

Community Facilities and Services



Introduction

Community facilities and services are necessary components of a municipality's infrastructure. The needs of the community are determined largely by current and future population trends, the demographics of the population, land use patterns (e.g. whether concentrated or dispersed), and the need for replacing any out-dated facilities. Since both the quality and the cost of a community's facilities and services are greatly affected by the town's future development policies, they need to be an integral part of the City's long range planning.

This chapter includes information on the existing community facilities within the City of Berlin, and in some cases the anticipated needs of the City Departments. The chapter is intended to inventory these facilities and services and to present longer term implementation actions for the City to pursue. Most of these actions could feed into the existing six (6) year Capital Improvement Plan (CIP) that allows the City to identify priorities and a timeline for the replacement of inadequate infrastructure and equipment. The CIP also includes a process for departments to express their long range needs so that the City can better prepare for large budget items in the future.

Many public structures in Berlin are in need of renovation and expansion in the future. As these facilities are evaluated, renovated, or constructed the City should ensure that they become High Performance Buildings. With rising energy prices and concerns related to greenhouse gas emissions and the health of building occupants, future structures should be energy efficient, have low annual operating costs, and be healthy environments for the users. High Performance Buildings will be designed to meet these objectives and will be assets for Berlin and the surrounding region. The same can be said for future vehicle purchases for City departments.

The Community Survey indicated that respondents were generally satisfied with most municipal services. The survey findings show that most respondents were very pleased with the level of fire protection and prevention, and least satisfied with road maintenance. The level of satisfaction with other municipal services were high, except in the case of snow control for which the responses were more evenly split between negative and positive sentiments. The satisfaction with social services was fairly high overall, but for

the most part respondents were neutral about existing social services. Older respondents tended to rate municipal and social services higher which may be an indication of their greater familiarity with available services. Other specific survey findings have been included throughout this chapter to indicate where there may or may not be support for various infrastructure or activities in Berlin

Emergency Services

Fire Department

The Berlin Fire Department is staffed with a combination of career and on call personnel. It is the City of Berlin's primary emergency response department to fire, rescue, hazardous material, and environmental/chemical emergencies. The Fire Department is housed in the City's Central Fire Station on Main Street, which is now the City's only fire station. There were three stations in Berlin in 1964, with satellite stations on the East Side and Upper Main Street.



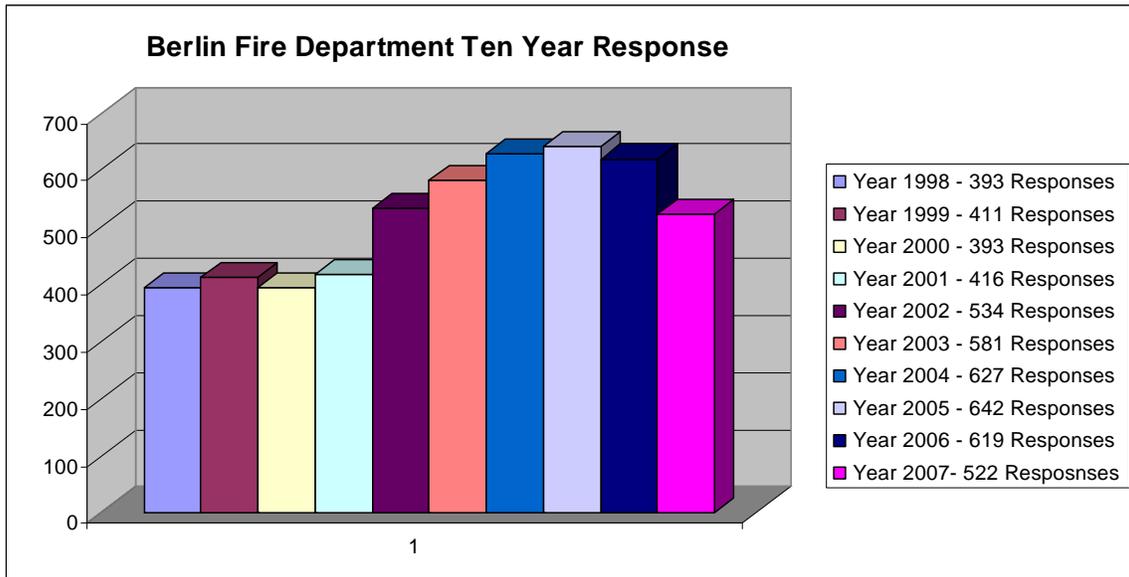
The Central Fire Station is a 1905 structure with over 100 years of service to its credit. Through the Fire Department's capital improvement plans, the station has seen many needed updates and repairs. However, the current station is not adequate for all the administrative needs of the Fire Department. One major project slated for the future is the construction of an addition next to the fire station. Future use of the addition would, based on the current Chief's assessment, include administrative offices and a training center that can be utilized on a regional basis. The current fire station is not adequate to meet the department's needs, and not user friendly considering ADA requirements. The future addition will likely meet the Department's needs for 40-50 years. The possibility of a shared Safety Service Complex addressing the needs of both the Fire and Police Departments should also be explored.

The current fire station houses two engines, one ladder truck, one tanker truck, one special operations vehicle (owned jointly with the NH Forest Fire Service), one rescue boat, and one four wheeler, along with the administrative offices and communications center. The building adjacent to the fire station houses two engines and the hazardous materials decontamination equipment. The department vehicle inventory also includes a pick-up truck and the Chief's vehicle.

The staffing structure of the Department is based on a career/on call operation. The career personnel are divided into four shifts of four (4) persons each. The administration for the department is comprised of the Fire Chief, Assistant Fire Chief who also serves as the department Training Officer, the Fire Prevention Officer, and a part-time Administrative Secretary. The on call section of the department is currently 12 persons divided into three (3) Platoons, each manned by a Lieutenant and four (4) Fire Fighters. The on call staff responds to Second Alarm and General Alarm Emergencies.

