

5

Community Facilities and Utilities

This chapter of the master plan examines Goffstown's community facilities along with their associated buildings, land and infrastructure. This review includes the departments of police, fire, public works, parks and recreation, 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 and the Hillsborough County Complexes, which consists of the Hillsborough County Nursing Home, the State Women's Prison and Southern NH Services.

In 1994, the Fire Department answered 609 ambulance calls and 636 fire calls. Calls for assistance include not only fire emergencies, but also, assistance with lost persons, flooding, bomb threats, lockouts, hazardous material incidents, and mutual aid calls.

1) Administration and Personnel

Administration of the Fire Department is the responsibility of the Fire Chief and Board of Selectmen. The Department employs 13 full-time firefighters that man three stations from 6:00 a.m. to 6:00 p.m., Monday through Friday. In addition, the Department also maintains a current roster of 60 on-call firefighters, and 24 volunteer Emergency Medical Technicians (EMTs).

The Department operates Stations 18 and 19 on Saturdays, Sundays and Holidays, with the use of on-call personnel. Both the full-time and call firefighters respond to emergency calls 24 hours a day and are compensated on an hourly basis.

The call firefighters and EMTs answer rescue and ambulance calls as a volunteer service and receive no compensation. They donate an estimated 4,000 hours each year to provide this service to the community.

The Department's 98 firefighters and EMT personnel are trained on a continuing basis in fire suppression and emergency medical operations. This training is conducted during daytime and evening sessions. Training provided by the Department consists of, but is not limited to, the following.

- Basic firefighter orientation classes
- Emergency medical technician continuing education courses (necessary to maintain certification)
- Fire officer leadership training
- Fire strategy and tactics
- International fire service training (IFSTA) classes
- Fire apparatus driver/operator training and certification classes
- Hazardous material training

- Disaster operations training

The Training Division of the Department also develops and maintains various other training programs. Documentation of all training conducted and tracking of all personnel certifications is also accomplished by this division.

2) Facilities and Apparatus

The Goffstown Fire Department provides fire protection services from three station houses. Station 18 is located at 18 Church Street in the Village and was built in 1959. Station 19, constructed in 1970, is located at 656 Mast Road in Pinardville. 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.

INSERT COMMUNITY FACILITIES MAP HERE (MAP 5-1)

Station	Apparatus	Model Year
Station 17	Engine 5	1986
	Tanker 5	1989
Station 18	Engine 1	1994
	Engine 2	1978
	Ladder 1	1988
	Hose 1	1978
	Forestry	1956
	Ambulance 1	1989
	Chief's Car	1992
	Deputy Chief's Car	1994
Rescue Boat	1990	
Station 19	Engine 6	1992
	Ladder 6	1983
	Hose 2	1977
	Ambulance 2	1992
	Pickup Truck	1992
	Rescue Boat	1990

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 Village Firemen's 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 Village Firemen's Association.

3) Fire Prevention

The Goffstown Fire Department has an ongoing Fire Prevention and Inspection program. Through this program, new and existing property is inspected for compliance with the BOCA and NFPA 101 Life Safety Code. Other services include: providing assessments to the Planning Board regarding the impacts of proposed new developments on fire protection and emergency services; 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 Emergency Medical Service Association (GEMSA) is a volunteer organization operating under the auspices of the town's Fire Department. In 1989, GEMSA purchased a new ambulance to service town residents, replacing the existing vehicle which had been in use since 1980. GEMSA also provided the funding necessary to purchase an ambulance for the Pinardville area in 1992.

Funds for both ambulances were provided through donations and from various fund raising activities. GEMSA also helps supply the ambulances with equipment necessary to provide Emergency Medical Services to the community.

2) Emergency Response System

The Statewide E911 System recently began operation. With this system in place, anybody in need of emergency services that dials 911 is routed to the Goffstown Communications Center via an E911 operator in Concord. However, people accustomed to calling 497-3311 for emergency services in town, will still continue to receive the assistance they need.

The Fire Department maintains and provides 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.

3) State of New Hampshire Forestry Service

The State of New Hampshire shares 50% of the expenses associated with forest fire protection and suppression in Goffstown. The Board of Selectmen appoint a State Forest Fire Warden for Goffstown, who in turn recommends the number of Deputy Forest Fire Wardens needed. These Wardens help the state enforce the Forest Fire Laws and assist with the training of personnel in forest fire suppression and fire prevention.

C. Recommendations

1. Support the Goffstown Fire Department's vehicle replacement program as planned over the next twenty years.
2. Examine the adequacy of the town's existing municipal water supply. It should be expanded to meet current and future needs.
3. New residential developments, as well as new or remodeled commercial and industrial buildings, should have sprinkler systems installed. This increases the level of fire protection in the community while reducing costs incurred by the town for additional firefighting personnel and equipment.
4. Require developers to install water mains, or other suitable types of water supplies to meet fire protection needs, as a condition of subdivision approval.
5. Expand Station 17 in order to service the substantial residential growth which has occurred in the area of town serviced by this station.
6. Explore the possibility of town fire stations being manned 24 hours a day by the year 2005.
7. If fire calls continue to increase, evaluate the Department's potential need regarding the creation of a central fire station.

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 con-

structed in 1987 and contains 8,500 square feet of useable building space on a 1.1 acre site.

In 1995, the Goffstown Industrial Corporation acquired an additional one acre parcel adjacent to the facility, located to the west of the building, with frontage on Mast Road. This land was donated to the town for the eventual expansion of the Police Department.

The Police Department is staffed 24 hours a day by 25 full-time officers, one prosecutor, one secretary, 2.5 records clerks and eight communications personnel who man the dispatch center.

