

**Chapter VIII**  
**COMMUNITY and RECREATIONAL FACILITIES with UTILITIES**

**INTRODUCTION**

The purpose of this Chapter is to evaluate Pembroke's community facilities, recreational facilities, and utilities. Providing and maintaining the essential services of community and recreational facilities and utilities are jointly 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 very limited community facilities and 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.

For community facilities, this Chapter will inventory and assess current Town facilities, identify publicly sponsored programs, identify and assess the adequacy of existing equipment, and also identify current and long-term staffing needs. In addition, recommendations on how to meet some of these needs are provided in the beginning and throughout the 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.

An important component to a high quality of life, recreation provides a much-needed means of stress reduction and physical well-being. Recreational facilities also provide residents with a place to interact and create a sense of community that is beneficial to people of all ages. In recent years, numerous studies have identified that recreational facilities and programs also give children and teenagers a place to go, thereby reducing delinquent activity by those sectors of the population.

Utilities inventoried within the Town of Pembroke include electrical distribution, telephone, cable and wireless service, municipal water and public sewer. Utilities are the backbone of everyday life in small and large towns alike, and recommendations are proposed in order to enhance or expand their delivery.

## OBJECTIVES

These Objectives were developed as a result of Subcommittee analysis and interpretation of the data contained within the following chapter and from concerns raised from Pembroke residents and landowners from the Community Survey. They are listed in the beginning to give the reader the opportunity to view the results without reading through the entire Chapter.

- To inventory the present condition of the Town's community facilities, equipment, and services.
  - Replace equipment as scheduled in the 2004 Capital Improvements Program (CIP).
  - Provide overflow parking for the Town Hall/Library area.
  - Evaluate sites for the location of a transfer station.
  
- To maintain a high level of quality service and continue to update services.
  - Expand recycling at the transfer station.
  - Continue to provide timely road maintenance.
  - Extend the Town Hall's hours.
  
- To ensure that community services continue to meet the needs of the community into the future.
  - Identify more property for cemetery expansion or clear trees and test for suitability at the existing Evergreen Cemetery site.
  - Identify town-owned land and land for potential acquisition by the Town to locate future community facilities, including more recreation areas.
  - Purchase land for the potential location of future community facilities.
  - Maintain services to sustain the current quality of life enjoyed by the residents of Pembroke as the community grows.
  - Seek grants for community development and improvements.

## COMMUNITY SURVEY RESULTS

The following community survey responses offer a number of suggestions and issues of concern to residents and property owners in Pembroke.

### **Please indicate which of the following you would like the Town to develop and/or improve.**

There were several services that the respondents indicated they would like developed or improved. The top three choices were protection of ground surface water, protection of forests, and preservation of historic sites and buildings. The other services that received high scores for development and improvement were protection of wildlife habitat, protection of wetlands, operation of parks and recreational facilities, and paramedic services. The services that respondents indicated were of low priority were obtain open space with town funds, expand the water system with town funds (i.e. commercial area), additional fire sub-station, expand/new town cemeteries, and expand the sewer system with town funds.

### **In your opinion, what is the general year-round condition of the roads you travel on in Pembroke?**

Approximately 87% of survey respondents indicated that the general year-round road conditions were good or fair. 46.4% of respondents checked good and 41% checked fair.

### **Would you support an extension of the Concord Area Transit bus service into Pembroke?**

Over half of the respondents, 55.5%, indicated that they would support an extension of the Concord Area Transit bus service into Pembroke. 17.2% indicated that they would not support such an extension and 18.2% indicated that they were unsure.

### **Should the following services, town sewer, town drinking water supply, and natural gas be expanded, stay the same, or no opinion.**

Approximately 43% of the respondents indicated that town sewer should remain the same, while about 39% indicated that they had no opinion. Only 18% checked that the town sewer should be expanded. Approximately 44% of respondents indicated that the town drinking water supply should remain the same, while about 40% had no opinion. 16% checked that the town drinking water supply should be expanded. The overwhelming majority of respondents, 100%, indicated that natural gas should be expanded in Pembroke.

### **If school expansion becomes necessary, how should this expansion take place?**

Over half of the survey respondents, 53.4%, indicated that should school expansion become necessary, expanding the existing schools to a larger capacity was preferable. 26.4% of the respondents indicated that double sessions was the next preferable option.

### **What type of alternative trash disposal service(s) would you like to see?**

Approximately 40% of the respondents indicated that they would like to see recycling in Pembroke. 26% indicated that they would like to see curbside (private) trash disposal in Pembroke.

**How often do you go to or call the town offices?**

The majority of respondents, approximately 82%, called the town offices occasionally. About 10% never called the offices.

**What types of Town services would you like to conduct over the web?**

The top two services respondents would like to conduct on the web are renewing auto registrations, 23%, and viewing tax maps, 21%. Respondents, 19%, would also like to be able to view assessing data on the web.

**In order to help Town officials better direct their efforts, please rate the following municipal services.**

Greater than 70% of the respondents gave the following services good or fair ratings: trash collection, police protection/enforcement, fire protection, snow removal, school system, road maintenance, rescue squad, and the library. Approximately 20 to 23% of the respondents indicated that town administration and the budget committee needed improvement.

**In order to maintain, improve, and/or expand the services listed immediately above in Question 38, would you support annual tax increases of:**

42% of the respondents indicated that they would support a tax increase of 0% in order to maintain, improve, and/or expand the services in Question 38. Approximately 40% indicated that they would support a tax increase of less than 3% in order to maintain, improve, and/or expand the above services. 6% checked that they would pay whatever is necessary for the above services.

**DISCUSSION OF POPULATION TRENDS**

When examining the community facilities, recreational facilities, and utilities of a municipality, it is essential to know if the population is being adequately served. This can be gauged by a number of measures, including the tracking of population trends and projections. Communities need to be able to adequately service the needs of their residents and estimate what changes will be needed for future years.

**Historic Trends**

Pembroke's population has historically increased, with growth peaking in the 1980s. From 1980 to 1990, the Town grew by 35%, adding almost 1,700 during that decade. Between 1990 and 2000, per the US Census, the population grew only 5%. The number of housing units also increased the most during the 1980s. From 1980 to 1990, housing units increased by 38.7%, adding 708 units during that decade.

Table VIII-1  
Overall Population and Housing Growth Trends, 1970-2000

Growth	Population	Net Change		Housing Units	Net Change	
		#	%		#	%
1970 (US Census)	4,261	---	---	1,386	---	---
1980 (US Census)	4,861	600	14%	1,828	442	31.9%
1990 (US Census)	6,561	1,700	35%	2,536	708	38.7%
42000 (US Census)	6,897	336	5%	2,734	198	8%
Total Change from 1970 - 2000	2,636	---	---	1348	---	---

Sources: 1970-1990 US Census CPH-2-31 Table 9 Population and Housing Unit Counts;  
US Census 2000 Data

### Current Trends

Table VIII-2 shows current population trends in Pembroke and the communities that border it. All areas have experienced growth within the last decade.

Table VIII-2  
Current Population Trends, 1990-2000  
Pembroke and Abutting Communities

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Allenstown	4,649	4,606	4,601	4,631	4,712	4,742	4,839	4,823	4,850	4,992	4,843
Bow	5,500	5,550	5,586	5,681	5,817	5,919	6,093	6,406	6,503	6,633	7,138
Chichester	1,942	1,955	1,972	1,992	2,010	2,021	2,046	2,072	2,115	2,159	2,236
Concord	36,006	36,059	36,364	36,762	37,010	37,290	37,850	37,925	38,180	38,318	40,687
Epsom	3,,591	3,613	3,645	3,702	3,763	3,742	3,834	3,866	3,896	3,971	4,021
Loudon	4,114	4,239	4,246	4,300	4,340	4,358	4,437	4,504	4,553	4,635	4,481
<b>Pembroke</b>	<b>6,561</b>	<b>6,533</b>	<b>6,542</b>	<b>6,600</b>	<b>6,619</b>	<b>6,636</b>	<b>6,688</b>	<b>6,724</b>	<b>6,733</b>	<b>6,777</b>	<b>6,897</b>

Source: NH Office of State Planning 1991-1999 Population Estimates of NH Cities and Towns;  
1990 US Census STF1A (P1); 2000 US Census

Although Table VIII-2 illustrates the raw population figures over the last decade, Table VIII-3 more accurately depicts the increases each community has experienced. Allenstown is by far the slowest growing community in the area; Pembroke comes in a close second.

Table VIII-3  
Population Increase, 1990-2000  
Pembroke and Abutting Communities

Town	% Increase, 1990-2000
Allenstown	4.2%
Bow	29.8%
Chichester	15.1%
Concord	13.0%
Epsom	12%
Loudon	8.9%
<b>Pembroke</b>	<b>5.1%</b>

Source: 1990 US Census & 2000 US Census

Table VIII-4 shows the Census population figures broken down into age groups. This reference is useful for determining the immediate needs of certain age groups, such as children and the elderly.

Table VIII-4  
Pembroke Population by Age

Age Group	Number of Persons by Age and % of Age Group							
	1970	%	1980	%	1990	%	2000	%
0 to 4	414	9.7%	325	6.7%	522	8.0%	383	5.6%
5 to 14	886	20.8%	825	17.0%	1,022	15.6%	1017	14.7%
15 to 24	652	15.3%	796	16.4%	812	12.4%	996	14.4%
25 to 34	529	12.4%	888	18.3%	1,385	21.1%	630	9.1%
35 to 44	524	12.3%	570	11.7%	1,127	17.2%	954	13.8%
45 to 54	460	10.8%	512	10.5%	648	9.9%	1201	17.4%
55 to 64	403	9.5%	448	9.2%	492	7.5%	787	11.4%
65 to 74	256	6.0%	334	6.9%	336	5.1%	482	7.0%
75+	137	3.2%	163	3.4%	217	3.3%	447	6.5%
Total	4,261	100%	4,861	100.0%	6,561	100.0%	6,897	100.0%

Source: OSP Comparison Binder of 70-80; 1970-90 US Census STF1A (P11 and P12)  
1990 Census Binder and 2000 Census DP-1

Table VIII-5 depicts a more condensed view of the percentage of population by common cohort age group. The slim majority of residents are aged 45-64 (28.8%) while the under 19 category (28.2%) quickly follows. Nearly 14% (13.5%) of Pembroke's population is over the age of 65.

