



# COMMUNITY FACILITIES

Northwood Master Plan  
Adopted July 15, 2024





## ACKNOWLEDGEMENTS

The Community Facilities Chapter was prepared under the guidance of the Master Plan Subcommittee.

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The Master Plan Subcommittee and Consultants express their sincere gratitude to the citizens of Northwood who participated in this Master Plan Chapter update.

The Community Facilities Chapter was prepared by EF | Design & Planning, LLC with TZM Planning.

Cover image: Northwood Town Hall (Liz Durfee)





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Appendix A List of Town-Owned Property

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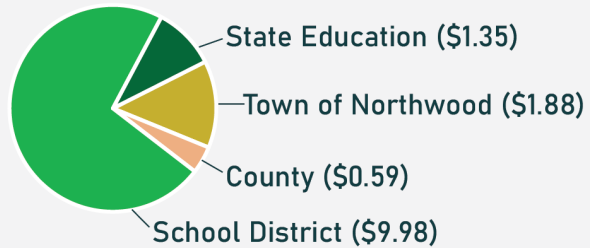
Appendix C Chesley Memorial Library 2023 By the Numbers

## COMMUNITY FACILITIES SNAPSHOT

### FACILITIES IN NORTHWOOD<sup>1</sup>

- Town Hall
- Transfer Station
- Highway Department
- Police Department
- Fire Department
- Chesley Memorial Library
- Community Center
- Northwood Athletic Fields
- Beaches
- Conservation Land
- Town Forests
- Northwood Elementary School
- Coe-Brown Northwood Academy

### 2024 TAX RATE (per \$1,000 of Assessed Value)<sup>2</sup>



Will the facility be sufficient to meet the needs of the community during the next 10 years?<sup>7</sup>

#### % Who Agree or Strongly Agree

- 58% Chesley Memorial Library
- 54% Athletic Fields
- 46% Town Hall
- 42% Town Beaches
- 28% Police Station
- 26% Fire Station (Narrows)
- 22% Community Center
- 20% Fire Station Annex (Ridge)

### ANNUAL STATISTICS (2023)

- 770 Calls to Fire & Rescue Department<sup>3</sup>
- 3,222 Calls to Police Department<sup>4</sup>
- 5,294 Library visitors<sup>5</sup>
- 20k Items checked out at Library<sup>5</sup>
- 922 Tons of municipal solid waste<sup>6</sup>
- \$70k Tipping fees (cost of disposing waste)<sup>6</sup>
- 412 Tons of recycled materials<sup>6</sup>
- \$30k Cost avoided by recycling<sup>6</sup>
- \$79k Recycling revenue<sup>6</sup>

### FACILITY SIZE (square feet)<sup>8</sup>

	Police	Fire
existing	1,700 sf	6,624 sf
required	4,472 sf	12,745 sf

Data reference and chapter page:

1. pg 4-6
2. 2023 Town of Northwood Annual Report, pg 9
3. 2023 Town of Northwood Annual Report, pg 26-27
4. 2023 Town of Northwood Annual Report, pg 32-33

5. Chesley Memorial Library, pg 40-42
6. Department of Public Works, pg 15-23
7. Master Plan Survey Input, pg 8
8. Public Safety Facilities Committee, pg 30, 38





Northwood's Berry Elm (Liz Durfee)

## GOALS

- 1 Ensure community facilities and services meet the needs of residents.
- 2 Conduct regular maintenance of facilities, equipment, and vehicles in order to maintain a high standard of service, prioritize safety, and attract and retain employees. This also allows for efficient use of taxpayer dollars and other resources.
- 3 Educate community members about municipal budgets and engage community members in planning for and managing community facilities and services.
- 4 Improve public safety facilities and services – including police, fire, EMS, and road maintenance – to keep the community safe.
- 5 Maintain a waste management system that meets the needs of the community and is cost effective and flexible enough to adapt to changes in technology, policy, and markets.
- 6 Enhance quality of life in Northwood through recreational and educational services, opportunities, and events offered through the Recreation Department and Chesley Memorial Library and other departments, boards, commissions, and committees.
- 7 Foster an informed and engaged community through enhanced communication about Town events, meetings, and news.

## INTRODUCTION

### Overview of Chapter & Facilities

This chapter includes a discussion of the services and function, facility characteristics, and needs of the following facilities and services:

- Town Hall
- Transfer Station
- Highway Department
- Police Department
- Fire Department
- Chesley Memorial Library
- Community Center

A brief discussion of the Northwood Athletic Fields and Town-owned open space, which are discussed in greater detail in the Natural Resources & Water

Resources Chapter and the Recreation Chapter, is included in this Community Facilities Chapter. The Northwood Elementary School and Coe-Brown Northwood Academy, both of which are not owned by the Town of Northwood, are discussed briefly.

A map and list of Town-owned facilities and properties is included in Figure 1 and Table 1. Refer to Appendix A for a complete list of the map and lot, address, and acreage of Town-owned properties, including land and roads.

Table 2 lists Northwood's department and staff positions as of early 2024.



Entrance at the Town Offices (Liz Durfee)



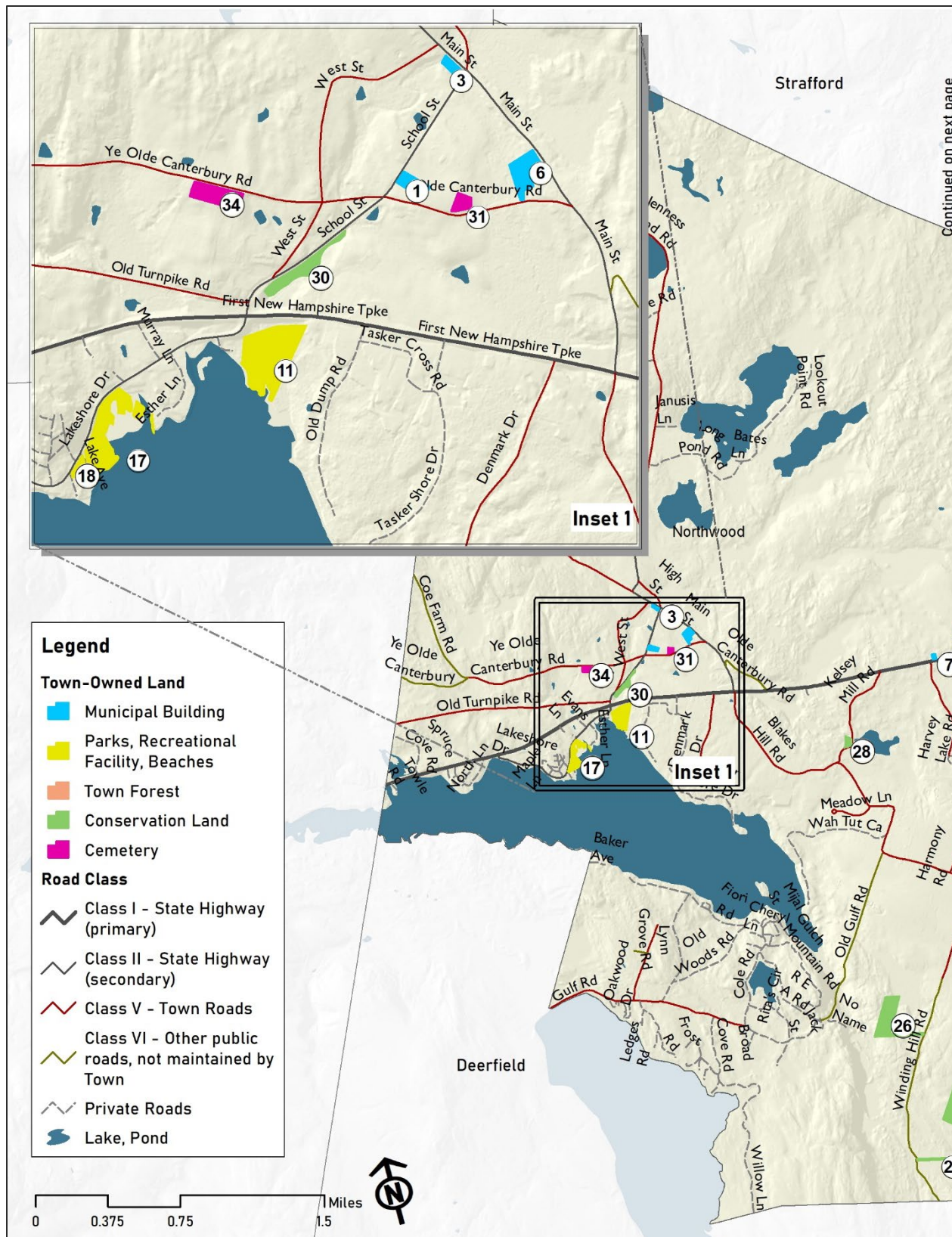


Figure 1. Map of Town-owned facilities (Source: NH Geodata Portal, Town of Northwood)



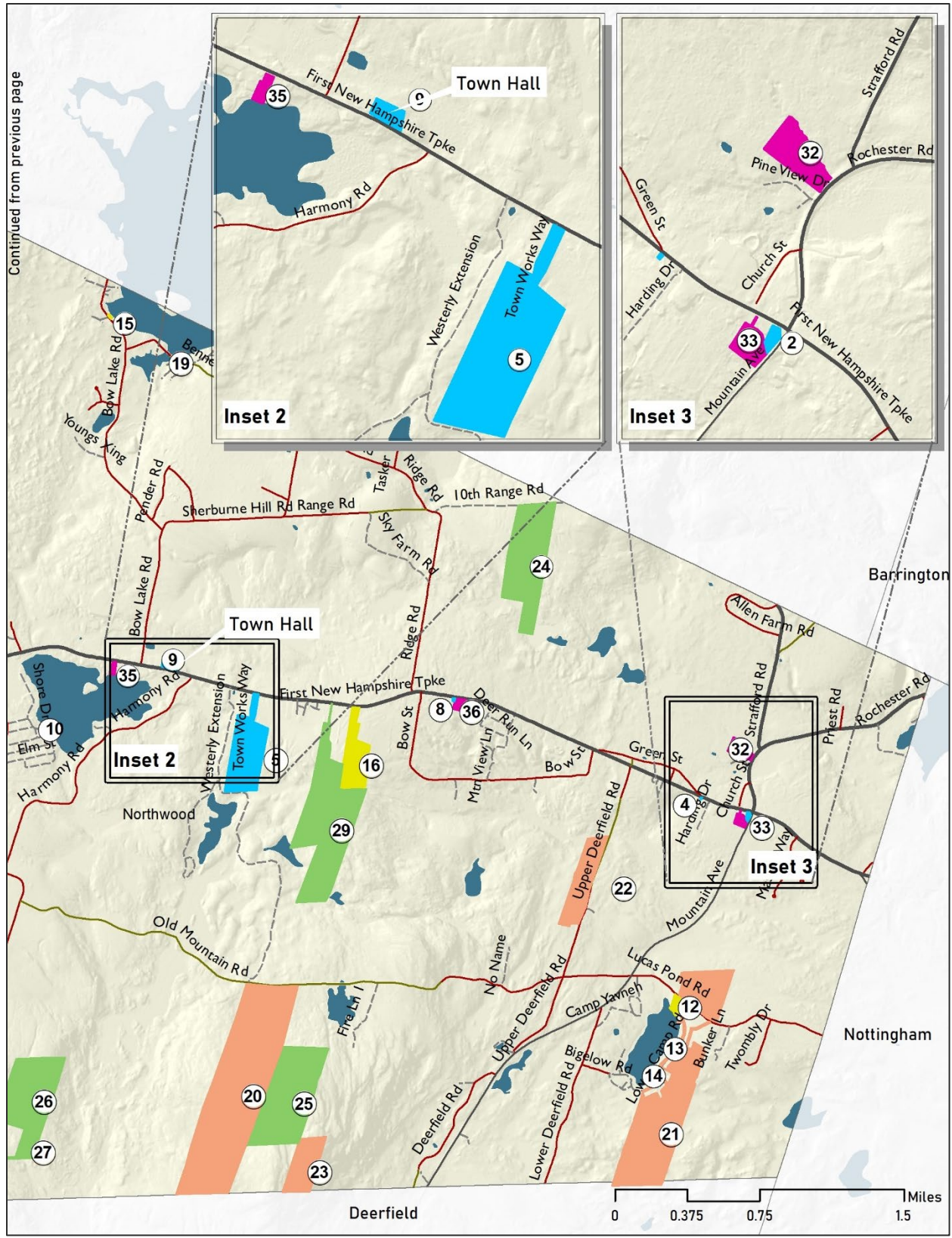


Figure 1. Map of Town-owned facilities (Source: NH Geodata Portal, Town of Northwood) (continued)

Table 1. Town-owned properties (Refer to Appendix A for a list of all Town-owned properties)

Type	Fig. 1 ID #	Description
Municipal Buildings	1	Bryant Library - NHS Museum
	2	Chesley Memorial Library
	3	Community Center
	4	East End Fire Station
	5	Highway Department Building & Transfer Station
	6	Narrows Fire Station
	7	Police Department
	8	Ridge Fire Station
	9	Town Hall
Parks, Recreational Facility, Beaches	10	Land, Beach Area
	11	Johnson Restoration Field (4 parcels)
	12	Lucas Pond - Land, beach area
	13	Lucas Pond - Land, public way
	14	Woodman Park - Lucas Pond
	15	Mary Waldron Beach and Boat Launch
	16	Northwood Athletic Fields
	17	Northwood Lake Beach (3 parcels)
	18	Northwood Lake Beach Parking Area
	19	Bennett Bridge Town Beach
Town Forest	20	Parsonage Lot
	21	Lucas Pond - School Lots (15 parcels)
	22	Giles Lot
	23	Deslauriers Lot
Town-Owned Conservation Land	24	Acorn Ponds
	25	Lalish Lot
	26	Yeaton Lot (2 parcels)
	27	Yeaton Lot Access
	28	Kelsey Mill
	29	Guptill-Lamprey Pasture
	30	School Street Conservation Land
Cemetery	31	Canterbury Road Cemetery
	32	Pine Grove Cemetery
	33	East Cemetery
	34	Fairview Cemetery
	35	Harvey Lake Cemetery
	36	Ridge Cemetery

Source: Source: NH Geodata Portal, Town of Northwood Assessing Database

**Table 2. Northwood’s departments and staff positions as of 2024. Not all positions are filled.**

<b>Department</b>	<b>Staff</b>
Building Inspection/Code Enforcement & Health Department	<ul style="list-style-type: none"> <li>• Building Inspector/Code Enforcement Officer/Health Officer</li> </ul>
Administration	<ul style="list-style-type: none"> <li>• Town Administrator</li> <li>• Municipal Building &amp; Assessing Admin Assistant</li> <li>• Assessing Contractor</li> </ul>
Finance Department	<ul style="list-style-type: none"> <li>• Finance Director</li> <li>• Town Treasurer</li> <li>• Deputy Town Treasurer</li> </ul>
Fire & Rescue Department	<ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy Chief</li> <li>• Captain</li> <li>• Lieutenant (2)</li> <li>• Part Time Staff (3)</li> <li>• Personnel (17)</li> <li>• Support Company (7)</li> <li>• NH Emergency Services Explorer Training Academy (10)</li> <li>• Forest Fire Warden (1)</li> <li>• Deputy Forest Fire Warden (11)</li> </ul>
Highway Department & Transfer Station	<ul style="list-style-type: none"> <li>• DPW Highway Forman</li> <li>• Highway Laborer</li> <li>• On Call Laborer</li> <li>• Transfer Station Attendant (3)</li> </ul>
Human Services Department	<ul style="list-style-type: none"> <li>• Director</li> </ul>
Land Use & Community Development	<ul style="list-style-type: none"> <li>• Land Use Supervisor</li> <li>• Land Use Administrative Assistant</li> <li>• Land Use Specialist</li> <li>• Town Planner (Contractor)</li> </ul>
Library	<ul style="list-style-type: none"> <li>• Library Director</li> <li>• Assistant Librarian</li> <li>• Technology Librarian</li> <li>• Library Assistant</li> </ul>
Police Department	<ul style="list-style-type: none"> <li>• Chief of Police</li> <li>• Lieutenant</li> <li>• Sergeant</li> <li>• Corporal</li> <li>• Officer (4)</li> <li>• Recruit (2)</li> <li>• School Resource Officer</li> <li>• Administrative Assistant</li> <li>• Animal Control Officer</li> </ul>
Recreation Department	<ul style="list-style-type: none"> <li>• Director</li> <li>• League Coordinator</li> </ul>
Town Clerk/Tax Collector	<ul style="list-style-type: none"> <li>• Town Clerk/Tax Collector</li> <li>• Deputy Town Clerk/Tax Collector</li> </ul>
Town Historian	<ul style="list-style-type: none"> <li>• Town Historian</li> </ul>

Source: Town of Northwood 2023 Annual Report



Northwood’s boards, commissions, and committees are integral to the Town’s operations and services. These entities are comprised of elected or appointed residents who have an interest in participating in local government and volunteering their time. Active and former boards, commissions, and committees are displayed in Table 3.

The Master Plan Subcommittee, charged with overseeing the update of Master Plan Chapters, is a subcommittee of the Planning Board.

Visit the Town's website to learn about vacancies on municipal boards, commissions, and committees and opportunities to get involved.

Unless designated as a non-public session, board, commission, and committee meetings are open to the public. Visit the Town's online calendar for the meeting schedule. Residents are encouraged to attend meetings.

