

CHAPTER 10 – MUNICIPAL SERVICES

Vision

We recognize that as a community, we have many components working together that make up our municipal services to the residents of Rye and the surrounding areas. They comprise of the Police Department, Fire Department; Department of Public Works; Water District; Rye Sewer Commission; Recreation and Schools.

1.0 POLICE PROTECTION – PLANNING FOR THE FUTURE POLICE DEPARTMENT

The challenges facing society today are enormous: financial uncertainty, personal and property security, environmental sustainability, quality of life issues. Planning allows an organization to concentrate its attention and resources on the most important issues.

The Rye Police Department is dedicated to promoting and ensuring the safety, education and welfare of all people throughout the Town of Rye. We hope to accomplish this through a variety of partnerships with the community and other service providers in the State of New Hampshire.

The plan items are:

- High visibility traffic enforcement needs to remain a top priority. Responding to the population increase of the entire Seacoast area and the increases in the number of tourists brings more traffic to the secondary roads of Rye.
- Preparation for large scale emergencies, whether natural or manmade, is a priority. This preparedness will include planning, training/recruitment of personnel, and the procurement of the equipment/technologies necessary to achieve a satisfactory level of preparedness.
- Coordination between the lifeguards and the police department has been enhanced through the Fire Department. Although the “life-saving” mission does not align perfectly with the police mission, the maintenance of order on the beach dictates the inclusion in the police department. Each lifeguard station will have to be equipped with appropriate radio communication equipment.
- Optimizing deployment of all personnel to minimize overtime expense and with no compromise in service level to our town.
- To keep pace with emerging practices and technologies we will use technology to improve work efficiency and effectiveness, such as: increase officer technological independence, increase the time spent by the officer on the road, and improve quality of reports, track problem solving efforts and increase access to information. Technology is simply one more tool, which if properly used, can save police officers time and effort.

The Rye Police Department provides the town with around the clock coverage seven days a week with a Police Chief and eight full-time officers and five part-time officers..

These uniformed personnel are supported by a full-time clerk, on-call animal control officer and an attorney serves as the department's part time prosecutor. The department's personnel resources are augmented by mutual aid agreements with neighboring departments. The Town contracts with the regional Emergency Response Team for tactical situations. Parking enforcement duties are handled by civilians working part time during the summer months.

There are two primary personnel management challenges. The first is to provide adequate around-the-clock coverage with the personnel we have without incurring high overtime costs. Currently this is accomplished by using part time officers as the second "day car" on weekends and as replacements when available. Since only one Rye officer is on patrol during the late night shift we are totally dependent on assistance from surrounding communities when assistance is needed. The second challenge is to meet the demands created during the summer tourist season and when the day to day population increases drastically. This daily influx of transients creates a significant demand on resources which remain generally the same from season to season.

The Police Department is headquartered in the Rye Public Safety Building. The Police Department is equipped with five cruisers. These vehicles are "recycled" to other departments when their five-year life as a cruiser is completed, giving the town an actual vehicle life of eight years and 150,000 miles on average. Routine maintenance and other non-warranty services are performed by the town mechanic at the Department of Public Works. (More details on service maintenance are mentioned in the DPW section of this chapter). Other equipment includes: office equipment; mobile data terminals, enforcement equipment; and communications equipment.

Rye makes use of the statewide E-911 facility for police, ambulance, and fire emergency reporting. The Police Department is dispatched by the Rockingham County Dispatch Center in Brentwood N.H. The police radio net-work provides effective coordination of resources and a safety link for police officers working in the field.

Lowering crime rates and creating a safe environment is a top priority for the Rye Police Department. We combine suppression of crime through focused enforcement efforts with community education aimed to build cohesive neighborhoods that are more resistant to crime and disorder. Studies have shown that in suburban environments the vast majority of burglaries are perpetuated using an automobile both to "case" the potential targets and to assure quick exit from the burglary scene. While drug dealers tend to drive to and park near where they do business. Criminals strive to avoid any contact with police who may observe contraband in their vehicle or run their names through a computerized identification system. Thus, a highly visible police force makes us an unattractive target for criminals in spite of our very attractive demographics.

As in many other communities, alcohol and drugs have become the most common causes of arrests. In Rye, this probably represents a high level of interdiction from the transient population more than any extraordinary level of use within our community. The summer beach patrols (uniformed and plainclothes) have proven especially effective in controlling both drugs and alcohol along the beaches, where they are most commonly abused. Drug and alcohol arrests are followed in frequency by arrests for traffic infractions and trailed by all others.

Growth related factors affecting our police force are summer population increases, seasonal tourist influx, commercial development, coastal development policies, age composition of our citizens, income composition of the population and spatial distribution of the population. Most people understand the high correlation between size of population and size of police force. Generally the recommended ratio of police officers is approximately 2.0 per thousand populations. For smaller towns, forecasting future needs based on such formulas is not a realistic approach to determining need because both the size of the population and the force are small. Other factors have a greater impact on both actual and perceived service levels than in municipalities with larger populations. With respect to force size, the master planning perspective must consider the types of service being requested as well as population growth. In the last six years there were two shootings and five night time residential burglaries reported when one police officer was on duty. To ensure a quicker and efficient response to these types of investigations the police force should increase to two officers 24 hours a day.

The workload of our current police force can be seen in Table MS-1.

Table MS-1 Police Force Workload

Police Activity	2006	2007	2008	2009	2010	2011	2012
Calls for Service	8,825	8,665	8,777	8,562	8,792	8,342	8,531
Vehicle Stops	1,989	1,931	2,037	1,648	1,692	1,429	1,327
Arrests	273	220	238	193	141	119	181
M.V. Accidents*	150	127	134	139	118	142	97
Alarm Responses	292	346	359	347	402	400	316
Suspicious Activity	408	400	537	549	461	448	478
Animal Control	455	392	459	396	422	465	489
911 Hang Ups	151	110	65	68	66	71	60
Medical Aid	294	337	305	362	294	325	265
Domestic Disputes	48	43	53	44	40	28	23
Residential Burglaries	10	11	9	12	7	8	3
Juvenile Offenses	31	31	44	19	25	19	13

This table does not include all activities and all categories but is meant to be representative sample of police activities.

***This category represents only those accidents which require a police investigation/report.**

Rye’s land use policies could also affect the level of required police service. As noted in the Land Use Assessment, lot frontage on existing roads is nearly all “built out” today. Most of Rye’s additional homes will be built in small residential subdivisions which increases the number of homes and road miles patrolled. More importantly, any change in the coastal land use policies away from the “family-oriented” concept or commercial/retail development would dramatically affect police service requirements.

2.0 FIRE PROTECTION AND EMERGENCY MEDICAL SERVICES – PLANNING FOR THE FUTURE FIRE & RESCUE DEPARTMENT

Vision

Our Rye Fire & Rescue delivers and will continue to deliver optimal public safety services and public education through maximum utilization of all available resources. Planning for the Fire and Emergency Medical Service future is a process that is ever-evolving and is constantly reviewed and amended as necessary given the needs of this community. The plans will lay out the course for the department including recruiting and training a highly skilled, motivated and diverse workforce. Items to be considered are:

- Monitoring town and area growth;
- Updating the vehicle replacement program;
- Requesting an Insurance Services Offices, Inc., (ISO) reevaluation;
- Refining the staffing plan; and
- Increasing Advanced Life Support (ALS) capabilities.

2.1 Historical Perspective

The Rye Fire Department was organized in 1947 and incorporated the Rye Beach FD to provide fire suppression services to both Rye and Rye Beach. Over the past fifty-eight years, our department has grown to an organization of nine full-time personnel and as many as twenty paid-on-call personnel. It provides us with a full range of services 24/7 with a minimum of two career firefighter/emergency medical technicians on duty at all times. With over fifty years of service, the department is steeped in a rich tradition of the fire service and dedication to the community.

In 1992, the fire department took on the operation of the community’s emergency medical services from the Rye Ambulance Corps and became Rye Fire & Rescue. This was a logical extension of the fire fighters’ basic mission, which is to save lives. From this beginning, our delivery of emergency medical services expanded to the advanced life support level in 1994 with the introduction of paramedic service.

2.2 Buildings and Equipment

Rye’s Fire & Rescue service is housed and operates out of one location, a public safety facility opened in 2006 at 555 Washington Road in Rye center. In addition to the administrative offices, this facility houses two pumping engines, one “quint” pumper/aerial

ladder, one brush fire truck and an ambulance.(see detailed equipment list in MS-2) This equipment supports the fire suppression mission and the extension of our department's mission to both emergency and non-emergency services. Emergency services include: emergency medical service, vehicle extrication, water rescue, technical rescue, hazardous materials response, and air quality identification and monitoring. The non-emergency services include: fire prevention and code enforcement, public fire and safety education, fire investigation, residential lock-out, water extrication, and any other related needs of the community as described in Table MS-3.

The department also houses and operates assets of the Seacoast Chief Fire Officers Mutual Aid District and responds to regional mutual aid requests as needed.

