



Town of Candia  
LAND USE OFFICE  
Candia, New Hampshire 03034  
(603) 483-8588



April 20, 2017

Town of Candia  
Board of Selectmen  
74 High Street  
Candia, NH 03034

RE: 2017-2018 NH Municipal Technical Assistance Grant (MTAG)

Board of Selectmen:

The Planning Board recommends that the Board of Selectmen approve \$2,500 in funds be allocated towards an application for a \$10,000 NH Municipal Technical Assistance Grant (MTAG). The grant will make possible a professional review of planning and zoning regulations related to residential development and in support of the newly adopted Candia Master Plan.

Carol Ogilvie, who recently retired from the Town of Peterborough after more than 10 years as the Community Development Director, will be writing and submitting the application on behalf of the Town of Candia. See attached proposal and bio.

With the Grant, Carol would be able to review the Community Profile, our adopted Master Plan and with public input, help to develop and re-write some of our zoning regulations and ordinances so that Candia can be pro-active in regards to future planning.

Sincerely,

Tom Giffen  
Planning Board Chairman

Cc file

4-19-2017

That the Candia Planning Board recommend to the Board of Selectmen that \$2,500 in funds be allocated for the town's application for a \$10,000 NH Municipal Technical Assistance Grant (MTAG).

The grant will make possible a professional review of planning and zoning regulations related to residential development, and in support of the newly-adopted Candia Master Plan. That plan notes the town will "Encourage greater diversity in housing choices to attract young families to the community while enabling the town's older population to age in place."

### **NH Municipal Technical Assistance Grant (MTAG) Program 2017-18**

The MTAG Program's purpose is to provide funds, through a competitive application process, to assist communities that want zoning regulations to support housing options for the diverse and changing needs of their citizens.

Grants range \$2,500 to \$10,000 -- a 25% cash match is required

Grants may be used for planning consultants to assist in evaluating current regulations and determining the need(s) for changes/additions. Note that a portion of each grant MUST be used for outreach and community input on the project.

Plan NH's Robin LeBlanc has indicated Candia is an excellent candidate for the MTAG based upon our recently-approved Master Plan and the work needed to support it.

Southern New Hampshire Planning Commission is currently in rebuilding mode – Ms. LeBlanc has recommended that planner Carol Ogilvie of Municipal Resources, Inc. (bio follows) apply for the grant on Candia's behalf and undertake the planning work once grant monies are secured.

### **CAROL OGILVIE - BIO**

Carol Ogilvie, who recently retired from the Town of Peterborough after more than 10 years as the Community Development Director, has more than 25 years of experience in local, regional, and state government, with a focus on town land use planning, as well as economic and community development. Prior to her role in Peterborough, Ms. Ogilvie was employed for 14 years with the Southwest Regional Planning Commission in Keene planning agency serving 35 towns, where she provided planning and zoning assistance to local boards, and was involved in the development of numerous local master plans, hazard mitigation plans, and the drafting of model regulations for subdivision, site plan review, and earth excavations.



**Southern New Hampshire Planning Commission**

438 Dubuque Street, Manchester, NH 03102-3546, Telephone (603) 669-4664 Fax (603) 669-4350  
www.snhpc.org

Subject: An Age-Friendly Community – Candia Assessment

In cooperation with the Southern N.H. Planning Commission (SNHPC), the town is hosting an information session to raise that awareness and examine opportunities for cross-generational synergies through a moderated discussion with your peers from Candia. Invitees may include representatives from town departments (police, fire, planning, library, recreation, administration, code enforcement, public works), volunteer boards and committees, school officials, senior organizations, youth groups, churches, civic organizations, health providers, recreational organizations, and of course residents.

The discussion will be led by Commission staff. They have conducted similar sessions with all of the communities in their region. This allows them to better assess age-friendly opportunities and issues regarding housing and zoning, transportation and accessibility, recreational space, social/civic engagement, community communication and support, and business and economic development.

Please join us at: Candia Town Office, Meeting Room.  
Tuesday, May 2nd, 2017, from 4:00 - 6:00 p.m. (dinner after)-  
Scrumptious dinner (pizza, salad, dessert and beverages from Candia House of Pizza hosted by AARP)

If you can't make the meeting but would like to provide input to our resident survey, please participate in our age-friendly resident survey at:

<https://www.surveymonkey.com/r/BecomingAgeFriendly>

Thank you for your time and for participating in this work.

