

9. Community Facilities and Services

Introduction

One of the primary responsibilities of local governments in New Hampshire is to provide an adequate level of community facilities and services for its residents and businesses. The availability and quality of these services are often major factors in determining the quality of life and general character of a community. Such services include:

- Maintaining roads,
- Maintaining law and order,
- Making provisions for fire protection,
- Emergency medical response,
- Providing educational opportunities,
- Providing a mechanism for solid waste management,
- Providing some level of recreation and open space opportunities, and
- Providing library services.

A town master plan needs to carefully consider the existing and potential impacts of land use decisions and economic and population growth on town services. This not only makes practical sense -- to be sure that there are adequate services as the town grows -- but it is also the basis of good town financial management. By comparing future land use and population changes with town resources, the town can better anticipate and prepare for future changes in municipal services and capital budget expenditures. RSA 674:5 contemplates the involvement of Planning Boards to ensure that there is a careful consideration given for master plan issues in the development of capital improvement plans.

Police

The Town of Sandwich has a small police force of two (2) full-time officers housed in a single building just north Town Hall.

The Station

The Police Department building is a 724 square foot wood frame structure on a 0.46 acre lot, and was built in 1950 as a doctor's office. It is heated by oil for a cost of about \$1,000 per year. Based on the July, 2006 *Sandwich Building Assessment Report*, the building is in fair to good condition and is worth about \$100,000. The 2009 assessed value is \$126,400. The roof and the windows were generally in good repair, although the plumbing and electrical were in poor condition, with upgrades needed. The building is not ADA compliant, which is an immediate

issue as the department prosecutor is handicapped. There is a need of more space for evidence, property, equipment and records. The Report recommended that the building be rebuilt or relocated within 5-10 years. Parking is adequate, with space for at least four cars.

Personnel and Procedures

There are two (2) full-time police personnel and three (3) part-time personnel. There are also three (3) part-time support staff, including an administrative assistant. The full and part-time officers cover 88 scheduled hours of duty per week. The full-time officers are scheduled for on-call duty after their normal work week, and are subject to re-call at anytime. The full and part-time officers partake in annual mandatory training for use of force, civil liability, firearms, taser, OC spray and baton. The officers also partake in bi-annual training for driving and first aid/CPR, and attend additional in-service training to fulfill the training mandates on their certifications by the NH Police Standards and Training Council. The police department is also in compliance with the U.S. Department of Homeland Security, and is eligible to apply for federal grants as all personnel have attended SLATT (State and Local Anti-Terrorism Training) and NIMS (National Incident Management System) training.

The Sandwich Police Department receives its communications and dispatch support through the NH State Police. Dispatch services are provided through the dispatch center at the barracks in Tamworth, from 7:00 a.m. until 11:00 p.m. Dispatch services are then forwarded to NH State Police Headquarters in Concord for the period of 11:00 p.m. to 7:00 a.m. The police department also receives supplemental patrol support during off-duty/ on-call hours from troopers stationed at the Tamworth barracks. The NH State Police also provide special service equipment and personnel as needed. Examples of this would be Traffic Accident Reconstruction, Canine Unit, SWAT, Aviation (Helicopter) and Bomb Unit.

Other supplemental services the police department receives are:

- NESPIN (New England State Police Information Network), which provides investigative technical support, equipment, and allows the department access to national and regional databases for investigative purposes.
- ACIM (A Child is Missing Alert Program), a service provided free of charge to law enforcement. This alert system may be activated when a child or a disabled or elderly person is missing. This is not an Amber Alert, but may be activated prior to an Amber Alert and works in cooperation with an Amber Alert.

Since there is not an area for holding prisoners, any arrests need to be transferred to the Moultonborough Police Department, the State Police barracks or the County Jail. All DWI arrests must go off site as the department is not equipped with a breathalyzer machine. All secure detentions of juveniles must also go off site as the department is not approved through the State for this capability.

Equipment

The police department has two vehicles—a 2010 Ford Expedition (sport utility vehicle) and a 2008 Ford Expedition, as shown in Figure 9-1. Police vehicles are acquired with town funds, normally on a 4-year cycle.

Figure 9-1: Police Department Major Equipment Inventory

Year / Make	Type	Condition/ Value**	Replacement Scheduled / Cost
2010 Ford	SUV	Good/\$40,000	2014/\$40,000
2008 Ford	SUV	Good/\$40,000	2012/\$39,000

Source: Sandwich Police Department, May 2010; Town Hall records, June 2010

***Value based on town's property/liability insurer's determination of replacement value.*

In addition to the two vehicles, the department also has two traffic radar units and a mobile radar display unit that was purchased through the NH Highway Traffic Safety Department with matching funds. The department has two in-car camera systems, purchased through the NH Highway Traffic Safety Department with matching funds. Larger hand held equipment includes:

- 2 12-gauge shotguns,
- 2 M-16 rifles
- 2 Tasers, and
- 2 AED's (Automatic Electronic Defibrulators)

Community Programs

The Sandwich Police Department engages in a number of community outreach programs. These include:

- D.A.R.E. program,
- Ice Cream Ticket and Bicycle/Helmet Safety Programs,
- Self-defense program for women,
- Toy Drive in cooperation with the North Sandwich Store,
- Driver Education,
- Bicycle/Skateboard area,
- Winter coat drive in cooperation with Red Mountain Masonic Lodge, and
- Merit Badge Counselors for the Boy Scouts of America.

Recent Police Activity

In 2006 the police department responded to 1,821 incidents. By 2009 this number had increased to 2,166 or 15.9% more. **See Figure 9-2 below.** The majority of calls during this period can be

categorized as Calls for Service, which includes assistance to motorists and citizens and assistance to fire and rescue. In all, there are 13 subcategories of Call for Service. Of the 1002 Calls for Service in 2009, the largest category was Miscellaneous. This category is used if a call does not fall within any of the other categories and may involve such activities as a missing person, drowning, fire, noise complaint or weapons violation. This category is followed by assistance to motorists and citizens at 137 and assistance to fire and rescue at 52. During this same 4-year period Criminal Offenses, with 17 total subcategories, ranged from 71 to 106 in a given year. The two highest categories for offenses were theft and criminal mischief; in 2009 these were 25 and 21 incidents, respectively.

Figure 9-2: Police Call Activity, 2006-2009

Offense/Activity by Case	2006	2007	2008	2009
Criminal Offenses	97	71	106	85
Calls for Service	866	1026	883	1002
Arrests	28	20	18	36
Motor Vehicle Accidents	36	47	29	31
Motor Vehicle Enforcement	354	310	227	136
Total Cases	1381	1474	1263	1290
Total Offenses**	1821	1903	1837	2166

Source: Sandwich Police Department, May 2010

***Note: An individual case may have more than one offense. Thus the total offenses will be more than the number of cases.*

Although the overall number of individual police responses has increased during the past several years, most of this has been in the Calls for Service category, whereas Criminal Offenses and Arrests have not increased significantly.

Budget

Over the past five years (2005-2009) annual department expenditures have increased from of \$170,091 to \$191,818 or an increase of 13%. Most of the expenditures and increases during this period were for personnel costs (salaries and personnel benefits) as shown in Figure 9-3. In 2008 these personnel costs amounted to \$147,393 or 80% of the expenditures. In 2009 they amounted to \$159,100, or 83% of the expenditures. The 2008 and 2009 expenditures by major category are shown in Figure 9-3.

Figure 9-3. Police Department Expenditures, 2008-2009

Type	2008	2009
Salaries	\$117,463	\$123,297
Personnel Benefits (health insurance, life insurance, etc.)	\$30,030	\$35,807
Workers Compensation	\$2,996	\$2,919
Communications	\$4,765	\$4,831
Computer Expense	\$1,500	\$1,510
Gasoline for equipment	\$12,403	\$8,859
Vehicle Repairs	\$2,490	\$2,554
Equipment	\$421	\$1,644
Training	\$3,188	\$2,487
Utilities (Heat, Electricity)	\$2,544	\$2,520
Law Enforcement Liability	\$2,384	\$1,747
Other	\$3,680	\$3,643
Total	\$183,864	\$191,818

Source: Town Reports, 2008, 2009

Issues and Needs

The Police Department Building was not built to serve the purpose of a police station. At present, it lacks ADA accessibility and adequate interview or storage space, especially secure storage space for evidence. While the structure itself appears to be in reasonable condition, the space is no longer adequate for the demands of this department. Electrical and plumbing systems need to be upgraded. Provision of police vehicles is incorporated into the Capital Improvement Plan, which also proposes a rebuilding of the Police Station on the existing site in 2016. As the population of Sandwich grows and the call demand of the police department continues to rise, the need for more full-time personnel will have to be addressed within the next ten years. There may also be an opportunity to share services with other local or regional agencies.