The on call operation has traditionally been budgeted for a 20 person staffing level. Call personnel have varied from 6 to 12 persons in the past five years. Changes in attendance rules, training requirements, and entrance procedures created a decline in the number of call members due to retirements, resignations, and termination. According to the Fire Chief, the single most important factor in the successful recruitment for the volunteer department is the department policy that qualified on call members are given priority in selection of full time fire fighters. Recent trends show a decline in volunteerism in emergency services nationwide due to the amount of discretionary time that must be committed. The Berlin Fire Department is no exception as it must compete with many other volunteer organizations for members. Figure 1 summarizes the calls and responses that the Fire Department has handled in the past ten years.

Figure 1



Source: Berlin Fire Department

The City of Berlin has Mutual Aid agreements for assistance with the Towns of Gorham and Milan. These agreements are reciprocal agreements in that there is no charge for apparatus that responds. The party requesting aid pays only manpower costs.

The dispatching system for the Berlin Fire Department is antiquated in many respects. There is no centralized dispatching system for the City's emergency services. The Fire Department receives alarms by telephone, through the City's Fire Alarm System, or by

radio from another city department vehicle. Off duty personnel are called via a toned activated pager system which can be activated at the Fire Station, or by the first engines at the scene. With the upcoming availability of 911 service to the area, the City of Berlin should explore the possibility of centralizing Emergency Dispatching and communications through a single communications center.

Water supply for fire fighting in the City of Berlin Hydrant District is adequate with the exception of a few areas at higher elevations. The recent improvements to the water system, including the increased size of many street mains and the installation of more hydrants, have greatly improved the volume of water available to fight fires. The acquisition of a Tank Truck with a water capacity of 1,700 gallons and the purchase of a portable tank enables the department to also have an available water supply in the rural areas.

Approximately 92% of the Fire Department Budget is salary and wage related with the remainder funding supply and operation accounts.

Police Department

The police department is located at 135 Green Street. The building is comprised of three levels: the basement (level 1) contains a narrow service garage; a booking area; three lock-up cells designated for males; one lock-up cell designated for females/juveniles; an evidence area; a “records room”; a men’s and a women’s locker room; and a break room. A dividing wall was recently added to the break room, to provide a small work-out area housing a limited amount of fitness equipment. A communications center is located on the street level (level 2), along with one small office accommodating three detectives, an office for the prosecutor, and a small office for the detectives’ secretary. One other small office contains two desks and is reserved for patrol officer use when dealing with citizens and to complete paperwork.

The third floor (level 3) houses offices for the chief, deputy chief, administrative assistant, and communications manager. There is also a small conference room on the third floor which serves as a training room and also doubles as an office, on occasion. The third floor is not handicapped accessible. Overall, the facility is deficient in meeting the combined spatial needs for personnel, computer equipment (13+ workstations, servers, printers, etc.), communications equipment (radio console, server, recorders, SPOTS equipment, etc.) and for records retention, not to mention finding space to meet privately with citizens seeking assistance.

The department is currently equipped with thirteen police vehicles, including those in service for patrol, a 4x4 truck, a van designated for ERT use, and unmarked vehicles; it also houses four donated OHRVs.

Staffing consists of 30 full-time personnel: one chief, one deputy chief, three lieutenants, one prosecutor, two detectives/juvenile officers, two sergeants, three corporals, nine

patrol officers, one communications manager, four dispatchers, one administrative assistant, one secretary, and one custodian. Approximately 85% of the police department's budget is allocated for salaries and related personnel costs.

The Chief feels that the current facility is in need of a 6,000 square foot garage which will be utilized as a both a garage and an evidence room. The Chief believes that ideally, 10,000 additional square feet (in addition to the garage) would solve the Department's space needs and provide for interview rooms, and additional space for detectives. There are currently no plans to construct this additional space, but efforts should be made to secure land adjacent to the existing facility if a decision is made to proceed with separate renovation initiatives for the Fire and Police Departments.

Animal Shelter

The City of Berlin is in need of a local animal care facility to provide a location to surrender animals when they can no longer be taken care of due to moving, illness, foreclosure, and many other situations. The facility would also become a source of education to the public for the care and humane treatment of animals, and should encourage pet owners to be responsible for their pets including spaying and neutering all pets.

The creation of a local animal care facility will require City involvement to report lost or abandoned pets so they can be properly taken care of. The facility will also need a place to house these animals temporarily.

Infrastructure

Public Works

In the City of Berlin, public works services include: sewage collection and disposal, storm drainage, solid waste, highway, bridges, winter maintenance, maintenance of city structures and cemeteries and a garage operation which maintains the City's fleet of vehicles. The Public Works Director handles long-range planning and design aspects for all areas along with day to day affairs. Municipal water is by a city department but it is a Department which operates under an independent commission appointed by the Mayor and Council.

The department operates out of facilities at 10 Jericho Road in approximately 28,000 square feet of space. Constructed in the 1930's, the buildings and storage facilities are out of date and inadequate. The salt storage unit is inadequate and the Public Works Department is in the process of advertising for a new salt storage to insure environmental degradation does not occur from runoff. Additionally, the site may contain some contaminated soil and potentially hazardous waste.

The department has 31 permanent employees (2 of which are supervisors) with additional personnel brought in during the summer months. Employee tasks breakdown as follows:

Table 1 Public Works Employees

Task	Employees
Solid Waste/Recycling	8
Garage Personal	6
Sewer Repair Crew	4
Cemetery Maintenance	1
Street sweeping	1
Labor/Drivers	9
Supervisors	3

Over 70% of the budget is for salaries, while approximately 6% is for garage maintenance, and 14% is for vehicle operations.

