

8-1. TOWN HALL & ADMINISTRATIVE FACILITIES

Since the last Master Plan update in 1994, Newmarket's form of government has remained a seven-member Town Council with a Town Administrator position acting as the Chief Executive Officer. Charter Amendments were passed in 1995 and 1997. In 1995 minor changes were passed redefining Department Head, Planning Board and Budget Committee appointments. Another Amendment in 1997 established the Conservation Commission through the Town Charter.

Town offices are housed in the old St. Mary's School building where they have been located since 1987, when a fire destroyed the original Town Hall. In 1995 the Town of Newmarket sold part of the third floor to School Administrative Unit 31. The S.A.U.'s administrative offices are housed in this space. The Conservation Commission and Emergency Management also have offices on the third floor. The Conservation Commission holds its monthly meeting in its office on the third floor. Another room on the third floor that is shared by both the Town and the S.A.U. is used as a meeting room. More space is needed for the Finance and Town Clerks offices that are currently on the second floor.

The basement of the Town Hall has been upgraded with new carpet, a lowered ceiling and new lighting. Items that still need to be addressed in the basement are refurbishing the stage, the mural and walls in the entire auditorium. New tables and chairs will be needed to fully utilize the auditorium.

Parking is an issue at the Town Hall. The Town has acquired the property that abuts Town Hall to provide additional parking facilities. Specific plans have not been presented.

Office space and parking seem to be an issue at the Town Hall and the Town may need to consider expansion or relocation of the Town Hall in the future.

8-2. RECREATION DEPARTMENT

The Newmarket Recreation Department offers over 130 recreational programs throughout the year for all age groups, from pre-school children to senior citizens. A full-time director, assistant director, and a part-time programmer and secretary staff the department. The department also employs approx. 30 instructors for various programs on a part-time basis, as well as 28 full-time summer staff. The department is located at the Community Center located off NH 108 south of the town center.

Examples of the activities and programs administered by the department include summer day camps for children and teens, arts and crafts programs, after school classes, preschool classes, sports activities, various fitness programs, many different family trips, and holiday and other special events. The Recreation Department is also responsible for scheduling community athletic league games and organizational outings at Newmarket play fields and parks. The outdoor areas the department utilizes for its

programs are overloaded at this time. The Planning Board should, with the Recreation Department, develop a needs study to insure that Impact Fees are collected for the fields that are needed to serve the growth and to plan for adequate areas of recreation land to be set aside as developments seek approval from the Planning Board.

The Community Center, first built in 1994, and located on Terrace Drive adjacent to the Leo Landroche Memorial Field, continues to provide space for indoor activities and programs. It was designed as a multi-purpose facility and contains office space, meeting rooms of various sizes, a game room and 2 preschool rooms. In 1999, a regulation outdoor basketball court was added to the facility. The next goal is to make this court a full-sized gymnasium with access to lockers and showers. Also in 1999, the Recreation Department added a Computer Room with access to 7 PCs fully loaded with Microsoft Office products. Its intent was to offer an alternate area for students and/or residents of Newmarket to use for completing homework assignments and research projects. This 7-unit computer room was completely funded by grants.

Along with providing space for numerous Recreation Department programs and activities, the Community Center houses several local organizations such as Community Action Program, Head Start, Meals on Wheels, Fuel Assistance Program, USDA Food Programs, the Lion's Club and Scouting programs.

In recent years, the Recreation Department has experienced expanding participation in its programming activities. The Community Center was designed to handle this demand, and has successfully implemented additional programming. With this additional programming, they are in the process of expanding their part-time programmer position to full-time status.

Newmarket parks and playing fields continue a full capacity schedule. All major parks are scheduled through the Recreation Department at this point. There needs to be a plan to distinguish between the Town parks (Public Works Department) and the Recreation Department in regard to signage. For example, the Piscassic St. Park sign states that you "Swim at Your Own Risk per order of the Recreation Department". The Conservation parks and the pocket parks are no longer under the Recreation Department's jurisdiction, and the signs need to reflect that change. In general, there seems to be confusion among the public as to which Town Department is responsible for which park. The Department of Public Works is responsible for maintaining all parks in town and modification of signs located at town parks should reflect this fact.

The Recreation Department will be working with the Department of Public Works in the next year or two to develop additional playing fields adjacent to Leo Landroche that will relieve some demand on the existing fields and aid in scheduling conflicts. Currently the Recreation Director, Town Administrator and Department of Public Works Director are beginning work on a long-term plan for future improvements and expansion to outdoor recreation sites. The site targeted for expansion, located at the

entrance to Durrell Woods, was sold for \$75,000.00 and the money is in a set-aside recreational fund.

The following list is not limited to all the programs the Recreation Department offers; however it does represent a sample of some of the programs they offer:

Classes:

Teeter Toddlers, Little “Rec”tiles Preschool Playgroup, Ballet, Gymnastics, Chess Club, Magic Classes, Martial Arts, Basketball, Street Hockey, Soccer, Polo ball, T-ball, Indoor Soccer, Flag Football, Babysitting Certification Classes, Computer Classes, After school Arts and Crafts, Aerobics, Cardio-kickboxing, Line dancing, Yoga, Ballroom Dancing, Adult Hobby Classes, etc.

Summer Camp:

7.5 hours of special event, arts and crafts, and sports activities for 250 kids, 5 days a week for 8 weeks, including approx. 24 scheduled summer camp field trips.

