



City of Concord, New Hampshire

Office of the Mayor

Mayor Byron O. Champlin

TO: Members of City Council

FROM: Mayor Byron O. Champlin

DATE: September 3, 2025

RE: Golf Course Advisory Committee

I propose the appointment of the following individuals to the Golf Course Advisory Committee for a three-year term to expire October 31, 2028.

- Judith A. Fairclough, 78 School Street, #2, Concord as a Season User. Judith Fairclough's application and resume are attached.
- Steve Norton, 59 Rumford Street, Concord as a General Public Representative. Steve Norton's letter of interest and resume are attached.

In accordance with Section 18 of the City Council Rules, these proposed appointments are being distributed to City Council as information in advance of formal action at the October 14, 2025 City Council Meeting.



City of Concord, New Hampshire

41 GREEN STREET

Concord, NH 03301

(603) 225-8500

APPLICATION TO SERVE ON A BOARD, COMMISSION OR COMMITTEE

All fields are required – Please note that all applicants who are appointed will be required to be sworn in

Applicant Name:	JUDITH A. FAIRCLOUGH
Street Address:	78 SCHOOL ST #2
Mailing Address:	CONCORD NH 03301
Telephone:	603-661-9640
E-mail:	jfairclough@orr-rend.com

Please specify the Board/Commission sought: GOLF Advisory Cttee

Please check the field(s) in which you have the requisite training and experience:

☐ Architecture	☐ Engineering	☒ Other <u>gardening</u>
☐ Land Use	☒ Law	☐ Construction ☐ Mechanical ☐ Plumbing ☐ Electrical

Occupation or Place of Employment:	Orra Rend. P.A. (Partner/Attorney)
Employer and Employment Address:	45 S. Main Street Concord NH
Employment Telephone:	603-223-9114
May you be contacted at work?	☒ Yes ☐ No

Education: Law School

Community Experience and Affiliations (both Concord and elsewhere):

Various board positions: NH Special Olympics; NH Bar Association;
Red River Theatre; Norris Cotton Cancer Center; Making Strides
Exec Committee plus college positions (mostly fundraising)

How long have you resided in Concord or the Concord area? 15+ years

In Accordance with RSA 91:2, in order to serve on a board, commission, or committee, you must be a citizen of the United States. Are you a Citizen?

☒ Yes	☐ No
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Why would you like to serve in this capacity?

Include experience or expertise relevant to board or committee for which you are applying.

I am an active Concord resident, member of Beaver Meadow
GOLF COURSE

Have you served on any Municipal or Non-Profit Boards or Committees in the past? Which ones and when? NH Special Olympics; Norris Cotton Cancer Center; Red River Theatre; Amer. Cancer Society	
Have you contacted the Chair of the Board/Committee to learn about the Board's mission/duties and the expectations of its members (with regard to attendance, time commitment, training, etc.)? ☒ Yes ☐ No	
Have you attended any meetings of the Board/Committee on which you want to serve? Yes ☒ No ☐	
Can you commit to attend 75% of meetings? Yes ☒ No ☐	
Please provide a brief biography? Attach resume, if desired. see resume	
Do you have any personal or business relationships with the City or any City officials or employees that could create a conflict of interest while serving on the requested Board or Commission? A conflict of interest is defined by Article 1-6-3 of the City Code of Ethics. If yes, please provide details on the relationship(s). no	
If you do not receive the appointment you are requesting, would you be interested in serving on another Board or Committee? ☐ Yes ☒ No	

BY SUBMITTING THIS APPLICATION, YOU UNDERSTAND THAT:

1. All members of City Boards/Committees are subject to the City's Code of Conduct;
2. This application is for consideration and does not mean you will necessarily be appointed to this board or committee;
3. You may be contacted to follow-up on any questions pertaining to the application; and
4. This application may be forwarded to the City Council for consideration at the Mayor's and/or City Manager's discretion;
5. All board members are required to be sworn in before they can participate or vote in any meetings;
6. At the end of your term, if you would like to be re-appointed you will be required to submit a new application and be sworn in;
7. This application becomes public record upon submission.


 Applicant Signature

5/14/2025
 Date

JUDITH A. FAIRCLOUGH, ESQ.

78 School Street, U2

Concord, NH 03301

603-661-9640 (mobile)

603-223-9114 (work)

jfairclough@orr-reno.com

EMPLOYMENT

1996 to Present	Orr and Reno, P.A., Concord, NH, <i>Attorney/Director</i> Chairperson, Family Law Practice Group (1997-2024)
1983 to 1993	McLane Middleton, Manchester, NH, <i>Attorney/Associate</i> Litigation and Family Law

EDUCATION

1980-1983	Suffolk University Law School, Boston, MA, J.D. <i>cum laude</i> Editor, Suffolk University Law Review
1974-1978	Colby College, Waterville, ME, B.A. Economics