A plan has been prepared to renovate the existing building including offices and lockers in the second floor area now used as a garage. A new addition would also provide a garage for vehicle maintenance. The planned site work will include removal of underground tanks, removal of 55 gallon drums of waste, and rehabilitation of the site. Currently, the City has no plans to move forward with this renovation.

The Public Works Director has developed an inventory of the work to be done and a priority list of those areas most needing alteration. These yearly and continued capital improvements amount to nearly \$250,000 per year every year. This exceeds current expenditure levels considerably.

Sewage Treatment

In 1980, a municipal sewage treatment facility was constructed on the east side of the Androscoggin River about 3,500 feet north of the Gorham town line.

This treatment facility was designed to handle an average daily wastewater flow of 2.64 million gallons per day with solids loadings of 5500# and biochemical oxygen demand (BOD) loadings of 5500# per day; and with the potential for expansion to over 4.14 million gallons per day, and concomitant loadings up to 7600#. Currently, average daily flows are about 2.26 million gallons per day which is higher than the average amount of water being supplied in the City because of infiltration issues that allow stormwater to find its way into the treatment system from rooftops, basements and other locations on private properties. According to a NHDES letter (dated December 7, 2006 et seq.) the treatment facility is currently at 90% of its design capacity, and may not take on any new sewer connections without NHDES review and approval. This restriction must continue

until the treatment facility is upgraded to increase treatment capacity or the effluent flow is reduced. The treatment facility offers primary and secondary treatment of municipal and light commercial waste, discharging disinfected water into the Androscoggin River after treatment. The plant currently meets all State and EPA requirements. In future the discharge of chlorine residues from disinfection may be unacceptable and a dechlorination facility with additional chemical and operating costs may have to be constructed. The new Discharge Permit (NPDES) was issued in 2008.

Besides wastewater, the plant creates about 30 tons of sludge per week, which is transported daily to the Mt. Carberry Landfill. The volume of sludge averages about 40 cubic yards per week and is hauled by City trucks from the plant. The plant is also capable of accepting septic waste from commercial haulers who pump out septic tanks throughout the City and surrounding towns. Currently, this septage is stored in a new 14,000 gallon tank, and metered out into the treatment plant slowly to avoid shock loadings, since septage is very concentrated.

The largest expense continues to be for salaries to operate and manage the sewage treatment plant and the Collection or Sewer System. The State also requires that a replacement fund be maintained to rebuild the sewage treatment plant when necessary.

Table 2

Pollution Control Facility Budget, 2009	
Salaries	\$ 655,571
Replacement Fund	\$ 90,000
Electricity	\$ 140,000
Legal Fees	\$ 0
Supplies & Equipment	\$ 196,515
Other	\$ 449,660
Total	\$1,531,746.00

Unlike most departments, pollution control facility costs are assessed to the user through a user fee. This fee is based on the amount of water used by the customer. The pollution control department is an Enterprise Fund and thus self supporting.

Solid Waste

Today solid waste has become one of the most difficult and expensive problems for communities. Increasingly sophisticated State and Federal regulations, lack of suitable sites and the closure of existing facilities with few new ones permitted, plus the more restrictive handling requirements of hazardous wastes have all combined to create an expensive problem for proper disposal of Solid Waste. Table 3 shows the extent of the waste problem in Berlin.

Table 3 - 2007 Solid Waste Volume for Berlin

Description	2007
Residential Waste	4533 tons
Commercial Waste	1881 tons
Demolition Debris	1545 tons
Asbestos Demolition	88 tons
Septage Sludge (wet&dry)	1441 tons
Total	9488 tons

The solid waste operations are handled by the Public Works Department. Two trash collection crews collect trash throughout the city. Because the problems of solid waste disposal are statewide, New Hampshire passed legislation to set up solid waste districts so communities could join together to deal with solid waste issues. Berlin, along with other area towns, recently joined together to form the Androscoggin Valley Regional Refuse Disposal District, (AVRRDD). Currently, Berlin provides over half of the waste to the District and half of the revenue by the members, but only has one vote out of the ten participating entities.

Currently, Berlin delivers all the solid waste collected at curb side to Mt. Carberry at a cost of \$67.00 per ton. It is important to note that contaminated waste is more difficult to dispose of and costs \$107.00 per ton. The eight acre East Milan Rd. site was capped and closed in October of 1996. The Cates Hill site was capped and closed in August of 2006. Both sites have ongoing groundwater monitoring. The Public Works Department also belongs to the AVRRDD for recycling. Recycling consists of 8 districts (by weekly curb side pick up) which collect paper, glass, plastics (HDPE and PETE), tin and aluminum from residents. Public works also has a once a week commercial cardboard collection.

In early 1990, a solid waste management plan was proposed by the District which includes the towns of Berlin, Dummer, Gorham, Milan, Northumberland, Randolph and Stark plus 8 unincorporated towns. AVRRDD acted on the plan and has purchased the Mt. Carberry 110 acre landfill from Fraser Paper.

Cemeteries

Berlin has nine cemeteries occupying approximately 50 acres. Table 4 lists the cemeteries, their locations and ownership. Five of the cemeteries are owned or managed by the City with four being owned by the Catholic parish. The City's old cemeteries (Calvary and St. Anne's) are at capacity. St. Kierans and Mt. Calvary cemeteries have expanded recently and have substantial areas available. The New City cemetery is 90% full and the Russian cemetery 95% full. The City cemeteries are managed by two cemetery trustees.

