TOWN OF
NEWMARKET
NEW HAMPSHIRE

Town Council Regular Session

September 16, 2026 at 7:00 PM
Town Council Chambers

AGENDA

1. **6:00 PM Work Session**
   a. Fire Department Study
2. **Pledge of Allegiance**
3. **Roll Call**
4. **Public Forum**
5. **Public Hearing**
   a. Ordinance No. 02 — Amending Chapter 10 - Elections
6. **Town Council to Consider Acceptance of Minutes**
   a. September 2, 2026 Draft Minutes
7. **Town Council to Consider Nominations, Appointments, Elections, and Resignations**
   a. George Anderson - Resignation from the Conservation Commission
   b. Madeleine Faust - Resignation from the Public Transportation Advisory Committee
   c. Jessica Cann - Resignation from the Riverfront Advisory Committee
8. **Report of the Town Manager**
   a. TM Report 09/16/2026
   b. Department Reports - August 2026
9. **Committee Reports**
10. **Old Business**
11. **Resolutions/Ordinances in the 2nd Reading**
    a. Ordinance No. 02 - 2026/2027 — Amending Chapter 10 - Elections
12. **Resolutions/Ordinances in the 1st Reading**
    a. Resolution #2026/2027-04 - Annual Lease Payment for Trackless MT7 Sidewalk Tractor
    b. Resolution #2026/2027-07 - Annual Lease Payment for 2 International Dump Trucks with Plow Equipment
    c. Resolution #2026/2027-08 - Annual Lease Payment for Engine 5
13. **New Business/Correspondence**
    a. Correspondence to the Town Council

b. Closing Comments by Town Councilors

c. Next Meeting

i. October 7, 2026

14. Adjournment

Visitor Orientation to the Town Council Meeting

Welcome to this evening's Council meeting. Please note that the purpose of the meeting is for the Council to accomplish its work within a qualitative time frame. Meetings are open to the public, but public participation is limited. If you wish to be heard by the Council, please not the "Public Forum" at the beginning of the meeting to speak on items on a meeting agenda and/or matters pertaining to the business of the Council. In addition, public hearings may be scheduled for public comment on specific matters.

Speakers must be residents of the Town of Newmarket, property owners in the Town of Newmarket, and/or designated representatives of a recognized civic organization of business located in the Town of Newmarket. When they are at the podium, speakers first need to recite their name and address for the record. Visitors should address their comments to the presiding officer and the Council as a body and not to any individual member.

Each speaker shall be provided a single opportunity for comment, limited to three (3) minutes. Public forum shall be limited to fifteen (15) minutes. Visitors should not expect a response to their comments or questions since the Council may not have discussed or taken a position on a matter. Public Forum is not a two-way dialogue between speaker(s), Councilors, and/or the Town Manager. The Chair will preserve a strict order and decorum at all Town Council meetings. Outbursts from the public are not permitted.

TOWN OF NEWMARKET, NEW HAMPSHIRE
FIRE SERVICE
OPERATIONAL & SERVICE LEVEL ANALYSIS

August 2026

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I. Project Background, Scope & Methodology

The Town of Newmarket engaged Municipal Resources, Inc. (MRI) to analyze current fire department staffing, evaluate resource utilization, and forecast future service demands. This study delivers objective, data-driven analysis to maximize operational efficiency and fiscal responsibility across the agency.

By measuring Newmarket's current practices directly against national safety standards (NFPA, ISO, NIST) and regional mutual aid benchmarks, MRI offers an unbiased assessment of the organization's capacity to protect the community. Ultimately, this analysis bridges present capabilities with the department's future goals, directly aligning municipal resources with the vision outlined in the recently completed Municipal Five-Year Strategic Plan.

Project Scope

The completion of this assessment is intended to achieve the following outcomes for the Town of Newmarket and Newmarket Fire and Rescue (NFRD):

1. **Establish a Baseline of Current Department Performance**

   Evaluate and document the Department's current operational performance and organizational capabilities, including, but not limited to:

   a. Fire suppression response and deployment effectiveness;
   b. Emergency Medical Services (EMS) response and service delivery;
   c. Staffing levels, organizational structure, and personnel utilization;
   d. Training programs, certifications, and compliance standards;
   e. Fire prevention, inspections, and code enforcement activities; and
   f. Daily supervision, coordination, and management of EMS operations.

2. **Assess Future Service Demand and Operational Impacts**

   Determine whether, and to what extent, the Department will experience increased service demand because of:

   a. Existing and projected residential housing growth;
   b. Planned land use and commercial development;
   c. Future infrastructure and community development projects; and
   d. Anticipated demographic and population trends within the Town.

e. This analysis shall evaluate the projected impact of these factors on emergency response workload, staffing requirements, apparatus deployment, and overall service delivery capacity.

3. **Develop Practical and Data-Driven Recommendations**

Provide realistic, actionable, and financially responsible recommendations to improve organizational effectiveness and operational efficiency in the following areas:

a. Staffing and workforce deployment;
b. Training and professional development;
c. EMS supervision and operational management;
d. Fire prevention and code enforcement functions; and
e. Fire suppression response capabilities.

All recommendations are supported by:

1. Quantitative and qualitative assessment data;
2. Applicable industry benchmarks and standards;
3. National best practices; and
4. Relevant guidance from organizations such as National Fire Protection Association, Center for Public Safety Excellence, and other recognized fire service authorities, where applicable.

4. **Fire Service Benchmarking**

As part of our study, MRI evaluated data provided from five area fire departments with similar demographics as Newmarket Fire Rescue. In evaluating the strategic roadmap and staffing model for Newmarket Fire & Rescue, a comparative analysis was conducted with peer Seacoast and regional combination fire departments listed below:

- Barrington
- Epping
- Greenland
- Somersworth
- Stratham

These five peer communities were recommended by the Town Manager and Fire Chief. All the communities selected utilize a similar fire service organizational structure, and each organization protects populations in the range between 8,000 and 12,000 residents.

This comparative analysis compared Newmarket's services, including fire suppression, rescue response, and fire prevention/code enforcement, to the services provided by the peer communities.

5. **Strategic Alignment Statement**

The underlying objective of this organizational review is to strategically reinforce, support, and sustain the Newmarket Fire Department's foundational identity as a predominantly on-call agency. **All analysis, operational findings, and future resource recommendations are designed to protect, optimize, and empower the vital role of on-call personnel, rather than to replace or diminish their long-standing contribution to community protection.**

In pursuing this goal, the town acknowledges the critical national context: fire and EMS organizations across the country are facing unprecedented recruitment and retention challenges that threaten the stability of traditional volunteer and on-call dependent staffing models. By proactively addressing these systemic labor shortages through localized incentives, modernized training pathways, and targeted operational support, this study aims to build a resilient, forward-looking, and sustainable personnel infrastructure capable of maintaining a robust on-call workforce despite these broader nationwide headwinds."

Methodology/Project Approach

MRI's project methodology and approach were targeted to fulfill the scope of work in a thorough and comprehensive manner and retain a data-driven focus. Our team analyzed data, performed on-site work, conducted both virtual and in-person interviews, and, based on the data provided, made several strategic and operational observations. The assessment employed the following fifteen methodologies:

- Conducted an on-site visit to Newmarket that included in-person meetings, tour of fire department facilities, and tour of the community to observe target hazards, community risks, and determine building density and type.

- Toured the NFRD facility and viewed apparatus and equipment.

- Reviewed organizational and position structure as well as succession planning efforts.

- Analysis of fire department staffing, including current operations, scheduling, use of overtime, organizational structure, and future needs based on risk, current operational experience, and projected community growth and development.

- Analysis of community demographics and projected growth and development.

- Interviewed Fire Chief Malasky

- Interviewed the Town Manager, Steve Fournier

- Interviewed a member of the Select Board

- Interviews with other key fire department personnel of the Newmarket Fire Rescue Department.

- Interviewed with other key town officials, including the Finance Director.

- Reviewed Seacoast mutual aid and regional operations,

- Review of existing NFRD incident statistics, standard operating procedures/guidelines, budget, and other records as provided by the Town,

- Reviewed the applicability of various national standards and best practices for municipal fire and EMS services, such NFPA 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.

- Reviewed the applicability of NFPA 1500, Standard on Fire Department Occupational Safety, Health, and Wellness Program, and NFPA 1300, Standard on Community Risk Assessment and Community Risk Reduction Plan Development.

- Developed and conducted a comparative analysis utilizing data provided by five similar communities.

Our analysis focused on the current and future operational capability of the Newmarket fire and EMS service delivery system. Our team also evaluated the organizational composition and structure to identify any concerns or areas requiring special focus, and to gather thoughts and ideas about areas of potential improvement and long-range visions, needs, goals, and objectives. The team spent significant time with Chief Malasky to gain an understanding of the organizational, operational, and management systems and approaches currently in place, and then compared the current structures against contemporary practice and convention.

There was also an analysis of relevant metrics and operational data that was furnished by the Department.

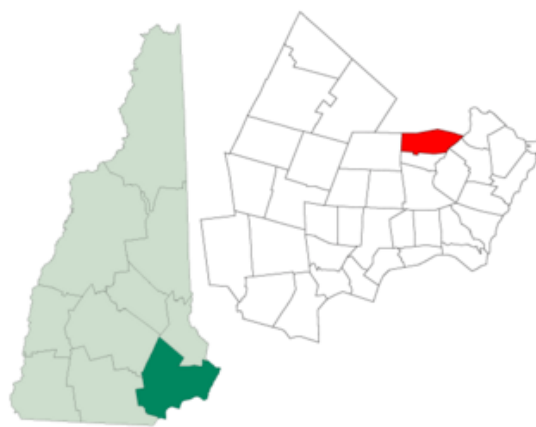
Our project team would like to express our thanks and appreciation to the Town of New Market, Town Manager Steve Fournier, Fire Chief Rick Malasky, Police Chief Greg Jordan, Planning Director Bart McDonough, Finance Director Bill Tappan, and Newmarket Town Staff for their assistance in retrieving data for our study.

II. Community Profile: Background and Local Information

The Town of Newmarket, New Hampshire

The Town of Newmarket, NH is in Rockingham County, New Hampshire. The population was 9,430 at the 2020 US Census. The densely settled center of town is where approximately 5,797 people reside (2020 Census) and is defined as the ***Newmarket Census – Designated Place*** and is located at the junction of New Hampshire highway routes 108 and 152 which runs along the Lamprey River.

Incorporated in 1727, Newmarket is one of six towns granted by Massachusetts in the last year of the reign of King George I. It started as a parish of Exeter and was granted full town privileges by the legislature in 1737.



The Newmarket Manufacturing Company was incorporated in 1822, and constructed its first cotton textile mill during 1823 and 1824. The company dominated the mill town's waterfront and economy, with seven textile mills harnessing water power at the falls.

Today, the mills have been adapted for modern commercial and residential uses, with the mill buildings located within the Newmarket Industrial and Commercial Historic District, which in 1980 was added to the National Register of Historic Places. In the 1970s, the mill served as the headquarters of the Timberland Company, during the years when it grew from a small work-boot manufacturer to a leading "urban" fashion brand. Timberland's headquarters are now in nearby Stratham. The history of the manufacturing mills and residential work force housing contributes to the high population density of this area.

Today, downtown Newmarket offers a vibrant, walkable historic mill district nestled along the banks of the Lamprey River. Main Street features beautifully restored 19th-century brick textile mills that blend old-world New England character.

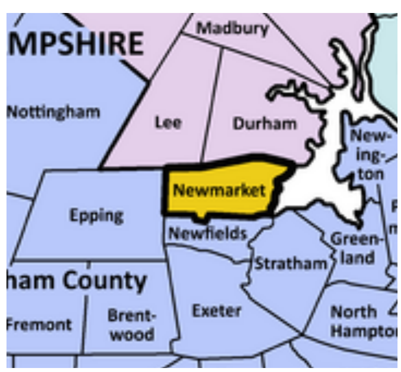
Specific attributes of the downtown area include:

- Restaurants
- Access to live music and cultural events
- Unique shops
- Waterfront access

Geography

Situated beside Great Bay in southeastern New Hampshire, Newmarket is drained by the Lamprey River and its tributary, the Piscassic River. The town's highest point is the summit of Bald Hill, at 281 feet (86 m) above sea level, near the town's southwestern corner. Great Hill, with an elevation of 228 feet (69 m), rises just south of the town center.

According to the United States Census Bureau, the town has a total area of 14.2 square miles (36.7 km^2), of which 12.6 square miles (32.6 km^2) are land and 1.6 square miles (4.1 km^2) are water, comprising 11.24% of the town. The town is crossed by New Hampshire Route 108 and is the eastern terminus of New Hampshire Route 152.



Newmarket, New Hampshire shares land borders with four towns: **Durham** and **Lee** to the north/northwest, **Epping** to the west, and **Newfields** to the south. It also has water borders along the Great Bay and tidal rivers with **Stratham** (southeast), **Greenland** (east), and **Newington** (northeast).

Newmarket Population Trend – 2020 to 2050

Based on the official data report, *New Hampshire: State, County, and Municipal Population Projections: 2020 – 2050*, prepared by the Office of Planning and Development (OPD), the specific individual town-level decimal forecast data is typically aggregated via regional planning commissions.

However, looking at the overarching local master plan framework and state tracking for the region, we can determine the following:

- **2020 Base Population**: The official 2020 U.S. Decennial Census recorded Newmarket's population at **9,430 residents**.
- **Regional Growth Trajectory**: Newmarket is in a corridor which remains one of the fastest-growing areas in New Hampshire.
- **Historical / Projected Increments**: In previous localized master plans compiled by the Town of Newmarket, standard planning horizons utilize moderate growth increments of roughly **400 to 800 new residents** over long-term multi-decade periods.
- **State-Wide Peak**: Across New Hampshire, population growth is projected to rise steadily, hitting a statewide peak in **2040** before experiencing a slow natural decline due to an aging demographic.

III. Newmarket Fire Rescue Organizational and Operational Overview

The Newmarket Fire Rescue Department, like many other state, regional, and national fire and EMS organizations, are experiencing challenges in four critical factors that directly challenge service delivery. These include:

- Increases in staffing shortages,
- Increases in emergency medical services demand,
- Supply chain delays in the purchase and acquisition of fire and EMS apparatus and vehicles,
- Escalating operational costs (including the rising cost of apparatus)

The primary challenges lie in the following areas:

- **Operational Strain:** Demand is outpacing available resource capacity.
- **Declining Volunteerism:** Recruitment and retention failures threaten daily deployment.
- **Lack of Sufficient Qualified Applicants:** A smaller applicant pool has resulted in a per diem and career human resources deficit. In addition, personnel often start in smaller departments and transition to larger organizations as they gain certifications, training, and experience.
- **EMS Dominance:** Healthcare calls disproportionately consume fire suppression assets.
- **Fiscal Pressure:** Inflation and supply chain delays inflate equipment costs.

Maintaining a robust on-call force remains the most effective, fiscally responsible model for Newmarket to supply the community with the expected fire and EMS service level. Currently, Newmarket has a higher number of on-call and per diem personnel than our team typically finds in similar organizations. Sustaining this high level of on-call and per diem engagement and the current service delivery model will require the following:

- An ongoing and sustained recruitment and retention effort,
- A high level of strategic planning,

- Investment by the community,
- Development of a plan (based on this document) that continues to evolve and adjust the staffing model to maintain the service level to the community.

Integration of per diem and part-time personnel is a proactive strategy that should be pursued. This strategy can be utilized to eliminate critical daytime response delays, manage increasingly complex training requirements, and implement competitive compensation updates necessary to recruit and retain a dependable workforce. This approach accomplishes the following:

Specific Solutions Addressed

- **Daytime Coverage:** Scheduled per diem shifts place personnel in stations when traditional on-call members are at their primary jobs.

- **Training Management:** Part-time structures provide dedicated, paid hours to meet rigorous modern certification standards without burning out staff.

- **Compensation Restructuring:** Transitioning to a paid-on-call or hourly shift model offers the financial incentives required to compete with neighboring departments.

Newmarket, New Hampshire's Fire, Rescue, and EMS **Services** date back over two centuries. Between 1823 and 1851, fire protection evolved from the Newmarket Manufacturing Company's (NMCo) concern of suffering devastating losses to their riverside cotton mills by purchasing a hand-cranked "tub engine" and establishing a company of men and leather buckets to fill the tank on the engine. In 1852, the Town of Newmarket voted and raised funding to secure its own municipal equipment.

Beginning in the 1970's and continuing today, Newmarket Fire Rescue Department (NFRD) saw the beginning of shifting of services from predominantly fire and rescue to Emergency Medical Services (EMS), which today continues to be the most frequent request for emergency services. MRI believes that this increase in calls for service in EMS is becoming and will continue to be the primary role and mission of the NFRD.

Today, the NFRD continues to operate from a single station located on a campus with the Public Works Department located at 4 Young Lane.

Figure 1 – Newmarket Fire Station, Located at 4 Young Lane

MRI conducted a site visit to the NFRD, toured the facility, and reviewed fire apparatus. The station is well maintained and was recently renovated. This project completed the second floor of the facility that now accommodates a training room, men's and women's locker rooms with bathrooms and showers, and bedrooms for current and future 24-hour staffing needs. The condition of the facility, with recent upgrades and renovations, will serve the NFRD for the foreseeable future.

The apparatus set consists of a modern fleet that is well suited to the community and consistent with the resource level outlined by the U.S. NFPA Fire Department Profile. Looking forward, Newmarket can expect to encounter supply chain delays in apparatus acquisition and rapidly escalating prices. Over the past six years, our team has observed that the cost of fire and EMS apparatus has in many cases more than doubled. This will require the Town of Newmarket to carefully plan and schedule the replacement and financial modeling associated with maintaining the fleet.

Current Staffing Model of Newmarket Fire Rescue (June 2026)

The NFRD provides essential emergency services utilizing a hybrid staffing model composed of full-time, per diem, and call personnel. As of June 2026, the department faces operational vulnerabilities due to a **50% vacancy rate in full-time staffing** (1 of 2 positions filled) and operates with a part-time Fire Chief who is shared with Public Works. To maintain minimum safety standards and uninterrupted 24/7 service coverage, per diem personnel are utilized to provide shift coverage and fill full-time vacancy gaps.

Weekly Shift Staffing

- Weekdays (Mon–Fri, 6 AM–6 PM): 3 per diem personnel on duty.
- Weeknights (Mon–Fri, 6 PM–6 AM): 2 per diem personnel on duty.
- Weekends (24/7): 2 per diem personnel on duty.

Leadership & Personnel Status

- **Full-Time Positions:** Only 1 of the 2 full-time positions is currently filled; the vacant spot is covered by per diem personnel.
- **Fire Chief:** Part-time position; available for response if not occupied by Public Works duties.
- **Call Firefighters:** Permitted to work shifts when available.

The baseline schedule requires **396 per diem hours per week**, plus coverage for the vacant full-time position. Below is the breakdown of the weekly hours.

Weekly Per Diem Hours Breakdown

- **Weekday Day Shifts:** 180 hours (5 days × 12 hours × 3 personnel).
- **Weekday Night Shifts:** 120 hours (5 days × 12 hours × 2 personnel).
- **Weekend Shifts:** 96 hours (2 days × 24 hours × 2 personnel).
- **Full-Time Vacancy Coverage:** 42 hours (Estimated average to cover the 2nd unfilled full-time position).
- **Total Weekly Hours: 438 per diem hours**.

Newmarket, New Hampshire's Fire, Rescue, and EMS Response Statistics:

In 2025, the Newmarket Fire Rescue Department (NFRD) responded to 1,313 emergency calls. This includes the response to 408 fire-related incidents and 905 emergency medical-related service requests.

