

Appendix H

Community Services, Facilities and Utilities

This chapter of the master plan examines Goffstown's community services and facilities along with their associated buildings, land and infrastructure. This review includes the departments of police, fire, public works, as well as the town hall and library facilities. Also examined are the town's utility systems including water, sewer, and electric. An inventory of each department's existing facilities and equipment is presented along with an assessment of what improvements are needed to service the current and future level of growth in the town.

The focus of the chapter is on the capacity and deficiencies of the capital resources of each department, but staffing levels and administrative needs are also addressed. Without comprehensive planning, the competing demands of maintaining existing facilities versus the construction of new facilities to service future development can overwhelm the capacity of a municipality to respond effectively to changing circumstances. The lack of adequate municipal facilities can also impede future growth and compromise efforts to encourage economic development.



1 Fire Protection and Emergency Services

A. Fire Department

The Goffstown Fire Department provides fire protection and ambulance service to the Town of Goffstown. The Fire Department also provides the same services to St. Anselm College, the Hillsborough County Nursing Home, and the State Women's Prison, all of which are located in Goffstown

In 2003, the Fire Department answered 1,694 calls for service, approximately 1,000 of which included rescue and EMS services. Calls for assistance included not only fire emergencies, but also, assisting police and other municipal services, bomb threats, gas leaks, hazardous material incidents, and aid calls.

1) Administration and Personnel

Administration of the Fire Department is the responsibility of the Fire Chief; the Fire Chief reports to the Board of Selectmen and the Town Administrator. The Department currently employs 15 full-time firefighters plus one non-uniformed employee. These employees' staff two fire stations; Stations 18 on Church Street and Station 19 in Pinardville. Both stations are open from 6:00 AM to 6:00 PM, Monday through Friday.

The Department also maintains a roster of 53 on-call firefighters who are compensated on an hourly basis. Goffstown's "Call Force" staff man a third fire station in East Goffstown. This station is open Monday through Friday from 8:00 AM until 3:00 PM. Call Force staff also man Stations 18 and 19 on weekends and Holidays from 7:30 AM to 5:30 PM. Both the full-time and call firefighters respond to emergency calls 24 hours a day. Currently, no volunteer services are used to support firefighting efforts.

All Department firefighters and EMT personnel, including Call Force staff, are trained on a continuing basis in fire suppression and emergency medical operations. In 2004, the Department adopted new position descriptions and a new set of policies and procedures that requires a specific level of participation and level of training and certification for membership with the Department. These new levels have and will continue to provide a professional, effective and efficient level of service.

2) Facilities and Apparatus

The Goffstown Fire Department provides fire protection services from three station houses. Station 18 is a 4-bay station located at 18 Church Street in the Village. It was built in 1959 as a combination Police/Fire Station and is the location of the Departments' Administration and Fire Prevention Divisions.

Station 19, constructed in 1970, is located at 656 Mast Road in Pinardville. It is a 2-bay station and also houses the Departments' Training and EMS Divisions. Station 17 is located at the corner of Tirrell Hill Road and Black Brook Road in East Goffstown and was built in 1975. An inventory of the apparatus which is housed at each station is presented in Table 1.

Station	Apparatus	Year / Model
Station 17	Engine 5 Tanker 5	1985 Ford/Grumman 1989 International
Station 18	Engine 1 Ladder 1 Hose Truck 1 Forestry Ambulance 1 Rescue Boat	1994 Spartan/3D 1988 Seagrave 2000 Freightliner/Dinge 1966 Kaiser 1999 Ford E-450 1990 Inflatable
Station 19	Engine 6 Engine 4 Ladder 6 Ambulance 2 Rescue Boat	1992 Emergency 1 1999 Freightliner/Valley 1982 American LaFrance 2003 Ford E-450 2002 Inflatable
Assigned to all 3 Stations	Staff Vehicle 1 Staff Vehicle 2 Utility Truck 1 Utility Truck 2	2000 Ford Explorer (4WD) 2003 Ford Expedition (4WD) 1993 Ford F-150 2004 Ford F-350

Located in a building in the yard of Station 18 is the D.A. Taggart Handtub. This handtub was built in Boston in 1848 and purchased by Goffstown in 1885. The last time the D.A. Taggart Handtub was used in service for a fire was at the ice house fire on Mountain Road in 1921. The handtub is owned by the Goffstown Fire Department Fire Fighter Relief Association. It is occasionally displayed in parades and used for demonstrations. Also housed in this building is a 1930 Seagrave Fire Truck. This truck is also maintained by the Goffstown Fire Department Fire Fighter Relief Association.

3) Fire Prevention

The Goffstown Fire Department operates an ongoing Fire Prevention and Inspection program. The Division is staffed by one full-time employee, the Fire Prevention Officer, who is responsible for all areas of the Divi-

sion. In 2003, the Division completed a total of 3,987 prevention and inspection activities.

The Fire Prevention and Inspection program inspects new and existing property for compliance with the BOCA and NFPA 101 Life Safety Code. The Fire Prevention Officer also provides assistance to the on-duty suppression crews and is responsible to conduct fire investigation for the Department. The Officer also heads up the Department's Public Education and Juvenile Fire Setter programs which include teaching fire safety classes to school children; teaching CPR classes; providing workshops for the County Nursing Home and St. Anselm College; and inspecting day care facilities, group homes, foster homes and kindergartens.

B. Other Emergency Services

1) Emergency Medical Services (Ambulance)

The Goffstown Fire Department provides a wide range of EMS services to the Town. The Department is licensed as a Basic Life Support (BLS) service, and provides Paramedic Level service on most calls for service. Currently, the Fire Department operates two ambulances with one each assigned to the Church Street and Pinardville Stations. All full-time suppression employees and most call force employees are trained and certified as EMT's.

EMS services are provided during the weekday by full-time employees, and on weekends and Holiday's by the employee's call force staff. Night time EMS services are provided by employees that are assigned to provide standby coverage from their homes. Currently, all EMTs are compensated for their participation in all required training and for all response work.

2) Emergency Response System

Requests for services are reported to the Goffstown Fire Department by a variety of means. The Statewide E911 System began operation in the mid-1990s and this system permits anyone in need of emergency services to get them by dialing 911. 911 calls are routed to the Goffstown Communications Center via an E911 operator in Concord. People are also able to call 497-3311 to reach local emergency services.

The Fire Department continues to maintain a Municipal Fire Alarm System in the Village, Pinardville and Grasmere areas of Goffstown. Municipal fire alarms are received at the Goffstown Communications Center and then forwarded to the appropriate Fire Stations. The forwarded transmission of the alarm is received by Department personnel on radio monitors, pagers and alerting systems at each station and in their homes.

C. Recommendations

Goal CF&U 1: Support the Goffstown Fire Department's vehicle and equipment update and replacement program as planned over the next twenty years.

Action CF&U 1. Develop and fund the 20-year Apparatus Replacement Program

Develop and fund a 20-year Apparatus Replacement Program that includes all Department apparatus. The focus should be on the purchase of multi-use apparatus for the Town; these vehicles offer more versatile services and will eventually permit a reduction in the overall number of vehicles maintained by the Department.