Table 4 Berlin Cemeteries

Name	Location	Ownership Management	Additional Capacity
Old City	E Milan Rd.	City	No
New City	E Milan Rd.	City	Little
Russian	E Milan Rd	City	Little
St. Anne's	E Milan Rd.	Parish	No
Mt. Calvary	Cates Hill Rd.	Parish/City	Yes
St. Kieran's	Hutchins St	Parish	Yes
Calvary	Hutchins St	Parish	No
Beth Israel	Hutchins St	City	Yes
Beney Israel	Hutchins St	City	Yes

For the last decade the average number of burials in the City cemeteries has been 23. Since 1968, lots could only be sold to families at the time of need. According to city officials, the cemeteries have been rapidly running out of space. In 2003 land was acquired by the City from the Parish at Mt. Calvary to start to address this issue, but there is still a need to purchase additional land.

Berlin Water Works

In 1925 the New Hampshire Legislature established the Berlin Water Works as a public municipal organization. At that time, the Board of four Commissioners appointed by the Mayor was established to direct the organization by determining its' budget, staffing, water rates, revenue collection, and management and maintenance of the entire system. The purpose of the Water Works is to provide safe and reliable drinking water and fire protection for the community.

Berlin Water Works is now responsible for managing water supply sources (Godfrey Dam and Brown Farm Well), treatment facilities, the distribution system with over 50 miles of water mains, over 400 hydrants, seven water storage tanks, seven pump stations, and 3,500 service connections. The current daily average system demand is slightly less

that one million gallons per day. The office and maintenance facility is located at 55 Willow Street.

The Water Works has undergone significant system improvements that started in the mid 1990's thru the present time. A total of \$22 million in bonds and loans and \$20 million in grants have been expended in system improvements to-date. The system in the early 1990's was in non-compliance with several Federal and State drinking water regulations. Water quality has improved and now meets or exceeds all Federal and State requirements. The number of water main breaks, service line leaks, winter time running water issues, inadequate fire protection flows, and low water pressure areas are all problems that have been addressed with the system improvement plans. More than 20 miles of new replacement water mains have been installed, and a significant effort was applied to correcting the winter running water situation. The number of running water services in 2000 was over 1000 while in 2008 only 6 services were actually running water to prevent freeze-up.

In 2000, the Berlin Water Works revised its' capital improvement and operations plans. At that time, a mission statement with clear objectives was established. From this document a 7-year plan, which is reviewed and revised annually, was developed. The improvement plan initially focused on water quality and meeting all Federal and State compliance regulations. This goal was achieved in 2006 with the passing of the Lead and Copper Rules. The other major objectives were improving fire protection capabilities and improving system reliability by reducing system breaks and leaks. In the early 1990's the 50 miles of distribution piping had over 15 miles of 2-inch galvanized pipe and over 15 miles of vintage 1892 to 1930 6-inch and 8-inch unlined cast iron water mains. By replacing these water mains the system has been improved and is now functioning efficiently. The computerized water treatment and distribution control system is SCADA, which allows operators to oversee and operate the system from home or any computer station.

Table 5 Indicators of improvements:

	<u>Before</u>	<u>Currently</u>
1- 2-inch galvanized mains	15 miles	.5 miles
2- unlined cast iron mains	15 miles	9 miles
3- hydrants	250	over 400
4- finished water storage	insignificant	5,000,000 gals
5- daily system demand	up to 4MGD	1MGD
6- main breaks/year	up to 80	less than 10
7- water quality complaints	many	few
8- # of customers with low pressure	more than 100	less than 5
9- # of running water-winter	over 1100	less than 108
10- meters to upgrade	3400 (1996)	150(2008)

Source: Berlin Water Works

These improvements have resulted in staff reductions from 19 persons in 2000 to 13 full time employees in 2008. The staff consists of the Superintendent (1), General Foreman (1), Assistant General Foreman (1), treatment plant operator (1), Office Manager (1), office staff (2), and hourly maintenance crew (6).

Other areas of effort that will improve the system include the installation of backflow preventors for all customers, and the installation of radio read technology on all difficult to access customers.

Table 6 Treatment Facilities

Ammonoosuc Water Treatment Facility – Jericho Road – Built 1996

1. Capacity – 4.0 MGD
2. Process –two parallel Microfloc clarification/filtration packages
3. 2 MG finished water storage on-site
4. Water quality – meets and exceeds all EPA Drinking Water and NHDES regulations. On-going testing is required to maintain compliance.
5. SCADA- a computer based operating system is used to monitor and operate the entire system
6. Treatment coagulant / flocculant – polymer
7. Disinfection – 15% hypochlorite. Required to maintain .2 residual leaving facility and minimum trace through entire distribution system.
8. Alkalinity and corrosion control – sodium bicarbonate
9. Ph control – sodium hydroxide
10. Fluoride is not added per City referendum in 1980
11. Gravity system – low electrical, operational, and maintenance cost
12. Source water – raw water supplied from Godfrey Dam
13. Godfrey Dam was upgraded to meet New Hampshire Dam Bureau standards in 2003. At that time a Bridgestone inflatable bladder flashboard system was installed. New screens were installed in 2007. These improvements reduced BWW maintenance manpower requirements significantly.
14. Godfrey Dam water is supplied to the Ammonoosuc Water Treatment Plant via a 5 mile long 20 and 26 inch diameter cement-transite transmission line. This line is located in the White Mountain National Forest and in the New Hampshire Jericho Lake Park.

Brown Farm Well – East Milan Road – Established in 1981

1. Capacity – 1 MGD
2. The Brown Farm Well discharges into the Androscoggin Water Treatment Facility
3. 24-inch diameter casing 41 feet deep
4. High electric cost
5. Disinfection – 15% hypochlorite
6. Ph control – sodium hydroxide

7. Wellhead and aquifer area protection is of great importance. The Berlin Industrial park is in the area of the wellhead protection area. State regulations provide protection for a radius of 400 feet around the wellhead. In addition, there is a wellhead aquifer protection area as defined by a study by Provan & Lorber Inc.(1993).