Table 3. Boards, Commissions, and Committees (active as of July 2024)

Boards, Commissions, and Committees	
Select Board	Planning Board
Budget Committee	Police Commission
Cable Advisory Committee	Public Safety Facilities Evaluation Committee
Capital Improvements Plan Committee	Technology Committee <sup>1</sup>
Cemetery Trustees	Traffic Safety Committee – Roads <sup>1</sup>
Conservation Commission	Transfer Station Advisory Committee <sup>1</sup>
Economic Development Committee <sup>1</sup>	Trustees of Trust Funds
Highway and Facilities Advisory Committee <sup>1</sup>	Zoning Board of Adjustment

(Source: Town of Northwood Website)

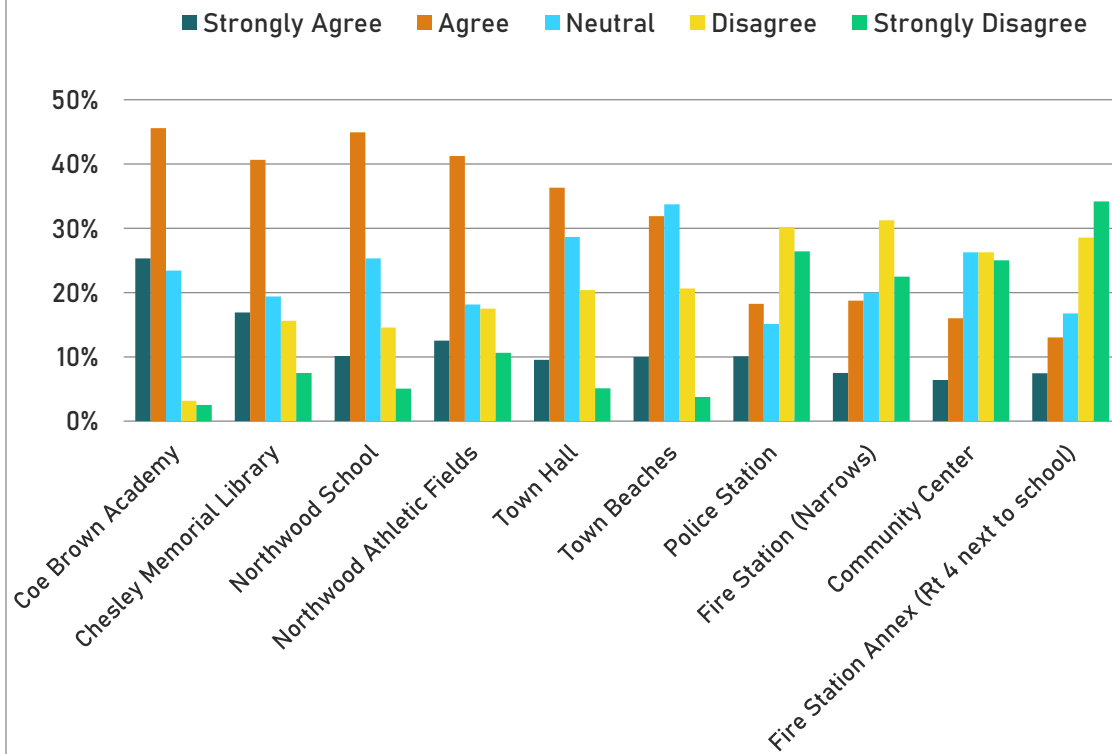
<sup>1</sup>Not Active as of June 2024

## Survey Input

At the present time, how satisfied are you with these town services?

Services	% that Agree or Strongly Agree
Coe Brown Northwood Academy	66%
Emergency Medical Technicians (EMTs)	65%
Fire Department	61%
Town Hall	60%
Police Department	60%
Chesley Memorial Library	59%
Northwood Athletic Fields	57%
Northwood School	51%
Town Beaches	51%
Community Center	20%

During the next 10 years, these town facilities (buildings and spaces) will be sufficient to meet the needs of the community.



## Municipal Taxes

Northwood had a tax rate of \$13.80 in 2024. Northwood’s municipal tax rate of \$1.88 per \$1,000 of assessed value is well below both the average and median municipal rates (\$5.54 and \$5.38, respectively, per \$1,000) (Figure 2).<sup>1</sup> The total tax rate in Northwood is about 45% less than the average tax rate of communities in New Hampshire.<sup>2</sup>

The municipal tax rate calculation is shown in Table 3. A majority of the taxes that residents pay go to the school district. Fourteen percent of the residential tax bill goes to the Town. This means that the owner of a property assessed at \$400,000 pays an annual tax bill of approximately \$5,520, of which \$752 goes to the Town. The balance goes to the school district, county, and state education.

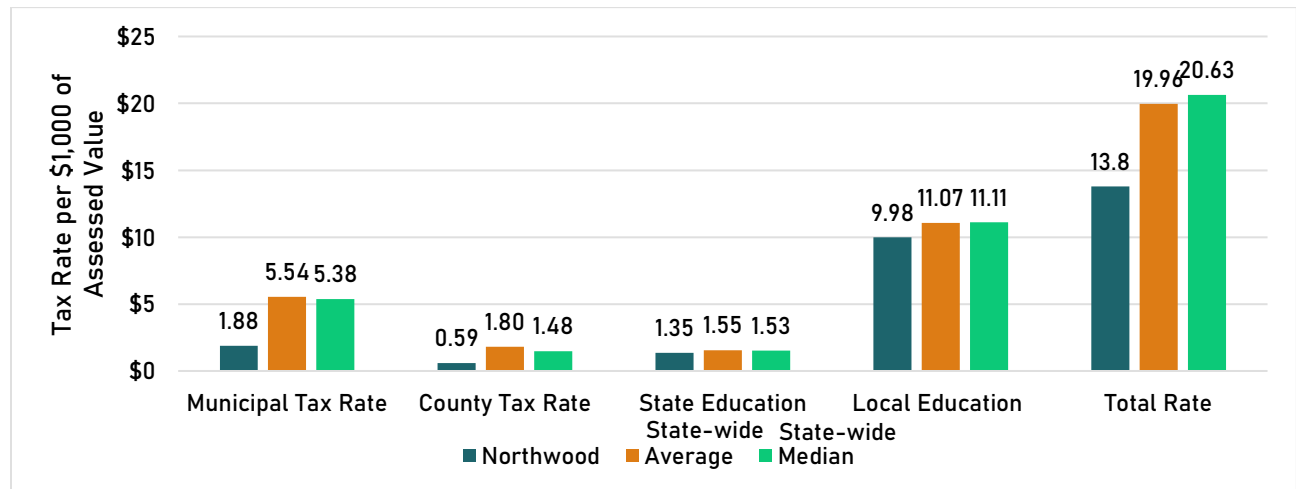


Figure 2. Northwood’s tax breakdown compared with the average and median tax rate of municipalities in New Hampshire. (Source: NH Department of Revenue)

Table 3. Municipal tax rate calculation

Jurisdiction	Tax Effort	Valuation	Tax Rate	% of Tax Bill
Municipal	\$1,801,965	\$958,506,635	\$1.88	14%
County	\$566,539	\$958,516,635	\$0.59	4%
Local Education	\$9,564,462	\$958,516,635	\$9.98	72%
State Education	\$1,271,009	\$941,068,635	\$1.35	10%
Total	\$13,203,975		\$13.80	100%

Source: Town of Northwood 2023 Annual Report

While residents typically value low taxes, a low tax rate constrains municipal services and operations, as well as the Town’s ability to serve its

existing residents, attract and retain employees, businesses and employers, and new residents.

## Municipal Budget

Northwood has an operating budget of just over \$4 million. Around 65% of the Town's operating budget is wages and benefits, leaving 45% for maintaining buildings, vehicles, equipment, software, and other government functions. The Town has been chronically challenged with financing the maintenance of facilities and equipment within approved budgets. In 2024 for example, the building maintenance and repairs portion of the operating budget for the Police Department, Fire Department, and Sanitation Department ranged from \$1,500 to \$3,000 per building.<sup>3</sup> As a result, the Town has accrued around a quarter of a million dollars in maintenance, repair, and replacement needs.<sup>4</sup>

In 2024, residents did not pass the proposed budget recommended by the Budget Committee, deferring instead to the default budget. The repercussions will be felt across the community this year and in years to come provided a sufficient budget is not passed. For example, the Town may be forced to adopt a new winter maintenance policy that allows the Highway Department to wait until there are four to six inches of snow accumulation before Town roads are plowed. The Recreation Department will not be able to hire a beach attendant to enforce parking and help clean up trash left at Town beaches. Chesley Memorial Library is another department that is affected by the 2024 adoption of the default budget over the recommended budget. Because of the funding shortage, the Library will not be able to provide residents with the same

level of access to new books that it has in previous years. Additionally, the Transfer Station will not be open on Saturdays as of June 1, 2024.

The Town has been unable to fill open staff positions or sufficiently invest in creating a high-quality workplace. Town administration is compelled to reduce expenditures on services like recreation and the library - which are really important to residents' quality of life and an indicator of a good community<sup>5</sup> – because funding for essential functions like waste management, snow removal, police, fire, and first responders must be prioritized

### New Hours At Transfer Station

*In an attempt to maintain services in response to restrictions to the budget, Town Administrator Neil Irvine highlighted the importance of maximizing efficiency in costs and human resources. Reducing the Transfer Station's operating days to three days a week will lower waste disposal costs due to fewer weekly hauls. The new schedule also allows transfer station employees to handle additional tasks during the week. Freeing up existing Highway staff for essential road work instead. Being closed on Saturdays also provides employees with two consecutive days off, improving their work-life balance and aiding in employee retention during this challenging financial period for the town.*

-Excerpt by Keith McGuigan from "Our Northwood News," Issue 1. June 2024.

### Regionalization

In addition to strategies like increasing the tax rate and increasing education about municipal taxes and the purpose and need of proposed tax increases, the Town could investigate the costs and benefits of regionalization of certain services. Mutual aid is one example of regionalization that already exists.





Town Hall (Liz Durfee)

## TOWN HALL

<b>Facility</b>	Town Hall
<b>Address</b>	818 1st New Hampshire Turnpike Northwood, NH
<b>Tax Map &amp; Lot</b>	222/1
<b>Year Built</b>	1873
<b>Building Size</b>	4,192 sf
<b>Lot Size</b>	2 acres
<b>Hours</b>	9am-4pm Monday-Thursday, plus evening meetings

### Services & Functions

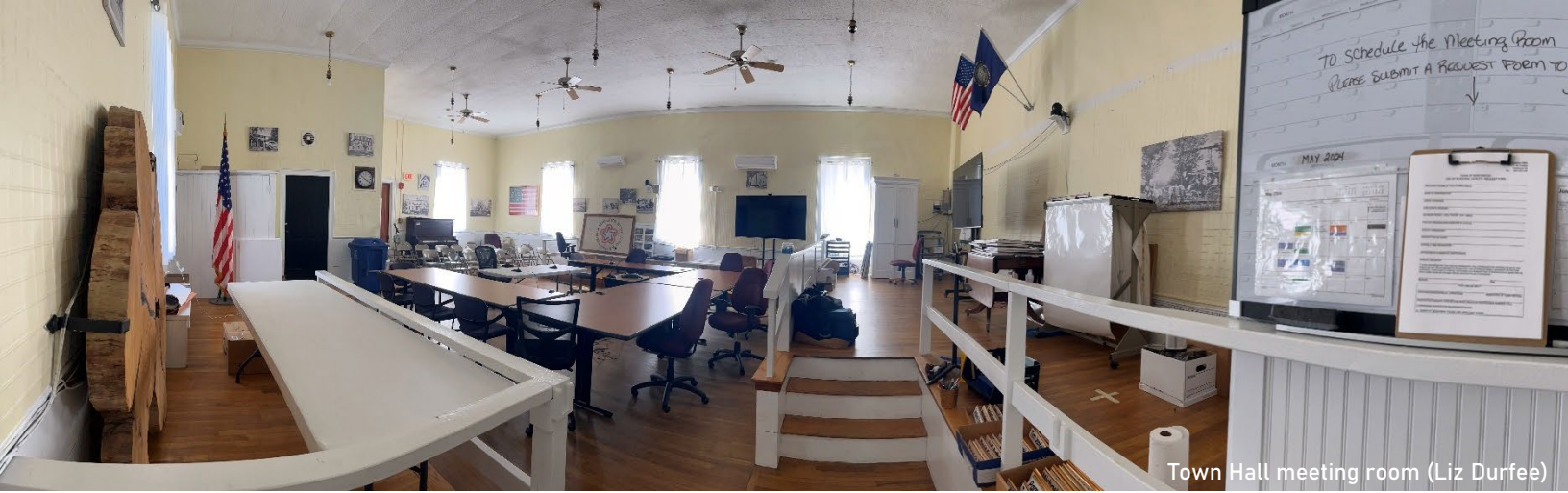
The Town Hall is the primary location where Town business and services are administered. The following departments and staff are located in the Town Hall:

- Building Inspection/Code Enforcement & Health Department
- Administration

- Finance Department
- Human Services Department
- Land Use & Community Development
- Recreation
- Town Clerk/Tax Collector.

Meetings of Town boards, commissions, and committees, as well as other public meetings, are held at the Town Hall.





Town Hall meeting room (Liz Durfee)

### Facility Characteristics

The Town Hall has several offices with cubicles on the first and lower-level floors, a large meeting room, a kitchen, four restrooms, and upper and lower parking areas.

The meeting room can accommodate 54 people and is equipped with recording technology (microphones and cameras) as well as two televisions. This space is used for public meetings and other events.

The Town Clerk and Tax Collector are located on the lower level of the Town Hall addition, while all other offices are located on the first floor. Patrons must either walk around the exterior of the building to get to the different floors or drive and park their vehicles near each door. There is no sidewalk connecting the entrances or parking areas that readily serve both levels.

Both floors have a counter for patrons, which helps maintain separate office space and publicly accessible space.

There are approximately 30 parking spaces for the main level and ten for the lower level. One of the challenges with the layout of the parking area is that visitors have to park at the top of a slope with very little shoulder. This becomes a safety issue in the winter when there is snow. Additionally, these parking spaces are on the opposite side of the travel lane so visitors must cross the travel lane to access the front door. Visitors utilizing the handicap parking must also traverse the travel lane.



From top: First floor offices, signage, lower-level entrance (Liz Durfee)



Sign board (Liz Durfee)

An electronic signboard installed in front of the Town Hall and visible to those traveling on Route 4 advertises meetings and events. This is one way that municipal staff and boards, commissions, and committees communicate with the public. The Town also utilizes its website and an email notification system that residents and businesses can opt into.

The Town Hall property was formerly home to Center School, which has since been dismantled and removed. An historic shoe shed is also located on this property.

### Facility Needs

The town has deferred maintenance in the Town Hall for the last two decades. Urgent repairs and improvements are estimated at around \$350,000. In March 2024, an additional \$30,000 was proposed as part of the annual budget but was not approved by voters. Staff anticipated that there is about \$150,000 of critical work which, if not done soon, will result in significant cost increases (i.e. neglecting exterior painting will lead to the need to replace siding as well as paint).

Addressing other issues, such as repairing the cordoned off section of the primary meeting room, would enable the space to be maximized and used more efficiently. Long-term improvements could also include removing the stage and creating a uniform elevation throughout the entire room.

Reorganization of the internal space may enable better customer service. The public is required to go to separate doors on different levels depending on the service they wish to access. The building could be renovated so that the services the public needs are located upstairs, and other business is located downstairs.

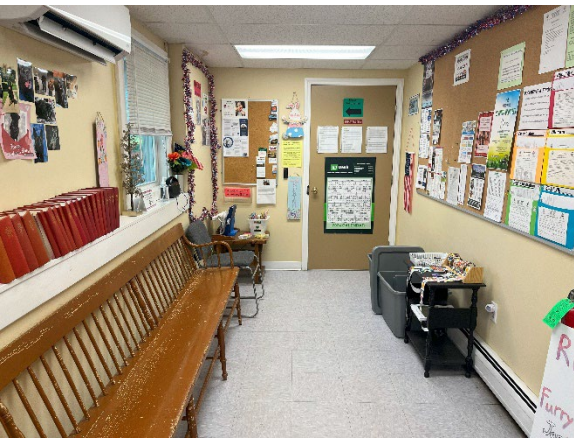
The former site of Center School adjacent to the Town Hall needs to be graded and either paved or loamed and seeded depending on how the town would like to use that space. It is likely that other structures on the property, like the shoe shed, may be demolished due to the cost of repairing. This shoe shed is one of a few survivors from this important industry, so efforts should be made to find a new owner and location where it will be preserved.

- 60% of survey respondents indicated that they were very satisfied or satisfied with the Town Hall services now.
- 46% indicated that they strongly agree or agree that the Town Hall building will be sufficient to meet the needs of the community during the next 10 years.

### Voting Location

The Town Hall was formerly used for voting, but due to space and parking constraints that is no longer feasible. Voting typically occurs at the church or school. There are challenges with both locations, however. The school needs to close to accommodate voting there. The church cannot accommodate voting while daycare is open. An alternative location with approximately 3,000 square feet of space and adequate parking is needed.





From top: Property files, Clerk/Tax Collector's waiting area, Town vehicle and handicapped parking in front of the Town Hall (Liz Durfee)

#### Service/Staffing Needs:

1. Staff and board, commission, and committee members note that a full time Code Enforcement Officer is needed. This position should be in addition to and separate from the Building Inspector.
2. The Town has increased its Land Use Department staffing but continues to contract out Town Planner services. In the future, the Town may find that it requires a full-time Town Planner.
3. Individuals have commented that the planning process is too complex for a mom-and-pop business or individuals. The Town often recommends that applicants hire a consultant to guide them through the Planning Board process. An economic development assistant or tools such as a development checklist or change-of-use process may alleviate some of the challenges for existing and prospective businesses.
4. The Recreation Department, consisting of two part-time employees, is maxed out with regard to the programming it can offer and the facilities it can maintain. Additional recreation staff, and/or a separate recreation association, will likely be needed to expand offerings. Refer to the Recreation Chapter for additional information about the Recreation Department and recreational facilities.