Table VIII-5  
Percentage of Population by Age Group, 2000

Age Group	Census 2000 6,897 people
under 19	28.2%
20-34	15.6%
35-44	13.8%
45-64	28.8%
65+	13.5%
Total	100%

Source: 2000 US Census DP-1;  
numbers may not add exactly to 100% due to rounding

### Future Projections

While it is important for any community to plan ahead for an anticipated increase in population, which in turn increases pressure on community services and facilities, this section should be taken lightly as new population projections have not been produced by the Office of State Planning since the 2000 Census of population was released. Old figures, which are the numbers most currently available, were used in the creation of these comparisons.

Excerpted from the POPULATION AND ECONOMICS CHAPTER, Table VIII-6, projected future population growth, was calculated based upon the community's historical share of the County's population. It depicts the projected population for Pembroke and abutting communities.

Table VIII-6  
Population Projections, 2005-2020

Pembroke and Abutting Communities				
	2005	2010	2015	2020
Allenstown	5,236	5,378	5,678	5,900
Bow	6,597	6,787	7,127	7,501
Chichester	2,430	2,600	2,760	2,920
Concord	42,780	45,230	47,550	49,870
Epsom	4,184	4,321	4,312	4,795
Loudon	4,810	5,110	5,410	5,710
<b>Pembroke</b>	<b>7,250</b>	<b>7,450</b>	<b>7,801</b>	<b>8,187</b>

Source: NH Office of State Planning Municipal Population Projections 2000-2020

All projections should be reviewed with care as no methodology is perfect enough to predict what an actual future count would be. The DEMOGRAPHICS CHAPTER of the Master Plan also adheres to taking these projections lightly until more reliable data is acquired.

## COMMUNITY FACILITIES

An examination of each of the departments in Pembroke which serves the population will be undertaken in this section. Each department will be inventoried for its statistics, equipment, and staffing and facilities needs. A series of long- and short-term recommendations will be determined based upon the information compiled. A new Capital Reserve Fund (CRF), the Municipal Facilities CRF, is recommended to be established in 2004 with an initial amount of \$50,000 deposited. This fund will be used to fund all community facility buildings and repairs. (In 2004, Priority High)

### TOWN HALL

The Administrative offices of the town are located in the Town Hall at 311 Pembroke Street. The Town Hall was built in 1988, on the site of the old Town Hall that was destroyed by fire in 1964. Presently (2003) the building houses five municipal departments: Town Administration, Town Clerk, Tax Collector, Planning and Land Use, and Welfare. Most Town boards, committees and commissions hold their meetings in either of the two meeting rooms in the Town Hall.

#### **Equipment Inventory and Future Needs**

The Town upgraded its computer system, purchasing a new server and new personal computers in 2003. It is recommended that the Town set up and fund a reserve fund to replace outdated computer equipment as needed.

Table VIII-7  
Town Office Equipment

Name of Equipment (* from CIP 2004)	Type of Equipment	Condition	Year Acquired	Replacement Year	Replacement Cost	Priority (* from CIP 2004)
Town Hall Computer System / Accounting Updates*	Technology	Some outdated		Capital reserve fund could be established and funded in 2004	\$30,000 to start in 2004	High*

Source: 2004-2009 CIP

#### **Present Staffing and Future Needs**

The Town Offices provides space for numerous Town employees. They include the Town Administration, Town Clerk, Tax Collector, Planning and Land Use, and Welfare departments.

The Town Hall provides space for nine full-time and two part-time employees in the Town Administration, Planning and Land Use and Welfare Departments, and Town Clerk and Tax Collector's Offices. It is anticipated that additional financial staff may be required in the Town Administration Department due to newly instituted fiscal reporting requirements. According to the Town's FY-02 audit, "the added oversight responsibility of all financial records for all departments and the implementation of GASB #34 (the General Accounting Standards Board rule

#34 which requires an extensive inventory) require that the Town ensure that there is adequate, financially trained staff.”

### **Facility Assessment and Future Needs**

The current facility is fully utilized. Office space encompasses 2,648 square feet. Meeting space covers 1,529 square feet. The current building is anticipated to meet the Town office space needs for the next 10-12 years. Added services and space needs could be accomplished by renovating existing space to accommodate all anticipated usage. The smaller, second floor meeting room could be converted into office space if the meeting room in the adjacent Library was used to accommodate some of the community groups that currently meet at the Town Hall. In addition, expansion of the existing Town Hall is a potential option if necessary to accommodate the Town's needs.

It is anticipated that the Town Hall will need to have the roof re-shingled by 2009. Within the 2004 CIP, \$20,000 is expected to be expended from the Municipal Facilities Capital Reserve Fund for the task. Additionally, one half of the parking lot that was not rehabilitated during the construction of the adjacent Town Library will need to be pulverized and a new base and surface coat of asphalt installed within the next 3 years due to cracking and some heaving.

### **Town Hall Summary**

#### Short-term needs (2004-2008)

- Resurface the half of the parking lot not rehabilitated during construction of the Town Library.
- Set up and fund a reserve fund to replace outdated computer equipment and technology as needed. (In CIP 2004, Priority High)
- Hire additional Town Administration staff to meet the demands of financial reporting.

#### Long-term needs (2008-2013)

- Re-shingle the Town Hall's Office roof. (In CIP 2004, Priority unset for 2004)
- Convert one of the second floor meeting rooms for more office space.

### **Recommendations for the Town Offices/Town Hall**

- Construct additional parking space behind the Historic 1890 Schoolhouse.
- Use the adjoining library for meeting space and convert one of the two meeting rooms into office space upstairs.
- Set up and fund a reserve fund to replace outdated computer equipment and technology as needed. (In CIP 2004, Priority High)

### PUBLIC WORKS DEPARTMENT/SOLID WASTE FACILITY

The Public Works Department is responsible for the maintenance of approximately 58 miles of Town streets (an additional 12 miles are State roadways), highways and sidewalks, including snow removal, trimming, street sweeping, and building and maintaining catch basins. In addition, the Department is responsible for cleaning, repairing, removing snow, and the general upkeep of all town buildings, including parking areas. It also provides the maintenance of the vehicles and equipment for all other Town departments (trucks, cruisers, fire apparatus, tractors, mowers, etc.). The Department is located on 8 Exchange Street.

The Public Works Department is also responsible for solid waste collection and provides curbside residential waste pick-up as well as the operation and maintenance of a solid waste facility. All household and commercial refuse generated in the Town is transported to the Concord Regional Solid Waste/Resource Recovery Cooperative facility located in Penacook. The Town joined the cooperative in 1985 and signed an agreement that will provide access to the facility until the year 2009. Commercial property owners must make arrangements with a private hauler, licensed by the Town, to transport their waste to the CRSW/RRC facility.

The Town's Solid Waste Transfer Facility is located at 8 Exchange Street, adjacent to the Highway Department Garage. The facility is open to residential users on Tuesdays and Saturdays, from 7:30 a.m. to 3:30 p.m., and for commercial users on Tuesdays, from 7:30 p.m. to 3:30 p.m. Both classes of users must first obtain and display a facility permit prior to using the facility. Household waste, yard waste, tires, household appliances, non-appliance metals and demolition and construction debris are accepted at the Transfer Station. Limited recyclables are also taken.

The Department annually conducts a Household Hazardous Collection Day in the fall. Town residents are allowed to dispose of up to 10 gallons of acceptable household hazardous waste. Latex paint is not accepted. This program is reimbursed by NH Department of Environmental Services at a rate of \$.25 per capita, but the Town must pay the balance, which is around \$1.00-\$1.25 per capita. In 2003, it was removed from the Town Budget and a collection was not held.

#### **Equipment Inventory and Future Needs**

The 2004 CIP Committee recommended placing \$100,000 in 2004 into a reserve fund, increasing nearly each year to 2009, to offset the anticipated costs of replacing equipment and to have funds available for an emergency repair or replacement.

It has been Department policy to expect a six or seven year use out of most vehicles. The increased storage space in the new facility has increased the effective life of the equipment.