Table MS-2 Rye Fire & Rescue Vehicles						
					REMAINING LIFE EXPENCTANCY	
TYPE**	MODEL	CALL SIGN	YEAR	ORIGINAL PRICE	FRONT- LINE	RESERVE (Back up)
Engine	E-One	Engine 3	2003	\$274,000	5	5
Engine	KME	Engine 1	1993	\$126,000	5	5
Quint	LTI	Ladder 1	1988	\$243,000	1	0
Ambulance	Chev/Life Line	Ambulance 1	2008	\$93,000	5	5
Forestry/Utility	Chevrolet	Utility 1	2006	\$15,200	4	0
Command Vehicle	Ford Crown Vic	Car 1	2008	\$0	2	0
** - Average "Life" Per Type of Apparatus: Engine 20 Years Quint 25 Years Ambulance 10 Years Forestry/Utility 12 Years Command Vehicle 2 Years (Used police cruisers)						

Source: Rye Fire Chief William H. Sullivan

Table MS-3 Fire Department Services to the Community

Public Education <ul style="list-style-type: none"> • CPR / AED Classes • School Programs • Station Tours & Children Education • Annual Fire Prevention Open House • Speakers for Civic Organizations • Child Safety Seat Inspections 	Fire Prevention <ul style="list-style-type: none"> • Plans Review • Occupancy Permit Inspections • Heating System Inspections • Flammable Materials Storage Inspections • Place of Assembly Inspections • Fire Alarm Inspections • Annual Safety Inspections • Assembly Permit Inspections • Large Event Fire Watch Programs • Emergency Pre-plan Activity
Fire Suppression <ul style="list-style-type: none"> • Building Fires • Wildland / Brush Fires • Vehicle Fires • Alarm Activations 	Hazardous Materials Response <ul style="list-style-type: none"> • Level C Entry • Level B Entry • Carbon Monoxide Alarm Investigations • Hazard Investigations
Rescue Services <ul style="list-style-type: none"> • Vehicle Extrication • Industrial Accidents • Water Related Incidents • Lifeguard Supervision 	Emergency Medical Responses <ul style="list-style-type: none"> • Basic Life Support • (ALS) Life Support • Event Stand-By Services
Disaster Management/Preparedness <ul style="list-style-type: none"> • Blizzards/Ice Storms • Floods • Hurricanes • Severe Storms/Tornadoes 	Emergency Communications <ul style="list-style-type: none"> • E-911 Answering Point (Concord) • ANI/ALI EMD Capabilities • Alarm Monitoring • Dispatch Capabilities (Rockingham County)
Property Damage Mitigation <ul style="list-style-type: none"> • Cellar Water Problems • Occupant Lock-outs • Unsafe Conditions 	Fire Cause and Origin Determination <ul style="list-style-type: none"> • Coord. With Fire Marshall's Office • Coord. With Rye Police
Miscellaneous Services <ul style="list-style-type: none"> • Hanging Patriotic / Holiday Decorations • Crowd Management at Large Gatherings • Ambulance Hardship Program • State EMS Committees • Regional EMS Task Force Involvement • State / Seacoast Fire Chiefs Association Involvement • Regional Hazardous Materials District • Highway Safety Committee 	Off-duty Citizens Assistance <ul style="list-style-type: none"> • Rye Fire Fighter Association Support • Smoke Detector Program

2.3 Fire Suppression—Personnel

The department's work schedule consists of four duty shifts with one shift being on duty at all times for a Twenty Four hour period. Each shift is made up of a Fire Lieutenant/EMT and a minimum of one Firefighter/EMT. This around the clock staffing level allows for the immediate response of the ambulance to a request for medical aid or in the case of a fire incident, the response of a fire engine. Like most small departments, Rye Fire & Rescue relies heavily on the back-up response of our off duty and call force personnel along with a mutual aid response from neighboring towns for major fire incidents or simultaneous ambulance calls.

The distribution of services provided is shown on Table MS-4. The following breakdown by National Data Classification shows the number of calls to which our fire teams responded between 2003 through 2006:

TABLE MS-4 FIRE DEPARTMENT EMERGENCY ACTIVITY				
	2009	2010	2011	2012
Medical Emergencies	478	425	470	426
Structure Fires	2	2	2	3
Chimney Fires	7	4	5	5
Outside Fires	9	9	10	5
Vehicle Fires	1	3	0	2
Motor Vehicle Crashes	38	46	30	42
Alarm Activations	75	73	68	78
Hazardous Condition Calls	45	50	41	42
Search & Rescue Calls	4	3	4	3
Odor / Smoke Investigations	9	15	8	8
Water Problems	2	3	5	4
Public Assists	48	53	51	45
Wires Down	10	32	14	11
Mutual Aid Given	41	65	61	60
Total	768	783	760	703
FIRE DEPARTMENT NON-EMERGENCY ACTIVITY – 2012				
Commercial / Residential Inspections Performed	167			
Permits Issued: Occupancy, Oil, Assembly	162			
Burning Permits Issued	927			
Child Passenger safety seat Checks / Installations	22			

2.4 Organizational Structure and Response Times:

Our organization reflects the efficient assignment of responsibility and authority. We achieve effectiveness by optimizing the distribution of workload. The lines clearly communicate accountability, coordination and supervision. Detailed job descriptions for each position ensure that each individual's specific role is clear and centered on our overall mission.

The department currently maintains collective bargaining agreements (CBA) with employees that specify the salary, benefits and working conditions under which the employees will operate.

The National Fire Protection Association (NFPA) Standards use the guideline of seven minutes to reach a fire. This time is based upon data that indicate that a structure and its contents will typically be fully in flames in this time. This time includes detection and reporting the fire, dispatch of fire equipment, travel time to the fire scene and set up time at the scene. In order to achieve the seven minute standard, travel time should be 3-4 minutes. This is possible only if a fire station is located within one and one-half to two miles from the fire site. At present approximately 60-70% of all structures in the Town are within this distance from of the fire station. Given the Town's geography, response times to the north and south ends of the Town can exceed this standard.

2.5 Insurance Services Office Rating

Another measure to evaluate a Town's ability to suppress fires in larger residences and commercial structures is through standards set by the Insurance Services Office, Inc. (ISO) for fire insurance rates. ISO grades fire departments looking at several factors: fire department organization, equipment, staffing, training, alarm notification, apparatus, fire station location, and water supply. The most recent grading by ISO was in 2007 and the town's public protection classification remained at class 5 for those properties within 5 road miles of the fire station and within 1000 feet of a fire hydrant; and class 9 for those properties outside of hydrant protection.

2.6 Mutual Aid

The department is an active member of the Seacoast Chief Fire Officers Mutual Aid District, a New Hampshire municipal corporation whose membership consists of Forty communities in New Hampshire, Maine and Massachusetts as well as the fire departments of Pease ANG Base and the Portsmouth Naval Shipyard. The member departments train and work together and in time of a major fire incident, town boundaries are erased and command and control personnel work together seamlessly. The mutual aid district also provides a hazardous materials team that is on call at all times and can be mobilized to contain and mitigate any sort of spill or leak of a hazardous substance.

2.7 Emergency Medical Services (EMS)

The Fire & Rescue Department supplies both basic life support and advanced life support services, depending on the certification level of the on-duty personnel. There are six paramedics (3 full-time and 4 on-call) who are cross-trained in fire, rescue and hazardous materials handling. In addition to the ambulance, the primary fire engine is also equipped with advanced life support equipment. Providing emergency medical assistance represents the highest call volume for the department, accounting for 426 calls or 60% of all responses in 2012.

At present our equipment is adequate, but the department will attempt in 2014, to acquire a second ambulance. This would reduce the workload on the present ambulance thereby extending it's service life and reduce the number of times that a mutual aid ambulance would be required thus keeping more revenue within the town.

The department's plan is to encourage current personnel to become Paramedic level trained and as senior personnel retire from the department, Paramedic level firefighters will be hired to take their place in order to increase the emergency medical services capabilities. Our target is to provide advanced life support to every call for emergency medical care.

All of the revenue generated by the emergency medical services is returned to the town's general fund and in 2012 the emergency medical services generated a total of \$183,160.00 for the Town of Rye.

2.8 Fire and Rescue Training

The department must train its staff in routine and advanced operational procedures for fire, rescue and emergency services. Our whole team must keep up with the new and changing laws and regulations regarding training. They take advantage of off-site locations such as the NH Fire Academy in Concord. The time commitment for our personnel to attend necessary courses has increased since September 11th, 2001.

By 2015, the present EMT-Intermediates must complete a course of study and successfully pass an examination for a new level of care known as "Advanced EMT" as the intermediate level is being done away with by the National Registry of EMTs.

2.9 Fire Prevention and Public Safety Education

The department has an active program of fire prevention and education. We work closely with businesses to address potential fire and life safety issues and problems. We support the town's Planning and Zoning department with reviews of all new buildings to ensure compliance with the town's codes. Finally, the department has a rigorous policy to investigate all fires and identify issues that can be used in future public education programs.

The department has a proactive fire prevention program that reaches a wide range of residents from school groups to businesses to senior citizens. Programs have been developed for a variety of media including: speaking engagements, hand outs, open houses, and outreach to the schools that have been undertaken to educate the public. The department works with the school department and area day care centers to implement fire safety programs.