Fire and Medical Services.

The Town of Sandwich currently has an all volunteer Fire Department. There are two fire stations—the Central Station in Center Sandwich at 23 Wentworth Hill Road and the Whiteface Station at 354 Whiteface Road. A third building—the Old Fire Station—is presently used only for storage.

Central Fire Station

The Central Fire Station was built in 1972 and is approximately 6,516 sf on a 0.71 acre lot. It is heated by oil for a cost of about \$4,000 per year. Based on the July, 2006 *Sandwich Building Assessment Report*, the building is in fair to good condition. The 2009 assessed value is \$325,110. The roof was stated to be in need of repair and the windows were noted to need upgrades. The

major issue for the department is room for storage of large equipment. The Town has reached agreement with the Sandwich Fair Association to procure a small strip of land for future expansion of the station to add an additional bay.

Whiteface Station

The Whiteface Fire Station was built in 1971 and is approximately 1,443 sq. ft on a 0.50 acre lot. It is heated by oil for a cost of about \$4,000 per year. Based on the July, 2006 *Sandwich Building Assessment Report*, the building is in fair to good condition. The 2009 assessed value is \$109,300. The roof was in need of repair and the windows were noted to need upgrades. Some roof repair work has since been completed, and a local citizen contributed labor to re-side the front and south sides of the building.

Old Fire Station

The Old Fire Station, located at 11 Church Street, was built in 1900 and is approximately 3,273 sf on a 0.31 acre lot. At present, the building is only used for storage and does not require any heating or electricity. Based on the July, 2006 *Sandwich Building Assessment Report* the building is in generally poor condition. The 2009 assessed value was \$109,300. While the roof is in good condition, the remaining building features are in poor condition. The building report noted that if additional space needs are required in the future, this should be done through new construction.

Personnel

There are no full-time fire personnel. There are 24 volunteer firemen. In the long term it may be difficult to attract volunteers, forcing the town to look at other alternatives. The Department's Rescue Section currently consists of three Emergency Medical Technicians (EMT) – Basic, five EMT – Intermediate and other first responders. The most common call out is for home medical emergencies, often cardiac related, but can range from auto and motorcycle accidents to carrying injured climbers off mountains. EMTs, in particular, must dedicate a significant amount of time to initial and continuing training to obtain and maintain their certifications.

In addition to the Department's resources, the Town is also supported by Stewart's Ambulance Service through a multi-town contract in which costs are shared based on the individual town's percentage of use.

Equipment

The fire department has six vehicles—four devoted to fire fighting, one to rescue and one command vehicle. The newest piece of equipment is a 2004 KME engine that is currently worth \$258,619. The next engine to be replaced is the 1980 Mack in 2013; it is currently worth \$50,000. The current fire equipment is listed in Figure 9-4.

Figure 9-4: Fire Department Equipment Inventory

Year / Make	Type	Condition/Value* *	Replacement Scheduled / Cost
2004 KME	Engine	Good/\$425,000	2034/TBD
2000 Ford F550	Rescue	Good/\$100,000	2016/\$90,000
1980 Mack	Engine	Fair/\$350,000	2013/\$350,000
1994 Mack	Engine	Fair/\$350,000	2021/\$350,000
1997 Mack	Engine	Fair/\$350,000	2027/\$300,000
Ford F-350	Pickup	Unknown	TBD

Source: Sandwich Fire Department, May 2010; Town Hall records, June 2010

**Value based on town's property/liability insurer's determination of replacement value.

Fire Ponds

There are more than 20 fire ponds located within the Town and used by the Fire Department as a source of water when fighting fires. The ponds are located on private property, and annual maintenance is performed by the town to keep the ponds open and hydrants in proper working order. New ponds may need to be constructed in the future as the population increases.

Fire Call Activity

As shown in Figure 9.5, in 2005 the fire department responded to 53 structural fires, 10 brush fires and 78 medical assistance calls. In 2009 the department responded to 48 structure fires, only 6 brush fires and 113 medical assistance calls.

Figure 9-5: Fire Call Activity

Type	2005	2009
Structure	53	48
Brush	10	6
Medical Aid/Other	78	113
Total	141	167

Source: Sandwich Fire Department, May 2010

Budget

Over the past five years the department budget has increased from a total of \$94, 411 to \$117, 622 or an approximately 24% increase. Most of the expenditures and increases during this period were for member reimbursements and personnel costs. In 2008 these personnel costs amounted to \$46,111 or 42% of the total expenditures. The second highest expense was for Dues/Mutual Aid at \$17,290. In 2009 personnel costs amounted to \$45,336, or 39% of the expenditures. The 2008 and 2009 expenditures by major category are shown in Figure 9-6.

Figure 9-6. Fire Department Expenditures, 2008-2009

Type	2008	2009
Reimbursement to Dept. Members	\$40,000	\$40,000
Personnel Costs (FICA, Medicare, Workers Comp.)	\$6,111	\$5,336
Telephone/Communications	\$1,866	\$1,854
Dues/Mutual Aid	\$17,290	\$18,088
Supplies (General/Office)	\$4,287	\$2,335
Training	\$1,457	\$4,196
Gas for equipment	\$2,071	\$1,400
Vehicle Repair	\$14,501	\$14,234
Utilities(Heat/Electricity)	\$9,182	\$11,650
Building repair/maintenance	\$1,062	\$1,029
Vehicle/Property Insurance	\$1,551	\$3,044
Equipment Purchase	\$8,102	\$9,952
Other	\$2,019	\$4,504
Total	\$109,499	\$117,622

Source: Town Reports, 2008, 2009

Issues and Needs

The Central Fire Station is in reasonably good repair. The roof is in fair condition and might need to be repaired/replaced in the near future. The electrical system could be upgraded. The major issue for the department is the need for adequate space versus limited room (lot too small) for expansion. However, the town has reached agreement with the Fair Association to add a small strip of land to one side of the lot that would allow expanding the building. The Whiteface building is in fair to good condition. The roof is in need of repair and the windows need upgrades. It would appear that the storage function of the Old Fire Station is adequate as long as the building is maintained. Its value to the department and the town needs to be evaluated with respect to the long-term storage needs of the town. Large equipment replacement has been programmed into the town's Capital Improvement Plan.

Although the town has been fortunate in the dedication and availability of volunteer firefighters and EMT's this may not remain the case in the long term, especially as the population increases.

The Town should consider developing a long range plan for the provision of fire-fighting and emergency medical services, addressing the high costs facing the town in the medium term, the availability of volunteers and the option of sharing services with other towns.

Highway/Public Works

The Sandwich Highway Department has one major building (the highway garage) and several smaller buildings, located at 602 North Sandwich Road.

The Highway Garage

The Highway Garage is an approximately 4,700 sf steel frame structure on a masonry wall, on a 3.6 acre lot and was built in 1970. It is heated by oil at a cost of about \$4,500 per year. Based on the July, 2006 *Sandwich Building Assessment Report*, the building is in fair to poor condition and had an appraised value of \$290,000. The 2009 assessed value is \$200,300. The roof is in poor condition and needs to be replaced. The insulation, plumbing and electrical are in fair condition, with some upgrades needed. The building is ADA compliant, but that is not normally a factor for this location. The Report did not recommend that the building be rebuilt, but stated it would not be adequate beyond the next 5-10 years.

Other Structures

- Storage shed—600 sf and constructed in 2009 for covered storage of sand and salt
- Three-sided pole shed—constructed in 1970's for storage
- Open structure rack with roof for light equipment storage.

Personnel

There are six (6) full-time highway personnel and no part time personnel. The director of this department is the Road Agent. Major projects, such as large-scale road repaving, are contracted out to commercial companies.

Equipment

The highway department has numerous vehicles and major pieces of equipment. There are five (5) dump trucks that also serve as plow trucks. There is a single plow truck that will not be replaced when it goes out of service, since it only serves one function. The department also has a grader, pick-up truck, backhoe, bucket loader and chipper. **See Figure 9-7** for a full listing of the major highway equipment.