Action CF&U 2. Develop and fund a plan to modernize equipment and services

Develop a plan to modernize equipment and services that support the Fire and Emergency Services. These include modernizing the telephone system, the Town Municipal Fire Alarm System, and replacing the current radio communications system.

Action CF&U 3. Consider creating a rapid response hazardous materials team.

Consider creating a rapid response hazardous materials team for the Town and neighboring areas. Also consider constructing a large-scale training facility to enhance the Department's ability to service the community.

Goal CF&U 2: Examine the adequacy of the Town's existing municipal water supply. It should be expanded to meet current and future needs.

Action CF&U 4. Modernize the Town's existing water supply system.

Modernize and expand the town's existing municipal water supply to ensure adequate water for the Fire Department in case of emergency. This would include adding booster stations and expanding water mains.

Action CF&U 5. Consider a Sprinkler System Ordinance

Create and adopt a Sprinkler System Ordinance for the Town and Fire Department. Such an ordinance would require all new residential developments, as well as new or remodeled commercial and industrial buildings to install. Sprinklers would increase the level of fire protection in the community while reducing costs incurred by the Town for additional firefighting personnel and equipment.

Action CF&U 6. Include fire and EMS services to impact fee assessments

Consider creating and adopting an impact fee system to help offset costs of expanding both Fire and EMS services and water supply. Such fees could help cover costs associated with service expansion and allocate costs more equitably among existing and new development projects.

Sub-divisions in rural areas have potential to strain fire and EMS resources.

Goal CF&U 2: Evaluate the Department's need regarding expanding services, staffing including the creation of a central fire station.

Action CF&U 7. Evaluate the need to build two new fire/EMS stations. Perform a professional station location study and response time study of the Town to assess the need for two new fire/EMS stations (potentially one on each side of the river and lake) that are centrally located to the majority of citizens and the landmass of the Town. The potential timeline for these new stations is within the next 2-5 years. Additional stations must be planned for and located on main roadways to allow the most direct response route.

Action CF&U 8. Evaluate the need to increase staffing to provide 24/7 full time coverage.

Consider 24/7 full-time staffing for at least one fire station immediately and work towards staffing a second fire station full-time by the year 2010. This type of system will enable an "immediate response" system for the community. As stations transition to full-time services, the Department must redefine and support the role of the call force staff. The fire department considers this a critical item.

2 Police and Communication Departments

A. Police Department

1) Existing Facilities and Staffing

The Goffstown Police Department is located at 326 Mast Road across from the NH State Prison for Women. The current facility was constructed in 1987 and contains 8,500 square feet of useable building space on a 1.1 acre site.

The facility was originally constructed in 1987 and an addition added in 1997.

The 1997 addition addressed items indicated in the previous master plan.

- Garage parking for 4-5 vehicles and maintenance area
- Records archiving room
- Storage area for large found property items (e.g. bicycles, canoes, surplus property, etc)
- Additional office space for two investigators, secretarial staff, a supervisor's area, and an interview room.

Site improvements included a second egress onto Mast Road for police vehicles (exit only). The grade differential between the current height of the building and the county land lent itself to having the cold storage area under the addition. Other Town Department's are using this area for municipal property ready for auction.

The Police Department is staffed 24 hours a day by 29 full-time officers, one prosecutor (sworn officer included in the full time officer count), one secretary, three clerks and eight communications personnel who cover the dispatch center.

Additionally, there are six part-time officers, four part-time dispatchers, and six crossing guards, a police explorer program, a volunteer Chaplain and a citizen's volunteer corp. who work under the auspices of the Police Chief.

There are 16 police vehicles in the Department's fleet, including seven marked units (striped and with emergency light bars), four unmarked units, one 4WD supervisor's marked unit, one Mobile Command Center, one DARE car and one military surplus vehicle used as an Animal Control vehicle. During the summer months, one motorcycle is leased through a program available to law enforcement. In addition, during warm weather a bicycle patrol is incorporated into the community-policing program.

Sworn officers are clothed and equipped with town owned and issued property, which includes the following items: uniforms; leather gear; foot gear; bullet resistant vest; outer garments, including rain gear; hats; and a sidearm. Clothing replacement is handled via a quartermaster system (i.e. turn in an old or damaged article and a new one is issued). During each tour of duty additional equipment is provided that includes: portable radio; dictette; Automatic External Defibrillator; camera; radar; and ancillary expendables (forms, disposable gloves, etc.). Special investigative items are kept at headquarters and issued as needed. This includes forensic evidence gathering kits, cameras, video, night scopes, etc.

1) Facility Needs Assessment

The facility is adequate for the current staffing of the agency. As staffing increases additional space will be required. At this time there is a definite need for a training room within the building that can fit all full-time members for department training.

If an addition is to be considered, the previous recommendations of the master plan groups should be expanded. That recommendation included a second floor, pitched roof, and movement of the rooftop heating/air conditioning units to ground level or inside the building.

2) Staffing Needs Assessment

Recent surveys of community members reveal that traffic and juvenile issues are the main concerns facing the community and the police department. Rapid development within the Town and the “feeder” towns substantially increases the traffic on the two main commuter routes headed towards Manchester and the main highways to the south.

Although creative approaches towards enforcement are used, the number of crashes investigated each year surpasses 650 and the number of complaints continues to rise. Officers assigned to specific areas of the community are required to respond to calls for service that interrupts their abilities to consistently watch for traffic violations, or in the spirit of community policing, to problem solve roadway and intersection issues.

The other increasing area of police activity has been in the juvenile crime and juvenile incident/calls for service. This is due in part to the rapidly changing social structures within the community and the family, as well as a decline in traditional values and the de-emphasis on personal responsibility.

Officers with juvenile specialties skills will be needed to provide a full range of programming efforts for the police department in a pro-active posture, as well as being specially trained to handle juvenile crime, delinquency and CHINS (Children in Need of Services) issues. Further, these specialists would be in the unique position of being able to interface with the Office of Youth Services, at the schools, the Parks and Recreation Department, civic organizations and non-profit groups, which also devote effort, time and programming towards youth.

Through an initial three-year grant from the COPS Office, and approval from the community to continue, a School/Community Resource Officer was assigned to the Goffstown Area High School. Now in its fourth school year activity remains high, yet the results appear to be positive. The current School/Community Resource Officer is active in maintaining school safety and security, provides lectures and presentations to individual classes, provides assistance and guidance to the school administration, and participates in Youth Forums, and Crispin’s House activities.

B. Communications Department

The Communications Division is housed within the Goffstown Police Station on Mast Road. The Department is administered by the Chief of Police and provides 24 hour dispatch service to the Goffstown Police Department, Goffstown Fire and EMS Department, and St. Anselm College Security. It also assists, on a contractual basis, with dispatch calls for the New Boston Police Department, Fire Department and EMS, as well as the Weare Police Department, Fire Department and EMS.

The Communications Department is staffed by a Communications Supervisor, (included in the sworn officer count) two Team Leaders, six full-time Communications Specialists (Dispatcher) and four part-time Communications Specialists.

