

**Chapter VIII
COMMUNITY FACILITIES**

" Loudon should maintain its commitment to providing high quality, cost effective services to residents. "

- Loudon 2001 Community and Recreational Facilities Subcommittee

INTRODUCTION

Provision of community services and facilities is one of the primary functions of government. As the population and demographics of the community grow and change over time, it is important that the community make adjustments in its delivery of services to meet the needs of the changing community.

Historically, rural communities in New Hampshire have provided limited community facilities services. In many cases, community facilities were limited to only a Town Hall and later, public school. However, as the population of the state increased, more services have been required to meet the needs of the citizenry. Today, modern communities are expected to provide full-time police protection, fire protection, as well as highway crews, recreational facilities, and professional administrators to manage daily operations of Town government.

The purpose of this chapter is to inventory and assess current town facilities, identify publicly sponsored programs, identify and assess the adequacy of existing equipment, and to also identify current and long-term staffing needs. In addition, recommendations on how to meet some of these needs will be provided at the end of this chapter. Town Department heads were interviewed for a report on the status of their department's facilities, staffing, and equipment. They were also asked to provide an assessment of their current and anticipated future needs.

OBJECTIVES OF THE CHAPTER

- | -- To assess the present condition of the Town's community facilities, equipment, and services and gauge the residents' opinions on how well they feel the Town is performing these services; ← - - - Formatted: Bullets and Numbering

- | -- To anticipate future demands on Loudon's community facilities in consideration of future population growth and development; and ← - - - Formatted: Bullets and Numbering

- | -- To inventory capital equipment which can be placed into a Capital Improvements Program for planned replacement. ← - - - Formatted: Bullets and Numbering

COMMUNITY SURVEY RESULTS

The Community Survey results gave important insights of the residents' opinions of how well the Loudon's community facilities serve the townspeople. The following tables indicate the general sentiment of how the well *Town Services* are performed and reasonable is the *Town Spending* on these community facilities and issues. Survey results specific to a facility will be discussed in the appropriate section of this chapter.

Table VIII-1

Town Services	Good	Fair	Poor	No Opinion and No Answer	Total Responses (784)
Animal Control	39%	19%	7%	35%	100%
Building Code Enforcement	39%	21%	5%	35%	100%
Cemetery Care	36%	18%	2%	44%	100%
Fire Protection	68%	10%	0%	22%	100%
Health Regulation and Enforcement	37%	16%	3%	44%	100%
Library	63%	12%	1%	24%	100%
Natural Resource Conservation	29%	26%	3%	42%	100%
Parks and Recreation	32%	32%	6%	30%	100%
Planning Regulation and Enforcement	29%	26%	4%	41%	100%
Police Protection	68%	12%	1%	19%	100%
Rescue/Ambulance Service	66%	9%	1%	24%	100%
Road Maintenance	48%	29%	7%	16%	100%
School System	43%	25%	5%	27%	100%
Snow Removal	62%	18%	2%	18%	100%
Garbage Disposal/Recycling	54%	18%	3%	25%	100%
Welfare	17%	13%	2%	68%	100%
Zoning Administration and Enforcement	26%	24%	4%	46%	100%

Table VIII-2

Town Spending	More	Same	Less	No Opinion and No Answer	Total Responses (784)
Animal Control	4%	42%	3%	51%	100%
Building Code Enforcement	3%	43%	5%	49%	100%
Cemetery Care	6%	38%	3%	53%	100%
Fire Protection	13%	44%	2%	41%	100%
Health Regulation and Enforcement	3%	40%	4%	53%	100%
Library	13%	41%	5%	41%	100%
Natural Resource Conservation	14%	32%	3%	51%	100%
Parks and Recreation	21%	33%	2%	44%	100%
Planning Regulation and Enforcement	5%	40%	5%	50%	100%
Police Protection	13%	45%	3%	39%	100%
Rescue/Ambulance Service	15%	42%	1%	42%	100%
Road Maintenance	20%	39%	2%	39%	100%
School System	16%	38%	4%	42%	100%
Snow Removal	7%	52%	2%	39%	100%
Garbage Disposal/Recycling	7%	47%	2%	44%	100%
Welfare	2%	24%	8%	66%	100%
Zoning Administration and Enforcement	6%	37%	6%	51%	100%

These results indicate that the residents of Loudon are generally satisfied with the quality of services the Town of Loudon provides. This is evidenced by the high "Good" ratings in virtually every category, even those categories in which the majority of respondents had no opinion or declined to answer the question.

Loudon residents are most satisfied with their police and fire protection (68% "Good" rating for each) followed by Loudon's rescue and ambulance service (66%), the Maxfield Library (63%), and snow removal (62%). In those categories in which a large number of residents had no opinion or declined to answer (cemetery care, health regulation and enforcement, natural resource conservation, planning regulation and enforcement, welfare, and zoning administration and enforcement), residents responded with a favorable rating. This indicates that, of the people dealing with those particular town departments, the majority was satisfied.

Under the category of town spending, the majority of respondents indicated that the current amount of spending was adequate to maintain town services. In particular, residents would like to see more spending on parks and recreation (21%) and road maintenance (20%). Few responses indicated that there should be less spending for welfare (8%) and zoning administration and enforcement (6%).

DISCUSSION OF POPULATION TRENDS

Historic Trends

Over the last twenty-nine years, Loudon's population has grown by 172% while the number of housing units has increased by 210% as illustrated in Table VIII-3.

Table VIII-3 (see Table IV-14)
Growth Trends, 1970-1999

GROWTH	Population	Net Change		Housing Units	Net Change	
		#	%		#	%
1970 (US Census)	1707	N/A	N/A	568	N/A	N/A
1980 (US Census)	2454	+747	+ 43.8	880	+312	+ 54.9
1990 (US Census)	4114	+1660	+ 67.6	1476	+596	+ 67.7
1999 Population & 1999 Housing (NHOSP)	4635	+521	+ 12.7	1762	+286	+ 16.2
TOTAL CHANGE FROM 1970 - 1999		+2928	+ 171.5%		+1194	+ 210.2%

Sources: US Census, 1970, 1980, 1990; NH Office of State Planning Population Estimates 1999; NH Office of State Planning Household Estimates 1999

Current Trends

Table VIII-4 shows current population trends in Loudon and the communities that border it. All areas have experienced steady growth in the last decade.

Table VIII-4 (see Table IV-15)
Current Population Trends, 1990-1999 Loudon and Abutting Communities

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Canterbury	1,687	1,708	1,700	1,717	1,730	1,748	1,771	1,800	1,800	1,847
Chichester	1,942	1,955	1,972	1,992	2,010	2,021	2,046	2,072	2,115	2,159
Concord	36,006	36,059	36,364	36,762	37,010	37,290	37,850	37,925	38,180	38,318
Gilmanton	2,609	2,628	2,630	2,640	2,676	2,696	2,703	2,740	2,748	2,774
Loudon	4,114	4,239	4,246	4,300	4,340	4,358	4,437	4,504	4,553	4,635
Pembroke	6,561	6,533	6,542	6,600	6,619	6,636	6,688	6,724	6,733	6,777
Pittsfield	3,701	3,712	3,752	3,812	3,834	3,856	3,916	3,930	3,961	3,996
Merrimack Co.	120,240	120,473	121,013	122,018	123,130	124,165	125,927	127,292	128,223	130,082

Source: NH Office of State Planning 1991-1999 Population Estimates of NH Cities and Towns
*1990 US Census STFIA (P1)

Loudon's population base has been increasing steadily since 1990, just as it has in abutting towns and across the state. However, when calculating the percentage of growth, Loudon has grown faster than its surrounding towns and much faster than the average for Merrimack County:

Table VIII-5
Increase in Population, 1990-1999

	% Increase, 1990-99
Canterbury	9.5%
Chichester	11.2%
Concord	6.4%
Gilmanton	6.3%
Loudon	12.7%
Pembroke	3.3%
Pittsfield	8.0%
Merrimack Co.	8.2%

Source: NH Office of State Planning 1991-1999 Population Estimates of NH Cities and Towns
*1990 US Census STFIA (P1)

Reasons for the higher population growth in Loudon could include lower tax rates than surrounding towns as depicted in CHAPTER V, ECONOMICS, its attraction as a bedroom community immediately adjacent to Concord, its scenic and cultural value, recent economic development, and its well-established town services.

Future Projections

Future projections are based upon methodologies more fully explained in the CHAPTER IV, POPULATION. These projections, developed by the NH Office of State Planning, are rough estimates created by gauging prior population trends. They should not be considered precise, but should be taken as a guide and then compared to current population numbers when they become available to assess their accuracy. Such projections, particularly for small towns, typically estimate population higher than their actual numbers turn out to be.