Additionally, there are eight part-time officers, two part-time dispatchers, and six crossing guards and volunteer police explorers, who work under the auspices of the Police Chief.

There are 14 police vehicles in the Department's fleet, including six marked units (stripped and with emergency light bars), four unmarked units, one 4WD supervisor's marked unit, one paddy wagon, one DARE car and one tow along mobile command post. During the summer months, two motorcycles are leased with funds from the NH Highway Safety Agency. In addition, during warm weather a bicycle patrol is incorporated into the community-policing program. These vehicles are listed in Table 2.

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. This includes portable radio, dictette, and ancillary expendables (forms, disposable gloves, etc.). Special investigative items are kept at headquarters and issued as needed. These include forensic evidence gathering kits, cameras, video, night scopes, etc.

Table 2
Vehicle Inventory (12/96)
Goffstown Police Department

Vehicle#	Model	Description	Type	Location
1	89	GMC Paddy Wagon	LTP3	Yard
2	95	Ford Crown Victoria	LTP3	Yard
3	93	Ford Crown Victoria	LTP3	Yard
4	92	Ford Crown Victoria	LTP3	Yard
5*	92	Ford Crown Victoria	LTP3	Yard
6	95	Ford Crown Victoria	LTP3	Yard
7	96	Ford Crown Victoria	LTP3	Yard
8	92	BMC S-15 4x4	LTP3	Yard
9	94	Ford Crown Victoria	LTP3	Yard
10	93	Ford Crown Victoria	LTP3	Yard
11	94	Ford Crown Victoria	LTP3	Yard
14	96	Ford Crown Victoria	LTP3	Yard
15	82	Chevy Malibu	LTP3	Yard
16	75	Terry Command Post	LTP3	Yard
17	96	Honda Motorcycle/lease		Yard
18	96	Harley FLH Motorcycle		Yard
19	96	Ford Crown Victoria	LTP3	Yard

*Will remain parked and used only as a training vehicle.

2) Facility Needs Assessment

Future expansion of the current station on Mast Road, which is 10 years old, was considered at the time of its initial construction in 1977. Prior to construction there were several deletions of planned space in order to meet budget constraints. Facilities deleted included the following.

- A maintenance bay for vehicle cleaning, light maintenance (vacuuming, fluids, etc.) and related work
- Additional storage space for records archiving
- Additional office space
- Garage parking for 4-5 vehicles

The town's current Capital Improvement Program (CIP) recommends that these needs, listed in "Phase II" of the police facility's proposed capital expenditures, should be addressed.

Currently, there is no facility to house any of the department's fleet, which is especially critical for the specialty units such as the paddy wagon, mobile command post, 4WD unit and the DARE car. There is also no vehicle bay for light maintenance work such as checking fluids, vacuuming vehicles, changing light bulbs, etc. That work is currently

done in the Sallyport (prisoner entrance to booking area) when it is available, a situation which creates risk and which is not recommended from a liability perspective. (No tools, storage of tires, ancillary equipment should be in an area accessible to prisoners).

The CIP Committee approved \$130,000 (in FY 97) to expand the police facility to the west. This expansion will add suitable space for the following operations.

- 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

The proposed renovation design should also consider HVAC replacement and/or upgrading the current system. All of the roof top units are now ten years old and in the past two years, several have required extensive repair work.

The flat membrane roof on the current structure has also been problematic and required substantial repair work in 1995. The feasibility of combining a new HVAC plan and peaked roof design should be explored when planning the addition.

Site improvements should include a second egress onto Mast Road for police vehicles (exit only). The potential for creating sufficient parking to accommodate employee and police vehicle parking in the rear (and west) of the building should also be explored. This would leave the existing parking to the east for visitors only. The grade differential between the current height of the building and the county land may lend itself to having the garage and maintenance bays located underneath the new addition.

3) Staffing Needs Assessment

Clearly, the most rapidly 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, the schools, the Parks and Recreation Department, civil organizations and non-profit groups, which also devote effort, time and programming towards youth.

B. Communications Department

The Communications Department 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 Fire Department.

The Communications Department is staffed by a Communications Supervisor, one Assistant Communications Supervisor, six full-time Communications Specialists (Dispatcher) and two part-time Communications Specialists.

In accordance with the Capital Improvement Program and a vote at the 1994 Town Meeting, \$598,000 was appropriated to install a new telecommunications system for Goffstown's Emergency Services and the Department of Public Works. The telecommunications system upgrade includes the location of a new tower, antenna and transmitting facility at the top of Uncanoonuc Mountain, and a VHF trunked radio system and new mobile and portable radios for all town agencies.

The VHF trunked radio system at the new transmit location will address several critical needs which had been identified in the Capital Improvement Program. In addition, in the fall of 1995, the Police Department was notified by the Department of Justice that it had received a COPS MORE grant award in the amount of \$77,250 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".

C. Recommendations

1. Current staffing is considered to be adequate for addressing the town's present needs.
2. Juvenile Specialist Officers should receive advanced training in delinquency prevention and control, abuse and neglect issues, sexual assault investigation and DARE instructor certification.
3. Expand the police station to add more records storage, a place to do light maintenance on cruisers and additional office space for detectives.
4. Continue strict motor vehicle enforcement.
5. Implement community policing efforts such as bicycle patrols and neighborhood meetings.

6. Continue to take a proactive posture within the town.
7. In order to help alleviate juvenile problems the following actions are recommended.
 - Use of the school facilities more fully at night and on the week-ends and during the summer months for youth programs
 - Invite all civil, 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
 - Continue the YMCA youth “teen nights”
 - Support the Parks and Recreation Department programs
8. Continue periodic community surveys to determine needs for youth, families, problem areas, etc.
9. Install permanent crosswalk markings.