We are currently developing a comprehensive fire and life safety ordinance which will guide property owners and contractors to conform to the latest standards in recognized Life Safety Code and Fire Prevention practices. This is a tool which will additionally be used by the Building Inspector and the Planning Board in accepting new construction and renovations.

3.0 DEPARTMENT OF PUBLIC WORKS – PLANNING FOR THE FUTURE DPW

The Department of Public Works (DPW) provides road maintenance, solid waste management, stormwater management, beach management, and vehicle management. The priority items in DPW planning are:

- Ensure that the replacement of the existing roads is performed in the most efficient and cost effective manner, based upon a priority sequence established by continuous visual inspections and traffic counts.
- Balance funding to assure that both maintenance and improvement are timely while addressing the needs caused by our ever higher density of development.
- Develop programs to maintain skills and develop new productivity skills in staff.
- Specify systematic replacement and upgrading of DPW equipment in the Capital Improvements Program
- Improve the human factors in the recycling center to serve the users better while controlling the labor costs to the town
- Monitor all work assignments to assure compliance with the spirit of the Collective Bargaining Agreement (CBA).
- Address construction and improvement projects through a well thought out and prioritized list.
- Advise the Land Use Boards on factors which may adversely affect the existing town infrastructure.

3.1 Buildings and Equipment

The activities of the DPW are headquartered at 309 Grove Road at the intersection with Washington Road. The 7.4 acre site contains the DPW maintenance garage, the recycling center, salt shed, fuel station, auxiliary storage buildings, and the brush dump.

The Town anticipates the construction of a new salt shed on the site. However, prior to these improvements a Master Site Plan is anticipated to address site traffic and safety deficiencies.

There is a variety of equipment necessary to perform the various tasks associated with maintaining the roads and servicing the recycling center. The complete list of DPW equipment is given in Table MS-5

All the public works equipment is stored in the highway garage located on Grove Road. The highway garage was built in 1981. It is currently barely adequate to house all of the public works equipment. Current land space will facilitate only minimal future expansion. There is also a need for additional interior space for offices and storage of files.

The Town has established a CIP committee and plan which has identified all the Town owned equipment with corresponding replacement years and costs.

The DPW employs a full time mechanic for inspecting, maintaining and servicing the Town's equipment. Additionally, DPW provides service to police vehicles and the fire utility vehicle so cross department efficiency is achieved. The current system allows for equipment to be cared for by longer-term employees who are familiar with the equipment.

Table MS-5 Public Works Equipment		
Description	Year New	Replacement Year
Chevrolet 2500 ¾ T	2003	2012
Chevrolet 2500 ¾ T	1989	2005
Chevrolet 2500 1 T	2003	2011
Chevrolet 2500 1 T	1999	2010
International 4900 2 T	1998	2013
International 4900 2 T	1996	2008
International 7400 2 T	2003	2015
Freightliner M2106	2005	2019
Caterpillar Dozer/Loader	1986	2016
John Deere Back Hoe	2001	2011
Case Skid Steer	2003	2018
Caterpillar Loader	1996	2016
John Deere Mower	1980	

3.2 Personnel

The work of the DPW is performed by eight full-time employees, two permanent part-time employees and a Public Works Director. The Director also fulfills many of the duties of Town Engineer for the Board of Selectmen and the Planning Board. Four of the full time staff are assigned to the Highway Department, two of the full time staff and two of the part timers are assigned to the recycling station. One full timer is the Highway Foreman supervising the Highway Staff and the remaining full timer is the mechanic, operating out of the highway garage.,

The key tasks of the DPW staff and management are: the maintenance and improvement of the streets and storm drains, the prompt clearing of snow and ice from the roadways, providing assistance to all other town departments where and as needed and operation of the recycling center.

Duties associated with road maintenance are patching of roads, road re-surfacing, snow plowing, street sweeping, street sign maintenance, mowing, brush and tree trimming, removal of roadside litter, and many others. Major resurfacing projects are contracted out but managed by the DPW Director.

Almost all the Public Works Department workload is directly related to the amount of developed area in Rye. Land use decisions have a direct impact on this department. Additionally, as noted in the Transportation Assessment, increased conversion of seasonal houses will lead to increased demands for upgrading some of the substandard coastal streets

The DPW, advises the Planning Board, making sure that new streets are laid out maximizing efficiency and usefulness to the Town. The proper layout also minimizes plowing and maintenance costs. The review process and follow-up inspections prior to town acceptance of new streets are critical as the cost of new road construction, paid for by the developers, can be dwarfed by the town's costs if they are built incorrectly.

To ensure that the Town optimizes road maintenance funds, a road inventory is kept. This also registers which roads are town-owned and which are privately owned as well as the classification of each Town road. The current road inventory and management system is in need of updating

The highway aspects of the DPW's role are further discussed in the Transportation Chapter.

3.3 Solid Waste Management

The Town handles all solid waste out of the Transfer Station located on Grove Road adjacent to Washington Road. There is no Town provided curbside collection of any rubbish. Mandatory recycling of the most common categories of recyclables is required at the transfer station in order to minimize the amount of trash transported to the landfill.

Tonnage associated with the Transfer Center is provided in the following tabulation.

YEAR	POP.	MSW	RECYCLE.	RATE	REVENUE
2000	5182	950	975	51%	4105,000
2001		1090	1100	50%	\$110,000
2002		1050	910	46%	\$105,000
2003		1250	900	42%	\$110,000
2004		1350	990	42%	\$125,000
2005		1359	617	31%	Unknown
2006		1413	697	33%	Unknown
2007	5490	1467	1036	41%	Unknown
2008		1700	1117	40%	Unknown
2009		1476	903	38%	\$40,000
2010		1206	550	31%	\$70,000
2011	5300	1235	686	36%	\$80,000
2012		1213	604	33%	\$83,000

The Town is one of ten members of the Southeast Regional refuse Disposal District 53B. This organization is a consortium of ten local communities which pool their anticipated rubbish and then contract for disposal of the rubbish at a common disposal site. Currently the town is in the twelfth year of a fifteen year contract with Waste Management Inc. for

disposal of the districts rubbish at the Turnkey Landfill in Rochester, NH. The contract is scheduled to expire in 2015.

A brush dump is also operated at the Transfer Station for receipt of Town generated yard waste. Said waste has been land applied at the facility, however, land application has currently been suspended to allow time for removal of accumulated compost associated with the breakdown of the land applied yard waste.

3.4 Drainage

There was no concept of a drainage plan when Rye was settled. As the Town grew no plan was ever put into place. Stormwater drains have been constructed in Rye over the years to correct for drainage problems inherent in the topography as well as those caused by development. As the amount of land, capable of absorbing stormwater is reduced, by building and surfacing for vehicles, the need for storm drainage facilities increases. One property owner's good drainage system can result in problems for his neighbors. For this reason, all proposed subdivision and site plans are carefully studied by the Planning Board to avoid storm drainage problems to downstream properties.

Rye is currently in the process of contracting for an engineering firm to provide a stormwater infrastructure analysis in order to develop a "Master Drainage Plan" encompassing the entire town. Problem areas will be identified and listed by priority, and the department will complete improvements as funding permits. As development expands and intensifies, the stormwater drainage system will need to be improved. In addition, there has been a move away from the old storm water runoff retention pond and towards low intensity development which endeavors to slow storm water runoff and return more of the runoff directly into the ground.

Insert source Rye Wellhead Water protection area map (NH DES)

4.0 RYE WATER DISTRICT

Vision

Overview

4.1 System Background and Water Sources

The Rye Water District (RWD) was established in 1947 as a Village District (Regional Water District) under the provisions of State of New Hampshire rules for establishment of such Districts. Initially the RWD serviced only the northern portion of Rye. Since the time of inception the distribution system has been expanded to cover in excess of $\frac{3}{4}$ of the Town of Rye, providing service to over 1550 customers. The RWD obtains its water from three wells, all located in Rye. Two well are deep drilled bedrock wells, Bailey Brook Well and Cedar Run Well, capable of providing approximately 325 and 340 gallons per minute (GPM) respectively. The third well is a gravel-packed well, Garland Well, capable of providing approximately 400 GPM. The water that is ultimately delivered to the customers is a mix, or

blend, of water from these three wells. For a small number of customers on Wentworth Road, to include the Wentworth by the Sea Golf Course, water is purchased from the city of Portsmouth and is used to service those customers. The District distribution system consists of approximately 33 miles of mains (water pipes), 500 control/distribution valves, 260 hydrants, one booster station, and three storage tanks. Two tanks are located on Washington Road along with the booster station and the third just south of Breakfast Hill on Rt. 1.

4.2 Water Quality

The RWD supplies water that meets all State and Federal drinking water quality standards to its customers. Water quality is sampled monthly and the results are provided to the New Hampshire Department of Environmental Services (NHDES). Water quality data is also reported to all District customers in the annual Consumer Confidence report.

The RWD has established a comprehensive program to certify, twice yearly, that back-flow devices installed in all commercial locations are operating properly. RWD personnel have been trained and qualified to perform this certification. Additionally, the RWD requires back-flow prevention devices be installed in all residential locations. Back-flow devices prevent potential contamination of the distribution system in the case of a loss of positive pressure in the system.