PROFESSIONAL AND COMMUNITY INVOLVEMENT

- Executive Leadership Team, Making Strides Against Breast Cancer of NH (American Cancer Society)
- Board Member, Development Committee Chair, Red River Theatre (2022-present)
- Board Member, NH Bar Association Pro Bono Referral Program (former)
- Board Member, The Friends of Norris Cotton Cancer Center (2012-2021)
- Board Member, Special Olympics NH
- Board Member, Special Olympics NH (co-chair 50th Anniversary Gala 2019)
- Parents' Committee, St. Lawrence University (2011-2019)
- Member, Hearings Committee, NH Supreme Court Attorney Discipline System (2015-present)
- Volunteer, Healing with Arts Program, Norris Cotton Cancer Center (2014-2017)
- Program Faculty, NH Bar Association's CLE Program faculty member, having served as presenter on prenuptial, postnuptial agreements and asset preservation
- Certified Marital Mediator
- Certified in Collaborative Practice
- Founding and Advisory Board Member, NH Chapter of the American Academy of Certified Financial Litigators (CDFL designation in process)
- Member, American Bar Association Family Law Section
- Member, NH Bar Association Family Law Section, former co-chair

- Member, Collaborative Law Alliance/NH
- Member, International Academy of Collaborative Professionals
- Former Member, Family Division Rules and Policy Group, NH Supreme Court

HONORS AND DISTINCTIONS

- Selected by *The Best Lawyers in America* as Concord, NH “Lawyer of the Year” for Family Law (2019)
- Cited in *The Best Lawyers in America* for Family Law (2009-present)
- Recognized as a *New England Super Lawyer*, Family Law (2016-present)

PUBLICATIONS

Contributing Author, *A Practical Guide To Divorce In New Hampshire*

Chapters: “Prenuptial Agreements” and “Financial Affidavits”

Published by MCLE New England, December 2009 (as supplemented in 2011, 2022)

BAR ADMISSIONS

New Hampshire

Federal District Court of New Hampshire

Mayor Byron Champlin

September 2, 2025

City of Concord

Dear Mayor Champlin –

I'm writing to express my interest in being appointed to be a General Public Representative to the Golf Course Advisory Committee.

As you know, I am a long-time member of the Nordic skiing community in New Hampshire, and I believe Beaver Meadow is a critical resource to keeping the Nordic Community here in Concord strong and viable.

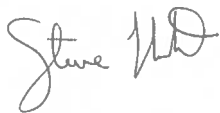
As part of that commitment to Nordic skiing, last year I joined the board of Ski The Beav, a Concord NH non-profit whose goal is to continue to develop young Nordic skiers through the regional schools – supporting over 200 youth and school-aged skiers participating in the Bill Koch Youth Ski League, Rundlett Middle School Nordic Team, Concord High School Nordic and many area high school Nordic ski teams. The hope is also to provide a venue for all citizens, regardless of ability to pay, the opportunity to enjoy Nordic skiing in Concord, even with the declining snow levels resulting from climate changes. Our work with the city last year successfully demonstrated that we CAN (!) make snow at Beaver Meadow so skiing can occur even in those light snow winters!

Twenty or so years ago, I coached the Concord Bill Koch ski program and then the Concord High Nordic Ski program. In those relatively abundant snow times, we had a stable of volunteers that provided us with great skiing which supported 40 team members and some great individual and team outcomes. My participation with Ski The Beav now is an effort on my part to give back to the community that gave so generously to me and our teams in the past. And I believe that my participation in the advisory committee can help ensure that our efforts to make Beaver Meadow a four season gem a success.

Please let me know if there's any additional information you need. I've attached my resume and can be reached via e-mail at steve-norton@comcast.net or via phone at 603-340-1324.

Thank you for your consideration.

Respectfully,

A handwritten signature in dark ink, appearing to read "Steve Norton". The signature is fluid and cursive, with the first name "Steve" written in a larger, more prominent script than the last name "Norton".

Steve Norton

59 Rumford Street

Concord, NH 03301

603-340-1324

59 Rumford Street
Concord, NH 03301

STEPHEN A. NORTON

(603) 340-1324
steve-norton@comcast.net

An executive with nearly 30 years of experience in the public policy field, with a long-term focus on healthcare including wide ranging experience in program management, research and analysis, and strategic support for various public and private institutions. My mission and focus has been to inspire and empower our communities and institutions to make the best policy and programming choices.

Independent Consultant

October, 2023 - Present

Working with mission driven organizations and government agencies to support strategic planning initiatives and programmatic development. Clients include Granite VNA, a home health care provider, Merrimack County supporting the development of 10 year long term care strategy, the Northern Forest Center and the development of a strategic plan for the Northern Forest product market and the Manchester Health Department in support of a strategic plan for improving primary, dental and behavioral health care services.

SolutionHealth

Feb, 2019 – June 2023

Chief Strategy Officer responsible for developing, communicating, executing, and sustaining strategic initiatives across members of SolutionHealth a health system with members across Southern NH and Northern Mass.