3 Parks and Recreation

A. Town Recreation Facilities

The Parks and Recreation Department was established in 1972. The facilities managed by this Department include Barnard Park, Roy Park, the Recreation Center, the Town Common and the playing fields. Certain ball fields are not owned by the town, but are utilized by the Parks Department. They include the Lions Club field, Allard Park, and the Villa Augustina fields.

The Parks and Recreation Department is responsible for maintaining approximately 230 acres of land. The staff consists of two full-time personnel in the positions of Director and Maintenance Supervisor, as well as 18 summer seasonal staff.

The two town pools are used heavily during the summer months. They are located at Barnard and Roy Parks. The town also maintains seven tennis courts, one track and field area, two playground areas and one skating rink.

The playground areas at both Roy and Barnard Parks are in need of revitalization. A few new pieces of equipment were added to these parks in the last few years, however, additional improvements and rejuvenation of the overall appearance of these parks is also needed. Possible improvements might include the planting of flower beds, bright paint on the pavilion at Barnard Park, additional park benches and granite seating areas.

Currently, the Department offers 58 different activities, including activity period, soccer, basketball, hiking, tennis, aerobics, dog obedience, softball, pumpkin hunts, swimming lessons and field trips.

The attendance at most of the programs has continually increased over the years. Program participation grew by 10.9% during the years 1993-1995. The current recreation center is inadequate for the present needs of the community. A plan to expand this building has been proposed by the Parks and Recreation Commission.

Additional park land will be needed in the future, particularly in the eastern portion of Goffstown. There is additional land owned by the town across from the beach at Glen Lake which was acquired in 1977 through a grant from the U.S. Department of Housing and Urban Development (HUD). The town should develop this land for use as a park. The idea of neighborhood parks should also be encouraged by the Planning Board in large residential developments.

Maintenance of additional parks is a concern for the Parks and Recreation Department. An additional maintenance person may be needed for this Department as more facilities are added to the town's inventory. Table 3 illustrates the recreational facilities available in Goffstown.

Table 3 Inventory of Recreation Facilities (12/96) Town of Goffstown	
<p><u>Barnard Park</u> 22 acre site 4 tennis courts 1 outdoor pool 1 track and field facility 2 outdoor basketball courts playground/picnic area 1 outdoor volleyball court 1 outdoor pavilion</p> <p><u>Roy Park</u> 3 tennis courts 1 outdoor pool 1 baseball/softball field 1 outdoor basketball court 1 playground/picnic area</p> <p><u>Cemetery Field</u> soccer field baseball field softball field</p>	<p><u>Recreation Center</u> function room office storage area outdoor skating area</p> <p><u>Lions Club</u> 3 soccer fields 2 baseball fields</p> <p><u>Villa Augustina School</u> 3 Little League fields (private facility maintained by Parks & Rec)</p> <p><u>Mountain View Middle School</u> soccer field field hockey field baseball field softball field</p> <p><u>Goffstown High School</u> soccer field softball field</p>

B. Other Recreation Facilities

1) The YMCA

Located at 116 Goffstown Back Road, the YMCA (the Y) began operation in August of 1993. It hired its first full-time director in the winter of that year. Although the organization had not been looking to expand, a donation by the Allard family (representing 60% of the original facility's size) provided a great opportunity to increase the Y's ability to serve more of the greater Manchester community. This particular site was also an ideal spot to transplant the rapidly growing summer day camp program that was then held at Livingston Park in Manchester.

The major program areas that the Y focused on during its first year were tennis, fitness, gymnastics and summer day camp. Since then, the Y has developed programs in youth and adult sports, youth fitness and a com-

complete adventure program facilities. Also available now is an aquatic program with two new indoor pools.

Initially, the facility was upgraded to improve the fitness offerings and to build a permanent gymnastics facility. In the summer of 1994, renovations to the site's 12 acres began. This included renovation of the outdoor pool, the addition of a pool house, the construction of two outdoor pavilions, the addition of an arts and crafts building, the conversion of clay tennis courts to beach volleyball, and an archery range and four clay courts converted into a multi-purpose sports field. In addition, both high and low rope courses were also constructed, the outside tennis courts were resurfaced and one was converted to a basketball court. Additional parking has also been added over time.

Program offerings have been increased since the facility first opened and now include the following.

- All levels of gymnastics (instructional, competitive, recreational)
- All levels of tennis (instructional, competitive, recreational)
- A complete adventure department, including a challenge course, climbing gym, clubs and outings
- Fitness programs for adults, teens, seniors, and a new youth fitness center
- Two new indoor pools for a complete offering of progressive swimming classes, water exercise, therapeutic programs and programs for special needs, as well as recreational swimming for all ages
- Summer Day Camp 1/2 Moon, which is a summer sports camps for gymnastics, tennis, cheering, and fitness
- Host Coordinator of Youth and Family Services (programs for youth, teens, and families at risk)

The special events schedule includes the following activities.