Figure 9-7: Highway Department Major Equipment Inventory

Year / Make	Type	Condition/ Value	Replacement Scheduled / Cost
2010 International	6 Wheel Dump Truck	Excellent/\$70,000	2025/\$143,000
2004 International 7400	6 Wheel Dump Truck	Good/\$45,762	2014/\$143,000
2003 International 7400	6 Wheel Dump Truck	Good/\$71,262	2013/\$143,000
1990 International	6 Wheel Truck	Poor	Est. \$10,000
2008 Ford F577	6 Wheel Dump Truck	Good/\$70,000	2015/\$60,000
1997 John Deere	Grader	Good/\$156,787	2017/\$250,000
2008 Ford F350	Pick-up Truck	Good/\$25,900	2013/\$24,000
2005 Case 580SM	Back Hoe	Good/\$90,600	2016/\$100,000
1999 John Deere 544H	Bucket Loader	Fair/\$98,950	2012/\$200,000

Source: Sandwich Highway Department, May 2010; Town Hall records, June 2010

***Value based on town's property/liability insurer's determination of replacement value.*

Other lighter equipment includes:

- Six (6) 1-way plow blades—two new; four old,
- One (1) light weight plow wing,
- Two (2) heavy duty plow wings,
- Two (2) Fisher plow blades for lighter duty trucks,
- One (1) government surplus generator—should be replaced,
- Large street broom, and
- Two (2) York grading rakes—one very old (40 years) and one 2-3 years old.

Recent Major Highway Activity

Aside from seasonal annual work programs, there have been two major highway projects in the last several years: 1.) the 2009 upgrade of NH Route 113 by the state for approximately two miles from the North Sandwich Store to Angier Hill, and 2.) the 2007 and 2010 upgrades of Maple Ridge Road. Additional discussion of roadways and roadway activity is found in the Transportation Chapter of this Master Plan.

Budget

Over the past five years (2005-2009) annual department expenditures have gone from a total of \$388,114 to \$537,233, an increase of 38%. Most of the expenditures and increases during this period, like other town departments, were for personnel costs (salaries and personnel benefits). In 2008 these amounted to 61% of total expenditures. In 2009 personnel costs amounted to 64% of the expenditures. The 2008 and 2009 expenditures by major category are shown in Figure 9-8.

Figure 9-8. Highway Department Expenditures, 2008-2009

Type	2008	2009
Salaries/Personnel Benefits	\$337,188	\$344,272
Workers Compensation	\$7,116	\$6,255
Outside Contractors	\$3,367	\$4,510
Building Repair & Maintenance	\$2,026	\$941
Uniforms	\$2,338	\$278
Culverts	\$3,610	\$5,608
Aggregate	\$34,791	\$43,366
Sand & Salt	\$37,159	\$16,068
Tar	\$2,583	\$8,120
Gas/Diesel Fuel for equipment	\$51,455	\$30,952
Roadside Mowing/Haz. Tree Removal	\$7,042	\$7,278
Utilities (Heat, Electricity)	\$6,940	\$6,795
Vehicle Repairs/Maintenance	\$47,385	\$49,983
Other	\$6,060	\$12,807
Total	\$549,260	\$537,233

Source: Town Reports, 2008, 2009

Issues and Needs

While the highway department facilities are adequate, the following issues may need to be addressed in the near future.

- New roof,
- New generator,
- Upgraded lighting and employee area,
- Vented room for welding operations,
- More secure equipment storage area that could also be used by other departments such as recreation and police.

Highway vehicles and large equipment are on a rotating replacement schedule, and are part of the long term capital improvements planning of the town. Consistent with this plan, a new dump truck with plow was purchased in 2010.

In 1999 the University of New Hampshire Civil Engineering Department undertook a Roadway System Management Study that evaluated all the local roads in Sandwich and proposed a long-term schedule for improvements. As funds allow, the department has undertaken annual upgrades to town roads based on the approach recommend in this report. Additional detail on this roadway system management process is found in the Transportation Chapter of this Master Plan.

Town Hall

The Town of Sandwich Town Hall, located at 8 Maple Street on a 0.22 acre lot, was constructed in 1915 and is National Historic Building. It houses the offices for town administration and town clerk functions.

Town Hall Building

The Town Hall is a two-story structure with 2,960 sf on each floor. It is a wood frame building on a concrete foundation with an appraised value of \$471,100. It is heated by oil at a cost of about \$4,000 per year. Based on the July, 2006 *Sandwich Building Assessment Report*, the building is in fair to good condition, except for the exterior paint which is in poor condition. The 2009 assessed value was \$489,100. The roof is in good condition, while the windows and insulation are in fair condition. The electrical system is in “ok” condition, but additional circuits could be added. The building is ADA compliant, but not to current standards. The Report did note that there was a continuing moisture problem. This situation has recently been addressed, allowing other major work to be undertaken—such as painting or siding. The Report did not recommend any major work, but did suggest some remodeling to provide more administrative and storage space, a vault for record storage and ADA update to gain access to the second floor.

In addition to the *Sandwich Building Assessment Report*, the town also established a Town Hall Building Committee in 2008 to determine the future needs of the building. The report of the Committee is detailed in the 2009 Town Report. In summary, the Committee explored the following issues:

- Upgrade of current phone system,
- Structural integrity through an engineering assessment, and
- Greater energy efficiency—heating, ventilating, lighting and window upgrades.

As part of the Committee’s work a survey of Town Hall employees was also conducted, resulting in the following recommendations:

- The Town Hall should continue to function as the central governmental center of the community.
- The current workspaces and meeting room need to be enlarged and modernized (lighting, temperature control, phones, computer systems, storage).
- More storage space is required for long term records, maps, plans, etc.
- Consider having second meeting room, along with space for such functions as treasurer, building inspector, sewer, etc.
- ADA accessibility to the second floor must be added.

The 2009 Capital Improvement Plan has set aside funds for Town Hall major upgrades for the current year, as well as from 2012 through 2016.

Personnel and Usage

There are four (4) full-time positions housed in two first floor offices within the Town Hall--the Administrative Assistant to the Board of Selectmen, an Office Assistant and the Town Clerk and Assistant Town Clerk. The public meeting room is used by town boards/committees, such as the Board of Selectmen and Planning Board. This space is also used for voting. The second floor is used for community activities by groups that do not receive public money, since it is not ADA compliant.

Equipment

The Town Hall has no major equipment, but does have several computer systems and other office equipment. Wireless internet service is currently provided by a local vendor.

Budget

The Town Hall maintenance budget is modest, approximately \$20,000 per year, excluding any minor capital improvements. This figure does not include the salaries and benefits of the four (4) town personnel positions, but does include the custodial function. Over the past five years (2005-2009) annual expenditures remained just at or below this figure. The 2008 and 2009 expenditures by major category are shown in Figure 9-9.

Figure 9-9. Town Hall Expenditures, 2008-2009

Type	2008	2009
Salary and Benefits--Custodial	\$5,728	\$5,135
Utilities (heat, electricity)	\$6,163	\$7,385
Building Repair & Maintenance	\$2,608	\$2,095
Property Insurance & Liability	\$5,251	\$4,037
Supplies	\$434	\$356
Total	\$20,184	\$19,008

Source: Town Reports, 2008, 2009

Issues and Needs

Based on the Town Hall Committee's work and the survey of employees, the following issues and needs were identified:

- The Town Hall should continue to function as the central governmental center of the community.
- The current workspaces and meeting room need to be enlarged and modernized (lighting, temperature control, phones, computer systems, storage).

- More storage space such as a secure, fire-proof vault required for long term records, maps, plans, etc.
- Consider having second meeting room, along with space for such functions as treasurer, building inspector, sewer, etc.
- ADA-compliant accessibility to the second floor.
- Relocation of the fire escape to the south side of the building.
- Painting the exterior, begun in 2010.

Solid Waste

The Town of Sandwich Transfer Station is located off NH Route 113, west of Center Sandwich. It is reached via a long entry road, in poor condition, that ends in a constricted loop which contains the various facilities for disposal. It provides a location for disposing of both trash and recyclable materials.

Buildings/Compactors/Disposal

The Transfer Station has a trash compactor for household waste, as well as a container for single-stream recycled materials which include:

- Glass,
- Aluminum and tin cans,
- Plastic bottles and containers,
- Mixed paper, and
- Corrugated cardboard.

There are also several open ended buildings or storage piles for storage of other recycled materials including:

- Metal,
- Copper,
- White goods,
- Tires, and
- Construction debris.

There is a small wood frame structure that incorporates an office with limited seating. The only bathroom facility is a rented porta-potty. All the materials disposed of at the transfer station are picked up by haulers under agreement with the town, as follows:

- Household waste, single stream recycled materials and construction debris—Waste Management, Rochester,
- Metals and white goods—Northeast Resource Recovery (NERR), and
- Tires—NERR, Norridgewock, Maine.

A burn pile accommodates brush 5'' or less in diameter. Electronic goods and fluorescent bulbs are accepted. There is also a so-called Swap Shop for books and other household goods. In 2009 the transfer station recycled 41 tons of scrap metal, 37 tons of glass, 65 tons of paper and one (1) ton of electronics.