The RWD conducts a Wellhead Protection Program, consistent with NHDES guidelines, which manages the areas within a 4000 foot radius of each well. Commercial customers within the 4000 foot radius are inspected every three years and the RWD advises of best management practices for handling, control, and disposal of hazardous materials that could, if not properly managed, affect our water sources. Additionally, the RWD restricts all activities within a 400 foot sanitary radius around each well. This restriction is accomplished by either the RWD owning the property within the 400 foot radius outright or by placing restrictive covenants in deeds of private property owners for those portions of their land lying within the 400 foot radius.

Residential customers, within the Wellhead Protection Area, are advised to dispose of household chemicals and hazardous materials at the regional annual hazardous material collection day. Flyers are distributed in advance of the collection date to all customers.

The aquifers that supply the three RWD wells are an irreplaceable asset to the Town of Rye. Protection of these aquifers can be enhanced via appropriate and consistent enforcement of Town ordinances. The RWD does not have the authority to implement or control the Town of Rye's ordinances. This authority is located within the jurisdiction of the Towns various Boards.

4.3 System maintenance, operations, and Improvements

The RWD Staff and Commissioners review operational and yearly maintenance needs during development of the RWD's annual operating budget. As part of the budget development, funds are designated for capital improvement accounts for future year

expenses. In the past, whenever possible, the RWD funded expansion or replacement projects from a current year operating budget in lieu of long term bonding. However, the number of smaller projects and growing replacement needs that can be completed within a single years operating budget has basically zeroed out.

In order to facilitate better budget planning for a current year needs and out year recurring or new requirements, the RWD has initiated activities to develop and implement an Asset Management Program. The basic objectives of this program are to provide a structured asset management approach for both near term and long term requirements of the RWD. It is expected the Asset Management Program will maximize efficiency of services provided to RWD customers and optimize use of available funding through a combination of new software, organized data management, living asset inventory, matrixes of near term and long term operation, maintenance and capital improvement requirements to included projected funding estimates. (Additional details of the Asset Management Program is provided in the “Next Steps” paragraph below)

The District has developed and maintains a comprehensive mapping of the distribution system using Geographic Information System (GIS) computer program. This GIS mapping data will become part of the Asset Management Program discussed above.

Based upon the result of an engineering study conducted in 2005, the RWD at its Annual Meeting in 2009 received approval to proceed with engineering and design of a Central Water Treatment Plant (CWTP). The goals of the CWTP are: provide treatment of high iron and manganese in the two bedrock wells, provide ability to operate with continuous chlorination if mandated, provide the ability to supply the distribution system from any combination of RWDs three wells, removal of all operational equipment from the Garland well site, provide flexibility to easily and quickly adjust to new regulatory requirements such as Radon removal, provide permanent back-up power to at least one well and the CWTP, centralize operational and maintenance activities, and improve system security. Initial engineering activities were initiated in 2009. In 2010 the process to be used to reduce iron and manganese levels was determined and a five month pilot study of the proposed process was conducted to validate the process selection. In 2011 the Pilot Study report was reviewed, preliminary design was completed and reviewed, and 60% design was completed and reviewed. Currently, the 90% design is being finalized.

Next Steps

Complete the final design of the CWTP in 2012. As part of the design completion process a final construction cost estimate will be prepared, permitting and NHDES approval process initiated, and meeting with appropriate Town of Rye boards. Finally, consistent with the concepts of the RWD’s developing Asset Management Program, plan the project funding mechanisms, construction start year, and prepare a Warrant Article to present to the RWD for CWTP construction approval at an Annual Meeting.

Continue with activities to establish an Asset Management Program. The following provides an overview of the Asset Management Program which will consist of three major components:

Asset Management Plan
 Asset Inventory System
 Computerized Maintenance Management System (CMMS)

As a prerequisite to the development of the Asset Management Plan a Water Distribution System Master Plan will be generated to evaluate the RWD's existing water distribution infrastructure and provide a plan for piping and associated components improvements or replacement. Elements of the distribution system master plan include; developing a hydraulic model based upon the existing GIS database, identify areas of the system having "aging water infrastructure" in need of possible replacement, identify areas where hydraulic deficiencies exist, perform hydraulic model scenarios, evaluate possible system improvements, review current and future demand projections, review water main interconnections with Portsmouth and Aquarion systems, develop a list of prioritized infrastructure improvements, and create a system distribution map showing needed infrastructure improvements. This information from the distribution system master plan will feed into the development of the Asset Management Plan. The Asset Management Plan will provide a multi-year implementation program for adopting asset management best practices and technologies to include: a structured asset inventory system, methods for critical analysis for evaluation system improvements, and enhancement of data for long-term financial planning.

The Asset Inventory System will provide an all encompassing matrix listing all RWD items, such as water mains, valves, wellhead components, pumps, structures, equipment, etc. The asset inventory is planned to be a secured web-based application, linked to the RWDs current GIS and have a query tool enabling quick accessing and review of asset inventory information.

The Computerized Maintenance Management System (CMMS) will be a software application that can track service requests and scheduled maintenance work orders for a current year and project (schedule) future year system maintenance and /or replacement requirements. This ability to better project future work requirements will aid in projecting future budgets demands and facilitating the levelizing of out year budget cycles.

5.0 OTHER WATER PROVIDERS

Not all areas of Rye are served by the Rye Water District. The City of Portsmouth provides water to properties along Pioneer Road and to the north of Pioneer Road, including the Wentworth By The Sea Country Club development. Properties in the Rye Beach and Jenness Beach Precincts are served by Aquarion Water Company of New Hampshire, which is a subsidy of Aquarion Water Company, the largest private water company in New England and among the ten largest private water companies on the United States. Aquarion Water

Company of New Hampshire provides water to about 9100 customers in Hampton, North Hampton and Rye and is regulated by the NH Public Utilities Commission.

6.0 SEWERAGE

The Town of Rye has a public sewer system managed by a three person Board of Sewer Commissioners. The public sewerage serves about 530 customers located in the Rye Beach-Jenness Beach area. Sewage is pumped to Hampton via a force main owned by the Town of Rye, in accordance with an Intermunicipal Agreement between Hampton and Rye. The agreement limits the quantity of sewage which Hampton is obligated to treat to 190,000 gallons per day as an arithmetic average daily flow calculated on a calendar year basis, with a further limit on peak hourly flow of 500 gallons per minute. Current flows are well within the flow limitations of the agreement.

In 2012 the Sewer Commissioners signed an agreement with Hampton and the State of New Hampshire which allows a new bathhouse at the North Hampton State Beach to be connected to Rye's force main. The new bathhouse opened in June 2013.

In 2010 Rye town voters approved the extension of the City of Portsmouth's sewerage to Foyes Corner, and in 2012 the Sewer Commissioners signed an Intermunicipal Agreement with the City of Portsmouth relative to the sewerage extension. The Intermunicipal Agreement is subject to the approval of the NH Public Utilities Commission, which is pending as of the date of this master plan. The Intermunicipal Agreement limits the expansion of the Portsmouth system in Rye to properties at Foyes Corner and properties which abut Sagamore Road north of Foyes Corner.

The City of Portsmouth also provides sewerage service to the Adams Mobile Home Park via a private force main which runs along Lafayette Road to a connection at the city/town line. This service is administered by the Rye Sewer Commission.

7.0 SCHOOLS

The Rye School District has an elementary and a middle school. The Rye Elementary School was built in 1955 on a site off Sagamore Road just north of the Wallis Road intersection. A four room addition was made in 1965, and in 1984 kindergarten was added. The Town owns a total of thirty eight (38) acres at the elementary school as the site extends westward to the Portsmouth City line. Rye Elementary School is a public elementary providing quality education to students from Kindergarten through Grade 5 and houses 318 students. Rye Elementary School was chosen by the U.S. Department of Education as a Blue Ribbon School of Excellence for the 1998-1999 school years. Rye Junior High School (a middle school) is located in the center of Rye, New Hampshire in the midst of the Historic District. The immediate area includes historic homes dating from 1739, Parsons Park (town field and forest saved for community use through community effort). The Rye Junior High School occupies a site of 3.8 acres just north of Lang Road. It was built in 1933 and had major additions in 1949 and 1965 and 1997. The school is a sixth through eighth grade facility and houses 185 students from the towns of Rye and New Castle. The Rye Junior High School

staff demonstrates a commitment to the middle school concept by placing emphasis on positive student/teacher relationships and responds to the interest and needs (academic, social and emotional) of young adolescents. Rye Junior High is accredited by New England League of Middle Schools. (NELMS)

Both schools are fully accredited by the New England Association of Schools and Colleges (NEASC) and offer comprehensive educational programs including the basic discipline areas of mathematics, language arts, social studies and science. In addition, French/Spanish, art, music, physical education, life skills and industrial arts/technology (RJH) education are available.

The school district has 64 full-time and part-time professional staff, as well as, support from the SAU staff of 4 professional staff members and 5 administrative personnel. The school system has a strong reputation, ranks high among schools throughout the state, and demonstrates a positive effect on real estate values. High school students attend the Portsmouth High School.