Trips:

Theater Trips, Lunch Bunch, Family Trips, Overnight Trips, School’s Out Field Trips, etc.

Annual Special Events:

Daddy Daughter Date Night, Easter Egg Hunt, Touch A Truck, Fishing Derby, Drive In at the Theatre, Halloween Party, Spooky Sleepover, Mother Son Dance, Giving Tree, Christmas Party.

Future improvements and expansions will be designed to ensure community demands will be met. These improvements are still very much in the planning stage, and are not yet specific enough to be included in the master plan; however, some goals for the next ten years include:

- A new soccer field complex that would take the pressure off the existing field usage.
- A new indoor gymnasium, using the existing basketball court outside the Community Center.
- A new swimming pool facility

8-3 LIBRARY

The Newmarket Manufacturing Company donated Newmarket’s library facility to the Town of Newmarket in 1852. It is located at the intersection of Main and Elm Streets. A full-time library director, three part-time library aides and a part-time custodian currently staff the library. The library has about 32,000 books. The Library recently withdrew from circulation all nonfiction books with outdated information

and poorly circulating fiction books. As a result of this project, some areas need updating, such as science, technology, and business, and science and biography collections in the children's room.

Along with provision of basic library services, the Newmarket library provides activities, such as a story hour, and participates in Interlibrary Loans of books, tapes and periodicals. The demand is expected to increase as more people become familiar with this service. People of all ages are taking advantage of the computer with Internet access recently installed at the library. Students and adults doing homework, word processing, and research on the Internet use the computer. Additional computers are essential, as well as training for the staff in their use.

There is a need for a children's/young adult library associate. Further consideration of this position suggests that the qualified individual would also assist the other staff with a homework center after school and help students with the Internet. In the past the library relied on volunteers to do children's programming, but that has been difficult to do in recent years. All educators emphasize the importance of early childhood exposure to books and story telling.

Future services will, of necessity, involve computer resources. As the library moves from total dependence on print materials to increased reliance on electronic formats, the budget will need to reflect this change. It is likely that the local library will participate in a regional network to share costs of these expensive online databases. Participation in the New Hampshire State Library's Statewide Database Licensing Projects such as "Proquest" will allow access for staff and patron in-house use, as well as remote patron use. The goal will be to create an accessible collection with virtual and traditional resources.

The New Hampshire State Legislature will soon pass new State Standards for Library Certification. In order to qualify for State and Federal monies such as the Library Services and Construction Act, which helped fund the 1994 addition, certain requirements will need to be met. Staff and Library Board of Trustees training is a component of the new guidelines being proposed. The Library will want to keep their staff and board in good standing in this regard. Also, new technology, intellectual freedom and disaster preparedness are among the policies that will need to be created as needed and amended in the future.

The Library is in the process of computerized automation. At this point, the paper records (card catalog and shelf lists) are being verified for bibliographic accuracy and will be sent out to the vendor to be put on disk. When this is done, the computers will be purchased and installed. This is on track for the year 2000; volunteers and staff work on it daily. Bar coding of library materials and library cards follows, as well as registration of library patrons. The Nichols Advanced Technologies software "Athena" has been selected for the library automation and Internet solution. Major fundraising, for the most part in the form of grants, was undertaken to cover most of the costs of the preparation and installation phases of this project. At this time a Capital Reserve Account has been set up by the town Budget Committee for the future computerization needs. This, as well as the operating budget, will need to be funded regularly and adequately so that the library may keep up with developments and not fall behind in its responsibility to

provide informational services to the community.

Table 8.1 shows the total circulation of library materials by category from 1995 to 1999.

**TABLE 8.1 CIRCULATION OF LIBRARY MATERIALS
1995-1999**

	1995	1996	1997	1998	1999
Adult	12,611	11,462	12,405	12,985	12,325
Juvenile	10,402	10,496	10,187	10,042	10,012
Audio and Video	2,304	1,819	2,007	2,249	2,696

8-4 NEWMARKET SCHOOL ADMINISTRATIVE UNIT #31

The Newmarket School Administrative Unit (SAU #31) has two facilities: the 600 pupil Elementary School housing a preschool program, kindergarten and grades 1-5, and the 600 pupil Junior-Senior High School. There are about 107 teachers and 61 classified support staff members in the two buildings. The SAU#31 staff consists of a superintendent of schools, business administrator, student services director, two secretaries and a part-time accounts receivable clerk housed on the top floor of the Town Hall.

Besides providing education for the children and young adults of Newmarket, the school system provides special programs for children and parents, shares its facilities with a program offering before and after school care, and provides space for other organizations such as Boy and Girl Scouts.

The Elementary School is a twelve-year-old facility with a three-room addition for kindergarten added in 1998. The facility is in good condition. There are two large portable classroom buildings in the rear of the permanent structure housing four classrooms. Since the portables are still serviceable, there is no immediate plan to replace them.

The Junior-Senior High was built in three stages over 40 years, with approximately a third of it recently being remodeled and expanded. A renovation was completed in September of 1998 giving the facility a rated capacity of 642 students. There are two additional phases in the planning stages to increase the capacity to 770 students should the need arise. The Newmarket School Board recently reactivated its facilities study committee. The reformation of this committee was prompted, in part, by the increase in new residential housing units in Newmarket. Approximately 20 new students trigger the need for additional classroom space and additional staff. As new residential housing increases in Newmarket, the demands on the school system grow and move the town towards the need for new school buildings and staff.