Personnel

There are two (2) part-time positions and one seasonal position at the Transfer Station. On occasion, personnel from the Highway Department may provide assistance to move heavy materials or regrade the unpaved portion of the road/loop.

Budget

Over the past five years (2005-2009), annual department expenditures have gone from a total of \$94,245 to \$121,118, an increase of 29%. Most of the increases during this period can be attributed to personnel costs (salaries and personnel benefits). In 2008 these amounted to 42% of expenditures. In 2009 personnel costs amounted to 47% of expenditures. The single largest other expense was for trash hauling from the transfer station. The 2008 and 2009 expenditures by major category are shown in Figure 9-10.

Figure 9-10. Transfer Station Expenditures, 2008-2009

Type	2008	2009
Salaries	\$36,477	\$41,683
Personnel Benefits (health insurance, life insurance, etc.)	\$8,063	\$9,108
Workers Compensation	\$2,622	\$556
Electricity	\$811	\$892
Trash Removal	\$54,971	\$52,358
Toilet Rental	\$1,260	\$1,575
Other (Ins., uniforms, mileage, supplies, parts, equipment)	\$2,307	\$14,946
Total	\$106,511	\$121,118

Source: Town Reports, 2008, 2009

Issues and Needs

The Transfer Station has several issues, including a constricted traffic flow and limited storage areas. The traffic volume is much greater during the summer months when there are many seasonal residents and visitors. A long range plan is needed to better manage the Town's solid waste, either at the current site or in combination with adjacent towns.

Sewer System

Operation

The Center Sandwich sewer system is a user-funded system that serves 74 properties in the village. The Sewer Commissioners manage the system under the auspices of the town, with part time support from town staff, paid for through the sewer budget.

Buildings & Equipment

The system utilizes two pumping stations with emergency generators (Main Street and Bean Road) to collect the sewage and deliver it to the settling tanks and leach fields. The locations of major system components are shown on the following page map, and include nearly 8,000 linear feet of pipe and four leach fields with a total area of 59,800 square feet.



Leach Fields

Programs

The Commission maintains a capital reserve fund for major system improvements. The portable generator that is used at the Main Street pump station will be made permanent in 2010 with the construction of a small equipment building. A study continues to be undertaken to identify and eliminate groundwater infiltration into the system that reduces overall system capacity.

Activity Measures

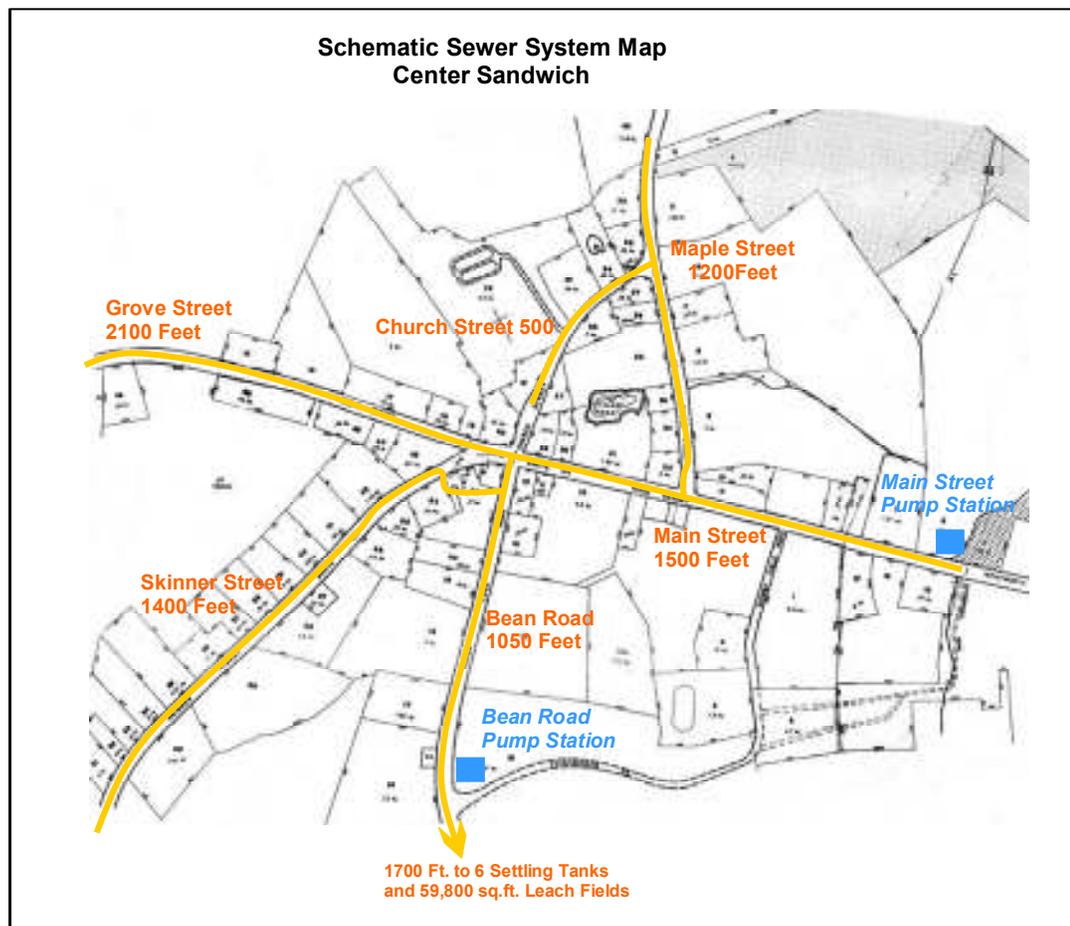
Figure 9-11. System Use by Land Use Type

Percentage of Use by Land Use Type					
System Use	2005	2006	2007	2008	2009
Residential	66%	66%	58%	56%	60%
Restaurant	17%	18%	22%	24%	20%
School	9%	10%	9%	11%	11%
Other Non-Res.	8%	7%	11%	9%	9%

Figure 9-12. Total System Use

Average System Usage				
Year	Average Gallons Per Day	Gallons Per Year	Est. Infiltration - GPD	Percent of Total Capacity*
1999	7104	2,592,842		
2000	6874	2,516,022		
2001	6543	2,388,371		
2002	7644	2,789,946		
2003	7054	2,574,810		
2004	6571	2,405,143	5,204	73%
2005	6839	2,496,085	8,283	94%
2006	5960	2,175,558	9,519	96%
2007	6124	2,235,090	6,539	79%
2008	5276	1,925,864	10,480	98%
2009	5833	2,128,869	8,059	86%

*Total Capacity is estimated at 16, 129 gallons per day



5-Year Budget

As shown in Figure 11, from 2005 to 2009 the budget has increased from \$15,160 to \$25,187 or an increase of 66%. The revenue stream has also increased by a similar amount, keeping pace with expenses. See Figure 13. The Sewer Department's account balance has also increased significantly—from \$128,356 to \$186,465.

Figure 9-13. Sewer System Financial Summary

Sewer Expenditures (actual)	Year				
	2005	2006	2007	2008	2009
Operator	4,146	4,764	5,373	5,762	6,849
Technical Maint. & Repair	428	114	138	271	1,161
Pumping	3,754	3,376	5,375	3,815	5,160
Improvements	639		273	5,125	2,000
Electricity	1,502	1,606	1,561	1,596	1,617
Administrative	456	801	356	847	814
Capital Reserve	4,500	4,500	4,500	5,000	5,500
Total	15,424	15,160	17,575	22,417	23,101
Revenue	17,149	17,348	17,499	20,662	25,187
Account Balances					
Checking	13,171	19,373	520	306	1,054
Savings			14,221	10,950	10,087
Operation			15,921	12,706	13,579
Capital Reserve	115,185	108,225	135,229	147,691	161,746
Total Account Balances	128,356	127,598	165,892	171,654	186,465

Source: Town Reports, 2005-2009

Issues and Needs

The sewer system in Center Sandwich has been running near to its capacity for a number of years, apparently due to major infiltration of water, and relies on an overall modest usage by all subscribers. Any significant changes in the intensity of use by only a few homes that are connected to the system could push it beyond its design capacity. The system is now over twenty years old, and the major operating issues are:

- Reminding users to not place grease, oils and any other unacceptable materials in the system,
- Identifying and resolving ongoing system infiltration where natural groundwater seeps into the pipes and joints and uses up a great deal of the system's available capacity, and
- Continuing to rotate the use of its four leach fields, thereby helping to prolong the life of the system.