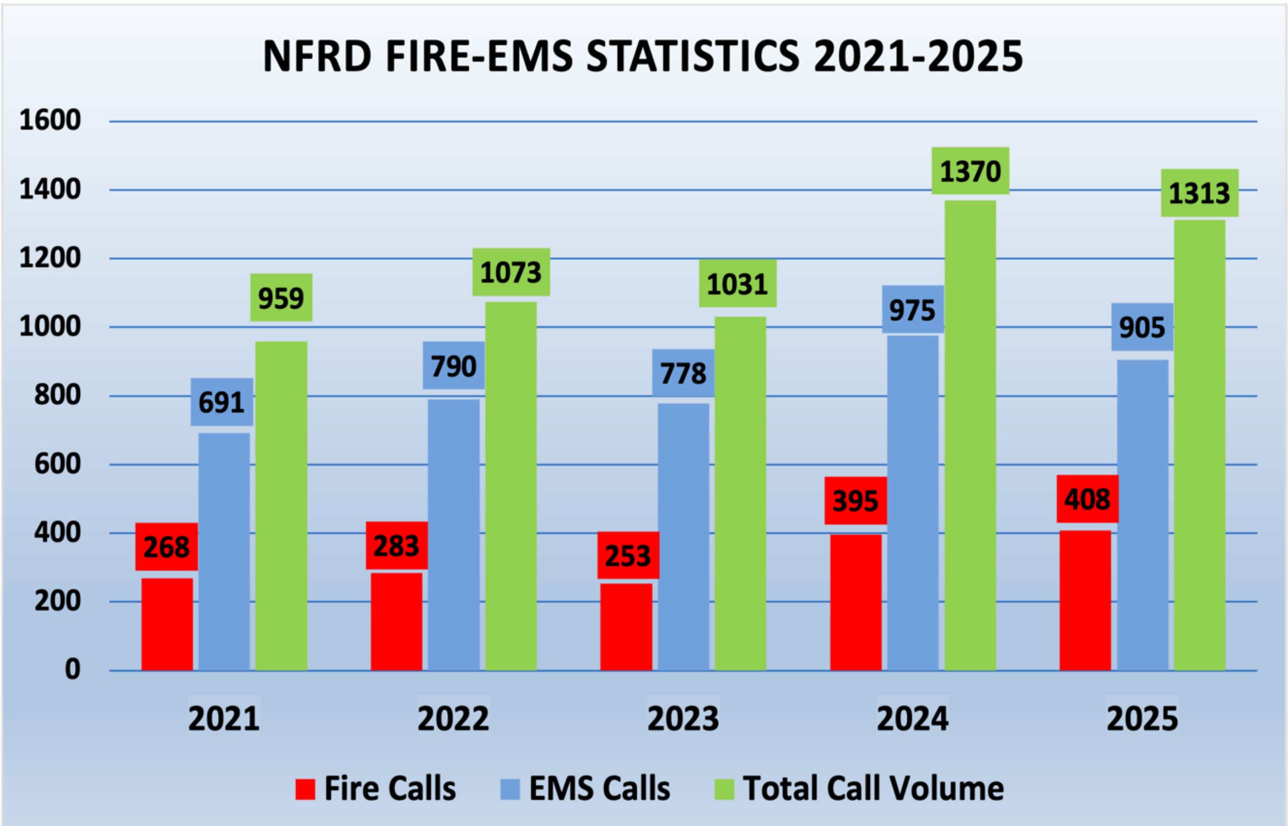


Figure 2 - Newmarket Fire – EMS Calls for Service Breakdown 2021-2025

Newmarket, Fire, Rescue, and EMS Response Analysis

Based on the attached 2021-2025 data reviewed the NFRD experienced a **36.9% increase in total call volume** over the previous five years. Requests for service rose from 959 calls in 2021 to 1,313 calls in 2025. EMS calls consistently made up the majority of emergency responses, though fire calls grew at a faster overall rate.

Yearly Breakdown & Response Metrics

EMS responses consistently drove over two-thirds of the department's activity, peaking in volume in 2024. Fire calls hit their lowest volume in 2023 before experiencing a sharp spike during 2024 and 2025.

Year	Fire Calls (Share %)	EMS Calls (Share %)	Total Call Volume
2021	268 (**27.9%**)	691 (**72.1%**)	***959***
2022	283 (**26.4%**)	790 (**73.6%**)	***1,073***
2023	253 (**24.5%**)	778 (**75.5%**)	***1,031***
2024	395 (**28.8%**)	975 (**71.2%**)	***1,370***
2025	408 (**31.1%**)	905 (**68.9%**)	***1,313***

Figure 3 - NFRD Annual Fire and EMS Call Volume and Percentages

When our team reviewed the call volume and conducted a trend analysis, the following key factors became apparent:

1. Volume vs. Growth Rate

- **EMS Calls Dominance**: EMS consistently dominated response actions, accounting for **70% to 75%** of all calls in any given year.

- **Fire Calls Acceleration**: While fewer in number, fire calls grew at a much faster rate over the timeline. Fire calls increased by **52.2%** (from 268 to 408), whereas EMS calls grew by **31.0%** (from 691 to 905).

2. Trend Analysis

- **Past Activity (2021–2023)**: Total call volume grew initially, dipped slightly in 2023, and saw EMS reach its highest proportional share at **75.5%** in 2023.

- **Current Activity (2024–2025)**: The department saw a major surge in overall demand. Interestingly, fire calls reached an all-time high share of **31.1%** in 2025, showing that fire-related hazards have become a larger piece of the department's current workload compared to previous years.

3. 5 Year Compounding Forecast (2026 to 2030)

- **Based on the historical values from 2021 to 2025, the calculated** Average Year-over-Year (YoY) Growth Rates **and a** 5-year compounding forecast (2026–2030) **have been established for each activity category.**

The average annual change was calculated by averaging the percentage differences between the five consecutive years (2021–2025):

- **Fire Calls Average Growth**: **+ 13.60%** per year

- **EMS Calls Average Growth**: **+ 7.74%** per year

- **Total Call Volume Average Growth**: **+ 9.17%** per year

Applying these compounding average historical growth rates to the most recent baseline year (2025), the expected activity breakdown for the next five years is estimated below:

Projected Call Volume Table (Compounding Average)

Year	Projected Fire Calls	Projected EMS Calls	Projected Total Calls
2025 (Actual)	***408***	***905***	***1,313***
2026	***464***	***975***	***1,433***
2027	***527***	***1,050***	***1,565***
2028	***598***	***1,132***	***1,708***
2029	***680***	***1,219***	***1,865***
2030	***772***	***1,314***	***2,036***

Figure 4 - NFRD Projected Call Volume

Note: *Individual projections for Fire and EMS are calculated using their unique independent growth rates. Because these rates differ from the overall total compounding rate, the combined sum of the individual rows may show minor mathematical rounding deviations from the projected overall "Total Calls" column.*

Key Strategic Takeaways if Expected Increases in Service Demand Continue

- **Milestone Demand**: The department is on pace to eclipse **2,000 total annual calls by 2030**, representing a **55% expansion** over current 2025 levels.

- **Workload Rebalancing**: Due to the rapid acceleration of fire calls (+ 13.60% vs + 7.74%), the proportion of fire calls is expected to trend upward, shifting from 31.1% of the workload in 2025 to **roughly 37% by 2030**.

As an alternative to the five-year compounding model, our team also conducted a forecasted review using a **linear progression model,** which adds a fixed number of calls each year instead of a compounding percentage. The Linear Progression Model projects **1,756 total calls by 2030**, which is **280 fewer calls** than the compounding percentage model estimated.

The average fixed annual volume increases based on the 2021–2025 data are detailed below:

- ***Fire Calls Linear Growth****: **+35 calls** per year*
- ***EMS Calls Linear Growth****: **+54 calls** per year (rounded from 53.5)*
- ***Total Calls Linear Growth****: **+89 calls** per year (rounded from 88.5)*

Applying these fixed annual volume increments to the 2025 baseline yields a steady, predictable growth pattern resulting in a 5-year Linear Projected Forecast for 2026 to 2030. The choice of model significantly impacts your long-term staffing and budgeting plans.

Year	Projected Fire Calls	Projected EMS Calls	Projected Total Calls
2025 (Actual)	***408***	***905***	***1,313***
2026	**443**	**958**	**1,402**
2027	**478**	**1,012**	**1,490**
2028	**513**	**1,066**	**1,578**
2029	**548**	**1,119**	**1,667**
2030	**583**	**1,172**	**1,756**

Figure 5 - Projected Call Volume Table
Linear Analysis

Metric (by Year 2030)	Compounding Percentage Model	Linear Progression Model	Key Operational Difference
Projected Total Calls	**2,036**	**1,756**	Compounding assumes accelerated demand; linear assumes stable growth.
Projected Fire Calls	**772**	**583**	Compounding models explosive growth; linear keeps fire share at roughly **33.2%**.
Projected EMS Calls	**1,314**	**1,172**	The models diverge less on EMS due to its more stable historical baseline.

Figure 6 - Model Side by Side Comparison

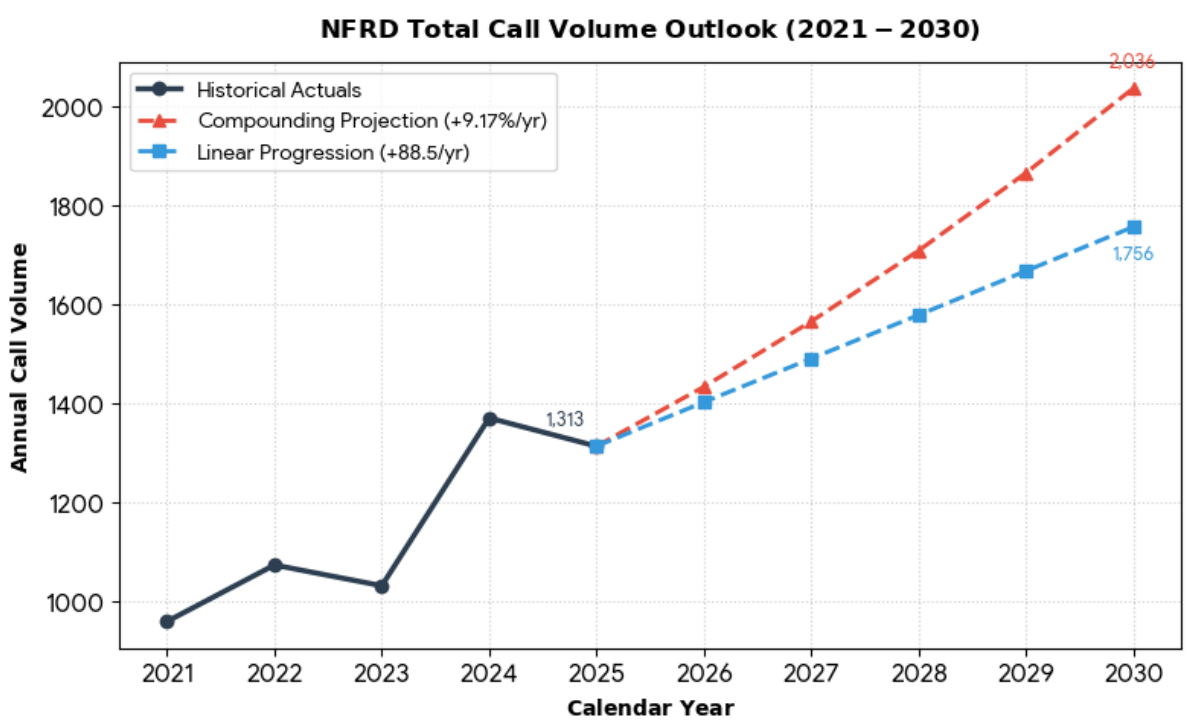


Figure 7 - NFRD Total Call Volume Outlook (2021-2030)

Utilizing Trend Modeling

While the compounding and linear models provide valuable, data-driven frameworks for future forecasting, municipal emergency demand is inherently vulnerable to a wide array of shifting variables. Local population growth, commercial rezoning, changing community demographics, and regional economic shifts can rapidly alter real-world call trajectories.

Additionally, historical trends show that emergency response surges are frequently cyclical rather than strictly linear, often fluctuating alongside seasonal weather extremes, public health variations, or localized infrastructure developments.

Consequently, these mathematical projections should not be viewed as rigid certainties. Leadership must carefully evaluate the unique strategic implications of each model when incorporating them into long-term municipal planning:

- **The Compounding Model** serves as an aggressive, high-risk planning tool. It is best utilized when preparing for worst-case operational strains, justifying rapid capital asset procurement, or managing active community expansion.

- **The Linear Model** represents a more conservative, steady-state approach. It is ideally suited for balanced fiscal budgeting and maintaining stable operations within established, slow-growth jurisdictions.

Selecting the appropriate framework requires a deliberate balance between risk tolerance, fiscal constraints, and real-world community development indicators.

Newmarket Fire Rescue Department Organizational Structure, Staffing Levels, and Personnel Utilization

The Newmarket Fire Department operates as a vital predominantly on-call emergency services organization dedicated to executing one of the most fundamental functions of local government: **protecting the lives and property** of the community's residents, businesses, and visitors. Finding the right balance between public safety needs and taxpayer affordability is a constant challenge, and the town's chosen leaders are continuously charged with setting the service standards that best meet these local expectations.

In general, the expectations and service demand placed on smaller community fire service organizations have continued to expand. The image on the following page which was developed by the Northborough Massachusetts Fire Department provides a concise listing of the expanding role of fire service organizations within communities similar to Newmarket.

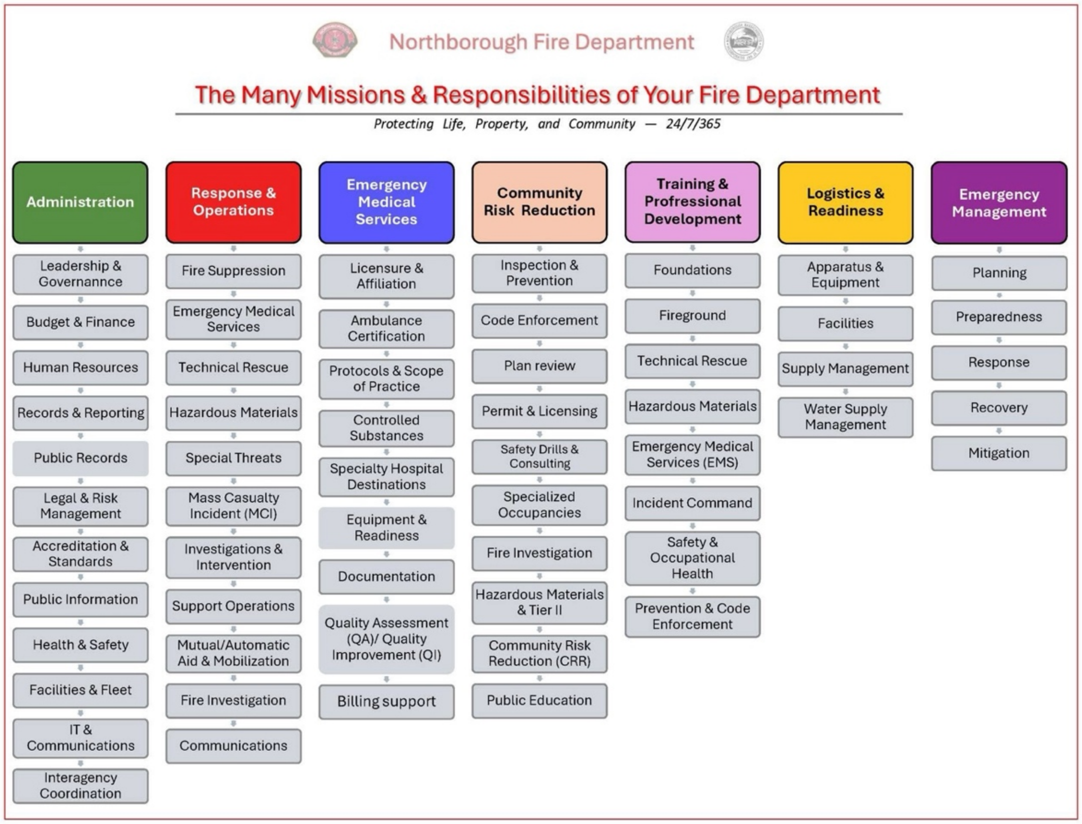


Figure 8 – Mission, Role and Responsibility of a Modern Fire Department

Source: Northborough Massachusetts Fire Department.

The core services and operations provided by the NFRD include emergency medical services, fire suppression, hazard mitigation and infrastructure protection. The NFRD also provides regional support through its participation in the Seacoast Chief Fire Officers Mutual Aid District (SFOMAD), which is the primary fire and emergency medical service (EMS) regional network. The SFOMAD also manages the Task Force and Strike Team Response Plan for larger emergency type incidents. This network streamlines resource-sharing among local fire departments across Southeastern NH and operates before requiring larger statewide mutual aid intervention.

The NFRD is comprised of a total of approximately 73 personnel, including two full-time employees and 43 volunteer/paid on-call firefighters and approximately 30 per diem personnel. It should be noted that an on-call membership of this size represents numbers well above the average that we typically see in similar size departments. It should be noted that Chief Malasky holds his position while also serving as the Director of Public Works in Newmarket. Chief Malasky has been successful in building a strong group of dedicated and trained personnel.

As mentioned previously, the NFRD utilizes several different staffing methods with the predominant staffing model consisting of on-call personnel, supplemented by a weekday daytime quick response force (QRF) consisting of full-time and per diem personnel. The use of per diem staffing is higher during the daytime when many on-call personnel are typically at their primary jobs.

- **Full-Time Duty Crews:** Every Monday through Friday, two full-time personnel are stationed directly at the 4 Young Lane headquarters. These personnel staff the initial response unit for any fire or medical emergency.

- **Per Diem Coverage:** To supplement the full-time staff and cover open shifts, qualified per diem firefighters and emergency medical technicians (EMTs) are integrated into the daily schedule, stabilizing daytime readiness.

- **Administrative Leadership:** Managing this intricate daily puzzle is the Fire Chief and leadership team, supported by a part-time administrative assistant (currently being covered by the Public Works Administrative Assistant) who coordinates the department's logistics, reporting, and regulatory compliance.

Strategic Leadership Vulnerability: The Dual-Role Leadership Risk

In November of 2016, the Town of Newmarket commissioned MRI to conduct a services analysis of town municipal operations to provide an independent, objective evaluation of municipal staffing and organizational structure.

At the time of that report, it was noted that the current fire and public works administrative structure relies on a single individual—Chief Malasky—to concurrently lead two of the town's three core operational public safety and public service pillars. While this consolidated leadership model delivers undeniable short-term economic efficiency and streamlined budgetary spending, it introduces an acute institutional vulnerability. Despite the recommendations outlined in the 2016 report, the NFRD continues to operate without a formalized succession roadmap. After considering the expected future service demand and speaking with Chief Malasky relative to his expected tenure, we believe that an opportunity exists over the next two years to transition the position of fire chief to a full-time role.

Public management data indicates that locating and hiring a single replacement candidate possessing the specialized competencies to successfully run both distinct departments is highly improbable. This organizational design creates an unmitigated operational risk; any sudden or unplanned departure of the current dual chief would simultaneously leave both major town services leaderless.

To insulate the municipality against this exposure, both departments must immediately initiate structured leadership development pipelines. This professional development strategy must acknowledge that the future separation of these roles into two independent management positions is the most viable path to long-term operational continuity. As with the previous analysis, there remain some key vulnerabilities that will require remediation steps. MRI identifies them as follows:

Key Structural Vulnerabilities

- **Single Point of Failure:** A sudden leadership vacancy instantly compromises two separate, vital municipal operations.
- **Recruitment Impasse:** The hybrid skill set required to manage both technical sectors is exceptionally rare in the professional market.
- **Asset Imbalance:** Current fiscal savings mask a long-term deficit in executive development and organizational resilience.
- **Operational Overload:** Dual command limits the long-term capacity to innovate within each individual department.

Recommended Remediation Steps

- **Launch Candidate Identification:** Immediately review mid-level officers and supervisors within both departments to assess management potential.
- **Implement Targeted Mentorship:** Enroll selected internal prospects in tailored executive leadership, public administration, and specialized technical courses.
- **Draft Emergency Continuity Plan:** Establish interim command protocols defining who assumes operational control of each department during a sudden vacancy.

- **Restructure Future Budgets:** Gradually adjust long-term fiscal plans to eventually accommodate two distinct, competitive executive salaries.

RECOMMENDATIONS

Recommendation III-1: Considering the expected increase in service demand, future emergency vehicle procurement and recruitment and retention of fire and EMS-based personnel, strategic planning and implementation of needs, should prioritized to prevent service gaps.

Recommendation III-2: - The NFRD should utilize the service demand trend forecast models for internal strategic planning for future staffing, fire and EMS apparatus capital replacement planning, and incorporate these findings in future Master Plan updates to record the potential growth challenges moving forward.

Recommendation III-3: – While each model is valuable in identifying trends, averaging the two models should be utilized as a reasonable approach that offers the highest level of relevance to the Town of Newmarket.

Recommendation III-4: The NFRD should continue to actively recruit new on-call members, encourage greater participation by current members, and remain competitive in its recruitment and retention of both on-call and part-time employees. This should be an evolving community focused program that harnesses industry best practices.

Recommendation III-5: The NFRD should encourage on-call members to work shifts when available, paying a competitive hourly rate for Fire and EMS personnel based on certification levels and experience, and in developing a strong professional development plan for future advancement within the NFRD which will provide a strong retention model.

Recommendation III-6: The NFRD should utilize the service demand models as a basis for internal strategic planning for future staffing, fire, and EMS apparatus capital replacement planning, and incorporate these findings in future Master Plan updates to record the potential growth challenges.

Recommendation III-7: Considering the supply chain delays and dramatic cost increases associated with the procurement of new apparatus, the NFRD should optimize capital planning to account for these challenges and conduct a fiscal analysis that identifies if moving projects forward would create substantial savings to the Town.

Recommendation III-8: The current hybrid staffing model which employs on-call, per diem and career personnel should be continued and adjusted as necessary to maintain the expected service level over the next decade.