The School Board feels that communication with the Planning Board in relation to the development of residential housing in Newmarket and its impact on school costs is important. In 2001 the Town Council

Town of Newmarket New Hampshire

Master Plan Chapter 8 Community Facilities

implemented impact fees on new construction to help defer the increased operating costs that arise from new developments.

Table 8.2 contains Newmarket school enrollment figures from 1996 to 2000. These show an increase over that time.

**TABLE 8.2 NEWMARKET SCHOOL ENROLLMENT
1996-2000**

	1996	1997	1998	1999	2000
Pre-School Readiness	30	26	23	14	13
Kindergarten	0	0	0	86	87
Grade 1	129	128	95	89	93
Grade 2	99	110	114	94	91
Grade 3	94	97	99	114	90
Grade 4	103	91	89	95	121
Grade 5	119	103	94	89	94
Elementary Total	574	555	514	581	589
Grade 6	87	115	92	83	80
Grade 7	84	86	117	82	91
Grade 8	97	80	84	107	80
Junior High Total	268	281	293	272	251
Grade 9	82	88	91	85	99
Grade 10	76	73	82	75	81
Grade 11	57	68	65	75	69
Grade 12	36	55	57	52	71
Senior High Total	251	284	295	287	320
Grand Total	1,093	1,120	1,102	1,140	1,160

Source: Superintendent's Office

NOTE: Figures in Table 8.2 do not include children who are currently home schooled or attending private schools who may, at
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some point in the future, require a minimum of partial, if not full, services from the Newmarket schools.

8-5 POLICE DEPARTMENT

Organization

The Town of Newmarket Police Department currently staffs seventeen (17) full-time employees and is authorized to employ thirteen (13) part-time employees for a total of thirty (30) employees. The department is structured to ensure an ideal “span of control” within management ranks and is consistent with recommendations from the independent MRI (Municipal Resources Inc.) study in 1994.

Three (3) divisions exist within the Police Department. They consist of the following:

Administration:

- 1 Chief of Police
- 1 Lieutenant
- 1 Executive Secretary
- 1 Prosecutor (Part-time Attorney)

Operations: (Patrol)

- 1 Sergeant
- 1 Master Officer
- 5 Officers
- 4 Officers (Part-time)

Support Services: (Investigations & Communications)

- 1 Sergeant
- 1 Master Detective
- 1 Officer
- 4 Dispatchers
- 8 Dispatchers (Part-time)

Population Trends

The current population of the Town of Newmarket is at least 7,715. (Source: NH O.S.P. 1999) The average number of full-time officers per 1,000 people in New Hampshire is approximately 2.2. (Source: NH Police Standards & Training Council, 1998) The national average is much higher. According to this statistical data, the Newmarket Police Department should employ 16.7 full-time officers while we currently only employ 12.

It can be reasonably assumed that the total number of citizens in need of protection or services is closer to 10,000. This is a result of a significant transient population consisting of college students (attending UNH) and others who do not claim residency in Newmarket, but yet live within its jurisdiction.

Town of Newmarket New Hampshire
 Master Plan Chapter 8 Community Facilities

TABLE 8.3 POPULATION FIGURES

1978-1998

1978	1980	1982	1984	1986	1998
3726	4290	4419	5026	6497	7715

Source: NH Municipal Association publication 1998 & Newmarket Master Plan 1988, *NH O.S.P*

Statistics

Here is an examination of calls for service for the past four years in comparison to ten years ago.

TABLE 8.4 NEWMARKET POLICE STATISTICS – CALLS FOR SERVICE 1984-1999

1984	1985	1986	1996	1997	1998	1999
3106	4542	4527	7972	8589	9511	8876

Source: Newmarket PD Computer Statistics & Newmarket Master Plan 1988

These are the arrest figures compiled for the past four years at the Newmarket Police Department.

TABLE 8.5 NEWMARKET POLICE STATISTICS – CRIMINAL OFFENSES / ARRESTS 1984-1999

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1996	1997	1998	1999
Criminal Offenses	160	204	190	550	965	804	804	947	950	737	826	790	879
Arrests	N/A	291	306	305	275								

Source: Newmarket PD Computer Statistics 1996,1997,1998,1999; Newmarket PD Computer Analysis Report – Offenses/IBR, 1999, 1998, 1997, 1996; Master Plan, 1994; Master Plan, 1988

The arrest numbers are very relevant in evaluating the operation and administration of the Police Department because it results in approximately 3.3 hours each day being attributed to arrests. Due to on-

site time, investigative time, affidavit, warrant and complainant preparation, prisoner transportation, booking, bail arrangements, evidence processing and report writing, an officer can be consumed by each arrest on the average of four hours. (Average = 300 arrests per yr. x 4 hrs. per arrest = 1,200 hrs. per yr.)

The Newmarket Police Department has experienced an increase in criminal offenses such as burglary or theft. The Table 8.4 is the breakdown for the past three years versus 1984 through 1992.

In addition, the Newmarket Police Department has adopted an aggressive philosophy towards motor vehicle violations in concert with the “Looking Beyond the Traffic Ticket” concept. This has resulted in a substantial amount of traffic enforcement. The following are motor vehicle stops conducted for the past four years in comparison to motor vehicle activity in the early 1990’s and late 1980’s.