## TRANSFER STATION

<b>Facility</b>	Transfer Station
<b>Address</b>	1 Town Works Way
<b>Tax Map &amp; Lot</b>	222/39
<b>Lot Size</b>	40 acres
<b>Hours</b>	Monday and Wednesday 1pm-7pm, Sunday 10am-4pm

### Services & Functions

The Transfer Station is the Town's waste management facility. Northwood does not provide curbside collection of waste or recycling. Residents bring their waste and recycling to the transfer station. Several categories of materials are accepted.

### Waste

The Transfer Station accepts household non-bulky waste (referred to as municipal solid waste, or MSW) at no cost. The following items for a fee:

- Appliances not containing CFCs (no charge)
- Appliances containing CFCs (ex. freezers)

- Construction/demo debris
- Batteries (no charge)
- Furniture
- Electronics
- Tires.

When asked about satisfaction with the Transfer Station, 72% of the 167 survey respondents who answered this question were *satisfied* or *very satisfied* with household trash disposal. Almost half of respondents were *satisfied* or *very satisfied* with yard waste disposal, and approximately 40% were *satisfied* or *very satisfied* with annual hazard waste collection and recycling (Figure 3).

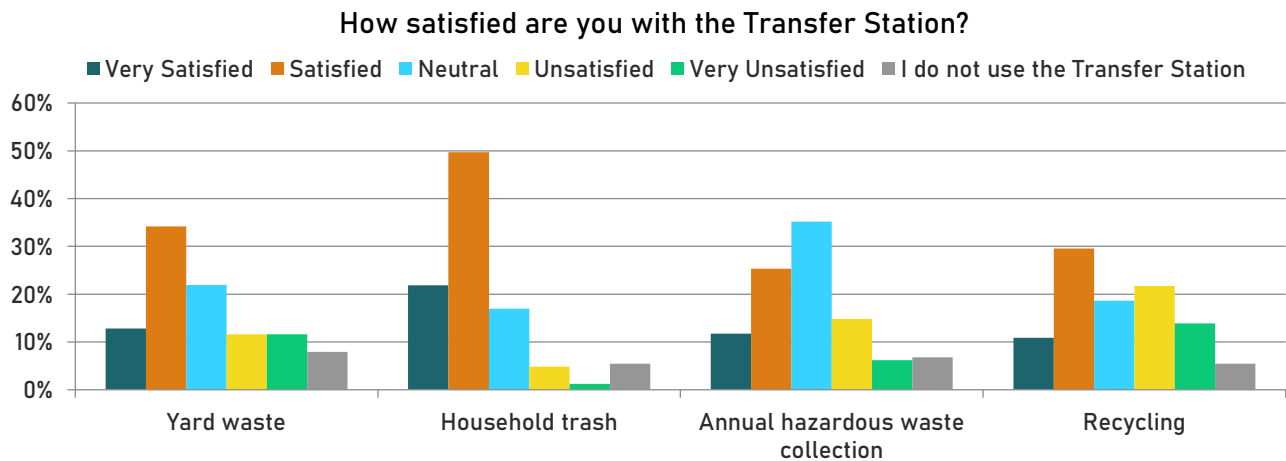


Figure 3. Survey input on satisfaction with transfer station services (Source: 2023/2024 Master Plan Survey)

Waste is transported from Northwood to the Turnkey Landfill Management Facility in Rochester, NH.

NHDES’s Solid Waste Management Bureau (SWMB) regulates the facilities and practices associated with the collection, processing, treatment, recycling, re-use and disposal of solid waste in New Hampshire. The SWMB oversees the management of solid waste through a combination of facility permitting, training and compliance programs. For information about state regulations, refer to [RSA 149-M](#) and [Administrative Rules ENV-Sw 100-800](#).

#### Cost

The tipping fee, or cost to dispose of MSW, is \$76/ton. The Town also pays a hauling fee. In 2023, Northwood’s annual total tonnage of MSW was 922 tons, an increase of 2% over that of 2022. At \$76/ton, the total tipping fee cost in 2023 was just over \$70,000.

#### 2022 New Hampshire Solid Waste Management Plan

The Solid Waste Management Plan provides goals and actions intended to achieve the state’s overarching disposal reduction goal established in RSA 149-M:2 – which aims to reduce disposal of municipal solid waste (MSW) and construction and demolition debris (C&D) by 25% by 2030 and by 45% by 2050.

- Significant financial investments from the public and private sectors to build infrastructure that expands capacity for reuse, recycling, composting, and other diversion methods across New Hampshire.
- Statewide waste characterization and generation studies to inform what waste types should be prioritized for waste reduction and diversion, as well as what facility infrastructure will be necessary to facilitate diversion.
- Establishing reliable funding sources to ensure the success in achieving the goals identified in the plan.
- Public and private partners to engage in more regional, cooperative efforts.

Source: [NHMA](#)





Previously used glass pile at the Transfer Station (Liz Durfee)

### Glass

Glass is disposed of alongside household non-bulky waste and transferred to Turnkey Landfill. Prior to 2023, it was crushed and landfilled onsite at the Transfer station. The market for glass recycling is particularly challenging to plan for. However, residents express interest in glass recycling so the Town should continue to investigate an economically viable solution.

### Recycling

Recycling is mandatory in Northwood. Recycling not only keeps unnecessary waste out of landfills, but it also saves tax dollars. The Transfer Station brought in \$78,917 in recycling revenue in 2023, which will be used for upgrades to the facility (refer to budget on page 21).<sup>6</sup>

Notably, the Town diverted a total of 412 tons of recyclable materials from the landfill in 2023. As a result, the Town avoided an additional \$31,312 in MSW tipping fees that the Town would have incurred if this material were sent to the landfill.



Aluminum cans and tin disposal bins (Liz Durfee)

### Items Recycled in Northwood

- Aluminum cans
- Metals
- Tin/steel cans
- Cardboard/paper products
- Textiles
- Compost/lawn waste
- Florescent tubes/bulbs
- Waste oil
- Loose bulky waste

Northwood's recyclables are collected at the Transfer Station and transported to Turnkey Landfill where they are sorted into plastics, fiber, and metals. From there, they travel to a facility in Massachusetts where they are manually sorted and then sold.

The market for recyclables is dynamic and influenced by a number of factors. Prices for different materials rise and fall. This impacts the availability of options that the Town has for recycling and dictates whether certain commodities bring in revenue or cost the Town money to dispose of. For example, the average return on plastic,



fiber, and metal averaged around \$1,000 per week in 2023 to the Town of Northwood.

As explained by the NH Municipal Association (NHMA), recyclables should continue to be recycled even if they cannot be sold for a profit. NHMA stresses that “recycling should be viewed as a cost avoidance strategy rather than a money maker, and recycling will continue to make financial sense in the future.” This is due to the disposal costs associated with MSW, tipping fees and hauling fees, which are both based on weight, and the high tipping fees in the northeast, which are high in part because of the lack of space in landfills. In the long term, landfilling or burning recyclables will lead to a shorter lifespan for landfills and higher tipping fees for everyone.<sup>7</sup>

#### International Policy Impacts Local Costs

China banned the import of most plastics and other materials for recycling in 2018, leaving about half of the world’s recyclable waste with nowhere to go. This significantly impacted the market for recyclables. However, it also spurred investment in identifying national and local waste management solutions.

Source: [Piling Up: How China’s ban on imported waste has stalled global recycling.](#)

#### National Recycling Strategy

The US Environmental Protection Agency (EPA) has a [goal of reaching a 50% recycling rate by 2030.](#) The current national (2023) rate for recycling and composting is 32.1%.

[Challenges](#) to improving recycling systems include:

- A. Improve Markets for Recycling Commodities.
- B. Increase Collection and Improve Materials Management Infrastructure.
- C. Reduce Contamination in the Recycled Materials Stream.
- D. Enhance Policies to Support Recycling.
- E. Standardize Measurement and Increase Data Collection.

The environmental benefits of recycling include reducing the amount of waste sent to landfills and incinerators, which can reduce the amount of air emissions released into the atmosphere.

(Source: [EPA National Recycling Strategy](#))

## Compost

Yard waste including leaves, grass, garden clippings, and wood chips can be disposed of in the compost pile at the Transfer Station. This material is rotated through three bins and then made available to residents once it breaks down.

## Burn Pit

Northwood's burn pit was closed after the NH Department of Environmental Services (NHDES) revoked its permit to operate because it was located on top of an uncapped landfill. Clean wood, tree limbs, and brush were previously accepted at the burn pit. Abuse of the burn pit, such as disposing of paint cans in the pit, also factored into the closure. At this time, there are no plans to reopen a burn pit, but brush disposal is needed, particularly for individuals who do not have a location to store brush on their properties.

## Swap Shop

Northwood has a Swap Shop that is staffed by volunteers. The Swap Shop provides a place for residents to donate items to other residents rather than throwing them away. This is one way that the community reduces the tonnage of waste it produces and the cost of disposal. Items donated to the Swap Shop must be clean, usable, and in good working order. Attracting and maintaining sufficient volunteers to operate the Swap Shop has been a challenge and is a constraint to the hours of operation.

## Hazardous Waste

Hazardous waste is not collected at the Transfer Station but can be dropped off at Turnkey Landfill in Rochester one day per year.



Former burn pit (top) and Swap Shop amenities (Liz Durfee)



## Facility Characteristics

The Transfer Station has several zones for disposal of various types of waste and recyclables.

The facility has one primary building, which is the highway department garage, and multiple small structures including an attendant station.

Residents enter the station from the north side and must pull through to one of six double stacked parking spaces between the attendant station and a dumpster for municipal solid waste (household waste). Then, they can proceed to the cardboard and recyclable, steel, and bulky waste disposal areas. A glass pit is located on the south side of the facility near the former burn pit. The swap shop and trailer are located on the east side of the facility. Traffic flows one way, in a counterclockwise direction through the site. Circulation is a challenge due to the site's layout. There is often a backup of vehicles and large loads can block circulation.

Recent improvements include a new cardboard and plastic compactor.



### Budget

The approved solid waste disposal budget for 2024 was \$150,000. Figure 4 displays the annual budget over the last decade.

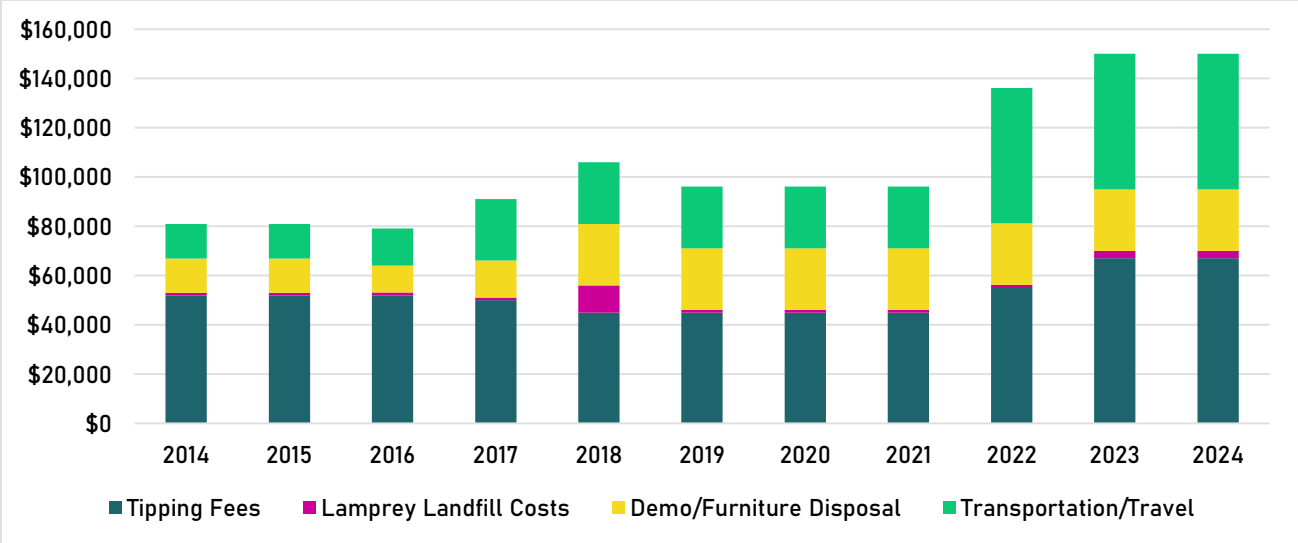


Figure 4. Solid waste budget (Source: Annual Reports)

As of 12/31/23, the Transfer Station Expendable Trust had \$256,282 specific improvements or maintenance as designated by town or district warrants. A total of \$2,266 was in the Transfer Station Capital Reserve Fund. In 2024, \$10,000 was appropriated to the Transfer Station Facility Expendable Trust Fund.

The Town participated in the former Lamprey River Cooperative and continues to benefit from a roughly \$30/ton discount at Turnkey.

### Needs & Opportunities

#### Structures & Equipment

The facilities and equipment at the Transfer Station are generally in poor condition. Immediate repairs include:

- New roof for the primary building

- Retaining wall repair or replacement
- Bracing and replacement of rotten supports in the attendants' shed.
- Separating hydraulics from where the operators are.

#### Landfill and Lagoon Closures

Closing the old landfill and lagoon at the Transfer Station is a high priority project that the Town has included in its 2024-2034 Capital Improvements Plan. The Town is currently working with NHDES to develop a timeline and plan for closing these sites.

#### Long-Term Plan for Waste Management

The long-term plan is to explore multiple scenarios and the near term and long-term costs of these options:



- Full redesign and construction of a new Transfer Station. The Transfer Station is in generally poor condition and requires improvements to ensure the safety and functionality of the facility. A new design should be user-friendly, potentially organized around a circular travel way. Signage should be clear, and the facility should look clean, organized, and inviting.
- Options to partner with other municipalities to develop shared facilities and services for waste management.

The cost to close the landfill and lagoon, challenge of budgeting due to uncertainty of recyclables markets, and whether residents’ prioritize the cost or convenience of waste management are among the factors that the Town must consider when determining what waste management in Northwood will look like

in the next 30-plus years. When presenting options to residents, it is important to clearly communicate the anticipated costs to residents.

### Recycling

The Town should pursue opportunities to enhance recycling, reusing, and composting to reduce the tonnage going to the landfill, decrease environmental impacts, and lower costs for waste disposal. The Town should endeavor to identify creative solutions to coping with market fluctuations for recyclables to enable more materials, like glass, to be recycled.

### Food Waste

In the US, most (66%) residential food waste ends up in a landfill. Approximately 15% is combusted and 15% is sent to sewer/wastewater treatment. Less than 4% of residential food waste is composted.<sup>8</sup>

The Northeast Resource Recovery Association (NRRA) engaged local solid waste management stakeholders to better understand the benefits and challenges of transfer station partnerships in 2023. This process led to the development of a series of case studies on recycling partnerships across New Hampshire.

#### 2 Stop Commodity Loads

One case study identified the opportunity to consolidate partial loads of material from two communities in one NRRA tractor trailer pick up at two separate locations.

#### Combined Programs

Another case study identified some challenges and benefits of combining two Combining recycling and solid waste programs in Andover and Wilmont.

#### Challenges:

- NHDES permit change requirements
- Staffing concerns
- Budgeting

#### Benefits:

- Increased recycling
- Grant funding
- Increased facility hours

Food waste in the U.S. accounts for 24% of landfilled and 22% of combusted municipal solid waste, making it the single most common material landfilled.<sup>9</sup> In 2019, the amount of food waste generated in the food retail, food service, and residential sectors was equivalent to about 164 pounds of food per person.<sup>10</sup>

Compost Food waste is not separately accepted as compost at the Transfer Station at this time. Food waste makes up a significant portion of household non-bulky waste. Composing food scraps at home is one way to reduce the volume of material entering landfills and reduce the cost of disposal. The end product can be used on gardens and lawns.

The Town should continue to explore opportunities to support food waste composting.

### Education

Education is an important component of a successful, cost-effective waste management program. Residents need to be aware of:

- The types of materials that are accepted at the transfer station
- Where to dispose of different materials
- The costs associated with disposing materials
- State laws for solid waste management.

Particular care should be taken to educate seasonal residents. See flyer from Bow for an example.

### Resources and Educational Material:

[NHDES's Best Management Practices for Solid Waste Facilities](#)

[New Hampshire Municipal Association's The State of Recycling Markets In New Hampshire](#)

[Northeast Resource Recovery Association's Resource Library](#)

[US EPA Toolkit: Model Recycling Program](#)

[US EPA Toolkit: Preventing Wasted Food In Your Community](#)

[Town of Durham's StoryMap about its transfer station and waste management](#)

[NH Municipalities with Food Waste Diversion Programs](#)

## TOWN OF BOW RESIDENTIAL COMPOST DROP-OFF PROGRAM ITEMS ACCEPTED

- FRUIT AND VEGETABLE SCRAPS
- COFFEE GROUNDS, COFFEE FILTERS
- LOOSE TEA BAGS
- MEAT, FISH, DAIRY SCRAPS
- EGGS, EGGSHELLS
- NUTS, SHELLS, NUT BUTTERS
- PASTA, RICE OR BREAD SCRAPS
- HAIR OR FUR
- CUT FLOWERS (NO YARD WASTE)
- CERTIFIED COMPOSTABLE PRODUCTS



**NO YARD WASTE, NON-FOOD PRODUCTS, ANIMAL OR PET WASTE, ASHES FROM FIRE OR GRILL**

## TOWN OF BOW RESIDENTS ONLY

Bins are located outside the Bow Community Building (Knox Road side). Availability of bins is first-come, first-served. If bin is full, please find alternative. Bins are usually emptied on Tuesdays. Thank you for composting!