Table VIII-6
Projected Increase in Population, 2000-2020

	Projected Increase, 2000-2020
Canterbury	18.2%
Chichester	9.9%
Concord	18.6%
Gilmanton	20.1%
Loudon	26.0%
Pembroke	18.6%
Pittsfield	17.7%

Calculated from NH OSP Municipal Population Projections, 2000-2020

According to the Table VIII-6, Loudon will be growing at a faster rate than its neighboring communities. Although these are merely estimates, they indicate that Loudon should consider taking measures at present to deal with how the inevitable future population growth will affect town services to its residents. Additional pressure will be placed upon the community facilities of the Town within the next twenty years. The locations of Loudon's existing community facilities are shown on the *Community Facilities Map*.

HIGHWAY DEPARTMENT

The highway department is located in the Old Town Center on Clough Hill Road next to the historic Town Hall. The department currently employs five full-time employees and shares a half-time sixth employee with the Transfer Station. Table VIII-7 depicts how Loudon compares with abutting towns from a fiscal versus highway mileage standpoint. Concord was left out of the analysis because of its inability to fairly compare with the smaller towns.

Highway Department staff members were interviewed about current equipment and staffing and about potential future needs.

Table VIII-7
Highway Department Comparisons with Abutting Towns

	Estimated Population, 1999	Miles of Town Owned Road, 1998 (Class V and VI)	Total Highway Expenditures, 1999	Highway Department Expenditures per Mile, 1999	Number of FTE Highway Department Employees, 1999	Number of Miles per Highway Department Employee, 1999
Canterbury	1,847	61.0	241,699.86	\$3962.29	n/a	n/a
Chichester	2,159	42.9	250,661.02	\$5842.91	3	14.3
Loudon	4,635	85.6	\$200,563.73	\$2,343.03	5.5	15.6
Pembroke	6,777	57.6	847,141.00	\$14,707.31	5	11.5
Pittsfield	3,996	50.7	329,556.23	\$6500.12	5	10.1

Sources: Town Annual Reports; NH DOT

Although Pembroke appears to have substantial highway expenditures, the figure also includes the Department of Public Works. However, the comparison between employees and *Number of Miles per Highway Department* can be accurately viewed.

Loudon has substantial mileage of Town-owned roads. On a per-mile basis, the Town spends \$2,343.03, which is a number far lower than that of Pittsfield, Canterbury, and Chichester which are directly comparable. As a theoretical analysis, the *Number of Miles per Highway Department Employee* also shows that Loudon employees are maintaining more miles of roadway than their neighboring counterparts.

By interviewing Highway Department staff, an inventory of the existing Highway Department equipment was undertaken for the 2001 Master Plan. The results are shown in Table VIII-8:

Table VIII-8
Existing Highway Department Equipment

Name of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority
Six-wheel Dump Truck with Plow Gear	good		1989	2005	\$90,000	
Six-wheel Dump Truck with Plow Gear	good		1991	2006	\$100,000	
Six-wheel Dump Truck with Plow Gear	excellent		1998	2013	\$125,000	
Six-wheel Dump Truck with Plow Gear	excellent		2001	2016	\$125,000	
One-ton Dump Truck with Spreader and Plow	good	77,000 m	1993	2002	\$3,500	
Ford F-150 Pickup Truck	good	155,000 m	1994	2002	\$40,000	
Fiat Allis FG-75 Grader with Spreader and Plow	fair	9,000 h	1986	2006	\$200,000	
John Deere Front End Loader with Spreader and Plow	good		2001	2016	\$110,000	
Bandit Woodchipper	excellent		1996	not replaced	not available	
International Farm Tractor 385	poor		1973	2002	\$70,000	high
York Rake	poor		c 1950	2002	\$3,500	high
Sweeper	poor		c 1950		not available	
Water Tank with Pump, 6500 gallon	fair		1952	not replaced	not available	
Chainsaw	good		1989	2005	\$600	
Chainsaw	good		1999	not replaced	not available	
Chainsaw	good		2000	not replaced	not available	
Vibratory Compactor	fair		1985	not replaced	\$2,000	
Welder	good		1995		\$4,000	
Sandblaster	poor		1980	2002	\$2,000	
Caterpillar 416 Loader Backhoe	fair	4,360 h	1989	2010	\$125,000	
				Total	\$1,000,600	

Source: Loudon Highway Department

Department Staff anticipate the replacement of the 1986 Front End Loader with Spreader and Plow within the next fiscal year by use of a lease/purchase agreement. In Fiscal Year 2002, the replacement of the 1973 Farm Tractor and 1950 York Rake are ranked as high priorities by the Highway Department. Other anticipated replacements within the next ten years are: a one-ton dump truck, pickup truck, and sandblaster in 2002, six-wheel dump trucks in 2005 and 2006, and a Fiat Allis Grader in 2006. In order to minimize the financial impact of such replacements, it is recommended that the Town develop a Capital Improvements Program which plans for these and other capital expenses.

In addition, the Department feels strongly about the need for additional future equipment acquisition to adequately serve the needs of the residents of Loudon:

Table VIII-9
Highway Department - Future Equipment Needs

Type of Equipment	Condition	Anticipated Acquisition Date	Replacement Cost	Priority
Three-quarter Ton Pickup Truck with Plow	used		\$30,000	
Fuel Tank 10,000 Gallon	new		not available	
Generator System 15,000 Kilowatts	new		\$15,000	
Portable Air Compressor / Jackhammer	new		\$15,000	
Computer	new	2002	\$2,000	
Computer	new	2002	\$2,000	

Source: Loudon Highway Department

Facility Needs

The Highway Garage is located beside the Historic Town Hall. In its current state, extensive repairs would have to be completed within the next ten years in order to keep the building functional. A small salt shed should be built in order to facilitate spreading in the winter. Ideally, the Highway Department would be located in a new building of the same size next to the Transfer Station and its 23-acre gravel excavation site. The existing Garage could serve as a satellite garage and administrative offices would be shared with the Transfer Station at the Dump Road location.

The current Highway Department garage measures around 60'x60' and holds most of the equipment. An office area within the garage contains the daily administrative operations. A small 16'x16' freestanding shed adjacent to the main structure houses miscellaneous equipment items. A salt shed is located at the Transfer Station on Dump Road.

Staffing Needs

Currently, the Town employs a full-time Road Agent, Assistant Road Agent, three Equipment Operators, and a half-time Equipment Operator. Depending on the growth of the Town and the creation of new roads within the next five to ten years, the hiring of two additional full-time employees are anticipated. These positions would serve as General Laborers to assist with daily operations.

Department Summary

Short Term Needs (2000 to 2005)

- ☐ Replace 1973 Farm Tractor
- ☐ Replace 1950 York Rake
- ☐ Replace One-ton dump truck
- ☐ Replace Ford F-150 Pickup truck
- ☐ Replace Sandblaster
- ☐ Hire at least one additional laborer
- ☐ Purchase two computers
- ☐ Replace six-wheel dump truck

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Long-term needs (2005 to 2010)

- Replace six-wheel dump truck
- ☐ Replace Fiat Allis Grader
- ☐ Hire an additional laborer
- ☐ Build salt shed
- ☐ Repair/ Upgrade existing Highway Department facilities
- ☐ Purchase three-quarter ton pickup truck with plow
- ☐ Purchase 10,000-gallon fuel tank
- ☐ Purchase 15,000-kilowatt generator system
- ☐ Purchase portable air compressor/ jackhammer
- Purchase additional six-wheel dump truck

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Recommendations for Highway Department

- ◆◆ Create a Highway Department Capital Improvements Program: The Town should continue to update its Capital Improvement Program regarding highway department needs in order to better schedule the replacement of equipment and expansion of facilities so as to have a diminished impact on tax payers.
- ◆◆ Hire additional laborers and staff as needed: To effectively maintain Town roads, adequate staff is necessary. The Selectmen, in conjunction with the Road Agent, should continuously review Highway Department staff's requests and take action to fulfill their needs.

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FIRE DEPARTMENT

The Fire Department is located in the Village at the Public Safety Building, which also houses the Police Station and Rescue Squad. Staffing during weekdays is provided via two full-time firefighters/emergency medical technicians. A roster of 34 volunteers provides remaining staffing. Currently, the Fire Chief is a volunteer position. Loudon is a member of the Capital Regional Area Mutual Aid Fire Compact System. This is an organization of 18 communities.

In addition to its main facility located on Cooper Street, the Department also maintains a two-stall station on Lower Ridge Road. This facility, currently being rebuilt, allows the department to have faster response to emergencies in the northern part of Town. The Lower Ridge Satellite Station houses one engine. A new satellite station to be built on Clough Hill Road is in the early design stages.