- Field days for local schools
- Teen nights, youth nights
- After prom parties
- Birthday parties, rentals
- Vacation camps
- Dances
- Playgroups for special needs kids
- Challenge days for school and business groups
- Teen Leaders Corps and Earth Service Corps
- Scholarship program for anyone in financial need

C. Recommendations

1. Use the Mountain View Middle School for summer programs, in addition to programs offered at Barnard and Roy Parks, for residents in the eastern portion of Goffstown.
2. Purchase and install updated playground equipment for both Roy and Barnard Parks.
3. Additional programs should be instituted for the arts, including a summer theater workshop. Other new program possibilities include a bike safety/rodeo program and teen night.
4. Explore the possibilities of expanding the Parks and Recreation facility due to the extensive use of this building. Relocation of this facility from its Mast Road location to a more centrally located site should also be considered in order to better accommodate residents and to eliminate the driveway safety issues.
5. Explore the possibility of expanding the park system to include the land across from Glen Lake located on Elm Street (Assessors Map 5, Lot 14).
6. Encourage the Planning Board to consider requiring developers to include land for neighborhood parks in residential subdivisions of more than 10 lots.
7. Encourage further use of the Town Common for concerts, outdoor theater, etc. Install additional park benches and flowers.
8. Institute a bike path program throughout the town utilizing the old railroad bed.
9. Reinstate a youth swim team.
10. Refurbish the town owned land where the old covered bridge was located.
11. Refurbish the pavilion at Barnard Park.
12. The creation of additional town ball fields should be explored so that such facilities are available for scheduled sports activities seven days per week.
13. Local organizations should work together to decorate the Town Common for holidays.
14. Additional restroom facilities are needed at both of the town parks.

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 twelve full-time and five part-time employees who work in the following departments: Selectmen; Administrator; Finance; Town Clerk; Tax Collector; Assessing; Building Inspector; Planning Coordinator; and Sewer Department. These positions include both elected and appointed officials. 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.

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.

There are two areas for concern that should be addressed in order to make operation of the town offices more efficient. These two relate to the working hours of the business offices and the computer system. The current hours of operation are inadequate and should be changed to weekdays, from 8:30 a.m. to 4:30 p.m., and until 6:00 p.m. on Thursdays. A half day of operation on Saturday, from 9:00 a.m. to 1:00 p.m., should also be considered. Rotation of staff members to cover the extra hours would mean that extra staff would not have to be hired, and labor costs should remain the same while offering the public better service.

The problems associated with the current computer system is that there is a mixture of networked and non-networked personal computers (PCs), which are not, in all instances, being used to their capacity. There are eight terminals that link tax billing and collection, accounting and assessing operations. The Town Clerk's system stands alone and there are seven other stand alone PCs.

The system is expected to be updated this year by creating a network system throughout the entire Town Hall. Other town departments will

be added to the network within the next three years. It is essential that the upgrade of the Town Hall system be done in such a way as to make all town departments compatible with one another. The conceptual plan has been described as follows.

“The plan will be dynamic; it is designed to change with the customer’s changing needs and technological advances. The plan will also be conservative; no risky technologies will be implemented, only proven environments. The plan will be economical; capitalizing on the huge price performance ratios available in the computer market. The plan will be inclusive; all departments will benefit by sharing information using “standard” software products.”

Given the available technology it is hard to comprehend that someone in the Police Department cannot get municipal ordinance information from the computer by calling up the required data. Also, since this is the age of the internet, individuals may want to find out what it will cost to register a car or a dog, or even to find out if a pending permit has been approved. Each town department and committee should have their own section of information made available on a Web page for the Internet. In addition, town owned land should be entered into a data base that is updated on a regular basis, along with data concerning subdivision approvals, building permits, sewer permits, voter registration, etc.

It is also recommend that an informational brochure for the town be made available through the Town Hall for new residents and tourists to help promote the town=s resources.

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 col-

lege=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) 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.

3) 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.

4) 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.

5) 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.

6) 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.

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.

In 1995, the plan to renovate the High Street facility to bring the building into compliance with life safety and handicap accessibility codes moved forward. Funds for the preparation of construction drawings and cost estimates were approved at that year's annual Town Meeting. A capital campaign instituted by the Library Board of Trustees has also raised over \$20,000 in community contributions toward the renovation project.

The firm of Meehan Architects was selected to prepare the plans for renovation of the attic space and for the elevator and stairway addition to the north side of the building. When completed, this construction project will provide a necessary second means of egress from the main floor, as well as handicap access to all library services and programs. It will also result in the creation of almost 50 percent more usable space (approximately 1,500 square feet) to relieve the extreme overcrowding which currently exists. The renovated third floor will contain a quiet reading/reference area, as well as a much needed meeting and conference room, to facilitate the library's literacy program which was reinstated in January 1996. The architectural integrity of the 1990 library building is being maintained.

Although the building's site allows limited space for expansion and parking, the library personnel maintain a cordial relationship with the abutter, the Bank of New Hampshire, which can provide additional parking spaces if the need arises.

Staffed by the equivalent of 4.75 full-time librarians_, the Goffstown Public Library is open 50 hours per week. In 1995, the facility held 38,845 volumes_ (including paperbacks), had a total circulation of 58,146, provided 17 adult programs and 398 programs for children, in-

_ New Hampshire Library Standards require 4.25 FTE at level 3 for a population range of 15,000 to 18,000.

_ This represents 2.6 books per capita. The ALA recommends 3-5 volumes per capita and 1 librarian for every 2,000 persons.

cluding story hours. Approximately 35% of Goffstown residents held library cards at that time.

As a member of the GM-Greater Manchester Integrated Library Cooperative System, the town's library will have computer access to card catalogs from 10 other town and college libraries by 1997. This will provide residents with access to more than 350,000 additional books. The computerization will also allow the library to automate its circulation desk and eventually provide Internet access.

This library building, along with a thriving branch library in Pinardville, will provide library services within walking distance of two population centers in Goffstown. These facilities will help to maintain a sense of community and place that is missing in so many southern New Hampshire towns.

B. Branch Library

In 1994, the Goffstown Library opened the Pinardville Branch in the Pinardville Meeting House. This facility provided expanded service to half of the town's residents. Prior to the opening of this facility the branch library shelves had been housed in the hallway of the Bartlett School, until school space needs eventually required that space to be vacated by the library. Attendance has far exceeded all projections with 5,000 people using the branch in 1995.