Androscoggin Water Treatment Facility - East Milan Road

1. This treatment facility has not operated since 1998 when significant distribution system improvements resulted in reduced daily flow demands.
2. This facility is no longer permitted by NHDES.
3. Part of the facility is operational to process Brown Farm Well and pump Brown Farm Well water into the Distribution System.
4. The non-operational filter building is used for piping material storage.

With the first shutdown of the of the pulp mill by American Tissue in 2001 and the loss of more than 10 % of total revenue, the Berlin Water Works started to perform “force account” construction work by performing its’ own water main installations rather than through outside department construction contracts. The Water Works acquired two excavators, heavy-duty breaking hammers, two backhoes, one front-end loader, three dump trucks, specialty HDPE piping equipment, and various other types of equipment to support water main construction. In order to man this “forced account” work, up to five temporary employees are hired during the construction season.

In 2007, the Berlin Water Works signed a contract with the Federal Bureau of Prisons to design and construct a new water supply main for the new Federal Prison on East Milan Road. The Berlin Water Works performed nearly all aspects of the water project and completed the work in June of 2008.

Income is primarily from water sales. The two major components of the water billing is water consumption to cover operational cost and assessment to cover debt payments. The pulp mill shutdown became permanent in 2006, and the facility was demolished in 2007. The New Hampshire State Prison is now the systems’ largest customer. It is anticipated that the new Federal Prison currently under construction will become the systems’ largest customer in 2010. There is currently adequate capacity for new users within the City up to four million gallons per day. Water Works could sell water as far away as Milan and Errol if the customers existed.

Currently the Berlin Water Works has a large debt to be repaid (\$12MM outstanding in FY2009). By 2015 the last payments for the 1993, 1994 and 1995 bonds will be made and the debt from that point on will be less than \$3 million and very manageable. To-date the Berlin Water Works has expended over \$40 million dollars in system improvements since the mid 1990’s.

Airport

The airport, located in Milan, is operated under the direction of the Berlin Airport Authority, which consists of representatives from Berlin, Milan and the Coos County Commission. The airport consists of a 4,900 foot paved runway heading in a north/south. Landing lights and radio landing instructions are available. The airport offers hanger space and refueling facilities. No scheduled service is available at this time, however. The airport is staffed by a full-time airport manager, who is located in the terminal building which also serves as the administration building.

According to the Airport Authority, the needs of the airport include installation of an automated weather service system, additional navigational aids and development of a taxi runway. The airport, by law, is required to have a master plan which is currently being updated. For further information on the airport see the Transportation Chapter.



Administration and Human Services

City Hall

City Hall is the administrative headquarters for the City, as well as the legislative headquarters for the City Council and Mayor's Office. Over the years the structure has experienced many renovations and organizational changes which better utilize the available space for public-oriented functions and administrative offices.

City Clerk

The city clerk, with offices in the collection department, maintains vital records, publishes notices, issues licenses, files reports with the State, attends and records minutes of city council meetings, registers voters and sells cemetery lots. The office consists of the clerk and a part time assistant.

Planning and Development Department

Located in City Hall, the Department has two major responsibilities. First it functions as the City's planning department, serving the Planning Board and administering federal grants. Secondly, it plans, implements and administers the economic development program, promoting industrial and commercial development. The Department provides staff for the Planning Board, Berlin Industrial Development and Park Authority and the Berlin Economic Development Corporation.

The staff consists of a community planner and full time and part time administrative assistants.

Assessor's Office

The assessor's office is located on the second level of City Hall. Its function is to assess all property, provide the collection department with a grand list, handle exemptions and abatements and keep the city tax maps up-to-date. The department consists of one Assessing Supervisor and a voluntary board of three assessors.

Finance and Collections Department

The Department provides a financial management information system consistent with local, state and federal requirements. The Accounting system ensures that the City's financial systems meet GASB, GAAP and other appropriate standards. The Finance Department maintains the integrity of the City's financial records and transactions, and ensures the proper and efficient expenditure of City funds. The Department manages the centralized payroll, employee benefits and accounts payable functions for the City.

The Department manages the City's revenue collections. It bills and collects the semi-annual property tax bills and annual sewer bills. The Department issues motor vehicle registrations, dog licenses, and landfill and tire permits. These revenues along with those of other City departments are collected and interfaced into the City's financial management information system. The Department staff includes the comptroller, assistant comptroller and four clerks.

City Welfare Department

The welfare department is located in City Hall and provides general assistance to persons or families in the city who do not have sufficient resources for their basic needs, as required by State law RSA 165:1-b. The amount of assistance offered is determined by basic needs such as shelter, electric, food and prescription costs, etc minus income and assets. If income and assets are less than basic needs, the City can help with the difference only. If income and assets are more than basic needs, the City cannot assist those individuals.

State law requires that even if the City does not have the money to fund welfare expenditures they have to find a source to cover the expenses. Over the past eight years need for assistance has been steady, and due to many factors, including poor economy and lack of job skills, much recidivism has been experienced. The Welfare department has an extensive network of referral sources that works with people to help maintain basic needs. Most of the casework is kept in computer format so it is important to have updated software and computers that can meet the demand upon them. The Department also uses the phone system extensively and needs the capacity for voicemail, a roll over line and reliable service.

Due to confidentiality private office space is required as are locked file cabinets. In the future there is likely to be a demand for more space for such files to be stored. The welfare department also has a welfare work program, allowed by state law, through which people reimburse the City for the assistance received. This requires the welfare office to track where people are scheduled, when they are scheduled, and to confirm that they have worked the hours they are scheduled to work. This requires the welfare office to continually build relationships with other departments and with non-profits who can use workers to assist them with daily tasks.