The telecommunications system upgrade completed in 1999, included the location of a new tower, antenna and transmitting facility at the top of Uncanoonuc Mountain, and VHF trunked radio system and new mobile and portable radios for all town agencies. The upgraded system also allowed for the installation of laptop computers in eight police vehicles. This enhances the Department's communications ability to transmit data, conduct inquiries directly from the cruiser and to transmit "voiceless communications".

The Fire Department has not been able to take advantage of this system as it must still use "pagers" for the tone out of call fire personnel after hours. The "trunked" system cannot support a tone encoder that will activate these paging devices.

The Communications Center is in need of a complete overhaul to address three equipment issues. The first involves a console upgrade. All new technology does not fit within the old console that is over 15 years old. Radio systems are now computer driven with keyboards and monitors.

Second, the electrical and cabling systems currently fed through conduit in the concrete slab cannot take any additional wiring or cables. A possible solution to this includes a raised floor in the communications room. Along with the electrical issue comes the need to upgrade outlets, power supply outlets and additional (or larger) Uninterrupted Power Supply (UPS) units.

Finally, correcting ergonomics. As with the console upgrade, several of the keyboards are not at the correct height, and monitors are well above eye level.

C. Recommendations

Goal CF&U 3: Conduct periodic reviews of staffing and recruitment in light of changes to Town population and development patterns.
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Action CF&U 9. Evaluate staffing needs with regards to increased development.

Current staffing is considered to be adequate, however, increases in development in the outlying area, and the neighboring communities puts a strain in daily deployment and specialization.

Action CF&U 10. Develop strategies to recruit and retain qualified officers.

It is increasingly difficult to recruit and retain qualified individuals for positions within the department. Reasons for this differ, however, salary, the opportunity for advancement as well as a variety of functions have been cited as reasons for movement during exit interviews. Very few members of the department live within the community they serve. Reasons vary, but one of the main issues involves affordable housing with the Town of Goffstown.

Action CF&U 11. Assess the need for adding additional specialty officers.

Consider adding a specialized officers for particular programs such as a second School/Community Resource Officer for the Middle School or a sworn position to handle specific incidents associated with traffic direction and control.

Goal CF&U 4: Continue emphasis on juvenile issues and preventative programs.

Action CF&U 12. Provide training to juvenile specialist officers.

Juvenile specialist Officers should receive advanced training in delinquency prevention and control, abuse and neglect issues, sexual assault investigation and DARE instructor certification.

Action CF&U 13. Alleviate juvenile problems.

Address juvenile problems with the following actions:

- Use of the school facilities more fully at night and on the weekend and during the summer months for youth programs
- Invite all civic, non-profit and church groups in town to get together three times per year and coordinate more activities
- Continue to work on youth forums
- Support library events and programs
- Support the Parks and Recreation Department Programs

Action CF&U 14. Continue periodic community surveys and assessments to determine needs for youth, families, problem areas, etc.

Goal CF&U 5: Continue to take a proactive police posture within the Town.

Action CF&U 15. Continue strict motor vehicle enforcement, with the possibility of a specialized assignment to deal with the increasing traffic crash and motor vehicle complaint rate.

Action CF&U 16. Implement community policing efforts such as bicycle patrols and neighborhood meetings.

Action CF&U 17. Install permanent crosswalk markings and high visibility signs at high pedestrian crossing demand locations.

Goal CF&U 6: Update equipment and facilities as needed.

Action CF&U 18. Upgrade the communications center so that the new technology fits into the consoles and is ergonomically correct.

3 Human and Health Services

A. Introduction

In the 1997 Goffstown Master Plan Update, Health and Human Services was included as a stand alone chapter. The purpose behind addressing this area of community needs was to ensure available, accessible, quality health and human services would be provided to all of Goffstown residents, regardless of an individual's or a household's socio-economic circumstances.

In 1997, Welfare Reform legislation had recently passed and there was significant uncertainty about the reliability of future social services and welfare resources. Accordingly, Goffstown had decided to pursue a more proactive approach towards the provision of services at a local level. The major issues facing Goffstown at that time were:

- Increasing juvenile crime;
- The incidence of substance abuse is increasing
- An increasing number of families are experiencing hardship and stress; and
- As the elderly population increases a growing number find it difficult to maintain an independent living status.

In the years since the 1997 Master Plan, the environment for Health and Human Services in Goffstown has changed. In particular, the rate of juvenile crime and incidences of substance abuse have decreased since 1997. Some of the initiatives proposed and adopted by the Town, most notably a youth services program, were stopped due to a lack of demand.

In this Update of the Master Plan, Goffstown's focus has focused towards managing the significant growth that has been and continues to occur in the community. While the Town continues to offer social services to the community, these programs are not currently expanding. Accordingly, plans for Human and Health Services are included as a sub-section to the to the Community Facilities and Utilities section. This section describes current programs offered by the Town as well as goals and objectives for future services.

B. Current Services

Goffstown's current Health and Human Services program consists of a half-time Welfare Administrator. The Welfare Administrator provides referral services and temporary financial assistance to families and individuals in need.

The primary health and human service issues facing Goffstown at this time are supporting families that are experiencing hardship and stress. This support primarily consists of providing referral and guidance services to help families and individuals in need access the services available to them. Limited financial assistance is also available on a case by case basis. Housing is an increasing concern for the community, both in terms of finding temporary housing for people in immediate need of shelter as well as ensuring an adequate supply affordable rental housing.

Goffstown currently has no shelters or other temporary housing. Although Manchester does have some shelter facilities, these shelters are operated by independent, non-profit organizations and thus the services are not necessarily available to people outside of the local community. Given Goffstown current growth pressures and increasing population, it is important that the community makes adequate provisions for rental housing for low and moderate income families and individuals as well as potentially planning for temporary housing facilities.

C. Recommendations

GOAL CF&U 7 - Residents of Goffstown with health and human services needs or concerns should have information, counseling and access to available resources.

Action CF&U 19. Periodically review current social services provisions.

The current social services offered in Goffstown are adequate to serve the existing community and population. The Town should periodically revisit the current service levels to ensure they continue to meet the needs of the community.

Action CF&U 20. Incorporate affordable housing strategies with social programs.

There is a lack of affordable housing currently available in Goffstown. The community should carefully consider and evaluate strategies to provide such housing locally.

Action CF&U 21. Develop a temporary housing action plan.

There are no temporary housing facilities in Goffstown. Therefore, any situation (i.e. flooding, fires, financial duress, etc.) which causes a family or individual to become without shelter must currently be met outside the community. Options to provide temporary shelter need to be considered in light of Goffstown's current population growth and may be incorporated into health and human services plans or with potentially with emergency or disaster relief plans.

4 Town Hall and Other Facilities

A. Town Hall Offices

The Town Hall is located in the Village section of Goffstown at 16 Main Street. The basement portion and two offices on the upper level were built in 1947 at a cost of \$30,650, replacing the previous Town Hall that had been lost in a fire. On June 21, 1970 the rest of the building was completed using funds that were bequeathed to the town by Mrs. Mildred G. Stark. That trust fund, which had an original amount of \$295,055, was also used to complete major internal renovations in 1987. Those renovations seem to be adequate for the needs of the offices and staff at the present time.

