

Chapter VII Community Facilities

Introduction

Historically, rural communities in New Hampshire have had very few community services. In many cases, these services were limited to only a Town Hall and public school. However, as the population of New Hampshire increased, more services were added to meet the needs of the citizenry. Today, communities are expected to provide police protection, fire protection, as well as highway crews, recreational facilities, and professional staff to manage the daily operations of Town government.

Henniker is unique in the makeup of its community. It is a rural town, but is impacted by its proximity to Concord, and by two main attractions that draw large numbers of people into the community. The first attraction is New England College. The location of the College is beneficial to the Town – culturally, economically, and demographically – but it also increases the population of the Town, and consequently the level of services the Town provides. The second attraction is Pat’s Peak Ski Area. The ski area has peak access times during the winter months, with a special emphasis on weekends, holidays, and school vacation weeks. Because of these factors, the community facilities and services offered by Henniker are not always easily comparable to the abutting communities or the region. The Town is enriched by having these two entities in its community and feels the services provided are equally enjoyed among all residents.

The purpose of this Chapter is to inventory and assess current town facilities, identify publicly sponsored programs, identify and assess the adequacy of existing equipment, and to also identify current and long-term staffing needs. In order to provide services in an efficient and effective manner to meet the needs of the community, the Town must assess its current and future needs in order to anticipate future demands and services for the various Departments. By having community facilities that are up-to-date, responsive to residents needs, and operating in the most effective and efficient manner, Henniker will be able to retain its small-town essence while providing high-quality amenities to its residents and businesses.

Goals and Objectives

Goals and objectives in any plan are intended to provide a policy framework and direction to the plan. Goals are general statements of ideal conditions. Objectives describe desirable projects and programs that will help to achieve the goals. Strategies are steps that need to be taken in order to reach an objective.

Goal – To have all community facilities in Henniker meet the current and future needs of the community in an efficient, safe and effective manner.

Objective – Increase public education, involvement and participation in the various community facilities and Departments in Town.

Strategies:

1. Regularly schedule and publicly notice meetings to encourage public involvement, participation, and input on the various Town Departments.
2. Continue to coordinate with New England College for Town services.
3. Increase public awareness about fire, police, and highway safety by working with local schools, civic organizations, and businesses.
4. Solicit the community for volunteers, with a special emphasis on New England College and the business community, to participate in various Town programs and Departments.
5. Educate the public about the services and programs offered by each Town Department.
6. Ensure that all Committees and Boards comply with the New Hampshire Right to Know Law.
7. Regularly hold Town-wide Department meetings to increase communication and coordination between the various Town Departments.

Objective – Continue to plan for the development of new community facilities that will fill a need within Town.

Strategies:

1. Research the need and feasibility of community facilities that currently are not located in Town – i.e. pool, public beach, theater, etc.
2. Create a reuse plan for the Town-owned Masonic Hall that incorporates public input and needs, while maintaining the historic characteristics of the building.

Objective – Proactively plan and budget to ensure that Town Departments are well staffed and have adequate facilities for the future.

Strategies:

1. The Town should create appropriate capital reserve funds for various Departments to help offset the anticipated cost of equipment and facility expansion in order to ensure that there is funding available.
2. It is important that staffing levels are adequate to effectively maintain Town services. There should be an analysis done every year to ensure that the Town Departments have enough staff to maintain the quality of services.
3. Work with New England College to ensure that planned expansions will be adequately serviced by existing Town facilities and services.
4. Research alternative financing options, besides taxes, to help pay for Town Department staff, facilities, equipment, and programs.

Community Survey Results

A Master Plan Community Survey was distributed to all residential households and non-residential landowners in October 2000. Approximately 1,500 surveys were mailed out with 495 surveys being returned, resulting in a 33% response rate. The following survey question relates to this Chapter.

How would you rate the current adequacy of the following services?

Municipal Services	Good	Fair	Poor	N/A
Access to Public Waters	210	113	84	49
Animal Control	245	116	38	55
Building Code Enforcement	188	113	28	95
Cemetery Care	303	59	1	91
Fire Protection	415	24	2	27
General Recreation	250	132	58	23
Historical Preservation	304	111	18	27
Land/Wetland Conservation	229	128	36	54
Library	351	72	18	20
Planning and Zoning	178	159	38	62
Police Protection	355	77	12	21
Recreational Trails	242	141	35	36
Recycling	323	96	32	14
Rescue Squad	409	22	3	28
Road Maintenance	241	175	50	5
Schools-Henniker Community School	298	67	8	71
Schools-John Stark Regional High School	196	110	37	96
Snow Removal	329	100	19	20
Speed Limits	307	114	38	5
Sidewalks	168	194	74	25
Town Administration	237	142	13	49
Town Sewer	200	46	5	184
Town Water	213	43	8	170
Traffic Control (lights, signs, etc.)	206	164	72	14
Trash Disposal	239	75	29	100
Youth Recreation	171	112	60	94

According to the survey responses, the three areas in which the Town has room to improve its services include recreation (access to public water and youth recreation), transportation (sidewalks and traffic control), and Planning and Zoning.

Discussion of Population Trends and Impacts on Community Facilities

Understanding population trends is crucial to establishing service priorities for municipal departments, as well as trying to predict future stresses on community infrastructure.

The population of Henniker has grown from 2,348 in 1970 to 4,433 individuals in 2000. This represents an increase of 88.8%. Based upon these trends over the past 30 years, it is estimated that Henniker will grow to a total population of roughly 5,170 individuals by 2020. This represents a 16.6% increase over the current population of the community.

<u>Year</u>	<u>Population</u>
1970	2,348
1980	3,246
1990	4,151
2000	4,433
2010 (projected)	4,628
2020 (projected)	5,170

The 1970-2000 figures are US Census population counts and the 2010-2020 projections are from the New Hampshire Office of State Planning, which were calculated before the 2000 Census information was available. The population projection estimates are based on a community's historical share of its respective county's growth. The figures can only serve as an estimate of what may occur over the next twenty years. By reviewing population projection for the Town of Henniker, the various Town Departments and elected officials can better plan and budget for anticipated future needs.

Highway Department

The role of the Henniker Highway Department is to maintain town roadways and make improvements that are necessary to provide safe and convenient travel. Maintenance duties of the Department include road grading, paving, snow removal, drainage improvements and other repairs, as they are needed. The Department purchases equipment as approved at Town Meeting and performs most repair and maintenance in-house at the Town garage.