Recommendation III-9: If compounding and/or linear trends continue and develop as forecasted, NFRD will approach the 2,000-annual-call volume milestone by 2030. This shift typically necessitates a transition to in station coverage, which will increase operational capability and decrease the response time metrics noted in this report. The Town should support the transition to a 24/7 initial fire and EMS response force of three personnel in 2027. Our team recommends that the following staffing model be implemented in 2027:

- **Daily On-Duty Crew:** Three personnel (08:00–18:00) (1 Full-Time, 2 Part-Time/Call). Fire Chief available to supplement as needed. One full-time member serves as the Station Officer/Apparatus Driver, while the other two members serve as the primary Firefighter/Paramedic or EMT. The two part-time or call personnel fill out the remaining jump seats as firefighters and EMS attendants. This model also allows the Fire Chief to be available to respond if needed and manage the ongoing operations of the Fire Department and Public Works Department.

- **Night On Duty Crew:** Three personnel (18:00-08:00) (3 per diem/on-call personnel). This three-person team would form an initial response force to reduce response time and increase operational capability. Any response should include and rely upon additional on-call responders.

The NFRD, like many NH communities, is transitioning from a once active on-call fire department to having to change staffing models to make up for the significant decline in personnel interested in being part of the community fire and EMS Service. The current intermediate solution is to supplement on-call personnel with part-time – per diem personnel to meet the fire and EMS service demands, which continue to rise in Newmarket. Currently, the NFRD has a roster of 43 on-call members and 30 part-time and per diem personnel. While the staffing numbers are impressive, it is known that typically only about 10% of personnel on a fire department roster actively participate consistently in responding to and participating in fire department activities. The current 30 part-time per diem personnel have limited part-time hours to work shifts; per diem personnel tend to work for multiple agencies and seek out open shifts, which in turn limits the available number of staff to cover shifts.

*Note: Our recommendation relative to the role of the on-call force participation in work shifts is not to suggest replacement of the on-call force. It is made to strengthen their participation in the organization, maintain an effective response force, and to encourage further development of their fire and EMS skills and training to sustain a strong fire service organization.

Recommendation III-10: On-call personnel should continue to be allowed and encouraged to respond with the duty crew to ALL emergency incidents.

Recommendation III-11: The vacant full-time position should be filled and should work the daytime hours identified in Recommendation III-9.

Recommendation III-12: As most career firefighters work 24-hour shifts, dayshifts are notoriously difficult to fill and typically experience high turnover. The Town should consider creating a significant retention bonus for career members who complete two years of service.

Recommendation III-13: All career and per diem personnel who work regularly should be assigned administrative projects and duties appropriate to their knowledge, skill, and ability.

Recommendation III-14: The position of Fire Chief should transition to a full-time role in 2028. The current Fire Chief is serving a dual role as Director of Public Works, and based on previous recommendations in this report, a full-time Fire Chief is needed to manage the day-to-day operations of a dynamic, changing, and expanding response force, as well as the need for fire safety and prevention inspections and community risk reduction activities. Any transition to a full-time Fire Chief should include the direct involvement of the current Fire Chief to ensure a smooth transition.

Recommendation III-15: The NFRD should develop an EMS Deployment Plan that clearly defines the specific operating guidelines of EMS Services at all levels of EMT Certification to reduce any potential clinical and administrative liabilities. In developing this plan, the elements above should be considered when building the goals and objectives necessary to operate efficiently in this staffing model.

Recommendation III-16: The Command staff should actively lead and monitor the relationships that exist between various groups of employees and foster an inclusive culture through their leadership. A lack of tolerance or respect from any member and especially between groups of employees should not be tolerated.

IV. Staffing, Critical Tasking and Deployment

The fireground of a structure fire is a dynamic, dangerous, and rapidly changing environment where conditions can deteriorate in seconds, placing firefighters in extreme personal danger. Successfully suppressing a structural fire requires a highly coordinated and controlled plan of action executed with a high degree of precision and timing. For example, tactical ventilation must be performed precisely ahead of advancing interior hose lines to prevent catastrophic fire behavior like flashovers or backdrafts.

When an emergency scene suffers from inadequate initial staffing, critical tactical tasks are forced to be delayed. This directly compounds the danger to trapped occupants and first responders alike, as the fire is permitted to grow unchecked while early arriving crews wait for secondary apparatus.

There are two primary standards that apply to on-call and combination fire departments. The first is the National Fire Protection Association (NFPA 1720), and the Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard – CFR 1910.134

To understand how a call fire department operates, it is critical to recognize the distinct legal and operational differences between industry benchmarks and mandatory federal laws.

While both the National Fire Protection Association (NFPA) 1720 standard and the Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard (29 CFR 1910.134) heavily influence department procedures, they carry entirely different legal weight and enforcement mechanisms.

The issue of fire department staffing density and composition has, over the past three or four decades, become one of the most widely and frequently debated topics in fire service history. This debate has intensified over the past several years as tax collection revenues have declined precipitously in many communities and governmental entities seek to reduce expenses.

Personnel costs account for the largest percentage of the operating budgets of all but volunteer fire departments. In many cases, this one-line item is 90% or more of the total budget. The debate becomes intense when the discussion turns to how many firefighters are necessary to provide adequate levels of service, fulfill the department's core mission(s), and how those firefighters are deployed. This is a basic risk assessment and management decision. Ultimately, determining the acceptable level of risk they are willing to assume for the citizens they represent is a key decision that is made by the Newmarket Town Council and the town meeting process.
The operations necessary to fully extinguish a structure fire, and do so effectively, efficiently, and safely, require a carefully coordinated and controlled plan of action, where certain operations, such as venting ahead of the advancing interior hose line(s), must be carried out with a high degree of precision and timing. Multiple operations, frequently where seconds

count, such as search and fire rescue operations and trying to cut off a rapidly advancing fire, must also be conducted simultaneously. If there are not enough personnel on the incident initially to perform all the critical tasks, some will, out of necessity, be delayed. This can result in an increased risk of serious injury or death to building occupants and firefighters, and increased property damage.

There has been much research done by a number of fire departments on the effects of various staffing levels. One constant that has emerged is that company efficiency and effectiveness decrease substantially, while injuries increase, when company/unit staffing falls below four personnel. A 2010 comprehensive yet scientifically conducted, verified, and validated study titled Multi-Phase Study on Firefighter Safety and the Deployment of Resources was performed by the National Institute of Standards and Technology (NIST) and Worcester Polytechnic Institute (WPI), in conjunction with the International Association of Fire Chiefs (IAFC), the International Association of Fire Fighters, and the Center for Public Safety Excellence. This landmark study researched residential fires, where most operational firefighter injuries and fatalities occur. The study concluded that the size of firefighter crews has a substantial effect on the Fire Department's ability to protect lives and property in residential fires and occupancies. While Newmarket can be challenged with the response metrics, having an active and engaged on-call force can be utilized to enhance crew staffing when sufficient personnel are available to respond.

Several key findings of the study include:

- Four-person firefighting crews were able to complete 22 essential firefighting and rescue tasks in a typical residential structure 30% faster than 2-person crews, and 25% faster than 3-person crews.

- Four-person crews were able to deliver water to a similar sized fire 15% faster than the 2-person crews, and 6% faster than 3-person crews, steps that help to reduce property damage and reduce danger/risks to firefighters.

- Four-person crews were able to complete critical search and rescue operations 30% faster than 2-person crews, and 5% faster than 3-person crews.

The United States Fire Administration, part of the Federal Emergency Management Agency, in the Department of Homeland Security, recommends that a minimum of four firefighters respond on or with each apparatus. In its respected textbook *Managing Fire Services,* the International City/County Management Association (ICMA) states, *"that at least 4 and often 8 or more firefighters under the supervision of an officer should respond to fire suppression operations"*. They further state, *"If about 16 firefighters are not operating at the scene of a working fire, within the critical time period, then dollar loss and injuries are significantly increased, as is fire spread"*. Many communities continue to struggle to generate a sufficient response.

To effectively respond to and mitigate requests for emergency services, an agency must have a thorough understanding of its community's risk factors, both fire and EMS. Once identified and understood, each category or level of risk is associated with the necessary resources and actions required to mitigate it. This is accomplished through a critical task analysis. The exercise of matching operational asset deployments to risk, or critical tasking, considers multiple factors including national standards, performance measures, and the safety of responders.

Critical tasks are those activities that must be conducted in a timely manner by responders at emergency incidents to control the situation and stop loss. Critical tasking for fire operations is the minimum number of personnel needed to perform the tasks required to effectively control a fire. The same is true for EMS, as there are specific patient care tasks that must be completed in succession and often together to support positive prehospital care. The specific number of people required to perform all the critical tasks associated with an identified risk is referred to as an ***Effective Response Force*** (ERF). The goal is to deliver an ERF within a prescribed time frame. NFPA 1710, as a nationally recognized consensus standard on staffing and deployment for career fire departments, provides a benchmark for ERF.[1]

During fire incidents, to be effective, critical tasking must assign enough personnel so that all identified functions can be performed simultaneously. However, it is important to note that secondary support functions may be handled by initial response personnel once they have completed their primary assignment. Thus, while an incident may end up requiring a greater commitment of resources or a specialized response, a properly executed critical task analysis will provide adequate resources to immediately begin bringing the incident under control.

The NFPA *Fire Protection Handbook*[2] classifies buildings and occupancies by their relative risk and provides recommendations on the minimum ERF that will be needed to handle fire incidents in them. These include:

High-hazard Occupancies: Schools, hospitals, nursing homes, high-rise buildings, and other high life safety-hazard or large fire-potential occupancies. The Newmarket Fire Department has a very limited number of these occupancies in its response district.

> ***Operational Response:*** at least 4 pumpers, 2 ladder trucks (or combination apparatus with equivalent capabilities), 2 chief officers and other specialized apparatus as may be needed to cope with the combustible involved; not less than 24 firefighters and 2 chief officers ***plus*** a safety officer and a rapid intervention team.

Medium-hazard Occupancies: Apartments, offices, and mercantile and industrial occupancies, not normally requiring extensive rescue by firefighting forces. The Newmarket Fire Department also has a limited (although slightly growing) number of occupancies of these types.

[1] It is important to note that compliance with NFPA 1710 has not been mandated in the Commonwealth of Massachusetts or by the federal government. It is considered a "best practice" that fire departments strive to achieve.
[2] Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: NFPA 2008), 12-3

Operational Response: At least 3 pumpers, 1 ladder truck (or combination apparatus with equivalent capabilities such as a quint), 1 chief officer, and other specialized apparatus as may be needed or available; not less than 16 firefighters and 1 chief officer ***plus*** a safety officer and a rapid intervention team.

Low-hazard Occupancies: One-, two-, or three-family dwellings and scattered small business and industrial occupancies.

Operations Response Capability: At least 2 pumpers, 1 ladder truck (or combination apparatus with equivalent capabilities such as a quint), 1 chief officer, and other specialized apparatus as may be needed or available; not less than 12 firefighters and 1 chief officer, ***plus*** a safety officer and a rapid intervention team.

NFPA standards provide an industry benchmark for the level of resources needed. Utilizing these benchmarks, the following personnel are needed to safely mitigate a structure fire involving several rooms in a 2,000-square-foot dwelling (Figure 9). Obviously, this number dramatically increases based on the extent of involvement, size of the structure, presence of hazardous materials, and use of the occupancy. As an example, a significant fire within a garden style apartment complex or an open-air strip mall commercial requires a minimum of 14/17 personnel based on the potential hazards that could be encountered.

CRITICAL TASK	NEEDED PERSONNEL
Incident Commander	1
Attack engine driver/operator	1
Two handlines with two personnel each	4
Support/back-up firefighter for each handline	2
Search & rescue team	2
Ventilation team	2
Ladder company driver/operator	1
Rapid intervention team (RIT)	2
EFFECTIVE RESPONSE FORCE	**14/15**

FIGURE 9: NFPA MINIMUM STRUCTURE FIRE STAFFING NEEDS

Personnel needs for a fire involving several rooms in a 2,000-square-foot, one-family, residential occupancy.

Figure 10 illustrates in a different way the critical tasks and resource deployment required on low and moderate hazard incidents such as residential and small commercial structure fires. Although some people advocate that these types of incidents can be handled with fewer personnel, unless it is a small fire, there is the possibility that there will not be sufficient personnel available to perform all the critical tasks, necessitating that some be delayed. Ultimately, determining the acceptable level of risk they are willing to assume for the citizens they represent will be a key decision that the Newmarket Town Council will need to make.

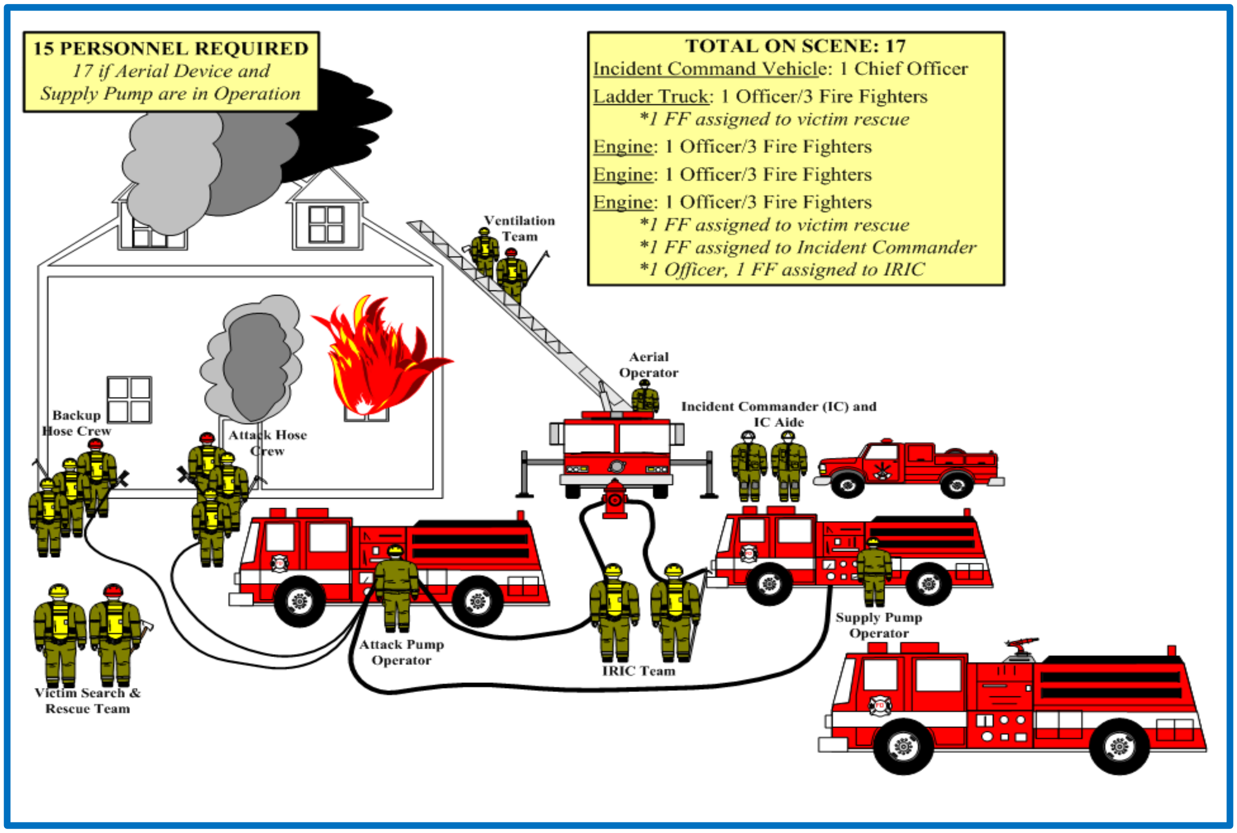


FIGURE 10: LOW TO MODERATE RISK RESPONSE-INTERIOR FIRE ATTACK

Typical minimum staffing needs career or primarily career fire departments for a fire involving several rooms in a 2,000-square-foot, one-family residential occupancy.

Image credit: IAFF 266

The ability to get enough personnel, along with appropriate apparatus, to the scene of a typical residential structure fire is critical to operational success and firefighter safety. The Newmarket Fire Department should make achieving this goal its highest priority.

As hazards increase, 27/28 personnel are recommended for the initial response for fires involving moderate hazard garden-style apartments and strip shopping centers (Figure 11).

CRITICAL TASK	NEEDED PERSONNEL
Incident Command	2
2 – Independent Water Supply Lines/Pump Operators	2
Fire Attack via Three Handlines	6
Support Firefighter for each Handline	3
2 – Search and Rescue Teams	4
2 – Ground Ladders and Ventilation Teams	4
Aerial Operator (if Aerial is Used)	1
Rapid Intervention Team (1 Officer/3 Firefighters)	4
EMS/Medical	2
EFFECTIVE RESPONSE FORCE	27/28

FIGURE 11: STRUCTURE FIRE – MODERATE RISK

Beyond the NFPA standard(s), which are standards and do not carry the weight of regulation or law, is the Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard, CFR 1910.134, which carries the weight and force of regulation, thus making compliance mandatory. One key provision of the Respiratory Protection Standard that is directly applicable to fire department staffing is known as the ***"Two-In/Two-Out"*** rule.

In brief, this regulation specifies that anytime firefighters operate in an environment/atmosphere that is "immediately dangerous to life and health" (IDLH), whenever two members enter the IDLH area together/as a team, they must maintain visual or voice communication with two additional firefighters who must remain outside of the IDLH atmosphere, prepared to render immediate emergency assistance to those inside (Figure 12).

The OSHA rule does provide an exception, however, it states that the rule does not apply in emergency rescue situations where a person is visible and in need of immediate rescue, or there is credible and reasonable information that potentially viable victims are still in need of rescue. It is important to note that the potential for an IDLH to exist is not just limited to structure fires. They can exist on natural gas leaks, carbon monoxide incidents, confined space emergencies, chemical spills, and even automatic fire alarm activations where there is an actual fire in progress.

To comply with the "Two-In/Two-Out" rule, a team of four firefighters must be assembled before an interior fire attack can be made when the fire has progressed beyond the incipient stage, except in an imminent life-threatening situation when immediate action could prevent the loss of life or serious injury, before the team of four firefighters is assembled. The serious concern of the MRI project team is that the OSHA "Two-In/Two-Out" rule permits an exception for life hazard or rescue situations. The reality is that in one of the most serious life hazard fire situations that can be encountered, trapped civilians, a firefighter may need to place himself/herself in extreme danger by entering the structure alone.

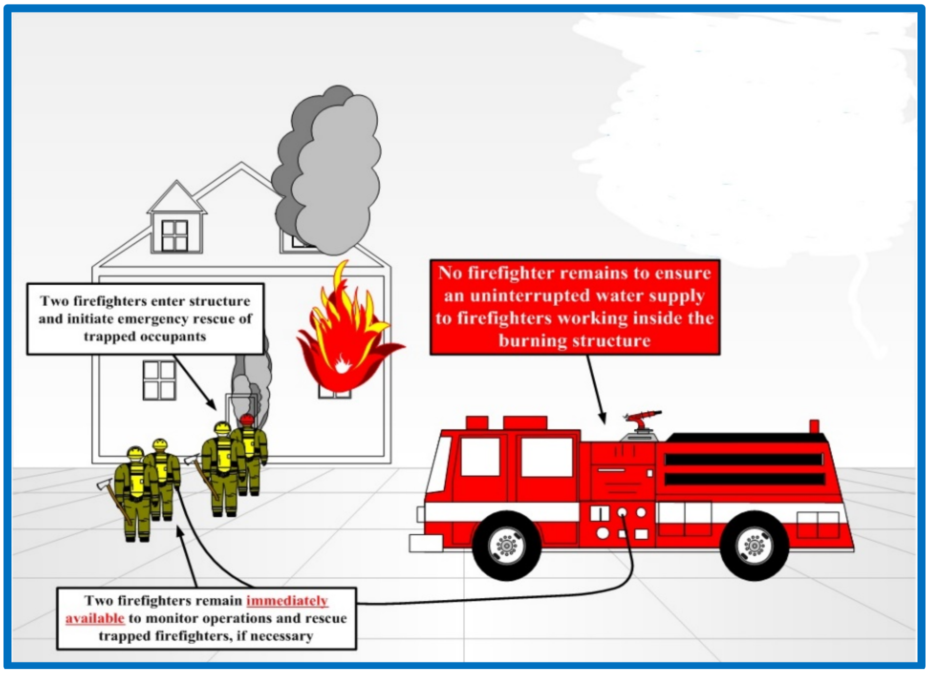
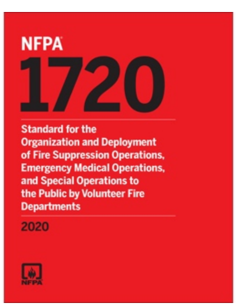


FIGURE 12 OSHA TWO-IN/TWO-OUT
Image Credit: IAFF 266

NFPA 1720: The National Consensus Benchmark



The National Fire Protection Association's NFPA 1720 standard acts as a national consensus guideline tailored specifically for volunteer and call-dependent organizations. Key elements include;

- **The Scope:** It outlines recommended targets for response times, staffing levels, and deployment configurations based on local population density.