The major challenge that the sewer system faces is whether it should anticipate future change of use and growth in the village and plan for additional system capacity. This is a complicated issue since the system is self supporting by its users, who do not appear to be motivated to use their system fees to plan for future growth. If the Town of Sandwich desires to enable Center Sandwich, and/or other villages to grow, long range sewer system enhancement planning and implementation funding will need to be approved at Town Meeting. One approach to this challenge would be to require any new system users or expansion of existing users to pay a pro-rated connection fee that would recover the design and construction costs of added capacity. While this might seem like an unnecessary burden to place on new users, they would be avoiding the cost of design, permitting and construction of an independent septic system.

Library

Building

The Samuel H. Wentworth Library, a landmark in the region, was designed by architect J. Randolph Coolidge and dedicated in 1915. In 1971 a two-story 3,000 square foot addition was constructed to the rear of the original building.



The main level of the original building houses new books, audio books, videos, and DVDs, the children's section with an area for storytelling, and a reference and computer room with internet access designated specifically for reference use. The addition offers a periodical display area, adult fiction and non-fiction collections, and young adult fiction. The lower level of the addition has a separate entrance to the lower parking lot, and a multipurpose meeting room with a kitchenette.

Personnel

The Library staff consists of the Director, a Youth Services Librarian, three Library Assistants, three Pages, a maintenance person and a housekeeper, all of whom serve on a part-time basis. The library is also supported by many dedicated volunteers and the Friends of the Library, and is governed by an elected Board of Trustees.

Services

The Library is open Monday through Saturday, 35 hours per week, and provides the following services to the community:

- More than 17,000 circulating items, including books, periodicals, audio books, and movies in DVD and VHS format,
- Over 2,000 downloadable audio books,
- Access to the NH State Inter-Library Loan System,
- Five computers for public use, including internet access and printing capability,
- Wireless Internet throughout the building,
- Photocopy and fax services,
- Additional items for loan, including a telescope and a kilowatt meter, and
- Free passes to the Squam Lakes Science Center.

In collaboration with other community organizations, the Library offers a variety of programs that change over time to reflect community needs and interests. Past and present programs include:

- Children's story time,
- "Books Sandwiched In", a monthly book discussion open to the public,
- Poetry readings and writing workshops,

- Youth Lego club,
- Friday morning coffee service, and
- Craft workshops.
- Art and music receptions

Challenges

The Library is committed to patrons' changing needs: how libraries are being used, local changes in demographics, and rapid technological developments.

In response, the Library has increased the number of digital media (recorded books, downloadable audio books, movies in DVD and Blue Ray format) relative to the number of books and periodicals. The book collection is monitored to make sure that books which are no longer being checked out are replaced with books that match the interests of the community. Obsolete research books have been replaced with access to internet-based research tools. The library provides free broadband wireless internet access for patrons who bring their own laptops to the library, and the library has improved and upgraded its desktop computers for public use.

In response to local demographic factors, the Library has adapted to the increased internet and other usage of the library by the sizeable summer population. Since the year-around population is only approximately 1,400, even small changes in the numbers of children in particular age groups have a significant impact on the ability of the library to meet individual needs and interests. As a result, programs and activities for children and youth are continuously adjusted to match changes in interests of the school age population. Like communities everywhere, Sandwich is experiencing the need to meet the special requirements of an aging population, such as large print books and periodicals, larger computer screens, and physical-plant accessibility.

The rapid pace of change and development in technology is a challenge to correctly predict "what's next" beyond a 12-24 month timeframe. In spite of this, the Library has increased its broadband availability, is gradually phasing out VHS format movies and cassette format recorded books, and is planning to make devices such as electronic readers (Kindle, Nook, etc.) and mp3 players (for listening to downloadable audio books) available for loan to patrons.

Because of the large number of summer residents and visitors to Sandwich, summer utilization of the library is significantly higher. In 2009, there were over 1500 patrons and circulation increased to 21,555 – a 6.8% increase from the previous year. The growth in circulation is shown below.

Figure 9-14. Samuel Wentworth Library Circulation

	Year				
	1970	1980	1994	2000	2009
Total Circulation	14,019	15,263	19,744	21,265	21,555

Budget

Unlike most libraries in NH, approximately two thirds of the Library budget is funded by the Samuel H. Wentworth Trust and the remaining 35% is raised through the town budget. Following in Figure 9-15 are total funding and town contributions for recent years.

Figure 9-15. Five-Year Financial Summary

Year	Total Budget	Town Contribution
2005	\$99,640	\$31,600
2006	\$112,495	\$29,408
2007	\$108,122	\$37,913
2008	\$123,459	\$37,800
2009	\$117,961	\$40,604
2010	\$118,443	\$45,344

Source: Town Reports, Library Staff

Issues and Needs

As a result of the challenges the library is facing, the following short term, mid range, and long term goals have been identified:

Short term goals: 1 – 3 years:

- Web-based circulation software
- Lighting improvements
- Meeting-room improvements
- Safety upgrades (ongoing)
- Electrical system upgrade, including increased number of outlets for patrons to plug in laptops
- Hardware for loan to patrons, such as portable DVD players, mp3 players, electronic readers, etc.

Mid range goals: 3 – 5 years:

- Reconfiguration of the circulation desk and staff work space
- Restoration of original historic vaulted ceiling (including installation of ceiling fans, period lighting, insulation)

Long range goals: 5 – 7 years:

- Physical-plant accessibility in accordance with the Americans with Disabilities Act requirements

Sandwich Central School

Building

The Sandwich Central School, located at 28 Squam Lake Road, was built by the town in 1950 and operated by the Sandwich School District until 1963, when it was annexed by the Inter-Lakes School District. The auditorium and cafeteria addition was completed in 1990. The present building configuration includes 7 classrooms, 1 resource room, 1 cafeteria/auditorium/gymnasium, a library and a central office.

Personnel

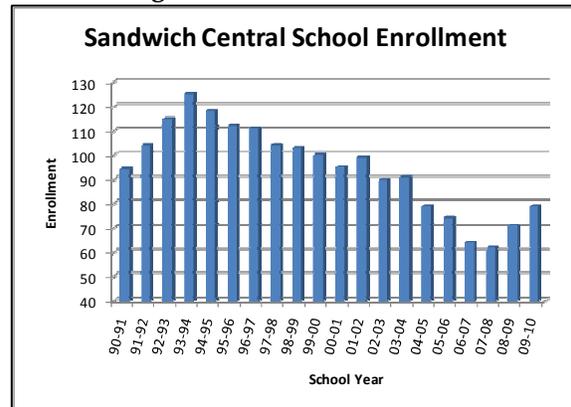
One of the major assets that the Central School derives from being a part of a considerably larger school district is its access to a much larger pool of staff resources available from throughout the district. The school has access to a wide variety of specialists, training opportunities and shared use of District administrative functions that make the operation of Sandwich Central School very efficient and effective.

Figure 9-16. Sandwich Central School Staffing 2009-10 School Years

Staff	Number
Teachers	7.55
Administrator	0.80
Spec. Ed./ Paraprofessional	2.00
Library Assistant	0.48
Custodian	1.00
Secretary	1.00
Total	12.83

Source: School Administrator, 2010

Figure 9-17. SCS Enrollment



Enrollment

Sandwich Central School enrollment has fluctuated considerably since it became part of the Inter-Lakes School District. In the 1970's enrollments were as low as 61, and rose to a high in 1993-4 of 125, which was 25 above its design capacity of 100 students. See Figure 9-18. Since 1993-4 enrollment tapered off to a low of 62 in the '07-'08 school year. Total enrollment has increased in the past two school years to the '09-'10 year figure of 79. The enrollment for the 2010-11 school year is anticipated to be about 85 students. A number of children in Sandwich are home-schooled and a few attend private schools.

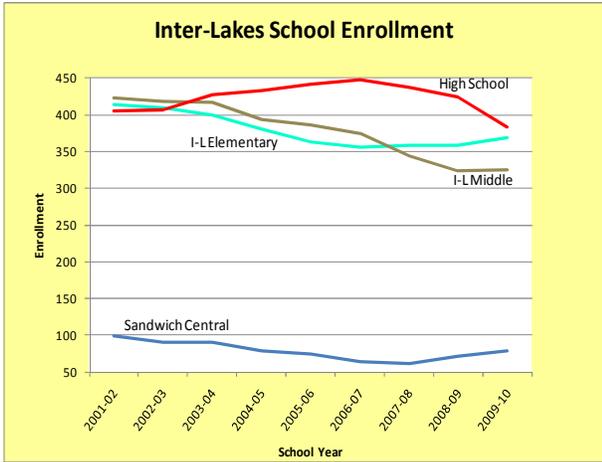


Figure 9-18. Inter-Lakes School Enrollment

Comparing the Central School enrollment to that of the entire District, it appears that elementary enrollments bottomed out several years ago and are now beginning to increase. The middle school figures are still flat, but should begin to rise as the larger class sizes from the elementary grades graduate into the middle school. While the high school enrollments are still in a declining posture, those too should bottom out and then show increases as the elementary and middle school students progress into the upper grades.