Comparison with Other Communities

Compared to abutting communities, the Highway Department has the third highest number of Town-owned miles of highway to maintain per employee, with the lowest Highway Department expenditure per mile.

Comparison of Neighboring Highway Department Statistics

Town	Population 2000	Miles of Town- Owned Roads 1998 Class V	Total Highway Expenditure 2000	Highway Dept. Expenditures Per Mile, 2000	# of Highway Dept. Employees 2000	# of Town- Owned Miles per Highway Dept. Employee 2000
Henniker	4,433	74.136	\$486,468	\$5,164	6	12.36
Deering	1,875	47.400	\$273,445	\$5,769	4	11.85
Hillsborough	4,928	62.433	\$540,627	\$8,499	5	12.49
Bradford	1,454	46.898	\$432,600	\$5,736	5	9.38
Warner	2,760	62.574	\$508,228	\$8,122	6	10.43
Hopkinton	5,399	78.066	\$688,055	\$7,662	7	11.15
Weare	7,776	90.00 (aprox.)	\$685,000	\$7,611	14	6.43

Source: 2000 Census, NHDOT 1998 Town Mileage Report, 2000 Town Reports

Facility and Equipment Needs

The Highway Department facility is located at Ramsdell Road and is approximately 5,904 square feet in size, which includes the office area, garages, and salt storage. The Department is looking towards the immediate future and the purchasing of two new pieces of equipment, as can be seen in the table below. Also, within the next 5-10 years it is anticipated that the salt storage facility will need to be replaced.

Inventory of Highway Department Equipment

Make/Model	Description	Year	Miles/Hour	Condition	Expected Service Life	Est. Year to Replace	Est. Cost to Replace
Ford 655-A	Back-hoe /Loader	1989	4,200 hrs	Fair to Poor	15 Year	2017	75,000
Chevy 2500	Pick-Up Plow	1990	106,000 miles	Poor	8 Year	2010	29,000
Ford L Series	Dump, Plow, Sander	1986	89,000 miles	Good to Fair	12 Years	2003	80,000
International S Series	Dump, Plow, Sander	1989	72,000 miles	Good to Fair	13 Years	2004	80,000
Ford F-350	Pick-up, Plow	1995	46,000 miles	Good	8 Years	2005	32,000
Toyota Skid Steer	Blower, Forks, Broom	1990	3,500 miles	Good	15 Years	2006	30,000
Freightliner FL-112	Ten-Wheel Dump Truck	2001	11,000	Excellent	12	2013	135,000
Freightliner FL-80	6x6 Dump Truck	2000	9,000	Excellent	12	2014	125,000
International 4800	6x6 Dump Truck	1993	61,000	Good	12	2005	125,000
CAT 938-F	Front-End Loader	1995	4,000 hours	Good	15	2010	180,000
John Deer 772-CH	Motor Grader	1998	3,400 hours	Good	15	2013	200,000
Bandit	Brush Chipper		1,500	Good	15		30,000
	5-Ton Utility Trailer	1991		Good	15		3,000

Source: Henniker Public Works Department, 2001

Staffing Needs

The Highway Department currently has 6 full-time employees and there are no anticipated staffing needs for the next five years.

Issues, Goals, Recommendations

Issue: The services that the Highway Department oversees are expected, by the residents, to be provided by the Town.

Goal: To have the Highway Department meet all of the current and anticipated needs of the community in an effective, efficient, and safe manner.

Recommendations:

- Over the next ten years it is anticipated that the Highway Department will have to acquire new equipment and replace existing equipment in order to meet the needs of the community. The Town should create a Highway Department capital reserve fund to help offset these anticipated costs and ensure that there is adequate funding available for such purchases.
- As more development occurs in Henniker and new roads are built and accepted by the Town, the demands on the Highway Department will continue to increase. It is important that staffing levels are adequate to effectively maintain Town roads. There should be an analysis done every year to ensure that the Highway Department has enough staff to maintain all existing and proposed Town roads.
- Regularly schedule and publicly post meetings to encourage public involvement, participation, and input on highway and transportation safety issues.

Fire Department & Rescue Squad

The Henniker Fire Department was incorporated in 1899 and the Rescue Squad was founded in 1969. These two Departments provide fire and emergency medical services to all residents and businesses in Henniker, public education on fire prevention and CPR, life safety inspections, and have personnel who are specially trained in water rescue, high angle rescue, and dive rescues.

Calls for Service

Since 1990, the volume of work the Fire Department and Rescue Squad has responded to has increased, as can be seen below. The number of calls for service for the Fire Department and Rescue Squad has increased by 41.6% since 1990, to over 545 calls per year in 2000.

Calls for Service 1990 - 2000

Year	Total Calls for Service
1990	385
1991	361
1992	389
1993	416
1994	376
1995	453
1996	468
1997	501
1998	602
1999	557
2000	545

Source: 1990-2000 Henniker Town Reports, Rescue Squad and Fire Department Personnel

Response Time

Response time is a critical component of providing effective emergency services. Currently, the average response time is approximately 5.34 minutes for general Fire Department calls. There is no estimated average response time for the Rescue Squad. As response time to emergency calls increases, the likelihood of increased property damage or loss of life increases. It should remain a priority of the Fire Department and Rescue Squad to keep their response time as low as possible.

Comparison with Other Communities

As compared with neighboring communities, the Fire Department and Rescue Squad have a low to average volume of calls with a similar number of staff/volunteers. They also have an average cost per call and an average number of calls per fire fighter and rescue squad staff/volunteers.

Cost per Call 2000

Town	Total Number of Calls	Total Budget Expended for Fire Department and Rescue Squad *	Cost Per Call
Henniker	545	\$106,555	\$195.51
Deering	53	\$45,575	\$859.91
Hillsborough	706	\$84,627	\$119.87
Bradford	224	\$120,483	\$537.87
Warner	436	\$96,884	\$222.21
Hopkinton	1,594	\$152,242	\$95.51
Weare	738	\$147,326	\$199.63

Source: 2000 Town Reports

* Total budget minus revenue

Calls per Capita 2000

Town	2000 Population	Total Number of Calls for Fire and Rescue	Calls Per Person
Henniker	4,433	545	.12
Deering	1,875	53	.03
Hillsborough	4,928	706	.14
Bradford	1,454	224	.15
Warner	2,760	436	.16
Hopkinton	5,399	1594	.30
Weare	7,776	738	.09

Source: 2000 Census, 2000 Town Reports

Calls per Fire Fighter and Rescue Squad Staff/Call Personnel 2000

Town	Total Number of Calls for Fire and Rescue	Number of Staff/Call Personnel	Calls per Staff/Volunteers
Henniker	545	46	11.9
Deering	53	22	2.4
Hillsborough	706	34	20.8
Bradford	224	58	3.9
Warner	436	N/A	N/A
Hopkinton	1,594	52	30.7
Weare	738	49	15.1

Source: 2000 Town Reports

Review of Facility Needs

The Fire Department and Rescue Squad are located at 46 Maple Street, which has approximately 10,240 square feet of office and garage space. The facility was built in 1994 and is designed to meet the needs of the community for the next 15 years.