The facilities 1,100 square feet of space house a cutting edge library with an aggressive interlibrary loan policy and plans for connection to the GM-Greater Manchester Integrated Library Cooperative System. The small collection of books includes the very popular McNaughton Collection of novels and nonfiction titles. The branch is open 21 hours per week and offers scheduled children's programs mirroring those at the main library, including a summer reading program. It has been discovered that the library enhances the mall in which it is located, attracting visitors who would not otherwise be there. The branch would attract even more traffic if a library logo or sign were placed at the entrance to the Pinardville Meeting House.

The branch does have two problems however. One is the tenuous nature of the one year lease with the Pinardville Community Association, making its continuous operation there an uncertainty. The second problem is that the library must share the space with a number of other community activities.

C. Other Library Facilities

The St. Anselm College Library has holdings of 195,000 volumes. Goffstown residents are free to read the library materials and make photocop-

ies in the library. A special borrower's fee of \$100 allows a person to check out up to 5 books at a time.

Other public school libraries in Goffstown have the following holdings.

1. Goffstown High School - 15,178 total items including media such as laserdiscs, videos, recordings, etc.
2. Mountain View Middle School - approximately 10,000 volumes.
3. Maple Avenue Elementary School - 6,222 volumes.
4. Bartlett Elementary School - 5,094 volumes

D. Recommendations

1) Main Library

- a) The renovation project will adequately provide for the main library's requirements for space, safety and physical accessibility for the next five years.
- b) Explore and promote the library's electronic capabilities to centralize town data and extend accessibility for all citizens to the Local Area Network (LAN).
- c) Explore the possibility of public access to the resources of the four school libraries after school hours or during the summer.

2) Branch Library

Establish a permanent branch library with adequate staffing and funding to better accommodate the patrons of the Pinardville area. Library Trustees and the Board of Selectmen are encouraged to use whatever resources available, (e.g. tax incentives) in order to secure a permanent Pinardville Library facility.

6 Public Works Department

The Goffstown Public Works Department (DPW) is located at 51 Depot Street. The current facility was constructed in 1958 after the first building was destroyed by fire in 1957. The original town shed was smaller and was sited at the same location. The DPW building is situated at the old town dump on a site of approximately 4 acres. The facility is inadequately sized, having only one bay and is poorly designed to facilitate

proper maintenance and storage of vehicles. The building is old and has been in need of repair for some time.

The Public Works Department is staffed by 28 full-time personnel, one floating employee, who works 40% of a full-time position and three seasonal employees. The department is divided into five divisions including highway, solid waste, sewers, cemetery and administration. The number of personnel within each of these divisions is as follows.

- Solid Waste - three full time
- Sewer - one foreman who is part-time
- Administration - three full time and one 40% floater
- Cemetery - one part-time foreman
- Highway - all remaining employees

A. Solid Waste

The Solid Waste Commission was formed on November 18, 1989 by a vote of a special Town Meeting. This Commission recommends policies and procedures to the Board of Selectmen with regard to solid waste matters. It was this Commission that recommended adoption of the automated curbside trash pickup system, and also established recommendations defining the residential buildings to be included in the curbside program. This program also includes all of the municipal buildings.

Goffstown is fortunate to have a curbside trash pickup program which uses a new automated system. The town was the first community in New England to make use of this system. Forty-five hundred stops are done in four days with one truck and a driver.

Part of Goffstown's solid waste disposal system includes a mandatory recycling program (with curbside pickup), which is also administered by the Solid Waste Commission. This program has expanded over the years and has reached a community participation rate of approximately 70%. This data is based on the Solid Waste Commission's analysis of recycled materials brought to the transfer station.

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.

B. Sewer Commission

The Goffstown Sewer Commission, which was created by Article 24 of the 1956 Town Meeting, has the responsibility to oversee the administration 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 reviews all plans for improvement or expansion of the collection system. The Director, or his representative, inspects all new sewer lines and service connections and also has the responsibility to administer the policies and programs adopted by the Sewer Commission. The town's Administrative Assistant also provides assistance to the Sewer Commission as needed.

C. Administration

This division consists of the Director, Secretary, the Highway Engineer and the Computer Assisted Design and Drafting (CADD) operator (representing 40% of a full-time position).

The duties of the Director are administrative and technical. The Director is the only registered professional engineer in the town's employ. The Director reviews the designs for all sewer, road and drainage projects. He also reviews plans submitted to the Planning Board for approval. In addition, the Director has been involved in the design and construction oversight of the six bridges that have been constructed in Goffstown. Three of these were constructed by the town and three were constructed under the state municipal aid program.

The Department's Secretary is responsible for all associated office duties, such as typing reports, letters, assisting with the preparation of the budget and monitoring expenditures throughout the year. In addition, this person handles approximately 40-50 telephone calls per day and also acts as the radio dispatcher.

The Highway Engineer assists the Director in reviewing Planning Board projects. He also conducts field work, such as land surveying and establishing grades during construction and provides design assistance for road and drainage reconstruction projects. The Department's CADD operator translates this field data into base plans and completes all drafting.

D. Highways

The Highway Department is the largest division within the DPW. This division 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. Also, this division oversees paving contracts, any of the engineer-

ing designs done outside of the Department, and the reconstruction of roadway facilities. The Highway Department performed the site work for the transfer station, as well as the communications hut and tower for the new communications system. The Department has also been responsible for the reconstruction of approximately four miles of roadway and six bridges since 1992.

Goffstown has approximately 140 miles of road in town. The town maintains 123 miles of paved road and 4 miles of dirt/gravel road. The state maintains the remaining 13 miles of road in town. 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 Department conducted field work in 1991 to collect the data necessary for use with this program, but did not obtain the first departmental computer until 1992. 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. The estimated repair costs for all identified roadway improvements in Goffstown at this time is approximately \$5 million, or \$250,000 per year over 20 years. However, the 20 year plan does not take into account the 2.5 miles of new roads added each year, nor does it take into account inflation, which is why the program is updated every two years.