Table VIII-8  
Existing Public Works Department Equipment

Name of Equipment (* from CIP 2004)	Type of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority (* from CIP 2004)
One Ton Dodge #1*	Heavy equipment	Very Poor	95,097 miles	1997	2004	\$63,000	High*
One Ton Ford F150 (replacement of #1)*	Heavy equipment	n/a	n/a	2004	2009	\$90,750	Unset*
International #3 Dump/Plow*	Heavy equipment	Good	1,756 hours	2000	2010	\$161,700	Unset*
International #4 Dump/Plow/Sander*	Heavy equipment	Fair	5,200 hours	1993	2005	\$138,500	Unset*
International #5 Dump/Plow/Sander*	Heavy equipment	Good	3,558 hours	1994	2006	\$115,000	Unset*
International #6 Dump/Plow/Sander*	Heavy equipment	Good	3,458 hours	1995	2008	\$147,000	Unset*
1 Ton Dodge #7 Dump/Plow/Sander*	Heavy equipment	Good	61,445 miles	1999	2005	\$65,000	Unset*
1 Ton Dodge # 7 (replacement of #7)*	Heavy equipment	n/a	n/a	2005	2010	\$97,500	Unset*
Trackless Sidewalk Plow & Equipment*	Mowing and snow blowing equipment	Fair to Poor	2,864 hours	1994	2004	\$66,690	High*
Peterbilt Packer*	Heavy equipment		10,290 hours	1997	2006	\$150,500	Unset*
Stirling Packer*	Heavy equipment	Good	1,295 hours	2002	2009	\$225,800	Unset*
John Deere Loader*	Heavy equipment	Fair	8,719 hours	1988	2007	\$200,000	Unset*
Brush/Wood Chipper*	Heavy Equipment	Good	759 hours	1991	2008	\$39,200	Unset*
Fuel Tanks at Public Works Facility*	Fuel tanks	Probably will not pass next inspection in 2005			2005	\$45,000	Unset*
Salt Shed*	Storage	n/a			2004	\$30,000	High*
Construct Transfer Station*	Solid waste disposal				2007	\$450,000	Unset*
Tractor #120	Heavy equipment	Good	1,945 hours	1988	2010	\$45,000	Low
Crown Victoria	Vehicle			1996			
Packer 97	Heavy equipment	Poor	10,185 hours	1998	2006	\$120,000	High
Backhoe 580L	Heavy equipment	Good	1,434 hours	2000			
Dirt Road Rake	Heavy equipment	Poor					
Flail Mower	Heavy equipment	Good		1994			
4 Ton Trailer	Heavy equipment	Fair		1988			
18 Ton Trailer	Heavy equipment	Fair		1988			
Can Recycling Trailer	Heavy equipment	Poor		1990			
Solid Waste Facility Closure	Solid Waste				State law mandates that the Town close solid waste facility	\$210,000	

Source: 2003 Town of Pembroke Casualty Sheet, Vehicle, Mobile Equipment, and Property Listing; 2004-2009 CIP

### Present Staffing and Future Needs

Currently, the Department has twelve full time and one part time employees. It has seven employees certified for operation of a solid waste facility from the State. It is anticipated that an additional two full time employees will be needed.

The Department is run by a Public Works Director and is made up of five divisions: Administration, Highway, Building and Grounds, Fleet Maintenance, and Solid Waste.

### Facility Assessment and Future Needs

The Public Work's Department's facility is located on Exchange Street, in the village area of town. The 4.0 acre site was originally part of the railroad right-of-way which ran along the Merrimack River. The new garage facility was built in 2000 and was attached to the 1959 three-bay maintenance facility. The new facility is able to store all of the equipment inside the four large bays along with the use of the bays of the old facility. The facility has a meeting room and three offices. Currently, one office is shared with the Sewer Department and one of the bays in the old facility is leased to the Water Works. The maintenance garage is 11,700 square feet. It is anticipated within the next five to ten years that an additional 1,000 square feet will be needed to accommodate the Public Work's Department's needs.

A Committee has been formed to look at potential sites for a new transfer station, which is anticipated to be built in 2007 according to the 2004 CIP. One option is the current site, which is primarily an open-type dump that could potentially be closed with dirt after testing. A more up-to-date transfer station that accepts more recyclables would improve the recycling opportunities in Town.

Table VIII-9  
Public Works Department Comparisons with Abutting Towns

	Population, 2000	Miles of Town Owned Road, 2000 (Class V and VI combined)	Total Highway Expenditures, 2002	Highway Department Expenditures per Mile, 2002	Number of FTE Highway Department Employees, 2002	Number of Miles per Highway Department Employee, 2002
Allenstown	4,843	29.1	\$488,480	\$16,809	5	5.8
Bow	7,138	84.6	\$1,258,504	\$14,881	11	7.7
Chichester	2,236	41.6	\$254,587	\$6,115	N/A	N/A
Concord*	40,687	69.0	\$1,674,809	\$24,279	37	1.8
Epsom	4,021	57.3	\$502,710	\$8,778	2.5	22.9
Loudon	4,481	85.7	\$295,463	\$3,500	8	10.7
<b>Pembroke</b>	<b>6,897</b>	<b>57.7</b>	<b>\$1,244,193</b>	<b>\$21,567</b>	<b>12</b>	<b>4.8</b>

Sources: Town Annual Reports; NH DOT Roadway Mileage by Classification, January 2002;  
Calls to Highway Department; \*2000 figures

Table VIII-10  
Comparison of Transfer Station Budget per Capita, 2002

	Population, 2000	Total Budget Expended, 2002	Budget per Capita
<b>Pembroke</b>	<b>6,897</b>	<b>\$365,127</b>	<b>\$52.94</b>
Allenstown	4,843	Not available	Not available
Bow	7,138	\$453,504	\$63.53
Chichester	2,236	\$92,178	\$41.22
Concord	40,687	Not available	Not available
Epsom	4,021	\$165,764	\$41.22
Loudon	4,481	\$227,805	\$50.84

Sources: 2002 Town Reports, Town Highway Departments

## Public Works Department Summary

### Short-term needs (2004-2008)

- Evaluate sites for the location of a new transfer station.
- Replace fuel tanks at the Public Works Facility. Investigate eliminating the need for fuel on site, and instead institute a credit card system with a local fuel company. (In 2004 CIP, unset Priority for 2004)
- Replace the One Ton #1, which is currently in poor condition, according to the 2004 CIP. (In 2004 CIP, Priority High)
- Replace the Trackless Sidewalk Plow and Equipment. With a useful life of 9-10 years, by 2004, it will need replacement (In 2004 CIP, Priority High).
- Replace the International #5 dump truck with a 10- wheeled truck and a larger capacity spreader in 2006. This will increase load capacity and endurance resulting in fewer trips back to the Public Works Facility to upload material, thus saving time and resources during winter operations. (In CIP 2004, unset Priority for 2004)

### Long-term needs (2008-2013)

- Construct a more up-to-date Transfer Station. (In 2004 CIP, unset Priority for 2004)
- Provide an additional 1,000 square feet in the maintenance garage to plan for future storage needs.

## Recommendations for the Public Works Department:

- Construct a Transfer Station with full recycling capabilities. (In 2004 CIP, unset Priority for 2004)
- Make all equipment replacements needed to keep equipment as up-to date and efficient as possible.
- Expand the facility to accommodate future storage needs.

## CEMETERIES

The Pembroke Cemetery Commission was re-formed in 1982 and serves as an advisory board to the Board of Selectmen. The Commission devotes much of its time to assessing the needs for repairs, mainly to monuments and headstones, in the cemeteries as well as planning for cemetery improvements.

Currently, the town has nine cemeteries comprising 16.25 acres. There is also one known private cemetery in Town, although anecdotal information would suggest that more would be found upon inspection.

The Cemetery Commission has gridded empty areas of each cemetery into four foot by 10 foot lots with four-foot pathways between rows of lots. These established lots plus the undeveloped portion of the Evergreen Cemetery will meet the space needs of the town for the immediate years to come (estimated through year 2010 based on 2 acres per 1000 population.) The Commission plans to improve and landscape the undeveloped portion of the Evergreen Cemetery for use as burial plots. In addition, the wall at Evergreen Cemetery needs to be replaced as mandated by State law. The 2004 CIP recommends \$10,000 per year from 2004-2006 to assist with funding the project.

Funding for the Cemetery Commission is from burial fees and Trust Funds, which limits the ability for expansion, improvements and upkeep of the cemeteries. The Commission solicits contributions and bequests to the Cemetery Improvement Fund as a method to keep the towns historic burial places a source of pride and beauty for the community.

### **Equipment Inventory and Future Needs**

The Public Works Department provides administration services for cemeteries, including grave openings and closings. The Cemetery Commission contracts out routine maintenance work on cemeteries.

### **Locations of Cemeteries**

Nine public cemeteries and one known private cemetery were located in Pembroke. Undoubtedly, there are also a number of private family cemeteries which also exist in Town. Tables VIII-11 and VIII-12 display the known cemeteries in Pembroke:

Table VIII-11  
Public Cemeteries

Cemetery	Map/ Lot	Area	Location
Buck Street Cemetery	868/CM-1	2.72	Corner of Buck & Route 28
Evergreen Cemetery	266/CM-2	9.56	Approximately ½ mile beyond Route 3 bridge, on Buck Street
Pembroke Street Cemetery	565/CM-3	2.36	Next to Whittemore homestead, on Pembroke Street
Pembroke Hill Cemetery	262/CM-4	0.45	4 <sup>th</sup> Range Road by McGinnis (Vet)
Old North Pembroke Cemetery	935/CM-5	0.375	8 <sup>th</sup> Range Road (No. Pembroke Road)
New North Pembroke Cemetery	937/CM-6	0.698	8 <sup>th</sup> Range Road (Blueberry Hill/Cross Country Road)
Abbott Cemetery	561/CM-7	0.022	Borough Road west of Eley Lane
Richardson Cemetery	260/CM-8	0.07	Corner of 6 <sup>th</sup> Range/Cross Country Road
French-Dearborn Cemetery	258/CM-10	NA	On former Vera Maroney land, on Borough Road

Source: Cemetery Trustees

Table VIII-12  
Private Cemeteries

Cemetery	Map/Lot	Area	Location
French Cemetery	258/CM-9	NA	North Pembroke Road

Source: Cemetery Trustees

### Cemetery Commission Summary

#### Short-term needs (2004 to 2008)

- The wall at Evergreen Cemetery needs to be replaced. (In 2004 CIP, Priority Low)

#### Long-term needs (2008-2013)

- Additional land area of six (6) acres will be required before the year 2020 to meet the community's needs for burial space. This assumption is based on a recommendation of two acres per 1,000 population that is estimated for the year 2020.

### Recommendations for Cemeteries

- Acquire additional six (6) acres before the year 2020.
- Replace Evergreen Cemetery Wall. (In 2004 CIP, Priority Low)

**FIRE DEPARTMENT**

The Pembroke Fire Department is an on-call department entirely run by volunteers who make time for this serious commitment. Located on Route 3, it will be the site for the new Safety Complex.