Review of Fire Department Staffing Needs

As of 2001, the Fire Department and Rescue Squad have 2 paid staff and 46 on-call paid staff (35 fire, 20 rescue, and 9 that do both). Call personnel recruitment and retention is the most pressing staff need of both Departments at this time.

Review of Equipment Needs

The Fire Department and Rescue Squad have a few equipment items that they anticipate having to replace within in the next couple of years, including a quint, an ambulance, and a defibrillator. The remaining equipment items will not need to be replaced until 2010.

Fire Department and Rescue Squad Equipment and Anticipated Replacement Date

Make/ Model	Type of Equipment	Year	Miles or Hours	Condition	Estimated Year to Replace	Estimated Cost to Replace
58 M1	Pumper	1991	2,215 miles	Good	2012	\$250,000
58 M2	Pumper	1980	26,114 miles	Fair	2003	---
58 K1	Tanker	1999	194 hours	Excellent	2022	\$140,000
58 K2	Tanker	1983	19,730 miles	Good	2010	\$140,000
58 U1	Utility Truck	1998	286 hours	Excellent	2020	\$150,000
58 O1	Forestry Truck	2001	---	Excellent	2025	\$60,000
Extrication – Lukas	Tools	1993	---	Good	2008	\$15,000
58 X1	Ambulance	1998	28,359 miles	Good	2010	\$150,000
58 X2	Ambulance	1991	65,612 miles	Fair	2003	\$125,000
HP Codemaster	Defibrillator	1998	---	Good	2003	\$20,000
58L1	Quint	2002	---	---	2003	\$600,000

Source: Henniker Fire & Rescue Department, 2001

Issues, Goals, Recommendations

Issue: The services that the Fire Department and Rescue Squad provide are an expected and necessary service to be offered by the Town.

Goal: The Fire Department and Rescue Squad should meet all of the current and anticipated needs of the community in an effective, efficient, and safe manner.

Recommendations:

- Institute Planning Board Review with the Fire Chief for all proposed developments to insure that proper fire fighting considerations are made in the proposals.
- Continue to utilize the Capital Reserve Account for replacing or purchasing emergency medical response and fire fighting equipment and vehicles, which will help stabilize the tax rate and ensure funding.
- Response time should be monitored for Fire and Rescue calls. If large increases in response time are observed, methods to reduce response time should be reviewed and considered.
- Continue public awareness about fire safety and prevention by working with local schools, civic organizations, and businesses.

Police Department

The Mission statement of the Police Department is as follows:

“In cooperation with the people of Henniker and in partnership with other public and private agencies, to assume a leadership role through a problem solving approach to preventing crime and disorder, reducing citizen fear of crime, providing for the safe and efficient flow of traffic, providing a variety of non-criminal activities, and improving the quality of life as we work together to make Henniker truly New Hampshire’s outstanding ‘all-American town’.”

From 1990 to 2000, the Police Department has had a fairly constant activity level, which can be seen below.

Summary of Police Activity, 1990-2000

Year	Motor Vehicle Accidents	Dispatch Calls
1990	97	
1991	103	26,217
1992	108	18,646
1993	97	17,958
1994	101	18,246
1995	107	19,517
1996	116	18,574
1997	100	19,819
1998	87	21,370
1999	86	22,193
2000	98	20,445

Source: Henniker Town Reports, 1990-2000

Comparison with Other Communities

One common technique used to measure the efficiency of a Police Department is cost per report filed. As compared to all abutting communities, Henniker has the second highest cost per report filed. One reason for a higher than average cost per call is that Henniker maintains full-time Police Department coverage 24-hours a day, which is not the case in some of the abutting communities.

Police Department Cost per Reports Filed 2000

Town	Total Number of Reports Filed	Total Budget Expended	Cost Per Call
Henniker	5,098	\$581,224	\$114.21
Deering	1,238	\$134,555	\$108.69
Hillsborough	4,274	\$671,685	\$157.16
Bradford	6,764	\$174,224	\$25.76
Warner	8,257	\$241,100	\$29.00
Hopkinton	4,077	\$390,431	\$95.76
Weare	N/A	\$121,955	N/A

Source: 2000 Town Reports

Another technique used to compare the workload of the Department versus other communities is the number of reports filed per capita. The Henniker Police Department has a rate of approximately 1.15 reports filed per person, which is in the middle range of per person reports filed for abutting communities.

Police Department Reports Filed per Capita, 2000

Town	Population	Total Number of Reports Filed	Reports Filed Per Person
Henniker	4,443	5,089	1.15
Deering	1,875	1,238	0.66
Hillsborough	4,928	4,274	0.87
Bradford	1,454	6,764	4.65
Warner	2,760	8,257	2.99
Hopkinton	5,399	4,077	0.75
Weare	7,776	N/A	N/A

Source: 2000 Census, 2000 Town Reports

Reports filed per officer is also a common tool employed to measure the workload of police officers. For 2000, each Henniker officers handled an average of 391 reports filed each (full and part-time staff). This was lower than most of the number of reports filed per officer for abutting communities.

Reports Filed per Police Officer, 2000

Town	Total Number of Reports Filed	Number of Police Officers (Full- and Part-Time)	Reports Filed per Police Officer
Henniker	5,089	13	391
Deering	1,238	N/A	N/A
Hillsborough	4,274	14	305
Bradford	6,764	13	520
Warner	8,257	5	1651
Hopkinton	4,077	8	509
Weare	N/A	7	N/A

Source: 2000 Town Reports

Existing Facilities

The Police Department is currently located at 64 Western Avenue. It has an office area of 2,872 square feet and a garage of 728 square feet, for a total Department size of 3,600 square feet.

The Department anticipates that within the next five to ten years there will be a need for more space for offices, storage space, and space for storing evidence. It is possible to accommodate the need for additional storage space by making the second story of the existing station available. If that is not feasible, an addition or additions will have to be constructed to meet the future needs of the Police Department.