- **The Legal Standing:** NFPA 1720 is not inherently a statutory law; it uses permissive language like "should" rather than mandatory language like "must." A municipality is not automatically fined by the government for failing to meet its response time targets.

- **The Enforcement:** Instead of regulatory penalties, NFPA standards are enforced through civil liability. If a department experiences a catastrophic loss and is sued, the courts frequently look to NFPA 1720 as the recognized "industry standard of care" to determine if the town acted negligently.

OSHA 29 CFR 1910.134: The Statutory Federal Mandate

In stark contrast, the OSHA Respiratory Protection Standard is a codified, statutory labor law that carries immediate, mandatory legal authority.

The Scope: This regulation dictates the strict safety parameters required whenever personnel enter a hazardous environment, most notably establishing the strict "Two-In, Two-Out" rule.

The Legal Standing: Under this law, firefighters cannot enter an IDLH (Immediately Dangerous to Life or Health) atmosphere—such as a burning building—unless there are at least two firefighters inside and a minimum of two properly equipped firefighters positioned outside to perform an immediate rescue.

The Enforcement: OSHA regulations use absolute, non-negotiable language. In states that enforce OSHA or equivalent state-level public employee labor rules, failing to comply results in immediate regulatory citations, heavy financial penalties, and mandatory corrective orders, regardless of whether an injury occurred.

The Operational Intersection

Ultimately, the core difference lies in flexibility versus absolute compliance. NFPA 1720 provides an organizational roadmap, allowing a call department to aim for an 80% compliance rate with its staffing targets based on local budgetary constraints. OSHA 1910.134 allows for zero flexibility; it is a rigid legal boundary.

If a call department arrives on a fire scene with only three firefighters, NFPA 1720 acknowledges the staffing deficiency as a metric to improve, but OSHA law actively prohibits those three firefighters from entering the building to fight the fire from the inside unless an active, immediate life-saving rescue is underway. The OSHA rule does provide an exception which states that the rule does not apply in emergency rescue situations where a person is visible and in need of immediate rescue, or there is credible and reasonable information that potentially viable victims are still in need of rescue.

NFRD Fire and EMS Response and Deployment Effectiveness

MRI used data provided by NFRD to benchmark fire and EMS turnout and response times in order to measure the effectiveness of NFRD's ability to meet the NFPA 1720 standard based on a suburban classification.

Under **NFPA Standard 1720** (2025 Edition), a **Suburban Zone** is defined as a community with a population density of **500 to 1,000 people per square mile**. Newmarket's population density as a whole is 752.3; however, it should also be noted that 2,575 people per square mile density is noted specifically in the downtown and village center.

Utilizing the 752.3 per square mile scenario, the NFPA standard mandates a minimum deployment of **6 personnel on scene within a 10-minute response time**, achieved at an **80% compliance rate**.

Evaluating Newmarket's 2025 data against these suburban parameters reveals that **EMS achieves perfect compliance, while Fire fails the baseline criteria during heavy deployment months**.

NFRD - NFPA 1720 Suburban Compliance Dashboard

Department	Suburban Benchmark	2025 Annual Average	Compliance Status	Months in Violation
Newmarket EMS	**10.00 Minutes**	**6.21 Minutes**	**100% Compliant**	None
Newmarket Fire	**10.00 Minutes**	**8.19 Minutes**	**75% Compliant** *(Fails 80% Rule)*	April, July, August

Figure 13 - NFRD - NFPA 1720 Suburban Compliance Dashboard

The Total Suburban Response Time Comparison Chart compares total response times of the NFRD to the NFPA 1720 Suburban Benchmark. The 10-minute maximum threshold is represented by the solid black line. Any bar extending above this line constitutes an operational failure under NFPA 1720 suburban metrics.

Total Suburban Response Time Comparison (Minutes)

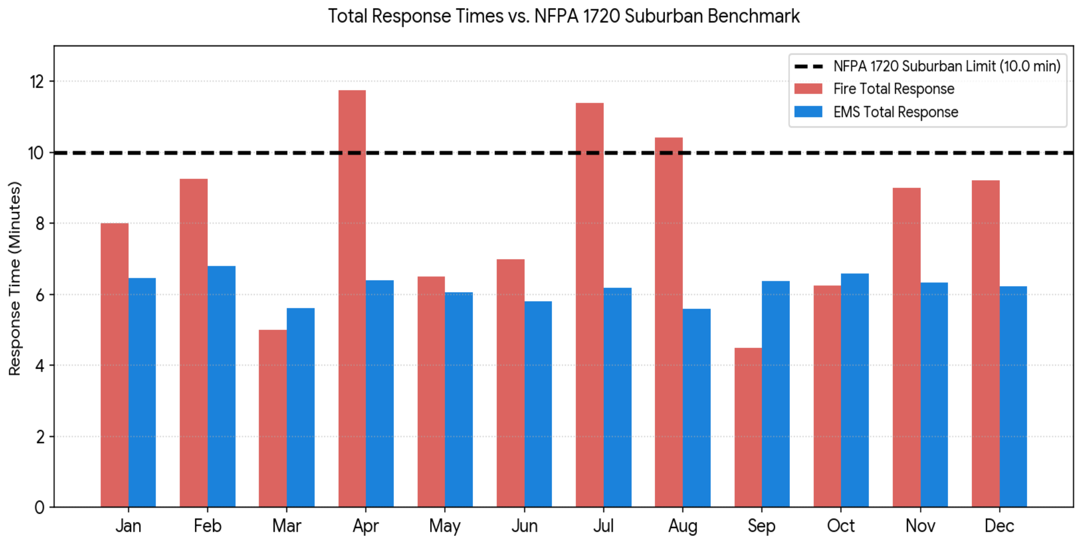


Figure 14 – NFRD Response Analysis

Critical Suburban Performance Deficiencies

- **Fire Department Fails Mandatory Compliance**: NFPA 1720 mandates that the 10-minute suburban window must be met on **80%** of calls. NFRD failed this standard in 3 out of 12 months (April: 11.75 min, July: 11.40 min, August: 10.43 min), resulting in an annual compliance rate of only **75%**.

- **The "Staffing Assembly" Bottleneck**: Because suburban responses require assembling 6 qualified personnel on scene, the data shows a direct link between extended response times and high turnout times. In April and July, turnout alone took 6.25 and 5.00 minutes, leaving a narrow window for driving and staging.

- **EMS Suburban Resiliency**: EMS operations are highly successful in this setting. With a peak response of only 6.80 minutes (February), EMS comfortably meets the suburban safety buffer all year long, maximizing patient survivability windows.

NFRD Fire and EMS Turnout and Response Times Metrics

1. **Fire response times vary significantly** throughout the year (ranging from 4.50 to 11.75 minutes)

2. **EMS response and turnout times remain exceptionally stable** month after month.

Summary of Performance Metrics

- **NFRD Fire**: Peak response (11.75 minutes) and turnout (6.25 minutes) occurred in April. The fastest response was in September at 4.50 minutes.

- **EMS Department**: Response times hovered tightly between 5.59 and 6.80 minutes, while turnout times consistently stayed around 1.62 to 2.10 minutes (p. 1).

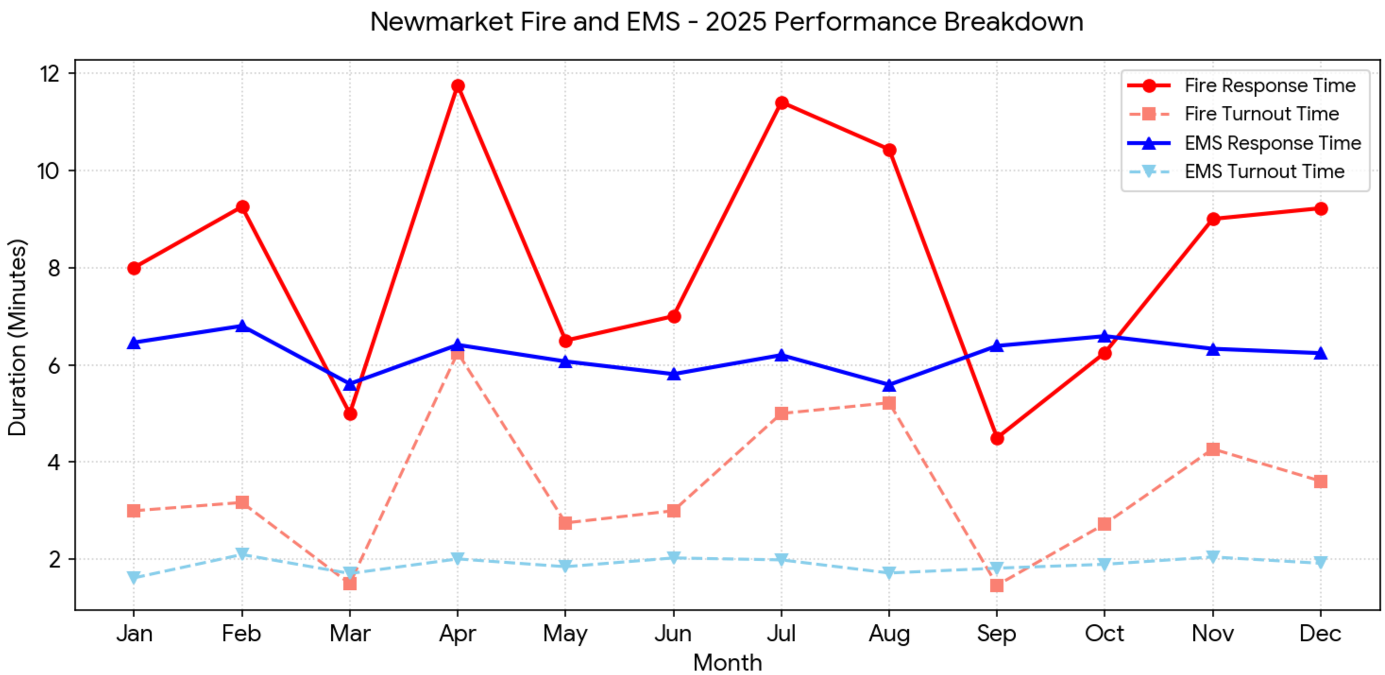


Figure 15: Newmarket Fire and EMS 2025 Performance Breakdown

Housing, Growth, Future Service Demand, and Operational Impacts

At the time of the writing of this report the Town of Newmarket had developed a draft Master Plan and was in the process of final Planning Board Approval. The Master Plan developed five guiding themes designed to act as touchstones to help the community achieve its goals. These goals and objectives help the community achieve its vision for the future. These themes include:

1. **Vibrancy:** A vibrant community is one that exudes energy and is full of activity and life. It is welcoming and friendly to all ages, supports cultural diversity, and provides economic opportunities.

2. **Connectivity:** A connected community has efficient and safe links to daily needs such as between home, jobs, shopping, school, services, parks and open space, and provides welcoming and inclusive public places for social interaction.

3. **Accessibility:** An accessible community has an environment that is meaningful and usable for as many people as possible.

4. **Affordability**: An affordable community is where people can live comfortably without financial difficulty.

5. **Resiliency:** A resilient community can withstand, recover or adjust to adversity or change.

The Connectivity touchstone identifies the importance of providing essential services to the community for it to remain vibrant. Public safety is a key element and must be supported in the delivery of fire and EMS services as the town determines its projected population growth and development in the future.

Evaluating future residential demand is a cornerstone of this forward-looking strategy. An increasing population inherently changes community density, which directly impacts the volume, geographic distribution, and complexity of municipal service calls. Based on the number of housing units needed to meet projected population and employment demand, the 2023 Regional Housing Needs Assessment projected that Newmarket would need an additional 756 units by 2040 to achieve a balanced housing market. Meeting this target—which includes 506 owner-occupied and 249 rental units—will provide diverse options for young families, workforce professionals, and long-term residents alike. Newmarket is already making tangible progress toward these shared goals. The Town currently has 175 units that have been approved but are not yet constructed.

Demonstrating Newmarket's deep commitment to inclusivity and supporting its aging population, 30 of these upcoming units are dedicated specifically to elderly (62+) affordable housing. This targeted senior housing development represents an important area of synergy for town planners and public safety officials, as senior independent living spaces often require specialized, medical-focused EMS dispatch protocols. Integrating these facility plans early allows emergency services to optimize their neighborhood deployment routes and resource management proactively.

To maintain the community's rapid response times, the Town should actively engage in analyzing the correlation between residential expansion and emergency resource allocation, ensuring that the NFRD remains sufficiently staffed, expertly equipped, and structurally supported to handle future demand.

Balancing rapid housing growth with public safety infrastructure is a fundamental pillar of responsible municipal planning. When a community expands its housing inventory, it directly alters its operational landscape, making synchronized growth for fire and EMS services essential for four key reasons:

Preserving Emergency Response Times

As new housing units are constructed, town density and geographic spread increase. Without proportional scaling of emergency personnel and fleet assets, a higher volume of localized traffic and longer travel distances can stall response times, directly impacting patient survival rates and structural fire containment.

Managing Evolving Call Volumetric Demands

Residential growth inherently multiplies a town's population, creating an elevated baseline for emergency service calls. Municipalities must expand emergency staffing and shift coverage proactively to prevent system strain, ensuring that overlapping or concurrent emergency calls do not exhaust a fire department's localized resources.

Adapting to Distinct Structural and Demographic Risks

Different types of housing introduce unique emergency response requirements:

- **High-Density Rental Housing**: Multi-family complexes demand distinct personnel intensive tactical firefighting maneuvers, specialized high-occupancy evacuation routes, and continuous strict code enforcement.

- **Elderly and Affordable Housing Units**: Senior independent living facilities structurally shift EMS demands, typically creating a higher volume of medical-focused service calls and specialized lift-assist or advanced life support (ALS) requirements. In addition, these facilities can present unique fire protection risks.

Mitigating Municipal Financial Strain

Integrating emergency infrastructure budgets directly into a town's long-term development plans protects the local community from volatile tax increases. Proactive planning allows municipal leaders to fund essential station renovations, equipment acquisitions, and recruitment efforts smoothly through structured capital improvement plans rather than emergency allocations.

RECOMMENDATIONS

Recommendation IV -1: All personnel should be trained in the specifics of operations surrounding the OSHA two in two out requirement. This training should include actions to be taken prior to meeting this requirement and after four trained personnel are operating on the fireground.

Recommendation IV -2: Automatic aid should be utilized to assist with meeting the NFPA 1720 benchmarks and industry staffing practices.

Recommendation IV -3: The minimum response to a single-family residential structure fire should be 17 personnel.

Recommendation IV -4: The minimum response to a structure fire in a moderate to high hazard occupancy should be 28 personnel.

Recommendation IV -5: Moderate to high hazard occupancies in Newmarket should be identified and a preplan should be created. In addition, crews should be scheduled to tour these facilities.

Recommendation IV-6: The NFRD should utilize decentralized fire and EMS training models as well as regional (multi community) training ensuring the organizations compliance with national standards (such as NFPA and NREMT), and to also foster and support long-term professional development for all personnel within the NFRD.

Recommendation IV-7: The town should consider utilizing EMS revenue to fund all or a portion of the recommended staffing adjustments outlined in this report.

Recommendation IV-8: The Town of Newmarket should evaluate its ambulance billing charges and adjust the level allowed by the current RSA. This adjustment should result in a moderate increase in revenue.

Recommendation IV-9: EMS Rates should be reviewed on an annual basis and periodically adjusted.

V. Benchmarking & Comparative Analysis

Benchmarking in the fire service is a structured process that measures a department's performance against similar organizations to identify gaps, adopt best practices, and enhance public safety. As part of its scope of work, MRI established a benchmark survey and used the following area fire departments to develop our benchmarking data:

- Barrington
- Epping
- Greenland
- Somersworth
- Stratham

Note: The voluntary survey was sent to the six communities listed. Not all survey questions were answered; therefore, MRI focused on the data that was complete for all of the agencies surveyed. The data developed from the survey provides a perspective as to what area fire service organizations are experiencing in their fire and EMS service delivery.

Comparative Analysis Critical Factors

Comparing a major metropolitan fire department to a smaller rural combination fire department yields little actionable data. True benchmarking requires comparing "like-to-like" organizations based on specific criteria:

- **Population Served:** Total number of residents in the response area.
- **Call Volume:** Annual total of fire, medical, and hazardous material incidents.
- **Hazard risk profiles:** Similar mix of high-rise buildings, industrial zones, or wildland-urban interfaces.
- **Staffing Models:** Career, volunteer, or combination staffing structures.
- **Geographic Footprint:** Total square miles and urban versus rural terrain.

Key Performance Indicators (KPIs) to Compare

When benchmarking similar fire departments, organizations focus on four core pillars:

- **Operational Response:** Emergency call-to-arrival times, turnout times, and effective response force size.

- **Resource Allocation:** Number of staffed apparatus, stations per square mile, and firefighter-to-population ratios.

- **Financial Metrics:** Cost per capita, cost per emergency response, and capital improvement budgets.

- **Community Outcomes:** Fire loss property values, civilian injury/fatality rates, and cardiac arrest survival numbers.

The Benchmarking Process

1. **Internal Assessment:** Establish your department's baseline data using standard records management systems.

2. **Partner Selection:** Identify peer departments matching your demographic criteria, often using databases like the National Fire Operations Reporting System (NFORS) or Center for Public Safety Excellence (CPSE) networks.

3. **Data Collection:** Gather standardized metrics over a set period, ensuring definitions for terms like "response time" match exactly.

4. **Gap Analysis:** Compare performance to identify where your department excels and where performance lags behind the peer average.

5. **Development of an Action Plan:** Adapt the successful policies, training models, or deployment strategies of top-performing peers to your own organization.

The primary national databases used to collect, track, and analyze fire service operational and demographic data as we developed the comparative analysis process for Newmarket included the following seven sources of data:

1. **General community data**
2. **Community fiscal data**
3. **Emergency response data**
4. **NERIS (National Emergency Response Information System)**
5. **Service configuration data**
6. **Staffing data**
7. **Fire and EMS Compensation data**

Note: NERIS is the **newest national standard for modern incident data collection** in the American fire service. Developed by the U.S. Fire Administration (USFA) and launched to replace legacy systems, NERIS equips departments with predictive analytics and live geospatial tracking.

Newmarket, NH Fire Service Comparative Analysis Data and Metrics

Community	Community Population	Square Miles
Barrington	9,629	48.6
Epping	7,973	26.2
Greenland	4,200	10.5
Somersworth	12,218	10
Stratham	7,760	15.5
Newmarket	9,525	14.2
Average	8,356	22
Deviation	1.14	0.64

Community	2025 Community Budget	Fire Budget 2025
Barrington	$ 9,890,708	$ 1,044,083
Epping	$ 13,662,241	$ 2,234,650
Greenland	$ 6,873,419	$ 1,384,394
Somersworth	$ 21,460,147	$ 2,928,589
Stratham	$ 8,481,960	$ 812,500
Newmarket	$ 18,634,219	$ 695,036
Average	12,073,695	1,680,843
Deviation	1.54	0.41

Community	Structure Fires 2025	All Fire Calls in 2025
Barrington	34	393
Epping	7	519
Greenland		550 (FIRE & EMS)
Somersworth	13	616
Stratham		850
Newmarket	3	408
Average	11	476
Deviation	0.28	0.86

Community	EMS Calls in 2025	Number of Full-Time Personnel
Barrington	716	5
Epping	1178	10
Greenland		9
Somersworth	940	19
Stratham		1
Newmarket	905	2
Average	709	9
Deviation	1.28	0.23

Community	EMS Provider (Private, Municipal or 3rd Service)	Number of on call personnel
Barrington	Municipal	20
Epping	Municipal	0
Greenland	Municipal	12
Somersworth	Private	0
Stratham	Municipal	40
Newmarket	Municipal	43
Average	Municipal	14
Deviation		2.99

Community	Number of per diem personnel	Number of career personnel
Barrington		5
Epping	22	10
Greenland	8	
Somersworth	0	18
Stratham	4	0
Newmarket	30	2
Average	9	8
Deviation	3.53	0.24

Community	Fulltime fire chief (Yes/No)	Hours of staffed coverage
Barrington	Yes	24/7/365
Epping	Yes	24/7/365
Greenland	Yes	24/7/365
Somersworth	Yes	24/7/365
Stratham	No	7 am to 5 pm
Newmarket	No	M-F 6 am to 6 pm – 3 Personnel M-F 6 pm to 6 am - 2 personnel Sat/Sun 24/7
Average	Yes	3 3/7
Deviation	0.66	Varies

Community	Population Density
Barrington	
Epping	1,133
Greenland	400
Somersworth	1,244
Stratham	501
Newmarket	749
Average	820
Deviation	0.91

Community	Firefighter Injuries 2025	Civilian Death or Injury 2025
Barrington	4	0
Epping		0
Greenland	0	0
Somersworth	7	0
Stratham	0	0
Newmarket	0	0
Average	2	N/A
Deviation	0	N/A

Community	Number of stations	Number of engines
Barrington	1	2
Epping	2	2
Greenland	1	2
Somersworth	1	3
Stratham	1	2
Newmarket	1	2
Average	1	2
Deviation	0.83	0.91

Community	Does the community operate an Aerial ladder	ISO Rating
Barrington	No	9
Epping	No	
Greenland	No	Currently under review
Somersworth	Yes	04/4X
Stratham	No	Currently under review
Newmarket	Yes	04/4X
Average	No	
Deviation		

Community	Number of tankers	Average years of service for all personnel
Barrington	1	12
Epping	1	
Greenland	1	
Somersworth	0	7
Stratham	1	
Newmarket	1	
Average	0.80	10
Deviation	1.25	0.00

Community	Pay Rate for Firefighter/EMT	Pay Rate for Per Diem Firefighter/EMT
Barrington	**26.51**	**29.26**
Epping	**27.45**	**27.45**
Greenland	**25.34**	**27.22**
Somersworth	**28.11**	
Stratham	**25.5**	**25.5**
Newmarket	**25**	**25**
Average	**26.58**	**27**
Deviation	**0.94**	**0.91**

Community	Pay Rate for EMT	Pay Rate for Paramedic
Barrington	**22.58**	**28.55**
Epping	**22.41**	**28.57**
Greenland		**30.67**
Somersworth		
Stratham	**23**	**33**
Newmarket	**20**	**31**
Average	**23**	**30**
Deviation	**0.88**	**1.03**

Figure 16: Newmarket Comparative Analysis Tables

Comparative Analysis Findings

The data reveals that the Town of Newmarket operates an **efficient, combination service model**. The NFRD relies heavily on a large roster of on-call and per diem personnel rather than full-time career staff (less than 25% of the average). While its baseline operational costs are streamlined, Newmarket faces unique localized challenges and risks. These risks include protecting a high-density population, non-continuous staffed station coverage, and below-average full-time career deployment.

