barney

VOTE: 5-0

MOTION PASSED

III. OTHER BUSINESS

- a. **Lakes Region Planning Commission – Transportation Technical Advisory Committee (TAC) appointments;** the Board appointed the Town Manager and DPW Director to TAC.

MOTION: Selectman Badger
To appoint Town Manager Smith and DPW Director Moore as representatives on the Lakes Region Planning Commission TAC committee.

SECOND: Vice Chairman DeWolfe

DISCUSSION: N/A

VOTE: 5-0

MOTION PASSED

- b. **Departments 2020 proposed budgets** – Town Manager Smith submitted the proposed 2020 budgets from Department Heads. Board to meet on Tuesday, October 1st at 4 p.m. to begin the process of approving a recommended budget.

- 1 c. **Ashland 4th of July Committee** – Town Manager Smith informed the Board about
2 the new officers on the committee. Board requested the Town Manager invite the 4th
3 of July Committee to their November 18th Selectmen meeting for a conversation about
4 the event.
5

6 **IV. NONPUBLIC SESSION**
7

- 8 a. **MOTION:** Vice Chairman DeWolfe
9 *To enter nonpublic session pursuant to RSA 91-A:3, II (a).*
10 **SECOND:** Selectman Barney
11 **VOTE:** 5-0
12 **MOTION PASSED**
13 **ENTERED:** 10:05 a.m. **RECONVENED:** 10:15 a.m.
14 **MINUTES WERE SEALED**
15

- 16 **V. ADJOURNED** – Board adjourned their meeting at 10:16 a.m.
17

18 *Town Manager Charles Smith wrote these meeting minutes on September 29, 2019.*

1 **ASHLAND BOARD OF SELECTMEN**
 2 **WORK SESSION MEETING**
 3 **TUESDAY, OCTOBER 1, 2019**
 4 **ASHLAND WATER & SEWER CONFERENCE ROOM**
 5 **4:00 P.M.**

6
 7 **I. CALL TO ORDER**

8
 9 The Town of Ashland Board of Selectmen held a work session meeting on Tuesday, October
 10 1st, 2019 at the Ashland Water & Sewer Conference Room. Members of the Select Board
 11 present, Chairman Frances Newton, Vice Chairman Kathleen DeWolfe, Selectman Eli
 12 Badger, Selectman Leigh Sharps, and Selectman Casey Barney. Town Manager Charles
 13 Smith and Ashland Electric Consultant Dick Joyce was also present. Meeting opened at 4
 14 p.m.

15
 16 **II. ASHLAND ELECTRIC (AED) 2020 BUDGET** – consultant Dick Joyce provided the
 17 Board with a recommended 2020 budget for Ashland Electric. Total recommended budget is
 18 \$299,340 less than the 2019 voted budget (\$3,254,040). A few highlights of key factors from
 19 the budget being reduced;

- 20
- 21 a. Salary and benefits were reduced
- 22 b. Energy costs are expected to lower (forward capacity market prices are fixed for the
- 23 next three years)
- 24 c. Bond principal payment decreases in 2020
- 25 d. Capital expenses reduced
- 26 e. Depreciation reduced
- 27 f. The 5% contingency expense was removed. Board voted on the Ashland Electric
- 28 2020 budgets (includes default).

29
 30 **MOTION:** Selectman Badger

31 *To approve the Ashland Electric Department 2020 budget for \$2,954,700.*

32 **SECOND:** Selectman Barney

33 **VOTE:** 5-0

34 **MOTION PASSED**

35
 36 **MOTION:** Selectman Badger

37 *To approve the Ashland Electric Department 2020 default budget for \$3,254,040.*

38 **SECOND:** Selectman Barney

39 **VOTE:** 5-0

40 **MOTION PASSED**
 41

1 **III. ASHLAND ELECTRIC DEPARTMENT 5 YEAR FINANCIAL FORECAST –**
2 consultant Dick Joyce provided the Board of Selectmen with a five-year financial forecast for
3 the department. By using a conservative approach with the forecast the expectations are over
4 the next five-years net income will rise for the department. Cash flow increase in years 2021 –
5 2023 with the expiration of debt obligations and the power purchase expense decreasing from
6 the adjustment to the forward capacity market.
7