Review of Current and Future Equipment Needs

Most of the future equipment needs of the Department are based on a consistent replacement schedule, as can be seen below.

Police Department Equipment and Anticipated Replacement Date

Equipment	Year Purchased	Miles/Hours	Condition	Est. Year to Replace	Est. Cost to Replace
2001 Ford Cruiser	2001	2,400	Good	2005	\$22,500
2000 Ford Cruiser	2000	43,000	Fair	2004	\$22,500
1999 Ford Cruiser	1999	85,000	Poor	2003	\$22,500
2002 Ford Cruiser	2002	NA	Excellent	2005	\$24,000
Telephone System	1995	N/A	Good	2007	NA
Firearms (13) S&W M-4566	1991	N/A	Excellent	2011	\$6,500

Source: Henniker Police Department, 2001

Staffing Standards and Needs

The Henniker Police Department currently has a mix of part-time and full-time staff, as can be seen in the table below.

# of Employees	Job Title
1 Full-Time	Chief of Police
1 Full-Time	Sargent
1 Full-Time	Detective
1 Full-Time	Patrolman/Fire Arms Instructor
3 Full-time, 4 Part-Time	Patrolman
1 Part-Time	Parking Enforcement Officer
1 Part-Time	Animal Control Officer
2 Full-Time	Administrative Personnel

Source: Henniker Police Department, 2001

The Department is currently looking to hire one part-time Officer and it is anticipated that the Department will have to hire one additional full-time Officer to keep the same level of service that is currently being provided to the Town in 2002.

Issues, Goals, Recommendations

Issue: The services the Police Department provides to the residents and businesses of Henniker are seen as a public safety and community asset.

Goal: To have the Police Department meet all of the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- Continue to replace police cruisers on a regular schedule.
- Research the cost of purchasing the land located to the east of the existing police station for future expansion of the building and additional parking areas.
- Encourage the residents of Henniker to give feedback on the Department's performance to continue to improve its effectiveness.

School Department

The Henniker Community School is the public kindergarten through grade 8 school for the Town of Henniker. The school serves a 2001 student population of approximately 600 pupils at one common site. The Henniker Community School offers a broad curriculum and meets full approval status from the New Hampshire Department of Education.

The John Stark Regional High School is the public school for grade 9 through grade 12 for Henniker students. It is a regional cooperative school district, combining the students from the contiguous town of Weare and was established under NH RSA:195. The 2001 student population is 841 students, with approximately 1/3 coming from Henniker. Currently, the State of New Hampshire Department of Education conditionally approves the Regional School because of overcrowding. A building addition will be completed in 2003. This additional space will alleviate the overcrowding.

Staffing Levels

School staffing levels rise and fall with the anticipated student population levels each year. The following show the current and anticipated staffing levels of the Henniker Community School and the John Stark Regional High School.

Henniker Community School Staffing, 2001

# of Current Employees	Job Title
2	Principals/Assistant Principals
4	Specialists: Speech, OT, Psychologists
3	Secretaries
43	Teachers
28 (part-time)	Aides
6	Custodians
5	Cooks and Assistant Cooks
1 ½	Guidance
1	Nurse
1	Librarian
1½ (2001/2002 anticipated)	Art Teacher
½ (2001/2002 anticipated)	World Language Teacher

Source: Henniker School System Business Administrator, 2001

John Stark Regional High School Staffing, 2001

# of Current Employees	Job Title
3	Principal/Assistant Principal
1.80	Specialists: Speech, OT, Psychologists
9	Secretaries
66	Teachers
20	Aides (full and part-time)
7 ½	Custodians
4 ½	Cooks and Assistant Cooks
3 ½	Guidance
1	Nurse
1	Librarian
5 (2001 anticipated)	Teachers (regular and special ed.)

Source: Henniker School Business Administrator, 2001

Enrollment Figures

School Department needs, more than any other community facility, are dictated by the future population trends of a community. As the numbers of school-aged children rise and fall, staffing, facility, and operating projections need to be made and budgeted for. Because many of these expenses, such as an addition to a building, can take years to plan and finish, enrollment projections are vital to ensuring that adequate budgeting and planning are done. The following are the projected school enrollment figures through 2005.

Projected School Enrollment Figures, 2000-2010

Year	Henniker Community School	John Stark Regional High School *
2001	600	841
2002	576	857
2003	557	913
2004	531	938
2005	511	931

Source: Schoolhouse Consulting. *Henniker Population Study*. 11/14/00

* Approximately 1/3 of students are from Henniker

Facility and Equipment Needs

The Henniker Community School, which is located at 15 Western Avenue, is approximately 90,000 square feet in size. There are no immediate space needs that have been identified, although additions may be needed to accommodate any significant rise in future student population growth. The parking lot and playground sizes may also need to be addressed if there is a rise in student enrollment.

The John Stark Regional High School, which is located at 618 North Stark Highway in Weare, is approximately 88,000 square feet in size. An additional 34,000 square feet of classrooms and core facilities have been approved for construction, and will be completed in Spring 2003. With this addition, the school will be able to handle a maximum of 1,000 students. Even with this addition, the capacity of the school may be reached within 5-10 years. It is unknown whether the existing facility will be able to meet the future needs of the region, as the student body continues to grow.

Neither the Henniker Community School nor the John Stark Regional High School have any anticipated equipment purchases, other than the replacement of existing equipment. With John Stark's building expansion, existing equipment has been upgraded and additional equipment has been purchased to outfit and or upgrade the entire facility. The replacement of these items - computers, copiers, desks, etc - are budgeted for in the general equipment line item in the budget.

Issues, Goals, Recommendations:

Issue: Education is provided to all children in Town through the Henniker Community School and the John Stark Regional High School.

Goal: To have the Henniker Community School and the John Stark Regional High School meet all of the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- The School Board, working with administrative staff, should continuously review the staffing levels and needs of the School Department and make a concerted effort to preemptively meet identified needs.
- To reduce the tax impact of future school expansions, the School District should create and regularly contribute to a capital reserve fund. Such a fund could be used to help finance future land acquisition, design, and construction costs.
- The Town of Henniker should work with the Town of Weare to ensure that all future facility, staffing, and budgetary needs are met for the John Stark Regional High School.
- Town should research the feasibility and need for a high school located in Henniker.