Public Health Department and Berlin Home Health Nursing Program

The Berlin Health Department is a program of the City of Berlin Community Services Division. Located in the lower level of City Hall, the Health Department provides public health services to the community. Public health functions include disease control, immunization, medication assistance, cholesterol screening and other community public health nursing services at the Main Street location and at various businesses and community locations. The department has a staff of a full time director, secretary, bill clerk, nursing supervisor, and nurses.

The Home Health Nursing services provides skilled nursing, occupational, physical and speech therapy, and home health aides to those in a homebound setting. The Home Health Nursing program provides 24 hour on-call care.

The Public Health Officer provides health code enforcement, inspection and licensing of ambulances, restaurants, child care facilities and foster homes. Additionally, the Health Officer is responsible for community Emergency Management coordination.

Housing Authority and Housing Coordinator

The Berlin Housing Authority is a separate entity of the City of Berlin. It is responsible for providing affordable housing for income qualified residents. The Housing Authority currently has 285 Housing Choice vouchers and 55 public housing units serving the elderly and disabled. The Housing Authority owns 2 housing apartment complexes in the city. One is on the corner of Cole and Green Streets and the other is on Church and High Street. These units came on line in 1971 and 1972.

The current Executive Director has been at the post since 2000. In 2004 and 2005 the Housing Authority helped the City of Berlin write and implement a Community Development Block Grant to upgrade the entrance to Berlin after a successful charrette. A total of eleven housing units were upgraded to federal housing quality standards.



Glen Avenue – Before and After

Currently the Housing Authority is working to assist with a second Community Development Block Grant that will rehabilitate many more homes, and upgrade the look of some of the residential neighborhoods of Berlin. The Housing Authority was also given a tax lien property to renovate and sell. Although the existing market is challenging the Housing Authority is confident an income eligible buyer will purchase this affordable home. The Berlin Housing Authority also manages 42 units in St. Regis Academy.

Several other agencies are also own and manage housing units within the City. AHEAD manages an additional 64 units in the Northern Lights facility which is located in the former hospital building. The Brookside facility includes 120 family units managed by Hall Keen Management, and Tri County Cap manages the Cornerstone building which includes 12 units for the elderly.

The City also has a Housing Coordinator on staff to work as the City's liaison on housing revitalization efforts, coordination of Community Development Block Grants, demolition information, and tax dedeed property sales. The Housing Coordinator was also responsible for the Housing Section of this Master Plan.

Library

Berlin has one central library building located at 270 Main Street, which is directed by a 3 member Board of Trustees. The Library was built in 1903 by the Carnegie Foundation on land donated by W. W. Brown. The library building is a total of 2,288 square feet, 1,988 sq ft is finished and 300 sq ft is unfinished. The property frontage is 200 feet on Main Street, and extends back to river.

The library offers not only materials in print but also provides microfilm, audio books, a movie collection, interlibrary access to materials from the NHAIS network possible through the New Hampshire State Library. The library offers a yearly lecture series in conjunction with the White Mountains Community College and summer reading programs in the Children's Department. Computers with internet access are available

for public use, with 7 computers in the Adult Dept. and 3 computers in the Children's Department. Computers were used 5737 times in the 2007 calendar year. Due to lack of space, computers are placed on top of reading tables.

The outside brick on the building is currently being repointed. Windows in the back of the building are in need of replacement. Electrical wiring is currently up to capacity. In the past few years some improvement projects have included repainted outside trim, a fire alarm system was installed, inside walls were repainted, new carpeting installed, a rest room was completely renovated, an unused corner was redone to make room for staff breaks and Trustee meetings and space-saving mechanical shelving was installed in the adult department in the non-fiction area.

Statistics for calendar year 2007 was 34,236 items circulated, 26,269 patron visits to the library, 6,293 phone calls. Library personnel currently consist of a head librarian, one children's librarian, one full time desk clerk and two part time desk clerks. The library is crowded and all available space, including storage areas, is being utilized. Room is needed for children's activities.

The building and site are currently constrained, and the only opportunity for expansion would be to the south of the existing building. The lot and building to the south were recently acquired by the City and the building will be torn down. This outdoor area will then be used for the children's programs. There have been discussions on potential expansions by the trustees, but the reality is that there are no funds available at this time. It is likely that a plan for expansion of the library will need to re-visited in the future.

Berlin Recreation & Parks Department

Berlin Recreation and Parks is a department of the Berlin Community Services Division and under the direction of the Community Services Director. Located on First Avenue, this four season program provides traditional recreation opportunities to youth and adults in the community. Full time staff consists of a secretary and the Community Services Director. A part time program assistant is utilized as needed. Seasonal staff are utilized to execute seasonal programs throughout the year. Numerous volunteers are also utilized all year long.

Programs include the following:

ATHLETIC PROGRAMS

Tennis Lessons
k-4 Basketball Camp
Farm League Baseball
Beginner Baseball
Girl's Softball
Babe Ruth Baseball
k-1 Soccer
2 – 4 gr. Field Hockey
2 – 3 gr. Soccer

SOCIAL / RECREATIONAL PROGRAMS

Little Tykes Playground
Holiday Craft Fair
School Vacation Special Events
Open Gym Hours
Community Yard Sale
Summer Playground Program
Summer Jamboree Daycamp
Little Tykes Nutrition Program
USDA Summer Free Meal Program

ARTS PROGRAMS

After School Craft Program
Student Free Craft Program
Adult Craft Program
Craft of the Month

destination for outdoor recreation, but many also did not see a need to increase the amount of green space or community gathering spaces within the downtown area. Most respondents were satisfied with the Recreation Departments programs and parks, and supported improving existing community gathering spaces and facilities. Other priorities expressed by the survey respondents included access to open space, walking paths in public open space, and additional outdoor recreation. Respondents were especially interested in having City Employees involved in efforts to ensure opportunities for recreational activities exist along the river through Berlin.