For more information on the school system visit the schools' websites.

Rye Elementary <http://sau50.org/rye/res>

Rye Junior High <http://sau50.org/rye/rjh>

Mission Statements

Rye Elementary School believes, "Learning is a journey, not merely a destination. It is our mission at RES to provide a safe, caring, supportive environment in which students are encouraged to acquire knowledge, skills, and attitudes necessary to become lifelong learners and responsible citizens. We strive to actively involve parents, teachers, and community members on this journey."

Rye Junior High School will provide appropriately responsive school programs, policies, and practices to meet the particular intellectual, physical, social, and emotional needs of each middle level learner. Young adolescents are talented in unique ways with a personal mix of diverse intelligences. Everyone within the community shares a responsibility for developing and nurturing the whole child. We resolve to make that learning a reality.

7.1 SCHOOL DISTRICT GOALS (2013-2014)

The Rye School District's mission is to provide an outstanding learning and teaching environment that meets every child's academic, social, physical, and personal needs. The standards and measurements for excellence that guide our District are stated in the New England Association of Schools and Colleges Standards for Accreditation.

We are taking significant efforts for continued school improvement. Our action items support the SAU's overarching goal of improving the personal, physical, social, and academic growth for every student and the guiding principle of improved student outcomes and high levels of learning for all.

FOCUS AREA: CORE CURRICULUM

Action Items for this year to enhance our current program:

1. Lessons and units will follow a full implementation of the Common Core State Standards (CCSS).

Implementation Strategy:

- a. CCSS Pacing guides in English Language Arts will be created to drive the instruction for each grade.
- b. CCSS will be posted and/or verbalized in student-friendly language during each lesson for students. Walkthroughs will document this practice.
- c. Lesson plans will outline the CCSS targeted for each lesson.

2. Target instruction to challenge students and differentiate. Design professional development to enhance teacher skill in this area.

Implementation Strategy:

- a. Oct. 11th Professional Development will focus on Webb's Depth of Knowledge (DOK). Teachers will score classroom assignments for DOK to get baseline data. They will then score materials in the winter and at the end of the year to measure progress with creating higher DOK assignments.

3. Review assessments given at each grade to determine purpose and effectiveness of data gathered.

Implementation Strategy:

- a. Schools will compile a list of assessments administered in each building and teams will evaluate for effectiveness based on measuring student learning and teacher usability. A list of effective assessments that inform our instruction and measure student growth will be formulated.
- b. Rationale will be formulated for each assessment given.

4. Keep parents up to date with changes in curriculum and instruction including examples of differentiation of instruction.

Implementation Strategy:

- a. Curriculum guides will be updated and available to parents at Curriculum Nights as well as posted on the SAU website.
- b. Math In Focus Informational night will be held in the fall for parents.
- c. Monthly newsletters will inform parents about changes and how they can help their child.

FOCUS AREA: TEACHER EVALUATION AND SUPERVISION

Action Items for this year to enhance our current program:

1. Staff will be provided training on the new supervision and evaluation plan focusing on teacher reflection and student learning.

Implementation Strategy:

- a. Teachers will create Student Learning Objectives based on the Common Core Standards and submit for administrator approval by Oct. 15.
- b. A self-evaluation based on the SAU 50 Plan for Effective Teaching* rubrics will be completed by each teacher at the beginning and end of the year to monitor teacher growth.
- c. Classroom walkthroughs, staff meetings, observations, and collaborative conversations will demonstrate the shift to an evaluation system based on student learning.

7.2 FINANCIAL CONSIDERATIONS

In regards to operating expenses, Figures MS-3 and MS-4 show the growth in operating budget and costs per student in the Rye school system. These operating expenses (capital expenditures were not included in this analysis) have run ahead of the inflation rate since the early 1980's. There are causes for this which are common to the public education environment. Perhaps the most significant nationwide phenomena are the rise in the cost of "Special Education" programs, increases in the tuition rate to Portsmouth High School, the recent increases in health care costs and the fact that teacher salaries have consistently risen faster than the inflation rate as measured by CPI.

Table MS-3 Rye School District Operating Budget	
2006-2007	\$10,774,720
2007-2008	\$11,226,739
2008-2009	\$11,743,809
2009-2010	\$11,838,517
2010-2011	\$11,922,195
2011-2012	\$12,212,449
2012-2013	\$12,794,784
2013-2014	\$12,949,117

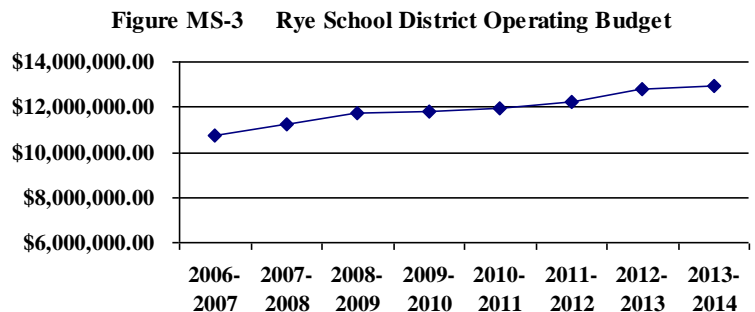
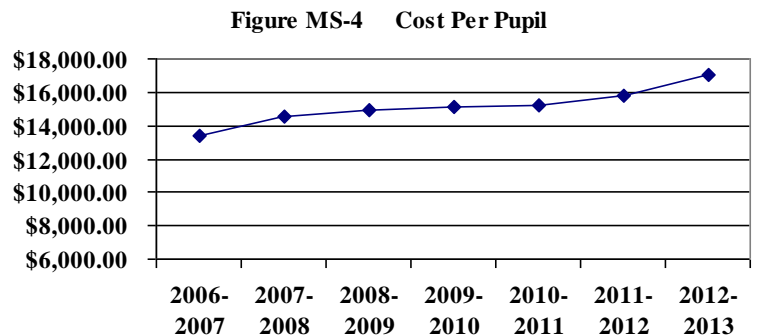
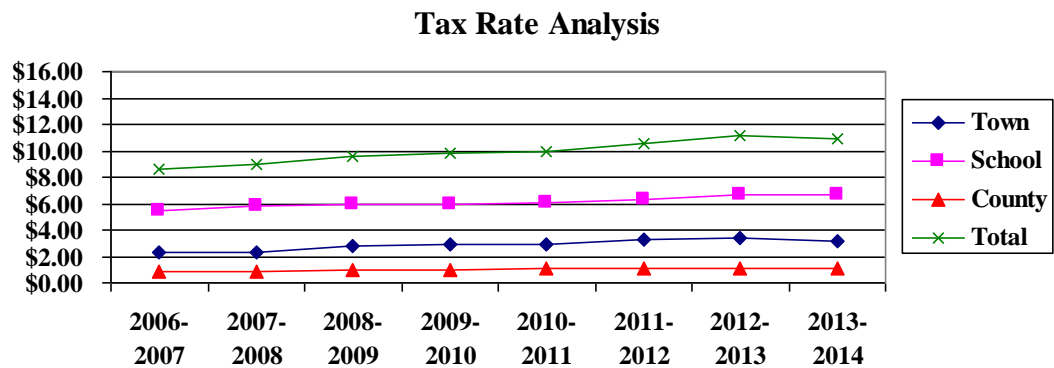


Table MS-4 Cost Per Pupil	
2006-2007	\$10,774,720
2007-2008	\$11,226,739
2008-2009	\$11,743,809
2009-2010	\$11,838,517
2010-2011	\$11,922,195
2011-2012	\$12,212,449
2012-2013	\$12,794,784
2013-2014	\$12,949,117



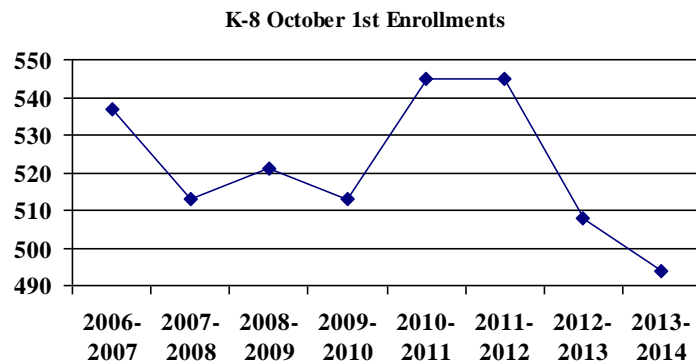
Comparing the tax rate contributions for town, school and county tax assessments, the percentage of school taxes to the total tax rate has remained fairly constant over the past five years with the percentage being consistently between 59% and 61% of the total taxes.

Tax Rate Analysis					
Year	Town	School	County	Total	% School
2006-2007	2.31	5.50	0.85	8.66	63.5
2007-2008	2.25	5.76	0.90	8.91	64.7
2008-2009	2.74	5.91	0.97	9.62	61.4
2009-2010	2.87	5.99	0.96	9.85	61.0
2010-2011	2.88	6.07	1.04	9.99	60.8
2011-2012	3.24	6.31	1.04	10.59	59.6
2012-2013	3.44	6.70	1.07	11.21	59.8
2013-2014	3.12	6.72	1.12	10.96	61.3



Finally, the student population in K-8 has been decreasing over the past several years. The school board will be watching this trend and making appropriate adjustments.