Town Hall

The Town Hall is located in the southern part of the Village, just off of Route 114. There are nine Town Departments/Offices located in the Town Hall, which include the Health Officer, Planning and Zoning Boards, Selectmen, Zoning Compliance Officer, Town Clerk, Tax Collector, Human Services, and the Town Administrator.

Existing Space, Equipment, and Staff Needs

The Town Hall is approximately 210 years old and is on the National Register of Historic Places. The first floor was remodeled in 1974 to provide space for the District Court, which comprises half of the first floor of the Town Hall. The remaining half of the first floor is occupied by Town staff and offices. The Courtroom is utilized by the Town as a meeting room when the court is not in session. The current space for Town Departments is inadequate and there is no room on the first floor to expand, unless the District Court moves out of the Town Hall.

There are no anticipated staffing needs at this time for the Town Hall.

Issues, Goals, Recommendations

Issue: The services that the Town Hall provides are necessary to have a properly functioning Town government.

Goal: To have the service provided by the Town Hall meet all of the current and anticipated needs of the community in an effective, efficient, and responsive manner.

Recommendation:

- Review the space needs for each of the Town Hall Departments, including space for committee meetings and areas for citizens to do work and research, with Town staff and Departments.
- Research the alternatives for meeting Town Hall space needs, including utilizing the entire first floor of the Town Hall or relocating some of the Departments located in the Town Hall to other locations.

Tucker Free Library

The library is located at 11 Western Avenue, just west of Route 114. It was built in 1903 and manages to maintain a small town ambience while providing the latest in library materials and technology. The goal of the Tucker Free Library is to balance the library needs of all segments of the community by providing traditional services, along with the information services that meet the requirements of today's society. In addition to fulfilling the conventional role of Town Library, the Tucker Free Library accommodates visits from elementary school classes and works in cooperation with the New England College Library.

Since 2000, the Library has been using its newly installed automated circulation and card catalog system. It consists of twelve networked computers that provide up-to-the-minute information on all aspects of library statistics and usage. The following table highlights the circulation of library materials by patron type and material type, as tracked by the computer system.

Circulation by Patron Type*	
Adult Circulation	15,504
Juvenile Circulation	18,352
Total Circulation	33,856
Circulation by Material Type*	
Printed Matter Circulation	28,567
Audio Circulation	1,939
Video Circulation	3,092
Puzzles Circulation	258
Total Circulation	33,856
Total of Registered Card Holder Patrons	2,096

Source: Director, Tucker Free Library 12/01

* Figures do not represent entire 2000 year

In recent years, the volume and variety of materials the Library has to offer has increased significantly. Since 1990, the Library's collection has increased by approximately 11,642 items, or by nearly 66%. The current collection that the Library holds can be seen below.

Summary of Library Collection, 2000

Categories	Number of Items
Books	27,900
Audio Cassettes	545
Audio Books	1,291
Video Cassettes	545
Puzzles	178
CD's	15
Total	30,474

Source: Henniker 2000 Annual Report

The Library presents a variety of programs for both children and adults. Children's regularly scheduled programs include summer story times, reading initiatives, and a weekly Toddler Tales. Throughout the year, other programs focus on promoting reading and listening skills.

The most popular adult programs are the book discussion groups, held in cooperation with the New Hampshire Humanities Council. The Library also supports private discussion groups by supplying the requisite books through the Inter-Library Loan System.

Staffing Needs

There are currently one full-time Library Director, two part-time Assistant Librarians, two part-time Library Associates, and one part-time cleaning person. It is anticipated that an Assistant Librarian position will have to be upgraded to a full-time Assistant Librarian Director position in the next five to ten years.

Facility Space and Equipment Needs

The Library is over 90 years old and is structurally sound. The building encompasses approximately 8,816 square feet. Within the next five to ten years it is anticipated that the following items will need to take place to accommodate future program expansion:

- 1) Renovate attic space to accommodate book stacks and a computer study area,
- 2) Remodel basement / storage room to make it into a meeting room,
- 3) Renovate the sub-basement room to make it into a storage room.

The Library anticipates ensuring that the equipment, which comprises the automated system, is kept up to date. This will involve replacing the twelve computers as they become outdated at an approximate cost of \$10,000.

Issues, Goals, Recommendations

Issue: As Henniker continues to grow, the services provided and enjoyed by residents are expected to increase and expand in their breadth and scope.

Goal: To maintain the Library's friendly small-town atmosphere while continuing to meet the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- The Selectmen and Library Staff should annually review staffing and equipment needs and make concerted efforts to meet these identified needs.
- Continue to offer and expand upon the current children's programs being offered.
- Continue to work with the New England College Library and Academic Departments to share resources and reduce duplication in services and resources.
- Encourage "drop-off days" in which residents, businesses, or other interested parties can donate items to the Library.
- Create a system for residents to make suggestions and requests to the Library staff for books, services, and programs that is visible and accessible.

- The Library should utilize its new computer system to track the number of library users and the services they are utilizing in order to better meet the demands of the residents.
- Review the current hours of operation and research changing or expanding hours, where appropriate.

Cogswell Spring Water Works

The Cogswell Springs Water Works is the municipal water supply for the Town of Henniker. It provides water and fire protection service to the Village center and to the immediate surrounding areas.

The original system was constructed in 1915 and consisted of one dug well, a distribution system with hydrants, and a 300,000 gallon concrete storage tank. The storage tank is still in service. The original well was replaced with a gravel-pack well in the early 1960's, due to the Army Corp. of Engineer's flood control project. The original distribution system is still in service, with some minor expansion.

A new gravel-pack well was added on the original well site in 1941, which is located south of the Village on Route 114. Another new gravel-pack well was added in 1978, which is located off of Foster Road. In 2001, a 500,000 gallon storage tank was installed on the site of the Water Works Department on Davison Road.

The Cogswell Springs Water Works is a separate Department from the Town of Henniker. It is governed by a Board of three elected Commissioners, who have terms of three years each. The Department is funded through user fees of those who are tied into the water system, although the budget gets voted on each year at Town meeting.

Short and Long-term Plans

The existing system is in good condition. A hydrant replacement program has been successful in replacing outdated hydrants. Main replacement and the looping of some services will continue to be addressed. Treatment for additional regulatory requirements will be needed as the regulations require.

A long-term plan was completed in the early 1990's that identified long- and short-term improvements and replacements that need to be undertaken in the existing system. A study of potential new water sources was also conducted. If the existing water system were to be expanded, additional booster stations and storage facilities would be required due to the topography of the town. At this time, such an expansion would be cost prohibitive.