Community Demographics & Structural Baselines

Community	Population	Square Miles	Density
Somersworth	12,218	10	1,244
Epping	7,973	26.2	1,133
Newmarket	9,525	14.2	749
Stratham	7,760	15.5	501
Greenland	4,200	10.5	400

Figure 17 – Peer Community Density

- **High-Density Footprint**: Newmarket services a population of **9,525 residents** packed into just **14.2 square miles**. This creates a high population density of **749 people per square mile**, well above the regional cohort average of 704.

- **Resource Concentration**: Newmarket's dense footprint allows it to protect the town effectively from just **one centralized station** with **two engines**. This structural baseline matches the regional standard.

- **Specialized Infrastructure**: Newmarket is one of only two communities in the group to actively operate an **aerial ladder truck**. This capability is critical for servicing its compact, multi-story downtown mill districts. In addition, this provides a unique regional resource and can provide aerial operations to mutual aid partners.

Fire & EMS Service Delivery

- **Outsized Service Volume**: Despite its small geographic footprint, Newmarket managed **408 fire calls** and **905 EMS calls** in 2025. Its EMS call volume exceeds the regional peer average of 623 by **45%**.

- **Staffing Vulnerabilities**: Newmarket functions without a full-time, dedicated fire chief, making it an outlier against its peers. The department deploys only **two career personnel**. This is significantly lower than the cohort average of eight.

- **Roster Flexibility**: To offset minimal career staff, Newmarket maintains a flexible roster of **43 on-call and 30 per diem personnel**. This strategy relies on the largest part-time force in the study.

- **Coverage Gaps**: While peers like Barrington, Epping, Greenland, and Somersworth guarantee 24/7/365 staffed coverage, Newmarket relies on **hybrid scheduling**. Stations are staffed Monday–Friday from 6 AM to 6 PM, and Saturdays/Sundays from 6 AM to 2 PM, and EMS coverage with two 6 pm to 6 am leaving nights unstaffed with fire personnel.

- **Operational Quality**: Newmarket has earned a solid **04/4X ISO Rating**. The department also maintained an exceptional safety record in 2025 with **zero firefighter injuries and zero civilian casualties**

Fiscal Efficiency & Market Competitiveness

Overall Newmarket's community budget is 154% of the average of the peer communities. NFRD **$695,036.00 fire budget** is highly optimized, representing 41% of the average peer budget ($1,516,542.00). This provides a clear indication of the value that the NFRD provides and the annual savings benefiting the Town of Newmarket based on the combination staffing configuration employed by the NFRD. The NFRD also offsets its operational costs by generating **$361,103 in yearly EMS revenue (2025)**.

Labor Rate Competitiveness

Newmarket competes directly for part-time talent within an integrated regional labor market. The table below highlights where its hourly wages stand against regional averages:

Position	Regional Average Pay Rate	Newmarket Pay Rate	Market Position
Firefighter/EMT	$26.58 / hr	$25.00 / hr	**-$1.58 (Competitive)**
Per Diem FF/EMT	$27.00 / hr	$25.00 / hr	**-$2.00 (Competitive)**
EMT Baseline	$23.00 / hr	$20.00 / hr	**-$3.00 (Marginal)**
Paramedic	$30.00 / hr	$31.00 / hr	**+$1.00 (Highly Competitive)**

Figure 18 – Compensation Analysis

Considering the current labor market and interagency competition for human resources. The compensation rates should be revised to reflect the average and revisited annually. Maintaining an aggressive compensation strategy will empower the Town to recruit and retain the large on-call and per diem workforce required to sustain the current operational model.

Strategic Considerations

- **The Structural Tradeoff**: Newmarket runs a lean, budget-conscious operation by avoiding the high fixed costs of full-time career personnel. However, this forces the town to depend on a vulnerable, potentially non-continuous weekend and night staffing model.

- **Rising Operational Risk**: The department faces a heavy volume of **1,313 total annual calls**. Managing this volume with only two full-time career employees puts immense pressure on part-time responders during off-peak hours.

- **Sustainability Outlook**: While Newmarket's premium hourly wages successfully attract per diem labor, the lack of 24/7 on-site station staffing remains a core vulnerability compared to its regional neighbors.

The comparative analysis suggests that the following strategic actions should be considered.

1. **Transition to a full-time Fire Chief by 2028.**

2. **Expand station staffing to provide a 24/7 initial fire and EMS response force**.

3. **Adjust compensation and protect a competitive wage advantage**

4. **Leverage EMS Revenue for infrastructure support by utilizing the total of all ambulance revenues as part of the fire department's operating budget.**

RECOMMENDATIONS

Recommendation V-1: Fire prevention and community risk reduction responsibilities to be assigned to shift personnel based on their specific knowledge, skill, and ability.

Recommendation V-2: The Town should support training and professional development in the area of fire prevention to increase involvement and as a component of a succession plan.

Recommendation V-3: The Town should review and adjust compensation rates to ensure that NFRD remains an attractive organization.

Recommendation V-4: The value provided by the NFRD should be formally recognized, and personnel that provide a high level of response should be recognized by the Town.

VI. Fire Prevention and Education Functions

Reducing community risk stands as a major function of the NFRD. A Fire Department Fire Prevention Officer (FPO) is primarily responsible for **preventing fires and reducing life safety hazards** through code enforcement, public education, and building plan reviews. Unlike emergency responders who react to active fires, an FPO works proactively to eliminate dangerous conditions before an incident occurs and investigates the cause and origin after an incident takes place.

Currently, Chief Malasky serves as both the Fire Chief and the community Fire Prevention Officer (FPO). Our team believes that juggling these responsibilities, especially on a part-time basis, can be overwhelming and represents a risk to both the chief and the community. The core duties and responsibilities of the fire prevention, community risk reduction, and fire investigation are listed below.

Fire Prevention and Code Enforcement

- **Building Inspections**: FPOs conduct routine fire safety inspections of commercial, industrial, and multi-family residential structures. They verify the operation of exit lights, test fire doors, and ensure evacuation pathways remain clear.

- **System Testing**: FPOs verify that critical fire protection systems—such as alarms, overhead commercial kitchen hoods, and fire extinguishers—receive proper maintenance.

- **Citations and Violations**: When properties fail to meet local ordinances, FPOs issue formal correction notices. They follow up with re-inspections and issue legal citations if property owners fail to comply.

Plans Review and New Construction

- **Blueprint Examination**: FPOs review architectural plans, blueprints, and site specifications for new construction projects. They ensure the proposed designs include mandated fire walls, water supplies, and adequate exits.

- **Construction Inspection**: They visit active construction sites to verify that fire safety systems are installed correctly according to approved plans.

Community Risk Reduction and Education

- **Public Presentations**: FPOs design and present fire safety seminars for local schools, civic organizations, and businesses.

- **Hands-on Training**: They teach practical emergency skills to community members, including hands-on fire extinguisher operation and CPR.

- **Resource Distribution**: FPOs manage and document community outreach programs, such as installing free residential smoke alarms.

Fire Investigation

- **Origin and Cause Determinations**: FPOs serve as investigators after a fire occurs. They analyze physical evidence and interview witnesses to find the origin and cause of an explosion or blaze.

- **Legal and Court Testimony**: When investigations reveal arson or severe code negligence, FPOs document the evidence and testify in civil or criminal legal proceedings.

- **Detailed Record-Keeping**: FPOs maintain comprehensive, organized digital logs of all inspections, complaints, and active code violations.

Our team has analyzed the pros and cons of continuing this centralized fire prevention, code enforcement, fire investigation, and community risk reduction strategy. Having the fire chief also serve as the fire prevention and education officer centralizes authority and community risk reduction under one leader, directly linking departmental goals.

The Positive Aspects (The Strengths)

- **Unified Vision & Direct Action:** By holding both titles, the chief can seamlessly blend emergency response tactics with proactive risk reduction. Instead of a separate prevention officer having to pitch ideas to a chief, the chief already holds the power to allocate resources toward specific community education campaigns or targeted inspections.

- **Budget Alignment:** Because the chief oversees the budget, he has an intimate understanding of how investing in public education and aggressive fire prevention directly correlates to reducing the frequency and severity of emergency calls.

- **Commanding Public Trust:** When the community hears fire safety messaging or sees fire code enforcement coming directly from the department's top leader, it builds credibility and demonstrates a unified, localized public safety commitment.

- **Seamless Information Loop:** The chief can rapidly analyze incident data and immediately channel those findings into the fire prevention or public education agenda, pivoting the department's safety outreach to address recent, localized hazards.

The Negative Aspects (The Challenges)

- **Time Management & Burnout:** A fire chief carries immense administrative, operational, and political responsibilities. Layering fire prevention and public education over this can result in the chief being stretched too thin.

- **Potential for Neglect:** Often, when a dual-role chief is overwhelmed by a sudden spike in emergency incidents, administrative crises, or union/staffing issues, the day-to-day work of fire prevention—such as routine commercial inspections or educational outreach—is the first thing to get pushed aside.

- **Lack of Specialized Focus:** Modern fire public education and code enforcement require highly technical knowledge and dedicated time to master building codes and community psychology. A chief may prioritize their tactical and operational background over developing specialized, data-driven prevention strategies.

- **Limited Delegation:** By taking on prevention himself, the chief may miss valuable opportunities to empower, train, and develop junior officers or civilian prevention personnel to take on leadership roles within the department.

We recognize that the chief has utilized some per diem personnel to assist with these activities. As the organization evolves, we believe that the chief should retain general supervision of these functions and delegate the majority of these responsibilities to career and per diem personnel.

RECOMMENDATIONS

Recommendation VI-1: To ensure balanced community development, the Town should establish a formal joint-review framework between the Planning Board and public safety officials to evaluate all major residential proposals against localized fire and EMS volumetric capacity, concurrently utilizing statutory municipal impact fees under NH RSA 674:21 to ensure new development directly supports necessary public safety capital upgrades and infrastructure expansions.

Recommendation VI-2: To enhance response times and the overall service level offered by the NFRD, the Town should actively engage in analyzing the correlation between residential expansion and emergency resource allocation, ensuring that the NFRD remains fully staffed, properly equipped, and supported with sound infrastructure appropriate to expected service demand.

VII. Comprehensive Recommendations for the Town of Newmarket

Based on the data driven information reviewed and presented in this document and the methodologies we employed, we present the following 32 recommendations:

CHAPTER III

RECOMMENDATIONS

Recommendation III-1: Considering the expected increase in service demand, future emergency vehicle procurement and recruitment and retention of fire and EMS-based personnel, strategic planning and implementation of needs, should prioritized to prevent service gaps.

Recommendation III-2: - The NFRD should utilize the service demand trend forecast models for internal strategic planning for future staffing, fire and EMS apparatus capital replacement planning, and incorporate these findings in future Master Plan updates to record the potential growth challenges moving forward.

Recommendation III-3: – While each model is valuable in identifying trends, averaging the two models should be utilized as a reasonable approach that offers the highest level of relevance to the Town of Newmarket.

Recommendation III-4: The NFRD should continue to actively recruit new on-call members, encourage greater participation by current members, and remain competitive in its recruitment and retention of both on-call and part-time employees. This should be an evolving community focused program that harnesses industry best practices.

Recommendation III-5: The NFRD should encourage on-call members to work shifts when available, paying a competitive hourly rate for Fire and EMS personnel based on certification levels and experience, and in developing a strong professional development plan for future advancement within the NFRD which will provide a strong retention model.

Recommendation III-6: The NFRD should utilize the service demand models as a basis for internal strategic planning for future staffing, fire, and EMS apparatus capital replacement planning, and incorporate these findings in future Master Plan updates to record the potential growth challenges.

Recommendation III-7: Considering the supply chain delays and dramatic cost increases associated with the procurement of new apparatus, the NFRD should optimize capital planning to account for these challenges and conduct a fiscal analysis that identifies if moving projects forward would create substantial savings to the Town.

Recommendation III-8: The current hybrid staffing model which employs on-call, per diem and career personnel should be continued and adjusted as necessary to maintain the expected service level over the next decade.

Recommendation III-9: If compounding and/or linear trends continue and develop as forecasted, NFRD will approach the 2,000-annual-call volume milestone by 2030. This shift typically necessitates a transition to in station coverage, which will increase operational capability and decrease the response time metrics noted in this report. The Town should support the transition to a 24/7 initial fire and EMS response force of three personnel in 2027. Our team recommends that the following staffing model be implemented in 2027:

- **Daily On-Duty Crew:** Three personnel (08:00–18:00) (1 Full-Time, 2 Part-Time/Call). Fire Chief available to supplement as needed. One full-time member serves as the Station Officer/Apparatus Driver, while the other two members serve as the primary Firefighter/Paramedic or EMT. The two part-time or call personnel fill out the remaining jump seats as firefighters and EMS attendants. This model also allows the Fire Chief to be available to respond if needed and manage the ongoing operations of the Fire Department and Public Works Department.
- **Night On Duty Crew:** Three personnel (18:00-08:00) (3 per diem/on-call personnel). This three-person team would form an initial response force to reduce response time and increase operational capability. Any response should include and rely upon additional on-call responders.

The NFRD, like many NH communities, is transitioning from a once active on-call fire department to having to change staffing models to make up for the significant decline in personnel interested in being part of the community fire and EMS Service. The current intermediate solution is to supplement on-call personnel with part-time – per diem personnel to meet the fire and EMS service demands, which continue to rise in Newmarket. Currently, the NFRD has a roster of 43 on-call members and 30 part-time and per diem personnel. While the staffing numbers are impressive, it is known that typically only about 10% of personnel on a fire department roster actively participate consistently in responding to and participating in fire department activities. The current 30 part-time per diem personnel have limited part-time hours to work shifts; per diem personnel tend to work for multiple agencies and seek out open shifts, which in turn limits the available number of staff to cover shifts.

*Note: Our recommendation relative to the role of the on-call force participation in work shifts is not to suggest replacement of the on-call force. It is made to strengthen their participation in the organization, maintain an effective response force, and to encourage further development of their fire and EMS skills and training to sustain a strong fire service organization.

Recommendation III-10: On-call personnel should continue to be allowed and encouraged to respond with the duty crew to ALL emergency incidents.

Recommendation III-11: The vacant full-time position should be filled and should work the daytime hours identified in Recommendation III-9.

Recommendation III-12: As most career firefighters work 24-hour shifts, dayshifts are notoriously difficult to fill and typically experience high turnover. The Town should consider creating a significant retention bonus for career members that complete two years of service.

Recommendation III-13: All career and per diem personnel that work regularly should be assigned administrative projects and duties appropriate to their knowledge, skill, and ability.

Recommendation III-14: The position of Fire Chief should transition to a full-time role in 2028. The current Fire Chief is serving a dual role as Director of Public Works, and based on previous recommendations in this report, a full-time Fire Chief is needed to manage the day-to-day operations of a dynamic, changing, and expanding response force, as well as the need for fire safety and prevention inspections and community risk reduction activities. Any transition to a full-time Fire Chief should include the direct involvement of the current Fire Chief to ensure a smooth transition.

Recommendation III-15: The NFRD should develop an EMS Deployment Plan that clearly defines the specific operating guidelines of EMS Services at all levels of EMT Certification to reduce any potential clinical and administrative liabilities. In developing this plan, the elements above should be considered when building the goals and objectives necessary to operate efficiently in this staffing model.

Recommendation III-16: The Command staff should actively lead and monitor the relationships that exist between various groups of employees and foster an inclusive culture through their leadership. A lack of tolerance or respect from any member and especially between groups of employees should not be tolerated.

CHAPTER IV

RECOMMENDATIONS

Recommendation IV -1: All personnel should be trained in the specifics of operations surrounding the OSHA two in two out requirement. This training should include actions to be taken prior to meeting this requirement and after four trained personnel are operating on the fireground.

Recommendation IV -2: Automatic aid should be utilized to assist with meeting the NFPA 1720 benchmarks and industry staffing practices.

Recommendation IV -3: The minimum response to a single-family residential structure fire should be 17 personnel.

Recommendation IV -4: The minimum response to a structure fire in a moderate to high hazard occupancy should be 28 personnel.

Recommendation IV -5: Moderate to high hazard occupancies in Newmarket should be identified and a preplan should be created. In addition, crews should be scheduled to tour these facilities.

Recommendation IV-6: The NFRD should utilize decentralized fire and EMS training models as well as regional (multi community) training ensuring the organizations compliance with national standards (such as NFPA and NREMT), and to also foster and support long-term professional development for all personnel within the NFRD.

Recommendation IV-7: The town should consider utilizing EMS revenue to fund all or a portion of the recommended staffing adjustments outlined in this report.

Recommendation IV-8: The Town of Newmarket should evaluate its ambulance billing charges and adjust the level allowed by the current RSA. This adjustment should result in a moderate increase in revenue.

Recommendation IV-9: EMS Rates should be reviewed on an annual basis and periodically adjusted.

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Recommendation V-3: The Town should review and adjust compensation rates to ensure that NFRD remains an attractive organization.

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CHAPTER VI

RECOMMENDATIONS

Recommendation VI-1: To ensure balanced community development, the Town should establish a formal joint-review framework between the Planning Board and public safety officials to evaluate all major residential proposals against localized fire and EMS volumetric capacity, concurrently utilizing statutory municipal impact fees under NH RSA 674:21 to ensure new development directly supports necessary public safety capital upgrades and infrastructure expansions.

Recommendation VI-2: To enhance response times and the overall service level offered by the NFRD, the Town should actively engage in analyzing the correlation between residential expansion and emergency resource allocation, ensuring that the NFRD remains fully staffed, properly equipped, and supported with sound infrastructure appropriate to expected service demand.

VIII. Conclusion – The Road Forward

The mission performed by the fire department is one of the fundamental functions of government: to ensure the safety and protection of its residents and visitors. The expectations for the quality and quantity of fire and EMS services must come from its residents and other taxpayers. There is no "right" amount of fire protection and EMS delivery. It is a constantly changing level based on the expressed needs of the community. Each community determines the composition of fire services that residents receive by balancing the level of risk against the cost to provide these critical services. It is the responsibility of elected officials – in this case the Town Council and Town Manager - to translate community needs into reality through direction, oversight, and the budgetary process. It is their unenviable task to maximize fire, EMS, and other services within the reality of the community's ability and willingness to pay, particularly in today's economic environment.

During this assessment of the Newmarket Fire Rescue Department, our team observed a highly functional fire and EMS organization that strives to provide a high level of service to the community and the region. The NFRD effectively utilizes a hybrid model to provide the expected level of service to the community.

The NFRD delivers an exceptionally cost-effective, high-value service leveraging a lean $695,036 budget that is less than half of the comparative average. By utilizing competitive hourly pay, the department successfully maintains a robust part-time roster of 73 on-call and per diem responders to protect its dense, high-risk downtown mill district and the community. We estimate that employing this model saves the Newmarket taxpayers more than a million dollars per year while providing the services expected by the community.

However, this combination model has reached its operational limits. Newmarket stands out as a regional outlier by lacking a full-time dedicated Fire Chief and operating with just two career staff. This severe reliance on part-time personnel leaves critical evening and weekend coverage gaps, threatening long-term service sustainability as annual call volumes climb to 1,313 incidents. Looking forward, we anticipate that maintaining this model will become more difficult and will require a continuous and sustained effort.