K-8 October 1 st Enrollments	
2006-2007	537
2007-2008	513
2008-2009	521
2009-2010	513
2010-2011	545
2011-2012	545
2012-2013	508
2013-2014	494



8.0 RECREATION

The Town of Rye Recreation Commission (RRC) has updated and published its official master plan, titled Recreation Department Master Plan 2011 which can be found in full detail at URL http://www.town.rye.nh.us/Pages/RyeNH_Recreation/index That planning document is incorporated by reference and highlights provided below.

8.1 Background and History

Rye Recreation Commission Vision: “Recreation provides a critical foundation for the quality of life that makes Rye unique. Recreation is essential to the health and well-being of the individual residents and the community of Rye. Recreation activities and services have far-reaching personal, social, economic and environmental benefits. The role of the Rye Recreation Department is to ensure that a broad range of recreation opportunities are available and accessible for all residents and that these are consistent with the needs and interests of the community and the space and resources available.”

Authority: The Recreation Department of the Town of Rye operates under the direction of the Rye Recreation Commission (RRC) founded in 1964. The RRC has jurisdiction under RSA Title III, Chapter 35-B, Public Recreation and Parks. It is responsible for land and facilities reserved for recreational use and providing leisure-time services to the residents of Rye. The RRC develops and enforces policies and procedures as well as plays a strong management role within the Recreation Department. The Commission is comprised of an active group of seven volunteer citizens that meet monthly to conduct business. Each meeting is open to the public and interested persons are welcome to attend and encouraged to contribute thoughts and ideas toward making Rye a more vibrant community.

Overall Planning Objective: A large part of the Commission’s duties involves overseeing operations and making budget and policy decisions to support the current active recreation services and activities. A planning role is also important to ensure the current and longer term service objectives are and/or will be met. The Commission initiated an extensive survey of citizen’s interests, wants and needs in 2007, the summary of which can be found in the full Recreation Department Master Plan 2011 document to be found as detailed at the beginning of this 6.0 section. During the four years following the survey, the Commission has formulated plans and taken actions toward achieving many of those services that were requested by the citizens.

This Recreation Department Master Plan 2011 is intended to review and publish the Rye Recreation Department (RRD) short and long term goals, based on overall objectives established in this Town’s Master Plan (2006) and as suggested by citizens. This Master Plan will also benchmark participation and achievements towards those goals and confirm priorities. All of this must be viewed in context with the local economic, social and political realities of the community.

The Community. When evaluating the effects of recreation on the citizens, in part, one should consider recreation and youth programs - activities as playing an important role in child development. We believe that RRD has a positive impact on the services and programs also encourage a sense of community and neighbor support among adults.

	Rye	New Castle	Green-land	North Hampton	Portsmouth
Population	5,169	1,031	3,442	4,565	20,579
Med. Age	44.4	49.6	38.1	42.3	38.5
Med. Income	\$75,195	\$100,997	\$75,013	\$80,471	\$58,417
Crime Rate	.590	NA	.722	.991	.1977
Officers/1K Pop.	1.75	NA	2.03	2.65	3.04

Core programs have been in place for at least 10 years, are well attended and the community has become accustomed to having these programs offered on a regular basis. The Rye After School Program (RAP)

is a flagship program and a good example of core services and activities allowing adult parent residents flexibility to develop daily work-life schedules extending beyond a typical school day. The school aged youth

- After School Program
- Tennis
- Summertime Horyezons
- Babysitter Course
- Art in Bloom

- Soccer
- Golf
- Yoga
- Basketball
- Skiing/Snowboarding

population of Rye is expected to gradually decline through 2021, as it has over the past ten years. The kindergarten through fifth grades (K-5) is where the largest decline is expected, while the 6th grade through 8th grade (6-8) and the 9th grade through 12th grade (9-12) groups will decline at a much slower pace.

These are important groupings for recreation services and programs. As will be pointed out later, the K-5 grouping are heavy user of RRD services and programs, particularly the After School Program and Summertime Horyezons Program. These two programs made up 76% of paid fees received in 2010 and included 67 and 274 enrollees, respectively. The market penetration for the After School Program is 22% of available population and, as explained later in more detail, this program is limited by space and staff to a maximum of 60 participants daily. This anticipated decrease in K-5 population should have little effect on the ability to fill this program each year. The Summertime Horyezons Program, on the other hand, includes 6th graders and it is estimated that this program had more than a 60% market penetration. This is a very popular program indeed and may experience some decline in participation as the student population continues to decline.

Town-wide Survey (2007): RRD mailed survey forms to all Rye households and received 242 responses, covering a total of 684 citizens. Respondent age dispersion was reasonably flat from ages 35 to over 65 suggesting that the survey provided a balance of views between young families and retirement aged individuals. The complete discussion of data and results of this survey are contained in the full Recreation Department Master Plan. In summary, there were 10 questions that 1) determined past usage, 2) obtained preference ranking of existing programs and services, 3) asked for suggestions, 4) explored opinions on Town

Master Plan specific directions, and 5) satisfaction or preferences concerning administration of RRD.

8.2 Connecting Present Day Operations with Survey Results

Physical Resources: The laws of New Hampshire provide that “All public property may be used for leisure time activities, provided that prior approval for its use has been granted by the appropriate authority in charge of that property. A cooperating agency may establish its own system of just compensation for the use of such properties. Similarly, any authority or body in charge of any public property may refuse use of its property for leisure services activities if interference in the intended use of the property would result.” (RSA Title III, Section 35-B:6)

There are a number of public facilities (and authorities) involved in the recreational activities in Rye, by a number of organizations including the Rye Recreation Department. The full Recreation Department Master Plan 2011 contains a complete discussion on this aspect, including a diagram that describes the complex interaction and interconnection governing use of these public facilities. The facilities under discussion are as follows

Indoor facilities under the authority of RRD are very limited, and only consist of:

- Recreation House (1,152 square feet) with rated occupancy of 45, has two restrooms.
- A modular building (52’ x 14’ = 728 square feet) has no restrooms.
- An unheated equipment storage shed, used as a snack shack on a limited basis.

Outdoor facilities for RRD services and programs make good use of Town building assets – the Elementary and Junior High School buildings as well as the Rye Public Library are used for numerous services and programs. Significant plots of public lands and facilities are available for recreational use, including (governing authorities identified in brackets):

- Flash Jenness Memorial Little League Field (Recreation Commission)
- Ralph Morang Athletic Field (Recreation Commission)
- Ralph Morang Baseball Diamond (Recreation Commission)
- Recreation Playground (Recreation Commission)
- Recreation Area Basketball Court (Recreation Commission)
- Outer Marker Building and Land (Recreation Commission)
- Rye Elementary School Gymnasium (School Board)
- Rye Elementary School K-3 Upper Playground (School Board)
- Rye Elementary School 4-5 Lower Playground (School Board)
- Rye Elementary School Lower Baseball Field (School Board)
- Lang Corner Athletic Field (School Board)
- Lang Corner Baseball Diamond (School Board)
- Rye Junior High School Gymnasium (School Board)
- Rye Junior High School Athletic Field (School Board)
- Town of Newcastle Recreational Facility (New Castle Board of Selectmen)
- Town Forest Trails (Conservation Commission)
- Parsons Field (Selectmen)
- Cable Road Extension Beach (Beach Commission)
- Sawyers Beach (Beach Commission)

- Wallis Road Extension Beach (Beach Commission)

Conservation Land Recreation Opportunities: For outdoors recreation, Rye has acquired a number of land parcels under the supervision of the Town Conservation Commission with community funding of \$5 million from a Warrant Article from 2003. Numerous plots of land have been purchased and/or easements obtained under this funding and are defined by their deeded terms to community service for several purposes, including recreation. The following section discusses some of those parcels and their possible uses:

Parcels acquired with support of federal funding under the “Coastal and Estuarine Land Conservation Program (CELCP) which was established in 2002 to protect coastal and estuarine lands considered important for their ecological, conservation, recreational, historical or aesthetic values. The program provides state and local governments with matching funds to purchase significant coastal and estuarine lands, or conservation easements on such lands, from willing sellers. Lands or conservation easements acquired with CELCP funds are protected in perpetuity so that they may be enjoyed by future generations.” Below is a list of properties that have recent deeds recorded as purchases under this program:

12 acres at 200 Locke Road
 22 Acres at 40 Wallis Road
 23 Acres at 309 Washington Road

Additional conservation land purchased outright by the Town of Rye recently, without federal funds and without any deeded use restrictions may also be opportunities for additional recreational activities:

2.8 Acres at 60 Ocean View Avenue
 0.6 Acres at 47 Appledore Avenue
 2.0 Acres at 643 Washington Road
 12 Acres at 75 Recreation Road
 8 Acres at 485 South Road
 12 Acres at 42 Morgan Court
 10 Acres at 15 Airfield Drive
 10 Acres at 674 Washington Road
 5 Acres at 540 Washington Road
 14 Acres at 59 Spring Road

There are other Town properties acquired under Conservation or other provisions dating from before the 2003 Warrant Article that also may be available for recreation purposes. These land resources are generally passive opportunities – that is, available for those inclined to venture on their own for a nature walk, a bike ride or just to sit and watch birds and other wild life. They may also available for use in organized activities or active opportunities – noted herein as “services and programs”, so long as “ ... they do not interfere in the intended use of the property ..”(RSA Title III, Section 35-B:6).