Equipment and Facility Needs

Future treatment of the Foster Road well to remove color may be necessary if there is an increase in water demand and/or the cost for treatment makes it reasonable to do so. Radon treatment may also be necessary in the future.

Issues, Goals, Recommendations

Issue: To continue to replace, improve, and maintain the infrastructure and level of service to customers with limited resources, while complying with regulatory requirements.

Goal: Continue to provide good quality water at a reasonable cost.

Recommendations:

- Update the Water Works long-range plan every five to ten years.
- Continue the proactive approach to system maintenance and replacement.
- Keep informed of potential impacts of new regulatory requirements.
- Increase coordination and cooperation between the Water Works and other Town Departments and residents.

Solid Waste Disposal

Henniker, like most towns in the central New Hampshire region, disposes of its trash at the Wheelabrator Incinerator in Penacook. In 2000, 2783.29 tons of trash were disposed of, up from 2579.35 tons in 1999. This increased the disposal cost to the Town by \$6,688.26 over 1999 costs. The cost of disposing a ton of trash will increase by \$.50/ton in 2001, to \$37/ton total. The cost of landfilling building and construction debris will also be increasing to \$81/ton, which is up from \$75/ton.

In 2000, 15% of Henniker’s trash was recycled, saving taxpayers \$40,114 in disposal costs. Although this is an admirable recycling rate, it dropped from the previous years 18.6% rate of recycling. The table below highlights Henniker’s 2000 recycling results.

2000 Recycling Results

Item	Weight in Tons	Monies Received	Avoided Costs
Used Clothing	12.4	\$1,072	\$453
Plastics	7.9	\$1,481	\$289
Cardboard	97.5	\$6,661	\$3,559
Newspapers/Magazines	119	\$4,601	\$4,344
Glass	55 (estimate)	N/A	\$2,008
Aluminum Cans (Lions Club)	4.4	N/A	\$161
Metal and Tin Cans	193.5	\$1,072	\$22,350
Auto/Household Batteries	1.5	N/A	\$55
Propane Tanks – 20 lb.	220 tanks	N/A	\$2,035
Propane Tanks – 1 lb.	200 tanks	\$200	N/A
Used Oil	2,200 gallons	N/A	\$3,828
Swap Shop	5.0 (estimate)	N/A	\$183
Leaves	3	N/A	\$110
Total		\$14,303	\$40,114

Source: 2000 Annual Henniker Report

The Henniker Transfer Station accepts solid waste and recycling from all residents and businesses located in Henniker. There is no curbside pick-up provided by the Town; residents and businesses must contract with a private hauler if they want that service. For those who do not wish to have curbside pick-up, the transfer station requires all users of the facility to have a permit sticker, which costs a \$1, that allows them to deposit their waste at the facility themselves.

Staffing and Equipment Needs

The transfer station/recycling center is located on 69 Weare Road. The Office area, garage, and outbuildings encompass a total of 2,872 square feet. At the present time, there are no anticipated building facility or office space needs.

There are currently three full-time and one part-time employees working at the Transfer Station/Recycling Center, whose time is shared with the Parks and Properties Department. It is anticipated that within the next 5-10 years there will need to be one full-time and one part-time additional staff member added to the Department.

The following chart shows the equipment that the Department currently has and their anticipated replacement dates.

Name of Equipment	Type of Equipment	Condition	# of Miles or Hours	Year	Year Equipment to be replaced	Cost of Replacement (est.)
2000 GMC 3 Ton	Pick Up	Excellent	10,000	2000	2008	\$32,000
1974 Pay Loader	Loader	Fair	28,000	1974	2006	\$75,000
New Holland Skid Steer	Skid Steer	Excellent	240	2000	2010	\$25,000

Source: Henniker Transfer/Recycling Station, 2001

Issues, Goals, Recommendations

Issue: The services that the Transfer Station/Recycling Center provides are necessary to meet health, safety, and environmental standards.

Goal: To have the Transfer Station meet all of the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- Provide public education materials about the benefits of recycling, including the environmental, public health, and cost savings to the community.
- Henniker should continue to have discussions with New England College and local businesses about waste management options, including Pay-As-You-Throw and mandatory recycling programs.
- Henniker should continue to work with educational institutions and the business community to create a recycling and solid waste program that is beneficial to all parties involved.
- Henniker should review the current hours of operation and research changing or expanding hours, where appropriate.

Wastewater Treatment Plant

The Henniker Wastewater Treatment Plant is an extended aeration type of secondary treatment facility, which is designed to handle the domestic waste from the Town and New England College, as well as waste from private septic systems delivered by private haulers . The plant is located east of Ramsdell Road, adjacent to the Town public works garage. The design capacity of the plant is 500,000 gallons per day (gpd) with a peak capacity of 750,000 gpd. The plant currently operates at an average of 250,000 gpd.

In 2000, 77.8 million gallons of wastewater and 158,000 gallons of septage were processed. 264 tons of biosolids (sludge) were produced and brought to the Merrimack Composting Facility for further treatment.

The Treatment Plant is funded through user fees from those tied into the system and from disposal fees paid by the private hauling companies.

Staffing, Facility, and Equipment Needs

The wastewater treatment plant, which is located on Ramsdell Road, the Ramsdell Road pump station, also located on Ramsdell Road, and the West Henniker pump station, which is located on Western Avenue, were completed in 1976. The treatment plant is 7,230 square feet in size and houses the office, lab, shop, pump room, boiler room, electric room, grit room, storage room, and the belt press building. The Ramsdell Road pump station is 1,371 square feet and the West Henniker pump station is 375 square feet in size.

There are currently three full-time staff people who run and operate the wastewater treatment plant and there are no anticipated future staffing needs, unless the facility expands.

In 2000, two pumps, one clarifier drive, and one muffin monster (sewage grinder) were rebuilt. Three pumps and one blower were replaced with new energy efficient units and the magnetic drives for the pumps at the Ramsdell Road pump station were also replaced.

The table below outlines the anticipated future equipment and facility needs of the wastewater treatment plant.