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 have several old stone culverts which do not qualify as bridges, but which will need to be replaced at some point.

In order to carrying out all of its responsibilities, the Public Works Department maintains a sizable fleet of vehicles. The current inventory totals 34 vehicles and is illustrated in Table 4.

**Table 4
Vehicle Inventory (12/96)
Department of Public Works**

Vehicle	Year	Make	Body Style	Vehicle	Year	Make	Body Style
10*	1983	Chevy	Pickup	41	1982	Ford	Vactor
10	1990	Chevy	Car (4dr)	50	1992	Chevy	Pickup
11	1992	Cat	Grader	51	1992	Ford	Pickup
12	1990	Cat	Backhoe	52	1995	Mack	Dump
13	1988	Cat	Dozer	53	1992	Bombadierr	Sidewalk Plow
14	1986	Cat	Loader	59	1995	Mack	Dump
17	1994	Cat	Loader	60	1991	Chevy	Pickup
18	1994	Cat	Backhoe	69		Buffalo/Sp	Roller
20	1995	Ford	Pickup	70	1988	Chevy	Pickup
21	1992	Mack	Dump	72	1987		Packer
22	1992	Mack	Dump	75	1995	White	Packer
23	1992	Mack	Dump	76	1996	Steco	100yd.Trailer
24	1992	Mack	Dump	78	1992		75 yd. Trailer
25	1992	Mack	Dump	79	1992		75 yd. Trailer
26	1991	Chevy	Dump	81			Tag-along
29	1997	Mack	10 Wheel Dump	82			5 th Wheel
40	1990	Chevy	Pickup	83	1970	Mack	Tractor

*To be replaced

E. 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 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, is considered to be at capacity, although a few sites still remain. The trustees want to refurbish the facility's old AHearse House@ or tool shed. However, this project does not represent an immediate need and will be done in keeping with the historic nature of the building.

The Shirley Hill Cemetery, located on Back Mountain Road, will be doubled in size on the north side of the property. The access road that will

service this expansion will be situated on the westerly side of the cemetery and will be bordered by a stone wall. Completion of this road will allow for burial sites to be sold in the expansion area for many years into the future.

Perpetual Care 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 Goffstown Highway Department. 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.

F. Recommendations

1) Highways

- a) If the Main Street bridge needs to be reconstructed it should be done so with an historic style, covered bridge, which could adequately accommodate all vehicular traffic. It is felt this type of bridge would help to attract tourism to the Village area.
- b) A walking bridge should be constructed at the site of the old covered railroad bridge to coincide with the rails to trails program.
- c) Strong consideration should be given to relocating the Department of Public Works facility to the site of the town's transfer station.
- d) The building of new sidewalks should be in accordance with the recommendations contained in the Transportation chapter of this plan.

2) Cemeteries

- a) The town should purchase, or accept as gifts, any available lands that may abut existing cemetery land for future use.
- b) The important historical aspects of the cemeteries should be maintained.

7 Sewer System

A. Historical Context of Facilities 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. Over the last several decades, a number of studies have been completed in Goffstown which attempted to address the issue of municipal sewer capacity and expansion. These studies have been included as parts of previous master plans and have also been undertaken as separate facilities studies. The information presented in this section presents an overview of the findings and recommendations of these historical facilities plans. Map 5-2 illustrates the current sewer system service area in Goffstown.

1) Residential Growth Projections

According to the sewer facilities component of the 1990 Master Plan, growth in Goffstown was expected to occur with or without the availability of municipal sewer. Since no determination could be made regarding how much of this future growth would require access to the municipal sewer system, three general residential development scenarios were considered instead. These scenarios applied growth factors of 40%, 50% and 60% to existing development levels in order to arrive at an overall future level of development. At that time, the Planning Board felt that the 60% scenario most accurately depicted the level of growth that the town would experience in the future. The majority of this development was expected to occur in those portions of town shown as medium and high density residential areas on the Future Land Use Map contained in the 1987 Master Plan.

Population projections prepared by the NH Office of State Planning (NHOSP) in May of 1987, were used as the baseline for the wastewater flow projections presented in the 1990 sewer facilities plan update. These projections are presented in Table 5.

Year	Population	% Change
1980*	11,315	--
1985**	13,025	15.1%
1990	14,971	14.9%
1995	17,283	15.4%
2000	19,314	11.8%
2005	21,437	11.0%
2010	23,636	10.3%

*Actual Census enumeration
** Estimated figure from the NHOSP
Source: NH Office of State Planning, May 1987

2) Industrial and Commercial Development

The 1987 Master Plan 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.

3) 1990 Conclusions and Recommendations

Based on the analysis completed at that time, as well as information developed in previous studies, the following conclusions and recommendations were presented in the 1990 facilities plan update.

Conclusions

1. The 1976 facilities plan is still a valid planning tool and should be used to support this document (the 1990 Plan).
2. Any major capital projects undertaken by the Sewer Commission must be closely coordinated with the Goffstown Planning Board and the Public Works Department.

3. The Sewer Commission should expect to finance future capital projects with user fees and accessibility changes, since federal and state funds are unlikely to be available.
4. The Sewer Commission will be required to fund its fair share of the Manchester wastewater treatment plan upgrade.
5. The existing capacity that Goffstown has reserved in the Manchester Treatment Plant will not adequately satisfy Goffstown's projected growth.