The Town has a general policy of replacing a fire engine every twenty years. With four active engines, a new one is purchased every five years. A capital reserve fund has been established for this specific purpose, but as the costs of engines rise, the amount of money in the fund must increase.

Table VIII-10
Existing Fire Department Equipment

Name of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority
61M1 Ford Fire Truck with Pumper	fair	unknown	1981	2001	\$200-250,000	high
61M2 Emergency One Fire Truck with Pumper	good	unknown	1991	2010	\$300,000	unknown
61M3 Freightliner Fire Truck with Pumper (1400 gallons)	good	unknown	1996	2015	\$350,000	unknown
61K1 Ford Tanker (1500 gallons)	good	unknown	1987	2005	\$200-250,000	unknown
61L1 110' Ladder Truck	good	unknown	1981		\$450,000+	unknown
John Deere Gator ATV rescue vehicle w/med bed	good		1998		\$10,000	unknown

Source: Loudon Fire Department

In Fiscal Year 2001, the Fire Department anticipates the need to replace the 61M1 Ford Fire Truck with the highest priority. In Fiscal Year 2005, the Fire Department will need to replace the 61K1 Ford Tanker. In 2010, the Fire Department foresees the need to replace the 61M2 Emergency One Fire Truck.

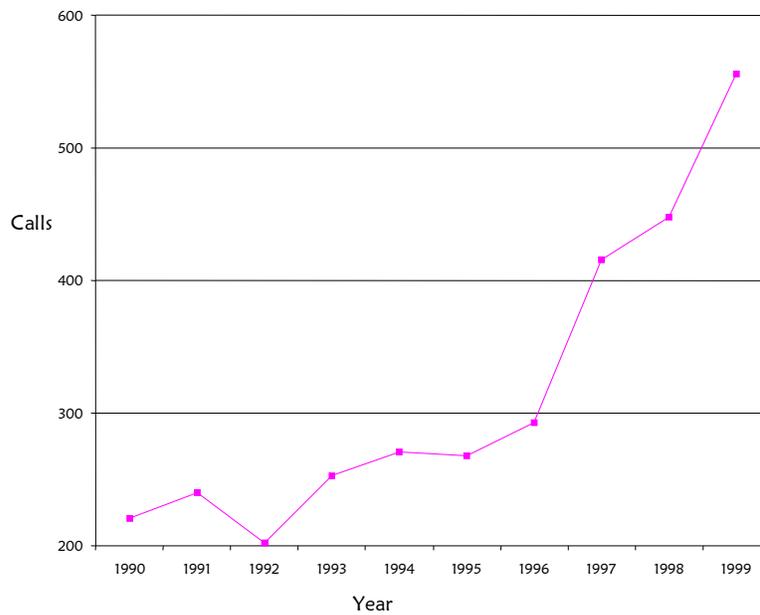
Over the past ten years, the Fire and Rescue Departments have seen a 152% increase in the number of calls for service. This is a significant increase that has levied additional strain on Department resources. Table VIII-11 chronicles this increase:

Table VIII-11
Fire and Rescue Squad Calls, 1990-1999

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
221	240	202	253	271	268	293	416	448	556

Source: Loudon Annual Town Reports

Figure VIII-1
Fire and Rescue Calls 1990-1999



Response Time

Response time is a critical component of providing effective emergency services. As response time to emergency calls increases, the likelihood of increased property damage or loss of life increases. Currently, the average response time is approximately 3 to 5 minutes for general fire and medical emergency calls.

In the future, the Town should monitor average annual response time. If large increases in response time are observed, the Town should review all options to reduce response time, including the hiring of more full-time personnel.

Facility Needs

The Public Safety Building contains 5,600 square feet of space for Fire and Rescue equipment. The office area is currently small, but adequate. The current and expected population growth and call volume increase will necessitate dormitory-style overnight accommodations with showers and additional office space within the next 10 years. In addition, storage for equipment and fire apparatus will be needed.

In 2001, the Town began to reconstruct the Lower Ridge Station. This station is strategically important as it allows the department to have a faster response time to emergencies in the northern portion of the community. Up until 2001, this station was an old one-room schoolhouse with no septic system, running water, or telephone communications for firefighters. The new Lower Ridge station will be a two bay facility with a total of 4,900 square feet, with additional 2,100 square feet on the second level above the office area for storage purposes. The new station is anticipated to be completed by fall 2002.

Staffing Needs

As mentioned previously, the Town employs two full-time firefighter/EMTs. The Chief and all other firefighters are voluntary. Full-time staff turnover is a serious problem. Turnover is being attributed to a call volume that is lower than city departments, but just as importantly, to a less attractive wage structure. Fire Departments within the area are paying wages higher, some significantly higher, than Loudon.

Table VIII-12
Wage Comparisons with Surrounding Towns

Town	Approximate Starting Salary	Notes
Loudon	\$25,168	
Hopkinton	\$28,154	3 annual \$1.20 per hour increases planned to make wages more competitive
Concord	\$29,352	Contract talks starting – will be increased
Henniker	\$39,500	New positions proposed with support of Selectmen

Wage disparity is even greater when compared to municipalities such as Manchester, Merrimack, and Nashua – our primary competitors when attempting to attract qualified firefighter/EMTs. The process of hiring new employees is very time consuming and reduces the amount of time the Chief can spend performing other tasks. We are also seeing a shortage of available and qualified firefighter/EMTs, which makes the job of hiring new personnel difficult.

Although full-time personnel are important to the Department, the volunteers serve a very critical role. Recruiting and retaining volunteers is becoming more difficult when people's personal lives are so busy. The retention problem translates into increased training costs. The cost to initially train a person to either the lowest level of firefighter or EMT is approximately \$500. When personnel leave within a year or two the Department has not had sufficient time to recover those costs.

The position of Fire Chief is consuming many more hours when compared to 20 years ago. Among the reasons for the increased time commitment are: increased paperwork for regulatory agencies, meeting attendance requirements, and fire-prevention and inspection requirements. In no small way, town growth is playing a significant part in the increased time commitments by the Chief.

Department Summary

Short-term needs (2000 to 2005)

- Replace 61M1 Ford Fire Truck
- Create a full-time Fire Chief position
- Complete construction of a new two-bay Ridge Station

Long-term needs (2005 to 2010)

- Replace 61K1 Ford Tanker
- Replace 61M2 Emergency One Fire Truck

FIRE DEPARTMENT – RESCUE DIVISION

Loudon's Rescue Squad, also known as the Emergency Medical Services, as part of the Fire Department. Many department members are cross-trained as both fire fighters and EMTs. There are approximately 15 EMTs on the Rescue Squad. Weekday ambulance coverage is provided by the 2 full-time firefighter/EMTs. Volunteers provide night and weekend coverage.

The fire departments of Loudon and Chichester have a unique relationship for providing transportation of patients to area hospitals. Transport duties are shared on a rotating two-week basis. As part of this relationship, Loudon always responds to EMS calls to provide initial medical care, but every two weeks Chichester will be responsible for providing transportation to the hospital. Likewise, Loudon responds to all of Chichester's EMS calls for two-week stints. This system was established four years ago in an effort to reduce the possibility of burnout of personnel. During the two weeks when Loudon is responsible for the transportation of patients, 3 personnel are on duty (2 EMTs and a driver). On-duty personnel are paid at a standby rate of \$3.00 per hour weeknights and \$4.00 per hour weekends. This system is very unique and has worked extremely well for the past four years.

Equipment Needs

Loudon's equipment roster for emergency medical services includes two (2) ambulances, a light duty rescue truck, as well as a defibrillator and "jaws of life". Table VIII-13 provides a complete list of major equipment as well as its condition and estimated replacement cost.

Table VIII-13
Existing Rescue Squad Equipment

Name of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority
Ford Ambulance	excellent	8,000	1999	2007	\$150,000	high
Ford Ambulance (Model Year 1990 – Purchased 1997)	poor	100,000	1990	2003	\$150,000	unknown
Chevy Light Rescue Truck	good	unknown	1986	2007	\$150,000	unknown
Holmatrol Rescue Tool "Jaws of Life" and accessories (shears, rams, etc.)	excellent	unknown	1998	2008	\$15,000	unknown
Zoll Monitor Defibrillator	excellent	unknown	1996	2002	\$11,000	unknown
				Total	\$329,500	

Source: Loudon Fire Department

The Fire Department plans to maintain a primary and backup ambulance. An ambulance will be purchased every four years with the existing primary ambulance moving to backup status. Thus, the anticipated life expectancy of each ambulance will be eight years.

The Ambulance and Rescue Equipment capital reserve was established at the 2000 Town Meeting. The Rescue Squad plans to fund purchases of equipment through this reserve. Equipment purchased through the reserve will include rescue tools and medical equipment.