Motor Vehicle Stops – Newmarket Police Department

1987	Warnings/Check-ups & Summonses = 1,242		
1988	Warnings/Check-ups & Summonses = 1,710		
1989	Warnings/Check-ups & Summonses = 1,307		
1990	Warnings/Check-ups & Summonses = 1,104		
1991	Warnings/Check-ups & Summonses = 1,286		
1992	Warnings/Check-ups & Summonses = 1,411		
1996	Warnings/Check-ups = 2,874	Summonses = 343	Total = 3,217
1997	Warnings/Check-ups = 5,574	Summonses = 1,034	Total = 6,608
1998	Warnings/Check-ups = 5,989	Summonses = 1,042	Total = 7,031
1999	Warnings/Check-ups = 6,332	Summonses = 1,092	Total = 7,424

This amounts to an average of over 20 car stops per day. With a minimum of five minutes per traffic stop, patrol officers spend at least 1.7 hours each day on traffic stops.

Facility

Since the last Master Plan, the Newmarket Police Department has been provided with a new station. The facility was constructed in 1994 and occupied in 1995. The second floor was finished in 1996. The station is considered functional and suitable for current needs. It includes a modern communications center that is equipped for two dispatchers. The administrative section includes the offices for the Chief, Lieutenant and Executive Secretary.

The police station also includes a patrol room for patrol officers. A conference room exists for interviewing victims or witnesses, and supervisory staff meetings. Small locker rooms exist for male and female employees. The police station also has an office for the supervisors of each division. One is for patrol while another is for detectives. The latter serves as an office for youth services, criminal investigations, evidence and property management, and crime prevention.

Town of Newmarket New Hampshire

Master Plan Chapter 8 Community Facilities

The police station includes a sallyport which officers may drive prisoners into for security purposes. An adjacent booking room provides easy and quick access to all processing equipment. A temporary holding cell is located in the booking room and a nearby interrogation room exists that is also used for prisoner bail and release.

On the second floor, the Police Department has a training room equipped with a TV and VCR for training videos. The evidence and property room is also located upstairs, as is the Prosecutor's Office. Finally, there are four rooms on the second floor with limited ceiling space that is used for storage and supplies. This space is also currently used for all records.

It is projected that within the next five years the Police Department will need additional space for records. The Department recommends that the current evidence and property room be turned into a records room, to relieve space problems upstairs. The evidence and property room could be relocated with an extension onto the sallyport, which was in the initial construction plans. An addition to the sallyport, similar to a one bay garage, would serve the needs of the department and would provide easier access to evidence and property intake and discharge. Such construction would be fairly inexpensive since the current heating system could provide sufficient heat to the room. No windows would have to be added. This would provide adequate space needs for the department for the next fifteen to twenty years.

Vehicles

The Police Department currently has seven (7) vehicles. One is assigned to the Chief of Police or officer-in-charge during his absence. A second vehicle is assigned to Detectives. There are two (2) unmarked vehicles, the Chief's vehicle and the Detective's vehicle, three (3) marked patrol vehicles and two (2) utility vehicles. One is a van, used for the DARE program, animal control and details. The second utility vehicle is a military surplus 4-wheel drive vehicle used for winter and details.

The Police Department is currently following the Capital Improvement replacement plan to purchase a new line vehicle each year and an unmarked vehicle or utility vehicle every three years. This results in the 4-wheel drive vehicle, Chief's vehicle and Detective's vehicle being replaced once every nine years. Each patrol vehicle or line vehicle will be rotated once every three years. At the time of replacement, each vehicle should have approximately 100,000 miles or greater.

The Police Department also has a 1988 Ranger boat that may be utilized in the Lamprey River or Great Bay. This boat was obtained through a federal program. The life expectancy of the boat is a minimum of another five years at which point a replacement may be considered. The current Police Department fleet consists of the following:

- 1: 1995 Ford Crown Victoria (unmarked – assigned to Chief)
- 2: 1999 Ford Crown Victoria (marked – assigned to patrol)
- 3: 1996 Ford Crown Victoria (marked – assigned to patrol)
- 4: 1995 Ford Crown Victoria (marked – assigned to patrol supervisor)
- 5: 1998 Ford Crown Victoria (unmarked – assigned to Detectives)
- 6: 1985 Chevy Astro van (utility vehicle)
- 7: 1986 Chevy Pick-up truck (utility vehicle)

The replacements for all of the above-described vehicles are outlined in the town's Capital Improvement Plan. In addition, the expense of emergency lights has also been incorporated into the Capital Improvement Plan.

Capital Improvements

The Police Department implemented a replacement program under the Town's Capital Improvement Plan for all essential and capital equipment such as console radios, base radio antennas, cruiser radios, portable radios, dispatch recording devices, exterior security monitors, internal security monitors, radar units, computers, printers, facility maintenance. The department will be provided with the means to adequately operate the police station with all essential equipment related to mission critical services if the Capital Improvement Plan is consistently followed and updated in a progressive manner. The current Capital Improvement Plan and vision for long term planning is extremely beneficial in protecting the town's assets and essential services pertaining to public safety. This comprehensive plan is based upon research and the assessment of needs in order to provide professional and reasonable services consistent with the expectations of citizens.

The Police Department strongly endorses the Capital Improvement Planning concept because it avoids unnecessary spikes in the tax rate and assists administrative planning for long-term goals and objectives in maintaining a certain level of reasonable and expected services.