INSERT UTILITY SERVICES AREA MAP HERE (MAP 5-2)

6. The existing collection systems in Goffstown Village and Pinardville have not been properly maintained since their construction in the 1950s.
7. Infiltration and inflow (I/I) significantly increase Goffstown's wastewater flows.
8. Expansion of the existing sewer system into new developments should be funded solely by the developers. An exception to this policy may be the extension of the system to the industrially zoned land along the Route 114 Bypass.
9. Expansion of the existing sewer system into several residential neighborhoods is scheduled to be undertaken by the Sewer Commission. The estimated cost to the homeowners, if each neighborhood funds its entire construction project, will be \$5,000 - \$8,000 per home. This cost will probably necessitate that the Sewer Commission appropriate funds from user fees to make the projects feasible.
10. During the second half of 1990, the Sewer Commission will begin to pay the City of Manchester for operation and maintenance costs associated with wastewater treatment at the Manchester Plant. Goffstown's annual bill is estimated to be \$240,000.
11. Funding of capital projects will be dependent on current and future user fee levels, as well as, on collecting accessibility charges from new connections to the system. The exact number of new connections to the system each year cannot be determined.
12. Much of the design work for several of the CIP projects has been substantially completed by Hoyle, Tanner & Associates (HTA).
13. The CIP is a planning document requiring annual updating.

Recommendations

1. Use the 1976 facilities plan to initiate planning for several of the capital improvement projects. The facilities plan includes plans and profiles for several of the proposed sewer extensions.
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. Pursue authorization from the 1990 Town Meeting to bond for Goffstown's existing share of the Manchester treatment plant upgrade. Review revenues and available capital to determine if user rates are adequate to pay the annual principal and interest payments.
5. Pursue authorization from the 1990 Town Meeting to purchase an additional flow of 800,000 gallons per day, an additional 2,900 lbs. of BOD per day, and an additional 3,500 lbs of TSS from the City of Manchester. This purchase will increase Goffstown's capacity in the Manchester Treatment Plant to 2.8 mgd, 4,567 lbs of BOD, and 5,500 lbs of TSS. The concentrations for BOD and TSS will be 200 mg/l and 240 mg/l respectively.
6. Intensify current maintenance and repair efforts of the existing sewer system. Periodically evaluate the cost effectiveness of I/I projects and document all repair and maintenance efforts for future reference.
7. Ensure that all new sewer construction is properly inspected and tested to minimize I/I from new portions of the system.
8. 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.

9. Expansion of the sewer system into existing residential neighborhoods must be carefully managed. The cost to construct each one of the collection systems will equate to \$5,000 - \$8,000 per home. This cost will probably prohibit construction unless the Sewer Commission uses revenues from other sources to support the expansions. Accessibility charges should be charged to new users on these extended lines. However, a one time fee may be a hardship on many homeowners, therefore, the Commission may need to establish a payment schedule over a 10 year period. The Sewer Commission should attempt to gain public support from each neighborhood prior to undertaking a project for that area.
10. The Sewer Commission must plan on reimbursing Manchester for operation and maintenance costs beginning September 1, 1990. It can be expected that these costs will escalate approximately 5% per year. The Sewer Commission needs to ensure that revenues will adequately cover this expense.
11. The Commission needs to closely evaluate how to implement the Capital Improvement Program (CIP). The Commission has recently undertaken several large projects and has other immediate, expensive commitments to meet. The CIP as presented will require a 25% increase in user rates, as well as the collection of accessibility fees from new development. If the Commission does not raise the user fees in 1991 and new growth does not sufficient accessibility fees, they will have to scale back the number of projects undertaken.
12. Before any design work is begun for the CIP, HTA needs to be consulted regarding previously completed design work. Several projects have been designed and can be constructed with only minor revisions to the plans.
13. The Sewer Commission needs to make a conscientious effort each year to modify and update its CIP.

B. Current and Projected Facilities Needs Assessment

1) Projected Growth

Goffstown's population as of 1990 was 14,621 based on data collected by the U. S. Census Bureau. According to recently released estimates from the NH Office of State Planning, Goffstown's 1995 population was estimated to be 15,177. This represents a 13.8% difference from the projected figure of 17,2831 which was prepared by the NHOSP in 1987. Current population estimates also indicate that surrounding towns experienced a greater percentage of population growth than Goffstown between 1990 and 1995 (e.g. Bedford a 10.98% increase; New Boston a 9.65% increase; Dunbarton a 6.65% increase; Weare a 7.88% increase; as

compared to Goffstown's 3.8% increase). This data is presented in Table 6.

Table 6
Total Population 1960 to 1995 for
Goffstown, Selected Municipalities, Hillsborough County and the State

	1960	1970	1980	1990	1995	% Chg 60-70	% Chg 70-80	% Chg 80-90	% Chg 90-95
Goffstown	7,230	9,284	11,315	14,621	15,177	28.4%	21.9%	29.2%	3.8%
Bedford	3,636	5,859	9,481	12,563	13,943	61.1%	61.8%	32.51%	11%
Dunbarton	632	825	1,174	1,759	1,876	30.5%	42.3%	49.8%	6.6%
Weare	1,467	1,851	3,232	6,193	6,681	26.2%	74.6%	91.6%	7.9%
New Boston	925	1,390	1,928	3,214	3,524	50.3%	38.7%	66.7%	9.6%
Hooksett	3,713	5,574	7,303	9,002	9,198	50.1%	31.0%	23.3%	2.2%
Manchester	88,282	87,754	90,936	99,567	101,900	-0.6%	3.6%	9.5%	2.3%
County	178,161	223,941	276,608	336,073	349,804	25.7%	23.5%	21.5%	4.1%
State	606,921	737,681	920,610	1,109,252	1,137,000	21.5%	24.8%	20.5%	2.5%

Source: US Census, 1995 from NH Office of State Planning

The residential growth experienced between 1990 and 1995 in Goffstown occurred primarily on the northeast side of town. Refer to the 1996 Existing Land Use Map, which is located in the Land Use chapter, for an illustration of these growth areas. This section of town is expected to experience substantial residential development through the year 2000, which is likely to be composed of predominantly single family houses on individual septic systems.