Andria Hansen 483-8101x200  
Board of Selectmen Administrative Assistant  
ahansen@townofcandia.org

Please R.S.V.P. to Andria

LOOK  
PLEASE READ

C.R.

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## TOWN OF CANDIA

**Policy Number:** 2011-004  
**Subject:** INVESTMENT POLICY  
**Adoption Date:** March 24, 2014  
**Revision Date:**  
**Effective Date:** March 24, 2014  
**Supersedes:**

### SECTION 1. PURPOSE

The investment policy establishes a framework for the safe and prudent investment of public funds. It also provides guidance and direction for elected officials and staff in the daily conduct of investing activity in addition to improving consistency, creating and defining accountability and in ensuring that laws are followed.

This policy shall be known as the "Town of Candia Investment Policy" and may be cited as such.

### SECTION 2. SCOPE

The investment policy applies to all financial assets in the custody of the Town Treasurer of the Town of Candia, New Hampshire. These funds are accounted for in the Town's annual audited financial reports and include the following:

- General Fund
- Sub-accounting funds
- Special revenue funds
- Capital Project funds
- Any new funds created by the Town, at Town Meeting or by the Board of Selectmen, unless specifically exempted by the articles of its creation.

Furthermore, the investment policy applies to all transactions involving the financial assets and related activity of all the foregoing funds.

### SECTION 3. OBJECTIVES

The investment policy objectives are stated below:

1. To ensure the preservation of capital and the protection of investment principal;
2. To maintain sufficient liquidity to meet operating requirements;
3. To satisfy all legal requirements;
4. To attain market-average rate of return on investments taking into account risk and legal constraints and cash flow considerations.

## **SECTION 4. GENERAL POLICY**

All depository accounts of the Town must be held in the name of the Town. All income payable to the Town and all revenue received by the Town shall be forwarded to the Town Treasurer.

In selecting depositories, the credit worthiness of institutions shall be considered and the treasurer shall conduct a comprehensive review of the prospective depositories' credit characteristics and financial history.

The investment policy delegation of authority is stated below:

1. In accordance with Chapter 41:29 of the Revised Statutes Annotated (RSA) (Appendix A), of the State of New Hampshire, the responsibility for conducting investment transactions resides with the Town Treasurer, with the approval of the Board of Selectmen. No person may engage in an investment transaction except as provided under the terms of this policy and the internal procedures and controls hereby established.
2. Whenever the town treasurer has in custody an excess of funds which are not immediately needed for the purpose of expenditure, the town treasurer shall invest the same in obligation of the United States government, in the public deposit investment pool established pursuant to RSA 383:22. The Treasurer may also invest such funds in deposits of Interest Bearing Accounts of Federally Insured Banks chartered under the laws of New Hampshire, or chartered by the Federal Government with a branch within the state.
3. The investment policy will be conducted in accordance with the "prudent person" standard which requires that:  
Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
4. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict (or appear to conflict) with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

## **SECTION 5. TOWN TREASURER DUTIES**

The Town Treasurer shall have custody of all moneys belonging to the Town, and shall pay out the same only upon orders of the Selectmen, or, in the case of a conservation fund established pursuant to RSA 36-A:5, upon the order of the conservation commission or in the case of a heritage commission fund established pursuant to RSA 674:44-a upon the order of the local land use board or its designated agent, or in the

case of a recreation revolving fund established pursuant to RSA 35-B:2, upon the order of the recreation or park commission, or other board or body designated by the town to expend such a fund.

The Town Treasurer shall keep in suitable books provided for the purpose of a fair and correct account of all sums received into and paid from the town treasury, and of all notes given by the town, with the particulars thereof. At the close of each fiscal year, the treasurer shall make a report to the town, giving a particular account of all financial transaction during the year. The Treasurer shall reconcile monthly all depository cash accounts and public fund accounts established pursuant to RSA 383:22, and submit the treasurer's books and vouchers to the Town and to the town auditors for examination, whenever so requested.

**SECTION 6. REVIEW AND AMENDMENT:**

This policy shall be reviewed at least annually by the Board of Selectmen, or its designee, with changes made as warranted, followed by re-adoption by the governing body.