Extended Services

The Newmarket Police Department Communications Center provides dispatching for local police, fire, ambulance and public works departments. In addition, the Communications Center provides dispatch services for police, fire and ambulance to the Towns of Stratham and Newfields on a contractual basis. The Communications Center also provides dispatch services to the Nottingham Fire Department.

The following totals are the calls processed by the Newmarket Police Department Communications Center in the past three years:

1997: 16,797
1998: 17,700
1999: 18,320

Areas of Concern and Solutions

There have been generally three (3) areas of concern or identified problems within the Newmarket Police Department in terms of enforcement issues. First, the department experiences a significant amount of juvenile related incidents and offenses. The department has attempted to address this problem since the early 1990's by employing a full-time youth services officer. This officer devotes his/her time to programs such as DARE, School to Work, bicycle safety, school presentations and similar endeavors.

However, the majority of the time, truancy and misguided youths appear to be the product of negative family environments. Unfortunately, this creates a "reactive approach" by the police department in dealing with such youths instead of a positive "pro-active approach." However, the Police Department will continue to search for innovative ways to improve the quality of life for all citizens by doing its best to resolve juvenile related problems. Education programs such as the dangers of tobacco use are one of several options to explore.

The second concern of identified problem has been the use or possession of illegal drugs. The Police Department has experienced a significant number of drug related offenses in the past year. In 1997, there were 35 drug offenses reported. In 1998, 23 offenses were reported. In 1999, 56 drug offenses were reported. The Police Department has addressed this problem by soliciting intelligence information through confidential informants and regional investigator's meetings. The department is also taking a very active approach with the Attorney General's Drug Task Force to curtail this problem. The department has applied for and received many search warrants, which has led to the confiscation of illegal substances and the convictions of individuals involved.

In 1999, the Police Department invested a lot of time and energy to terminate a link of drugs from Arlington, Massachusetts and Medway, Massachusetts. It included undercover operations that led to the arrests of drug dealers and seizure of personal property.

The third concern of the department involves domestic violence. The Police Department investigated 156 reported domestic disturbances in 1999; 185 domestic disturbances in 1998; and 188 domestic disturbances in 1997. Although the department has attempted to create a "deterrent effect" with a firm mandatory arrest policy, the number of domestic disturbances the town is experiencing remains high.

The Police Department intends to conduct an educational and informational forum this winter in order to provide people with resources of what to do and how to report those involved in domestic violence. Staff from organizations such as a "Safe Place," a support group of domestic violence victims, will also provide in-service training.

Vision for the Future

The Newmarket Police Department has adjusted to the growth the town experienced in the 1980's. Recent residential and commercial development increases the need for essential services. Obviously the

more people there are to protect and serve, the greater the demand is on the Police Department. With additional people, there is more traffic and the potential for more general calls for service. Commercial businesses are likely to impose a different requirement for services such as violence or threats in the workplace, bad checks, theft of services and similar activity. The impact on the Police Department largely depends upon the type of business and the type of residential development approved. The other relevant factor for the Police Department is the enormous increase in vehicle traffic. Due to commuter traffic and the change in population within the Seacoast region over the past ten years, Route 108 receives three times the volume of traffic today compared to twenty years ago. This impacts the Police Department in terms of enforcement, accident investigations, and traffic control. The department is responsible for 38 miles of public roadways in its jurisdiction. (Source: Master Plan, 1981; Town Clerk's Office)

The Newmarket Police Department has not added any new full-time officers in over six years. A few years ago, a dispatcher's position was combined into an officer's position to ensure efficiency and smooth transitions upon departures of full-time officers. The Police Department has experienced average turnover. Wages and benefits should remain competitive in order to limit such turnover, which results in a substantial investment of experience and training being lost. In addition, high turnover also results in a sense of community being absent for the officers, employees, and residents. Despite calls for service more than doubling since the early 1980's, processing approximately 300 arrests per year, conducting approximately 7,000 motor vehicle stops per year, and investigating three times as many crimes today compared to the mid 1980's, the Newmarket Police Department has promoted efficiency and professionalism without expanding personnel. In essence, the Police Department is doing more than ever with the same level of resources.

The current Newmarket Police Department facility should be adequate for the next 15 to 20 years with the exception of increased space for records. With proper planning and preparation, there should be no space needs crisis as in the past. In terms of equipment, the current "Capital Improvement Plan" keeps the Police Department on target to maintain its current level of services for the next ten years. A critical factor to this assessment is the need to consistently maintain the "Capital Improvement Plan" without any significant disruptions or modifications.

Due to the population and expansion of the town and the demand being placed on the Police Department, it is highly probable an additional full-time officer will be needed within five years. An additional full-time officer would definitely be needed within ten years.

Some of the problem areas the Police Department has experienced are identified in this report. The Police Department must commit itself to a pro-active approach in dealing with these problems instead of a reactive approach. In essence, the Police Department should find better ways through innovation, strategy, evaluations and tactics to address specific goals and objectives to resolve the challenges to the best of their ability.

Overall, it is the Police Chief's opinion that the Police Department is in good shape. However, it will take careful planning and effective use of current resources to maintain the quality level of services people have come to expect from the Police Department as greater demands and challenges are placed on it. The Police Department should prepare for the next decade with a progressive vision and focus as it continues to preserve the peace, protect lives and property and provide essential services with pride and integrity.

8-6 FIRE DEPARTMENT

The Newmarket Fire Department was chartered in 1834. It has been located in its current facility, at the intersection of South and Main Street, since 1947. The Fire Department is staffed by about 33 volunteer firefighters with two thirds of their members State certified. It has two fire engines, one tanker and a forestry unit. The Forestry unit is due to be replaced in 2000 and the Tanker in 2006.