North Country Community Center

The City of Berlin was once home to a YMCA facility that functioned as a much loved community center. The facility was built in 1914 and stood on the east side of the river. In its early years, it was called “The YMCA”. Later on it became known to most of Berlin’s youth as “The Community Club”. In the facility’s more than sixty year’s of existence it touched many lives, and was an important aspect of community activities in Berlin.

By the mid 1970’s the building was sold to a private citizen and turned into a tavern and dance place. Eventually the old Community Club was consumed by flames and later torn down. There is renewed interest in the City to plan and construct a new Community Center for the City of Berlin. It is hoped that such a facility could fill the same role as “The Community Club” did, but the logistics of establishing a new facility have been challenging.

The survey results clearly indicated a need for more activities geared toward the young adult population in Berlin, but the development of a new Community Center could address some of the need for things to do that all age groups in Berlin desire. As a means of comparison, Laconia’s community center facility is a 22,300 square foot facility located on a one acre parcel.

The vision for a new North Country Community Center is of a regional non-profit community center with multi-purpose rooms for activities, four season recreation, classes, adult leagues, swimming pool, fitness center, community conference room, media center, teen center, game room, babysitting, stage/dance floor, special interest, youth and adult creative arts, after-school programs, music, science labs, cooking, summer day camps, adequate parking, a kitchen with a smoothie café and various supportive community offices to create social capital and cultural nirvana, all in a low carbon footprint.

Education Facilities

Berlin Public Schools

The Berlin Public Schools provide Kindergarten through Grade 12 education for Berlin's youth, and educate some children from surrounding communities on a contract basis with their community. This includes an area agreement with the Town of Milan, and a tuition agreement with the Town of Dummer. The School District includes two buildings for elementary education, one structure for junior high school, and a high school facility.

BERLIN PUBLIC SCHOOLS,
SUPERINTENDENT'S OFFICE
(located in Hillside Elem)
183 Hillside Avenue

MARSTON SCHOOL (Title I and Special
Education Offices)
193 Pine Street

BROWN SCHOOL (GRADES K-2)
190 Norway Street

HILLSIDE ELEMENTARY (GRADES 3-6)
183 Hillside Avenue

BERLIN JUNIOR HIGH SCHOOL (GRADES 7-8)
200 State Street

BERLIN HIGH SCHOOL (GRADES 9-12)
550 Willard Street



The School District has completed several studies over the years to identify space and facilities issues at the schools. Major issues identified include space needs at the elementary level and work needed on the existing structures. The facility sizes and existing capacities are presented in Table 7.

Table 7 Berlin School Facilities and Enrollment

	Site Acreage	Built	Rated Capacity	Building Sq Ftge	Oct-07 Enrollment
Marston	3.52	1906	150	15,668	93
Brown	1.3	1913	240	14,835	212
Hillside/Berlin Junior High Complex	3.52	1926	712	128,011*	548
Berlin High School	50	1972	746	136,900	572

* Hillside: 48,600; JH 68,800;
gym 10,611

With Gorham’s school building issues, and capacity available at the Berlin High School, it would appear that the two communities should begin looking at the possibility of working together. This would be a great opportunity for students, and probably a savings for their communities. As school facility issues continue to be discussed into the future it is important that these facilities also be considered for their “Community Center” possibilities. This is an opportunity to maximize the use of important space in the City and meet the needs of different segments of the population. School facility renovations should also include High Performance Building components so that the structures are energy efficient and create healthy indoor environments for learning.

White Mountain Community College

There has been a college in Berlin since 1966, initially as an element of the NH Department of Education, later as an element of the New Hampshire Community Technical College System, an executive branch agency. In 2007 that system became the Community College System of New Hampshire, an independent state agency, allowing for a new name for the Berlin campus as of 2008, now known as the White Mountains Community College.

Recently the College has created a Master Plan for the rehabilitation and reconfiguration of some 26,600 out of a total 81,400 square feet in the Main Campus Building. The College also proposes creating a new Technology and Leadership Center, totaling 17,000 square feet, on the site of the current Twitchell Barn, and a future phase of the College’s Master Plan includes the addition of an 8,700 square foot North Country Research Center and Auditorium.

The College has worked to support economic diversification and community improvement throughout its existence. Initially functioning as a vocational college, the now comprehensive community college includes associate degree programs and transfer pathways to four year degrees with three, four year, college programs located in Berlin.

Increasingly, with the closing of the paper mills and other major employment centers in the North Country, the College has also become a center for re-training, providing new skills for workers whose careers have been interrupted by these economic dislocations.

The College is a strong community partner and all of the public information sessions for the City's Master Plan process have taken place at the College.

Health and Human Services

Androscoggin Valley Hospital

Located off the East Milan Road on Page Hill the Androscoggin Valley Hospital is a not for profit New Hampshire corporation. The Hospital is exempt from Federal income taxation under Section 501(c)(3) of the Internal Revenue Service Code of 1976 as amended. The Hospital is one of 26 acute care hospitals in the State and is also one of the 13 Critical Access Hospitals in the State of New Hampshire. The Hospital has 25 acute care beds and offers a wide range of inpatient and outpatient services to a service area of approximately 17,000 people. The Hospital currently employs approximately 425 people, with 350 full-time equivalents. The current Medical Staff consists of 29 active staff members, which includes family practice, internal medicine, orthopedics, ob/gyn, general surgery, ENT, Urology, and emergency medicine.