Department equipment is comprised of a fleet of modern apparatus including three pumpers, one aerial tower and a host of other support vehicles.

**Equipment Inventory and Future Needs**

The majority of the Fire Department apparatus was purchased in the 1980s. Many are not scheduled for replacement until after 2010. In 2004, \$75,246 is scheduled to be placed into the Major Fire Equipment Capital Reserve Fund (CRF). (In 2004 CIP, Priority High) No deposits are scheduled to be made in 2004 to the Small Fire Equipment CRF. (In 2004 CIP, \$0 funding)

Table VIII-13  
Existing Fire Department Equipment

Name of Equipment (* from CIP 2004)	Type of Equipment	Year	Anticipated Replacement Year	Estimated Replacement Cost	Priority (* from CIP 2004)
62M1 Pumper/Attack Truck*	Vehicle	1980	2006	\$344,596	Unset*
75' Aerialscope	Vehicle	1980	2014	\$801,811	
Forestry Truck	Vehicle	1983	2018	\$27,504	
Pumper	Vehicle	1988	2013	\$509,125	
Tanker/Pumper	Vehicle	1998	2023	\$595,841	
Rescue/Fire Truck	Vehicle	1999	2019	\$432,488	
Pickup/Utility	Vehicle	2003	2023	Not applicable	

*Source: 2003 Casualty Sheet, Vehicle, Mobile Equipment, and Property Listing, Fire Department; 2004-2009 CIP*

**Facility Assessment and Future Needs**

The 7,594 square foot station was constructed in 1976 and will receive a 3,109 square foot addition when the Safety Complex is completed. Construction on the new facility began in 2003. The Fire Department will share 5,692 square feet of common space with the Police Department.

The Safety Complex will greatly enhance the Town's emergency response capability. It will also house an emergency operations center that will unify communications between departments during an emergency.

**Calls for Service**

In 2002, the Department responded to 359 calls for service. The station's location on Route 3 provides the Department with easy access to the major north-south route, providing quick response times both to the downtown village and to the northern industrial and residential areas of Town.

The average response time is eight minutes. As response time to emergency calls increases, the likelihood of increased property damage or loss of life increases. It should remain a priority of the Fire Department to keep their response time as low as possible. The mutual aid agreement that the Fire Department belongs to helps to ensure that response time in different areas of town remains low.

In 2003, the National Fire Protection Association (NFPA) abandoned plans to adopt minimum national fire response time standards. One public sector interest organization said it is impossible for uniform standards to address the wide range of conditions that exist in the nation's diverse fire services. These include critical differences in local geography—the key factor in fire response times—as well as huge variations in setting (rural and urban), staffing (paid and volunteer), and equipment.

Table VIII-14  
Fire Department Calls, 1990-2002

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
N/A	225	225	245	253	284	NA	NA	303	333	325	363	359

Source: *Pembroke Annual Town Reports*

Table VIII-15  
Comparison of Fire Department Budget per Capita, 2002

	Population, 2000	Total Budget Expended, 2002	Budget per Capita
Pembroke	6,897	\$209,101	\$30.31
Allenstown	4,843	\$207,181	\$42.77
Bow	7,138	\$300,242	\$42.06
Chichester	2,236	\$72,186	\$32.28
Concord	40,687	\$7,039,653	\$173.02
Epsom	4,021	\$308,525	\$76.73
Loudon	4,481	\$113,663	\$25.36

Sources: *2002 Town Reports; US Census 2000*

### Present Staffing and Future Needs

Department personnel consists of the Fire Chief, Assistant Chief, two Deputy Chiefs, two Captains, three Lieutenants, and 35 active volunteer firefighters and 10 additional volunteers that provide support. In addition, the department is a member of the Concord Regional Mutual Aid Compact, a group of towns, along with the City of Concord, who have agreed to assist each other in times of major fires, or to watch over the station if the Town's force is at a fire.

Future staff needs are expected to require two to four (2-4) full time people if the Fire Department assumes EMS (Ambulance) responsibilities.

Table VIII-16  
Fire/Rescue Department Wage Comparisons with Area Towns

Town	Starting Wage	Notes
<b>Pembroke</b>	<b>8.75</b>	<b>45 on-call, no permanent positions</b>
Allenstown	9.56	No volunteer fire fighters; 2 F/T, 23 P/T at \$9.56 - \$15.00 per hour
Bow	12.51	Two F/T fire fighters, various paid call personnel from 7.98 to 10.22 per hour
Chichester	NA	
Concord	NA	
Epsom	10.50	No volunteer fire fighters; 4 F/T, 20 P/T at \$10.00 per hr
Loudon	NA	

Source: Area Fire Departments, 2001

Safety and efficiency are the two primary factors when trying to determine an appropriate level of staffing for a fire department. Unfortunately, no national or state standard has been developed for the staffing of paid or volunteer fire departments. However, in 1987, the National Fire Protection Association (NFPA) developed a recommended minimum staffing level of 4 to 6 fire fighters per Engine/Ladder Company. Because Pembroke is served by a largely volunteer staff, it is difficult to apply staffing standards in evaluating the needs of the department.

### Fire Department Summary

#### Short-term needs (2004 to 2008)

- Replace the 1980 pumper truck. According the CIP, the replacement is scheduled for 2006, when the unit is 256 years old. (In 2004 CIP, unset Priority for 2004)

#### Long-term needs (2008 to 2013)

- Investigate the impacts that proposed large-scale developments may have on fire protection.

### Recommendations for the Fire Department:

- Replace equipment as scheduled in the 2004 CIP.
- To ensure the best service into the future, investigate the impacts that proposed large-scale developments may have on fire protection.

**TRI-TOWN AMBULANCE SERVICE**

Tri-Town Ambulance service is a volunteer organization created in 1972 that serves Pembroke, Allenstown, and Hooksett. It is a service independent of the Town. The Town appropriates \$35,067 towards the service on an annual basis. Tri-Town serves an area of approximately 100 square miles with a population of over 21,000.

One ambulance is stationed in Hooksett 10 hours per day. In Pembroke an ambulance is stationed at 2 Central Street at a small garage owned by the VFW. The Fire Department also houses a vehicle for Tri-Town Ambulance.

**Equipment Inventory and Future Needs**

Tri-Town currently has three ambulances, which meet the current needs. Plans are in motion to replace the two oldest ambulances which date back to 1994 and 1995. A need for a second 24-hour truck is projected by 2005.

Table VIII-17  
Existing Tri-Town Ambulance Equipment

Name of Equipment	Type of Equipment	Condition	Number of Miles or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority
Ambulance 79A1	ambulance	Not supplied	98,000	1995	2003	\$90,000	High
Ambulance 79A2	ambulance	Not supplied	96,000	1994		\$90,000	High
Ambulance 79A3	ambulance	Not supplied	104,000	1998		\$95,000	High

Source: Tri-Town Ambulance

**Present Staffing and Future Needs**

Tri-Town has 3 full time paramedics and 2 full time EMT-intermediates. In addition to full time employees, Tri-Town employs 9 per diem Paramedics and has a staff of 20 volunteer attendants to cover 24 hours a day, seven days a week. Tri-Town has no plans to add additional employees at this time.

In 2002, Tri-Town responded to 1,692 calls from Pembroke, Allenstown, and Hooksett with 458 (27%) of those calls coming from Pembroke. The average response time is 6.8 minutes.

Table VIII-18  
Tri-Town Ambulance Calls in Pembroke 1990-2002

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Total Calls	1012	1023	1044	1101	NA	1141	1289	1333	1256	1345	1586	1682	1692

Source: Tri-Town Ambulance

### **Tri-Town Ambulance Summary**

#### Short-term needs (2004 to 2008)

- A new ambulance in 2003
- A new ambulance in 2005
- A new ambulance in 2007

#### Long-term needs (2008 to 2013)

- A new facility

### **Recommendations for the Tri-Town Ambulance Service**

- Continue to monitor the ambulance services provided to Pembroke to ensure continued, adequate service to residents.
- Study the ongoing issues surrounding Pembroke's relationship with Tri-Town Ambulance Service so that long-term, uninterrupted ambulance service to Pembroke is guaranteed.

**POLICE DEPARTMENT**

The Police Department is responsible for enforcing all laws and ordinances and is committed to preserving peace, order and safety. The Department is located at 4 Union Street. The station is a three-story brick and wood frame structure built in the 1930s. The building was originally constructed and used as a Fire Station and was converted in the 1970s for use as a Police Station. In 1976, a two-story addition was constructed in the rear of the existing building. Construction of a new Safety Center has begun and the department will soon be moving in with the existing Fire Department at 24 Pembroke Street. A new Police Cruiser Replacement Capital Reserve Fund is anticipated to be created in 2004, with \$45,000 deposited to start. (In CIP 2004, Priority High)

**Equipment Inventory and Future Needs**

Currently, the department has six Police cruisers in their fleet and one 4X4 Utility Vehicle. Police cruisers are being purchased each year and two every other year. When patrol vehicles have more than 100,000 miles, replacement becomes a priority.

In 2003, the Department purchased a 4 wheel ATV along with three lap top computers. The three lap top computers have been installed in the three main patrol vehicles. These lap top computers will allow officers to write and file reports while on patrol, increasing productivity and keeping officers on patrol in the community for a greater police presence.

In addition to the lap top computers, new computer software was purchased in 2003, as requested during the 2003 budget process. The new software is especially designed for police applications and has the ability to integrate with the Bow Police Department who provides Pembroke's dispatch service. This new software will greatly increase the ability to completely automate the department, create crime analysis mapping, and exchange police information between departments.