Staffing Considerations: To execute services and programs staff is require (employees or volunteers) to lead a specific activity. In the area of services and programs for youth, the Recreation Department’s policy is to utilize some full-time but mostly part-time employees.

Budgets and Funding: The funding for RRD activities are accounted for in three distinct funding pools as follows:

- Recreation Budget - General fund - funded from taxes
- Patriotic Purposes Budget - General fund - funded from taxes
- Recreation Revolving Budget - Revolving Fund (authorized under RSA Title III, Section 35-B:2). Revenues received from fees and charges for recreation program cost are expended from this fund. The monies are able to accumulate from year to year and are not deemed part of the general fund. Most importantly the fund has to be self supporting.
-

For a more complete discussion and examples of the most recently included financial information see the annual Rye Town Report and the Recreation Department Master Plan 2011.

Seasonality of Programs and Services: Most of the services and programs are seasonal offerings in summer, winter, fall or spring. The Rye After School Program (RAP) is an exception that spans Fall, Winter and Spring and is, by far, the most resource intensive program. For analysis, we have separated the paid fees coming from RAP from that coming from all other services and programs because of the obvious heavy weight the RAP plays in the paid fees and expense. A snapshot of three year paid fees history follows:

Programs	2010	% CH	2009	% CH	2008
RAP	\$ 128,589	18 %	\$ 109,454	39 %	\$ 79,034
Summertime Horyezons	28,750	33 %	21,626	6 %	20,407
Skiing	9,995	-11 %	11,175	23 %	9,060
Soccer	9,040	8 %	8,355	-22 %	10,654
Tennis	7,093	-14 %	8,218	176 %	2,975
Basketball	5,790	15 %	5,058	-41 %	8,518
Surfing	3,600	-22 %	4,635	122 %	2,090
Lego	2,395	11 %	2,165	-30 %	3,096
Yoga	2,057	42 %	1,447	-58 %	3,404
Swimming	1,834	-19 %	2,274	102 %	1,128
Babysitter Course	1,750	84 %	950	46 %	650
Skateboard	1,740	-27 %	2,380		
Golf	1,700	45 %	1,172	111 %	555
Baseball	1,625	44 %	1,130	-68 %	3,560
All Other	852	10-26 %	973	-	4,881
TOTAL	\$ 206,810	9 %	\$ 181,011	21 %	\$ 150,011

Each of these programs and services are described in more detail in the Recreation Department Master Plan 2011.

Registration Process: Each quarter, RRD publishes the programs and services offered in the Town Newsletter and makes available the registration form and information on the Town website. Until online registration can be implemented, the process will remain intensive for brief periods each quarter.

Value of Programs and Services: In an attempt to prove a measure of community impact or “value” of the services and programs, the Recreation Master Plan 2011 developed a measurement called “Resident Service Hours” or “RSH”. This measurement is calculated as the number of hours that a service or program lasted multiplied by the number of participants. This measure provides a common denominator and bottom line impact on the community - it provides the hours that residents were being served. The chart below summarizes the RSH values for each service and program conducted in 2010. Also provided are the aggregate hours of the offerings during the year for each of service and program.

The hours included below are only the time during which residents are actively participating in the service or program. It does not include the training, program documentation and preparation effort that is required to execute successful programs. In some cases the materials are developed and maintained by community partner organizations. In other cases, such as the RAP and Summertime

Program or Service	Hours	RSH
RAP	555	33,300
Summertime Horyezons	327	8,513
Soccer	34	1,515
Basketball	58	1,308
July 4th Celebration	2.5	1,250
Art in Bloom	12	866
Tennis	48	508
Skiing	34	398
Lego	20	270
Memorial Day Ceremony	1.5	263
Yoga	47	202

Program or Service	Hours	RSH
Babysitter Course	12	198
Baseball	15	198
Surfing	18	156
Bicycle Rodeo	6	120
Swimming	22	115
Speaker Series	4	100
Skateboard	53	97
Dance	16	96
Golf	29	70
Music	24	24
Knitting	4	8
TOTAL	1,333	49075

Horyezons Program, the continually changing materials are produced by the RRD and represent a substantial investment of additional hours. The program materials for the highest RSH programs (RAP and Summertime Horyezons) needs to be continually renewed because many of the participants return year to year. The materials need to reflect new learning activities that will effectively hold participants attention and learning capacity.

Validating to Mission Statement: Using the mission statement as a guide and considering the 2007 Rye Recreational Survey, the following evaluation matrix offers as a “bird’s eye” view of past services and programs.

Services and Programs Evaluation Matrix

Objective/Program	H E A L T H	W E L L N E S S	P E R S O N A L	S O C I A L	E C O N O M I C A L	E N V I R O N M E N T A L	S U R V E Y R A N K	2008 Count	2009 Count	2010 Count	Y E A R S R U N N I N G
Rye After School Program	x	x	x	x	x	x	4	52	77	67	>8
Summertime Horyezons	x	x	x	x	x	x	7	195	209	277	>8
Soccer	x	x	x	x		x	2/5	235	201	222	>8
Skiing	x	x	x	x		x	14	37	39	42	>8
Tennis	x	x	x	x			6	76	121	127	>8
Basketball	x	x	x	x			8	173	126	116	>8
Surfing	x	x	x	x		x		11	21	21	3
Lego		x	x	x				42	29	27	4
Babysitter Course	x	x	x	x	x			14	19	32	>8
Skateboard	x	x	x	x				0	28	16	2
Golf	x	x	x	x		x	17	24	18	20	>8
Baseball	x		x	x		x		52	20	20	7
Yoga	x	x	x	x			10	36	17	30	>8
Art in Bloom		x	x	x				59	47	61	6
CPR/First Aid	x	x	x	x	x		18	1	2	0	8
Gymboree	x	x	x	x				3	0	1	3
Bike Rodeo	x	x	x	x		x		40	50	40	3
Knitting		x	x	x				7	1	2	8
Pottery		x	x	x			16	6	0	0	5
Dance - Jazz, Ballroom, Hip Hop	x	x	x	x				0	10	6	4
Culinary	x	x	x	x			22	0	0	0	3
Speaker Series	x	x	x	x	x	x	13	125	125	125	>8
Arts and Crafts		x	x	x			12	0	0	0	3
Totals								1188	1160	1302	

8.3 Going Forward Strategy

The Recreation Commission has worked hard to bring a broad spectrum of recreational opportunities to the community and for the most part the success rate has been very high. Participation in services and programs has increased in each of the past three years. The Recreation Commission and staff are constantly reviewing services and programs to make them better. But where are we going in the years to come?

Direction Set by the Public: To paraphrase the most significant points of the Community Survey of 2007, the RRD planning will consider the following: With Parsons Field events offering the widest possible contact exposure to the public (questions 1), RRD will consider venues for better communication (questions 6 & 10) on services and programs and to solicit feedback;

The six most requested development areas (referencing questions 2 & 5) will be revisited with

a) trail and path development in partnership with the Conservation Commission and other Town Departments, b) outdoor ice rink and tennis courts are currently in the Town's Capital Improvement Plan, c) A Community Center is also in the Town's Capital Improvement Plan for 2014.

Maintaining and Improving Facilities: In addition to those items reference above, the RDD has provided the Capital Improvement Planning (CIP) Committee with planned project submissions for Town consideration that address a number of deficiencies with current operations (See Appendix 3 of the full Recreation Department Master Plan 2011). The new Playground project (submitted for CIP in 2009) was completed in 2010, a "top-10" item in the survey. The list of projects submitted to the CIP committee in 2010 is shown in the table

Recreation Dept. Project	2011	2012	2013	2014	2015	2016
Septic System	\$10,000					
Web site/e-commerce		\$10,000				
Parking Lot Expansion		\$22,500				
Community Center				\$350,000	\$341,250	\$341,250
Tennis Courts				\$90,000		
Outdoor Ice Rink					\$15,000	

below along with their estimated cost and expected funding year.

The first three on the list (septic system, web site/e-commerce and parking lot expansion) are intended to correct conditions that are not adequately supporting the current activity levels. The web site/e-commerce project gets at a priority set in Survey question #7, with most respondents referring to register for services and programs online. The final three in the list above (community center, tennis court and outdoor ice rink) are additional facilities that will fulfill some of the higher priority items seen in the survey.

The Community Center is the largest and most exciting project the Recreation Commission proposes to undertake and is still in the early planning stages. The funding shown in the CIP chart above represents estimated bond payments of a theoretical investment of \$1.5 million – simply a “place-holder” amount with the true development costs to be determined. It is of great interest to note however that, with the potential renovation and/or replacement of Town Hall in the future, there might be a great opportunity to join the Town Hall and Community Center projects to produce a more flexible space that is greater than the sum of the parts.