Currently, there are fifteen full-time and three part-time employees who work in Town Hall, with plans to hire an additional part-time employee in the near term. These positions include both elected and appointed officials and include the following departments:

- Administration and Selectmen's Office;
- Assessor's Office;
- Building and Health Code Enforcement;
- Finance and Personnel Office;
- Planning, Economic Development and Code Enforcement Office;
- Sewer Office;
- Tax collector's Office; and,
- Town Clerk.

Other elected officials who use the building and who work closely with the staff, are the Treasurer and Supervisors of the Checklist. While these officials do not have designated office space, they do have suitable access to the town's computer system in order to fulfill the requirements of their positions.

Town Hall is open from 8:30 a.m. to 4:30 p.m. on Monday, Tuesday and Friday, from 8:30 a.m. to 12:30 p.m. on Wednesday and from 8:30 a.m. until 6:00 p.m. on Thursday.

The State of New Hampshire currently leases the majority of the floor space on the lower level of the building for the use of the Goffstown District Court. If the town requires more office space in the future that lease could be terminated.

A key issue identified in the 1997 Master Plan regarding Town administration was the computer systems. Since 1997, the Town has hired an Information Technology (IT) Director to consolidate, update and manage

all IT resources and systems across all departments. This program has included development of a replacement and management plan so IT systems are updated and maintained on an on-going basis. This program ensures that Goffstown administrators and employees have access to the most reliable and most appropriate technology required to carry out their work.

Updates to the IT program include updates and improvements to the Town's web page, such that each town department and committee has a dedicated section of the web page. Departments and committees are encouraged to use this resource to make information available to the public.

B. Other Town Owned Buildings

1) Grasmere School #9 and Town Hall

The Grasmere Schoolhouse #9 and Town Hall was built in 1889 to serve the educational needs of the combined school districts #6 and #9. With the school district voting to erect a school, the town voted to construct a town meeting hall within the building so the structure would serve two purposes. Public school classes were conducted until 1963 and a private cooperative kindergarten is currently using a part of the first floor for its operation. The Grasmere Schoolhouse #9 and Town Hall was placed on the National Register of Historic Places in 1989, 100 years after its construction.

Local social and fraternal organizations also use the meeting hall facilities. The Junior Grange #150 has held meetings and conducted activities there during its 100 plus years of existence. Today, the building is used by the Goffstown Community Garden Club, the Knights of Columbus, the Girl Scouts, the Jaycees and the SHARE program.

Public agencies which have used, or continue to use the building, are the Goffstown Municipal Court, the Grasmere Water Precinct and the Goffstown Historic District Commission.

It is recommended that the town and the Historic District Commission continue to pursue grant funding that may become available for establishing a community center in this building.

2) The White Building

This schoolhouse was built in 1874 and is located at the end of School Street. Originally Goffstown's first comprehensive school, housing grades 1 through 12, it was considered the ultimate in school facilities at the time. It has been enlarged and remodeled several times over the years to serve varying educational needs. The exterior of the building has changed little, maintaining its straight forward white clapboard facade.

Always used for educational purposes, it now houses the administrative offices of School Administrative Unit 19. The White Building is the oldest town owned building.

C. Additional Community Facilities

1) St. Anselm College

History

Saint Anselm College was founded in 1889 by the first Roman Catholic Bishop of Manchester, Denis Bradley, and Benedictine monks from St. Mary's Abbey in Newark, N.J. To this day, the college is operated under the auspices of the Benedictines (The Order of St. Benedict of New Hampshire). The Benedictine community residing at Saint Anselm Abbey on the college campus numbers about 40 monks.

The first college building burned to the ground just prior to its completion. A new building was erected on the same site and stands today as Alumni Hall, the principal administration building of the college.

In the early years Saint Anselm operated both a college and a preparatory school, but the preparatory school was discontinued in the late 1920s. During the 1930s, even though the student body numbered less than 400, Saint Anselm gained a national reputation as a football power amongst small colleges. During the World War II era, Saint Anselm served as the site of a U.S. Army Air Corps flight training school.

The college grew during the post-war years and in the late 1950s the student body numbered about 600. About half of the students were students commuting from the Greater Manchester area. As the decade of the 50s ended, Saint Anselm announced a bold plan to double its enrollment and construct six new buildings. By 1962, the student body numbered 1,200 and since that time, enrollment has grown to 1,900. About 1,250 students live in campus housing. Only about 20 percent of Saint Anselm students are New Hampshire residents. The remainder represent about 25 states and 10 foreign nations.

Saint Anselm has built an excellent reputation for the quality of its academic programs, a reputation which continues to grow. For the past eight years Saint Anselm has been ranked among "America's Best Colleges" in the annual ratings published by U.S. News & World Report.

Facilities and Programs

Saint Anselm College is located at 100 St. Anselm Drive in Goffstown. It is a four-year Catholic college offering majors in 32 fields of study. Degrees offered include the bachelor of arts, the bachelor of science in nursing, and the associate of arts in criminal justice. Its nursing program has

long been considered among the country's best and its integrated humanities core curriculum has gained national prominence and has served as a model for numerous other colleges. Saint Anselm College offers no graduate level programs.

The main campus is approximately 300 acres and includes almost 40 buildings. It is considered among the most beautiful small college campuses in New England. Its most recent building projects include a \$5 million expansion and renovation of the Geisel Library and the new \$9 million Goulet Science Center, which opened in the fall of 1996. The college is planning to construct new housing for 160 students and conduct major renovations to its existing student housing units.

Additional major facilities include the beautiful Abbey Church, Alumni Hall, Davison Dining Hall, the Dana Center for the Performing Arts, Stoutenburgh Gymnasium, Carr Activities Center and Poisson Computer Center.

Saint Anselm College has more than 400 employees, many of whom live in Goffstown. The college is a major taxpayer to the town and is one of less than a dozen colleges in the entire country which pay taxes to the municipality in which they are located. In 1995, the college paid more than \$300,000 in taxes to Goffstown.

Through the college's Center for Volunteers, Saint Anselm students last year donated hundreds of hours of volunteer service to Goffstown schools and organizations.

The Dana Center is a major performing arts center, presenting a varied and extensive program of plays, concerts, dances, lectures and children's shows. These programs are open to the public and many are free of charge. Goffstown residents also have access to the services of the college's Geisel library and senior citizens may attend courses at Saint Anselm free of charge.

The college has an emergency rescue team. During the academic year, this rescue team provides backup for the Goffstown emergency squad. In addition, professors of the college, representing various areas of expertise, have served as resource persons for the town in such areas as the environment, education and the arts.

2) Goffstown Post Office

There is a U.S Post Office located at 11 Church Street in Goffstown. The post office is open from 8:00 AM until 5:00 PM on weekdays and 8:00 AM until 12:00 PM on Saturday. This post office services the communities of Goffstown (zip code 03045) and Dunbarton (zip code 03046). The post office currently has a lease with its current premises until the end of 2010. It is critical that core civic/public uses remain within village centers.

3) Goffstown District Court

Hillsborough County has six district courts, one of which is located in Goffstown. The District Court is currently located in the Town Hall at 16 Main Street in Goffstown, due to space requirements, however, the Court must move to a new location. An exact location has not yet been determined, although it is essential the District Court remains in Goffstown Village.