8 **IV. ASHLAND ELECTRIC ENERGY PURCHASES –** the department has locked in energy
9 prices through December 2022. Since the commitment AED has purchased 2,028 megawatt-
10 hours (MWH) more than it requires and energy prices have decreased from \$50.95/MWH to
11 approximately \$42.00/MWH. Based on the current power prices, Dick Joyce recommended
12 the Board lock in 2023 and 2024 energy prices for AED. Based on the volume and
13 anticipated prices AED could reduce energy costs approximately \$338,000 compared to 2020.
14 Dick provided the Board with an analysis that compared AED’s purchased MWH’s versus
15 amount sold. As an independent analysis Dick also illustrated his analysis of power
16 purchasing for AED against the one provided by Vermont Public Power Supply Authority
17 (VPPSA) – Ashland’s power purchase broker. Results were quite similar. Board agreed to
18 have VPPSA bid for 2023/23 power purchase.
19

20 **MOTION:** Selectman Badger

21 *To have VPPSA go out for energy purchase bids for years 2023 and 2024 with a strike price*
22 *anything below \$45/MWH.*

23 **SECOND:** Vice Chairman DeWolfe

24 **DISCUSSION:** N/A

25 **VOTE:** 5-0

26 **MOTION PASSED**
27

28 **V. ASHLAND ELECTRIC DEPARTMENT 2020 RECOMMENDATIONS –** consultant
29 Dick Joyce provided the Board with a list of items the department can focus on in 2020.
30 Areas such as; commitment to employee and public safety, long term staffing for line
31 operations, capital planning, inspection of utility poles, identify equipment needs, and initiate
32 remote meter reading program.
33

34 **VI. NEXT BOARD MEETING –** October 9th, 2019 at 4 p.m. in the Ashland Water & Sewer
35 Conference Room.
36

37 **VII. ADJOURNED –** Board adjourned their meeting at 5:40 p.m.
38

39 *Town Manager Charles Smith wrote these meeting minutes on October 2, 2019.*



**Town of Ashland
Board of Selectmen
Agenda Report
October 4, 2019**

To: Board of Selectmen

From: Ann Barney Park & Recreation Director

Subject: Donation of an AC unit from Squam Lake Plumbing and Heating

Background: Maurice Guyotte contacted me to see if I would be interested in a new AC unit for the Booster Club. They are willing to donate the unit, parts and labor for the unit.

Issue:

Recommended motion: I would like the Board of Selectmen to vote to accept the very generous donation an AC unit from Squam Lake Plumbing and Heating.

Discussion:

Fiscal Impact: An electrician would need to install wire from main panel to outdoor unit.

SQUAM LAKE PLUMBING & HEATING LLC

PO BOX 134
ASHLAND NH 03217

Estimate

Date	Estimate #
9/30/2019	9948

Ashland Area Recreation Association
PO BOX 558
Ashland, NH 03217



Please Mail signed copy with depositions

Description	Qty	Cost	Total
Labor: Install new mini split system for main living room/kitchen area. Test and start system.		1,400.00	1,400.00
Commodity Electrical 14.4STRMSR-100	1	100.00	100.00
Stranded Wire 14AWG 4 Strands 100FT Gray Mini Split Riser	1	88.00	88.00
Rectorseal 87733	1	2,462.00	2,462.00
Wall Bracket Expandable 22 x 33-1/2 x 18 Inch Steel for Condenser	1	1,055.00	1,055.00
Daikin EAIRXS36LVJU outdoor unit, skyair Lv-srs Hp Dctlss 3ton			
Daikin FTXS30LVJU			
Indoor Unit SkyAir Single Split Ductless Heatpump 2.5 Ton 30000 BTU 19.3 SEER 208/230 Volt 1 Phase White 60 Hertz Wall 13-3/8 x 47-1/4 x 9-7/16 Inch	1	168.00	168.00
Line Set WLS581250	1	59.00	59.00
Line Set 5/8x1/2 Inch 50 Foot Single White			
LD-122-W 4 1/2 DUCTIN 8'			
Donation of labor/materials		-5,332.00	-5,332.00
An electrician will need to install wire from main panel to outdoor unit.			
		Total	\$0.00

Note: This is not a contract or a Bill. It is our best guess of the total price to complete work stated above, based on information provided by customer. Please note that this Estimate is only valid for 30 Days.