The Board of Selectmen reserves the right to implement changes to this policy without prior notice if it is deemed in the Town's best interest.


This policy is available for public review and inspection. A copy may be obtained by contacting the Selectmen's Assistant/Office Manager.

A copy of this Policy shall be posted on the Town of Candia Website.

Adopted by vote of the Board of Selectmen on this date the 24th of March 2014.

  
\_\_\_\_\_  
, Chairman

  
\_\_\_\_\_  
, Vice Chairman



employees with the opportunity to participate in a voluntary, payroll-deducted supplementary retirement program.

### **WORKERS' COMPENSATION INSURANCE**

The Town provides worker's compensation insurance in accordance with applicable State Law. If a Town employee becomes disabled due to an on-the-job accident or illness so that they are unable to perform their normal duties and if the employee's physician releases the employee to return to work on modified duty by submitting a New Hampshire Workers' Compensation Medical Form to the Town stating such, every effort will be made to find temporary alternative/light duties for the employee either within their department or within another Town department until the employee is able to resume normal work duties, or for 18 months, whichever comes first. The alternative/light duties are to be defined by the department head.

### **DISCIPLINE POLICY**

It is the Town of Candia's policy to place as few restraints on personal conduct as possible. We are justifiably proud of our employees and the manner in which they conduct themselves. We rely on individual good judgment and sense of responsibility. Each employee is expected to act in an appropriate manner. However, for the protection of our property, business interests, and other employees, we have established certain rules of conduct. Violations of any rule cannot be ignored.

#### **Rules of Conduct**

The following actions are grounds for disciplinary action:

1. Theft, vandalism, or careless destruction of Town property, property belonging to a fellow employee, resident, or visitor, or otherwise unjustly acquiring money, property, or service from the Town or at the Town's expense in violation of any law of the State of New Hampshire.
2. Intoxication on the job or on any Town property, drinking alcohol, using illegal drugs, and possessing, and /or selling alcohol or using illegal drugs.
3. Use or possession of firearms on Town property, except by Police Officers.
4. Making fraudulent statements on employment applications or job records.
5. Performing work of a personal nature on Town time.

6. Personal use of Town telephones during work hours except outgoing local personal calls made and incoming personal calls received during meal and break periods, and except any calls of an emergency nature.
7. Solicitation for any purpose or selling of anything during working hours or in work areas unless specifically authorized by their supervisor.
8. Gambling during working time or on Town property.
9. Insubordination or willful disregard of a supervisor's instructions or insubordination to a Town official.
10. Fighting on Town property.
11. Excessive absenteeism or abuse of Sick Leave, including, but not limited to, more than three (3) consecutive days out unsupported by a physician's note; a discernable pattern of absences, such as the same day each week or each month; and on occasion when the employee, although claiming illness, is seen under circumstances which are suspicious or questionable.
12. Disorderly, immoral, or indecent conduct on the job or on any Town property, or such conduct under circumstances that reflect badly on the Town government.
13. Unacceptably poor performance on the job, inefficiency, or lack of cooperation.
14. Neglect of duty or negligence in performing duties.

The above list of Rules of Conduct is not all-inclusive and may be amended at any time without notice.

These rules are published for your information and to minimize the likelihood of any employee, through misunderstanding or otherwise, becoming subject to any disciplinary action. It is only fair that you should be familiar with those rules the Town considers to be important. It is also fair that you be apprised of the procedures to be used should any disciplinary action be required. We believe in using a process that is fair to all, yet maintains employee responsibility.

For these reasons we use a progressive discipline model for handling disciplinary/performance issues. This model is designed to bring deficiencies to the attention of the employee in as non-confrontational a manner as possible.

Department Heads and/or Supervisors are responsible for counseling employees as problems occur involving adherence to the policies, procedures, and rules of the Town and work unit.



**Andria Hansen**

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**From:** Sharon DeWitt [sldewitt@comcast.net]  
**Sent:** Thursday, March 30, 2017 2:31 PM  
**To:** Andria Hansen  
**Subject:** Re: After further consideration

This letter serves as my request for the board to review the March 8, 2017 budget committee recording.