The jurisdiction for the Goffstown District Court includes Goffstown, Francestown, New Boston and Weare. The Court is open Monday through Friday from 8:00 AM until 4:00 PM. Court services include arraignments, adult trials and juvenial courts. Small claims of less than \$5,000 may also be filed at District Court.

4) Churches

- The Congregational Church, located on Main Street, was built in 1845.
- The Baptist Church, located in Grasmere, was dedicated in 1834.
- The Methodist Church, located in Grasmere, was erected in 1877.
- St. Matthew's Episcopal Church was erected in 1867.
- St. Lawrence Church, located on Main Street, was built in 1965.
- The Abbey Church, at St. Anselm College, was built in 1966.
- The Jehovah's Witness Hall, located on Daniel Plummer Road, was erected in 1993.

5) Parker Building (Goffstown Historical Society)

This historic building served the Parker Station district as a general store from 1804 to 1872. J.M. & D.A. Parker moved the retail store operation to the West Village in 1872 where the building was then used as storage and dormitory facilities for other Parker family enterprises. In the early part of the 20th century, the Neighborly Club was organized and the structure was used for meetings and various community activities. In 1974, the building was given to the Goffstown Historical Society by the John E. Parker family in memory of the many family members who have contributed to the growth of Goffstown. It is here that the Historical Society holds its meetings, maintains its collection of artifacts and Goffstown memorabilia and offers seasonal open houses for the public, such as the annual Strawberry Festival in June.

The shed on the east side of the building has been converted to provide a tool display area and the original horse sheds have been remodeled to provide a controlled environment for the storage of historical records. The Parker's Store (Neighborly Club) was placed on the National Register of Historic Places in 1975.

6) Goffstown's Little Red Schoolhouse (Paige Hill School #12)

This school house is located on Parker Station Road next to the Historical Society Building. This building was in existence prior to 1821. As of 1926, the building was no longer used as a schoolhouse and in 1933, the Little Red Schoolhouse Association was formed. This organization maintained the building until 1976, at which time it was given to the Goffstown Historical Society. In 1977, the Town of Goffstown received a block grant from the U.S. Department of Housing and Urban Development (HUD) in the amount of \$55,000, of which \$22,000 was to be used for moving and repairing the Paige Hill School. The building is now approximately 190 years old and it is in excellent condition. The Goffstown Historical Society holds open houses at this building in the summer and fall.

7) Stark Hall

This building was constructed in 1875 and initially used as the Congregational Church vestry. It was later sold to Edwin A. Blaisdell and used as a store. The building was then purchased in 1921 by the Uncanoonuc Grange No. 40 and rebuilt into a fine hall and banquet room. It is still used as a function hall by many groups, including the Girl Scouts and the St. Joseph Senior Citizens organization.

8) Masonic Temple

This building was constructed in April 1960 and is located on Mountain Road. It is owned by the Bible Lodge No. 27 and is used for various functions.

D. Recommendations

GOAL CF&U 8 - Maintain the Town's current buildings and facilities in good condition to ensure their longevity.

Action CF&U 22. Continue CIP process to formalize and maintain a facilities management process/program to ensure that capital projects are added to the CIP in a timely way to maintain the good condition of facilities and cost-effectiveness of repairs.

5 Library Services

A. Main Library

Centrally located at the crossroads of Mast Road, High Street and Elm Street, the library commands attention as a center for community ideas and information. It is admired as one of the finest buildings in town and has been accepted for the National Register of Historic Buildings.

The history of this building began in 1888 when Miss Lucy A. Rogers of Boston donated 150 books as a nucleus for a free library, to be known as The Rogers Library in honor of her father. The site for the present library was given to the town by Mr. Frank A. Parker, who offered the land and agreed to remove all buildings on the lot at his own expense. The library was dedicated with appropriate ceremony on October 2, 1909, to the memory of soldiers of former wars. The town formally adopted the name Goffstown Public Library at its annual Town Meeting in 1910. It is one of the most architecturally pleasing structures in Goffstown and although adequate for its time, it was not many years before the facility began to feel the pressures of population growth.

For the past thirty years, two recurring themes have run through Goffstown Library master plans; the call for more space and the need for library services in Pinardville. After 1967, the basement of the library was remodeled to house an area for children's services. At that time there were no library facilities available in Pinardville. By 1987, the library building had already been operating at capacity for six years. Based on the American Library Association (ALA) recommendation of 3-5 books per resident, space would be needed to house between 70,000 and 100,000 volumes by the year 2010. This prompted discussions regarding the possibility of opening a branch library at the Bartlett School.

The attic space of the library building was renovated and an elevator and stairway addition was built in 1996-1997. This addition gave the library much-needed space for materials and computers but no office or staff workspace.

Currently the library staff works in public space including the meeting room. The library has only eight parking spaces in its lot with no expansion space. During programming many cars are parked up High Street and at area businesses. The library building is used to its capacity for materials and staff and annual safety inspections highlight the need for adequate storage space. Twelve PCs are used by staff and the public and there is no further room for expansion of the library's network except with wireless laptops.

In 2003 space on the second floor of the library was rearranged to provide a dedicated space for our teenaged patrons and the growing library collection that includes magazines and audio books. In 2005 a much-

requested music CD collection will be available for the community and that also will be housed on the second floor.

Staffed by 14 persons, including six full-time staff (2 professional), four aides, three pages and a custodian. The Goffstown Public Library is open an average of 57 hours per week every year. In 2003, the facility held 38,845 volumes (including paperbacks), had a total circulation of 58,289, provided 60 adult programs and 200 programs for children, including story hours. Approximately 40% of Goffstown residents held library cards at that time.

The Goffstown Public Library continues to be a member of GMILCS, Inc. a consortium of twelve public and academic libraries in southern New Hampshire. This consortium, with holdings of about 750,000 titles, share an automated circulation and card catalog system that is available to the community via the Internet. Membership in GMILCS, Inc. also provides the Common Borrower's Card service that gives our cardholders personal access to the member libraries and their collections.

Research database subscriptions are purchased cooperatively through GMILCS, Inc. that are also available remotely from a patron's home computer. This cooperative purchasing enables member libraries to provide resources they might not have otherwise been able to afford. In the summer of 2004 GMILCS, Inc. contracted with 24/7 Reference to provide online and after-hours reference to its clients in southern New Hampshire. This cutting-edge public service provides a live reference librarian via chat technology from any PC at any time of day or night. We look forward to the start of this service in the fall of 2004.

B. Branch Library

In 1994, the Goffstown Library opened the Pinardville Branch in the Pinardville Meeting House. This facility was intended to provide expanded service to half of the town's residents.

After opening in 1994, the Pinardville Branch Library was closed in the spring of 2000 after experiencing a decline in attendance and circulation. The decision to close was difficult for the Library Board of Trustees and the process included much research and a public hearing with the community. In addition to declining usage, the cost of automation, staffing, and the rental of the space was not found to be cost-effective.

The Common Borrower's Card service of GMILCS, Inc. gives the residents in the area three full-service libraries within about a ten-minute drive of the Pinardville area and was probably the cause of decreased circulation. That same service gives all areas of the Goffstown community a wealth of information available through the Manchester City Library, its West Community Branch, and the Bedford Public Library.