The following statistics are from 2007:

- Total admissions - 1,610
- Total patient days - 5,800
- Births – 111
- Total gross revenue - \$70,000,004
- Outpatient revenue - 74% of total gross revenue
- Medicare revenue - 47%
- Medicaid revenue - 11%
- Total charity care - \$2.1 million (3.04% of gross revenue)
- Bad debt - \$2.1 million (3.06% of gross revenue)

Ambulance Service

The city of Berlin contracts for ambulance service with the Berlin Emergency Medical Service, Inc. They are a professional service with paid emergency staff and 3 ambulances. They are dispatched by police requests and for structural fires. They also transport non-emergency patients to and from the hospital. The service is subsidized by the city.

Nursing Homes

Two nursing home facilities are located in Berlin. The Coos County home has 100 beds and is usually fully occupied with a waiting list. St. Vincent's Nursing home has 80 beds

and is also fully occupied. Three hundred additional beds are located in nursing homes in Stewartstown, Lancaster, Whitefield and Franconia.

The demand for nursing home space in Berlin far out ways the supply and Berlin residents must search for beds outside of the city. The construction of a joint facility operated by both the county and the Androscoggin Valley Hospital has been discussed and might be the best option considering the hospital has shown an interest in providing some form of elderly nursing facility.



Other Agencies and Organizations

Churches

Berlin with its rich cultural heritage, has a large number of churches and faiths. Table 8 lists the fourteen churches and their locations. Over the years there has been a reduction in the number of churches related to the Catholic faith. In the year 2000 St. Josephs, St Kieran’s, and the Guardian Angle parishes were merged into one parish known as Good Shepherd at St. Anne Church. St. Joseph’s now houses the Offices of the New Hampshire Catholic Charities and storage for Theatre North. The Guardian Angel Church and Rectory was purchased by the Community Bible Church, and the St. Kieran Church was given to the community and is now St Kieran Community Center for the Arts.

Table 8 Churches by Location in Berlin

Church	Location
First Baptist Church	79 High Street
Community Bible Church	593 Sullivan Street
Heritage Baptist Church	207 Jericho Road
Good Shepherd Parish at St. Anne Church	345 Pleasant Street
Saint Barnabas	Corner of High and Main Street
Saint Paul Church	44 7 th Street
Holy Resurrection Orthodox Church	20 Petrograd Street
Seventh Day Adventist Church	Corner of First Ave. and Mt. Forist
United Church of Christ – Methodist	921 Main Street
Bread of Life Christian Center	52 Gilbert Street
Harvest Christian Fellowship	Willow Street
St. Jude Catholic Charismatic Church	240 School Street
Lamb’s Chapel	214 School Street
Salvation Army	15 Cole Street

Land Use Implications and Potential Actions

Berlin’s community facilities and services have a direct impact on the community and the region. Below are the critical items related to these facilities and services in Berlin, and an array of possible actions the City may want to consider pursuing. This section will be used to identify the specific actions for Berlin to take upon completion of the master plan.

Land Use Implications	Needed Actions
<p><i>City Infrastructure Needs</i></p> <p>This Master Plan inventory of Berlin’s community facilities and services is intended to develop implementation actions for the City to pursue. Many of the actions identified in this chapter could feed into a Capital Improvement Plan (CIP) that would allow the City to identify priorities and a timeline for the replacement of inadequate infrastructure and equipment. The Berlin Water Works serves as an excellent example of an entity that developed an implementation plan and then worked to accomplish the identified actions.</p>	<ul style="list-style-type: none"> ▪ Explore the possibility of a shared Safety Services Complex that could accommodate the needs of the Fire and Police Departments before proceeding with individual additions or renovations. ▪ If a shared facility is not desired by the City create a plan for the construction of an addition next to the fire station. Future use of the addition shall include, but not be limited to, administrative offices and a training center that can be utilized on a regional basis. ▪ Explore the possibility of centralizing Emergency Dispatching and communications through a single communications center. ▪ If a shared facility is not desired by the City create a plan for the construction of additional office and garage space at the Police Department. The Department is in need of a 6,000 square foot garage, and 10,000 additional square feet to solve the Department’s remaining space needs. ▪ Assist the Library with the development of a long range plan that addresses the building and site constraints, and opportunity for expansion. ▪ Strive to see that the renovation or construction of City owned facilities include efforts to create High Performance Buildings. This will ensure that conservation measures

become the focus of these structures and that the long term operations and maintenance of these buildings will be financially and environmentally sustainable from the beginning without additional cost. May wish to follow some LEED standards even if full certification is not pursued.

- **Work to disconnect the storm drains from the sewer system,** and reduce other sources of stormwater infiltration.
- **Develop an inventory of all City owned land,** and a plan for how this land will be managed in the future.

Other Agencies and Organizations

As Berlin works with other entities to meet the needs of its population, and the surrounding region, there may be opportunities for the City to lend support. Some of the support will merely be symbolic, while other opportunities may include staff assistance and funding related support.

- **Support the Airport's needs** for installing an automated weather service system, additional navigational aids and development of a taxi runway as it works to implement its Master Plan.
- **Create a Community Center Task Force** and charge them with creating a viable plan for a new Community Center, so as to address the survey results that clearly indicated a need for more activities geared toward young adults and the population as a whole.
- **Assist the SAU with long range planning for the public school facilities.** With Gorham's school building issues, and capacity available at the Berlin High School, the City should support the two communities efforts to work together.
- **Assist the SAU as they work to address the specific needs of the elementary school facilities,** particularly Bartlett and Brown Schools given their condition and the need for space.
- **Support the County and the Androscoggin Valley Hospital** if they decide to investigate the possibility of

developing a jointly operated nursing home facility to meet the growing needs of the aging population.