For any problems or questions, please e-mail Bow Recycling and Solid Waste Committee at [bowrecycles@gmail.com](mailto:bowrecycles@gmail.com) or contact Sherrj Cheney at 603-682-8812 or Danielle Ruane at 603-731-5689



**RENEWAL  
COMPOST**



Bow Compost Flyer (Source: Town of Bow, NH)



Garage at Transfer Station (Liz Durfee)



Highway Department's Plow (Highway Department)

## HIGHWAY DEPARTMENT

<b>Facility</b>	Highway Department
<b>Address</b>	1 Town Works Way
<b>Tax Map &amp; Lot</b>	222/39
<b>Year Built</b>	~2008
<b>Building Size</b>	Shop 192 sf; Equipment shed 1,512 sf
<b>Lot Size</b>	40 acres
<b>Hours</b>	Weekdays 7am-3pm

### Services & Functions

The Highway Department is responsible for maintaining over 30 miles of Town roads, including paving, resurfacing, repairs, culverts, and winter maintenance.

The Highway Department is staffed by a Department of Public Works Foreman, Road Laborer, and two on-call staff: Equipment Operator and Winter Maintenance. The Town also has plowing contractors.

Previously, the Town had a Highway and Facilities Advisory Committee in place to outline highway maintenance and replacement recommendations for three years in advance. This group has not met since 2021.

### Recent Projects:

In 2023, the Department performed 3,100 feet of ditching and six culvert

replacements along with paving and road resurfacing projects. Five roads were paved: Church Street, Priest Road, Harmony Road, Jenness Pond Road, and Gulf Road. The Highway Department also worked with a tree service to remove over 60 hazard trees at three cemeteries and along four roads over the course of five days.<sup>11</sup>

### Budget

Northwood spends approximately \$600,000 annually on roads and streets. This is approximately 15% of the annual budget. The Town receives approximately \$100,000 in State Highway Block Grant funds each year. In 2023, the Town received over \$135,000 from this source.<sup>12</sup>

The Town utilizes a Winter Maintenance Expendable Trust Fund and a Road Improvement Expendable Trust Fund.

The Town funds more road maintenance through warrant articles now than it previously did.

### Facility Characteristics & Equipment

The Highway Department is located at the Transfer Station. The Department has a garage with a shop and equipment shed as well as a salt shed. The Department's fleet includes:

- 3 dump trucks
- 1 backhoe
- 1 pickup truck.

### Facility Needs

There are two high priority items identified for the Highway Department:

- Expansion of the salt shed
- Expansion of the garage.<sup>13</sup>

The [Road Surface Management System Report](#) for Northwood is a tool used by Strafford Regional Planning Commission used to assist municipalities in asset management planning by providing current road conditions, predicting future road conditions, and developing a maintenance schedule and budget for future years.





Police Station (Tom Morgan)

## POLICE DEPARTMENT

<b>Facility</b>	Police Station
<b>Address</b>	1020 First NH Turnpike
<b>Tax Map &amp; Lot</b>	217/47
<b>Year Built</b>	1990
<b>Building Size</b>	1,700 sf
<b>Lot Size</b>	2.63 acres
<b>Hours</b>	Main Office M-F 8am-4pm; Patrol hours 24/7

### Services & Functions

The role of the Police Department is crime prevention and protection of life and property. The Department responds to 911 calls and has walk-in office hours. Officers also participate in Northwood events, like the VFW Memorial Day Parade, Trunk or Treat, and Icy Inferno.

The Police Department has positions for the chief, seven full-time certified officers, a full-time administrative assistant, and three part-time certified

The primary mission of this police department is crime prevention and the protection of life and property. Its goals are to increase the quality of police service, to evaluate the standards of the profession, and to strengthen the public confidence in law enforcement; to earn the support and cooperation of the general public in these endeavors.

officers. The Department has three full-time officer vacancies as of June 2024 and an officer who is deployed.

Northwood has a [School Resource Officer](#) dedicated to preventing and responding to school-based crime, fostering positive relationships among law enforcement, educators, and youth, and promoting a positive school climate.<sup>14</sup>

The Department also has a part-time Animal Control Officer, who is responsible for enforcing State Laws pertaining to the welfare and control of domestic, exotic and wild animals. The Animal Control Officer also addresses rabies and handles many wild animals, which have been reported to be sick or injured.

The Police Department maintains a [website](#) with up-to-date department information as well as a Facebook page (Northwood, NH Police Department) with nearly 5,000 followers.

### Police Commission

The Department is overseen by the Northwood Police Commission, which

meets monthly. The Police Commission was created in 1986. There are three elected Police Commissioners who serve a three-year term. The Commissioners review policies and procedures, review the Department's budget, approve purchase orders, and receive reports on calls from the Chief.

### Calls & Traffic Violations

The average annual number of calls that the Police Department responded to over the last decade was 3,354 calls. In 2023, the Police Department responded to a total of 3,222 calls, which is up 14% from 2014 (Figure 5). The number of motor vehicle stops was 1,522, compared to the annual average of 2,217 over the previous decade. The number of arrests (182) and motor vehicle crashes (108) in 2023 were also below the 10-year annual average. Roadway safety is one of the Police Department's major focus areas.

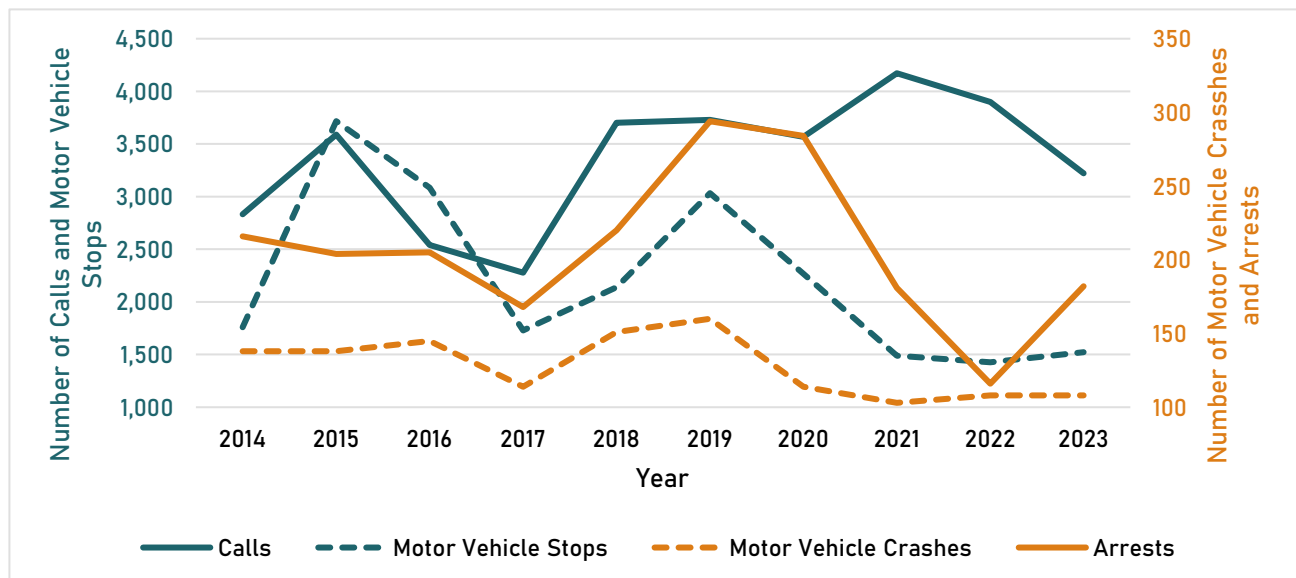


Figure 5. Police Department statistics: Number of calls responded to, motor vehicle stops, motor vehicle crashes, and arrests by year over the last decade (Source: Annual Reports)

## Emergency Management

The Police Chief serves as the Emergency Management Director for Northwood. The EMD is responsible for directing emergency response and coordinating the update of the Town’s Multi-Hazard Mitigation Plan and Emergency Operations Plan (EOP).

The [Multi-Hazard Mitigation Plan](#) was last updated in 2020 with assistance from the Strafford Regional Planning Commission and will expire in July 2025. The Town is starting to work on an update of this plan in 2024. Northwood’s Multi-Hazard Mitigation Plan is a planning tool for reducing future losses from natural and manmade disasters as required by the Disaster Mitigation Act of 2000. An up-to-date Multi-Hazard Mitigation Plan is required by the Federal Emergency Management Agency as a condition for receiving Hazard Mitigation Assistance project grants. The Ridge Fire Station serves as the Emergency Operations Center (EOC) for Northwood. Other emergency response facilities identified in this plan are displayed in Table 4.

FEMA provides guidance for developing an EOP in its publication [Developing and Maintaining Emergency Operations Plan Comprehensive Preparedness Guide 101](#).

In April 2024, FEMA released [Climate Adaptation Planning Guidance for Emergency Managers](#). This document is intended to help emergency managers incorporate climate adaptation into emergency management planning efforts.

Table 4. Emergency response facilities in Northwood

Facility Name	Type of Facility
Ridge Fire Station	Emergency Operations Center
Town Hall	Back-up EOC/Warming Station
Police Station	Back-up EOC
Narrow’s Fire Station	Back-up EOC
Coe-Brown Northwood Academy	Point of Dispensing (medications/vaccines)
Northwood Elementary School	Emergency Shelter
Highway Department	Public Works Facility

Source: Town of Northwood 2020 Multi-Hazard Mitigation Plan

The EOP guides the EMD and community in initiating, coordinating, and sustaining local response to disasters and emergency situations. The State Department of Homeland Security and Emergency Management administers funding through FEMA for creating and updating the local EOP. Northwood’s EOP update is under review as of summer 2024.

## Budget

The Police Department’s budget in 2024 is \$988,036, which is approximately 21% greater than that of 2015 and the same as the 2023 budget (Figure 6).

The annual budget for repairs and maintenance is \$2,000, which is not sufficient for standard building maintenance.



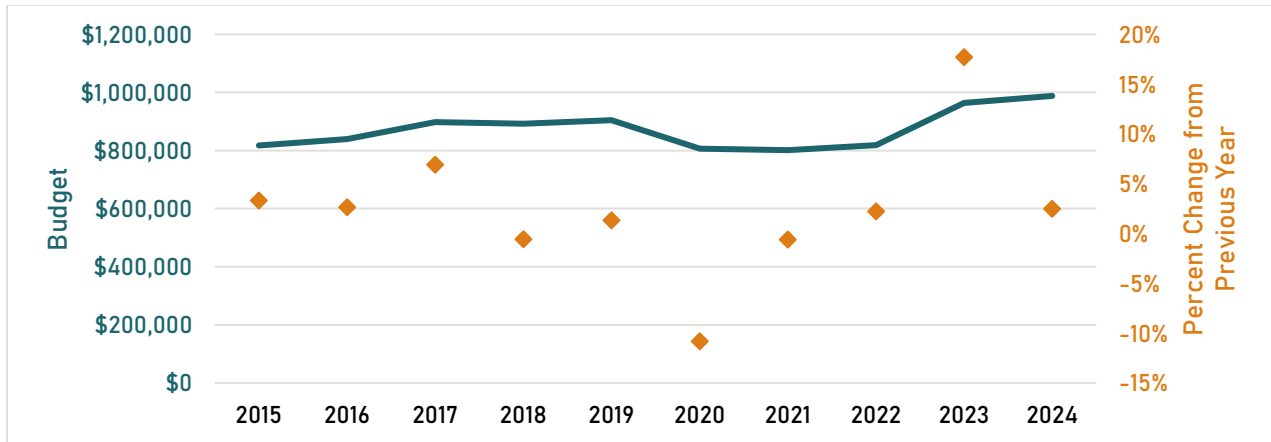


Figure 6. Police Department annual appropriations and percent change from previous year's budget (Source: Town of Northwood Annual Reports 2015-2024)

### Facility Characteristics

Northwood's Police Department has operated out of a 1,700 square foot, single story building since it was purchased by the Town in 2010.

Both the Police Stations and the Fire Stations in Northwood are inadequate. The station deficiencies impact public safety, the Town's liability, and the Town's ability to recruit qualified personnel.

The major issues with the Police Station include:

- Security and safety are a major concern.
- No sally port or controlled entry way.
- The evidence room is a deadbolted closet.
- The holding area is inadequate.
- There is no fire suppression in the 3-bay garage.
- Storage is located in the garage.

- The conference room serves as an interrogation room and has no soundproofing.
- The lack of privacy is a liability issue when juveniles are present.
- There is only one restroom for the public and staff and it is often out of service.

### Vehicles

The Police Department's fleet includes:

- 5 Ford Explorers
- 1 Ford F 150 cruiser
- 1 Chevy Tahoe.



From left: Police Station kitchen with file cabinet, file storage in the garage, and the only restroom (Tom Morgan)

### Needs

The Police Department requires well designed spaces for public safety operations and staff. The space could be new construction, a retrofit of an existing building, or an addition to the current station, provided that the site can accommodate a larger structure. The Department needs a minimum building size of approximately 4,500 square feet and a minimum lot size of 2-2.5 acres. Table 5 displays the amenities and space requirements the Department needs for its station. Because officers are mobile most of the time, the location of the building is flexible.

The 2024 Capital Improvement Program (CIP) identifies a new facility at an estimated cost of \$2.5 million. In 2024, the Town proposed the initial step of contracting an engineer to evaluate potential sites and develop a site plan and architectural drawings for public safety facilities. This \$100,000 Warrant Article was not approved. The community is in a difficult situation because taxpayers have not supported financing a new public safety facility(ies), but both the inadequacy of these structures and the cost of a new

structure continue to grow every year that construction is deferred.

The Department also requires regular cruiser replacement and budgets for this in the CIP. The annual cost for this is \$45,000, increasing to \$55,000 over the next 10 years.<sup>15</sup>

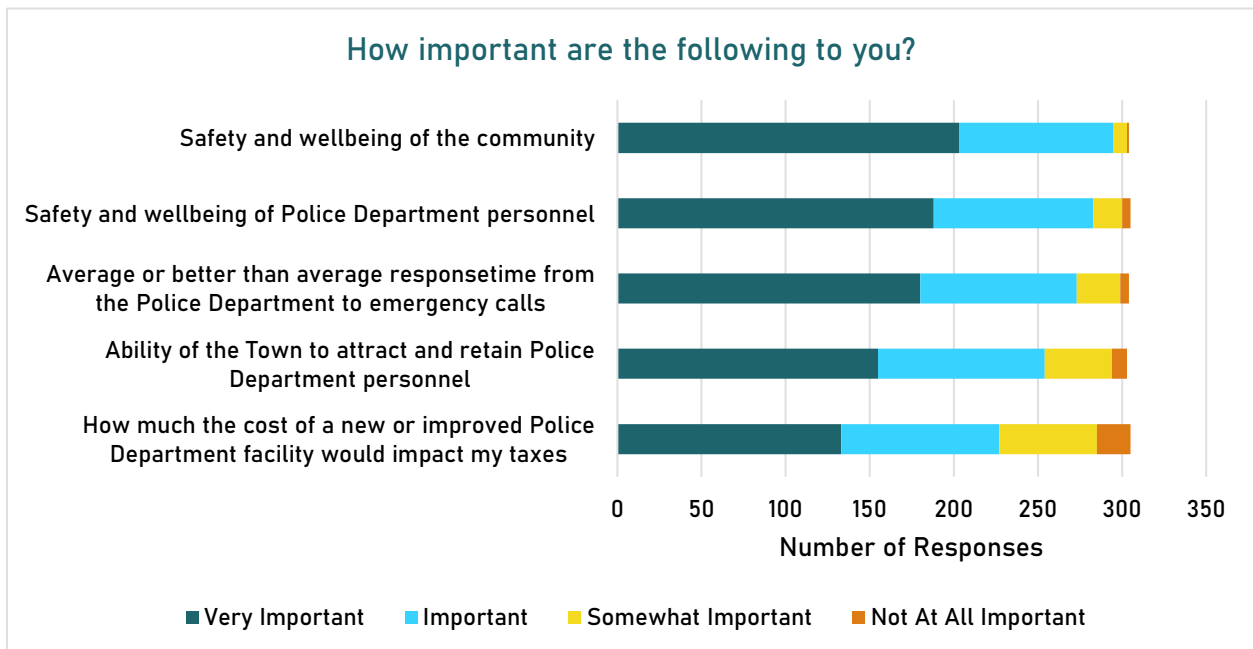
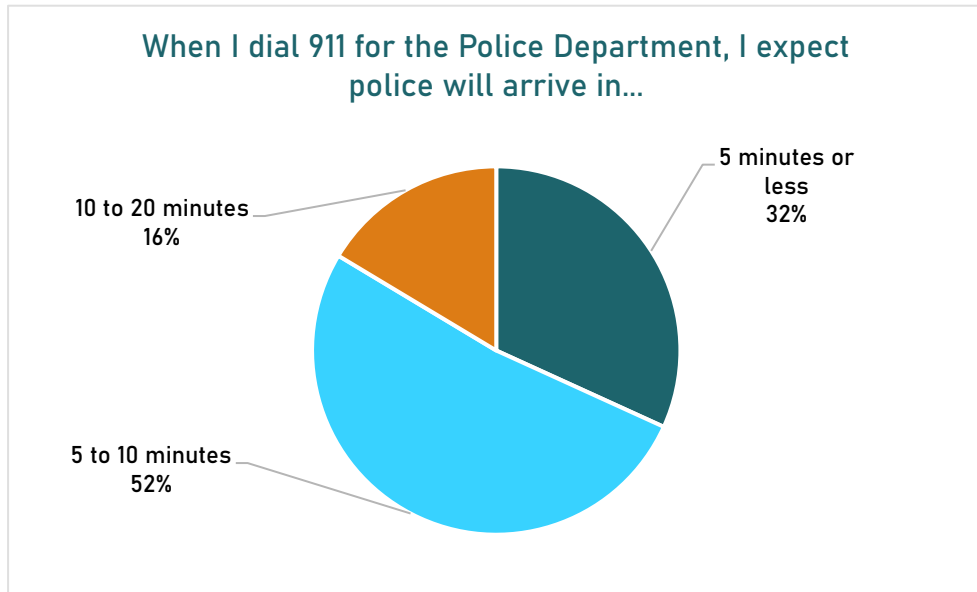
Staffing is also a need. As of May 2024, there were part- and full-time officer vacancies.