The Goffstown Public Library has seen a continual, steady rise in circulation statistics (24%) over the past four years, even with the closing of the branch library. Reference transactions increased 20% over the same pe-

riod, Common Borrower Card usage increased 101%, the number of programs increased 21% while attendance increased 184%. Interlibrary loan transactions increased 280%; usage of the computer network increased 807% and hits to the web site at www.goffstown.lib.nh.us increased by 3,267%.

C. Library Comparisons

A comparison of the Goffstown library with libraries located in comparable towns is shown in **Table 2**. This comparison suggests that the Goffstown library is considerably smaller than comparable communities both in terms of the physical size of the library as well as the collection size.

Table 2
Comparison of Library Facilities

Library	Population		Reporting Library Data 2003			NH State Library Statistics 2002	
	2002 est.	sq. footage	Collection size	Annual Circ.	Collection Size	Reference ?s	
Laconia	16,755	16,000	38,000	103,032	43,336	66,000	
Goffstown	17,219	5,102	31,207	56,202	36,233	6,440	
Bedford	19,608	19,980	73,701	197,413	69,527	11,760	
Wadleigh (Milford)	14,087	14,452	80,903	161,789	81,830	n/a	
Lane (Hampton)	15,138	16,500	(est.) 60,000	211,790	71,376	5,241	

* 2002 Population Estimates of NH Cities and Towns, prepared by The NH Office of State Planning, 7/03.

Laconia also has a 1226 sq. ft. branch library.

Action CF&U 23. Conduct assessment regarding: 1) the need for Main Library expansion and 2) meeting existing and future parking requirements.

6 Public Works Department

The Goffstown Public Works Department (DPW) is currently located at 404 Elm Street. All DPW administrative and shop operations moved to this location by 2001, it is also the site of the Town transfer station.

The Public Works Department is responsible for providing a wide range of Town services including operating the Town's solid waste system and maintaining Town roads, sewers, cemeteries, vehicles and facilities. DPW also provides technical and operational support to the Sewer Commission and Water Precincts. The Director of Public Works oversees 34 full-time staff plus six seasonal employees and an annual budget of approximately US\$7 million. Under DPW's current organization, three division managers report to the Public Works Director:

- Town Engineer - responsible for permitting, development review, design and planning;
- Assistant Director - responsible for highway, cemetery, facilities and sewer operations and maintenance; and,
- Environmental Project Manager - responsible for solid waste and storm water planning and operations.

The following text provides an overview of three of the DPW's main function areas; solid waste, highways, and cemeteries. Discussion on Town infrastructure managed outside of DPW (i.e. Sewer Commission and Water Precincts) are presented in subsequent sections.

A. Solid Waste

The Solid Waste Commission was formed on November 18, 1989. This Commission recommends policies and procedures to the Board of Selectmen regarding to solid waste matters. This Commission has been responsible for a number of recent changes and improvements to the Solid Waste system, including the automated curbside trash pickup system, and definitions for residential buildings to be included in the curbside program.

As of August 2004, Goffstown's curbside trash and recycling pickup program is operated in-house. This program includes most residential properties as well as municipal buildings and schools. Exceptions to the program include multi-family dwellings with more than 2 units, apartments and condominiums; these building so not have curbside trash pick up but recycling pick-up is provided. The total system, inclusive of both trash and recycling includes approximately five thousand stops; the service is provided in four days with separate trucks and drivers for the trash and recycling.

The town also operates the transfer station, which doubles as a recycling center, and is a drop off point for items that are too large for curbside collection. The transfer center was constructed in 1992 and opened in March of 1993. It is located at the geographic center of the town on a site which has been used as a gravel pit by the town for years, and which abuts another working gravel pit.

Major recent achievements in the solid waste division include assuming operations associated with curbside trash and recycling pick-up services. In order to remove as much hazardous materials out of the waste stream as possible, the Solid Waste group is working with the community to make disposal of larger and more hazardous items easier. As part of this effort, Solid Waste has increased the frequency of collection and expanded the range of items they will accept for disposal.

B. Highways

The highways group performs routine maintenance, such as street and sidewalk sweeping, cleaning of catch basins, reestablishing drainage ditches and road shoulders, as well as the winter plowing, sanding and salting of roads. This division also oversees paving contracts, conducts engineering designs done outside of DPW, and manages roadway reconstruction.

Goffstown has approximately 140 miles of road in town. Of these 140 miles of roadway, 127 miles are maintained by the Town and 13 are maintained by the State. The Town's responsibility includes 123 miles of paved road and 4 miles of dirt/gravel road. In addition, the Town constructs, on average, approximately 2.5 miles per year of new road.

There are approximately 11 miles of sidewalk in Goffstown. The construction of new sidewalks has been increasing with the approval of new developments by the Planning Board in the R-1 and R-2 zoning districts (residential).

The Highway Department maintains the town's roadways in accordance with its 20 year road plan. The Technology Transfer Center at the University of NH has developed a computer program to assist communities in managing their roadway systems. The 20 year plan identifies the conditions of all town roadways and provides a priority ranking of the type of repair or maintenance needed, as well as the estimated cost for those repairs.

Goffstown oversees the maintenance of 18 bridges for which the Department is currently preparing a master plan. Six of the bridges are new, six are estimated to need varying degrees of repair work and six require only normal maintenance activities. The town also has several old stone culverts that do not qualify as bridges, but nonetheless need to be replaced.

In order to carrying out all of its responsibilities, the Public Works Department maintains a sizable fleet of vehicles.

C. Cemeteries

There are three cemeteries that are operated and maintained by the town. These include the Westlawn, Hillside and Shirley Hill cemeteries. Westlawn, the largest of the three, is located on North Mast Road. The trustees who oversee the operation of this facility estimate that there is enough remaining area for another thirty to forty years before expansion is required. Land for the expansion of Westlawn, located across North Mast Road from the present cemetery, was acquired in the early 1970s. At present, the area is used by the Parks and Recreation Department as a ball field.

The Hillside Cemetery in the center of Grasmere, the oldest of the three cemeteries; there are approximately 100 sites remaining at Hillside, although most of these sites are not in the most desired locations. The trustees recently refurbished the facility's old AHearse House or tool shed.

The Shirley Hill Cemetery, located on Back Mountain Road, has been doubled in size on the north side of the property. The access road that will service this expansion is situated on the westerly side of the cemetery and bordered by a stone wall. This road provides access to burial sites and ensures ample area for many years into the future.

Although Perpetual Care Funds are no longer collected, interest on invested funds, administered by the Trustees of the Trust Funds, help to defray the maintenance costs of the cemeteries. Maintenance is handled by a division of the Highway group. Three Cemetery Trustees, who are elected by the town, oversee the operation of the cemeteries. This primarily involves the sale of plots and the maintenance of maps and deeds for those sales. The trustees feel that there is enough cemetery area within Goffstown to serve the needs of the town for perhaps another two hundred years.