In 1998, the Fire Department responded to 247 calls, 270 calls in 1999 and a projected 300 calls in 2000 averaging 8 personnel responding to each call. Fewer personnel respond during weekday work hours.

The Fire Department is currently in the discussion stage of converting from a volunteer Fire Department to a full-time Fire Department. In 2001, the Fire Department and the Ambulance Division merged to combine services and provide the Town with a larger personnel pool to draw from.

The Fire Chief has identified several items that need to be addressed regarding the adequacy of fire fighting services. Some of these concerns have still not been addressed since they were listed in the 1994 Master Plan. The building where the department is currently housed is an old school building and is far too small to adequately serve the needs of the Fire Department, particularly in regard to vehicle storage. The Fire Department currently purchases apparatus that fits the building as opposed to fitting the needs of the Town. Planning for a new facility should be a priority and possibly combining the new facility with the Public Works Department, who also are in need of a new facility, could make it economically feasible. Planning for a new facility should consider the physical division of the community caused by the rail line and potential impact on emergency service provision to the north side of town.

It should be determined what impact each new development, complex or project will have on Town services and facilities.

8-7 AMBULANCE DIVISION

The Newmarket Ambulance Division provides emergency medical service to both Newmarket and Newfields. There are twenty-eight volunteer emergency medical personnel. The Division is housed in a new two bay garage with an attached meeting/training room, bunkroom and office space built in 1996. The Corps has two ambulances, a 1986 Ford Wheel Coach and a 1994 Ford Marquis Ambulance. The 1986

Ford is in the process of being replaced with the remaining ambulance, as well as other equipment, being included in the Capital Improvements Program for replacement on a scheduled basis.

According to the Ambulance Division Captain, most of the calls are for geriatric patients and, as the age of Newmarket's residents increase, so will the need for ambulance transports. This is particularly significant if additional senior housing is constructed in Town. It should be determined what impact each new development, complex or project will have on Town services and facilities. In 2001, the Fire Department and the Ambulance Division merged to combine services and provide the Town with a larger personnel pool to draw from.

8-8 PUBLIC WORKS: BUILDING & GROUNDS DIVISION

The Building and Grounds Division is responsible for building maintenance of 12 municipal buildings, from the Town Hall to the cemetery building. It is also responsible for grounds maintenance for all parks and ballfields. The buildings range in age from 90-100 year old Town Hall to the recently completed Police Station and Ambulance Facility. There are two full-time groundskeepers including the supervisor. There are two full-time seasonal positions, and one part-time seasonal position, and one permanent part-time janitor.

The major pieces of equipment used by the buildings and grounds division are mowers, which range in age from 2 to 7 years old, and two vehicles. A 1994 one-ton truck and a 1999 ¾ ton pickup truck all of which are included in the Capital Improvements Program to be replaced on a scheduled basis.

The Department of Public Works Director and the Recreation Director have cited the need for more playing field space within the Town. A scheduled maintenance plan for each building and field are included in the Capital Improvements Program so that repairs and necessary renovations can be made on a timely basis.

8-9 PUBLIC WORKS: VEHICLE MAINTENANCE

The Vehicle Maintenance Division provides maintenance and repairs for all municipal vehicles and provides fuel storage and distribution. There is one mechanic employed by this division working in very tight quarters. It is located on Route 152.

The division has outgrown its indoor garage space for heated storage and security of vehicles. The DPW Director sees the need for an expansion or relocation to put the major pieces of equipment indoors. The building currently utilized has three garage bays. The DPW director maintains that a four bay addition with a washing bay is necessary.

According to the DPW Director, the current facility is too far from the center of town and located over the aquifer. The storage of fuel over the aquifer is of particular concern due to the potential for contamination to the Town's main source of drinking water. This coupled with the fact that road salt used by the Highway Division is not permitted to be stored onsite due to the potential for contamination to the aquifer, would tend to validate the need for a new facility at a different location. The feasibility of creating a joint facility with the Fire Department, who are also experiencing limitations due to building size, should be explored.

8-10 PUBLIC WORKS: HIGHWAY DIVISION

The Highway Division is responsible for maintaining approximately 38 miles of town roadway in the summer months, approximately 42 miles of roadway in the winter months, and 7 miles of sidewalks. There are currently five employees in this division - one highway foreman, one equipment operator, and three truck driver/laborers. The Highway Division currently has 11 vehicles and 4 pieces of equipment, which are included in the Capital Improvements Program to be replaced on a timely basis. Due to the development and growth occurring in Newmarket, the Highway Division sees the need for 1 additional truck and 1 additional employee within the next three years.

The Division has a Five Year Road Plan for resurfacing and minor road construction projects, which the DPW Director reports is right on track. There is also a Public Works Capital Reserve Program for the ongoing replacement of vehicles. These both ensure the department's ability to adequately perform its services.

The salt storage shed was completed in 1999. Whereas this is an experimental building, it was not known what the life expectancy of the structure was until it collapsed.