This trend in fluctuating school enrollments is not unique to Sandwich or the Inter-Lakes District. As one might expect, the regional and state population increases (discussed in the Demographics Chapter) brought increased school enrollments that began to taper off in the late 1990's and early 2000's. See **Figure 9-20**. Even with continued population growth in the

state and lakes region, the half-century trend toward smaller household size now appears to be eclipsing the in-migration patterns that have influenced the state for the past several decades. See **Figure 9-21**. When the 2010 U. S. Census figures are released, it will be instructive to see if this pattern continues.

Educational Program

In response to the declining elementary school enrollments throughout the school district, the School Board charged a District Elementary Enrollment Committee to study how to “best manage and staff our elementary schools with respect to student needs, concerns of the three communities, and the financial resources of the District?” The results of their efforts

Figure 9-19. NH Households

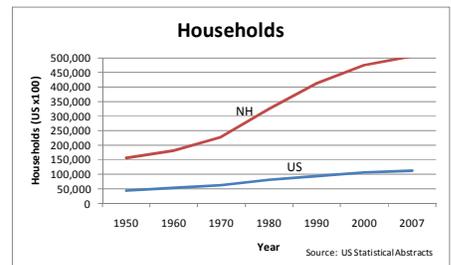


Figure 9-20. NH School Enrollment

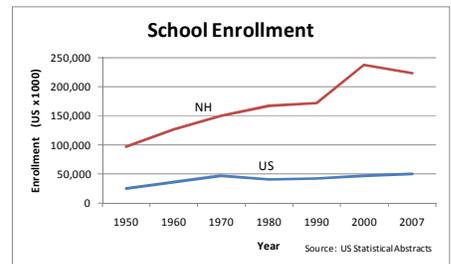
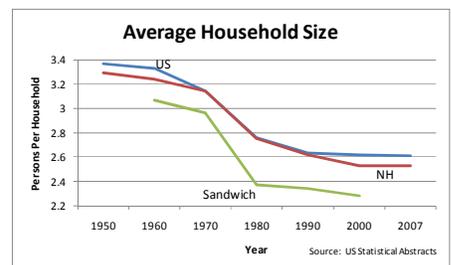


Figure 9-21. Household Size



were documented in a November, 2005 final report¹ in which they recommended that a “multi-age philosophy” be adopted to provide a more flexible, consistent educational structure from year to year. The approach provides for merging students in grades k-1, 2-3 and 4-5, leaving grade 6 as a stand-alone class to better prepare them for the transition to the middle school.

According to the SCS Principal, this approach has achieved its intended results of making more efficient use of staff resources and providing the students with greater learning continuity. It should also be noted that under this approach students at the Central School have consistently surpassed state standardized test score averages. To date, the school district has supported the change, even with the need to add a second teaching position as a larger class/group needed to be divided in two, rather than breaking them into individual grades. If the approach continues, it should provide the framework to maintain the viability of the Sandwich Central School for many years to come.

Six-Year Costs

As shown in Figure 9-22, the local education tax had a big increase in 2004, but since has dropped and then increased only incrementally from year-to-year. The state education tax was highest in 2003, although the tax rate has been relatively stable since then

Figure 9-22. Local and State Tax Summary, 2003-2008

Sandwich School Taxes						
Year	2003	2004	2005	2006	2007	2008
Local Education Tax for Schools	\$1,199,386	\$1,550,620	\$1,402,540	\$1,362,877	\$1,382,222	\$1,389,244
Local Education Tax Rate	\$6.20	\$4.09	\$3.74	\$3.62	\$3.66	\$3.68
State Education Tax	\$1,134,104	\$977,655	\$899,120	\$1,008,750	\$1,054,750	\$927,620
State Education Tax Rate	\$5.92	\$2.62	\$2.41	\$2.73	\$2.84	\$2.50

Source: NH Department of Education, 2010

Issues and Needs

Because Sandwich places a high value on the continued viability of the Sandwich Central School, the Town needs to closely monitor how it is managed, operated and maintained by the Inter-Lakes School Board. The 14-year trend of incremental decline in Sandwich Central School enrollments from 1994 to 2008 appears to have been reversed in the last two years. This recent upswing in enrollments, combined with the multi-age curriculum approach, suggests that the Central School’s future operations are fairly secure, at least in the near term. Because of the school’s small size in relation to the rest of the Inter-Lakes facilities, the Town of Sandwich will need to continue its advocacy for the needs to the school in the long term. Additionally, it is imperative to manage costs so that operating SCS does not become cost-prohibitive.

¹ “Final Report of the District Elementary Enrollment Committee,” Inter-Lakes School District (Meridith, NH, 2005)

Parks and Recreation

Buildings



In 2009, the Parks and Recreation Department moved out of their 484 square foot building behind the Center Sandwich Post Office due to serious building deficiencies identified in the 2006 Building



Assessment Committee Report. The department's offices are currently housed in the basement of the Post Office Building. While this space is meeting a short term need, it does not satisfy the overall space and program needs of the community. The stand-alone Parks & Recreation building is therefore being renovated in 2011 to accommodate both storage and office space. The Post Office basement will continue to be used, but as a recreation / activities space.

Recreation Facilities

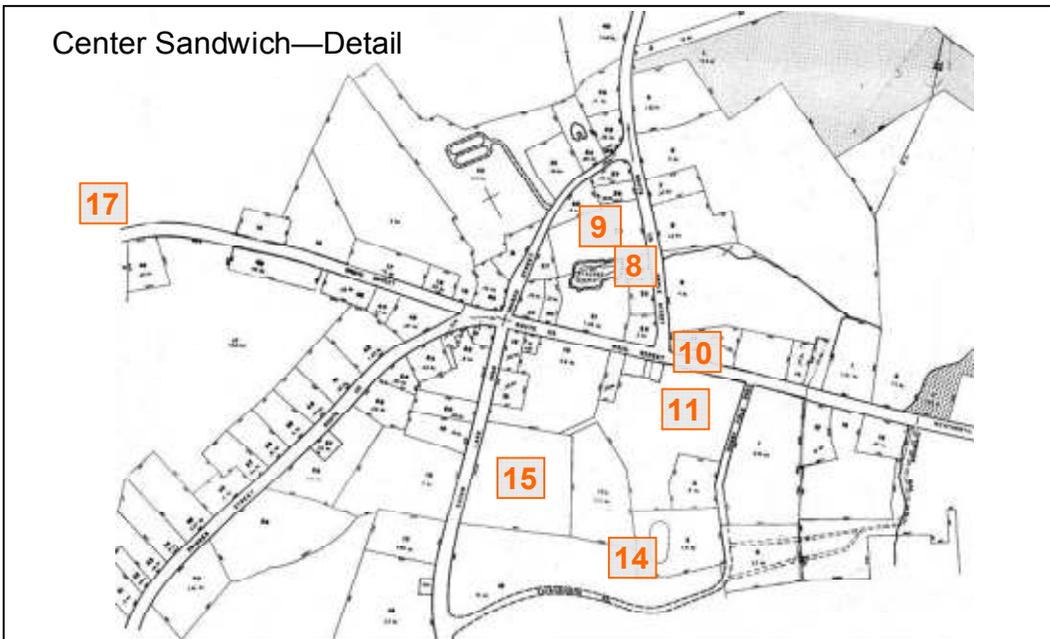
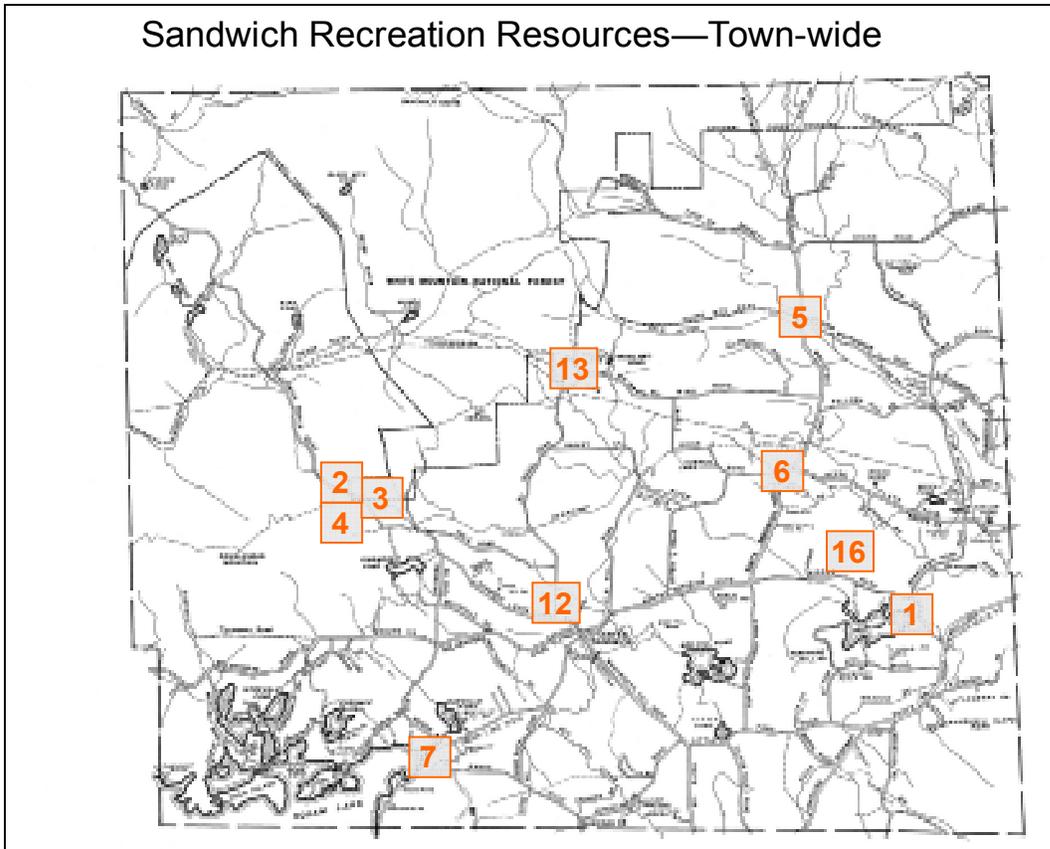
Figure 9-23 provides a listing of the current town recreation facilities and Figure 9-24 provides a map with their locations.