Table 5. Police station amenity and space requirements

Amenity	Space Requirement (Square Feet)
Booking & Detention	1,280
Offices	625
Living Space	940
Storage	965
Miscellaneous	462
Multipurpose Room	200
Total	4,472

Source: 2023 Public Safety Facilities Planning

## Survey Input



Source: 2023 Public Safety Facilities Engagement Process





Narrows Station (Tom Morgan)



Ridge Station (Liz Durfee)

## FIRE & RESCUE DEPARTMENT

Facility	Narrows Fire Station	Ridge Fire Station
Address	85 Main Street	499 First NH Turnpike
Tax Map & Lot	216/48	221/44
Year Built	1990	1954
Building Size	3,136 sf	3,488
Lot Size	1.73 acres	0.15 acres

### Services & Functions

The Northwood Fire and Rescue Department protects year-round and seasonal residents and properties. The Department provides several services including:

- Firefighting
- Hazardous material response
- ALS Emergency Medical Service
- Vehicle rescue (extrication)
- Search and rescue.

The Department has 35 members serving under the direction of the Fire Chief, Deputy Chief, three Captains, and five Lieutenants. There is also a “support” crew and a fire explorers post.

The Department maintains a Facebook page, which helps the Department communicate with the public.

### Explorers

The Fire and Rescue Department offers a program called Explorers for young adults ages 14-21. Exploring introduces members to career opportunities in fire and emergency medical services.

### Responses

The Fire and Rescue Department has seen a consistent increase in the number of calls to the department each year (Figure 7). In 2023 the Department responded to a total of 770 calls. Nearly 60% of these calls were for medical emergencies and 30% were for medical transport (Table 6). The categories used to track calls are not consistent from year to year therefore only one year of information is displayed.

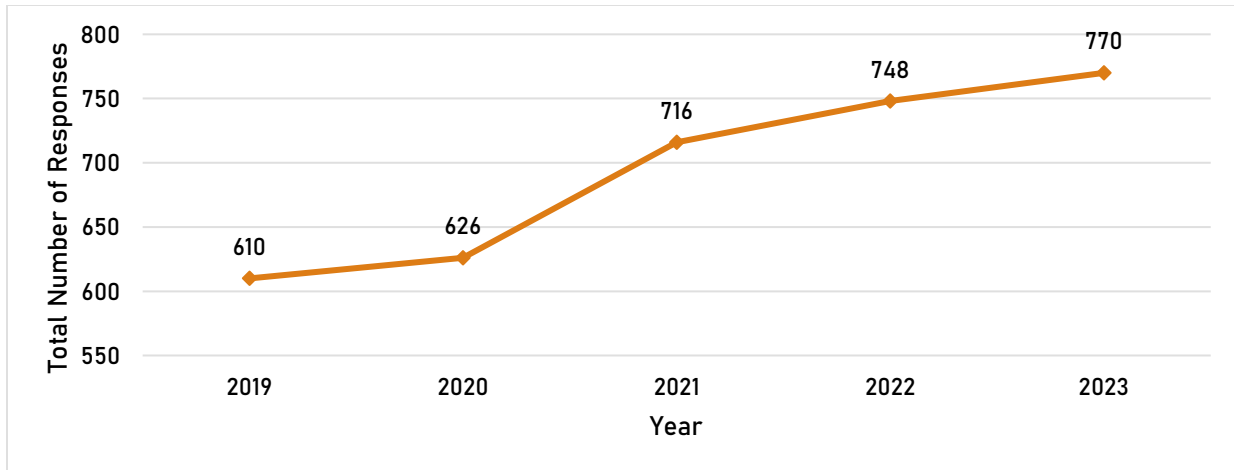


Figure 7. Total number of Fire and Rescue Department responses in 2019-2023 (Source: Town of Northwood Annual Reports, 2019-2023)

Table 6. Number and type of Fire and Rescue Department responses in 2023

Type of Response	#	Type of Response	#	Type of Response	#
Medical Emergency	440	Propane leak	6	Carbon Monoxide leak	3
Medical Transports	232	No incident found	6	Service Call	2
Cancelled	63	Chimney fire	6	EMS other	2
Motor Vehicle Crash	36	Public assist	6	Cover assignment	2
Electrical problem	32	Unauthorized burning	5	Malicious false alarm	2
Alarm system malfunction	17	Water Problem	4	Flood assessment	2
Unintentional alarm	16	Smoke Scare	4	Wrong location	2
Assist Invalid	13	Assist police	4	Sprinkler Activation	2
Smoke detector malfunction	12	Vehicle Fire	4	Building Collapse	2
Building fires	12	Brush Fire	4	Oil Spill	2
unintended smoke act.	9	System malfunction	3	Shorted electrical equipment	2
Powerline down	8	Good intent	3	Smoke removal	2
CO detector malfunction	7	Authorized burning	3	Furnace malfunction	1
Water evacuation	7	CO Activation, no CO	3	Camper/RV Fire	1

Source: Town of Northwood 2023 Annual Report

### Mutual Aid

Northwood’s Department, along with 23 other communities in four counties, are members of the Capital Area Mutual Aid Fire Compact. In the event of a major incident, assistance is automatically dispatched from neighboring

communities.<sup>16</sup> Mutual aid systems are critical to small municipalities in particular, and they help keep the need for additional resources for individual municipalities to a fiscally responsible level.<sup>17</sup> The Compact’s operational area is 852 square miles with a resident population of 148,491. The Compact

also conducts mutual aid responses with communities beyond the member area.<sup>18</sup>

In 2023, there were a total of 29,398 incidents within the Compact communities, representing a decrease of 0.6% from incidents in 2022.<sup>19</sup> Northwood accounted for 771 incidents or about 2.6% of all incidents. Northwood received 114 mutual aid responses and responded to 103

incidents. Figure 8 displays the total aid given and aid received by Northwood in 2019-2023.<sup>20</sup>

Funding for the Compact is provided by member communities. In 2023, the operating budget was \$1,610,710. The Compact and Hazmat Team have received over \$3.9 million in grant funding since 1999 and continue to apply for state and federal grant funds.<sup>21</sup>

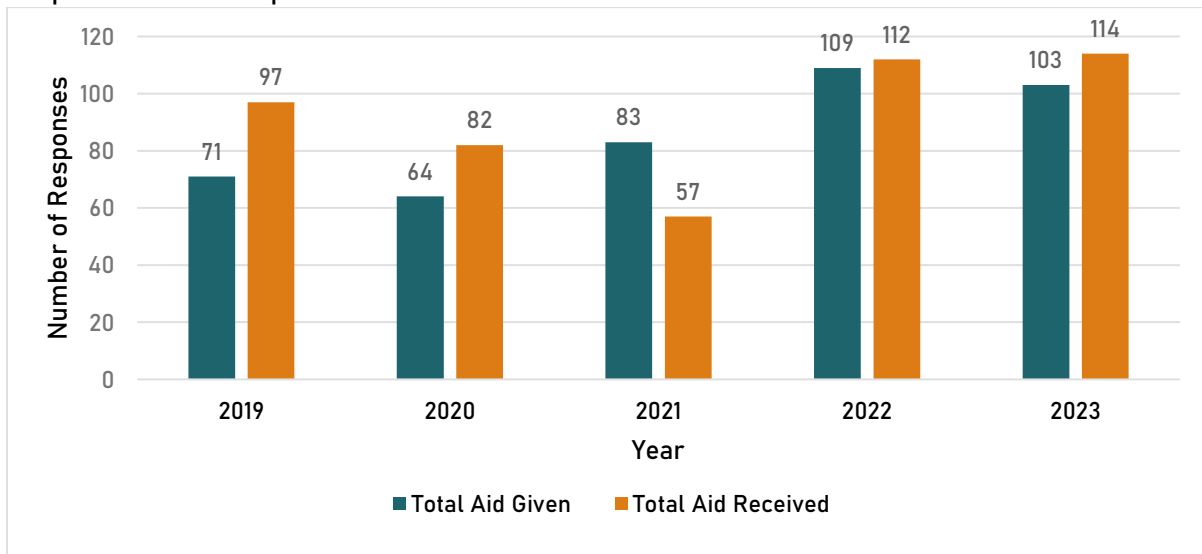


Figure 8. Total aid given and received by Northwood from 2019-2023

### Budget

The budget for fire and emergency medical services in 2024 is \$742,614, which is approximately 14% greater

than that of 2015 and the same as 2023 (Figure 9). The annual budget for repairs and maintenance is \$2,000, which is not sufficient for standard building maintenance.



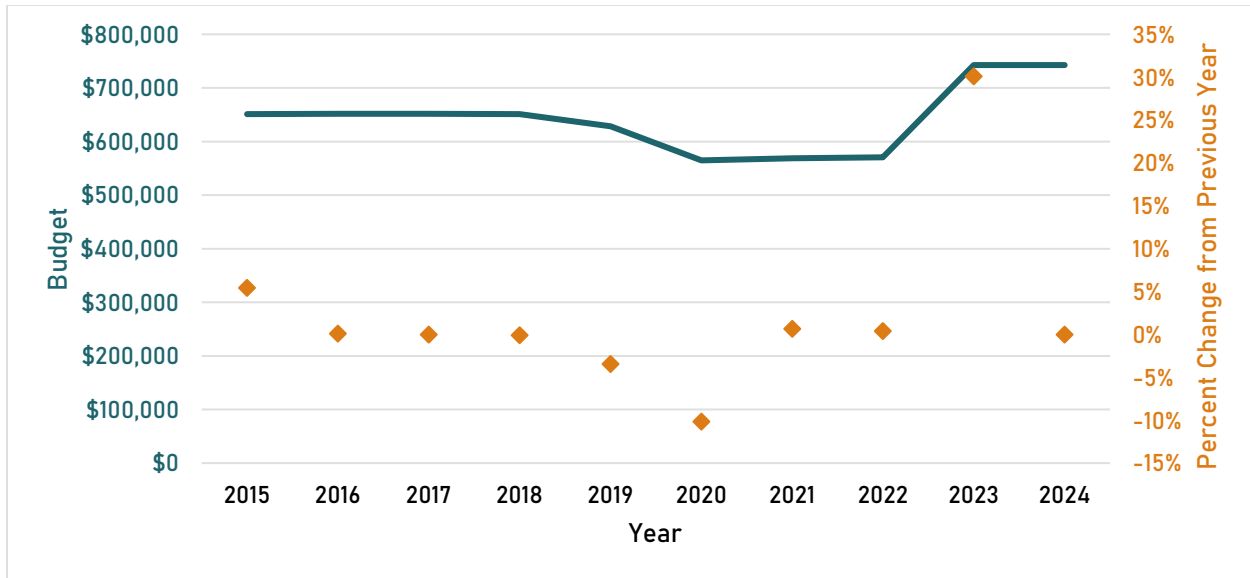


Figure 9. Fire Department annual appropriations and percent change from previous year's budget (Source: Town of Northwood Annual Reports 2015-2024)

The Town has a Fire-Rescue Vehicle Replacement Special Revenue Fund that generates funds for apparatus through ambulance fee revenue. In 2023, approximately \$180,000 was deposited into the fund.

- 1 ladder truck
- 1 tanker
- 1 ambulance
- 1 rescue truck
- 2 forestry vehicles
- 1 rescue boat

The Fire & Rescue Department regularly applies for grants to supplement the Department's budget and keep the taxpayer's burden as low as possible. In 2023 the Department was awarded a Volunteer Assistance Forestry grant. The Department also applied for but did not receive funds from the Assistance to Firefighters Grant, which it has received in the past.<sup>22</sup>

### Apparatus

The Fire and Rescue Department operates the following apparatus:

- 2 engines

The Department's 1996 Spartan pumper Engine 3 will be replaced in 2024 with a 77-foot ladder engine. Engine 3, which was built in New Hampshire by Valley Fire Equipment, has served the community well and far exceeded its life expectancy but is now incurring increasing maintenance needs.<sup>23</sup> The Department has worked to modernize its fleet and is beginning to see the benefits of doing so. For example, all fire pumps passed their annual pump service test and state inspections in 2023 with only minor issues.<sup>24</sup>

## Facility Characteristics

### Narrows Headquarters

The Narrows Station serves as the Fire and Rescue Department headquarters. The station is a multi-level structure with a garage, bunks, meeting room, and office space.

During the Public Safety Facilities Planning process in 2022 and 2023, the following issues were documented:

- The Station is full beyond capacity and the existing space is very tight.
- There is no space for additional or larger apparatus. The space constraints limit apparatus design.
- Low (6 ft) ceiling height in the Chief's office and mezzanine.
- The station lacks ADA accessibility, private areas to hold meetings, and office space.
- The station lacks suitable storage for equipment, particularly the Department's expensive breathing equipment, which requires clean storage space.



Engine 1 (Tom Morgan)

- There is also no suitable space for personal protective clothing.
- There is a lack of suitable accommodations for staff, with no heating in the bunk room. There is only one bunk room, which is inadequate for the number of firefighters and does not provide separate space for firefighters of different genders.
- The building has only one restroom and only one shower, which is extremely inadequate, especially when firefighters need to shower after exposure to hazardous chemicals and smoke.
- The structure does not have a sprinkler system.
- The roof requires replacement
- The vinyl siding is brittle and failing.
- The 1984 septic system shows signs of failure.

Refer to Appendix B for a detailed description of issues with the Narrows Fire Station prepared by Chief Tetreault in February 2023.



Personal protective gear storage (Tom Morgan)

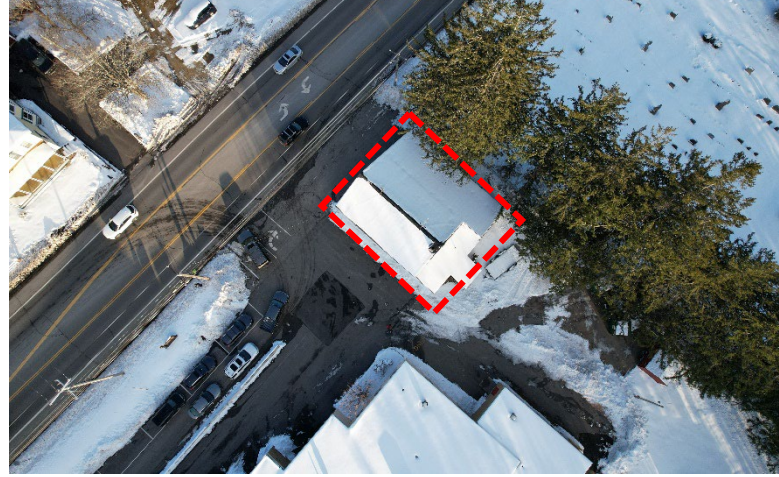
## Ridge Substation

The Ridge Station serves as the Fire and Rescue Department substation. The Ridge Station is located dangerously close to Route 4 (see photo, right). This creates a safety hazard and traffic issue when apparatus have to cross into the road to back into bays. The station is adjacent to Northwood Elementary School, which is not ideal for the Department or school. Similar to the Narrows Station, the Ridge Station does not meet the Departments' needs. Among the issues with the Ridge Substation are:

- Small bay doors that are not large enough for a standard size ambulance. Modifications to the building and vehicle were required to fit a new ambulance.
- Bays are too small for most trucks coming from other communities when providing mutual aid.
- Medical supplies are stored in a closet right off the bays.
- There is only one bathroom, which means firefighters are exposed to carcinogens for longer when returning from a fire or they have to go home to shower.
- There is no space for a dryer or a gear room.



Meeting space (Tom Morgan)



Aerial view of the Ridge Station (center) with Northwood Elementary School (bottom center) and Route 4. (Tom Morgan)

## Needs

In the 1980s, the Town recognized that fire facilities needed to be improved or replaced. The need for a new public safety complex was identified in several iterations of the Town's Hazard Mitigation Plan between 2007 and 2019.

In 2018, a Public Safety Committee was formed to address the public safety and liability concerns associated with the facilities. The committee put forth warrant articles to raise funds to purchase land and construct a joint police and fire facility in 2019. This was voted down by the town.

The Town created a [video](#) in 2020 to highlight some of the challenges with the existing facility.

In late 2022, the Town initiated a new planning process to identify the best location(s), types of facilities, and number of buildings to meet the needs of the Town's first responders. Several listening sessions were held in 2023 to solicit input from the community on the best solutions to address the deficiencies with public safety facilities. A survey was also conducted. Input from these sessions is available in an online [StoryMap](#) that was developed as part of the public engagement process and at the Town Offices.



Among the key discussions during the public safety facilities planning process was whether to construct one new public safety facility or to construct separate police and fire facilities. Additionally, the committee and departments discussed whether to construct one central fire station or two separate stations. Table 7 illustrates two proposed scenarios for the town to further investigate. Each satisfies the area requirements of fire and police. Scenario 1 is a new centrally located complex, while Scenario 2 includes a

new police station, new headquarters on the east side of town, and conversion of the Narrows Station from headquarters to substation. The recommended scenario of the Fire Chief and Public Safety Facilities Committee was Scenario 2. This scenario will enable better service and a lower cost, and it has no anticipated changes to insurance.<sup>25</sup>

In 2024, a Warrant Article to fund the development of plan for the facilities was proposed but not approved.