8-11 PUBLIC WORKS: SEWER DIVISION

The Newmarket Sewer Division is located off New Road on the Lamprey River. The Sewer Division provides for the collection and treatment of wastewater through gravity sewers, pump stations, force mains and the wastewater treatment facility. The collection system is around 100 years old, but has had a number of upgrades and extensions over the last twenty years and ranges in condition from new to very old and very poor condition, with the average condition being good. All the buildings are in good condition and are regularly maintained. This includes a new secondary treatment facility built in 1985 and a Sludge Dewatering Building in 1991. There are four shared employees in the Sewer and Water Division, including facility mechanic, facility operator, system technician, and lab technician.

Newmarket's wastewater system was recently evaluated and described in the Draft 201 Facilities Update
Adopted 08/2001

Report prepared by Underwood Engineers, Inc. (January 14, 2000). The report states that the average daily flow to the plant is nearing the plant's capacity and during storm events flows often exceed capacity, which results in overflows, bypasses or the discharge of partially treated wastewater. The engineers recommend that the plant capacity be upgraded from 0.85 mgd to 1.25 mgd within the next 20 years. The study found that the increased development in Town contributed to increased sanitary flows, and due to the age of several sewer segments, there is a higher than normal amount of groundwater infiltrating into the system. This infiltration unnecessarily uses up the system capacity and causes a greater frequency of overloads. The Town should investigate the suspect areas and plan on upgrading sewer drain lines as necessary. Also, storm drain connections should be eliminated wherever possible. The sewer areas in Newmarket coincide fairly closely with existing development. The town center is almost completely serviced by sewer. The Draft 201 Facilities Update Report states that 82% of Newmarket's population is connected to the sewer system. As new residential housing continues to grow at a rapid pace, the demand on the Town's sewer system will grow to the point where upgrades to the system will be required. It should be determined what impact each new development, complex or project will have on Town services and facilities.

The DPW Director has identified several deficiencies within the current system that need to be addressed. They are as follows:

- The Creighton Street pump station and grit facility was upgraded in the spring of 2000.
- Salmon Street pump station was upgraded in 1991.
- Exeter Road Sewer at the RR crossing was upgraded in 1997. There are still some size and grade concerns on other parts of the line.

The deficiencies cited by the DPW director are related to the infiltration problems mentioned above that are limiting the capacity of the sewer system to expand. The report by Northern Economic Planners recommends further evaluation and correction of these problems, in order to enable future sewer expansions to assist in Town economic development efforts.

Several other issues will need to be addressed. The EPA and the New Hampshire DES require toxicity testing to be done on a quarterly basis. The system is currently failing most of these tests, and therefore the Town is under an Administrative Order by the EPA to correct the problem. The Town is in the design phase of an outfall pipe to correct the problem with an estimated total cost of \$1.6 million. There is current discussion underway to fund a feasibility study through congressional appropriations for a regional outfall pipe that would meet the needs of several communities located in the Great Bay Estuary watersheds.

With the closure of the Town landfill several years ago, we have been taking our sludge to the Turnkey Landfill in Rochester, NH. The DPW is in the process of getting approval for land application of sludge at this time. The sludge will not be applied in town but sold for land application elsewhere. This will re-

duce the cost of disposal of the sludge. This may not be an alternative without extensive modifications the Treatment Facility.

It should be determined what impact each new development, complex or project will have on Town services and facilities.

8-12 PUBLIC WORKS: WATER DIVISION

The Water Division is responsible for the treatment and distribution of the Town's drinking water. The system was originally built about 100 years ago, but has had expansion and upgrades to the present. This includes a treatment plant that was retrofitted in 1990. Water System repairs/maintenance includes painting the water tank inside & out in 1997, the booster pump station was upgraded, the well screen at Bennett Well was cleaned and new pump with controls was installed and 24 of the Towns 200 hydrants have been replaced. A hydrant replacement program has been implemented with plans to replace 6 hydrants per year. Generators for standby power have been added to both the Sewall and Bennett Wells.

According to the January 2000 Underwood Engineering report, 85% of the town is on public water, about 2,832 households. The water system is in serious trouble due to water quantity issues. The Town is currently over-pumping the Sewall & Bennett wells. According to the report by Dufresne-Henry in December 1999, if we continue pumping the Sewall & Bennett wells at the current rate, Sewall well will be dry in about 2013 and Bennett well will be dry in about 2017. Additional demands on the water supply should be carefully evaluated and monitored. The Town is reactivating the water treatment plant to offset demands on the aquifer and allow time for recharge of the aquifer. Specifics of Newmarket's water system are covered in Chapter I of this Master Plan, entitled Water Resources.

The DPW director has identified several deficiencies in the water system that need to be addressed.

- The distribution system needs to be updated, particularly through the downtown area to the Durham line.
- The Sewall well needs to be cleaned.

It should be determined what impact each new development, complex or project will have on Town services and facilities.

8-13 PUBLIC WORKS: SOLID WASTE DIVISION

The Newmarket Town Council adopted a pay-per-bag waste disposal program and a curbside recycling program that became effective in January 1995. The goal of the pay per program is to reduce solid waste costs for the Town. Currently the Town contracts with Waste Management of Rochester for curbside municipal waste collection and disposal and recyclables collection. Gobin Co. collected waste and recyc-

Town of Newmarket New Hampshire

Master Plan Chapter 8 Community Facilities

lables until June of 1998 when Waste Management took over the contract. This caused the cost of Newmarket trash bags to rise from \$1.00 each to \$2.25 each. Unfortunately, with very little competition in the field, this is not an uncommon occurrence. The Town should carefully examine the ordinance governing pick-up to address the burden of structures that have expanded to multi-family units without appropriate approvals and limit collection to residential single-family and duplex structures. Pick-up for multi-family units should be taken care of by the landowner since they are, in essence, commercial uses of land.