Table VIII-19  
Existing Police Department Equipment

Name of Equipment (* from CIP 2004)	Type of Equipment	Condition	Number Of Miles Or Hours	Year Acquired	Anticipated Replacement Year	Estimated Replacement Cost	Priority (* from CIP 2004)
Crown Victoria*	Vehicle	Good	57,191	2001	2004	\$27,000	High*
Ballistic and Tactical Vest Replacement*	Small Equipment	Fair		2000	2004	\$18,500	High*
Crown Victoria	Vehicle	New	1,024	2003	2007	\$36,000	High
Crown Victoria	Vehicle	New	1,685	2003	2006	\$34,000	High
Crown Victoria	Vehicle	Good	25,155	2003	2005	\$32,000	High
Crown Victoria	Vehicle	Good	49,855	1999	2005	\$32,000	High
Crown Victoria	Vehicle	Good	19,174	2000	2007	\$36,000	High
Ford Explorer	Vehicle	Good	17,345	2002	2009	\$40,000	High
1977 Dodge D.A.R.E. Vehicle	Vehicle	Poor	139,000	1994			
Yamaha	ATV	New	8 Hours	2003			
Computer System	Technology	New		2003			
Cruiser Lap Top	Technology	New		2003			
Weapons/Officers	Small Equip	Good		1996	2011	\$15,000	High

Source: Police Department, Vehicle, Mobile Equipment, and Property Listing, 2004-2009 CIP

A second new proposed fund, the Small Equipment Replacement Capital Reserve Fund, is scheduled to be created in 2004 with an initial deposit of \$8,000. This fund is to be used for the purchase of large ticket items, weapons, and other protective equipment. (In 2004 CIP, Priority High)

### Summary of Calls for Service

A call for service is any activity warranting police attention, whether an arrest, theft and burglary investigation, or a dog complaint. In 2002, the Department responded to a total of 5,062 calls for service. Over the past twelve years, the number of calls for service have increased from 2,272 to 5,062 calls, or by 45 percent. In Pembroke, calls for service do not include motor vehicle summons or warnings. The average response time to a call for service is 5 minutes.

Table VIII-20  
Police Department Calls for Service, 1990-2002\*

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
2,272	3,332	3,356	4,430	5,596	NA	NA	NA	NA	NA	5219	5,119	5,062

Source: Police Station

\*Does not include motor vehicle summons or warnings issued

Table VIII-21  
Police Department Costs per Call for Service, 2002

	Total Number of Calls, 2002	Total Budget Expended, 2002	Cost per Call
<b>Pembroke</b>	5,062*	\$719,307	\$142.09
Allenstown	16,337	\$458,085	\$28.04
Bow	24,585	\$976,350	\$39.72
Chichester	931*	\$129,340	\$138.93
Concord	45,039	\$5,828,000	\$129.40
Epsom	2,678	\$330,000	\$123.22
Loudon	2,275*	\$346,124	\$152.14

Sources: 2002 Town Reports; Police Departments

\*Does not include motor vehicle summons or warnings issued

Table VIII-22  
Police Department Calls for Service per Capita, 2002

	Population, 2000	Total Number of Calls, 2002	Calls per Capita
<b>Pembroke</b>	6,897	5,062*	.73
Allenstown	4,843	16,337	3.4
Bow	7,138	24,585	3.4
Chichester	2,236	931	2.4
Concord	40,687	45,039	1.1
Epsom	4,021	2,678	.67
Loudon	4,481	2,275*	.51

Sources: 2002 Town Reports; Police Departments

\*Does not include motor vehicle summons or warnings issued

In 2002, the Department made 164 arrests and 39 juvenile arrests.

### **Present Staffing and Future Needs**

The Department has 11 full time officer positions, including the chief and lieutenant. There is also an administrative secretary and receptionist helping to support the department. A volunteer chaplain also provides support.

As of 2002, the Department is not planning to add any more officers. In the future it is anticipated that more officers will be needed to accommodate the growing population and the increase in calls for service that will follow.

Table VIII-23  
Police Department Budget Comparison per Capita, 2002

	Population, 2000	Total Budget Expended, 2002	Budget per Capita
<b>Pembroke</b>	6,897	\$620,107	<b>\$89.90</b>
Allenstown	4,843	\$458,085	\$94.59
Bow	7,138	\$976,350	\$136.78
Chichester	2,236	\$129,340	\$57.85
Concord	40,687	\$5,828,000	\$143.24
Epsom	4,021	\$292,513	\$72.75
Loudon	4,481	\$346,124	\$77.24

*Sources: 2002 Town Reports; Police Departments*

### **Facility Assessment and Future Needs**

A two and a half year study by the Pembroke Safety Center Building Committee determined that the present 60 year old station is inadequate, and does not meet many legal requirements, including the requirements of the Americans with Disabilities Act. A proposal for a Safety Center was approved at the 2003 Town Meeting. This new facility will house both the fire and police departments and will be located at the site of the existing Fire Station. It will also include an Emergency Operations Center, which will allow police officers and firefighters to work together in the event of a disaster. Both departments and the community will mutually benefit from the construction of the Safety Complex.

The construction of the new Safety Center will begin in the summer of 2003. The new Safety Center will provide additional space for both the Fire and Police Departments. The new police area will encompass 8,807 square feet. A common area will encompass 5,692 square feet and 1,952 square feet have been set aside for storage and future needs.

## Police Department Summary

### Short-term needs (2004 to 2008)

- Replace Ballistic Protection Vests (Threat Level II) for all police officers. All Ballistic Vests are required to be replaced every five years. (In 2004 CIP, Priority High)
- Replace all Tactical Ballistic Protection Vests (Threat Level III) for each patrol cruiser in the event that higher ballistic protection is needed. Rifles and other high velocity weapon systems can supersede Ballistic Protection Vest (Threat Level II) normally worn by officers. (In 2004 CIP, Priority High)
- Replace Cruisers as scheduled in the 2004 CIP. (In 2004 CIP, Priority High)
- Provide in service training at least once a month for all officers for training related to state mandates and other required recertifications like CPR, Firearms Training, First Aid, etc. This would not include officer career development or other outside agency training.

### Long-term needs (2008 to 2013)

- Provide training and career development opportunities for officers to help them better serve the community. Specialized seminars in such areas as firearms, background investigations, supervisory development, and interviewing and interrogation development have and will continue to augment the growth of the department. In addition, there are inherent liability issues if there is a failure to provide training in accordance with Federal and State mandates.
- Replace firearms to ensure officer safety. Officers were last issued new firearms in 1996 when they transferred from revolvers to semi auto pistols. Each year these weapons are firing hundreds of rounds during firearms training exercises. Due to their constant use, these firearms in time start to loose accuracy due to the wearing of the inside of the barrels and other moving parts of the weapon, and replacement become necessary.

## Recommendations for the Police Department

- Replace cruisers as outlined in the 2004 CIP. (In 2004 CIP, Priority High)
- Provide training and career development opportunities for officers.
- Replace equipment to ensure officer safety, especially firearms and Ballistic/Tactical Protection Vests. (In 2004 CIP, Priority High)

PUBLIC LIBRARY

The library relocated in the spring of 2003 to a new building on Pembroke Street next to the Pembroke Town Hall. The new building has a community room and children's room. In addition, the New Hampshire room provides a place for historic town records and artifacts to be preserved and safeguarded. Lastly, the Pinegrove Farm Room, which can accommodate 60 people, is available for educational and community events.

The library has an extensive collection. The current estimate is a total of 16,000 books. In addition, magazines, videos, and audios are available to residents. Current usage of the present Library based on the number of materials circulated each day is approximately 90 books and magazines.

The following table highlights the circulation of library materials by patron type and material type, as tracked by the computer system.

Table VIII-24  
Circulation, 2002

2002 Circulation by Patron Type	
Adult Circulation	7,295
Juvenile Circulation	7,383
Total Circulation	14,678
2002 Circulation by Material Type	
Printed Matter Circulation	11,307
Audio Circulation	810
Video Circulation	2,561
Total Circulation	14,678
Total of Registered Card Holder Patrons	1,872

Source: 2003 Pembroke Public Library

Table VIII-25  
Summary of Library Collection, 2002

Categories	Number of Items
Books	20,075
Audio Books	334
Video Cassettes	457
CD's	21
<b>Total</b>	<b>20,887</b>

Source: 2003 Pembroke Public Library

Table VIII-26  
Library Budget, 1997-2002

	Budget	Per Capita Spending (based on 2000 population)
1997	\$64,414	\$9.34
1998	\$75,101	\$10.88
1999	\$88,445	\$12.82
2000	\$106,078	\$15.38
2001	\$106,078	\$15.38
2002	\$79,665	\$11.55

Source: Pembroke Town Annual Reports

The adult programs include monthly book discussions and special community events throughout the year. The children's activities include a weekly preschool story hour on Tuesday mornings and occasional evening story times. This library also participates annually in the New Hampshire state summer reading program for children, and we have many young readers ages 5 - 12 "contracting" to read a reasonable number of books during the summer. The library also sponsors educational entertainers for children several times a year; and there are several craft afternoons for young adults.

#### Equipment Inventory and Future Needs

The Pembroke Library has a public use computer with Windows '95 programs, an active interlibrary loan system, a copier, and a fax machine for its patrons. Currently, there is only one computer available for public use. Adding three personal computers would better meet the community's needs. More demand and use of the library is expected due to the new facility and available parking. In addition, a senior citizens community will adjoin the site in the coming years and is expected to increase library usage.

Table VIII-27  
Existing Library Equipment

Name of Equipment	Type of Equipment	Condition	Year Acquired
One personal computer	Dell Monitor, RCR generic		2002
Active Interlibrary Loan System	Computer		
Copier	Minolta	Poor	
Fax Machine	Brother	Fair	

Source: Pembroke Public Library

#### Present Staffing and Future Needs

The Library staff includes the Director of the Library and the Assistant Librarian.