Table 7. Amenities and required square footage of two facilities improvement scenarios

Amenity	Scenario #1 Build New Centrally Located Complex	Scenario #2 Renovate Narrows Station, Build New East Station, Build New Police Station	
	Area Square Feet (Net)		
Fire Station	<i>New Fire Station</i>	<i>New Headquarters - East Facility</i>	<i>Narrows Substation</i>
Apparatus Bays	7,000	5,000	2,416
Living Space	2,300	1,840	720
Offices	700	700	
Storage	1,395	1,395	
Miscellaneous	850	850	
Multipurpose Room	500	500	
Subtotal	12,745	10,285	3,136
<b>Total Fire Station</b>	<b>12,745</b>	<b>13,421</b>	
Police Station	<i>New Police Station</i>	<i>New Police Station</i>	
Booking & Detention	1,280	1,280	
Offices	625	625	
Living Space	940	940	
Storage	965	965	
Miscellaneous	462	462	
Multipurpose Room	200	200	
<b>Total Police Station</b>	<b>4,472</b>	<b>4,472</b>	
<b>Grand Total Square Footage</b>	<b>17,217</b>	<b>17,893</b>	

Source: Public Safety Facilities Committee

## Apparatus and Equipment Needs

The Department has several capital projects included in the 2024-2033 Capital Improvements Plan (Table 8).

Table 8. Fire and Rescue Department Projects included in the 2024-2033 Capital Improvements Plan

Project Description	Priority <sup>1</sup>	Needed	Required Funding Type <sup>2</sup>	Life
Facilities	discussion	2024	Bond	50
Engine 3 Replacement	high	2024	Ambulance Fund	25
Lucas Mech CPR2	high	2024	CRF	10
Narrows roof replacement	high	2024	ETF	25
Jaws	high	2026	CRF	15
Engine 1	high	2028	Ambulance Fund	25
SCBA	high	2028	Grants	10
Radios	<i>Beyond scope</i>	2029	Budget	10
Car 1	<i>Beyond scope</i>	2030	Ambulance Fund	10
Ambulance 2	<i>Beyond scope</i>	2031	Ambulance Fund	10
Forestry tanker	<i>Beyond scope</i>	2031	Grant Funded 2020	10
ATV Grant funded	<i>Beyond scope</i>	2032	Grant Funded 2022	10
Boat	<i>Beyond scope</i>	2032	Grant Funded 2022	10
Defibs (2)	<i>Beyond scope</i>	2032	Grant Funded 2022	10
Lucas Mech CPR1	<i>Beyond scope</i>	2032	Capital Reserve Fund	10
Ventilator 1	<i>Beyond scope</i>	2032	Grant Funded 2022	10
Ventilator 2	<i>Beyond scope</i>	2032	Grant Funded 2022	10
SCBA Compressor	<i>Beyond scope</i>	2038	Grant Funded 2018 \$30k	20
SCBA Fill station 1	<i>Beyond scope</i>	2038	Grant Funded 2018 \$30k	20
SCBA Fill Station 2	<i>Beyond scope</i>	2038	Grant Funded 2018 \$30k	20
Exhaust System	<i>Beyond scope</i>	2042	Grant funded 2021	20
Narrows ramp	<i>Beyond scope</i>	2042	Grant funded 2021	20
Engine / Tanker	<i>Beyond scope</i>	2046	Ambulance Fund	25

<sup>1</sup> Priority is only determined for projects that are scheduled for the first five years. Projects set to occur 6-10 years out are labeled as *beyond scope*.

<sup>2</sup> ETF= Expendable Trust Fund (multi-year, purpose defined with authorized exponders), CRF=Capital Reserve Fund (a multiyear, purposed defined fund where a ballot vote authorizes expenditures)

Source: Town of Northwood 2024-2033 CIP



Chesley Memorial Library (Liz Durfee)

## CHESLEY MEMORIAL LIBRARY

<b>Facility</b>	Chesley Memorial Library
<b>Address</b>	8 Mountain Ave
<b>Tax Map &amp; Lot</b>	234/71
<b>Year Built</b>	1953
<b>Building Size</b>	2,573 sf
<b>Lot Size</b>	0.49 acres
<b>Hours</b>	Mon-Thurs 10am-6pm, Saturday 10am-1pm

### Services & Functions

The Library is staffed by one full-time Director, a Technology Librarian, an Assistant Librarian, and a Library Assistant.

Management of the Library is overseen by the Library Trustees, who hire the Director, adopt policies to govern operation, and advocate for financial support. The Trustees support the Library staff and the Friends of the Library.

It is the mission of the Northwood Libraries to serve as a community center connecting people of all ages and backgrounds to impartial resources, programs, services, and technology that encourage literacy, develop a lifelong quest for learning, and expand life experiences and knowledge.



The Friends of the Library raise funds to purchase items like museum passes and genealogy databases for residents to use. The Friends of the Library also sponsor events like Candidates' Night and offer social opportunities for community members to connect at programs like Soups' On & Pie.<sup>26</sup>

In addition to providing community members with access to books, ebooks, audio books, CDs, DVDs, newspapers, periodicals, and magazines, Chesley Memorial Library offers a variety of additional services. Residents have access to:

- Fax machine
- Copier and printer
- Computers with internet access
- Notary
- The Library of Things (tools, games, equipment, etc.)
- Passes to Children's Museum of New Hampshire, Seacoast Science Center, and Squam Lake.
- Free access to the Currier Museum of Art on the second Saturday of the month
- HeritageQuest and Ancestry Library Edition

The Library hosts adult and youth programs and groups including:

- Senior Café
- Writers' Group
- Evening Book Group
- Afternoon Book Group
- NH 1000 Books before Kindergarten
- Summer Reading Challenge
- Story Time
- Junior Book Discussion Group

Additionally, the Library often collaborates with the Recreation Department to host special programs and events.

Staff would like to be able to offer additional programming and expand hours for various existing programs, however, they are already at full capacity.

### Senior Café

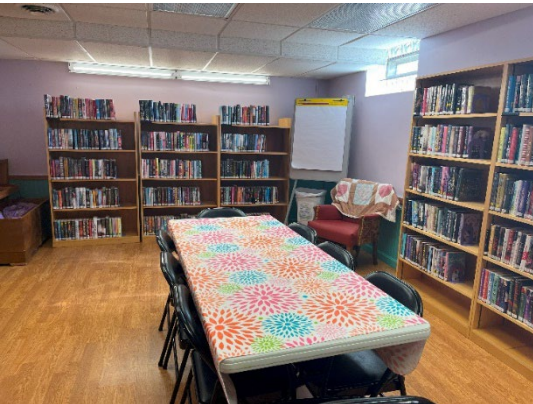
Around 17 people regularly attend the weekly Senior Café group at the Library.

The Chesley Memorial Library offers a variety of entertainment and educational materials to Northwood taxpayers at a very economical rate. The average taxpayer contributes about \$33.00 in taxes per year to fund the library.

### 2023 By the Numbers

- 5,294 library visitors
- 2,197 library cardholders, including 135 new members
- 19,807 items checked out
- 531 public access computer sessions
- 396 inquiries made to library staff
- 2,622 people attended a program or event
- 331 document services provided
- 80 notary services provided

Refer to Appendix C for Chesley Memorial Library's By The Numbers Infographic.



From top: Library stacks, Children's room, Youth room (Liz Durfee)

## Facility Characteristics

The Library first opened in 1954. In 1991, a generous donation allowed for the construction of a new wing that doubled the size of the library. The building has a main floor and a lower level. The main floor houses the adult collections, computers, and other services. The children's room, youth room, youth and adolescent books, media, and programming, and a small kitchen are located on the lower level.

There is a large table at the back of the main level behind the stacks where groups like Senior Café meet. However, there is no separate meeting room or place for large groups in the Library.

The downstairs was renovated in the 1990s and has since been thoughtfully designed to accommodate a variety of groups and activities, with rolling book bins and seating that can be easily stored.

The Town received a grant from the Division of Historical Resources (Moose Plate Grant) to restore the main entryway to the library and improve drainage.

## Needs

In addition to meeting space, the Library needs a generator and a lift. The Town has funding from the American Rescue Plan Act (ARPA) to install a lift that will improve the accessibility of the Library. The building has some water and moisture issues that require immediate attention. An inventory of needed interior and exterior repairs was completed in 2023.

Groundwater in the vicinity of the Library has been contaminated with MTBE and is actively monitored by the State.

In the past, staff have proposed warrant articles for buying land that could accommodate a larger building. These have not been supported by the Budget Committee and Selectmen.

## BRYANT LIBRARY- NORTHWOOD HISTORICAL SOCIETY MUSEUM

<b>Facility</b>	<b>Bryant Library - Northwood Historical Society Museum</b>
<b>Address</b>	76 School Street
<b>Tax Map &amp; Lot</b>	216/39
<b>Year Built</b>	1940
<b>Building Size</b>	1,567 sf
<b>Lot Size</b>	0.76 acres
<b>Hours</b>	Open specific hours during the summer, 1-3pm Saturdays as of May 2024

### Services & Functions

Bryant Library is home to the Northwood Historical Society (NHS). The James Bryant Library was made possible through a bequest from Reverend Bryant in 1940. The building served as a library until 1989 but continues to serve residents through an agreement between the Library Trustees and the NHS.<sup>27</sup> The building is maintained by the Chesley Library trustees.

Bryant Library is open to the public in the summer for several hours each week. The NHS meets monthly from May to October at the Bryant Library during those open times. The NHS



Bryant Library (The Forum)

maintains an inventory of museum items in a book and is in the process of scanning all items into a new computer and scanner given to the NHS in 2024.

Bryant Library has been nominated for and determined to be eligible for listing on the State Register of Historic Places.

### Facility Characteristics & Needs

Bryant Library is a single-story brick building with a finished basement. An inventory of needed interior and exterior repairs was completed in 2023.<sup>28</sup>





Harvey Lake Cemetery (Liz Durfee)

## CEMETERIES

There are six cemeteries owned by the Town of Northwood (Table 9 and Figure 1).

Table 9. Town-owned cemeteries

Cemetery	Location
Fairview Cemetery	Ye Olde Canterbury
Canterbury Road Cemetery	Olde Canterbury Rd
Ridge Cemetery	First NH Turnpike
Harvey Lake Cemetery	First NH Turnpike
Pine Grove Cemetery	Rochester Rd
East Cemetery	Mountain Ave

Source: Town of Northwood Annual Report

### Services & Functions

Operation, maintenance, and regulation of the Town’s cemeteries is the responsibility of the Board of Cemetery Trustees, an elected, three-person board.

Trustees of the Trust Funds are responsible for the collection, management, and investment of trust funds and capital reserve funds. As of 2024, trust funds include Cemetery Common Funds for the perpetual care of town cemeteries and Cemetery Other

Funds for the maintenance of town cemeteries.

Actual expenditures for cemeteries in 2023 was \$20,147, compared to the appropriated amount of \$7,601. The adopted budget for 2024 is \$7,601, nearly all of which is allocated to mowing and grounds maintenance.

At the end of 2023, the Cemetery Perpetual Care Trusts totaled \$310,886 of Principal and \$59,725 of accumulated interest to be used for perpetual care of the cemeteries. Part of this fund includes the Cemetery Improvement Expendable Trust Fund with around \$40,000 as of early 2024.

Cemetery lots are available for sale in the Pine Grove Cemetery. The lots are \$100 per lot plus a \$200 per lot fee for perpetual care.

### Needs

Town cemeteries require regular summer maintenance and occasional hazard tree removal. In 2023, hazard trees were removed from three cemeteries.<sup>29</sup>

A list of many cemeteries and graveyards can be found at [FindAGrave.Com](https://www.findagrave.com).





Community Center (Liz Durfee)

## COMMUNITY CENTER

<b>Facility</b>	<b>Community Center</b>
<b>Address</b>	135 Main Street
<b>Tax Map &amp; Lot</b>	212/1
<b>Year Built</b>	1890
<b>Building Size</b>	2,450 sf
<b>Lot Size</b>	0.38 acres
<b>Hours</b>	By request

### Services & Functions

Northwood’s Community Center is a small facility in the Narrows. Organized groups and private or commercial parties may request to use the Community Center or indoor facilities at the Town Hall. Requests must be submitted in writing to the Office of the Selectmen at least 15 days in advance, to the extent practical. The Town has an [online form](#) that can be completed to reserve the Community Center. The schedule for the Community Center is posted on the building door.

### Facility Characteristics & Needs

The Community Center is a small building that does not provide sufficient indoor space for large groups to gather, recreational activities, or voting. Some groups store material and equipment there, which further reduces space. The building also needs repairs and upgrades, particularly to make it more accessible. Residents would like to be able to reserve the room online.

- Only 20% of survey respondents indicated that they were very satisfied or satisfied with the Community Center services now. Some respondents didn’t know there was a community center.
- Only 22% indicated that they strongly agree or agree that the Community Center building will be sufficient to meet the needs of the community during the next 10 years.



## TOWN-OWNED PARKS, RECREATIONAL FACILITIES, AND NATURAL AREAS IN NORTHWOOD

There are several Town-owned parks, recreational facilities, and beaches in Northwood (Table 10).

The Northwood Athletic Fields is a multi-use recreational space with numerous amenities, including ball fields and playgrounds.

The Athletic Fields are used for sports, passive recreation, and events. As of 2024, the Recreation Commission continues to develop this facility.

Northwood has four Town Forests and over a dozen open space parcels.

Refer to the Recreation Chapter and Natural Resources & Water Resources Chapter for information about the Athletic Fields and these properties.

Table 10. Parks, recreational facilities, and beaches

Facility	Address	Tax Map & Lot	Lot Size
Northwood Athletic Fields	611 First NH Turnpike	222/27	24 acres
Mary Waldron Beach and Boat Launch	416 Bow Lake Rd	105/43	0.15 acres
Northwood Lake Beach	57 Lakeshore Dr	109/28, 109/32	3.6 acres, 0.36 acres
Bennett Bridge Town Beach	61 Bennett Bridge Rd	210/28	0.1 acres
Woodman Park-Lucas Pond	Lucas Pond Rd	244/57	3.4 acres
Harvey Lake Beach	Shore Drive	122/40	0.38 acres
Northwood Boat Launch <sup>1</sup>	First NH Turnpike	109/25	1.1 acres

Source: 2023 Town of Northwood Annual Report

<sup>1</sup>State-owned parcel





## SCHOOLS

There are two schools in Northwood: Northwood Elementary School (NES) and Coe-Brown Northwood Academy (CBNA). Neither facility is owned by the Town of Northwood; NES is owned by the Northwood School District while CBNA is privately owned. Residents pay a significant portion of their tax bill to the School District (SAU 44) as well as to the State education fund. As of 2024, 72% or \$9.98 of every \$13.80 per \$1,000 of assessed value owned by residents goes to the school district and 10% goes to state education fund.

Students in preschool through grade 8 attend Northwood School and students in grades 9-12 attend CBNA. The student population of Northwood Schools is about 385.

The school district pays tuition for Northwood students to attend CBNA. CBNA is the high school for Northwood and Strafford and the optional school for students from Nottingham and Barrington. Students from other towns can apply to attend, however they must pay tuition.

From the 2013/2014 school year to the 2023/2024 school year, K-12th grade enrollment in SAU 44 declined by 110 students (16.6%) from 663 students to 553 students.<sup>30</sup> Kindergarten through 8<sup>th</sup> grade enrollment declined by 10.6% from 405 to 362 students during this period. Kindergarten through 12<sup>th</sup> grade enrollment over the next decade is projected to increase by 84 students or 15.2%. Enrollment at Northwood School (K-8) is projected to increase by a slightly greater rate of 18.5% over the next decade, reaching 429 students in the 2033/2034 school year.<sup>31</sup>

Northwood School Goal #7: Increase community support, trust, interest, and pride in Northwood School.

Strategies for achieving this goal:

- Develop and implement a community-school collaborative where students and community members work together to design solutions to a Northwood problem
- Develop a public relations committee tasked with planning Northwood School publicity
- Increase school-businesses partnership
- Increase community access to Northwood School
- Offer community-wide academic nights
- Develop a community outreach program that invites individual community members to share their talents and knowledge in the school
- Design a new budget summary that increases accountability and makes the material easier to understand
- Create opportunities for community members to hear from and communicate directly to district leaders
- Explore community-building opportunities school wide.

Source: [Northwood School Strategic Plan](#)

## ADDITIONAL SERVICES AND FACILITIES

Respondents to the 2023/2024 Master Plan Survey provided a range of recommendations when asked “what additional facilities and spaces will the town need as it grows?” These included:

- Larger community center, functional community center
- ADA compliance
- Recreation center
- Senior housing that is affordable
- More conservation land
- Preservation of nature
- New police and fire buildings
- A variety of recreational amenities (refer to Recreation Chapter)
- Sidewalks
- Community Garden
- Food Pantry Garden
- Public transportation, rides for seniors
- Widen roads to make them safer for biking, running, walking
- Increase cell tower/cell service
- Trim roadside trees, especially ash
- Better mapping and signage for town forest
- Expand public water service to Rt 4/Rt 202/Rt 9 interchange
- Large meeting hall for elections, voting, and other town events
- Pedestrian-friendly infrastructure
- More funding for the children’s story time at the library
- Larger library to provide expanded services
- Improved gathering spaces both indoor and outdoor
- Town-wide solar infrastructure for residents

Refer to the Public Input Documentation in the appendix for a complete list of comments.