Pricing may change if job specifications/cost of materials change.

Customer Signature

All material is guaranteed to be as specified. All work to be done in a workmanlike manner according to standard SLP&H practice. All alterations in the above specifications involving extra costs will only be done with written consent and will be an extra charge. All agreements contingent upon strikers, accidents or delays beyond SLP&H control. Owner to carry all necessary construction insurance. SLP&H is fully insured.

**Town of Ashland
Board of Selectmen
Agenda Report**

Date: October 3, 2019

To: Board of Selectmen

From: Sara Weinberg, Library Director

Subject: Little Free Library

Recommended motion:

Background:

The Ashland Town Library would like permission to sponsor a Little Free Library in Memorial Park. Little Free Libraries have become a global phenomenon, connecting people with books and helping to promote literacy in communities around the world. The proposed Little Free Library would be a small, cupboard with a shelf and a Plexiglas door. The labor and materials have all been donated for this project. Our little free library will be built to resemble the Ashland covered bridge and will be approximately 2 feet by 2 feet and placed on a pressure treated post. The post will be approximately 2 feet in the ground and about 5 feet above ground. The Little Free Library will be stocked with a variety of books for all ages. People can take whichever books they choose and either keep or return them. A Little Free Library would also give the community access to books when the Town Library is closed. We plan to have our Little Free Library placed on the global "Little Free Library" network. The Memorial Park is an ideal, central location for this project, as well as convenient for library staff and volunteers to restock. I met with the Memorial Park Trustees on September 19th, where they approved my request. The Trustees would like to place the Little Free Library behind the half circle of green benches closest to Main Street, to the right of the "Memorial Park Ordinance" sign. I am asking for the approval of the Select Board to place a Little Free Library in Memorial Park. Please don't hesitate to contact me if you have any questions. Thank you for your consideration, Sara Weinberg.

Fiscal Impact:

The Ashland Town Library Now Has A LITTLE FREE PANTRY!

A Little Free Pantry is a cabinet filled with food, staples & toiletries donated by members of the community and is available to anyone during open library hours.



The Little Free Pantry movement was started by Arkansas resident Jessica McClard in May 2016 and there are now nearly 700 community based little pantries around the country.

The idea was based on the Little Free Library concept of "take a book, leave a book" that communities have been embracing for over a decade.

Donations will be accepted to keep the pantry stocked. This is a great way for neighbors to help neighbors and show that we care about each other.

Stop by the library for a suggestion list if you are interested in donating!

**OPEN HOURS: Mon, Tues, Thurs, 1-7 pm
Fri, Sat 10-2 pm**

603-968-7928

ashlandlibrary@roadrunner.com

ashlandtownlibrary.org

Ashland Town Library
41 Main Street
Ashland, NH 03217



Town of Ashland
New Hampshire 03217

TOWN OFFICE
OFFICE (603) 968-4432
FAX (603) 968-3776

ANNOUNCEMENT

Dear Ashland Water Customers,

Effective November 1, 2019 the Ashland Water user charge will increase \$5 and the new water rate will be \$6.35/per 100 cubic feet. The increase in these charges was determined based upon a rate study completed by Woodard & Curran Engineers, which included extensive research and data analysis about the Ashland Water Department. The rate study determined an increased user and rate change was necessary to generate revenue to support the Water Department operational budget, maintenance costs, capital reserve goals, and improve our infrastructure that needs critical upgrades. Overall, this increased revenue will help our ability to deliver quality service that meets your expectations.

We thank you for your business. Please feel free to contact Ashland Water if you need further information or clarification.

Sincerely,

Charles Smith

Town Manager

On behalf of the Ashland Board of Selectmen