Staffing Needs

There is a close working relationship between the firefighters and EMTs in the Loudon Fire Department. Many department members are cross-trained and are both state-certified firefighters and EMTs. Many firefighters work night and weekend shifts with the EMTs as drivers for the ambulance. Recruiting and retaining EMTs is a continual challenge as it is with firefighters. The training is extensive and continual re-certification is required. The Fire Department will continue to recruit and train individuals willing to commit the necessary time to fill EMT positions.

Department Summary

Short-term needs (2000 to 2005)

- Replace Zoll Monitor Defibrillator
- Replace 1990 Ford Ambulance

Long-term needs (2005 to 2010)

- Replace 1999 Ford Ambulance
- Replace Chevy rescue truck
- Replace Holmatrol Rescue Tool and attachments (shears, rams, etc.)

Recommendations for Fire Department

- ◆ Modify the wage structure for full-time firefighter/EMTs: The wage structure needs to be more competitive with surrounding municipalities if the Town is to retain full-time employees. Retaining full-time employees improves the service the Fire Department provides for the town and reduces training time and costs.
- ◆ Consider hiring additional full-time personnel: As the town grows, staffing needs continue to change. Strong consideration should be given to creating a full-time position for Fire Chief. Staffing requirements should continue to be reviewed, as increased on-duty staff will be desirable to assist the volunteers.
- ◆ Maintain the capital reserve accounts: The Town should maintain and adequately fund the capital reserve accounts to keep pace with ever increasing equipment costs.

POLICE DEPARTMENT

The Loudon Police Department is located in the Public Safety Building located on Cooper Street. The Department is staffed by a total of ten (10) personnel, which is comprised of the chief, a sergeant, a corporal, and seven patrolmen. With increases in the population of the community, the workload of the department has also increased. This is evidenced by the amount of calls for assistance that the department has received over the past seven (7) years. Despite increases in work, the department has strived to maintain a strong commitment to care for the needs of residents.

Equipment Needs

Major equipment used by the department essentially consists of police cruisers. Currently, the department has a total of 5 cruisers. Table VIII-14 details the total number of cruisers, as well as their condition and estimated cost of replacement.

Table VIII-14
Existing Police Department Equipment

Name of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority
1995 Ford Crown Victoria Cruiser	Fair	139,000	1995	2001	\$30,000	high
1997 Ford Crown Victoria Cruiser	Fair	96,000	1997	2002	\$30,000	high
1998 Ford Crown Victoria Cruiser	Good	51,000	1998	2003	\$30,000	high
2000 Ford Crown Victoria Cruiser	Good	15,000	1999	2004	\$32,000	high
2000 Ford Crown Victoria Cruiser	New	0	2000	2005	\$32,000	high
Acer PC Computer Network	Good	unknown	1998	2002	\$8,000	med-high

The Police Department anticipates replacement of several pieces of equipment over the next five years. The Police Cruisers are replaced every five years, so within the next ten years, the Police Department will have to replace its entire stock of cruisers twice. In addition, the computer network will need to be replaced.

Summary of Calls

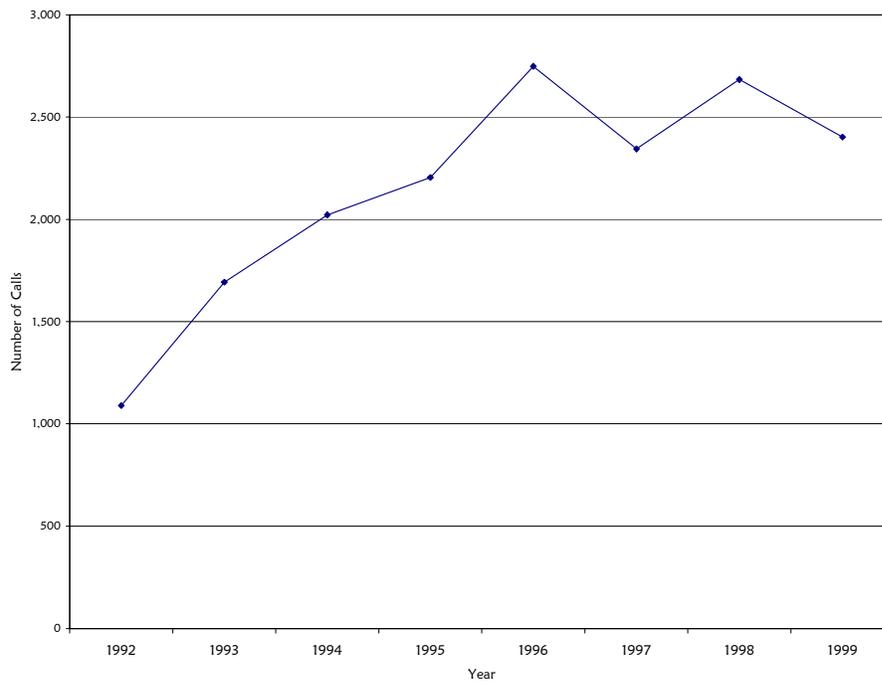
Since 1992, work of the department has been on the increase. From 1992 to 1999, calls for service have increased 120%. Table VIII-15 details this trend.

Table VIII-15
Police Department Calls, 1990-1999

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
6,151*	2,888	1,090	1,693	2,022	2,205	2,748	2,344	2,683	2,402

Sources: *Town of Loudon 1992 Master Plan; Loudon Annual Town Reports

Figure VIII-2
Police Department Calls, 1990-1999



Comparison with Other Communities

One common technique used to measure the efficiency of a police department is cost per call. As compared to all abutting communities, Loudon has a higher cost per call than neighboring communities' average by approximately \$92.47.

Table VIII-16
Cost per Call, 2000

	Total Number of Calls, 2000	Total Budget Expended, 2000	Cost Per Call
Canterbury	1,316	\$145,974	\$110.92
Chichester	2,146	\$119,389	\$55.63
Epsom	2,710	\$236,130	\$87.13
Loudon	1,765	\$335,012	\$189.81
Pembroke	6,755	\$685,624	\$101.50
Pittsfield	5,374	\$431,174	\$80.23
Average	3,344	\$325,551	\$97.34

Source: Police Department and/or Fire Department

Another technique used to compare the workload of the department versus other communities is calls per capita. As compared to all abutting communities, the Loudon Police Department has a call rate of approximately 0.4 calls per person, while the average rate is 0.9 calls per person for abutting communities.

Table VIII-17
Calls per Capita, 2000

	Estimated Population, 1999	Total Number of Calls, 2000	Calls per Capita
Canterbury	1,847	1,316	0.7
Chichester	2,159	2,146	1.0
Epsom	3,971	2,710	0.7
Loudon	4,635	1,765	0.4
Pembroke	6,777	6,755	1.0
Pittsfield	3,996	5,397	1.4
Average	3,898	3,348	0.9

Sources: NH Office of State Planning Population Estimates 1999; Police Department and/or Town Reports.

Calls per officer is a common tool employed to measure the workload of police officers. For 2000, Loudon officers handled an average of 177 each (full and part-time). This was lower than the average of 368 calls per officer for abutting communities.

Table VIII-18
Calls per Officer, 2000

	Total Number of Calls, 2000	Number of Officers (Full & Part-time)	Calls Per Officer, 2000
Canterbury	1,316	4	329
Chichester	2,146	7	307
Epsom	2,710	8	339
Loudon	1,765	10	177
Pembroke	6,755	13	520
Pittsfield	5,374	10	537
Average	3,344	9	368

Source: Police Department and/or Fire Department

Budget per capita is also a common unit of measure to determine how efficiently a department operates. As of 2000, the Police Department spent approximately \$72 per person. This is approximately \$11 below the average of neighboring communities.

Table VIII-19
Budget per Capita, 2000

	Estimated Population, 1999	Total Budget Expended, 2000	Budget per Capita
Canterbury	1,847	\$145,974	\$79.03
Chichester	2,159	\$119,389	\$55.30
Epsom	3,971	\$236,130	\$59.46
Loudon	4,635	\$335,012	\$72.28
Pembroke	6,777	\$685,624	\$101.17
Pittsfield	3,996	\$431,174	\$107.90
Average	3,898	\$325,551	\$83.52

Sources: NH Office of State Planning Population Estimates 1999; Police Department and/or Town Reports

Facility Needs

Currently, the Police Department occupies a 2,000 square foot facility, 1,600 of which is office space, and 400 of which is garage space. This space is adequate and the Police Department does not anticipate needing additional space within the next ten years.

Staffing Needs

Currently, the Police Department employs 10 officers: the police chief, a sergeant, a corporal, and seven patrolmen. Loudon's growing population will need additional officers in order to serve its population within the next ten years. Within the next five years, the department anticipates the need for another full time patrolman. By 2010, it is anticipated that the department will need to hire an additional full-time patrolman.