The NFRD is confronted by multiple challenges; however, those same challenges are facing fire service organizations across America. These challenges include:

- An increasing all-hazards focus.
- Decreased frequency of serious structure fires.
- Increased pressure to reduce resource consumption.

- Increasing technical expectations.
- An increasing focus on documentation, training, and certification of personnel.
- A growing expectation to provide advanced-level patient care.
- Increased call volume and simultaneous incidents.
- Lack of human resource availability.

The purpose of this analysis is to provide the Town with a data-driven perspective on the capability, stability, and operations of the NFRD. This document should be utilized as a catalyst for discussion to support and shape a positive future for the NFRD.

IX THE PROJECT TEAM

The MRI project team consisted of the following personnel:

Director of Fire Services:

Brian P. Duggan, Director, Fire Services Group, retired from the Fire Department in Northampton, Massachusetts, where he instituted substantial changes to modernize and restructure the entire department, including equipment, facilities, personnel, and training. In conjunction with his staff, Brian integrated Emergency Medical Services (EMS) into the organization and created a regional Advanced Life Support (ALS) Program that currently serves 18 communities within the Northampton Area. He formerly commanded the Northborough, Massachusetts, Fire Department, and has significant experience with the Massachusetts Department of Fire Services, where over three decades, he held several key positions. Following his retirement, Brian has continued his active fire service involvement by serving as both a volunteer chief fire officer and through continuing to develop training and certification programs as a program Coordinator for the Massachusetts Department of Fire Services.

Mr. Duggan developed and directed the Graduate and Undergraduate Fire Science Programs at Anna Maria College in Paxton, Massachusetts from 1995 - 2003. Mr. Duggan has a Business Management/Fire Science degree from Providence College and a Master's Degree of Business Administration (MBA) from Nichols College in Dudley, Massachusetts. He is also a graduate of the National Fire Academy Executive Fire Officer Program and the Senior Executive Program for State and Local Leaders at Harvard University. In December 2012, Mr. Duggan received a Master's Degree in Homeland Security through the Naval Postgraduate School based in Monterey, California, where his thesis entitled "*Enhancing Decision-making during the First Operational Period of Surge Events*" was selected as an outstanding thesis. He was one of the first fire service professionals to be designated as a Chief Fire Officer by the Commission on Fire Accreditation International.

Brian led the Massachusetts fire service through his affiliation as Chairman of the Fire Chief Association of Massachusetts Technology Committee and as a Regional Director on the Massachusetts State Fire Mobilization Committee. Mr. Duggan has authored several publications, inclusive of writing Section 7, Chapter 3, Fire Department Information Systems, in the Nineteenth and Twentieth Editions of the National Fire Protection Association's Fire Protection Handbook. Chief Duggan has been affiliated with MRI as a subject matter advisor since 2002, and he has served as Director of Fire Services since 2015. Currently, Mr. Duggan is regarded as an expert specific to fire service response to photovoltaic and battery energy storage system (BESS) emergencies. He has developed several nationwide training programs providing first responders with new insight on these emerging challenges.

Senior Consultant:

Shawn Murray, Senior Public Safety Consultant; he is a graduate of the State University of New York – Empire State College with a BS in Business, Management, and Economics with a concentration in Fire Administration. He is also a graduate of the National Fire Academy Executive Fire Officer Program and holds the Chief Fire Officer Designation from the Commission on Professional Credentialing. Chief Murray retired as the Fire Chief in Hudson, New Hampshire, where he served since 2001. His retirement spanned a career of almost 37 years collectively in the Fire Service serving in the USAF, Federal, State, and municipal organizations. Shawn began his career in the Goffstown, N.H. Fire Department, a combination department where he served as Training Officer with distinction. Shawn then served as Assistant Fire Chief of the Hudson, N.H. Fire Department and within two years was appointed Chief of the Department. Chief Murray also served the Commonwealth as Director of the Mass Fire Academy.

Chief Murray is a Certified Fire Officer in accordance with NFPA 1021; a Certified Fire Service Instructor in accordance with NFPA 1501; and a Certified Safety Officer in accordance with NFPA 1521. Chief Murray is a member of the International Association of Fire Chiefs; served as a Director with the New England Association of Fire Chiefs, and Past President of the New Hampshire Fire Chiefs Association. Chief Murray is a creative and innovative problem solver with the ability to develop collaborative solutions to complex organizational, business, and technical challenges, including organizational change and transition. He has demonstrated skill sets in budgeting and financial forecasting; policy and program development; and organizational and personnel management within dynamic and challenging fire service working environments, including full-time, part-time, paid on call, and volunteer personnel models.

TOWN OF NEWMARKET, NEW HAMPSHIRE

BY THE NEWMARKET TOWN COUNCIL

ORDINANCE NO. 02 – 2026/2027

AN ORDINANCE AMENDING CHAPTER 10 OF THE CODE OF THE TOWN OF NEWMARKET, NEW HAMPSHIRE; ELECTIONS - ALLOWING THE LIMITED PLACEMENT OF POLITICAL SIGNS ON DESIGNATED TOWN-OWNED PROPERTY

THE TOWN OF NEWMARKET ORDAINS:

1. Purpose

The purpose of this ordinance is to amend Chapter 10 to do the following:

- Allow political signs on designated Town-owned property for a limited period before and after specified voting sessions.
- Establish uniform size, placement, safety, removal, and enforcement requirements for those signs.

2. Amendment

Chapter 10 is hereby amended by adding the following:

Amendments are in **bold.** Deletions are ~~struck through~~.

Chapter 10

ELECTIONS

Sec. 10-6. Political signs on designated Town-owned property.

(a) Authorization and designated property. Political signs may be placed on Town-owned property only in areas designated for that purpose by the Town Manager or the Town Manager's designee and only in accordance with this section. Any designation shall be administered in a content-neutral manner and shall provide equal access without regard to candidate, political party, or viewpoint.

(b) Permitted period. Political signs may be placed in a designated area beginning three weeks before any of the following:

(1) A New Hampshire state or federal primary election;

(2) A New Hampshire general election; or

(3) A Town of Newmarket voting session, including Town Meeting ballot voting, a special election, or another official municipal voting event.

(c) Removal deadline. Each political sign placed under this section shall be removed no later than five days after the conclusion of the applicable voting session.

(d) Maximum dimensions. A political sign placed under this section shall not exceed 24 inches in width or 20 inches in height.

(e) Placement and compliance. Each political sign shall:

(1) Be placed so that it does not obstruct a sidewalk, roadway, sightline, or access to a Town facility;

(2) Be installed and maintained without damage to Town property, landscaping, or utilities; and

(3) Comply with RSA chapter 664 and all other applicable federal, state, and local laws governing political advertising and signs.

(f) Removal by Town. Town staff may remove any political sign that:

(1) Violates a size, timing, or placement requirement of this section;

(2) Creates a safety hazard or interferes with municipal operations; or

(3) Remains on Town-owned property after the removal deadline in subsection (c).

(g) No endorsement. Permission to place a political sign on designated Town-owned property does not constitute endorsement by the Town of any candidate, political party, position, petition, resolution, referendum, or ballot measure.

(h) Effective date. This ordinance shall take effect fourteen (14) days after passage and publication of notice as required by RSA 47:18.

Introduced by Councilor Joe LaMattina.

First Reading	*September 2, 2026*
Second Reading/Public Hearing	*September 16, 2026*
Final Action by Council	*September 16, 2026*

VOTING RECORD Date of Vote:	YES	NO	ABSTAIN
Councilor Glazebrook			
Councilor Conley			
Councilor Dornblut			
Councilor McShera			
Councilor Blackstone			
Vice Chair LaMattina			
Chair Ward			
Total Votes:			
Ordinance: Does | Does Not pass.			

Approved: ____

Brian Ward, Chair Newmarket Council

A True Copy Attest: ____

Terri Littlefield, Town Clerk

Town Hall
186 Main Street
Newmarket, NH 03857

Tel: (603) 659-3617
Fax: (603) 659-8508

Founded December 15, 1727
Chartered January 1, 1991

TOWN OF NEWMARKET, NEW HAMPSHIRE

STAFF REPORT

STAFF REPORT

DATE: September 2, 2026

TITLE: Ordinance No 02 – 2026/2027 Amending Chapter 10 - Elections

PREPARED BY: Town Manager Stephen Fournier

TOWN MANAGER'S COMMENTS – RECOMMENDATION:

Staff recommends that the Town continue to prohibit private campaign signs and other private advertising signs on Town-owned property, except where placement within a right-of-way is otherwise permitted by state law.

BACKGROUND:

The Town Council is discussing whether political campaign signs should be permitted on Town-owned property.

While allowing campaign signs may appear to provide additional opportunities for political expression, staff does not recommend opening Town-owned property for this purpose. Doing so would create policy, administrative, safety, maintenance, and appearance concerns and could make it more difficult for the Town to maintain a clear and consistent approach to private signage.

Staff believes the simplest and fairest policy is that Town-owned property is reserved for Town purposes and is generally not available for private campaign signs or private advertising.

DISCUSSION:

Staff does not recommend allowing political campaign signs on Town-owned property.

The primary concern is maintaining the neutrality of municipal property. Once the Town allows one candidate, campaign, or political organization to place signs on Town land, it must be prepared to provide the same opportunity to others and apply any rules consistently. This can quickly create questions regarding location, number, size, duration, enforcement, and equal access.

Allowing signs can also create the appearance that the Town is endorsing a particular candidate or position simply because a sign is located in front of Town Hall, the library, a park, or another municipal facility. This can be especially problematic with ballot questions. For example, the Town Council may support a bond issue while a private “Vote No” sign is displayed prominently on Town property.

There is also difficulty in distinguishing political signs from other forms of private expression. If Town property is opened for political signage, the Town may then face questions about why the same property is not available for business advertising, advocacy signs, nonprofit messages, private events, or other forms of signage. A general policy prohibiting private signs on Town property is easier to administer and reduces the need to make distinctions based on the content of a sign.

Safety and maintenance are also concerns. Signs located near intersections, driveways, crosswalks, sidewalks, or entrances can create sight-line issues or distract motorists. Signs can also interfere with mowing, snow removal, landscaping, and other municipal maintenance activities.

The appearance of public property is another consideration. During an election season, a few campaign signs can quickly become dozens. Town Hall, parks, traffic islands, and other public spaces could become visually cluttered and begin to resemble campaign sign locations rather than municipal property maintained for the benefit of the entire community.

New Hampshire law also distinguishes between Town-owned property and highway rights-of-way. RSA 664:17 generally requires the consent of the property owner before political advertising may be placed and contains specific provisions regarding signs within state-owned highway rights-of-way. As a result, right-of-way locations may require separate consideration based on ownership, road classification, and safety conditions.

For these reasons, staff believes the most consistent approach is to reserve Town-owned property for Town purposes and not make it available for private campaign signs or other private advertising. This approach maintains political neutrality, reduces administrative and safety concerns, protects the appearance of public property, and provides a clear rule that can be applied consistently

FISCAL IMPACT:

There is no direct fiscal impact associated with maintaining the current prohibition.

Allowing private signs on Town-owned property would likely result in additional staff time associated with administration, enforcement, removal, storage, maintenance, and responding to complaints.

RECOMMENDATION:

Staff recommends that the Town Council maintain a policy prohibiting private political signs and other private advertising signs on Town-owned property.

Staff believes this approach provides the clearest, fairest, safest, and most administratively practical policy while maintaining the political neutrality and appearance of Town property.

TOWN OF
NEWMARKET
NEW HAMPSHIRE

Town Council Regular Session

September 2, 2026 at 7:00 PM
Town Council Chambers

MINUTES

1. Pledge of Allegiance

Chair Ward convened the meeting at 7:00 PM and led the Pledge of Allegiance.

2. Roll Call

Present: Council Chair Brian Ward, Council Vice-chair Joe LaMattina, Councilor Scott Blackstone, Councilor Katanna Conley, Councilor Sonke Dornblut, Councilor Justin Glazebrook, Councilor Stella McShera.

Staff Present: Town Manager Stephen Fournier, Environmental Services Director Sean Greig, Recording Secretary Wendy Chase.

3. Public Forum

Chair Ward opened the public forum at 7:01 PM.

Chair Ward closed the public forum at 7:01 PM without public comment.

4. Town Council to Consider Acceptance of Minutes

a. August 12, 2026, Town Council Special Meeting Minutes

Motion:	**Councilor LaMattina** made a motion to approve the August 12, 2026, Town Council Special Meeting Minutes as amended.
Second:	**Councilor Glazebrook**
Discussion:	Councilor Dornblut corrected a typographical error.
Vote:	The motion passed 6-0-1. (Councilor Conley abstained because she was not present at the August 12th meeting).

b. August 19, 2026 Meeting Minutes

Motion:	**Councilor LaMattina** made a motion to approve the August 19, 2026, Meeting Minutes
Second:	**Councilor McShera**
Vote:	**Motion Passed 5-0-2** (Councilor LaMattina and Councilor Dornblut abstained because they were not present at the August 19th meeting).

5. Town Council to Consider Nominations, Appointments, Elections, and Resignations

a. Jessica Cann - Resignation from the Conservation Commission.

Motion:	**Councilor Conley** made a motion to accept Jessica Cann's resignation from the Conservation Commission.

Second: **Councilor Glazebrook**
Vote: **Unanimously Approved (7-0).**

6. Report of the Town Manager

a. Town Manager's Report - September 2, 2026

- Reminder of the September 16th Council meeting beginning with a presentation on the Fire Department Study at 6:00 PM.
- Community Power (CPCNH) right to withdraw. If the Council wishes for early termination from Community Power, the next step should be a letter to CPCNH's Executive Director requesting Newmarket's minimum waiting period, estimated early termination cost, allocated share of CPCNH reserves, and the records supporting those figures.
- Flock Cameras. Newmarket does not have and is not seeking flock camera technology. Also, New Hampshire's automated license plate reader law prevents the Town from pursuing them, RSA 261:75-b.
- MS-1 - Town Valuation. The MS-1 is the State form each municipality files annually reporting the value of all property in town as of April 1. The net taxable valuation is the figure the Department of Revenue Administration uses when it sets our tax rate in the fall.
- State Primary Election. The State Primary is September 8th; polls open 7:00 AM - 7:00 PM in the town hall auditorium. Councilors are needed to work the polls and a majority of the Council must be present when the polls close to certify the election.

Town Manager Fournier gave a prevention on the five-year budget forecast (FY2028-FY2032). The purpose is to give the Council a clear view of the fiscal pressures that should guide expenditure management, revenue planning and future policy decisions, and it will be updated as conditions change.

7. Committee Reports

Councilor Glazebrook reported on the Capital Improvement Plan meeting:

They discussed proposals for a second water tower; town hall renovation; the Police Department building; and the Cheswill Street Building renovation.

Councilor McShera reported on the Arts, Culture and Tourism Commission meeting:

Community paint day is September 12th to paint the Elm Street concrete wall in preparation for the mural paintings. Sherwin Williams donated the paint. There will be supplies, food and fundraising. It will begin at 11:00 AM and end when the wall is painted.

Councilor Conley reported on the Budget Committee meeting:

The Budget Committee discussed the updated role of the Budget Committee per the changes made to the Town Charter.

8. Old Business

9. Resolutions/Ordinances in the 2nd Reading

a. Ordinance No. 01-2026/2027 - Amending Chapt 2 Art III Establish Heritage Comm

Motion:	**Councilor LaMattina** made a motion to approve Ordinance No. 01-2026/2027 - Amending Chapter 2, Article III, to Establish a Heritage Commission
Second:	**Councilor Conley**
Discussion:	Councilor Dornblut introduced the Ordinance and said that it was in recognition of the work the Conservation Commission does in town, and the possibility of a Heritage Commission opens the door to doing similar well-recognized functions.
Vote:	**Unanimously Approved (7-0).**

b. Resolution # 2026/2027 - 05 Truck Replacement # 3

Motion:	**Councilor LaMattina** made a motion to approve Resolution # 2026/2027 - 05 Truck Replacement # 3
Second:	**Councilor Dornblut**
Discussion:	Environmental Services Director Greig explained that Truck #3 is used daily by staff and is used to plow snow at the plant in the winter. The frame needs too much repair work and recommends the truck be replaced.
Vote:	**Unanimously Approved (7-0).**

c. Resolution # 2026/2027 - 06 Creighton St Pump Station Eval

Motion:	**Councilor LaMattina** made a motion to approve Resolution # 2026/2027 - 06 Creighton St Pump Station Evaluation
Second:	**Councilor Dornblut**
Discussion:	Environmental Services Director Greig explained that the Creighton Street pump station is the most important pump station. It was constructed in 1999 and they no longer make parts for it. The pump station will no longer be taking septage starting the first week in October. He recommends they perform an evaluation to see what the estimated costs would be to replace the pump station. There is $500,000 in the Capital Reserve Fund. Councilor Dornblut would like a short-term and long-term plan.
Vote:	**Unanimously Approved (7-0).**

10. Resolutions/Ordinances in the 1st Reading

a. Ordinance No. 02 — Amending Chapter 10 - Elections
Vice-chair LaMattina read Ordinance No. 02 2027/2028-02 into the record.

11. New Business/Correspondence

a. Correspondence to the Town Council

Town Manager Fournier read an invitation from the Newmarket 300 Committee regarding the town's 300th Anniversary on December 15th at 6:00 PM at the school. They would like attendance confirmation.

b. Closing Comments by Town Councilors

Councilor McShera said that she is preparing for community projects; a tool and a clothing station set up at the library where people can borrow tools and clothing. She is looking for support and volunteers for these projects.

Councilor LaMattina commended Mike Hoffman and the volunteers that helped clean-up Schanda Park on August 29th. Volunteers pulled 6 big barrels of brush.

c. Next Meeting

i. September 16, 2026

12. Adjournment

Chair Ward reminded everyone of the Primary on Tuesday, September 8, 2026, at the town hall auditorium from 7:00 AM to 7:00 PM.

Chair Ward adjourned the meeting at 7:45 PM without objection.

Respectfully submitted,

Wendy V. Chase
Recording Secretary

Wendy Chase

From: George Anderson <ganderson.sustainability@gmail.com>
Sent: Thursday, August 27, 2026 2:39 PM
To: Zack Angelini
Cc: Wendy Chase; Ellen Snyder
Subject: Re: Conservation Commission

Hi Zack,

Apologies for my lack of response! I could've sworn I had sent an email earlier. Yes, let this email indicate that I, sadly, need to tenure my resignation from the Conservation Commission.

It's been a pleasure working with everyone. I hope to volunteer again soon, pending higher availability on my end.

George Anderson
he/him

Sustainable Solutions Seeker + Communicator
LinkedIn | 603.715.6475

On Thu, Aug 27, 2026 at 11:16 AM Zack Angelini <zack@publicgoodprovisions.com> wrote:

> Hi George,
>
> Can you please confirm that you will resign as a CC member and representative to the Energy and Environment Committee? Getting your official resignation ASAP is important so that we can move forward with filling those roles.
>
> Thanks again for your service and feel free to reach out any time if your schedule opens up and you'd like to get involved again in the future!
>
> Best,
>
> Zack
>
> On Tue, Jul 21, 2026 at 10:35 AM Zack Angelini <zack@publicgoodprovisions.com> wrote:
>
>> Hi Jess and George,
>>
>> Thanks for letting me know your next steps with the commission!
>>
>> In order to make it official, can you please do the following:

Wendy Chase

From: Sonke Dornblut
Sent: Monday, August 31, 2026 3:12 PM
To: Wendy Chase
Subject: Fw: PTAC status

Wendy,

Please see below, FYI

Thanks,
Sönke

From: Madeleine Faust <mafaust423@gmail.com>
Sent: Friday, August 21, 2026 11:34 AM
To: Sonke Dornblut <SDornblut@newmarketnh.gov>
Subject: PTAC status

Sonke,

It is with regret that I submit my resignation from the Public Transportation Advisory Committee. Increasing personal pressures have left me without the bandwidth to participate fully, despite my strong desire to continue.

If there is anything I can do to support a smooth transition, I'm glad to help. I leave with real appreciation for the care and rigor the committee brings to its work, especially now as it is hitting its stride on important issues.

Madeleine Faust

Wendy Chase

From: Joe Lamattina
Sent: Tuesday, September 1, 2026 6:10 PM
To: canncanndesign@gmail.com
Cc: Wendy Chase; samkenneyrac@gmail.com
Subject: Re: Riverfront Advisory Committee

Thanks, this note will do. As I said, you're welcome to come back whenever life allows.

Wendy, can you add Jessica Cann, Resignation From Riverfront Advisory to the Sept. 16 meeting.

Thanks
Joe

Get [Outlook for iOS]()

From: Jessica <canncanndesign@gmail.com>
Sent: Tuesday, September 1, 2026 5:44 PM
To: Joe Lamattina <jlamattina@newmarketnh.gov>
Subject: Re: Riverfront Advisory Committee

Thanks Joe,

I mentioned to the concom months ago that I wasn't able to attend, apologies that didn't get to you. My job doesn't allow for me to have the time for this meeting. I'll have to resign.