**Facility Assessment and Future Needs**

The new facility has 8,900 square feet of useable floor space. Based on projected growth in Town, the building should meet the community's needs for the foreseeable future.

The library site also includes the Town Offices and Pembroke Historical Society. The total parking spaces for the three facilities is 81. Parking could be a concern if all three facilities have activities simultaneously. Additional parking could potentially be added on the Town Hall property behind the historical building.

**Public Library Summary**Short-term needs (2004-2008)

- Purchase three additional computers for public use.

Long-term needs (2008-2013)

- None at this time.

**Recommendations for the Public Library**

- Purchase additional computers for public use.

**PEMBROKE SEWER COMMISSION**

The office of the Sewer Commission is located at 8 Exchange Street in Pembroke. The Sewer Commission, as a utility, is described in the UTILITIES section of the Chapter.

**PEMBROKE WATER WORKS**

The office of the Water Works is located at 212 Main Street. Wells and tanks are situated in both Pembroke and Allenstown. The Water Works, as a utility, is described in detail in the UTILITIES section of the Chapter.

## RECREATIONAL FACILITIES

An important component to a high quality of life, recreation provides a much-needed means of stress reduction and physical well-being. Recreation facilities also provide residents with a place to interact and create a sense of community that is beneficial to residents of all ages. In recent years, numerous studies have identified that recreational facilities and programs give children and teenagers a place to go, thereby reducing delinquent activity by those sectors of the population. A new Recreational Facilities Capital Reserve Fund for the major repair and maintenance of facilities is scheduled to be created in 2004, with an initial deposit of \$75,000. (In 2004 CIP, Priority High)

### **Review of Recreational Fiscal Resources**

Over the last 13 years, the amount of funding allocated to the Recreation Committee budget has remained roughly comparable, at an average of 1.14% of the entire Town Budget. In 2002, the allocation dropped to less than 1% (0.95%), which was the third lowest proportionate allocation within that timespan.

Table VIII-28  
Recreation Budget Allocations, 1990 - 2002

Year	Recreation Committee Budget	Total Town Budget	Recreation as % of Total Budget
1990	\$32,912	NA	NA
1991	\$47,251	\$3,504,595	1.3%
1992	\$40,156	\$3,360,169	1.2%
1993	\$30,286	\$3,837,396	0.89%
1994	\$54,868	\$6,803,451	0.81%
1995	\$42,210	\$3,613,201	1.16%
1996	\$45,474	\$3,733,846	1.21%
1997	\$44,703	\$4,035,914	1.11%
1998	\$54,585	\$4,126,298	1.32%
1999	\$60,644	\$5,258,361	1.15%
2000	\$68,080	\$5,215,170	1.3%
2001	\$68,080	\$5,215,170	1.3%
2002	\$44,348	\$4,634,002	0.95%

Source: Pembroke Annual Reports, 1990-2000

Based on population, the amount of funds spent per person on recreation rose from \$5.02 spent per person on recreation in 1990 to \$9.87 per person in 2000.

Table VIII-29  
Recreation Expenditures per Capita, 1990 vs 2000

Year	Recreation Department Budget Expended	Population (Census)	Expenditure per Capita
1990	\$32,912	6,561	\$5.02
2000	\$68,080	6,897	\$9.87

Sources: 1990 US Census STF1A (P1); 2000 US Census; Town Reports

Compared to abutting municipalities, Pembroke (\$6.43) spends more than Allenstown, Chichester, and Epsom on recreation per person. Loudon (\$7.06) and Bow (\$51.01) spend more money than Pembroke.

Table VIII-30  
Recreation Budget Comparison per Capita, 2002

	Population, 2000	Total Budget Expended, 2002	Budget per Capita
<b>Pembroke</b>	<b>6,897</b>	<b>\$44,348</b>	\$6.43
Allenstown	4,843	\$19,380	\$4.00
Bow	7,138	\$364,163	\$51.01
Chichester	2,236	\$5,551	\$2.48
Concord	40,687	N/A	N/A
Epsom	4,021	\$22,789	\$5.67
Loudon	4,481	\$31,653	\$7.06

Sources: 2002 Town Reports

### Existing Recreational Resources

Recreation opportunities are delivered to residents through a variety of organizations and businesses in the community.

Each year the Recreation Commission supports adult and children's programming, including a soccer league for children (grades K-6), biddy basketball (grades 4-6), Little League baseball and softball, youth field hockey clinic, and tennis lessons for adults and children. In addition, a program for senior citizens, called M & M's (Motivated and Moving), gives people 55 and older the opportunity to attend many events and programs with speakers, potluck luncheons, and special trips throughout the year. During most summers, the Commission offers a summer recreational program and swim program. During the summer of 2002, more than fifty children in grades 2-5 participated in sports activities, arts and crafts, and weekly field trips. Children in grades 6-8 were able to participate in the summer camp offered by the Renaissance project, a federally funded program. The swim program was contracted out and held at Southern NH University. Summer programs were not offered during the summer of 2003 because of financial constraints.

### Town Owned Facilities

Pembroke's major recreational area is Memorial Field, located on the plain at the junction of the Suncook and Merrimack Rivers. Memorial Field contains two softball fields, two Little League diamonds, dugouts and bleachers, a covered pavilion, and four buildings that are used by Little League, men's softball, soccer leagues, summer recreation, and the Recreation Commission for storage of maintenance equipment. Bathroom facilities, a storage room, an uncovered barbeque area, and a covered picnic and recreational activity area are located at one of the buildings. Memorial Field also provides river access by means of a boat ramp and a recreation trail along the Merrimack River. Other activities such as horseshoes, boating, basketball and volleyball are also available at Memorial Field. Playground areas are equipped with swings, jungle gym and slides.

The White Sands beach area is a Town owned conservation land that is used by residents for recreational activities, like swimming and picnicking. The area is not maintained or operated by the Recreation Commission; the Conservation Commission manages the area because it falls under conservation land. There are minimal amenities onsite, including a few garbage cans, which are picked up by the Public Works Department. Also, there are no lifeguards at the beach area.

The Whittemore Conservation area is a town owned conservation land that includes several walking/biking trails.

Coordination and cooperation with the school system of Pembroke provides additional opportunities for recreational activities for residents of the Town. Pembroke Academy, Three Rivers School, High Street School and Pembroke Hill School have various fields for soccer, softball, football, field hockey, tennis, track and playground equipment for children. Indoor recreational facilities at the schools include basketball courts at the Pembroke Academy, Hill School, Village School, and Three Rivers School.

#### **Other Recreational Resources**

The Green-Gold soccer fields on Buck Street, which are privately owned, are an additional recreational resource to the Town. Also, the Plausawa Valley Golf Course is a recreational resource open to the public.

In addition, there is access to the Merrimack River in Town at a canoe launching area on Route 106 and also on Route 3.

There is an extensive snowmobile trail network throughout Town that is maintained by the NH Trail Dawgs, a local snowmobile club. These trails cross private land where landowner permission has been obtained for snowmobile use. In addition, some of these trails allow horseback riding and biking during the summer months; however allowed uses depend on the wishes of each individual landowner.

A number of private recreational resources available to the public are displayed in Table VIII-31:

Table VIII-31  
Non-Profit and For-Profit  
Outdoor Recreational Resources in Pembroke

Type of Resource	Name
Fields, Playgrounds, Courts	Memorial Field
	Village School football field, baseball field, playground
	Three Rivers baseball diamonds, playground, and basketball courts
	Hill School baseball diamond and playground, small basketball court
	Pembroke Academy track, baseball and softball fields, soccer/football field, and tennis courts
	Green-Gold Soccer fields (private) on Buck Street
Water	White Sands area, River access on Route 106 and Route 3
Trails	Whittemore Conservation Area walking/biking trails Network of snowmobile trails
Golf Course	Plausawa Golf Course
Indoor basketball courts	Pembroke Academy, Hill School, Village School, Three Rivers School

Source: Subcommittee Input

### Equipment Needs

Currently, the fields at Memorial Field are watered using the municipal water system. However, it would be more cost effective if an irrigation system were installed. In addition, according to the 2002 Town Report, the Commission is planning to purchase two sets of bleachers and a set of swings for the playground. In 2003, the Commission purchased a John Deere mower.

Table VIII-32  
Recreational Equipment and Maintenance Needs

Name of Equipment / Maintenance Item (* from CIP 2004)	Anticipated Replacement / Maintenance Year	Anticipated Cost	Priority (*from CIP 2004)
Memorial Field Irrigation*	2005	\$15,000	Unset*
Memorial Field Bleachers*	2004	\$10,000	High*
Resurface Basketball and Tennis Courts*	2005	\$126,000	Unset*
Memorial Field Security*	2007	\$10,000	Unset*

Source: 2004-2009 CIP

### Staffing Needs

There are five members of the Recreation Commission, including the Chair of the group. As of the summer of 2003, there are no staff currently working for the Commission. If the summer recreation and swim program were reinstated, a director and assistant director would be needed, as camp counselors, depending on the number of children enrolled. In addition, part-time program specialists are needed on an as needed basis for tennis lessons, men's open gym, and other sports.

### Facility Needs

Pembroke should look into adding additional recreational sites. Walking, hiking, swimming, boating, snowmobiling, fishing and camping have been increasing over the past decade and are expected to continue to increase. Planning for further development of trails is already occurring in Town. A trail along the Merrimack River following the former railroad bed is being looked at as a proposed segment of both the Heritage Trail and the Salem to Concord Bike Pedestrian corridor. Although the town owns a few parcels along the railroad corridor, most are in private ownership, and the Town plans to work on securing private landowner permission for the proposed trail. In addition, the NH Trail Dawgs is working on designating more trails for incorporation into the snowmobile trails network, especially on the range roads.