Department Summary

Short-term needs (2000 to 2005)

- ☒ Replace Ford Crown Victoria Cruisers
- ☒ Replace Computer Network
- ☒ Hire additional full-time patrolman

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Long-term needs (2005 to 2010)

- ☒ Replace Ford Crown Victoria Cruisers
- ☒ Hire additional full-time patrolman

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Recommendations for Police Department

◆ Continue to evaluate and modify the wage structure for full-time Police officers: The wage structure needs to be more competitive with surrounding municipalities if Loudon is to retain full-time employees. Retaining full-time employees improves the service the Police Department provides for the Town and reduces training time and costs.

◆◆ Continue to replace cruisers on a regular schedule: In order to effectively respond to calls, the Police Department should continue to replace their cruisers at regular intervals. In addition, the Police Department should consider recycling old cruisers by investigating whether or not other Town departments have a need for a town vehicle.

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◆◆ Hire additional full-time patrolmen: In order to keep up with the needs of a growing population, the Loudon Police Department should hire new patrolmen as needed.

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CODE ENFORCEMENT / HEALTH OFFICE

The Code Enforcement and Health Offices share space with the Police Department on Cooper Street and has two employees.

Facility Needs

The Code Enforcement and Health Offices share space with the Police Department on Cooper Street. The Health Office occupies a 300 square foot office space and the Code Enforcement Office occupies 400 square feet of office space, both of which are adequate for the offices' needs. The departments do not anticipate needing additional space in the next ten years.

Staffing Needs

The Code Enforcement and Health Officer's Department has two employees: a health officer/code enforcement officer and a deputy health officer. This is adequate for the Town's needs and the department does not anticipate needing additional staff within the next ten years.

SCHOOL SYSTEM

Public education is a critical community service. Public education in Loudon is provided by the Merrimack Valley School District (MVSD). This district is comprised of five communities, including Loudon, Penacook, Webster, Boscawen, and Salisbury. Policy decisions are governed by a regional school board, on which Loudon has two representatives. Capital and operating expenses of the district are apportioned based upon average daily membership and equalized evaluation. Because Loudon students comprise 30% of the total student population of the school district, Loudon pays 30% of the total operating budget of the district. Each member community within the district has its own local elementary school. Each facility is owned by the MVSD. Middle and High School is provided to students by separate facilities located in Penacook.

~~Loudon is part of the Merrimack Valley School District.~~ Currently, Loudon students make up more than 31 percent of the students enrolled in Merrimack Valley Middle School and High School. Table VIII-20 below contains actual and projected school enrollments for the Town of Loudon during the years 1990-2008. Projected school enrollments predict more than 1,000 students by 2008, increasing current enrollment by nearly 20 percent. Of the 1,016 students projected for 2008, 438 will be in grades K-5 and the other 578 will be in grades 6-12.

Table VIII-20
Existing Enrollment Ratios, 2000

Grade	Number Enrolled 2000, Loudon	Total District, 2000	Loudon Students as Percent of MVSD
K	57	164	34.8%
1	66	199	33.2%
2	68	184	37.0%
3	63	192	32.8%
4	75	208	36.1%
5	60	203	29.6%
6	69	218	31.7%
7	59	178	33.1%
8	66	219	30.1%
9	71	243	29.2%
10	65	217	30.0%
11	65	212	30.7%
12	59	183	32.2%
TOTAL	843	2643	31.9%

Source: MVSD Annual Report, 2000

Table VIII-21 (see also Table IV-23)
Current and Projected School Enrollment K-12, 1990-2008

Year	CNHRPC Projection	MS Excel Trend Analysis	TRACE Enrollment
1990	703	703	703
1991	728	728	728
1992	727	727	727
1993	736	736	736
1994	744	744	744
1995	786	786	786
1996	752	752	752
1997	797	797	797
1998	815	815	815
1999	851	851	851
2000	861	861	874
Projected 2001	880	864	912
Projected 2002	900	879	930
Projected 2003	920	895	974
Projected 2004	941	910	993
Projected 2005	962	925	1,000
Projected 2006	984	940	1,022
Projected 2007	1,006	956	1,011
Projected 2008	1,029	971	1,016
Projected 2009	1,052	986	n/a
Projected 2010	1,076	1001	n/a
Total Increase 2000 - 2010	215	140	unknown

Source: Central NH Regional Planning Commission

The Benefits of Regional School District

By being a member of a cooperative school district, the community receives a certain economy of scale or level of service higher than what Loudon and other communities could financially afford on their own. Also, communities are able to share resources.

In March 2000, the Town formally considered leaving MVSD and creating its own school district. However, the measure failed to gain the necessary support. Many residents indicated reasons for staying in the MVSD included financial concerns, as well as a sentiment that leaving the district would not improve the quality of the education currently afforded to Loudon students.

As part of the Community Survey, residents were asked how they felt about building a middle or high school in Loudon to accommodate an increasingly large student population. Results of the survey indicate that many residents do not support separating from the MVSD at this time. Reasons for this general sentiment revolve around the significant financial burden that forming a separate school district would entail. Please see Table VIII-22 for complete survey results regarding this issue.

Table VIII-22

Do you favor building a school in Loudon to accommodate these students,
at a slightly higher cost to taxpayers, as opposed to continuing to send students
to the Merrimack Valley School district?

Build a school	Total	Percentage
Yes, build a school for grades 6 to 12	135	17.2%
Yes, build a school for grades 6 to 8	45	5.7%
No	335	42.7%
Not enough information to decide	160	20.4%
No opinion	62	7.9%
No answer	47	6.0%
Grand Total	784	100.0%

Suggestions from the Community Survey regarding the location of any potential future schools were in the Village Area or near the Elementary School. Loudon students constitute more than 30 percent of the students in the Merrimack Valley School District, and as Loudon and the population of other member communities grows, there may be a time when building another school in Loudon is practical and desirable for Loudon's residents.

Facility Needs

The Loudon Elementary School was originally constructed in 1860. Over the years, the structure was improved and expanded to meet the needs and changes in public education. The current facility is approximately 42,000 square feet. Growth in the student population, as well as changes in curriculum, has resulted in a need for additional space. Specific space needs include additional special education space, art and music facilities, workspace for staff, restroom facilities, as well as storage space. In addition, the school lacks a full-sized gymnasium. Parking and recreational areas also need to be expanded. Some of the spatial needs are being addressed in the addition of 9,750 square feet of classroom space that is to be built in 2001. In addition, the School District recently purchased 27 acres abutting the School to provide space for future expansion.

Loudon Elementary Staffing Needs

Forty-two (42) administrators, teachers, office support staff, and paraprofessionals staff Loudon Elementary School. In the next five to ten years, it is anticipated that additional special education teachers will be needed, and the kindergarten teachers will need to be upgraded from part-time staff members to full-time staff members.

Table VIII-23
Current Elementary School Staffing Levels

	Number
Professional Staff- Full Time	20
Professional Staff- Part Time	7
Support Staff- Full Time	15
Total	42

Source: Loudon Elementary School

Additional Merrimack Valley School District (MVSD) Facilities

Because Loudon is, and will likely remain a member of MVSD in the foreseeable future, it is important to provide an overview of facilities, as needs at those facilities impact Loudon students as well as have a financial implication for Loudon when renovations and expansions are warranted.

MVSD Middle School

The MVSD Middle School was built in 1987, and contains 80,000 square feet. The facility has capacity of 720 students, but has a current enrollment of 615 (c. 2000). The Middle School has a total staff of approximately 100. Over one half of these members consist of teachers and administrators while the remaining members are support personnel.

Due to overcrowding, two modular classrooms have been erected at the Middle School. Within the next five years, it is anticipated that an addition will be required to provide additional classroom space, specialty areas (art room, science labs, industrial arts facilities), as well as multipurpose space. It is anticipated that an addition will be sought for 2005, as the District will be retiring a long-term bond payment on previous expansions at other facilities. No cost has yet been determined for these needs.

MVSD High School

The MVSD High School is also located in Penacook. Originally constructed in 1967, the facility contains 120,000 square feet. The facility has not been expanded since its construction. The core facility has a capacity of 1,000 students, and has a current enrollment of 855 students. Staffing consists of 100 individuals, including 59 teachers and 3 administrators.

As is the case with other facilities, the high school is also in need of renovation. Currently, the facility needs additional restrooms, science labs, art rooms, and administrative space. As is planned with the Middle School, a renovation and expansion is planned in 2005. No estimated cost for this expansion has yet been developed.

Pupil Transportation

The School District also provides student busing. The District owns a total of 23 vehicles (15 full sized buses and 5 vans), and employs 23 drivers. Maintenance, dispatching, training, and routing are provided by contract with the City of Concord.