Thanks,
Jess

Sent from my iPhone

> On Sep 1, 2026, at 11:58 AM, Joe Lamattina <jlamattina@newmarketnh.gov> wrote:
>
> Hi Jess
>
> I see you have resigned from the Conservation Commission because of your work schedule. Same with the Riverfront Advisory Committee meetings you haven't been able to attend the last few meetings, so can I ask is it your intent to resign? If yes can you send us a formal note so that we can appoint someone else.
>
> You are always more than welcome to attend as a non voting member and we will certainly welcome you back once things calm down if you want.
>
> Thanks
> Joe

TOWN OF
NEWMARKET
NEW HAMPSHIRE

REPORT OF THE TOWN MANAGER – SEPTEMBER 18, 2026

Fire Department Study

Councilors are reminded that we will meet with MRI at 6:00 p.m., prior to the Council meeting, to discuss the Fire Department study.

September 8, 2026 Primary Election

A total of 2,270 ballots were cast in the September 8, 2026 primary: 1,764 Democratic and 506 Republican. With 6,237 registered voters, town-wide turnout was 36.4%. We also registered 125 new voters that day.

After discussions with the Town Clerk, we will recommend discontinuing the use of Town Hall for elections. We are working with the School District to use its facilities for future elections. This was also the final State Primary held in September; under the revised law, future primaries will be held in June.

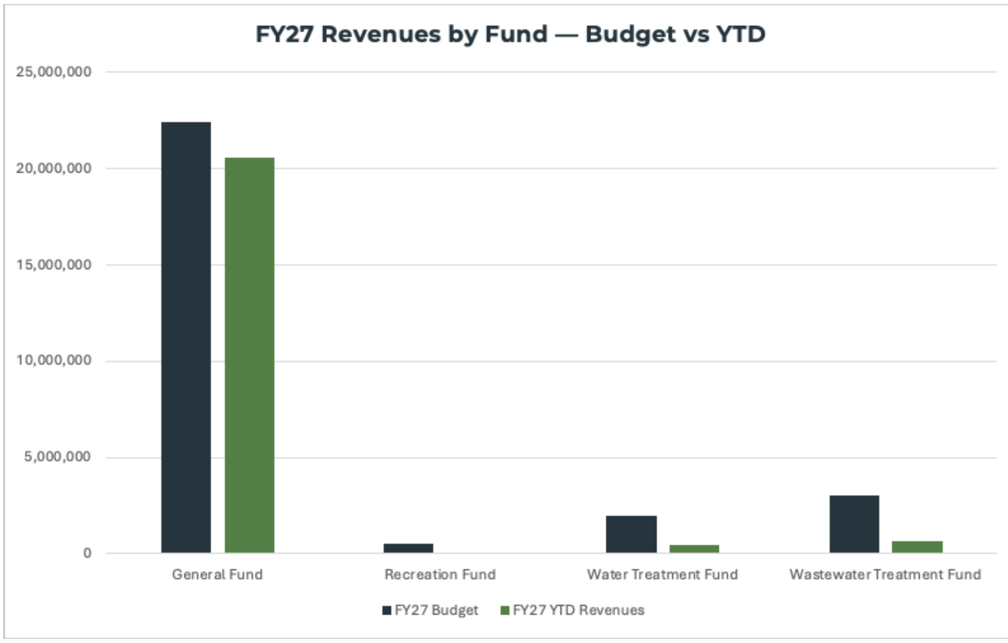
The Moderator is requiring a quorum of the Council to remain at the polls throughout the November election. Please reserve November 3 on your calendars.

FY27 Revenue and Expense Update

Attached to this report are the preliminary, unaudited FY2027 expense and revenue results for the period ended August 31, 2026 — two months, or 16.7%, of the fiscal year elapsed. Two months in, the Town is tracking to budget, and no Council action is required.

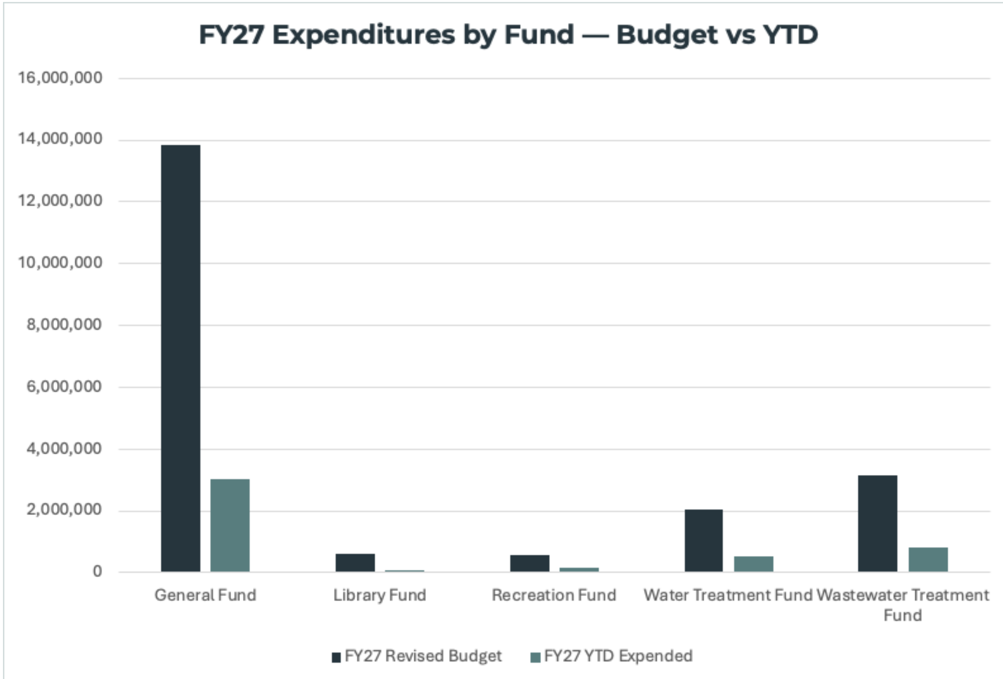
Revenue across all funds totals $21,739,693, or 77.8% of the $27,929,167 annual budget. That percentage overstates performance because several large items are recognized in the first quarter: the full $16,835,876 real estate tax levy, the $664,420 fund balance offset, and a one-time $2,433,667 transfer of the former Solid Waste Fund's accumulated balance into the General Fund. Setting the Solid Waste transfer aside, year-to-date revenue is $19.31 million, 6.1% ahead of the same point last year, driven mainly by a $1.14 million increase in the tax levy. August revenue was $3,993,630. The enterprise funds are where expected after first-quarter billing, with Water Treatment at 23.8% and Wastewater Treatment at 21.0% of budget.

Chart 1 – FY27 revenues by fund: the General Fund is 91.9% collected on first-quarter tax recognition, while the enterprise funds sit near 22%



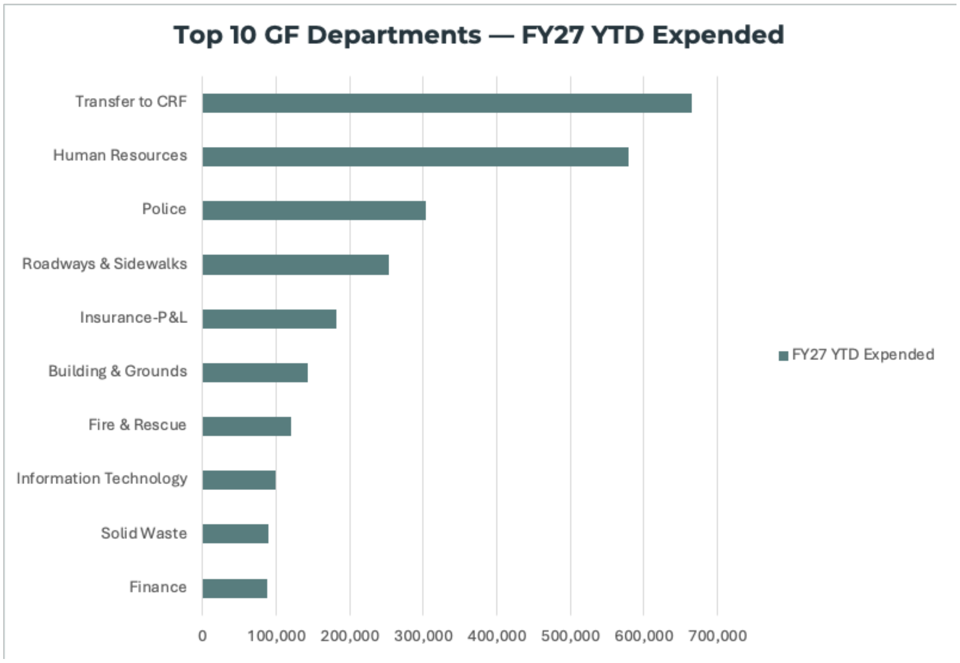
Expenditures total $4,630,541, or 22.9% of the $20,170,335 revised operating budget; including $400,839 in outstanding encumbrances, 24.9% is committed against 16.7% of the year elapsed. August spending of $1.78 million was essentially equal to the seven-year August average, though 30.4% above August 2025. Beginning in FY2027 the Solid Waste Fund was folded into the General Fund, which accounts for most of the year-over-year General Fund growth — revenue up 21.6% and expenditures up 20.1% — and for the 19.4% headline increase in all-funds revenue. On a comparable basis, all-funds spending is up 6.4%, in line with wage and benefit changes and a larger capital reserve transfer; the full $664,420 transfer to Capital Reserves was completed in August, against $623,000 in FY2026.

Chart 2 – FY27 expenditures by fund: every fund is between 14% and 30% committed at 16.7% of the year elapsed



Three items warrant continued attention. Property and Liability Insurance stands at $182,448 against a $153,508 appropriation, or 118.8% — $28,940 over budget, but the premium is paid in a single July installment, so this is timing rather than overspending. Assessing is 93.3% committed at $48,651 spent plus $61,667 encumbered against $118,250, reflecting contracts encumbered at award. Ambulance receipts show $92,945 collected in August but only $25,876 year to date because of a reversal of prior-year accruals; I will report on that line again next month.

Chart 3 – The ten largest General Fund departments account for most of the $3.02 million spent to date



Ongoing Projects

This section will not be reported orally to the Town Council at the meeting; the report uses it as a chance to update on developments in ongoing projects.

- Cushing Rd.: Ongoing.
- Creighton St.: No developments.

Contracts Signed Since Last Meeting

The following items were submitted to the Town Manager for signature or approval during the period of August 25 – September 8, 2026:

Financial Approvals

The following accounts payable, ACH, and payroll registers were submitted for approval:

Date	Description	Amount
August 27, 2026	AP Check Run 082726-1	$2,355,076.58
August 27, 2026	ACH 082726-1	$184,454.00
September 1, 2026	Employee Payroll Register 9/3/26 (8/16/26–8/29/26)	$185,608.86
September 3, 2026	AP Check Run 090326-1	$375,814.08

Date	Description	Amount
September 3, 2026	ACH 090326-1	$56,457.68
	TOTAL SUBMITTED	**$3,157,411.20**

Grant and Loan Disbursement Requests

No grant or loan disbursement requests were submitted during this period.

Financial Transfers and Payment Authorizations

Impact Fee Transfer — On August 27, 2026, Assistant Finance Director Carol Sheehan submitted an impact fee transfer for approval. The transfer was approved and returned the same day.

Property Tax Interest Waiver — On September 2, 2026, Town Clerk–Tax Collector Terri Littlefield requested a waiver of interest on a property tax account. The request was approved the same day.

Agreements and Personnel Matters

37 Exeter Road Peer Review Contract — On August 25, 2026, Director of Planning and Community Development Bart McDonough submitted the 37 Exeter Road peer review contract for signature.

Planning and Community Development Job Description — On September 2, 2026, Bart McDonough submitted a new job description for the Planning and Community Development office.

Septage Project Change Order — On September 3, 2026, Environmental Services Director Sean Greig submitted the septage project change order for signature, date, and return.

Respectfully Submitted,

Stephen R. Fournier
Town Manager

TOWN OF
NEWMARKET
NEW HAMPSHIRE

FY27 Expense and Revenue Results – Period Ended August 2026

TOTAL REVENUE BUDGET	YTD REVENUE	MTD REVENUE	TOTAL EXPENSE BUDGET	YTD EXPENSES	MTD EXPENSES
$27.9M	$21.7M	$3.99M	$20.2M	$4.63M	$1.78M

All Funds · Fiscal Year 2027 · 2 of 12 Months Elapsed (16.7%) · Preliminary & Unaudited

IMPORTANT – PRELIMINARY REPORT

This report covers FY2027 results through August 31, 2026, which is two months, or 16.7%, into the fiscal year. The numbers are preliminary and unaudited. The percentages shown do not line up neatly with a straight 16.7% benchmark because some revenue is booked early in the year, including the full real estate tax levy and the fund balance offset, while most expenses occur more evenly over the year. FY2026 comparisons are also preliminary and may change as the audit is finalized.

Bottom Line

Two months into FY2027 the Town is tracking to budget. Revenue of $21.74 million is 77.8% of the annual budget, a figure inflated by first-quarter recognition of the property tax levy and a one-time $2.43 million transfer from the former Solid Waste Fund; excluding that transfer, revenue is up 6.1% year over year. Spending of $4.63 million is 22.9% of appropriation, or 24.9% including encumbrances, against 16.7% of the year elapsed. No action is required beyond the three items below.

Watch List

Property & Liability Insurance	$28,940 over appropriation. The annual premium is paid in a single July installment; needs a supplemental appropriation or an offsetting transfer before year-end.
Ambulance receipts	$92,945 collected in August but $25,876 year to date, reflecting a reversal of prior-year accruals. Confirm the receivable clears in September.
Assessing	93.3% committed at 16.7% of the year elapsed. The full-year revaluation contract was encumbered at award; no action needed if the contract holds.

Revenue Summary

Revenue Status. Through the first two months of FY2027, the Town has recognized $21.74 million in revenue across all funds, which is 77.8% of the $27.93 million annual budget. That high percentage is mainly due to revenue that is recorded early in the year, including the $16.81 million real estate tax levy, the $664,420 fund balance offset, and the $2.43 million transfer from the former Solid Waste Fund into the General Fund. August revenue totaled $3.99 million. If the one-time Solid Waste transfer is removed, year-to-date revenue is $19.31 million, which is 6.1% higher than the same point last year. The enterprise funds are generally where expected after the first quarterly billing, with Water Treatment at 23.8% and Wastewater Treatment at 21.0% of budget.

The table below shows revenue recognized across all operating funds through August 31, 2026. Beginning in FY2027, the former Solid Waste Fund was folded into the General Fund. Its accumulated balance of $2.43 million was transferred in August, and Solid Waste activity now appears within the General Fund instead of as a separate fund.

FUND	BUDGET	MTD REV.	YTD REV.	AVAILABLE	% COLL.
General Fund (01)	$22,351,053	$2,894,697	$20,544,689	$1,806,364	91.9%
Recreation Fund (05)	$550,214	$61,777	$84,233	$465,981	15.3%
Water Treatment Fund (20)	$1,978,945	$459,562	$471,354	$1,507,591	23.8%
Wastewater Treatment Fund (30)	$3,048,955	$577,595	$639,417	$2,409,538	21.0%
TOTAL – ALL FUNDS	$27,929,167	$3,993,630	$21,739,693	$6,189,474	77.8%

General Fund Revenue Detail

General Fund revenue by category through August 31, 2026, is shown below:

REVENUE CATEGORY	BUDGET	MTD REV.	YTD REV.	% COLL.
Property Taxes, PILOT & Interest	$16,829,260	$27,837	$16,835,876	100.0%
Licenses, Permits & Fees	$2,282,681	$207,227	$379,564	16.6%
State Revenue	$1,149,465	$57,968	$60,362	5.3%
Charges for Services	$450,609	$96,210	$31,846	7.1%
Solid Waste Operations	$450,350	$38,196	$84,313	18.7%
Misc. / Interest Revenue	$524,268	$33,592	$54,642	10.4%
Transfer from Solid Waste Fund	$0	$2,433,667	$2,433,667	n/a
Fund Balance Offset	$664,420	$0	$664,420	100.0%
TOTAL – GENERAL FUND	$22,351,053	$2,894,697	$20,544,689	91.9%

NOTABLE REVENUE ITEMS

- Property Taxes, PILOT & Interest are at $16,835,876 year to date, or 100.0% of the $16.83 million budget. This is expected because the full annual levy is recorded in the first quarter, so this line will stay mostly flat for the rest of the year.
- Licenses, Permits & Fees total $379,564, or 16.6% of the $2,282,681 budget, which is just under the 16.7% straight-line pace. Motor Vehicle permits make up the largest share at $325,611. Building Permits are at $15,226 against a $120,000 budget, or 12.7%.
- State Revenue totals $60,362, or 5.3% of budget, and mainly reflects the first Highway Block Grant payment of $57,968. The larger Meals & Rooms distribution of $956,791 will come later in the year.
- Charges for Services total $31,846, or 7.1% of the $450,609 budget. Ambulance receipts show $92,945 collected in August, but only $25,876 year to date because of a reversal of prior-year accruals. This is worth watching again next month.
- Solid Waste operations are now part of the General Fund and have collected $84,313, or 18.7% of the $450,350 budget. Landfill receipts total $34,010, and garbage bag sales total $48,402; both are ahead of pace.
- Recreation Fund revenue is $84,233, or 15.3% of its $550,214 budget. This is $31,687 lower than the same point in FY2026, largely because summer program billing has been slower.

Chart 1 – Revenue by fund: the General Fund is 91.9% collected on first-quarter tax recognition; the enterprise funds sit near 22%

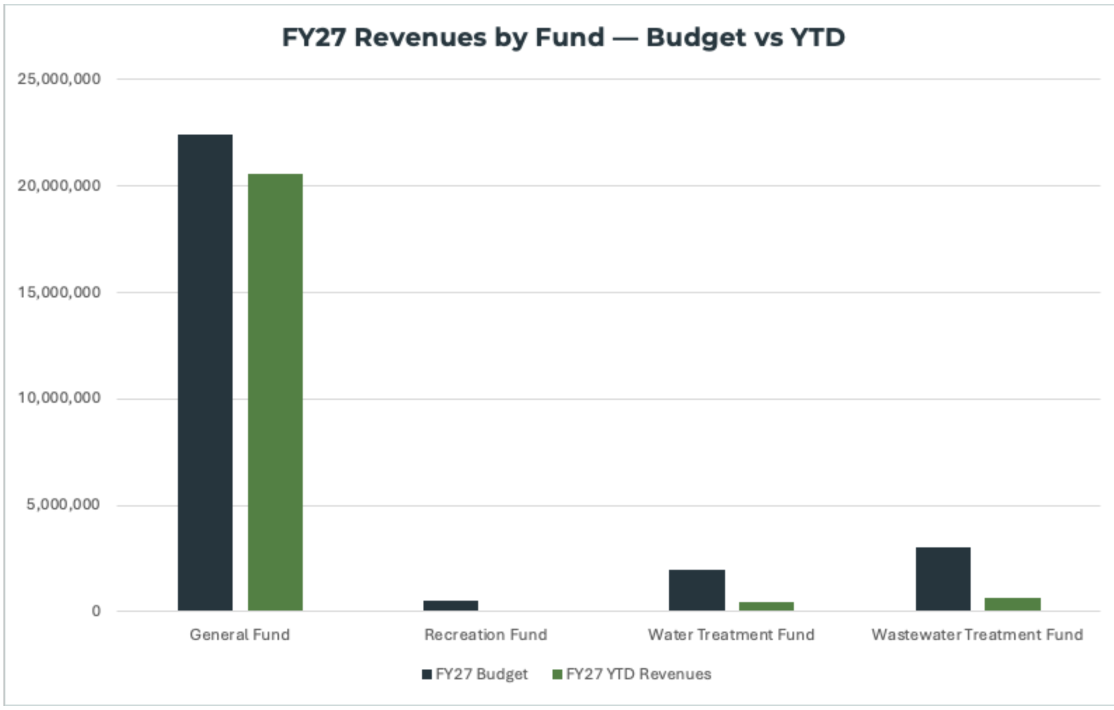
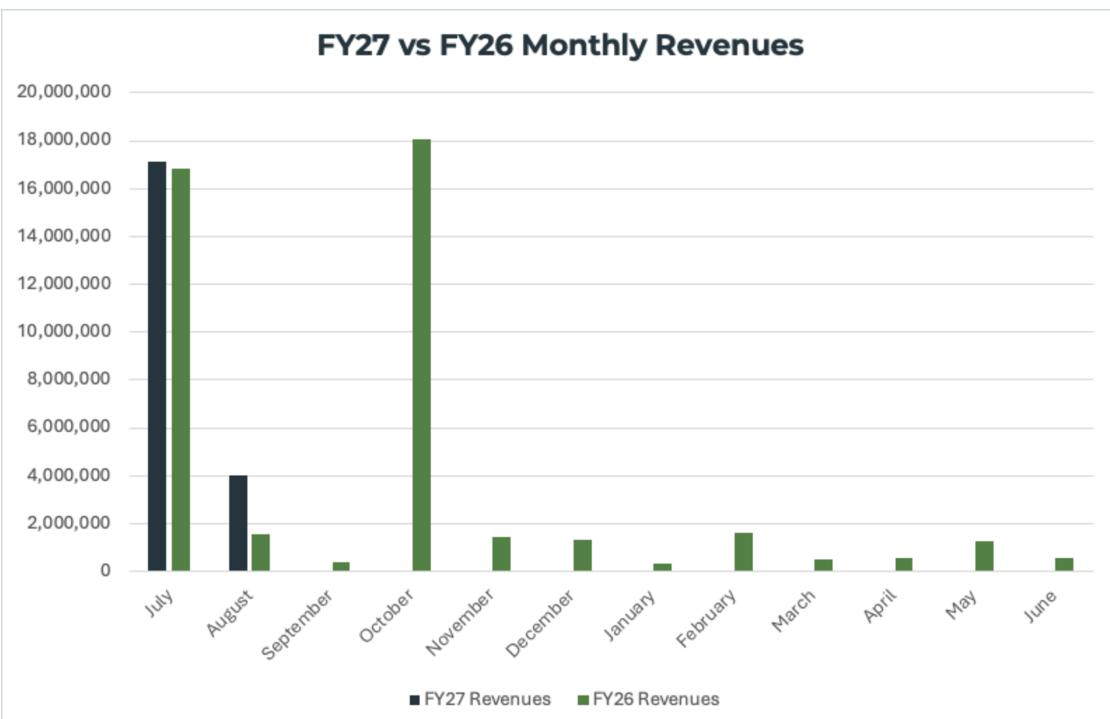


Chart 2 – Monthly revenue: August ran $2.46M above August 2025, almost entirely the one-time Solid Waste transfer



Expenditure Summary

Expenditure Status. Year-to-date spending totals $4.63 million, or 22.9% of the $20.17 million revised operating budget. When outstanding encumbrances are included, $400,839 is also committed, bringing the total committed amount to 24.9% of the budget with 16.7% of the year completed. August spending was $1.78 million, which is essentially equal to the seven-year August average and 30.4% higher than August 2025. Two areas already need attention: Property & Liability Insurance, where the annual premium has been paid and now totals $182,448 against a $153,508 budget, and Assessing, which is 93.3% committed because of contract encumbrances. Roadways & Sidewalks is also at 50.9% committed, reflecting summer paving work.