Although no specific potential sites have been indicated, the Recreational Commission is aware of recreational needs in other areas of Pembroke. For instance, developing an area in North Pembroke as an outdoor facility would provide additional opportunities for residents, particularly in that area of town. A study to evaluate existing and potential recreation sites in Town would assist in planning for future recreational facilities and would preclude developing a Recreation Plan.

Table VIII-33  
Recreational Facility Needs

Name of Facility Need (* from CIP 2004)	Anticipated Building / Maintenance Year	Anticipated Cost	Priority (*from CIP 2004)
Pavilion Paving & Memorial Field Parking Area*	2005	\$25,000	Unset*
Skating Rink*	2007	\$100,000	Unset*
Construction of Baseball & Softball Fields*	2008	\$85-90,000	Unset*
Skateboard Park*	2008	\$70,000	Unset*
Community Center*	2009	Unknown	Unset*

Source: 2004-2009 CIP

Some specific improvements to the Memorial Field facility include creating additional parking areas and resurfacing the basketball courts. In addition, the basketball and tennis courts at Pembroke Academy need to be resurfaced, according to the 2004 CIP.

Additional indoor basketball courts may be needed in the future to meet the demands of teams and leagues. More softball fields, outdoor basketball courts, and tennis courts may also be needed in the future.

A public skating rink would also enhance the recreational opportunities offered in Town. In the 2004 CIP, the Recreation Commission proposed to build a public ice skating rink. The High Schools has started a boys hockey program and would benefit from a rink. In addition, potentially a girls hockey program will be developed. A skateboard park is another potential future recreational facility.

A Community Center would provide a place for after-school programs, bingo, additional space for indoor sports, and other community activities. Existing town-owned buildings could be looked at for potential sites. If the Village School were to become vacant, it would be a good place to house a Community Center due to its many rooms, cafeteria, gym, and close proximity to Memorial Field.

### **Facilities Inventory**

It is important that all segments of the population are afforded the opportunity to participate in a variety of recreational programs and experiences. In an effort to better assist communities in understanding what basic levels of recreational programs and facilities are appropriate, guidelines have been developed by several professional recreation associations and planning organizations throughout the country. Standards used in this Chapter are general guidelines and commonly accepted standards published by recreation and planning professionals throughout New England for a community of a similar population to Pembroke.

The following is a summary of existing recreational facilities in Pembroke as compared with commonly accepted facility standards. Based upon the standards outlined in Table VIII-34 and input received from the Community Facilities Subcommittee and Recreation Commission, Pembroke should consider developing the following amenities:

Table VIII-34  
Outdoor Facilities and Needs, Pembroke NH

Outdoor Recreational Facility Guidelines	Inventory of Existing Facilities in Pembroke 2003	Existing Need, 2003
Community Recreation Facility, 12 - 25 acres in size, in a centralized location with ball fields	Memorial Field	
Community Park, 100 + acres, largely undeveloped with walking & cross country ski trails	Some trails in Town	May want to develop a park in the North Pembroke area
Baseball Field (90 Ft. Base lines)	Pembroke Academy and Three Rivers	May need additional fields
Softball / Little League Fields	Memorial Field	May need additional fields
Basketball Courts	Memorial Field	May need more courts
Tennis Courts	Pembroke Academy	May need more courts
Multi-purpose Field for Soccer, Football, and Field Hockey	At the schools	
Ice Skating Facility		May be a need, especially with the hockey team
Play Grounds - Tot Lots (General)	Memorial Field	
Horse Shoe Court	Memorial Field	
Picnic Area equipped with tables and grills	Memorial Field	
Skateboard Park		May be a need
More basketball courts, tennis courts, softball fields		

Sources: *Facilities Guidelines*, Maine SPO, Office of Comprehensive Land Use Planning, Dept of Economic and Community Development, 1989; Subcommittee Input, Recreation Commission input

### Land Requirements for Selected Recreational Facilities

Availability of suitable land is a crucial component for expanding community recreational facilities. Table VIII-35 summarizes land requirements for the construction of selected outdoor recreational facilities. Please note that the minimum lot area does not include land for off-street parking, restrooms, or other facilities commonly associated with outdoor recreational amenities.

Table VIII-35  
Land Area Requirements for Selected Outdoor Recreational Facilities

Type of Facility	Recommended Minimum Lot Area
Basketball Court	5,040 Square Feet
Handball Court	800 Square Feet
Tennis Court (Single Court)	7,200 Square Feet
Tennis Court (2 Courts)	12,240 Square Feet
Volleyball Court	4,000 Square Feet
Baseball Diamond (Babe Ruth League)	3 to 3.85 Acres
Horseshoe Pit	1,400 Square Feet
Ice Hockey Rink	22,000 Square Feet
Soccer (Adult)	1.7 to 2.1 Acres
Soccer (Children's)	.8 to 1.4 Acres
Softball Field	1.5 to 2 Acres
Touch / Flag Football	41,200 Square Feet
Multi-purpose fields	Minimum area determined by type and number of facilities

Source: NH Office of State Planning, "Design Standards for Recreational Facilities", 1997

### Town-Owned Property Suitable for Future Recreational Facilities

Underutilized or vacant municipally-owned property can sometimes be used to expand recreational opportunities for residents of the community. The following Town-owned lands were determined to be large enough in acreage for the development of a recreational facility; however further research into the potential suitability of these lands is needed.

Table VIII-36  
Possible Future Recreational Uses of Town-Owned Property

Map / Lot	Location	Acres	Existing Use	Potential Use
565-81-C	444 Pembroke Street	34.3	Unknown	Recreational fields/Park area
262-23-1	438 Cross Country Road	17.5	Unknown	Recreational fields/Park area
262-27	543 Cross Country Road	14	Unknown	Recreational fields/Park area

Sources: Subcommittee input, Town Report 2002

The Town should consider "land-banking" these parcels to reserve for potential future recreational use.

## Recreation Facilities Summary

### Short-term needs (2004 to 2008)

- Re-establish summer programming.
- Work with Allenstown to coordinate a shared summer recreation program.
- Provide an irrigation system at Memorial Field. (In 2004 CIP, \$0 funding)
- Increase parking area at Memorial Field. (In 2004 CIP, unset Priority)
- Resurface basketball courts at Memorial Field. (In 2004 CIP, unset Priority)
- Resurface the tennis courts at Pembroke Academy.
- Undertake a study to evaluate existing and needed recreational facilities in Town, as well as potential future sites.
- Provide additional basketball courts.
- Secure landowner permission to cross private land along the proposed Heritage Trail/Salem to Concord Bike Pedestrian Corridor.

### Long-term needs (2008-2013)

- Develop and maintain new parks and recreation areas, particularly an area in North Pembroke.
- Increase programming for adults and children.
- Look into potential sites for a Community Center. (In 2004 CIP, unset Priority)
- Construct a skating rink. (In 2004 CIP, unset Priority)
- Construct a skateboard park. (In 2004 CIP, unset Priority)
- Develop the Heritage Trail/Salem to Concord Bike Pedestrian Corridor to provide residents with additional walking and biking opportunities that would also serve to connect Pembroke with other Towns.

## Recommendations for Recreational Facilities

- Re-establish Recreation Commission summer programming.
- Make needed improvements to Memorial Field. (In 2004 CIP, some High and some unset Priorities)
- Develop new parks, recreation areas, and facilities, including an area in North Pembroke, a Community Center, skating rink, skateboard park, and additional basketball courts. (In 2004 CIP, unset Priority)
- Develop an after school program for teens.
- Work with Allenstown on summer programming.
- Continue to develop the Heritage Trail/Salem to Concord Bike Pedestrian Corridor.

## UTILITIES

Utilities are also essential services that are delivered to residents through private companies. Population, density, and usage are driving forces which determine the level of services a municipality requires. This section will examine the current conditions of the utilities in Pembroke and propose measures to enhance or expand services if necessary. Selected Town utilities are depicted on the *Utilities Map*. The Town of Pembroke has a combined Sewer/Water Capital Reserve Fund for the extension of sewer and water lines as needed to encourage economic development. In 2004, no deposit of additional monies is scheduled. (In 2004 CIP, \$0 funding)

## TELEPHONE SERVICE

Basic landline telephone service is an important part of everyday life. It has evolved over the past 60 years from mechanical switching centers and a fragmented network with party lines to digital switching systems and fiber optic networks. Universal service, once a distant vision, is now a reality. Telephone companies now offer wireless services, internet access, satellite television, and digital subscriber services (DSL) to many of their customers.

The 1996 Telecommunications Act has and will continue to have a profound impact on telecommunications services. The long distance service market was the first to be affected by the Telecommunications Act. Competition has reduced the price of long distance calls from twenty cents a minute to less than seven cents a minute. The Federal Communications Commission has been reducing access charges on long distance calls by regional phone companies. Long distance charges have been used in the past to subsidize local telephone line charges. This means that local telephone rates could increase to reflect actual costs as competition drives long distance charges out of the rate base. Regional telephone companies will be allowed to enter both the long distance telephone and cable television markets in the near future. All of these changes seem positive on the surface but the underlying consequences may have an impact on our lives in the next decade.

## VERIZON TELEPHONE COMPANY

Verizon Telephone Company provides local and long distance service to homes and businesses. Verizon is the newly formed company as a result of the recent Nynex and Bell Atlantic merger. This is the fourth name change for the local telephone company since the break up of AT&T in 1982. Resulting from the merger of Nynex and Bell Atlantic is a more vigorous company, poised to compete with cable television, computer companies, and satellite networks, and is able to deliver increased and better service to New Hampshire and Pembroke residents.

Pembroke is served by two Verizon telephone exchanges, Suncook and Concord. In general, telephone facilities are added as necessary to meet growth. Most of the equipment providing service out of Concord is served by fiber optic cables. Plans for future fiber optic cables and electronic equipment are in place to meet new growth as it develops.