Project	Implementation Year	Description	Estimated Cost
Treatment Plant HVAC Improvements	2001	Investigate and apply improvements to treatment plant heating and ventilation system.	\$10,000
Pump replacement – Ramsdell Road and West Henniker Pump Stations	2001	Completion of project – Phase II. Purchasing 3 pumps – 2 for Ramsdell Road and 1 for West Henniker Pump stations.	\$40,000
Replace Pick-up Truck	2002	Need to replace current vehicle, which was purchased in 1994.	\$20,000
Upgrade treatment plant pump room and replace blowers	2003	Install another set of pumps to allow for the pumping of scum and feeding of sludge to the day tank to occur simultaneously. Replacing the current blowers with submersible ones will eliminate the noise and vibration within the plant.	\$35,000
Update controls / replace graphics panel	2004	A new graphic panel should be installed to accurately depict plant equipment. The wiring associated with installing indicator lights on current equipment will also be necessary.	\$20,000
Recondition or replacement of Belt Press	2005	The current Belt Press was purchased, used, in 1984 and has been in use at the plant since. It needs to be reconditioned or replaced.	\$100,000
Degritting / Screening of Influent	2006	The degritting equipment (1976) is worn and becoming a maintenance problem. Screening equipment was not used in the original plant design. New equipment combines these two functions into one.	\$150,000

Source: Henniker Wastewater Treatment Plan CIP, 12/00

Issues, Goals, Recommendations

Issue: The services that the Wastewater Treatment Plant provides are a necessary function to ensure environmental and public health standards are maintained.

Goal: To have the Wastewater Treatment Plant meet all of the current and anticipated needs of the service area in an effective and efficient manner.

Recommendations:

- Work with New England College to ensure that their planned expansion will be adequately serviced by the current waste water treatment facility.
- Create a public awareness campaign regarding the wastewater treatment plant process, highlighting how each individual impacts the system. This could be done in conjunction with the Merrimack Composting Facility, New England College, and the Conservation Commission.

Cemeteries

There are seven cemeteries in Henniker that the Town maintains in some way. The largest cemetery in Town, the Highland (New) Cemetery, is owned by a private non-profit association (Cemetery Association) of current plot owners and is not considered a Town-owned cemetery. A listing of the cemeteries located in Henniker can be seen below.

Cemeteries in Henniker

Cemetery	Year Established	Location	Size (acres)	# of Plots	Type
1 st Burial Yard *	1770	Depot Hill	4	100 stones	Town-owned
Plummer *	1792	College Hill	2	220 stones	Town-owned
Old Cemetery	1810	Circle Street	4	730 stones	Town-owned
Quaker *	1800	Quaker St.	0.25	90 stones	Town-owned
Highland (New) *	1863	Main Street	20.5	N/A	Privately Owned
Colby	1780	Dodge Hill	0.25	17 stones	Historic Family
Huse and Harriman	1780	Baker Street	0.25	8 stones	Historic Family
Patten	1861	Lyman Road	0.10	6 stones	Historic Family

* Not at capacity

The Cemetery Trustees are an elected board of three who are charged with ensuring the proper care and maintenance of Town-owned cemeteries. There is also the Abandoned Cemetery Committee, which maintains the historic cemetery plots located within Town. There needs to be clear roles for all parties involved to ensure that the needs of each cemetery are being met.

Issues, Goals, Recommendations

Issue: The services that the Cemetery Trustees provide are expected to be handled by the Town for the benefit of the community.

Goal: To have the Cemetery Trustees meet all of the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- The Selectmen and Cemetery Trustees should assess what funds should be appropriated to address cemetery maintenance needs on an annual basis for Town-owned cemeteries.
- The Selectmen and Trustees should develop a clear role for the Cemetery Trustees to ensure that the maintenance and care of the Town-owned cemeteries are addressed.
- There should be an emphasis placed on the preservation of historic cemetery sites within Town to help preserve the past. This should be done in conjunction with the Cemetery Trustees, the Henniker Historical Society, and the Abandoned Cemetery Committee.
- Public education about the role of the Cemetery Trustees and where to find information about the cemeteries located within Town should be created and made available.

Parks and Properties Department

The Parks and Properties Department is a new Town Department, whose duties were transferred to it by the Parks Committee in 2000. Because it is a new Department, the list of duties it oversees are not yet clearly defined. The duties currently include summer and fall lawn and park maintenance on approximately 12 acres; repairs and maintenance to Town buildings, including the Town Hall, Grange, and Police and Fire Departments; and the trimming, feeding, and removal of trees on Town-owned properties.

Staff and Equipment Needs

There is currently one part-time staff person in the Department, with the majority of the staff being shared with the Transfer Station. It is anticipated that within the next 5-10 years that one full-time and one part-time staff person will need to be added to the Department personnel.

The Parks and Property Department is located at 69 Weare Road, which is the same location as the Transfer Station and Recycling Center. The space they occupy is 432 square feet in size and there is no anticipated need for future office expansion.

The following table shows the current equipment owned by the Department and the anticipated date and cost of replacing it.

Equipment	Condition	Number of Miles/Hours	Year Purchased	Year Equipment should be Replaced	Estimated Cost of Replacement
John Deer Riding Mower	Excellent	125	2000	2008	\$25,000
Tanaks Weed Wacker	Excellent	25	2000	2006	\$500

Source: Parks and Property Department, 2001

Issues, Goals, Recommendations

Issue: The services that the Parks and Property Department provides are necessary and benefit the residents, as well as other Town Departments.

Goal: To have the Parks and Property Department meet all of the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- Create a system by which residents can submit comments, feedback, and recommendations on the performance of the Department and what they feel they should be responsible for.
- Work with the Highway Department on roadside maintenance, with a specific emphasis on tree planting and roadside beautification efforts.

White Birch Community Center

White Birch Community Center has been serving the Town of Henniker for more than 26 years. The agency is committed to providing members of the Henniker community with programs to meet the needs of all generations. White Birch is a private, nonprofit organization that focuses on the educational, social, and recreational needs of the community so as to enable people to create a balance between work and leisure. Although the Center is not a town-owned or run program, the services it provides are of great benefit to the community. The Center provides the following programs: Nursery School, Youth Programs, Senior Adult Activities, Community Programs, and Child Care.

Youth Programs

In collaboration with the Henniker Community School, the Police Department, and the School District, the After School Activities Program (ASAP) pilot program for fifth and sixth graders was started in 2000. The program offers learning activities, in conjunction with field trips. The program is partially funded through a state grant and it seeks to reduce high-risk behaviors in youth.

From July through August, the Center held summer day camp for elementary school-aged children. Camp programs were conducted for eight weeks in 2001. ASAP Outdoor Adventure Days for youth in grades 5-8 held ten trips in 2001.