D. Recommendations

The DPW is responsible for ensuring Goffstown's infrastructure is available and well maintained. This responsibility has increased over the past several years in conjunction with both the Town's population growth as well as increased demand for more and better services. While several budget and planning documents as well as local Commissions are in place to guide the expansion of new services, the DPW needs to continue to be flexible, responsive and proactive as it manages and improves Goffstown's important infrastructure.

Many of these recommendations are strongly linked to and are echoed in Appendix B: Economic Development.

GOAL CF&U 9 – DPW is a proactive and fully integrated partner with Town planning and development activities to ensure community infrastructure is managed in support of such plans.

Action CF&U 24. Conduct a community infrastructure assessment to determine demand, capacity and needs to support plans for future land use and economic development.

Significant portions of the community infrastructure, including water, waste water and utilities need to be assessed to determine their existing conditions, capacity levels and future demand. Such a plan would enable system-wide planning and prioritization as well as support land use planning efforts by identifying capacity constraints and future needs.

Action CF&U 25. Expand the road plan to include an assessment of underground utilities.

Under the current road plan, utility conditions are looked at on a case-by-case basis. The Town should carry out a system-wide inventory of the underground utilities and assess their existing conditions. Any resulting improvements should be prioritized and scheduled in conjunction with road works.

Action CF&U 26. Periodically assess infrastructure conditions and capacity to ensure planning is in line with actual growth and demand.

The Town should periodically review the condition and demand for its infrastructure to ensure usage rates and maintenance schedules are in line with development.

GOAL CF&U 10 – Use existing Capital Improvement Program and Roadway Plans processes to guide development

Action CF&U 27. Continue to adhere to existing Capital Improvement Program and Roadway Plans.

To date, the existing system of CIP and Roadway Plans has worked well to prioritize and guide road improvements. This process should continue even as needs assessments are carried out and additional functions may be included (e.g., utility work).

7 Sewer System

A. ***Sewer Commission and Department of Public Works Sewer Group***

The Goffstown's sanitary sewer system is operated as an enterprise fund with all operating and capital requirements paid for by users of the system. The Goffstown Sewer Commission, which was created by Article 24 of the 1956 Town Meeting, has the responsibility to oversee the admini-

stration and management of the town's sanitary sewer system. The three member commission, which is elected by town residents, administers the municipal sanitary sewer program in accordance with New Hampshire Revised Statutes Annotated (RSA) 149-1. The commission has the authority to enact ordinances and policies necessary to administer all aspects of the program.

Administration and maintenance of the system are the responsibility of the Public Works Department and town staff. The DPW Sewer Maintenance Division is responsible to administer the policies and programs adopted by the Sewer Commission. Accordingly, this group provides technical advice, emergency and routine maintenance of the system; they also inspect new sewer lines and service connections. The town's Administrative Assistant also provides assistance to the Sewer Commission as needed.

The sewer system is continually upgraded, improved and expanded upon according to a 20-year program. New areas for expansion are evaluated based on soil needs and new development. In 2000 a new pump station and collection system was added at Moosehead Park. In addition, a sewer survey and flow study is currently underway to evaluate drainage and sewer needs in the area of Summer Street, First Avenue, Second Avenue, Third Avenue, Winter Street, High Street, Maple Avenue, Ben Circle and Smith Road.

Goffstown's sewer system currently sends all water to Manchester for treatment and has a maximum contract with the Manchester treatment facility for 2.4 million gallons per day. All new development and projects seeking to connect to the sewer system must be managed within this limit. At least one more upgrade to the Manchester treatment center is being planned, this will give Goffstown another opportunity to purchase more flow should the community see fit.

B. Future Sewer Planning

Determining the future demand and capacity needs of a municipal sewer system is typically based on population and housing projections, as well as land use considerations such as the amount and location of commercial and industrial building space. There is currently an on-going study to determine sewer capacity and expansion in part of the Town.

1) Residential Growth Projections

Since 1997, several new areas have tied into the existing system. These areas include River View Park and Knoll Crest. In 2005, Lynchville Park is anticipated to come on line, connecting some 300 properties to the system. New development or existing homes wishing to connect to the sys-

tem pay an assessment fee that covers the cost of construction.

2) Industrial and Commercial Development

Previous Master Plans projected that approximately 300 acres of land would be developed for either industrial and/or commercial uses. It was expected that the majority of this development would occur in the southeasterly quadrant of town, along Route 114, between Mast Road and the Bedford town line. The likelihood of this land being developed was largely dependent upon the town extending water and sewer services to the area and adopting a more aggressive stance on economic development. It was felt that these actions would allow Goffstown to be able to compete with its neighbors for industrial development. In-fill commercial development was also expected to occur along the Route 114 and Route 114A corridors.

To date, none of the industrial/economic development sites identified in the 1997 Master Plan have been connected. Discussions between the Sewer Commission and Planning and Economic Development, however, are on-going and will be included in future system plans.

3) Conclusions and Recommendations from Previous Plans and Studies

The following conclusions and recommendations presented in the previous Master and Facilities plans are still relevant.

1. The Selectboard and other appropriate bodies should study the current structure for the planning, funding and provision of public utilities (water and sewer) in Goffstown and consider ways to better coordinate infrastructure planning and investment with growth management. This may include revising/restructuring the water districts and/or the sewer commission system currently in place and could include the Town assuming control of the utility districts.
2. Emphasize to the Goffstown Planning Board and the Public Works Department that all new developments for which expansion of the sewer system is proposed, need to be closely coordinated with the Sewer Commission. Ensure that proposed sewer projects support the town's future land use plan.
3. Investigate the possibility of participating in the State's Revolving Loan Program and the Community Development Block Grant Program. Periodically (annually) review the user fee program to ensure that revenues are meeting expenses. Initiate an accessibility fee program for new users, similar to the one proposed in this report. Ensure that this program is adequately administered.

4. Intensify current maintenance and repair efforts of the existing sewer system to reduce infiltration and inflow as much as possible and maximize the amount of sewage that can be treated. Periodically evaluate the cost effectiveness of I/I projects and document repair and maintenance efforts for future reference.
5. Ensure that new sewer construction is properly inspected and tested to minimize I/I from new portions of the system.
6. Discuss with the Board of Selectmen and Industrial Commission, the extension of the sewer system to the industrially zoned land in order to take advantage of potential development in that area. If the town commits resources to this project it should ensure that the landowners benefiting from the sewer improvements develop their land in a timely fashion. This will help to generate tax revenues which will offset the cost of the sewer project.
7. Discuss the extension of a sewer main to the Grasmere area encourage neighborhood development, but limit access to the sewer line extension outside of the Grasmere development area.
8. The Sewer Commission must continue to plan on reimbursing Manchester for operation and maintenance costs. It can be expected that these costs will continue to escalate approximately 5% per year. The Sewer Commission needs to ensure that revenues will adequately cover this expense.

C. Recommendations

GOAL CF&U 11 - Continue to plan and execute sewer development expansion and maintenance.

Action CF&U 28. Ensure the Facilities plan is updated to reflect actual growth patterns and planning objectives.

The Facilities plan continues to be the guiding document for sewer planning and expansion. The plan has proved to be useful because it is periodically updated and approved in light of community plans for growth, and in conjunction with the Manchester Treatment plans. Consider conducting community needs assessment to ensure existing conditions, capacity levels and estimates of future demand are consistent with community plans.