### Solar Energy

The 2024 operating budget for electricity for General Government Buildings-Parade Buildings, Police Department, Fire Department, Highway Department, Sanitation Department, Ballfields, and Library is nearly \$40,000.

Future improvements and facilities should consider solar energy. Over half of survey respondents agree or strongly agree that the town should consider solar energy for town facilities and operations. About 70% of survey respondents strongly agree or agree that the town should consider energy conservation measures for town facilities and operations.

The Northwood School District approved a 2024 Warrant Article to install solar on Northwood School.



## RECOMMENDATIONS

### Studies & Planning (SP)

- SP1 Identify feasible locations for a new fire station. Conduct a feasibility study and prepare a cost estimate.
- SP2 Identify feasible locations for a new police station. Conduct a feasibility study and prepare a cost estimate.
- SP3 Prepare drawings for renovation of the Narrows Station.
- SP4 Establish a town goal for reducing waste.
- SP5 Develop a model to compare waste disposal costs of a local versus regionalized solid waste management program.
- SP6 Develop a site plan for a renovated Transfer Station with improved circulation.
- SP7 Prepare engineering plans for landfill closure at the Transfer Station
- SP8 Prepare engineering plans for lagoon closure at the Transfer Station
- SP9 Investigate the feasibility of developing a multi-purpose community center.
- SP10 Investigate opportunities to expand space for programming for the Chesley Memorial Library.
- SP11 Develop standard classification of fire department calls and maintain a database to track this information and better understand educational needs to reduce incidents.
- SP12 Develop standard classification of police department calls and maintain a database to track this information.
- SP13 Develop a food waste management plan.
- SP14 Assess opportunities to reduce municipal energy demand at all Town facilities.
- SP15 Develop an information technology plan for all departments. Identify software and programs to streamline operations and maintain security.
- SP16 Incorporate climate change resiliency into all facility planning efforts.

### Facility Improvements (F)

- F1 Maintain an itemized list of maintenance and repair needs for each facility.
- F2 Address critical repairs and maintenance at the Town Hall.
- F3 Renovate the Town Hall meeting space to increase size and functionality.
- F4 Relocate Town Clerk and Tax Collector services to the first floor of the Town Hall to optimize customer service.

- F5 Add fill and a retaining wall to improve safety in the Town Hall parking areas. Create an ADA accessible parking area on the building side of the driveway.
- F6 Address critical repairs and maintenance at the Transfer Station.
- F7 Improve the appearance of Transfer Station and add signage.
- F8 Seek grant funding for improvements at all facilities.
- F9 Consider adding solar panels when retrofitting and developing new structures.
- F10 Ensure the Emergency Operations Centers and sheltering locations are sufficiently equipped to handle emergencies.
- F11 Mitigate water damage at the Library.
- F12 Close the former Landfill at the Transfer Station
- F13 Close the Lagoon at the Transfer Station
- F14 Purchase land for a new Police Station
- F15 Purchase land for a new Fire Station
- F16 Construct new Police Station
- F17 Construct new Fire Station
- F18 Renovate Narrows Station
- F19 Increase funding for maintenance and repairs.
- F20 Maintain competitive wages and benefits for Town employees.
- F21 Invest in a part time grant-writer to help identify and apply for grants for Town facilities and services.
- F22 Fund a full-time Code Enforcement Officer (separate position from the Building Inspector).

### Budgeting and Funding (B)

- B1 During the budgeting process, the Budget Committee and Administration should prepare separate budgets, compare them, and then identify the best budget to propose.
- B2 Improve communication and education about the municipal budget and where tax revenues go.
- B3 Engage the community in developing the municipal budget.
- B4 Increase funding for maintenance and repairs.
- B5 Maintain competitive wages and benefits for Town employees.
- B6 Invest in a part time grant-writer to help identify and apply for grants for Town facilities and services.

- B7 Fund a full-time Code Enforcement Officer (separate position from the Building Inspector).
- B8 Improve Warrant Articles and outreach about them to ensure that the public is aware of the tax implications of proposed initiatives.

### Communication (C)

- C1 Expand, maintain, and advertise the Town calendar. Add dates of events, program registration, board, commission, and committee meetings, and other important dates.
- C2 Create an online schedule and procedures for scheduling and renting Town-owned facilities.
- C3 Improve the function and user-friendliness of the Town's website and ensure information about all recreation programs and events is on the website.
- C4 Create infographics to document and educate about facility usage.
- C5 Create and distribute factsheets about Town budgets and taxes.
- C6 Enhance advertising of Library services.
- C7 Educate the community about warming and cooling centers.
- C8 Improve communication and education about the municipal budget and where tax revenues go.
- C9 Engage the community in developing the municipal budget.
- C10 Improve Warrant Articles and outreach about them to ensure that the public is aware of the tax implications of proposed initiatives.

### Other (O)

- O1 Continue to participate in Mutual Aid for Fire & Rescue Department.
- O2 Develop a strategy to digitize records that would reduce paper storage needs, safeguard records, and increase accessibility to records.
- O3 Continue to collaborate with NES and CBNA to maximize residents' access to spaces and recreational areas within the town.
- O4 Continue to monitor water quality at the Library.
- O5 Reinstate former committees: Economic Development Committee, Transfer Station Advisory Committee, and Highway and Facilities Advisory Committee

*Note: Refer to the Recreation Chapter for additional recommendations for recreation-related facilities and services.*



## IMPLEMENTATION

### Implementation Table

#### Key

#### Recommendation # Category

SP	Studies & Projects
F	Facility Improvements
B	Budgeting & Funding
C	Communication
O	Other

#### Cost

Minimal	<\$10,000 or in kind/volunteer hours
Low	>\$10,000-\$25,000
Medium	>\$25,000-\$100,000
High	>\$100,000-\$500,000
Very High	>\$500,000

#### Priority

Low, Medium, High ranking is based on the Master Plan Subcommittee and Planning Board's determination of which projects are most important to complete at the time this chapter was prepared. Ease of implementation was considered during the prioritization.

#### Responsible Parties

BC	Budget Committee
CC	Conservation Commission
CEO	Code Enforcement Officer; RC
CML	Chesley Memorial Library
LUD	Land Use Department
PB	Planning Board
PD	Police Department
PSC	Public Safety Facilities Committee
PW	Public Works
RC	Recreation Committee
RD	Recreation Department
SB	Selectboard
TA	Town Administrator
TC/TX	Clerk & Tax Collector
ZBA	Zoning Board of Adjustment

#### Potential Partners

CBNA	Coe-Brown Northwood Academy
HSEM	NH Dept of Homeland Security & Emergency Management
NES	Northwood Elementary School
NHCAW	NH Coastal Adaptation Workgroup
NHDES	NH Dept of Environmental Services
SRPC	Strafford Regional Planning Commission
UNHCE	University of New Hampshire Cooperative Extension

#	Recommendation	Responsible Party(ies)	Target Date	Priority	Cost	Potential Partners	Page
SP1	Identify feasible locations for a new fire station. Conduct a feasibility study and prepare a cost estimate.	PSC, SB, FD	2025	High	High	Consultant	36-38
SP2	Identify feasible locations for a new police station. Conduct a feasibility study and prepare a cost estimate.	PSC, SB, PD	2025	High	High	Consultant	29-31
SP3	Prepare drawings for renovation of the Narrows Station.	PSC, SB, FD	2025	High	Medium	Consultant	36-38
SP4	Establish a town goal for reducing waste.	PW, SB	2026	Medium	Minimal		15-23, Public Input Doc.
SP5	Develop a model to compare waste disposal costs of a local verses regionalize solid waste management program.	PW, SB, BC	2030	Medium	Low	Consultant, NHDES	15-23, Public Input Doc.
SP6	Develop a site plan for a renovated Transfer Station with improved circulation.	PW, SB	2028	High	Low-Medium	Consultant	20-23
SP7	Prepare engineering plans for landfill closure at the Transfer Station	PW, SB	2025	High	Low-Medium	NHDES, Consultant	21
SP8	Prepare engineering plans for lagoon closure at the Transfer Station	PW, SB	2025	High	Low-Medium	NHDES, Consultant	21
SP9	Investigate the feasibility of developing a multi-purpose community center.	SB	2029	Low	Medium	CML, RD, RC, Consultant	44, Public Input Doc.
SP10	Investigate opportunities to expand space for programming for the Library.	CML	2025	Medium	Minimal-Medium	Consultant	42
SP11	Develop standard classification of fire department calls and maintain a database to track this information and better understand educational needs to reduce incidents.	FD	2025	High	Minimal		32
SP12	Develop standard classification of police department calls and maintain a database to track this information.	PD	2026	High	Minimal		28
SP13	Develop a food waste management plan.	PW	2026	Low	Low	Consultant, UNHCE	22-23
SP14	Assess opportunities to reduce municipal energy demand at all Town facilities.	SB, TA	2025	Medium	Low	CEO, Consultant	Public Input Doc.
SP15	Develop an information technology plan for all departments. Identify software and programs to streamline operations and maintain security.	SB, TA	2026	Medium	Low	Consultant	Public Input Doc., Staff Conversations
SP16	Incorporate climate change resiliency into all facility planning efforts.	SB, TA, PW, FD, PD, CML, RD, RC	ongoing	High	Low	Consultant, SRPC, NHCAW	Public Input Doc., Staff Conversations

#	Recommendation	Responsible Party(ies)	Target Date	Priority	Cost	Potential Partners	Page
F1	Maintain an itemized list of maintenance and repair needs for each facility.	CEO	ongoing	High	Low	PW, FD, PD, CML, RD, RC	Public Input Doc., Staff Conversations
F2	Address critical repairs and maintenance at the Town Hall.	SB	2025-2030	High	High		12-14
F3	Renovate the Town Hall meeting space to increase size and functionality.	SB	2025-2030	Medium	Medium		12-14
F4	Relocate Town Clerk and Tax Collector services to the first floor of the Town Hall to optimize customer service.	SB, TA	2030	Low	Low	LUD, CTC, CEO	12-14, Public Input Doc., Staff Conversations
F5	Add fill and a retaining wall to improve safety in the Town Hall parking areas. Create an ADA accessible parking area on the building side of the driveway.	PW	2025	Low	High	Contractors	Public Input Doc., Staff Conversations
F6	Address critical repairs and maintenance at the Transfer Station.	PW	2025	High	Medium-High	Contractors	18-23
F7	Improve the appearance of Transfer Station and add signage.	PW	2025	Medium	Low		Public Input Doc., Staff Conversations
F8	Seek grant funding for improvements at all facilities.	SB, FD, PD, PW	ongoing	High	Minimal		
F9	Consider adding solar panels when retrofitting and developing new structures.	SB	ongoing	High	Medium-High		Staff Conversations
F10	Ensure the Emergency Operations Centers and sheltering locations are sufficiently equipped to handle emergencies.	FD	ongoing	High	Minimal-High	PD	28
F11	Mitigate water damage at Chesley Memorial Library.	SB, CML	2025	High	Medium-High		42
F12	Close the former Landfill at the Transfer Station.	SB	2026	High	Very High	PW, NHDES	22
F13	Close the Lagoon at the Transfer Station.	SB	2026	High	Very High	PW, NHDES	22
F14	Purchase land for a new Police Station.	SB	2026	High	Very High	PD	29-31
F15	Purchase land for a new Fire Station.	SB	2030	High	Very High	FD	36-38



F16	Construct new Police Station.	SB	2027	High	Very High	PD	29-31
F17	Construct new Fire Station.	SB	2031	High	Very High	FD	36-38
F18	Renovate Narrows Station.	SB	2031	High	Very High	FD	36-38
F19	Increase funding for maintenance and repairs for facilities.	SB, BC	2025	High	High		13-14, 20-22, 28, 34
F20	Maintain competitive wages and benefits for Town employees.	SB	ongoing	High	High	TA	Public Input Doc., Staff Conversations
F21	Invest in a part time grant-writer to help identify and apply for grants for Town facilities and services.	SB	2025	Low	Low-Medium	SRPC, Consultant	
F22	Fund a full-time Code Enforcement Officer (separate position from the Building Inspector).	SB	2025	Low	High		14, Public Input Doc., Staff Conversations

#	Recommendation	Responsible Party(ies)	Target Date	Priority	Cost	Potential Partners	Page
C1	Expand, maintain, and advertise the Town calendar. Add dates of events, program registration, board, commission, and committee meetings, and other important dates.	SB	2025	High	Minimal	RC, RD, CML	Public Input Doc., Staff Conversations
C2	Create an online schedule and procedures for scheduling and renting Town-owned facilities.	TA, SB	2024	High	Minimal	RD, RC, CML	Public Input Doc., Staff Conversations
C3	Improve the function and user-friendliness of the Town's website and ensure information about all municipal recreation programs and events is on the website.	SB	2025	High	Medium	Consultant	Public Input Doc., Staff Conversations
C4	Create infographics to document and educate about facility usage.	RD, RC, CML, PW	2025	Low	Low	Consultant	Public Input Doc., Staff Conversations
C5	Create and distribute factsheets about Town budgets and taxes.	SB, BC	2025	Medium	Minimal-Low		9-10, Public Input Doc., Staff Conversations
C6	Enhance advertising of Library services.	CML	2025	Medium	Low		41, Public Input Doc., Staff Conversations
C7	Educate the community about warming and cooling centers.	FD, SB	ongoing	High	Minimal	PD, SRPC, Consultant	28
C8	Improve communication and education about the municipal budget and where tax revenues go.	SB, BC	ongoing	High	Minimal		9-10, Public Input Doc., Staff Conversations
C9	Engage the community in developing the municipal budget.	SB, BC	ongoing	High	Minimal	TA	9-10, Public Input Doc., Staff Conversations
C10	Improve Warrant Articles and outreach about them to ensure that the public is aware of the tax implications of proposed initiatives.	SB	ongoing	High	Minimal	TA, BC	9-10, 30, Public Input Doc., Staff Conversations

#	Recommendation	Responsible Party(ies)	Target Date	Priority	Cost	Potential Partners	Page
01	Continue to participate in Mutual Aid for Fire & Rescue Department.	FD, SB	ongoing	High	No cost		33-34
02	Develop a strategy to digitize records that would reduce paper storage needs, safeguard records, and increase accessibility to records.	SB	2025	High	Low-Medium	All departments	13-14, 29-30
03	Continue to collaborate with NES and CBNA to maximize residents' access to spaces and recreational areas within the town.	RD, RC, CC	ongoing	High	Minimal	SB, NES, CBNA	Public Input Doc., Staff Conversations
04	Continue to monitor water quality at the Library.	CML	ongoing	High	Minimal	CML	42
05	Reinstate former committees: Economic Development Committee, Transfer Station Advisory Committee, and Highway and Facilities Advisory Committee	SB	2025	High	Minimal	LUD, PW, BI	8



## Potential Funding Sources

Agency/Organization	Grant/Program Name	Solid Waste Management	Emergency Management/Public Safety / Hazard Mitigation	Historic Preservation / Conservation	Brownfield Cleanup	Link
NH Dept. of Safety, Bureau of Emergency Medical Services Preparedness Topics Grant List	NA - list of multiple grants		X			<a href="https://www.nh.gov/safety/divisions/fstems/emsp/preparedness/preparedlinksgrants.html">https://www.nh.gov/safety/divisions/fstems/emsp/preparedness/preparedlinksgrants.html</a>
Northeast Resource Recovery Association Grant List	NA - list of multiple grants	X				<a href="https://www.nrrarecycles.org/grant-opportunities">https://www.nrrarecycles.org/grant-opportunities</a>
USDA Rural Development	Solid Waste Management	X				<a href="https://www.rd.usda.gov/programs-services/water-environmental-programs/solid-waste-management-grants">https://www.rd.usda.gov/programs-services/water-environmental-programs/solid-waste-management-grants</a>
US Environmental Protection Agency	Solid Waste Infrastructure for Recycling Grant Program	X				<a href="https://www.epa.gov/infrastructure/solid-waste-infrastructure-recycling-grant-program">https://www.epa.gov/infrastructure/solid-waste-infrastructure-recycling-grant-program</a>
US Environmental Protection Agency	Brownfields Program				X	<a href="https://www.epa.gov/brownfields/grants-and-funding">https://www.epa.gov/brownfields/grants-and-funding</a>
NH Dept. of Environmental Services Federal Emergency Management Agency	Brownfield Cleanup Grant Hazard Mitigation Assistance		X		X	<a href="https://www.des.nh.gov/node/3936">https://www.des.nh.gov/node/3936</a> <a href="https://www.fema.gov/grants/mitigation">https://www.fema.gov/grants/mitigation</a>
Land and Community Heritage Investment Program	Land and Community Heritage Investment Program (LCHIP)			X		<a href="https://www.lchip.org/">https://www.lchip.org/</a>
New Hampshire the Beautiful	Recycling Grants	X				<a href="https://nhthebeautiful.org/municipal-recycling-and-storage-equipment-grants/">https://nhthebeautiful.org/municipal-recycling-and-storage-equipment-grants/</a>

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- <sup>1</sup> NH Department of Revenue. 2023 Municipal and Village Tax Rates.
  - <sup>2</sup> Ibid.
  - <sup>3</sup> Town of Northwood 2023 annual report
  - <sup>4</sup> Northwood Town Administrator Neil Irvine, Discussion, May 13, 2024
  - <sup>5</sup> Ibid.
  - <sup>6</sup> Town of Northwood 2023 annual report
  - <sup>7</sup> NH Municipal Association. The State of Recycling Markets in New Hampshire. 2020. <https://www.nhmunicipal.org/town-city-article/state-recycling-markets-new-hampshire>
  - <sup>8</sup> [https://www.epa.gov/system/files/documents/2023-03/2019%20Wasted%20Food%20Report\\_508\\_opt\\_ec.pdf](https://www.epa.gov/system/files/documents/2023-03/2019%20Wasted%20Food%20Report_508_opt_ec.pdf)
  - <sup>9</sup> Environmental Protection Agency. From Farm to Kitchen: The Environmental Impacts of U.S. Food Waste. <https://www.epa.gov/land-research/farm-kitchen-environmental-impacts-us-food-waste#:~:text=Food%20waste%20is%20the%20single,combusted%20municipal%20solid%20waste%2C%20respectively>
  - <sup>10</sup> [EPA. Preventing Wasted Food in Your Community: A Social Marketing Toolkit](#)
  - <sup>11</sup> Town of Northwood 2023 Annual Report
  - <sup>12</sup> Ibid.
  - <sup>13</sup> Town of Northwood 2024-2034 Capital Improvements Plan
  - <sup>14</sup> NH HSEM. What is a School Resource Officer? <https://www.pstc.nh.gov/publications/documents/res-officer-hsem.pdf>
  - <sup>15</sup> Town of Northwood 2024-2034 Capital Improvements Plan
  - <sup>16</sup> Town of Northwood Website
  - <sup>17</sup> Ibid.
  - <sup>18</sup> Town of Northwood 2023 Annual Report
  - <sup>19</sup> Ibid.
  - <sup>20</sup> Ibid.
  - <sup>21</sup> Ibid.
  - <sup>22</sup> Ibid.
  - <sup>23</sup> Ibid.
  - <sup>24</sup> Ibid.
  - <sup>25</sup> 10/25/23 Public Safety Facility Committee Meeting
  - <sup>26</sup> Town of Northwood 2023 Annual Report
  - <sup>27</sup> Northwood Historical Society <https://sites.rootsweb.com/~nhnhs/About.html>
  - <sup>28</sup> Trina Carlson, Northwood Historical Society, Email correspondence, May 30, 2024.
  - <sup>29</sup> Ibid.
  - <sup>30</sup> NESDC Sau #44 Northwood, NH Year 2023-24 Enrollment Projection Report.
  - <sup>31</sup> Ibid.