Figure 9-23. Sandwich Recreation Facilities

Map #	Facility Name	Use	Acreage	Tax Map/Lot	Ownership
1	Bearcamp Pond	Swimming, boat access	1.50	R2, lot 19	Town
2	Beede's Falls	Conservation	30.00	R18, lot 5	Town
3	Land between Beede's Falls & Wilbur Cook	Conservation	16.00	R18, lot 4	Town
4	Lewis Q. Smith Farm	Conservation	136.00	R 18, lot 6	Town
5	Pothole Swimming Area	Swimming	1.00	R7, lot 14	Town
6	Remick Park	Playground, Horseshoes, Badminton/Volleyball	1.00	R8, lot 12A	Town
7	Squam Lake Beach	Swimming	1.41	R20, lot 10	Town
8	Town Hall	Private Yoga Classes	0.22	U1, lot 34	Town
9	Ice Skating Rink	Skating	1.80	U1, lot 35	Quimby Trust
10	Open Space adjacent to Sandwich Home Industries	Conservation	0.38	U1, lot 11	Quimby Trust
11	Quimby Field (includes post office)	Baseball, softball, soccer, tennis	4.75	U2, lot 5	Quimby Trust
12	Sunshine Park	Conservation	19.00	R12, lot 51	Quimby Trust
13	Chapman Wildbird Sanctuary	Conservation	105.00	R14, lot 13	Private trust
14	Fairgrounds	Fair and X-country skiing	33.61	multiple lots	Private Trust
15	Sandwich School	Basketball	3.69	U2, lot 14	Inter-Lakes School District
16	Audubon Society Land	Conservation	279.00	R2 & R3	Audubon Society
17	Benz Center	Community Center	1.20	R12, lot 62	Sandwich Sr. Resources Inc.
	Sandwich Sidehillers	Winter trails			Sandwich Sidehillers

Source: Tax Maps, Town Assessor Records, 2010

Figure 9-24. Recreation Resources Map



Key		
1. Bearcamp Pond	7. Squam Lake Beach	13. Chapman Wildbird Sanctuary
2. Beede Falls	8. Town Hall	14. Fairgrounds
3. Land betw. Bede Falls & Wilbur Cook	9. Ice Skating Rink	15. Sandwich School
4. Lewis Q. Smith Farm	10. Center Sandwich Common	16. Audubon Society
5. Pothole Swimming Area	11. Quimby Field	17. Benz Center
6. Remick Park	12. Sunshine Park	

With projections to grow to about 1800 people in the next twenty years, it is appropriate to look at national recreation standards to see if Sandwich has adequate



facilities to meet its current and future needs. The National Recreation and Park Association (NRPA) has established guidelines for community recreation needs. These guidelines need to be informed by actual local needs and



activity usage that better relate to the interests in different activities in the community. Figure 9-25 shows some of the major activity

Figure 9-25. NRPA Standards

National Recreation and Park Association Standards and Guidelines				
Activity	Recommended Size & Dimensions	Recommended Orientation	Number of Units per Population	Service Radius
Basketball	50' x 84-94'	Long axis north-south	1 per 5,000	.25 to .5 mile
Ice Hockey	85' x 200'	Long axis north-south if outdoors	Outdoor- depends on climate	30 -60 min. travel time
Tennis	36' x 78'	Long axis north-south	1 court per 2,000	.25 to .5 mile
Volleyball	30' x 60'	Long axis north-south	1 per 5,000	.25 to .5 mile
Baseball - official	Baseline 90' Foul lines min. 320 ft. Center field 400'+	Line from home plate through pitchers mound runs east-north-east	1 per 5,000	.25 to .5 mile
Baseball - little league	Baseline 60' Foul lines 200' Center field 200-250'	Line from home plate through pitchers mound runs east-north-east	1 per 5,000	.25 to .5 mile
Football	160' x 360'	Fall Season: Long axis northwest to southwest. Longer season: north-south	1 per 20,000	15-30 min. travel time
Soccer	195-225' x 330-360'	Fall Season: Long axis northwest to southwest. Longer season: north-south	1 per 10,000	1-2 miles
Softball	Baseline 60' Foul lines 225'	Same as baseball	1 per 5,000 if also used for youth baseball	.25 to .5 mile
Trails		Well defined trail head. 40 hikers/day/mile	1 system per region	
Beaches	50 sq. ft. of land and 50 sq. ft. of water per user. 3-4 acres of land per acre of beach	N/A	N/A	N/A
			Source: NRPA	

Comparing the NRPA standards to the town's current recreation resources indicates that Sandwich is well served with recreation facilities, particularly given the small size of the community.

As a further indicator of recreation needs, the Master Plan Community Survey asked several questions about the quality of recreation services and facilities. Overall, 83% of the survey respondents felt that the quality of parks & recreation services was "excellent" or "fair." Suggestions for improved services and facilities including:

- Improve programs and grounds (13%),
- Improve access and parking facilities at beaches; Pothole and boat launch (5%),
- Increase parking for trailheads, beaches, etc. (8%),
- New recreation programs that should be considered:
 - More adult/senior activities (17%),
 - Teen activities/young adults/after school (9%),and

One of the final Survey questions highlighted that 5% of the respondents felt that recreation activities were one of most desirable aspects of living in Sandwich.

Personnel

A new Parks and Recreation Director was hired in the summer of 2010. During the summer months, lifeguards are hired to ensure safety at the Squam Lake Beach. In 2009 the town was unable to find enough qualified lifeguards, which permitted the beach to be open only five days per week. In 2010 however they were able to again provide seven day coverage.

Programs

The town maintains an active recreation program that includes baseball, softball, basketball, tennis, swimming, soccer, ice skating, cross country and downhill skiing, skating and a number of special events. In addition, the town is fortunate to have a wide variety of passive outdoor recreation opportunities that include hiking, cross country skiing and snowmobiling.

Activity Measures

The Parks & Recreation Committee does not have records of its recent programs. Going forward, detailed activity records should be maintained as a basis for future programs.

5-Year Budget

For the past five years the recreation budget remained relatively stable, with slightly decreasing budgets since 2006 and a 2009 budget of \$85, 613. See **Figure 9-26 below**.