ADSL service is being expanded to become available in two areas of Pembroke. ADSL (Asymmetric Digital Subscriber Line) is a technology for transmitting digital information at a high bandwidth on existing phone lines to homes and businesses. Unlike regular dialup phone service, ADSL provides continuously available “always on “ connection. Equipment is being added to provide ADSL from Concord along North Pembroke Road and to the area surrounding the intersection of Route 106 and Borough Road.

Another main service offered is T-Carrier. T-Carrier was the first technology available to support digitized voice transmission through wires. The T-1 line is most commonly used by Internet Provider Services to connect you to the internet over phone lines. This service is currently available along the Route 3 and Sheep Davis Road corridors and the Suncook Village area.

In addition to Verizon, Comcast also provides long distance and regular telephone service to residents. AT&T offers long distance.

### INTERNET

Comcast is the primary local internet provider in Pembroke. Residents can choose their own providers, including nation-wide carriers. The internet revolution is changing the way people communicate with the world and even small communities such as Pembroke are affected. The Town has a website that helps to educate and inform residents about current activities and for hosting public announcements. Downloads can be made available of the Master Plan, Site Plan Review Regulations, Subdivision Regulations, the Zoning Ordinance, Town Reports, and minutes from meetings, which will lessen the burden on Town Office staff and reduce future printing costs. Additionally, all town departments have access to the Comcast internet connection. For a dial-up internet connection, residents can also use Verizon and AT&T.

### TELECOMMUNICATIONS

There are currently six cell towers and one radio tower in Town. The cell towers are located on Plausawa Hill Road. AT&T will soon be erecting a tower on Buck Street.

### CABLE TELEVISION

The Town of Pembroke is served by Comcast for its cable television service. The system is a 750 MHz, state of the art coaxial and fiber network. Pembroke subscribers can choose analog and digital programming, in addition to subscribing to high speed Internet access over the cable system. Some outlying roads do not have cable access and cable is only available from satellite dishes.

In addition to video and data, local digital phone service is also available through Comcast, utilizing the same cable as video and data offerings.

### PEMBROKE WATER WORKS

The Water Works services 2,172 water connections or units or about 6,000 users. The Water Works services residential, public, agriculture, business, and commercial users. Cost per residential unit is \$18.75 on the first 9,000 gallons and \$.85 per thousand gallons over the 9,000 gallons used. The rate for commercial users can vary depending on the type of service lines they have. The last increase in water rates was January 1, 1999.

The Pembroke Water Works provides water for the most densely settled portions of Pembroke, Allenstown, and a small portion of Hooksett. The water system is managed by a five member Board of Water Commissioners who employ a Superintendent, a business manager, and two system operators. The water system consists of three well sites. The first site is located near the Soucook River on Route 3 at the Pembroke-Concord town line. This site contains two wells, one pumping 620 gallons per minute and the other pumping at 525 gallons per minute. A second site has one well near the Soucook River on Route 106, which pumps 450 gallons per minute. The third site consists of two wells located along the Suncook River in Bear Brook State Park. Both of the wells pump at about 350 gallons per minute.

Currently, there are two storage tanks both situated at an elevation of about 515 feet. One tank is located on Brickett Hill Road in Pembroke and holds 1,000,000 gallons of water; the other tank is located on Parker Bailey Drive on the Allenstown-Hooksett town line and holds 940,000 gallons. The Water Works Commissioners will begin to look for new well sites starting in the year 2004 as it takes several years to obtain State permission to place a well in operation.

There are over 50 miles of water lines in the Water Works franchise area. Water service extends the length of Pembroke Street, all of Buck Street, State Route 106 (Sheep Davis Road) and there are also branch lines serving subdivisions along these major roadways. All of Academy Road, Dearborn Road and the village area are also served. More than 180 fire hydrants are serviced in Pembroke. Some are in private developments but the majority are on public roadways.

Generally, new water main extensions are considered upon request by developers and subdividers if the project can be served by community water. However, the height of the tanks restricts water service to sites whose elevation would prevent water from attaining a pressure of 20 psi at every tap. This arrangement restricts the future shape of denser development to the present area of service unless a developer is willing to install pumps and water tanks at higher elevations.

### PEMBROKE SEWER COMMISSION

The Sewer Commission, located at 8 Exchange Street in Pembroke, maintains the public sewer collection system for the Town of Pembroke. Sewer service is an inter-municipal operation with the Town of Allenstown. Pembroke pays an average of 57% of the cost of the operation and maintenance of the Suncook Wastewater Treatment Plant located on Ferry Street in Allenstown. The sewer lines and pumping stations in Pembroke are managed by the Pembroke Sewer Commission, which have an elected body of three people with one part-time employee. The areas in Pembroke which presently have sewer service are: Pembroke Street, the adjacent areas to Pembroke Street, Route 106 (Sheep Davis Road), residential areas up to Third Range Road, and the Village area. Generally, new sewer line extensions are considered upon request by developers and subdividers if the lines can have gravity flow.

The treatment facility was designed in 1972 with a 1,050,000 gallons per day (gdp) capacity. The plant came on line in 1977 and had a 20-year life expectancy. The average daily discharge to the plant is approximately 700,000 gpd. During a rainstorm however, the wastewater flows to the plant have been peaking up to 1.2 million gpd. These storm events require the plant operators to juggle their effluent holding schedules and the timing of treatment.

The sewer system has reached a capacity of 80% and the Towns of Pembroke and Allenstown must have State approval for any new connections to the system. The Town of Allenstown Sewer Commission is studying how it can increase capacity of the system. The cost to upgrade the plant may be as much as \$3 million dollars. Once plans are complete, an inter-municipal agreement will be formulated. Until Pembroke and Allenstown Sewer Commissions reach an agreement, the Town of Pembroke Sewer Commissioners no longer have a say in the management of the treatment plant.

The Sewer Commission is now at a stage where it will need to make the part-time employee full-time because of the workload and hire an additional person for safety reasons. The Commission will need to lease or have an office building with garage space built in the near future.

### ELECTRICITY

Electricity in Pembroke is primarily provided by Public Service Company of New Hampshire.

While the electrical system in Pembroke is largely adequate and able to accommodate future growth along the major thoroughfares downtown, such as along Route 106 and Route 3, the electrical infrastructure in several fairly remote locations will need to be upgraded to accommodate residential growth. The new homes being built are typically larger and consuming more electricity than existing homes. In several locations the system has reached capacity and must be upgraded to carry increased load. The high growth areas include:

- Academy Road – Currently served by a 12.47 KV (12,470 volts) line. PSNH plans to increase the line voltage to 34.5 KV (34,500 volts) for approximately 2.5 miles to the intersection of Buck Street and Route 28 within the next five (5) years if current pace of growth continues. Route 28 toward Epsom may need to be expanded from 12.47 KV to 34.5 KV within 10 or more years.
- Rebecca’s Way – The line serving this area was recently converted from 7.2 KV (7,200 volts) to 19.9 KV (19,900 volts) to better serve this road and new load in the area.
- Borough Road – Step transformers currently serving this area will be changed doubling the current capacity. The line voltage will need to be converted to 19.9 KV within five to 10 years.

PSNH will continue to upgrade its distribution system in the more remote areas and side streets of Pembroke to accommodate residential load growth. Although there are no plans at this time to build a substation in Pembroke, the line upgrades along Academy Road and Buck Street will be a significant project.

### NATURAL GAS

Currently, KeySpan Energy Delivery serves approximately 1,060 residential and commercial customers in the Town of Pembroke. KeySpan Energy delivery has existing mains in Pembroke Street that extend to the intersection of Peasley Drive on the southern end and to the intersection of Sheep Davis Road on the northern end.

Future plans for expansion would be to connect the two extensions (approximately two miles) in Pembroke Street to improve the reliability of the distribution system in this area as well as add more customers along the route. During the past two years, KeySpan Energy Delivery has investigated extending gas mains to two major residential developments off of Pembroke Street (Route 3). The developments include Donna Drive and the adjacent streets as well as Pembroke Hill Road and the adjacent streets, which would be fed by the new main in Pembroke Street.

### **Utilities Summary**

#### Short-term needs (2004-2008)

- Continue to upgrade electrical distribution system.
- Expand KeySpan gas mains to Pembroke Street between the two former extensions.

#### Long-term needs (2008-2013)

- Continual expansion of all utilities.

**Recommendations for Utilities in Pembroke:**

- Expand the list of providers to provide utility options for Pembroke residents.
- Assess the need for replacement or repair of existing sewer lines.
- Extend the existing sewer lines as needed. (In 2004 CIP, \$0 funding)
- Extend the existing water lines as needed. (In 2004 CIP, \$0 funding)

**SUMMARY**

As the Town of Pembroke grows, its need for Town facilities and utilities expands. In order to meet the needs of the community, along with an approved Town Budget, this Master Plan was created to plot out the direction we would like to move in for the next 10 years. The Master Plan and Capital Improvements Program (CIP) are used in forecasting and prioritizing expenditures that the Town must make over the next few years to keep or expand the desired level of service for the community. These include things like equipment which must be replaced due to age (fire apparatus, police cruisers, highway department vehicles, etc.), modernization (Emergency Operations Center, police equipment), and repairs/renovations or expansion of facilities (Town Hall roof and additional office space, water and sewer systems) to continue their usefulness to the community and to the Town staff, and finally to address changes dictated by the State of New Hampshire or by Law (solid waste facility closure).

This Subcommittee has worked to developed appropriate Recommendations to ensure the continued health, safety, and well-being of Pembroke's residents. The data, analysis, and Recommendations from this Community and Recreational Facilities with Utilities Chapter will enable the Town to better plan for the inevitable effects of future growth and development

- Respectfully Submitted, Bob Bourque, Community Facilities Subcommittee