Senior Adult Programs

The Center has more than 450 senior citizens on its mailing list. For much of the year, monthly trips and activities are scheduled. A newsletter informs residents about upcoming seminars and other local events of interest. Participants enjoy day trips, special events, monthly luncheons, and holiday activities throughout the year.

Community Programs

The Center sponsors various community-wide children’s events, such as the “Children’s Fall Festival” and “Breakfast with Santa.”

Through the Center, free swimming lessons are offered to Henniker children, ages six to twelve years, for a two-week period in the summer. In 2001, more than 60 children participated in this program, learning the basics of swimming safety and advanced swimming skills.

Two new initiatives took shape in 2000: Dial-a-Ride and the Henniker Community Outlook. Dial-a-Ride offers rides to Henniker residents, aged 55 and over, to and from needed appointments. The Henniker Community Outlook is a monthly newsletter highlighting Town and monthly events and information, which is sent to all Henniker residents.

Nursery School

Crayon College is the flagship program of the Center, servicing 3 and 4 year-olds in a part-time morning program. These activities complement those offered by the Child Care Program.

Child Care Programs

The Center is licensed to care for 85 children, between the ages of 18 months and 13 years. During the school year, children come to the facility for vacation and snow days. Specific early care and education programs are provided for the children, in addition to the Youth Programs already mentioned, including after school care, preschool, and toddler child care.

Facility, Staff, and Equipment Needs

The Community Center is located at 9 Hall Avenue and is 10,000 square feet in size. At the present time, there are no known office space needs that should be addressed for the functioning of the Community Center for the next five to ten years.

The Community Center, because of the number of residents served and variety of programs offered, has quite a large staff, as can be seen below.

Child Care Teacher	6	Child Care Associate	6
Child Care Aide	6	Maintenance	3
Administrators	3	Senior Coordinator	1 (1/4 time)
Part-time Staff	3		

There is a current staffing need of qualified, full-time, early-childhood program staff. It is anticipated that the Senior Coordinator position should be 75% time position, instead of the 25% time position that it currently is.

Issues, Goals, Recommendations

Issue: The services and programs that the White Birch Community Center provides enriches and enhances the community atmosphere valued in Henniker.

Goal: To have the White Birch Community Center meet the current and anticipated needs of the community in an effective and efficient manner.

Recommendations:

- Continue to expand and improve upon the services offered, based on community participation and interest.
- Continue to work with New England College, the Police Department, and the School District to increase the number of volunteers involved with the various programs offered.
- Solicit feedback on the Dial-a-Ride program and the Community Outlook Newsletter to ensure that the goals for such initiatives are being met.
- Coordinate with Concord Area Transit (CAT) in providing public transportation service in Henniker.

Strategies to Meet Community Facility Needs

The following is an inventory of alternative financing sources and strategies Henniker could employ to help pay for needed staff, equipment, and facilities in various Departments. These suggestions should be reviewed by Department Heads and the Selectmen as ways to meet the goals and recommendations outlined in this Chapter.

Impact Fees: As Henniker continues to grow, it is recommended that the community review the feasibility of instituting an Impact Fee Ordinance. Such an ordinance would require a study of growth trends and impacts on municipal facilities. Based on a series of calculations, impact fees could be established for road improvements, schools, library, fire and police service, as well as recreation. Impact fees are charged to all new residential and commercial development, with some exceptions. Impact fees can range from a few hundred to several thousand dollars per dwelling or commercial unit.

User Fees: During the 1980s, the concept of user fees for the funding of numerous public facilities and services were widely adopted throughout the nation. To help finance community facilities and programs, several communities in New Hampshire have adopted user fees. Examples of user fees in New Hampshire communities include water district charges and transfer station fees.

License and Permit Fees: Fees, such as building permits, zoning applications, and planning board subdivision and site plan fees are all examples of permit fees. Such fees are highly equitable and are successful for minimizing the burden on taxpayers for specific programs, such as building code enforcement.

Grants-in-aid: New Hampshire communities are eligible for various grants in aid for financing school construction and improvements. Examples include:

- Foundation Aid to help schools provide minimum education
- Building Aid
- Area Vocational School Tuition and Transportation Aid
- Handicap Education Aid
- Sweepstakes Aid
- Nutrition Grants
- Driver Education

Community Development Block Grants: Depending on the location, social value, and functional use of a community facility, Community Development Block Grants (CDBG) can be a good source of financing. CDBG funds are allocated from the US Department of Housing and Urban Development and, in New Hampshire, are administered by the Office of State Planning. Each year, communities are invited to submit grant applications for funding of projects. In 1999, New Hampshire received over 10 million dollars in CDBG funds that, through the grant process, were allocated to communities across the State.

Capital Reserve Funds: Capital reserve funds are similar to savings accounts, as they allow the Town to contribute money to a specific account for the purpose of purchasing or defraying the cost of significant items such as school additions, highway equipment, fire trucks, and municipal buildings and facilities.

Sale of Surplus Town Property and Land: Sale of town owned property is another viable option for raising funds to pay for new community facilities. Parcels that should be liquidated include those that have no significant conservation or cultural value, or limited potential for future community facilities.

Bonds: Bonding is a popular method of raising revenue to construct or purchase town equipment and facilities. Though viable, the Town should avoid encumbering too much debt, as it can limit the ability of the Town to provide for future, unidentified needs.

Private Foundations / Trusts: For years, communities have been the beneficiaries of trusts and donations created by private citizens and foundations. The Town should actively solicit such resources for assistance regarding the development or expansion of recreational facilities and programs.

Capital Improvement Program: To better anticipate the Town's future and existing needs, and to minimize fluctuations in the tax rate, the Town should create a Capital Improvement Program (CIP). This is a six-year plan created by the Planning Board that would outline all major purchases for every town department and entity, including the school department and water precinct. The plan would be amended annually and would serve as a guide for the Selectmen and Budget Committee during the budget process.

Summary

The provision of community services and facilities is one of the primary functions of government. As the population and demographics of Henniker grow and change over time, it is important that the community make adjustments in its delivery of services to meet those changes.

Efficient community facilities and services that meet the needs of the public are important for maintaining and improving the quality of life in Henniker. It is evident that each department in Henniker is in need of additional staff, new or expanded facilities, or equipment upgrades. Although many of these requests have already been planned for, Henniker needs to be proactive in its financing and planning to ensure that the community services remain at their current level of quality and that the residents are not burdened with large tax increases to pay for such services all at once. Henniker is a desirable community because of its small-town feel and numerous amenities.