Action CF&U 29. Continue with its annual update of projects for the Capital Improvement Program. The current list of projects is presented in Table 3.

Table 3
Capital Projects
Sewer Commission - 8/10/04

Project	Project Start	Bond Term
Lynchville Park	2006	20 Years
Danis Park	2006	20 Years
Morgan Estates	2006	20 Years
Hermsdorf	2012	20 Years
Shirley Park	2014	20 Years
Inflow/Infiltration	On-going	Annual Budget

SOURCE: Town of Goffstown Capital Improvement Program

GOAL CF&U 12 - Sewer Commission should represent Goffstown's interests and plan with the future upgrades to Manchester Treatment Center.

Action CF&U 29. The Sewer Commission should work with the City of Manchester to coordinate an extension of the city's sewer line to the town's industrial park located on the Goffstown Back Road. This would help to promote commercial/industrial development on land already zoned for such uses.

8 Water System

1) Existing Water Systems

Water is provided to several areas in Goffstown through two water precincts and the Manchester Water Works. The Grasmere area is serviced by the Grasmere Village Water Precinct, which purchases the water on a wholesale basis from the Manchester Water Works. The Goffstown Village Water Precinct services the Village area from a reservoir which it maintains on Mountain Road, and from artesian wells located at the western end of town. The Manchester Water Works also provides water service in Pinardville. The two water precincts are separate entities from the town and have their own annual meetings to approve the precincts annual budget.

A board of commissioners oversees the day to day operation of the system, while the customers are vested with the legislative authority which they exercise at the annual meeting. As long as the user fees collected are sufficient to pay for operating and capital expenditures, the precincts will continue to operate as autonomous units of government.

Grasmere

In the time since the last master plan for the town was completed, the Grasmere precinct has extended and upgraded their water system dramatically. However, since this area has been the location of a very large portion of the Town's growth in recent years, the system still remains rather inadequate in relation to the need.

Current water mains range in size from six to sixteen inches, with a twelve inch line serving the main section of Grasmere. Fire hydrants are installed throughout the system at strategic locations for providing fire protection throughout the precinct. The system adequately supplies the areas of:

- Cobble Creek;
- Tibbetts Hill Road (up to the Mountain View Middle School);
- Center Street;
- Henry Bridge Road;
- New Road;
- Greer Road;
- the portion of Mast Road between the Elmer B. Nickerson Corner and the Greer Road Intersection, and
- a small section in the vicinity of the two manufactured housing parks.

Future upgrade and expansion plans for the utility are rather limited in scope due to the nature of the area that is serviced. Should it become feasible to service a larger portion of the town with municipal water in the future, it is suggested that every dwelling and business be tied into the system. However, this is not expected to be feasible in the near future. The precinct hopes to replace old sections of pipe and to complete the service loop from Mast Road, over the river, up the Henry Bridge Road, and down the Goffstown Back Road to the Manchester city line. Plans are also being made to install a water tank in the eastern part of Grasmere for storage purposes.

The Village

The Goffstown Village Water Precinct has also been able to upgrade some of its system, and has recently constructed a new access road to the reservoir on Mountain Road. In 1991, a 500,000 gallon water tank was installed on High Street to help increase water pressure in the Village area.

The Commissioners have indicated that near-term improvements to the system include the connection of loops in areas where dead ends lines currently exist. This will help to improve water pressure in those areas and also make it possible for new households to connect to the system.

A section of pipe is currently being replaced which connects the wells to North Mast Road and future plans include rebuilding the South Mast Street line. This portion of the system is old and in need of upgrading.

Work aimed at increasing the water supply is slow but particularly important, especially for fire suppression. Water pressure in the system is presently inadequate for fighting fires properly.

Pinardville

The Manchester Water Works (MWW) provides water for the Pinardville area and maintains 108,633 feet of pipeline of various sizes in Goffstown. The town also rents fire hydrants for fire protection in Pinardville. This area is well served with no immediate plans for future expansion of the system. The only potential future need identified at this time is the possible extension of water lines into areas of town which are industrially zoned. Map 5-2 illustrates the MWW service area.

2) Conclusions and Recommendations

While the existing water supply appears to be adequate, there is a serious pressure problem in all areas of the town as it relates to fire protection. Some complaints have also been voiced by customers in the Village area regarding water quality. These problems should be addressed by the Selectmen and Budget Committee, as well as the water precinct, as soon as possible.

GOAL CF&U 13 - Examine the adequacy of the Town's existing municipal water supply to assess future demand and resulting capacity or supply issues.

Action CF&U 30. The town should act to provide adequate water pressure levels for safety and fire suppression, as recommended by the Goffstown Fire Department in Section 1 of this Chapter.

Action CF&U 31 The existing water infrastructure should be upgraded to provide an adequate water supply for all users of the systems.

Action CF&U 32. Involve the entire community in decisions about major water construction projects. Some costs may exceed the ability of customers to absorb them.

Action CF&U 33. Given sensitivity to costs for water construction projects, the Town should consider the applicability of alternative financing mechanisms for proposed water construction projects.

9 Electricity, Natural Gas, Communications

A. Electricity

The entire town of Goffstown is provided with electrical power by Public Service of New Hampshire (PSNH). PSNH is New Hampshire's largest utility and provides electricity to 447,000 businesses and homes.

PSNH has three fossil fuel-fired generating plants and nine hydroelectric facilities which combined produce more than 1100 megawatts of electricity. The company has the capacity to sufficiently provide power to all of their Goffstown customers.

At present, there is no need to provide three phase power everywhere in town, and to do so would require considerable expense on the part of PSNH. However, should the need arise, this could be accomplished. This type of higher phase service is presently available to industrial and commercial areas on Route 114, Route 13, Goffstown Back Road and several other areas.

Consumers in Goffstown and in much of the state, presently have few sources from which to purchase their electricity. Recent changes in state laws may change that by increasing competition between electric utilities. The current studies being done on a state-wide basis may mean less expensive power in the future. At present, there are no specific recommendations regarding electrical service in Goffstown. However, the town should monitor the on-going efforts to deregulate electric power in the state to see how it may play a role in the future.

B. Natural Gas

Goffstown is serviced by KeySpan for natural gas. KeySpan is the fifth largest distributor of gas in the United States and the largest in New England. KeySpan took over service in Massachusetts and New Hampshire in 2000 when it acquired Eastern Enterprise, parent to many local gas utility companies. KeySpan is willing to extend their gas mains as needed, the cost of which is based on a standardized formula.

C. Telecommunications

1) Telephone Service

Verizon is the primary telephone service provider for Goffstown. Verizon, as well as many other local internet service companies, provides internet access via dial-up and DSL connections.

2) Cable Television and GTV 22 and GTV 16

Comcast provides a majority of the Town with cable television programming. If someone desiring cable service is not located within 200 feet of the existing wiring system, the company is not required to provide the hookup service.

This local access station began programming at the end of 1994. It is funded by 1% of the franchise fees from Media One's operation in the Goffstown area. GTV 22 and GVT 16 are public education and government access channel staffed by volunteers who do the production and programming. The Cable Television Community Access Committee oversees these stations.