The district currently uses a program called "dual busing". Adopted in the early 1990s, this technique of busing requires each route to be traveled twice each day. Each route is first driven for high-school students, and then repeated for younger grades. By using this approach, younger students are segregated, thus reducing conflict between age groups. Though there are clearly positive benefits from this busing technique, this approach does create more wear on buses. In total, the fleet travels approximately 130,000 miles per year. Because of the high mileage traveled annually, the District has adopted an internal capital improvement plan related to buses, and generally replaces 3 vehicles per year.

After School Activities

In addition to school hour curriculum, the Elementary also offers a variety of after school activities and programs for students. This program, established in 1999, includes Chess Club, Geography Club, Destination Imagination, as well as a formal program that entails reading, art, and snacks. The program is run by two teachers and lasts two hours per day. This program is important as it broadens the education of students and gives students something positive to do after school. With increasing childcare issues in the central New Hampshire region, it is likely that more parents will have children take advantage of this program.

Recommendations for School System**Short Term:**

- ◆ Develop school impact fees for new development: Future development will have a significant impact on existing school facilities. Thus, the Town should develop an impact fee schedule to assess fees to new residential development to help offset the costs of expanding school facilities to accommodate future growth.
- ◆◆ Build a full-sized gymnasium for Loudon Elementary School: The Town should work with the School District to find a way to improve the gymnasium so that it is a full size facility.
- ◆ Increase parking at Loudon Elementary: Parking at the elementary school is poorly designed and undersized. In the future, the Town should encourage the district to redesign and expand parking.
- ◆ Increase Loudon resident participation at MVSD Annual Meeting: Voter participation in the activities of the school district is critical.
- ◆ Support goals and objectives related to a safe and pleasant learning environment.
- ◆ Periodically review and assess Loudon's relationship with MVSD.

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Long Term:

- ◆ Explore new ways to make the Loudon Elementary School more accessible to other community groups: Clearly, the Loudon Elementary School is a community facility. However, use of the facility could be increased to other organizations, thus making the school a true community asset. The Town of Loudon and the MVSD should explore ways to expand use of the facility to other local organizations. Ways should be identified to make available adult education programs.
- ◆ Establish full-day kindergarten.
- ◆ Establish pre-school.

- ◆ Future expansions / new schools: When future new schools become needed in the District, the Town should work with the MVSD to ensure that Loudon is considered during the feasibility study to host such facilities.

TOWN OFFICES

The Town Offices are located at the Loudon Community Building. The Town Offices have a staff of seven. This facility serves as the primary office space for the Board of Selectmen, Tax Collector, Town Clerk, Town Hall Office Manager, and Planning Board Assistant. The Town Offices are open approximately 30 hours per week with some officials having evening or by-appointment office hours.

Equipment Needs

Like most professional offices, the majority of equipment used in the Town Offices is related to data entry and processing of paperwork. Table VIII-24 notes the major equipment used in the Town Offices, as well as replacement schedule.

Table VIII-24
Town Office Equipment

Name of Equipment	Type of Equipment	Condition	Year Acquired	Replacement Year	Replacement Cost	Priority
Pitney Bowes C235	photocopier	excellent	2000	2005	\$6,000	lowest
Hewlett Packard Net Server	computer	good	1997	2003	\$7,000	low
Hewlett Packard workstation	computer	good	1997	2003	\$1,500	low
NEC Powermate U100E	computer	good	1997	2003	\$1,500	low
Premio workstation	computer	poor	unknown	2000	\$2,000	highest
HP Brio workstation	computer	good	1998	2005	\$1,500	low
Compaq Presario U410	computer	good	1997	2003	\$1,500	low
Total Cost of Replacement					\$21,000	

Source: Town Office

The Town Offices currently have six computers and a copy machine, all of which will need replacement over the course of the next five years. One of the computers is in need of immediate replacement.

Facility Needs

The Town Offices and the Loudon Community Building occupy a total of 5,300 square feet. The Town Offices were renovated in 1999 in order to secure the facility. However, storage space is inadequate and a larger facility will be required within the next five to ten years. In addition to office and storage space, the Town Offices need to be made handicap accessible.

Staffing Needs

The Town Office currently has seven employees. At this time, staffing is adequate, however due to increasing growth in Loudon, it will be helpful in the next five to ten years to hire a full/part time Town Planner and a part-time clerical position for the Selectmen's Office.

Department Summary**Short-term needs (2000 to 2005)**

- Replace all six computers used by the Town Offices
- Replace photocopier
- Make facility handicap accessible
- Add additional storage space

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Long-term needs (2005 to 2010)

- Extend hours of the Planning and Zoning Office
- Add part-time clerk to Selectmen's Office

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Recommendations for Town Office

◆◆ Create a Capital Improvements Program for the Town Offices: In order to keep up with changing technology and a growing Town population, the Town Offices should create a capital improvements program in order to facilitate the expansion of the physical space as well as for the purchase of office equipment.

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◆◆ Consider future Town Office expansion: The Town Offices currently have inadequate storage and are not handicap accessible, making it necessary for additional expansions and renovations in order for the growing Town's needs to be served adequately and efficiently.

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◆◆ Consider future staffing options: As the population grows, so will the demands for services offered by the Town Offices. With this in mind, the Town should look into the necessity of hiring a full- or part-time Town Planner, as well as a full- or part-time Town Administrator. In addition, the office hours of the Planning and Zoning Office and the Town Clerk need to be extended to meet the demands of the Town.

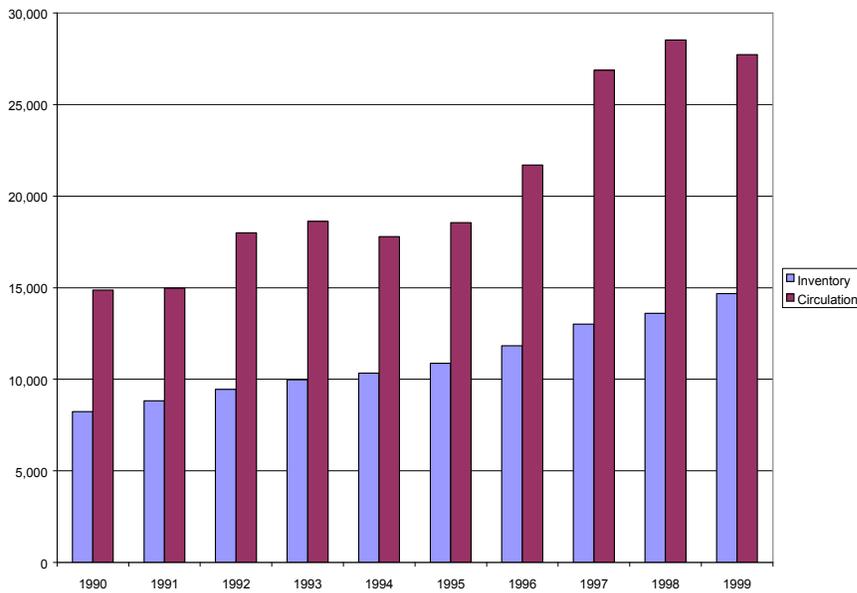
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MAXFIELD PUBLIC LIBRARY

The Maxfield Public Library provides several important community services. Foremost, it provides reading materials for circulation and hosts a number of library activities open to the community, such as weekly story times, National Library Week celebrations, Summer Reading Programs, open houses for teens, and monthly book discussions. In addition, the library hosts movie nights for adults, informative workshops (such as introductory computing courses), and other programs to encourage good reading habits in preschool children. The library has built a good rapport with Loudon Elementary School. Each year, children are brought to the library in order to encourage excitement about reading. The Maxfield Public Library augments the services offered by the elementary school by offering a wide selection of non-print materials and by providing access to materials after school hours, on weekends, and throughout the summer. The library provides two computers for the public to use, one of which has ~~internet~~Internet access. The library keeps the community informed of its activities through weekly press releases to the Suncook Valley Sun, and the library has become a popular meeting place for several community groups, including Leaders of the Loudon Youth Athletic Association, Economic Development Committee, and others. At the present time, the meeting room is used approximately twelve nights and four afternoons per month. The Library also holds several book sales annually to raise money for its programs and to get rid of excess materials. The library relies on funding from the Town as well as private donations to make its programs possible.