The landfill closure on Ash Swamp Rd. was completed in 1997. There is now a Transfer Station in operation at this location.

In 2000 the Spring Cleanup was changed from a curbside pick-up program to residents delivering items to the transfer station during Spring Cleanup week. This change was made to help reduce the cost of the program and eliminate the problem of out-of-towners dumping items in Town adding to the program costs. Provisions were made by the D.P.W. to make house calls to pickup items at seniors and disabled person's residences. 1,925 residents brought items to the transfer station and the D.P.W. made 104 house calls. The change in format was very successful economically. The total cost of Spring Cleanup in 2000, with residents dropping off items at the Transfer Station was \$22,340.50, for a savings of \$9,971.29 under the new format.

**TABLE 8.6 SOLID WASTE / RECYCLABLES
1995-1999**

	1995	1996	1997	1998	1999
MSW/Tons	447	984	1,071	964	753
Cost per Ton	\$46*	\$46*	\$46*	\$104**	\$104**
Recyclables/Tons	242	453	497	568	742
Cost per Ton	\$26*	\$26*	\$26*	\$122**	\$122**

- * Does not include transportation costs
- ** Includes transportation costs

RECOMMENDATIONS

Water quantity is a serious concern for the Town of Newmarket. According to the report by Dufresne-Henry in December 1999, if we continue pumping the Sewall & Bennett wells at the current rate, Sewall well will be dry in about 2013 and Bennett well will be dry in about 2017. Additional demands on the water supply will only hasten this event.

Growth puts strains on all municipal services. Most Town services are near or at their capacities, and

future development would require additional town employees, equipment and structures. While impact fees would help offset some of the costs for these improvements, the Town should look at other methods to help control growth to reduce impacts to town facilities. One option is an Urban Growth and Service Boundary. An Urban Growth and Service Boundary can be used to manage the growth of services and infrastructure as well as protect environmentally sensitive areas and preserve agricultural lands and natural resources.

Space limitations seem to be a recurring theme for many Town Facilities. The Fire Department is in dire need of a new facility. The fact that they are unable to acquire equipment to properly address the fire fighting needs of Newmarket due to space limitations in their current facility is unacceptable. A new facility should be a priority for the Town to consider.

The Public Works Facility is in need of more bays for equipment plus it is located over the aquifer, which is the primary source of water for the residents of Newmarket. A new Public Works Facility should be located away from the aquifer to protect it from any accident fuel spills that could contaminate the water supply.

The Town Hall is experiencing space limitations both in office space and parking and the Police Department has some storage needs as well.

With the current level of residential housing construction going on in town, it won't be long before new space is required for the School District. Currently the elementary school is utilizing two portable trailers for classroom space, and two future expansions to the high school would raise the student capacity by 128 pupils. Increased communication between the School Board and the Planning Board is a necessity. The reactivation of the Facilities Study Committee should give the town a better grasp on what the growth issues are at the schools.

- Town officials should work with the Recreation Department and the Newmarket Youth Sports Association to acquire land close to the town center that can be used for additional baseball and/or soccer fields.
- Based on recommendations of the recent engineering study and the recent low groundwater levels in the Bennett and Sewall Wells, take immediate steps to get the water treatment plant operational and bring it online in the year 2001 to allow the aquifer wells to recharge.
- Make upgrading the hydraulic and treatment capacity of the wastewater treatment facilities, including the pumping station, a high priority to minimize overflows and/or treatment bypasses to the Lamprey River during storm events.
- Update mapping of sewer and storm drain piping to improve the Town's ability to evaluate and schedule upgrades for older segments and eliminate illicit connections.

- Consider adopting Urban Growth and Service Boundary to curb urban sprawl, to promote urban infill into areas that are already utilizing Town services, and to preserve the small town character and quality of life in Newmarket.
- Continue to support and renew the impact fees that have been adopted to help fund, in a fair and equitable manner, the increasing demands on the Town's infrastructure and services.
- Adopt impact statements required as part of the application approval process that requires developers to address the impacts that their development will have on the Town and its municipal services, infrastructure, and tax base.
- Given the space needs by multiple Town departments, it may make sense to create a Town complex to house several Town facilities. *Any new facilities in town should utilize land that the town already owns as much as possible to keep the cost of any new facility down.* A new high school located in the area of the current Public Works facility on Rte. 152 would address growth for the high school. Two options remain for the present elementary school and high school. There should be an open discussion about all issues related to the location for school facilities.
- Construct a permanent addition onto the elementary school that would address the space shortages and remove the portable trailers. The present high school would be renovated to house the Town Hall, Public Works Department, Fire Department, and possibly the Ambulance Division. The existing Public Works facility would be torn down to make room for the new high school. The Town Hall could be sold to help offset expenses. If the Ambulance Division did move to a new Town complex, perhaps the Police Department could use their facility for storage needs they have, if not it could be sold to help offset expenses.
- Renovate the present high school to house the elementary school and renovate the present elementary school to house the new Town complex. The existing Public Works facility could be torn down to make room for the new high school. The Town Hall could be sold to help offset expenses. If the Ambulance Division did move to the new Town complex, perhaps the Police Department could use their facility for storage needs they have, if not it could be sold to help offset expenses.
- Consider moving from a part-time fire fighting force to a full-time one.