I have included my personal transcript of the last 15 or so minutes of the meeting where Mrs. Young discusses the right to know request. I found several issues with this and would like this addressed. I am unsure of how to go about doing that. Many of the statements Mrs. Young made were not true. I was not present at the meeting.

I question whether or not this should have been addressed in a public meeting or a non-public meeting. Please refer to New Hampshire RSA 91-A:3 IIc:

(c) Matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of the public body itself, unless such person requests an open meeting. This exemption shall extend to any application for assistance or tax abatement or waiver of a fee, fine, or other levy, if based on inability to pay or poverty of the applicant.

I consider this issue a separate one from my right to know request review for the cost of the documents. I request that it be treated as such.

If you need further information, please do not hesitate to contact me at 603-483-0907

Thank you.

Sharon DeWitt  
Sent from my iPad

On Mar 30, 2017, at 11:32 AM, Andria Hansen <[AHansen@TownofCandia.org](mailto:AHansen@TownofCandia.org)> wrote:

Good morning Sharon,

I received your email from Selectman Komisarek yesterday and spoke to Chairman Robie about it. Chairman Robie has asked that an official request be sent to our office. If the intent has changed other than having the Board review the cost of copying for the RTK request, please state that in your letter.

Thanks,

*Andria Hansen*

*Candia Selectmen's Office*

*Tel: 483-8101*

*Fax: 483-0252*

----- Forwarded message -----

From: **Sharon DeWitt** <[sldewitt@comcast.net](mailto:sldewitt@comcast.net)>

Date: Tue, Mar 28, 2017 at 1:00 PM

Subject: After further consideration

To: [mlaliberte@candianh.org](mailto:mlaliberte@candianh.org), [skomisarek@candianh.org](mailto:skomisarek@candianh.org)

After reconsidering, as a matter of principle, I guess I can't let it go.

I'd like you to review the comments made at the 3/8/17 Budget Committee meeting.

I'd request you listen to the recording of the meeting to get the entire context of what was said as the drafted minutes don't reflect the statements in their entirety.

I've attached a copy of my transcription if the last portion of the meeting.

Sharon DeWitt  
Sent from my iPad

<3817BC.pdf>

From BC audio recording 3/8/17

Susan Young, Selectmen's Rep to the BC

As you all know, there was a right to know request. And I don't know if you know the details but this was just for Dana and myself for all our emails both Budget Committee and personal that had anything to do with the budget committee and the town. So out of 9 members, two of us were targeted, or it was requested for just the two of us, which, um, is interesting. And out of 5 Selectmen, just myself it was requested for my emails just myself and there's a couple of things I wanted to say on that. First of all, it is illegal to call someone and say to them something such as the school budget, i've looked at it and looked at it, it doesn't have any fat in it, I hope you know or vote for it. THat is not legal to do. It doesn't matter who you are on this board that is not legal and that has been done. the second thing I wanted to talk about is you discussed the atmosphere is different than last year. And I think it is and for a couple of reasons. I think this year, there's been a lot more questions asked cuz I've looked at the minutes from the last several years and I hadn't seen a lot asked about the school portion of the budget and that I think has ruffled some feathers and that I think is unfortunate but information is education and education is information. I don't think anyone should be prosecuted, targeted, or anything else for asking respectful questions and if you go back and listen to all the tapes, at least from April, they are very respectful as far as the questions being asked. They're factual. They're not, they're not pointing to anyone, they're not saying anything derogatory about anyone. They are factual questions being asked. And I feel very strongly that this right to know targeted two individuals who happen to have some knowledge of the school system and asked questions that were maybe a little tough, embarrassing or hard to answer. So the atmosphere probably is a little bit different because there hasn't been much discussion I've seen from the minutes, we didn't have audio recordings before or I didn't have access to any before April, so that's probably true. I want to give you a *quick political* history of Candia. This community has always been politically active, now I've only been here 64 years so, I know some of you are newer, some of you have been here a long time also. It's always been politically active. That's not a bad thing in my opinion but at the end of the day, it didn't matter if we had an election or a debate, or a candidates night, we could all and we did all go out for dinner or we would grab a pizza. I'm not feeling that this year with the particular contested races that we have going on this year. So that's just a brief history of what Candia used to be like. I'm glad we have new people coming in. I'm glad we have new people involved. I don't like the I always have said, people said how do you like being a selectman? I have always said I love the job, i love what i learn, I love serving the community. I hate the politics. I hate hate hate the politics and to me, this letter from Sharon DeWitt who is cousin to Nicole LaFlamme is politics at it's worst. Now, that is just my opinion because two of us were targeted out of 9. So we've gone over the rules, we've gone over a little history in the town of Candia. As you are aware, she has requested the emails from just Dana and myself. I am a staunch advocate for transparency and the right to know. I think you all know that. I open with it. We've done it with the selectmen, we've done it everywhere. And I'll tell you the truth, SHaron has a right to know what she requested. THat is a legal right and I wi9ll fight for that till the bitter end. What I question is why just Dana and my