Figure VIII-3

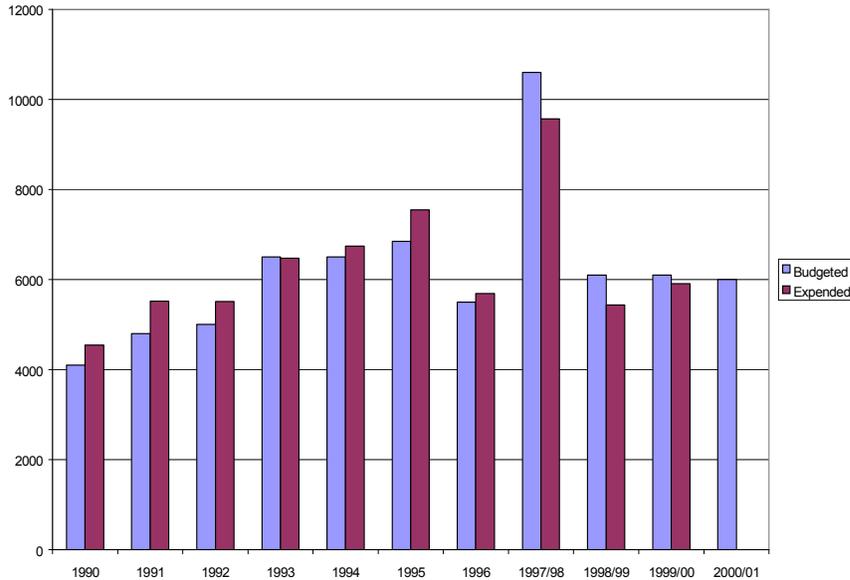
Circulation Statistics and Materials Inventory, 1990-1999



Source: Maxfield Public Library

Figure VIII-4

Materials Budget



Source: Maxfield Public Library

Facility Needs

In order to accommodate growing space needs, the library was expanded and renovated in 1996. The renovation of and additions to the Maxfield Public Library’s facilities have provided ample space for the library’s current needs, as well as space for community groups to conduct meetings. The construction schedule was divided into three phases, the first of which has been completed. Phase I of the construction added 2,850 square feet to the library’s preexisting 1,450 square feet, which was also renovated to provide barrier-free access to the building and collection. The lower level, with an area of 2,115 square feet, is proposed to be completed in Phase II during the fiscal year 2003/2004. This area, currently unfinished, will be used primarily as the children’s room. The lower level will also contain a small, tile-floored meeting room suitable for weekly story times and arts/crafts programs, a materials processing area with a sink, and general storage space. Phase III is planned to fulfill space needs at about 20 years following Phase I. The following is a summary of the Maxfield Library Improvement Plan:

Figure VIII-5
Maxfield Public Library Long-Range Building Plan

MAXFIELD PUBLIC LIBRARY Loudon, New Hampshire LONG-RANGE BUILDING PLAN	
PHASE I	
<ul style="list-style-type: none"> • Provide barrier-free access to building and collection • Extend amount of shelving space • Increase overall size, scope, and quality of collection • Expand the collection to include non-print materials (videos, books-on-tape, and CDs) • Provide study tables and seating • Provide comfortable seating for newspaper, periodical, and general reading areas • Provide meeting room space for civic groups and library needs • Offer programs at the library • Increase staff work areas 	
PHASE II – A	
<ul style="list-style-type: none"> • Install elevator • Build stairwell to lower level of building • Extend amount of shelving space • Continue to increase overall size, scope, and quality of collection • Provide work area with sink for book processing and repairs • Allow quieter study space on main floor • Extend library network to encompass additional public access computers • Provide public access computers with educational software in children's area • Improve and increase size of work space at computer stations • Expand size of children's collection in proportion with demand • Provide janitorial closet and supply area • Provide listening area for audio materials • Provide linoleum-floored meeting room for smaller groups and arts/crafts programs • Provide space for non-circulating historical materials • Create area for young adult materials • Provide improved storage areas 	
PHASE III	
<ul style="list-style-type: none"> • Add on to building when community usage and collection needs warrant 	

Staffing Needs

The Maxfield Public Library currently employs one full time Library Director and six part-time staff members, including an assistant librarian, a library clerk, technician, two pages, and a maintenance person. In the future, the library will need a full time Children's Librarian to run the activities of the children's room. This position will replace the part-time assistant librarian position. In addition, the children's room will also necessitate a part-time library clerk for about 20 hours a week. Currently, the library has two pages who work approximately 15 hours per week combined. In the future, an increase will be needed in the number of hours per week budgeted for the pages. An additional page or two will be needed, and the hours allotted to the pages need to be increased from 15 to 30.

Department Summary

Short-term needs (2000 to 2005)

- Upgrade status of part-time assistant librarian to full-time children’s librarian
- Hire part-time library clerk

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Long-term needs (2005 to 2010)

- Hire an additional one to two pages

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Recommendations for Maxfield Public Library

◆◆ Expand computer accessibility in the library: As technology becomes more prevalent in society, the amount of computers available for public use should be increased.

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◆◆ Connect the Library to the School for pedestrian access: In order to encourage the concept of a walkable village, the Town should construct a sidewalk from the School to the library. This would improve the safety of school children as well as foster a more walkable village area.

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◆◆ Hire new staff or upgrade the status of current staff to full time in order to accommodate growing number of Library patrons: As the population of the area increases, the Town should consider increasing the number of hours the library is open to the public.

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PUBLIC WATER SUPPLIES

At this time, the only public water supply in Town serves Loudon Elementary School. It is monitored by the Department of Environmental Services. All of Loudon’s households and businesses depend on groundwater that is stored in natural aquifers and accessed by private wells. Well clusters occur in more densely populated residential areas. Noticeable concentrations occur along Route 106, west of Oak Hill Road, and in the region defined roughly by Currier Road, Clough Hill Road, and Young Hill Road. These new well locations have been mapped by NHDES. Refer to CHAPTER X, UTILITIES and CHAPTER VII, CONSERVATION, PRESERVATION, AND OPEN SPACE, for more information and to view relevant maps.

Recommendations for Public Water Supplies

- ◆ Start looking at locations for Town water supplies for future needs. Formatted: Bullets and Numbering
- ◆ Work out a plan for acquiring land to set aside for the future water needs of the population. Formatted: Bullets and Numbering

TRANSFER STATION

Currently, Loudon has no curbside refuse pickup. Loudon residents must bring their trash to the Transfer Station, where they are able to participate in a voluntary recycling program. The Town has a contract with the Wheelabrator Corporation to dispose of non-recyclable trash and the trash of those opting not to participate in the recycling program. Since Loudon has, in the past, created more tonnage of waste than their Wheelabrator contract allows, the Town is considering mandatory recycling in order not to exceed their contracted tonnage.

Table VIII-25
Existing Transfer Station Equipment

Name of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority
Tractor LT-900	fair-good	186,000 m	1987	2005	\$100,000	
Bobcat 572	excellent	3,300 h	1990	not replaced		
7500TT Box Trailer	fair		1989	not replaced		
7500TT Box Trailer	fair		1989	not replaced		
White Clark 45' Box Trailer	fair		1973			
42' Silver Box Trailer	fair		1978			
40' Gray Box Trailer	fair		1973			
Fiat Allis Bulldozer	poor		1967	2020		low
Compactor	good		1989			
Bailer	good		1991			
Glass Crusher #1	fair		1995			
Glass Crusher #2	new		2000			
					Total	\$100,000

Source: Town Highway Department

The Transfer Station anticipates the need for the replacement of the LT-900 tractor in Fiscal Year 2005.

Table VIII-26
Future Transfer Station Needs

Type of Equipment	Condition	Anticipated Acquisition Date	Replacement Cost	Priority
Roll-off Trailer	used	2002	\$10-15,000	dependent on potential recycling mandate
Roll-off Trailer Cans (3-4)	new	2002	\$2,500	dependent on potential recycling mandate
Baler	used	2005	\$15-30,000	dependent on potential recycling mandate
Forklift	used	2005	\$50,000	dependent on potential recycling mandate
		Total	\$177,500- 197,500	

Source: Town Highway Department

As noted previously, the Transfer Station currently operates a voluntary recycling program. However, because of fiscal considerations, the Town is considering making recycling mandatory. Such a mandate would create the need for several additional pieces of equipment. Among the needs are a roll-off trailer and roll-off trailer cans in 2002, as well as a baler and forklift in 2005.

Facility Needs

The Transfer Station facilities are located on Dump Road. There are several buildings that make up the facilities. Within the next five to ten years, the building that houses the compactor and the building that houses the recycling center will need expansion dependent on whether or not recycling becomes mandatory in Loudon. The transfer building and the old salt shed will also need concrete flooring and new siding within the next five to ten years.

Staffing Needs

The Transfer Station has two employees: one part time operator/ groundskeeper/ laborer and one full time groundskeeper/ laborer. Currently this is adequate, but if Loudon adopts a mandatory recycling policy, additional workers (two FT, two PT) will be needed in order to meet the needs of the Town.