Figure 9-26. Recreation Budget Summary, 2005-2009

Category	2005	2006	2007	2008	2009
Salaries	43,618	45,385	45,412	45,365	44,287
Benefits	7,183	16,201	15,034	16,555	17,639
Training	708	989	639	565	565
Telephone & Utilities	3,626	2,999	3,585	3,198	3,122
Gas & Mileage	1,259	1,263	1,237	1,111	1,002
Property Liability Ins.	991	991	1,106	543	689
Supplies	2,368	3,560	3,648	2,374	2,405
Rentals	6,844	5,205	5,717	6,688	6,773
Program	13,963	19,780	7,202	7,640	6,694
Equipment Repair & Maint.	531	962	1,547	1,237	1,357
Equipment	1,815	1,926	1,182	861	1,080
Total	82,907	99,263	86,310	86,139	85,613

Source: Town Reports, 2005-2009

Issues & Needs

The Parks & Recreation Director and Committee have identified the following needs:

- In the long term, consider a centrally located recreation building be designed and constructed to provide office space, indoor recreation space, restrooms and equipment storage to meet the many needs of the recreation programs.
- Due to its heavy use the Quimby Field needs to be rejuvenated. The Committee is exploring the use of another space so that the field can be temporarily taken out of service to re-establish the turf.
- Sunshine Park is being renovated for use as a disc golf course and cross-country ski area.
- New programs need to be initiated to serve adult populations. In this vein, a music festival was held in the summer of 2010.
- Greater attention needs to be given to providing a broader range of outdoor activities, such as walking, hiking, canoeing and kayaking.
- Creation of safe and adequate parking space at Squam, Pothole and Bearcamp beaches.

Communications Infrastructure

Sandwich has limited access to high speed internet services. In the past, people were reliant on slow dial-up procedures for internet access, but increasingly people are paying for faster wireless (e.g. Verizon, Cyberpine) and satellite (e.g., HughesNet) services to support both personal use and businesses. However, service is not community-wide - in some cases reception is blocked by the mountainous terrain and forests. The Master Plan community survey, conducted in 2009, found that many respondents wanted better access and higher speed internet. Furthermore, the availability of high speed service is considered essential for the establishment or growth of businesses in town.

Fairpoint Communications has recently installed a T-1 line that provides service to the Center Sandwich Village, including the Wentworth Library. Townspeople can access the internet at no cost at the Library. High speed connections to the remainder of the community are uneven. Fairpoint has indicated its intent to extend high speed access to a greater portion of the community but their recent financial difficulties and restructuring have delayed implementation for Sandwich.

Cable television is not yet available in Sandwich, most people relying on traditional antennas or satellite service. Cell phone service is available across most of Sandwich albeit with many “dead zones” due to the mountains and forests. Increasingly, people will have a choice of cell phone service as commercial providers develop their regional coverage.

Sandwich has recently established a Technology Committee. One of its roles might be to provide people with information regarding the services available and to advise on the choice of service to meet their requirements.

Volunteerism

Sandwich has many volunteer groups and relies heavily on the high rate of volunteerism in the community for town boards and associations. In the first community forum for the Master Plan, the second highest ranked attribute was “active, caring, open community”. One of the main themes that emerged from the Master Planning process was for Sandwich to retain high levels of social connectivity and volunteerism.

In addition to town citizen boards and commissions, there are almost twenty volunteer groups including:

Sandwich Woman’s Club	Rural Cemetery Association of Center Sandwich
Ladies’ Aid	Volunteer Fire Department
Friends of the Library	Sandwich Fire Association
Sandwich Caregivers	Sandwich Police Association
Sandwich Senior Resources	Sandwich Business Group
Red Mountain Lodge	4-H

Sandwich Historical Society
 Sandwich Fair Association
 Sandwich Sidehillers

Sandwich Central School PTO
 Garden Gnomes/Bearcamp Valley Garden Club
 Sandwich Children’s Center
 Sandwich Central School PTO

However, in recent years, it has become more difficult to find people willing to serve on town boards, and increasingly the town relies on a limited number of willing volunteers. In the future, the town will probably have to consider recruitment of paid professionals for certain positions e.g. Fire Fighters, Town Planner. In some cases these might operate on a part time basis or possibly shared with other towns.

Funding for Community Facilities

The funding for community facilities and services is managed through the Town’s operating and capital budgets. Annual operating expenses and minor capital spending are handled through the town’s operating budget, while major equipment and building expenses are handled through capital reserves and trust funds. Trust Funds are those given by individuals to the town, usually through a bequest, for a particular purpose. Capital reserve funds (Capital Reserves and Expendable Trusts) are town funds that are appropriated through warrant articles voted on at Town Meeting. These funds are managed and dispersed by the Trustees of the Trust Funds. Details of all expenditures are well documented in the Sandwich annual Town Reports.

Trust Funds

There are approximately 30 Trust Funds in Sandwich that are used for a variety of purposes. For example, the Quimby Fund – which is a private trust, but makes contributions to the Town - provided \$57,890 for town projects and the recreation program, and the Moses Hall Trust provided \$20,000 for the Quimby Field road paving. Figure 9-27 below summarizes the individual end-year fund balance of key trust funds that have or may provide funds for town departments and capital facilities

Figure 9-27. Trust Fund Balances

Name of Fund	2009 Balance
Rural Cemetery Association	\$131,751
Sandwich Cemetery Association	\$53,081
Stephen Wentworth Memorial (Library)	\$16,509
Daniel Atwood School Fund	\$7,756
Daniel Atwood Sidewalk Fund	\$1,873
Doris Benz	\$134,198
Charles Blanchard (Road maintenance)	\$69,863
Moses Hall (Road maintenance)	\$58,798
Alfred Quimby Fund	\$5,466,706

Source: 2009 Town Report (except Alfred Quimby Fund)

Capital Reserve/Expendable Trust Funds

The following figure (Figure 9-28) summarizes end-year fund balances for key capital reserve funds as presented in the 2009 Town Report:

Figure 9-28. Capital Reserve Fund Balances

Name of Fund**	2009 Balance
Highway Equipment	\$134,812
Fire Protection Equipment	\$163,362
Sewer	\$156,246
Rescue Vehicle Replacement	\$48,928
Fire Ponds/hydrants	\$26,691
Police Department Equipment	\$36,247
Office Equipment	\$4,411
Wentworth Library Expendable Trust	\$21,779
Durgin Bridge	\$13,838
Landfill Expansion	\$21,883
Life Safety Building	\$27,261
Town Hall Expansion	\$21,684

Source: 2009 Town Report

***Note: Does not include funds dedicated to maintenance.*

Action Plan

Vision Goals for Community Facilities and Services

Provide in a cost effective manner the quality and level of municipal services and facilities that are enjoyed in Sandwich today.

Encourage modern communication facilities, systems and services to meet the needs and diversity of Sandwich's residents and businesses, now and in the years to come.

Encourage and foster high levels of citizen volunteerism in both public and non-profit activities to promote social capital and keep the cost of municipal services at a reasonable level.

Actions

Police

- CS 1.1: Examine options for the current police facility including renovation, expansion or replacement to provide for ADA accessibility, adequate interview or storage space, including secure storage space for evidence.
- CS 1.2: Upgrade electrical and plumbing systems—may be part of renovation.

Fire and Medical

- CS 2.1: Expand the main fire station to allow for an additional fire truck bay.
- CS 2.2: Undertake repair of main fire station roof and upgrade of electrical system.
- CS 2.3: Develop a long range plan for provision of fire-fighting and medical services, especially in light of anticipated major capital expenditures in the medium term.

Highway/Public Works

- CS 3.1: Upgrade main Highway Department building (shed) including new roof, new generator, vented room for welding operations, and a more secure equipment storage area.

Town Hall

- CS 4.1: Enlarge and modernize current workspaces and meeting room.
- CS 4.2: Add more records storage space.
- CS 4.3: Add second meeting room, along with space for such functions as treasurer, building inspector, sewer, etc.

CS 4.4: Consider ADA accessibility to the second floor.

Solid Waste

CS 5.1: Improve traffic flow at the transfer station and repair the access road.

CS 5.2: In the long term, consider specific ways to better manage the town's solid waste either at the current site or in combination with adjacent towns.

Sewer System

CS 6.1: Continue to identify and repair areas of sewer system infiltration.

CS 6.2: Undertake a comprehensive engineering study to determine current functional capacity of the Center Sandwich sewer system considering system limitations and provide alternative strategies for system configuration to accommodate future demand.

Library

CS 7.1: Address the ongoing building maintenance needs of the historic Wentworth Library including energy and lighting improvements, electrical system upgrades, ADA accessibility, reconfiguration of the circulation desk, and safety improvements.

CS 7.2: Provide the necessary tools to efficiently manage and operate the library for the benefit of its patrons, including upgraded circulation software and acquisition of new digital technology equipment for audio and video users.

School

CS 8.1: Closely monitor how the school is managed, operated and maintained by the Inter-Lakes School Board.

CS 8.1: Continue advocacy for the needs of the school in the long term.

Parks and Recreation

CS 9.1: Improve parking at Squam Lake Beach, the Pothole and Bearcamp Pond.

Communications Infrastructure

CS 10.1: Work with existing commercial providers and advocate for the provision of state-of-the-art electronic communication services throughout Sandwich.