APPENDIX A – Town-Owned Property

<b>Town of Northwood</b>							
<b>Schedule of Town Property - 2023</b>							
(As of December 6, 2023)							
	<u>Map</u>	<u>Lot</u>	<u>Sub</u>	<u>Street #</u>	<u>Street</u>	<u>Acres</u>	<u>Value</u>

**Municipal Buildings**

Community Hall	212	1	0	135	MAIN ST	0.38	\$285,200
Bryant Library - NHS Museum	216	39	0	76	SCHOOL ST	0.76	\$267,300
Narrow's Fire Station	216	48	0	85	MAIN ST	1.73	\$350,900
Police Department	217	47	0	1020	FIRST NH TURNPIKE	2.63	\$336,200
Ridge Fire Station	221	44	0	499	FIRST NH TURNPIKE	0.15	\$319,000
Town Hall	222	1	0	818	FIRST NH TURNPIKE	2.1	\$621,200
Highway Dept Building & Recycling Center	222	39	0	23	TOWN WORKS WAY	40	\$516,800
Chesley Memorial Library	234	71	0	8	MOUNTAIN AVE	0.49	\$635,300
East End Fire Station	234	82	0	197	FIRST NH TURNPIKE	0.04	\$11,800

**Parks, Recreation Facilities and Beaches**

Mary Waldron Park and Beach	105	43	0	416	BOW LAKE RD	0.15	\$443,900
Northwood Lake Beach	109	28	0	57	LAKESHORE DR	3.6	\$1,088,200
Northwood Lake Beach Parking Area	109	32	0		LAKESHORE DR	0.36	\$117,100
Land; Beach Area	122	40	0		SHORE DR	0.38	\$295,300
Bennett Bridge Town Beach	210	28	0	61	BENNETT BRIDGE RD	0.1	\$516,300
Northwood Athletic Fields	222	27	0	611	FIRST NH TURNPIKE	24	\$202,600
Woodman Park - Lucas Pond	244	57	0		LUCAS POND RD	3.4	\$641,500

**Cemeteries**

Clough Cemetery	101	2	0		JENNESS POND RD	0.16	\$0
Gray Cemetery	101	19	0		OLD BARNSTEAD RD	0.03	\$0
Fairview Cemetery	215	23	0		YE OLDE CANTERBURY	1.6	\$0
Samuel Johnson Cemetery	216	20	0		MAIN ST	0.01	\$0
Canterbury Road Cemetery	216	41	0		OLDE CANTERBURY RD	0.48	\$0
Ridge Cemetery	221	43	0		FIRST NH TURNPIKE	2.3	\$0
Harvey Lake Cemetery	223	11	0		FIRST NH TURNPIKE	1	\$0
Pine Grove Cemetery	231	41	0		ROCHESTER RD	5	\$0
East Cemetery	234	70	0		MOUNTAIN AVE	2.1	\$0

**Town Forests**

Giles Lot	235	40	0		UPPER DEERFIELD RD	29	\$395,700
Parsonage Lot	236	9	0		WINDING HILL RD	196	\$179,700
Deslauriers Lot	242	20	0		MOUNTAIN AVE	24	\$42,800

**Town Forests - School Lots**

Land	244	2	0		LUCAS POND RD	0.95	\$107,700
Land	244	3	0		LUCAS POND RD	0.92	\$107,500
Land	244	4	0		LUCAS POND RD	0.94	\$107,600
Land	244	5	0		LUCAS POND RD	0.96	\$107,700
Land	244	6	0		LUCAS POND RD	0.98	\$107,900
Land	244	7	0		LUCAS POND RD	0.97	\$107,800
Land	244	8	0		LUCAS POND RD	0.98	\$107,900
Land	244	9	0		LUCAS POND RD	1	\$108,000
Land	244	10	0		LUCAS POND RD	1.1	\$108,500
School Lot	244	11	0		LUCAS POND RD	23	\$159,300
Upper Camp Road roadway	244	42	0		LUCAS POND RD	102	\$1,700



**Town of Northwood  
Schedule of Town Property - 2023**

(As of December 6, 2023)

**Map Lot Sub Street # Street Acres Value**

**Conservation Land**

Land	109	21	0		FIRST NH TURNPIKE	0.88	\$17,300
Land	109	22	0		FIRST NH TURNPIKE	3.3	\$310,400
Land	109	23	0		FIRST NH TURNPIKE	0.27	\$4,900
Land	109	24	0		FIRST NH TURNPIKE	0.95	\$5,900
Land	215	48	0		SCHOOL ST	1.9	\$49,000
Land; Acorn Ponds	221	40	1		FIRST NH TURNPIKE	69.96	\$129,500
Land	222	30	0		FIRST NH TURNPIKE	101	\$260,200
Land	224	35	0		KELSEY MILL RD	0.91	\$67,100
Land; Yeaton Lot	238	6	0		WINDING HILL RD	58.86	\$112,100
Land; Brower Lot	238	16	0		WINDING HILL RD	10	\$33,100
Land; Manganaro Lot	240	2	0		WINDING HILL RD	8.3	\$31,000
Land; Lalish Lot	242	21	0		OLD MOUNTAIN ROAD	82	\$120,000

**Lucas Pond - School Lots**

Land	124	10	0		LOWER CAMP RD	0.17	\$17,100
Land; beach area	125	41	0		LOWER CAMP RD	0.38	\$167,300
Land; public way	125	49	0		LOWER CAMP RD	0.74	\$189,300
Land	125	69	0		LOWER CAMP RD	0.41	\$1,000
Land	125	70	0		LOWER CAMP RD	0.42	\$1,100
Land	125	71	0		LOWER CAMP RD	0.42	\$1,100
Land	125	72	0		LOWER CAMP RD	0.43	\$1,100
Land	125	73	0	R-O-W	LOWER CAMP RD	0.44	\$900
Land	244	50	0		UPPER CAMP RD	0.59	\$1,200
Land	244	51	0		UPPER CAMP RD	0.66	\$1,300

**Other Properties**

Land	107	4	0		LAKE SITES DR	0.03	\$33,600
Land	108	18	0		LAKESHORE DR	0.14	\$107,500
Land	109	98	0		FIRST NH TURNPIKE	0.13	\$22,500
Land	116	113	0		RITA CIRCLE	1.4	\$129,800
Land	117	8	0		RITA CIRCLE	1	\$82,200
Land	117	13	0		RITA CIRCLE	0.9	\$75,800
Land	122	5	0		ROADS	0	\$0
Land	122	63	0		HARVEY LAKE RD	0.14	\$22,900
Land	122	72	0		PINE ST	0.11	\$13,100
Land	122	80	0		OAK ST	0.34	\$17,200
Land; old road	123	48	0		ELM ST	0.11	\$13,100
Land	124	20	0		ROADS	0.57	\$1,300
land	207	21	0		LONG POND RD	0.28	\$17,900
Land	212	72	0		OLDE CANTERBURY RD	13.2	\$21,700
Land;Building	216	15	0		OLDE CANTERBURY RD	0.9	\$178,000
Land; Historical Society lease; old post office	216	56	0		MAIN ST	0.37	\$104,000
Land	216	69	0	50	OLDE CANTERBURY RD	8.88	\$129,200
Land	218	13	1		PENDER ROAD	2.16	\$1,400
Land	219	17	0		STRAFFORD TOWN LINE	3.67	\$7,300
Building	222	33	12	8	THOMPSON DR	0	\$52,300
Land	222	60	0		BOW LAKE RD	1.7	\$76,300
Land; oopen space	228	23	0		BLAKES HILL RD	9.25	\$0
Land	234	9	1		FIRST NH TURNPIKE	0.87	\$134,000
Land - Town Water Hole	234	36	0		FIRST NH TURNPIKE	0.17	\$47,900
Land; road	234	41	14		DAVLYNN DRIVE	1.9	\$0
Land; road and drainage	234	43	0		MASTEN DRIVE	3.05	\$0

**Town of Northwood**  
**Schedule of Town Property - 2023**

(As of December 6, 2023)

	<u>Map</u>	<u>Lot</u>	<u>Sub</u>	<u>Street #</u>	<u>Street</u>	<u>Acres</u>	<u>Value</u>
Land; old road	235	36	0		UPPER DEERFIELD RD	0.21	\$80,900
Land	241	2	0		DEERFIELD TOWN LINE	0.5	\$1,300
Land; road	244	33	6		TWOMBLY DR	0	\$0
<b>TOTAL TOWN PROPERTY</b>						870.72	\$11,291,500

# NORTHWOOD FIRE-RESCUE

85 Main Street

Northwood, NH 03261

*Mark W Tetreault, Fire Chief*

*Gregory S. LeBlanc, Deputy Chief*

Business Phone (603) 942-9103, Fax (603) 942-9104

Emergency 9-1-1

## "Neighbors, Forever Ready"

Issues with the Narrows fire station:

Feb 20,2023

Space! Currently the Narrows Fire Station is full beyond capacity. There is simply no space for additional, or larger apparatus. During the Summer some apparatus is parked outside. During the winter things like the boat, the forestry truck and the UTV are stored indoors. Our forestry truck is stored with the tires deflated so it will fit in our east end building. Are boat and UTV are stored in the narrows but are not ready for immediate response. In the Narrows are Ambulance and Rescue truck are parked with in and inch of touching each other. If Ambulance 1 is at the narrows the rear bumper of the ambulance goes under the bumper of the rescue truck and you still cannot walk in from of the ambulance. Engine 2 is parked with no room to walk around the back as it is nearly touching the wall and just enough space to walk around the front. Our Forestry Jeep is parked outside year-round.

The Fire Chiefs office is in the mezzanine and has 6-foot ceilings, Fortunately the Chief is under 6' but anyone over six feet will bang their head. The fire chief's office is not handicap accessible and there is no private areas to hold meetings with members of the public. Our fire prevention /training officer has no office space, there is no private areas to discuss personnel matters with employees. If the fire prevention officer needs to review plans the only place to do that is on the kitchen table. Expensive equipment such as our \$40,000 breathing air compressor is stored in the apparatus bay where it is subject to road salt from the apparatus, and wash water over spray. Ideal this compressor should be installed in a clean area. There is no room to store our personal protective clothing, this gear (\$7,000 a set) it out and exposed to road salt, wash water over spray and exposed to sunlight. We have no room for essential items like a gear dryer, equipment washer, etc...

We only have one bathroom with not room for a second, even sometimes when there is just 2 people working a single bathroom can be problematic. On meeting nights or when we have events at the station a single bathroom is inadequate. With more women entering the fire service the need for separate facilities for men and women has become a need and not a want. The bathroom is not handicap accessible. The bathroom is directly off our kitchen and as you can imagine is not always pleasant. The shower in the bathroom is desperate need to replacement.

Due to space restrictions we are limited on apparatus design, For example our new tanker could nor have an extended front bumper. An extended front bumper usually houses preconnected trash line and a front pump suction. We could not install speed lays, a speed-lay is a tray that allows us to load hose at ground level rather that 5-6 feet up on the truck. Due to space considerations we could not install side dump valves. Side dump valves make dumping the tank for rural water supply operations more efficient.

# **NORTHWOOD FIRE-RESCUE**

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## **"Neighbors, Forever Ready"**

There is no space for a "day room" A day room is typically an area for firefighters to relax after normal business and training hours. Not having a day room has a significant impact on recruiting and retaining career and part time staff.

We do not have a training room. When we have a training session, we must move apparatus outdoors and set up chairs in the apparatus bay. In the winter apparatus parked outdoors must be left running to prevent from freezing.

There is insufficient space to decontaminate fire/medical equipment and PPE The only slop sink we have is in the apparatus bay and it is just a 2-3 feet from apparatus.

There is no locker room where staff can store spare uniforms and personal items, or a private place to change cloths. Part-time staff are forced to transport toiletries, uniforms etc... each time they come to work.

The roof on the station is in desperate need of replacement. Although we could simply replace the roof, but it would be a shame to do so only to rip it off to accommodate any addition or modification to the building. The cost to replace the existing roof is estimated to be more than \$25,000. The roof has been repaired numerous times and we are at the point where the roof just needs to be replaced. With all the leaks over the years it is more likely than not that we will find areas where the wood has rotted and needs to be replaced as well.

The septic system is showing signs of failure, The system was installed in 1984 and is likely reaching the end of life. Currently we are pumping the system more often and that seems to be working for now. However, there is a continuous odor of septic in the apparatus bay.

The vinyl siding, much of which was installed in 1984, is very brittle and failing in many areas. The siding will need to be replaced soon. Again it would be a shame to do so only to strip it off to accommodate any renovation or modification.

The building was not equipped with a diesel extraction system until just recently. The system was designed to accommodate any addition or modification to the building. The new system was funded by a grant from the assistance to firefighter's grant program.

The building is not equipped with a functioning fire alarm system. Fortunately, we received a grant from the assistance to firefighters grant program to install a new fire alarm system. The new fire alarm system will be installed shortly. The control panel has been designed and specified to accommodate any addition or modification to the building.



# **NORTHWOOD FIRE-RESCUE**

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Emergency 9-1-1

## **"Neighbors, Forever Ready"**

The building is not equipped with a sprinkler system. Since the building houses over \$2 million worth of apparatus and equipment, and staff are in the building 24/7 it would seem prudent to have a sprinkler system installed.

Neither fire station is appropriate to accommodate the emergency operations center. Currently the emergency operations center is the town hall, again not completely appropriate either but it is what we have.

Currently our bunk rooms are not heated. The bunk rooms are passively heated from a wall heater in the kitchen. In order to circulate warm air, the bunk room doors must be left open. This is obviously not ideal when housing members of the opposite genders together. Our bunk rooms are only able to accommodate 2 people comfortably. In an emergency we can house 4 if we use the top bunks. This is very limiting and prevents us from exploring options like a live in student program to augment staffing.

Although we make every effort to maintain the building we cannot make more space to meet the needs of the facility with our expanding the foot print. Should the town approve an addition to the building, it is our opinion that the Narrows facility could be a good Headquarters facility for the foreseeable future.

The Narrows Fire Station is the only public Safety Building where our staff live and work 24/7. Firefighters, work, and sleep in the building. Our staff work 24-hour shifts where the Ridge Fire Station is basically a storage building and staff for other departments typically work an 8-hour shift. Obviously when a new Ridge facility is constructed, we should plan for future needs and construct the building to accommodate career staff.

# CHESLEY MEMORIAL LIBRARY

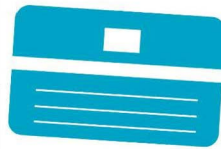
## · BY THE NUMBERS ·

2023



5,294

LIBRARY VISITORS



135  
NEW CARDS  
THIS YEAR

2,197

LIBRARY CARDHOLDERS



MOST POPULAR  
LIBRARY OF THINGS:  
COTTON CANDY MACHINE  
POPCORN MAKER  
HOT DOG STEAMER



19,807

ITEMS CHECKED OUT  
(PRINT, MEDIA, AUDIO)



531

PUBLIC ACCESS  
COMPUTER SESSIONS



396

INQUIRIES MADE TO  
LIBRARY STAFF



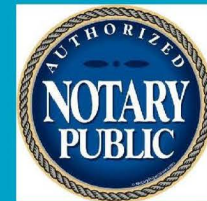
2,622

PEOPLE ATTENDED A  
PROGRAM OR EVENT



331

DOCUMENT SERVICES  
PROVIDED



80

NOTARY SERVICES  
PROVIDED

CHESLEY MEMORIAL  
LIBRARY



8 Mountain Ave.  
Northwood, NH 03261  
[www.chesleylib.com](http://www.chesleylib.com)