- Responsible for formalizing the company's strategic-planning processes, and leading the development of the strategy, translating it for people across functions and business units, and driving organizational change.
- Responsible for assessing whether strategic initiatives, at all levels of the organization, are in line with the company's standards and objectives.
- Responsible for the development of appropriate metrics are in place to measure performance and progress towards strategic goals.
- Responsible for marketing, communications and community relations across the system.

Elliot Health System

Oct, 2017 – Jan, 2019

Senior VP of Strategic Planning and Government Relations

- Responsible for formalizing the company's strategic-planning processes, and leading the development of the strategy, translating it for people across functions and business units, and driving organizational change.
- Responsible for managing the organization's government relations strategy.
- Major accomplishments included the planning and development of a comprehensive cancer center at Elliot, the development of substance misuse service lines, development, and board approval, of a 5 year strategic plan, executive support of merger with Southern NH Health system, and the establishment of a government and legislative review committee.

New Hampshire Center for Public Policy Studies

2005 – Aug, 2017

Executive Director, responsible for the strategic and financial management of NH's non-partisan think-tank, engaged in interdisciplinary research on issues, including health care, education, corrections, state spending, and the environment among others with a mission of promoting sound policy decisions on NH's most important topics.

- Responsible for generating original research, synthesizing research across multiple topics, and communicating results to a diverse audience in multiple formats.
- Responsible for constructing products and building relationship so that that the Center's work is consumed and used by non-profit and business leaders, the media, legislative policy makers and the public.
- Responsible for management of research team, Board of Directors, and communications strategies with the executive branch, representatives of the legislature and federal government, advocacy organizations, non-profit organizations and associations.
- Responsible for leading the organization through strategic direction and visioning process in 2008 and 2011. Five major objectives resulted and were successfully implemented.
- Responsible for the development of formal and informal partnerships with state, regional and national partners
- Promote sound policy decisions across a wide range of issues critical to NH

University of New Hampshire, Adjunct Faculty Member

2011

- Designed, developed and taught policy and evaluation class
- Worked with UNH staff to improve student selection and criteria for future class participation

Department of Health and Human Services (DHHS), New Hampshire

1998 - 2005

Served in a series of progressively responsible roles beginning with the development of research capacity within DHHS and finally given responsibility for the acute care component of NH Medicaid with 300 staff and \$500 million in expenditures.

Director, Office of Medicaid Business and Policy (2004-2005), responsible for management of teams in the financial, clinical, legal, audit, pharmacy, medical management, and planning and research functions for the \$500 million acute care component of the NH Medicaid program.

- Responsible for communication and negotiation with policy makers in the executive and legislative branches of state and federal government, advocacy organizations and provider associations.
- Managed the implementation of new information management system.
- Managed the implementation of the Department's disease and pharmacy benefit management systems which resulted in flat cost growth with no appreciable negative impact on the quality of care.

Director, Office of Research and Analysis (2000 – 2004)

- Managed an office of 35 individuals and multiple grants and contracts with an operating budget of over \$2m and total contracts valued at \$6m.
- Developed and managed the Department's knowledge management activities for financial management (\$1.6b in benefits) of the Medicaid program, and the eligibility determination and abuse and neglect case management system.

Senior Health Policy Analyst, Office of Planning and Research (1998 – 2000)

- Conducted health services research, authored NH-specific reports on the uninsured, local health care markets and other topics using a variety of health care economics and econometric tools.
- Provided research in the development of Medicaid pharmacy and reimbursement policies for the state of NH.

The Urban Institute, Washington, DC

1990 – 1998

Served in a series of progressively responsible roles first as part of a research team supporting analysis of health care policy at the federal and state level, including physician payment, the expansion of insurance coverage to low income pregnant women and children, and state reform efforts, and finally as Institute's key point person on safety net providers as part of Institute's nationally recognized New Federalism project.

Research Assistant, Research Associate

- Acted as the Health Policy Center's expert in federal and state policies affecting safety net providers including community and tertiary hospitals as well as local primary care providers such as community health centers.
- Led the Center's research on Medicaid provider payments, authored or co-authored over 20 peer reviewed published articles and presented results at more than 50 health services research conferences.

Education

Master of Public Policy, health economics concentration
Georgetown Public Policy Institute, Washington, DC

1995

Bachelor of Arts, Honors

College of Social Studies, Wesleyan University, Middletown, CT

1990

Others Activities

Board Memberships Current

- Chair, Families in Transition
- Co-Chair: Data Task Force of the Governor's Commission on Alcohol and Other Drugs
- Member of the SkiTheBeav Nordic program
- Member of the New Hampshire Governor's Commission on the Mental Health Workforce

Community Activities (Past and Present)

- Judge, NH Businesses for the Arts; Concord Zoning Board; Concord Youth Hockey Board Member
- Coaching: Concord High School Nordic Coach, NH Eastern Nordic Coach, Concord Bill Koch Nordic Coach, Concord Crush Youth Lacrosse Coach, Concord Youth Hockey Coach

Other: Avid Triathlete and Nordic skier; conversational Norwegian, basic German; selected by Business NH Magazine as one of New Hampshire's most influential public policy actors in 2012 and 2013 and as one of the state's up and coming leaders.