Department Summary

Short-term needs (2000 to 2005)

- Replace tractor
- Purchase roll-off trailer and roll-off trailer cans
- Purchase baler
- Purchase forklift
- Expand recycling center
- Renovate transfer building and old salt shed
- Hire additional workers

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Long-term needs (2005 to 2010)

- Continue to examine alternative waste disposal methods

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Recommendations for Transfer Station

- ◆ Create a Capital Improvements Program for purchase and replacement of Transfer Station equipment: To better plan for replacement of equipment, as well as future facility expansions, the Town should develop a long-term CIP for the transfer station. This will help coordinate expenditures with other departments and minimize burdens to taxpayers.

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TOWN CEMETERIES

Care and maintenance of the cemeteries is primarily funded from the sale of lots and from interest on trust funds established for perpetual care of the lots, some of which are held and managed by the Town and some by the appropriate Association. The Town budgets an amount, typically \$2,500, for care of the cemeteries it owns and for distribution to the Associations for care of lots which are abandoned or for which no trust fund has been established. Over the last 50 years, a trust fund has been included in the purchase price of a lot.

At the present time, land is not required for additional cemetery space. There appears to be enough room for expansion in the Moore, Loudon Center, and Loudon Ridge cemeteries for the next few generations of Loudon residents. The Moore Cemetery in the village is filled to only one-third its total capacity.

Table VIII-27

Town and Private Cemeteries within Loudon

	Owner	Map Number/Lot Number, Location
Moore Cemetery (active)	Union Cem. Assn.	29/84, Church Street
Mount Hope Cemetery (active)	Union Cem Assn.	29/84, Church Street
Loudon Center Cemetery (active)	Loudon Ctr. Cem Assn.	33/9, Clough Hill Road
Loudon Ridge Cemetery	Loudon Ridge Cem Assn.	63/21, Ridge Road
Loudon Mills Cemetery	Town of Loudon	20/30, Route 129
Maxfield Cemetery	Town of Loudon	56/7, William Maxfield Drive
Abbot Cemetery	State of New Hampshire	56/4, William Maxfield Drive
Blake Cemetery	Private	36/14, Blake Road
Cate Cemetery	Private	51/40, Lower Ridge Road
Lovering Cemetery	Private	49/106, Clough Pond Road
Moore/Sleeper Cemetery	Private	45/5, Ridge Road
Ladd Cemetery	Private	26/10, Route 129
Merrill Cemetery	Private	27/1, Route 129
Lougee Cemetery	Private	50/59, Mudgett Hill Road
Hill Cemetery	Private	50/8, Route 106 North
Winslow Cemetery	Private	4/11, Bear Hill Road
Hilliard Cemetery	Private	24/12, Pleasant Street Extension
French Cemetery	Private	36/3, Ridge Road
Smith-Sargent Cemetery	Private	59/7, Voted Road (west end)
Pearl Cemetery	Private	59/14, Voted Road (east end)
Old family cemetery (Sleeper)	Private	51/16, Lower Ridge Road
Old family cemetery (Blaisdell)	Private	60/54, Mudgett Hill Road
Old family cemetery (Cate)	Private	60/17, Storrs Drive
Old family cemetery (Whittemore)	Private	58/5, Shaker Road
Old family cemetery (Hill)	Private	50/4, Loudon Country Club #1 Fairway

Sources: Cemetery Trustees; Town Tax Maps

RECREATION COMMITTEE

The Recreation Department runs many programs and activities throughout the Town of Loudon. For a detailed description of the facilities and short- and long-term needs, see CHAPTER IX, RECREATIONAL FACILITIES.

POST OFFICE

The US Postal Service provides mail services to the Town of Loudon. In 1999, the Town received its own zip code, 03307, after decades of sharing a zip code with Concord. Despite Loudon’s fairly large population, the community is only served by a small satellite facility located in an existing retail shop at Fox Pond Plaza. It is the opinion of many residents that this arrangement does not adequately serve the needs of the community. In the near future, the Town should explore having a self-contained post office constructed in the community, preferably in the Village Center, to help support the character and economic base of the Village area. To gauge residents’ feelings about pursuing the possibility of having a post office constructed in Loudon, results of the community survey are provided in Table VIII-28.

Table VIII-28
Are you in favor of Loudon looking into the feasibility of the following community services?

Post Office	Total	Percentage
Yes	306	39.0%
No	261	33.3%
No opinion	153	19.5%
No answer	64	8.2%
Grand Total	784	100.0%

Nearly forty percent of respondents to the Loudon Community Survey felt that the Town should invest some time into looking into the feasibility of a Post Office in Loudon.

Recommendations for Post Office

- ◆ The Town should look into the feasibility of opening a Post Office in Loudon: As the Town’s population grows, so will the demands on the Post Office. The Town should look into opening a full-service Post Office.

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SOURCES FOR FINANCING COMMUNITY FACILITY NEEDS AND IMPROVEMENTS

The following is an inventory of alternative financing sources and strategies Loudon could employ to help acquire needed staff, equipment, and facilities.

- ❖ **Impact Fees:** As Loudon continues to grow, it is recommended that the community review the feasibility of instituting a fee schedule for schools, roads, library, highway, and public safety facilities to complement the Town's recently adopted Impact Fee Ordinance. It is likely that such fees could yield several thousand dollars that the Town could use towards renovating and expanding community facilities.
- ❖ **User Fees:** During the 1980s, the concept of user fees for funding of numerous public facilities and services were widely adopted throughout the nation. Several communities in New Hampshire, to help finance community facilities and programs, have adopted user fees. Examples of user fees in New Hampshire communities include water district charges and transfer station fees.
- ❖ **License and Permit Fees:** Fees, such as building permit, zoning application, and planning board subdivision and site plan fees are all examples of permit fees. Such fees are highly equitable and are successful for minimizing the burden on taxpayers for specific programs such as building code enforcement.
- ❖ **Grants-in-aid:** New Hampshire communities are eligible for various grants in aid for financing school construction and improvements. Examples include:
 - ✓ Foundation Aid to help schools provide minimum education
 - ✓ Building Aid
 - ✓ Handicap Education Aid
 - ✓ Area Vocational School Tuition and Transportation Aid
 - ✓ Sweepstakes Aid
 - ✓ Nutrition Grants
 - ✓ Driver Education
- ❖ **Community Development Block Grants:** Depending on the location, social value, and functional use of a community facility, Community Development Block Grants (CDBG) can sometimes be a good source of financing. CDBG funds are allocated from the US Department of Housing and Urban Development and, in New Hampshire, are administered by the Office of State Planning. Each year, communities are invited to submit grant applications for funding of projects. Examples of projects funded by CDBG include the Town of Pittsfield Community Center. In 1999, New Hampshire received over 10 million dollars in CDBG funds that, through the grant process, were allocated to communities across the State.
- ❖ **Capital Reserve Funds:** Capital reserve funds are similar to savings accounts, as they allow the Town to contribute money to a specific account for the purpose of purchasing or defraying the cost of significant items such as school additions, highway equipment, fire trucks, municipal buildings and facilities.

- ❖ **Sale of Surplus Town Property and Land:** Sale of town owned property is another viable option for raising funds to pay for new community facilities. Parcels that should be liquidated include those that have no significant conservation or cultural value, or limited potential for future community facilities.
- ❖ **Bonds:** Bonding is a popular method of raising revenue to construct or purchase town equipment and facilities. Though viable, the Town should avoid encumbering too much debt, as it can limit the ability of the Town to purchase future, unidentified needs.
- ❖ **Private Foundations / Trusts:** For years, communities have been the beneficiaries of trusts and donations created by private citizens and foundations. The Town should actively solicit such resources for assistance regarding the development or expansion of recreational facilities and programs.

SUMMARY & ADDITIONAL RECOMMENDATIONS

Efficient community facilities and services that meet the needs of the public are important for maintaining and improving the quality of life in Loudon. It is evident that each department in Loudon is in need of additional staff, new or expanded facilities, or equipment upgrades. It is anticipated that once each municipal department is upgraded to meet its basic needs, it is unlikely that any significant expansions thereafter will be needed for the foreseeable future. The following are a list of recommendations that the Town should implement to improve Town and School services and facilities.

Additional Chapter Recommendations

- ◆◆ Promote a study for redesign of the Village Center to allow safe and easy pedestrian access to the Village and community facilities. The study should also look at the traffic impact of such a redesign. Formatted: Bullets and Numbering
- ◆◆ Set aside land for a future large Meeting Hall to accommodate Town Meetings and other events. As the community grows, additional space will be required to carry out the functions of the Town. This includes the annual Town meeting. Thus, the Town should set aside land for possible construction of a meeting hall to accommodate anticipated needs. Formatted: Bullets and Numbering
- ◆ Develop a plan to acquire additional land for community facility use, particularly land adjacent to any land currently owned by the Town.