3/8/17 bc

emails were requested on this board and just mine for the board of selectmen. Why not the entire boards. Is it politically motivated? Is it a slap on my wrist for questioning why the budget reports were not handed in on time? Am I in trouble for bringing up this RSA? Am I in trouble for calling the State just to make sure I had it right? Am I getting punished for that? I ask too many questions and I ask a lot of questions, you can ask my husband who is one of the many people in the audience tonight. I ask questions about everything, about everyone. No seriously, I'm always asking questions, that's how I learn. But I don't consider that a bad thing. The trouble is, there are consequences and I'm not sure this committee is aware of them for that request. That right to know request. First of all, what it did is it severely, severely taxed our town office staff. We only have two secretaries to serve this entire town. We don't have the amount of support that the sau has. We only have two secretaries trying to do this. It has taxed them immensely as well as a lot of other people. It has thrown our previous wonderful recording secretary under the bus for not posting minutes within 5 business days. Again, she was thrown under the bus last night at candidates night for not doing that and I do apologize to her for that. It's brought light to time and time again, the school not giving us information that time and time again we've asked for. It's also, it's also put the Chair of this Board and the Chair of my board of selectmen under immense scrutiny for things that they did or said and put in emails.

break for tape concern

In spite of all that, in spite of all that, I called...the day after we got the request, we started copying, I started copying. In spite of that, when it got to hundreds and hundreds of pages that we had copied, I still, was nice enough to, in my opinion, I called this office and said, hey listen, did Miss DeWitt give us a monetary cap because we are in the hundreds of dollars now. I shouldn't have because I didn't have to. We should have just kept copying away, copying away. I was nice enough to ask the ladies, do we have a cap here because she is well into three figures. And from what I understand, at that point, she told us to stop. We are still going through each of those items to redact things. The good news and I want to end on a high note because the good news is that I have not seen one law broken, not even anything unethical to the least out of and I think I've gone through 600 and something to date. I still have several hundred more. I have not seen that at all. But again, this has had ramifications, negative ones for the school, the School Board, their timely reports, or not timely reports and plus the two chair people who I think have a really hard job to do have now been thrown under the bus and ***it's just something that, if any of you want to pass on to your friends or neighbors***, it's just to me, it's gotten to a new low. The politics, this time around has gotten to a new low and I'm hoping, I'm hoping that will stop no matter who wins on Tuesday, I'm hoping that will stop. I mean, Nicole said last night that I was at a radio station. I have no idea where she grabbed that from. It's absolutely false. It's got to stop. It really does. Everybody just got along before. Why can't we get along. We can ask questions. I'm not mad at you guys if somebody's asking questions about the town, don't be mad if somebody is asking questions about the school. Okay?

Becky Cronk (School Board Rep to BC): I have two reviews for you on that

3/8/17 bc

Young: Yes

Cronk: First thing, you just called out Nicole by way of saying that Sharon is her cousin and this request came from her cousin.

Young: Facts, yeah

Cronk: Nicole did not know about the right to know request.

Young: Good

Cronk: I actually contacted my group and said, FYI, I just heard that we had a right to know request and she told me afterwards in a private conversation that she had no idea what was going on. That this was Sharon's doing so I caution you in insinuating that Nicole had something to do with that ahead of time.

Young: Good Thank you

Cronk: And then the other piece is that I know Nicole maybe pointed the finger at you and it may have been incorrectly pointed at you. But audio from our budget committee meeting was utilized on the Rich Girard show....Girard at Large

Young: Yup, it can be

Cronk: and was utilized against her personally, and vilified her. So she may have pointed fingers at you, it may have been incorrectly pointed at you but she was pointing it in that the audio recordings were turned around and used against her.