Strengthen Alliances. Recreation Departments in a number of communities are recognizing the synergistic uses of assets shared between school and community recreation. In Rye, we have exercised that model with the After School Program with great success. With schools not in session from mid June to late August and everyday after 4, the assets provide great recreational value to the citizens. Conversely, children and young adults are the most enthused users of recreational services and programs. In towns like Mason OH, community centers were joined with high school facilities making assets, like indoor swimming and diving pools, available for school as well as community activities. Sharing and partnerships makes good sense for all concerned, therefore the Recreation Commission intends to continue building relationships and partnerships with public and private organizations to build community recreational opportunities. Some of the active and successful partnerships currently being used the by RRD are:

Town of New Castle	Rye Public Schools
Rye Public Library	Webster at Rye
Rye Airfield	The Rye Garden Club
American Red Cross	Seacoast Family YMCA
Rye Art Study	McIntyre Ski Area

Balancing Priorities and Managing Expectations. The reality of life in a small New England “bedroom community” like Rye is that financial resources are constrained to a large degree by the tax base, which is tied to home valuations. With the economic down-turn in home values across America for the past several years, Rye has also been impacted by stable to slightly declining values. This necessitates moving forward cautiously with large financial commitments. The good news over this same time period is that existing recreational services and programs are successful and growing, within a model of self funding. The citizens of Rye are finding good value in these services and programs as is reflected in responses to question 9 and in the growth of enrollments. There is more that we can and will do within this successful model.

Since the survey was taken in 2007, much has happened and the “recreational landscape” has changed dramatically. The number of persons served by the services and programs has grown by nearly 30%, the investment in public land has grown significantly, and surely citizen expectations have evolved with changing times. The Recreation Commission plans on initiating additional survey and opinion gathering tools in coming years to refresh the “view”. While the current success suggests staying on course as planned, the Recreation Commission stands ready to adjust the Master Plan as dictated by the public needs and wants.

The following schedule will assist in the timely and consistent evaluation and renewal of RRD priorities:

8.4 Planning Timetable

Planning Action	Periodic Schedule	Next Date for Completion
CIP project submissions	Annually	Early summer 2012
Budget Review	Annually	Late summer 2012
Program feedback questionnaire	Ongoing	Start spring 2012
Survey mailed to households	Every 5 years	2012 then 2017
Update Master Plan	Every 5 years	2013 then 2018

Building the Future. This Master Plan concludes the following key building blocks will be exercised to advance the RRD forward and in support of the Town Vision:

- Extending useful recreational value for existing assets (trails, bike paths, program expansion were interest warrants)
- Expand key assets to fulfill citizen’s continuing interests (tennis court, outdoor ice rink, community center)
- Expand community value added relationships and partnerships in order to increase a broader offering as stated in the RRC Vision.

9.0 PUBLIC LIBRARY

9.1 Vision and Mission Statements

Vision-

The vision of the Rye Public Library is to be the cultural heart of Rye by facilitating the free flow of ideas and information for all members of our community.

Mission-

The Rye Public Library will be a friendly and inviting place providing unrestricted access to an array of materials, programs, and technologies that inform, educate and entertain. We will promote the value of reading and encourage the quest for knowledge and experience to enrich lifelong learning, discovery, and creativity. The Library will be a *mine of good* and a *fountain of help* in the guiding spirit of our original benefactor, Mary Tuck Rand.

---Adopted by the Rye Public Library Board of Trustees, February 9, 2012.

Having long recognized the need for the development of a comprehensive strategic plan outlining future directions and service priorities, the Board of Trustees and staff of the Rye Public Library, with wide scale community involvement, have worked over the last two years to develop a Three-Year Strategic Plan. With the stage set by earlier research such as the detailed Library customer satisfaction survey conducted in 2005, and smaller scale planning projects in the intervening years, our current Strategic Planning Committee took on a fully integrated planning project. This included the formation of focus groups of all interested

stakeholders, including townspeople, community organizations, and local schools. Throughout 2011, community research and inquiry helped develop the goals and objectives set forth in the Rye Public Library Three-Year Strategic Plan 2012-2015. Released in June of 2012, this document will begin to guide the Library's direction in conjunction with the Town of Rye Master Plan.

A guiding committee was first established to design the planning process. This committee then made wider invitations to establish our full Strategic Planning Committee with the charge of working in advisement to the Rye Public Library Trustees in helping undertake the many aspects of developing a Three-Year Strategic Plan for the Rye Public Library.

Work began in spring 2011 with monthly meetings of our Planning Committee to implement the plan design which incorporated a public visioning session, and library technology summit discussion to draw wider community input to the steady background work of the Planning Committee. Consulting firm Opus Advisors was brought onboard to assist with the public visioning session component of the plan. The entirety of 2011 was spent in developing our plan, along with the important work of honoring and commemorating the Centennial anniversary of the Rye Public Library.

The results of Committee research along with public, Trustee, and Library staff inputs, were compiled to formulate the goals and objectives presented here. Assessments of current conditions in Rye along with future possibilities were considered by these capable groups during the planning process. Service responses were determined to direct the priority of the multitude of inputs considered in the planning process. Expanding on the existing Town of Rye Master Plan, our planning work centered on developing roles for the Rye Public Library in helping further the visions of the Master Plan. In this way, our planning builds harmoniously on the community standards established in the Master Plan, and continues to enhance the Town of Rye through further integrating the role of the Rye Public Library.

Once a strategic plan is developed and implemented, the process has really just begun. While every effort was made to capture an accurate baseline during the planning process, unforeseen changes are inevitable. Our plan will remain dynamic through regular assessment of progress and reporting throughout its duration. Vital to successfully fulfilling the monitoring and assessment of our Strategic Plan was the assignment of measurement methodologies to each goal, objective and activity contained in the plan. Our Strategic Planning Committee will reconvene at intervals during the duration of the plan to compare metrics and contribute to reporting on the progress of our Three-Year Strategic Plan.

The Rye Public Library Three-Year Strategic Plan 2012-2015 can be accessed in its entirety through our website www.ryepubliclibrary.org, or in print form at the Library. Please use these resources to consider the content of this important document as an adjunct to the full scope of the Town of Rye Master Plan.

The Rye Public Library continues its hundred-year tradition of serving Rye with outstanding community engagement and satisfaction. With a population just 20% of the average across the state, RPL tabulates rates of service and attendance at a statistical level rivaling much larger communities. We accomplish this proud record by offering the wide variety of

resources and experiences community input indicates as most important to delivering relevant service in a contemporary public library.

A pioneer in the state of New Hampshire in the provision of electronic reading devices to our patronage, RPL continues to adapt to the realities of today's library service, and to lead in innovation through the ongoing expansion of electronic media offerings in many formats to enhance our outstanding print collection. Our planning indicated the importance and value of both offering varied cultural programming at the Library in its expanding role as a community gathering place, and subsequent communication of our offerings. Our busy schedule, developed in recognition of this input, can be viewed at our website, through our expanding social media presence and in our electronic newsletter distribution.

Even as we have expanded our hours of operation and schedule of services in reflection of planning input, we have continued to streamline our operations and maximize cost efficiencies. We look forward to working with the community of Rye to enlist adequate resources to allow for the fulfillment of our current goals as set forth in our Three-Year Strategic Plan. We also look to our recent planning process as a model for the continued assessment and adaptation of our services to best fulfill our role as your public library, and to cooperatively work toward the objectives of the Town of Rye Master Plan.

In 2005, the Rye Public Library, in conjunction with the University of New Hampshire Survey Center, conducted a comprehensive customer satisfaction survey of all Rye residents, both year-round and seasonal. An analysis of the survey results and comments resulted in the implementation of many immediate service improvements, including greater outreach to senior residents by providing home deliveries of library materials and transportation to the library for programs via the Rye Senior SERVE van. The Rye Public Library also has strengthened its presence in the community by conducting a library card drive at the 2006 election polls, and by offering welcome packets with pertinent information outlining town services for new residents. The Library has greatly increased the number of computers available to patrons, in a Wi-Fi environment, and is currently exploring adaptive technology enhancements that will offer seniors greater access to our electronic resources. Conclusions drawn from survey data have resulted in the realignment of collection acquisition priorities to accommodate the community's request for additional DVD's, large print, and audio books.

In 2007, the Rye Public Library received a grant to participate in the New Hampshire State Library's downloadable audio book program. This will further satisfy the need for additional audio books by providing 24/7 access to a digital media collection of more than one thousand titles for all ages on multiple genres. In addition, based on programming preferences identified in the 2005 community survey, the Rye Public Library plans to offer a year-long genealogy lecture series during 2007-2008. Due to the popularity of the Friends of the Rye Public Library's annual lecture series and children's programming, and with their continued support, we hope to increase the number of educational, cultural, and musical programs, offered throughout the year. Additional improvements underway for 2007 include the launch of a professionally-designed new web site, and thanks to the generous support of the Friends of the Rye Public Library, a significant upgrade to the audiovisual equipment and versatility of our well-used Community Meeting Room.