The availability of municipal sewer in only a small portion of the town is expected to limit the amount of large, multi-family developments that are likely to be built, as well as the potential amount of commercial and industrial development. Commercial and industrial development which had been projected to occur along the Route 114 and Route 114A corridor has not yet materialized. However, prime parcels of land previously considered suitable for such use have recently been purchased by St. Anselm College.

2) Conclusions and Recommendations

According to the Goffstown Sewer Commission's proposed capital improvements plan for the next five years, the following large residential parks have been scheduled for connection to the sewer system: River-view Park; Moose club Park; Shirley Park; Lynchville Park (including Danis Park, Morgan Estates; and Hermsdorf). However, these improvements are dependent on annual authorization of the Town Meeting. In addition, a new Manchester WWTP Odor Control project is expected to begin in 1997 and the continuation of WSPS, PRI, MWWTP

Upgrade with additional capacity and the I/I projects are still proceeding.

Based on a review of previous facilities reports and anticipated growth levels, combined with capital improvements proposed for the existing system, the following conclusions and recommendations have been developed.

Conclusions

1. The 1990 Facilities Plan is no longer a valid planning tool since projected population levels presented in that report have not been realized.
2. Expansion of the existing sewer systems into several residential neighborhoods, with estimated costs of \$5,000 to \$8,000 per home, may not occur based on the 1996 Town Meeting vote by the residents of Knollcrest and the 1997 vote of Mooseclub Park residents.
3. The 60% residential growth factor selected by the Planning Board in 1990, was incorrect based on recent population estimates prepared by the NHOSP.
4. Industrial and commercial development will not occur over the next five years along the Route 114 and Route 114A corridors due to the lack of municipal sewer.
5. Population projections through the year 2000 will not affect sewer system expansion plans since most of the growth is expected to occur outside the system's service area.

Recommendations

1. The 1990 Sewerage Facilities Plan needs to be updated as soon as possible based on revised population data and other more current information.
2. Future residential developments in Goffstown should be responsible for making provisions for sanitary sewer needs.
3. At Town Meeting in 1996, the town rejected the \$5,000 per household fee that was needed for the Knollcrest sewer project because of financial concerns voiced by area residents. Similar occurrences are expected for a majority of the sewer system expansion planned over the next five years in neighborhoods such as Knollcrest. Therefore, it is recommended that the Sewer Commission also pursue the installation of new sewer lines into potentially developable industrial and commercial zones. This would serve to attract new businesses to the town thereby helping to offset residential sewer costs, as well

as property taxes. Furthermore, the expansion of the existing sewer systems into new developments should be funded by the developers.

4. 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.
5. The town should continue with its present administrative structure (Sewer Commission, DPW, town staff) for overseeing the operation of the municipal sewer system.
6. Continue to make repairs to the sewer system's existing infrastructure.
7. The Sewer Commission should continue with its annual update of projects for the Capital Improvements Program. The current list of projects is presented in Table 7.

Table 7
Capital Projects
Sewer Commission - 9/20/96

Project	Project Start	Bond Term
Piscataquog River Interceptor \$1.5M	1988	18 Years
West Side Pump Station, 1A-1C & 3A	1987	18 Years
MWWTP Upgrade/Capacity	1990	20 Years
Lynchville Park System	1999	20 Years
Moose Club Park System	1997	20 Years
Shirley Park System	1998	20 Years
Knollcrest	1996	20 Years
Elm Extension	TBD	TBD
Danis Park	TBD	TBD
Hermsdorf System	2000	20 Years
MWWTP Odor Control	TBD	TBD
Inflow and Infiltration Project	TBD	20 Years
Riverview Park (\$430,000 bond) Paid by Residents	1994	15 Years

TBD - To Be Determined

SOURCE: *Town of Goffstown Capital Improvement Program 1997-2002*

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. Map 5-2 illustrates the existing service area of the Grasmere 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. Map 5-2 illustrates the Village Precinct service area.

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 (except the area serviced by Manchester Water Works). Some com-

plaints 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.

- a) The town should take all actions possible to provide adequate water pressure levels for safety and fire suppression, as recommended by the Goffstown Fire Department. (Refer to the Community Facilities section of the master plan appendix for this information.)
- b) The existing water infrastructure should be upgraded to provide an adequate water supply for all users of the systems.
- c) The entire town should be involved in making any decisions regarding the implementation of a major water construction project. The cost could be too much for the customers of the precincts to absorb and therefore, any major construction projects in the future should be funded in a way similar to that in which the sewer system has been financed.

9 Electricity, Natural Gas, Communications

A. Electricity

The entire town of Goffstown is provided with electrical power by Public Service of New Hampshire (PSNH). According to company records, there were 4,100 customers in the town as of April of 1996.

PSNH has two transmission sub-stations which transform high voltage of 115 Kilovolts (kV) down to 34.5 kV, and two distribution sub-stations that transform from the 34.5 kV to lower distribution voltages. 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 Energy North for natural gas. The company's service area in town is illustrated on Map 5-2. Energy North is willing to work with commercial and industrial customers to extend their gas mains as needed, the cost of which is based on a standardized formula.

C. Television

1) Cable

The Media One company 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.

2) Channel 40

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. Channel 40 is a public education and government access channel staffed by volunteers who do the production and programming. Its station is located at the rear of Goffstown High School.

3) Recommendation

The Board of Selectmen should update the contract to allow Media One to offer new programming to Goffstown viewers.