Young: They are public record, they can be used any way they want, just like her right to know.

Cronk: But I'm telling you that you know, when she is personally attacked on a radio show over something that may or may not have been said by her or somebody else. That is where she was going with that.

Young: well I hope next time

Cronk: It goes right back to the culture of the two boards. We are not working together. We are clashing heads almost on everything at this point and I would like to see that change going forward.

Dana Buckley: I just want to say that I responded to the request right away.

Young: We both did. Immediately.



120 Daniel Webster Highway  
Meredith, NH 03253

tel: 603.279.0352 • fax: 603.279.2548  
toll free: 866.501.0352

Municipal Resources  
www.municipalresources.com

April 14, 2017

Mr. Carleton Robie, Chairman  
Board of Selectmen  
Candia Town Offices  
74 High Street  
Candia, NH 03034

RE: Proposal for Human Resource (HR) Assistance

Dear Chairman Robie:

It was a pleasure meeting with the Board of Selectmen to discuss some of your needs pertaining to HR related assistance. Municipal Resources, Inc. (MRI) is pleased to submit this letter-proposal to provide some options for your consideration.

Following a discussion with Vice Chair Young I had provided some information on HR audit services that might provide an evaluation of what is in place and a plan to move forth with what is needed for compliance with laws as well as meet the needs of the town. At the recent Board of Selectmen meeting I attended, the Board provided excellent input on some key things needed, and I have prepared a variety of options for your consideration that could meet some of the town's needs. The Board expressed a primary desire to have a system developed to provide employees with some type of merit system to reward them and also have a classification and pay plan for all employees. Currently, only the police department personnel have a pay matrix and have been granted merit increases in addition to cost of living (COLA) increases, whereas the other town employees have not received any increases based on merit or performance.

I additionally reviewed the current "Performance and Personal Development Evaluation" system that is being utilized by the town for some positions but not on a consistent basis. While the information on the form has some merit, there is no correlation to merit increases that have been given, nor appropriate training on the system which is critical.

The following are some options for your consideration. I would be the primary Consultant for this work with assistance from others as needed. The fee for services listed are all inclusive for each option listed.

**1. Development of a Performance Evaluation System**

A new system would be developed that would incorporate a merit incentive component. Input would be received from some town personnel regarding important factors to consider, prior to the development. Evaluations with the new system would be conducted on an annual basis and replace the current system utilized by the town for some employees as well as within the police department. This option would include the development of the system, including both a form, Supervisor training manual, supervisory training and orientation training on the system for all employees.

**Inclusive Fee: \$5,500      Commence at a mutually agreed date, duration approximately 3 months**

**2. Pay and Classification Study Options**

➤ **Option A**

Development of a pay and classification plan to include full and part-time positions. Each position would be classified within a classification plan with a grade. A pay plan matrix would be developed that would be based on market average. New job descriptions would be developed or updated as

necessary. Employees would complete a questionnaire with follow-up interviews as needed. A salary and benefit survey would be conducted of comparable communities/positions. A report would be generated.

**Inclusive Fee: \$6,000**

**Commence at a mutually agreed date, duration approximately 4 months**

➤ **Option B**

A salary market survey would be conducted with a basic classification of positions. A pay plan matrix would be developed based on market average. A report would be generated.

**Inclusive Fee: \$3,500**

**Commence at a mutually agreed date, duration approximately 2 months**

**3. Human Resource (HR) Audit**

A comprehensive review and analysis of the town's human resource functions and operations; review of compliance with federal and state laws and regulations such as ADA, FLSA and HIPPA; all forms and processes would be reviewed and analyzed. Findings and recommendations would be provided in a report that would provide a roadmap for implementation.

**Inclusive Fee: \$5,500**

**Commence at a mutually agreed date, ongoing**

**4. Human Resources Assistance**

Varied Human Resources Assistance that may not be covered by any of the options listed can be provided on an hourly basis of **\$105 per hour**.

Please don't hesitate to contact me with any questions and/or modifications you might like. I look forward to hearing from you and assisting the Town of Candia with these important items.

Sincerely,

**Carol M. Granfield**

Carol M. Granfield, *ICMA-CM*  
Principal Management Consultant