The FY2027 revised operating budget is $20,170,335. This includes $1,393,027 in prior-year encumbrances that carried forward. Solid Waste is now shown as a General Fund department instead of a separate fund, which explains much of the year-over-year increase in the General Fund budget. The percentages below include both actual spending and outstanding encumbrances.

FUND	BUDGET	ENCUMB.	YTD EXP.	% USED
General Fund (01)	**$13,829,757**	**$278,486**	**$3,016,264**	**23.8%**
Library Fund (02)	**$613,461**	**$0**	**$87,186**	**14.2%**
Recreation Fund (05)	**$551,311**	**$0**	**$163,291**	**29.6%**
Water Treatment Fund (20)	**$2,024,963**	**$58,112**	**$529,169**	**29.0%**
Wastewater Treatment Fund (30)	**$3,150,844**	**$64,241**	**$834,631**	**28.5%**
TOTAL – ALL FUNDS	**$20,170,335**	**$400,839**	**$4,630,541**	**24.9%**

General Fund – Key Department Expenditures

At this point, only one department is over its full-year appropriation: Property & Liability Insurance. That is because the annual premium is paid in one installment. Several other departments show high committed percentages because annual contracts were encumbered at the start of the year, not because the departments have already spent that amount. The percentages include outstanding encumbrances.

Percentages include encumbrances. Red marks a line over full-year appropriation; amber marks 90–100% committed.

DEPARTMENT / CATEGORY	BUDGET	YTD EXP.	% USED
Human Resources	$2,836,972	$578,921	20.4%
Police Department	$2,774,412	$303,254	11.0%
Fire & Rescue	$803,832	$120,242	15.5%
Insurance – Property & Liability	$153,508	$182,448	118.8%
Building & Grounds	$932,113	$142,988	15.6%
Roadways & Sidewalks	$691,236	$252,682	50.9%
Assessing	$118,250	$48,651	93.3%
Information Technology	$218,138	$99,618	66.3%
Transfer to Capital Reserves	$664,420	$664,420	100.0%

NOTABLE EXPENDITURE ITEMS

- Property & Liability Insurance is at $182,448 year to date against a $153,508 appropriation, or 118.8%. This puts the line $28,940 over budget, but the premium is paid annually in July, so the timing is the main reason for the overage.
- Assessing has spent $48,651 and has another $61,667 encumbered against a $118,250 budget. That means 93.3% is committed, mostly because contract costs were encumbered early in the year.
- Roadways & Sidewalks has spent $252,682 and has $98,914 encumbered against a $691,236 budget, or 50.9% committed. This is driven by $125,169 in hot-top paving, which is expected because much of this work occurs during the summer construction season.
- Information Technology has spent $99,618 and has $45,088 encumbered against a $218,138 budget, or 66.3% committed. This reflects annual software licensing and support renewals that are billed early in the fiscal year.
- The full $664,420 transfer to Capital Reserves was completed in August. For comparison, the FY2026 transfer was $623,000.
- Wastewater and Water property and liability insurance also came in over budget, at $18,874 against $15,000 and $8,388 against $7,000. This is the same timing issue as the General Fund line because the premium is paid in one installment.
- Long-term debt service is 30.4% paid on principal and 63.4% paid on interest. This matches the August payment schedule.

Chart 3 – Expenditures by fund: every fund is between 14% and 30% committed at 16.7% of the year elapsed

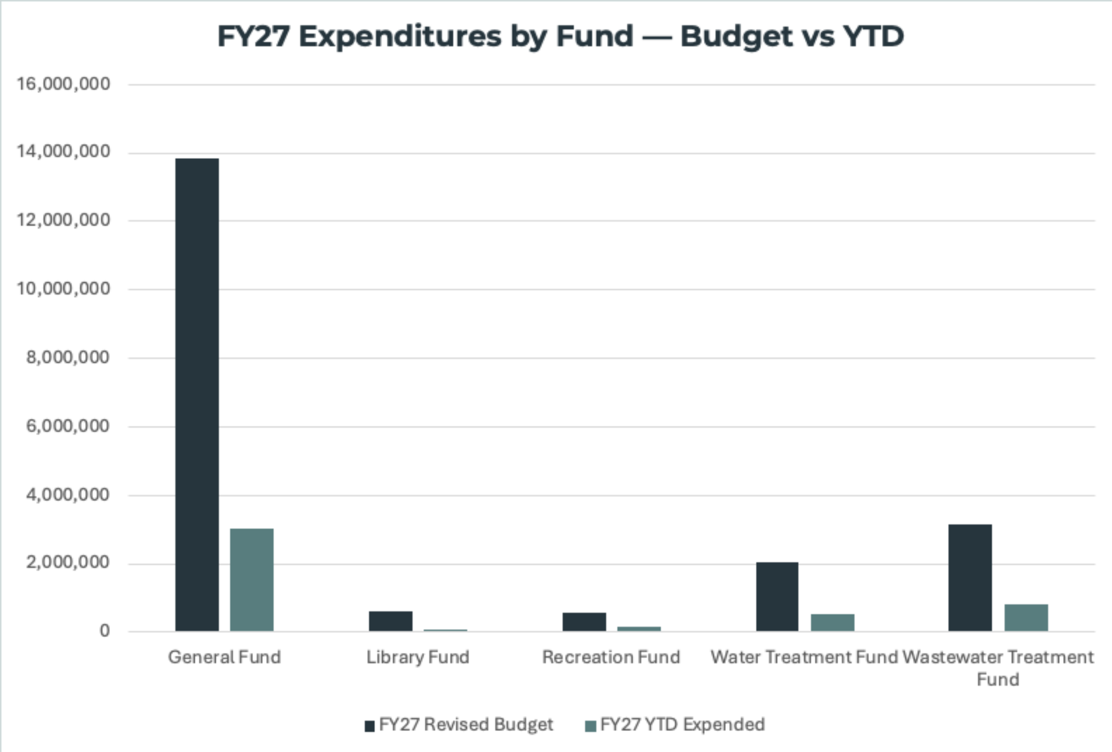


Chart 4 – The ten largest General Fund departments account for most of the $3.02M spent to date

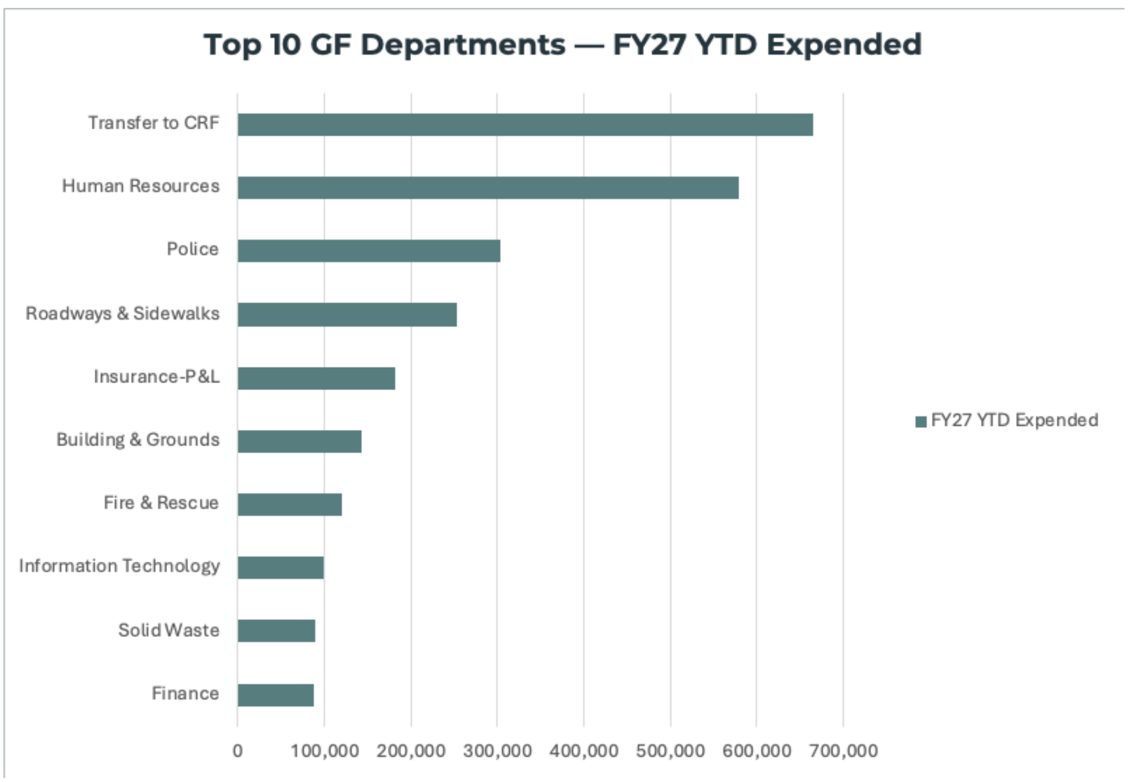
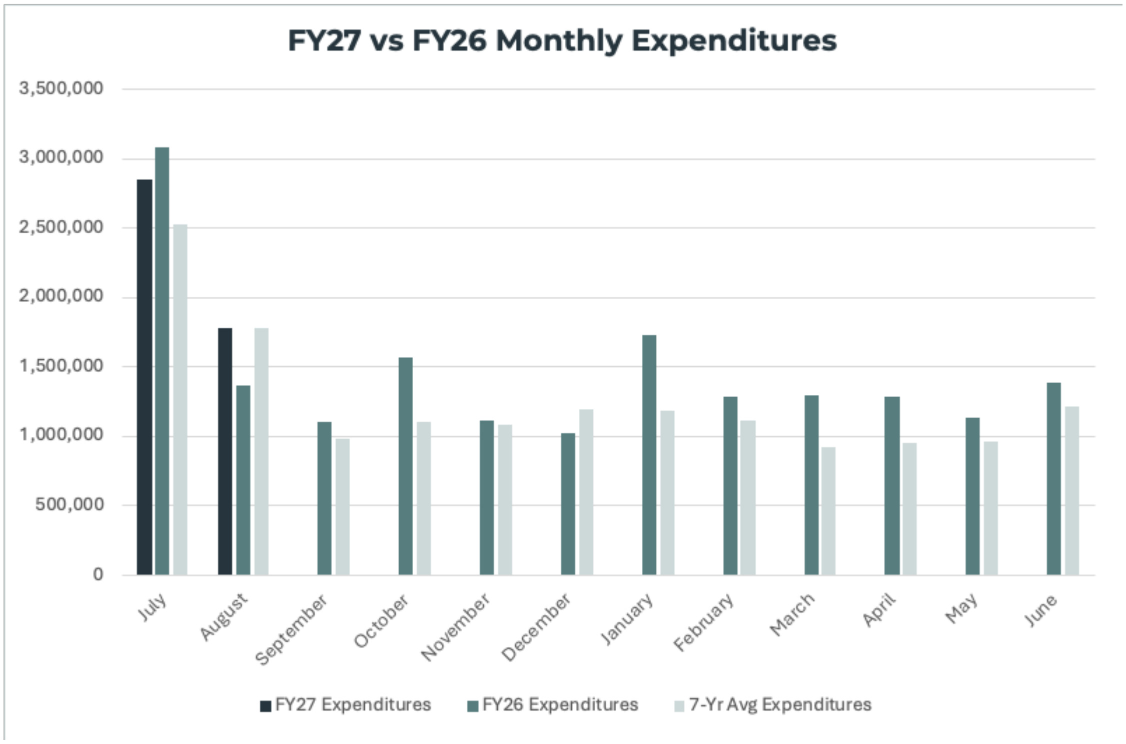


Chart 5 – Monthly spending: August tracked the seven-year average almost exactly



Year-Over-Year Comparison

The table below compares FY2027 results through August 31, 2026, with the same two-month period in FY2026.

METRIC	FY2027 YTD	FY2026 YTD	$ CHANGE	% CHANGE
Total Revenue (All Funds)	**$21,739,693**	**$18,207,487**	**+$3,532,206**	**+19.4%**
Total Expenditures (All Funds)	**$4,630,541**	**$4,351,790**	**+$278,751**	**+6.4%**
General Fund Revenue	**$20,544,689**	**$16,900,116**	**+$3,644,573**	**+21.6%**
General Fund Expenditures	**$3,016,264**	**$2,511,791**	**+$504,474**	**+20.1%**

The 19.4% increase in revenue looks larger than the underlying trend because it includes the one-time $2.43 million transfer from the former Solid Waste Fund into the General Fund. Without that transfer, all-funds revenue is up 6.1% from last year, mainly due to the $1.14 million increase in the real estate tax levy. Spending is up 6.4%, which is generally in line with wage and benefit changes and the larger capital reserve transfer. The General Fund increase of 20.1% is mostly due to bringing Solid Waste operations into the General Fund. Overall, two months into the fiscal year, the Town is tracking to budget. The main items to keep watching are the Property & Liability Insurance overage, the ambulance receivable reversal, and part-time public safety staffing costs that contributed to the FY2026 Fire & Rescue overage.

TOWN OF
NEWMARKET
NEW HAMPSHIRE

Monthly Department Report

August 2026

POLICE

Activity

Newmarket Police 3-year comparable statistics for the month of August 2026:

	2026	2025	2024
Total calls for service	2149	1815	1756
Motor vehicle stops	388	380	470
Arrests	9	7	12
Offense reports	31	21	33
M/V accidents	8	3	9
Parking tickets	66	51	58
Drug overdoses	0	0	0
Alarms	14	17	16
Death investigations	0	4	2
Mental health related	22	15	20

During the month of August, the Newmarket Police Dispatch Center documented 2149 calls for service. We received 31 offense/incident reports that required further investigations. Those incidents included Theft, Theft of a Motor Vehicle, Criminal Trespass, Simple Assault, Domestic Violence/Simple Assault, 2nd Degree Assault/Strangulation, Harassment, Criminal Mischief, Stalking, Violation of a Protective Order, Online Fraud, Scams and served a search warrant relative to a case involving Aggravated Felonious Sexual Assault. Below are a few examples of reports we received this month:

Officers responded to a report of a stolen motor vehicle. Officers learned the juvenile son of the reporting party took the vehicle without permission, and the juvenile did not have a license. The juvenile and vehicle were located a short while later and returned to the reporting party. Charges related to this incident are pending.

An officer spoke with a subject who was having issues related to their security clearance due to past financial transactions. Around the time of covid, the caller had gone into business with an acquaintance. Now the loans and financial situation surrounding that business has come under the scrutiny of the FBI and security investigators. The officer helped the caller make connections with the proper investigators to work to clear this issue.

We received a report of harassment from a landlord that owns a rental unit in town. The report stated that a tenant was yelling and swearing into a ring camera that is attached to the rental unit. The tenant had just been served eviction paperwork and was expressing his displeasure to the landlord. Officers spoke with the tenant and warned him against further communication of a harassing nature.

Motor Vehicle Offenses Observed this Month:

During the month of August officers conducted 388 Motor Vehicle Stops. Violations of motor vehicle laws included Speeding, Unregistered Motor Vehicle, Conduct After an Accident, Hands Free Violations, Failure to Yield to Pedestrians in the Crosswalk, DUI, Aggravated DUI, Reckless Operation, Tinted Windows and Failure to display. Officers also participated in many grant funded patrols designed to look for impaired drivers, distracted drivers, and speeding vehicles.

Below is an example of a call we had related to a motor vehicle:

The Dispatch Center received a report from an officer in a nearby jurisdiction. The officer reported he had the bumper and license plate of a vehicle in his town that had been left at the scene of an accident. The registration came back to a resident of Newmarket. The Newmarket Officer responded to the residence attached to the registration. The operator of the suspect vehicle was just pulling in as the officer arrived. The officer made contact with the operator and determined that he was under the influence of intoxicating liquor and/or drugs. He was taken into custody and charged with DUI. Charges are pending out of the jurisdiction where the car crashed.

Motor Vehicle Crashes

Motor vehicle crashes were up slightly this month with 8 reported crashes. One of the more serious crashes is detailed below:

Officers responded to a two-car motor vehicle crash on Grant Road near Neal Mill Road. A vehicle traveling east on Grant Road crossed the double yellow line and struck a vehicle traveling west. Both subjects sustained minor injuries. Both vehicles sustained disabling damage and had to be towed from the scene.

Civil Issues:

Civil Issues continue to be a large part of our call volume. We responded to 15 civil issues this month for a variety of reasons including a significant amount of landlord tenant issues. Often officers respond to keep the peace in these situations but ultimately, we usually must refer them to the court for relief.

Some civil matters require the involvement of a police officer because of a pending court order. A common example involves a restraining order between individuals who were previously in a relationship or who reside together.

In these situations, the defendant may have a legal right to retrieve personal belongings from a shared residence. However, because a court order is in place prohibiting contact or otherwise restricting the defendant's actions, a police officer may be required to be present while the individual retrieves their belongings. The officer's role is to ensure that the court order is followed, and that neither party violates its terms.

These types of situations occur numerous times each month. Officers regularly assist individuals with retrieving property, exchanging belongings, or otherwise addressing civil matters when their involvement is necessary to ensure compliance with an active court order and to prevent a potential violation.

This month an officer spoke with a subject who had a court order issued against him. The subject wanted to retrieve his furniture and a gaming computer that he was paying rent on but did not have access to. He needed to return them to the rental company as he could no longer afford them. The officer helped him set up a civil standby where the officer could be present while he retrieved his items.

Welfare Checks/Mental Health Calls:(55 calls combined)

Mental Health/Welfare Checks continue to be a large part of our call volume.

Below are a couple of examples of calls we responded to this month related to mental health and welfare checks:

We received a call from a therapist requesting a welfare check on a client. Recently, the client had expressed suicidal ideations and today she missed an appointment. The client would not respond to calls or text messages from the therapist. An officer responded to the residence and made contact with the subject. He was able to connect the subject with the therapist.

The dispatch center received a request for a welfare check on an elderly female in the pocket park downtown. The elderly female was complaining of shortness of breath and indicated her oxygen tank had run out. An officer responded and found the subject. He checked her general welfare and determined she was not in immediate medical distress. An ambulance was summoned as she was having difficulties with her oxygen tank. The ambulance later provided her with a ride back to her residence.

Animal Calls:

We continued to respond to numerous animal calls during August. This month we responded to numerous calls involving dogs and cats. We accompanied the NHSPCA staff to check on the welfare of cats twice during the month of August. We responded to a motor vehicle crash involving a deer. We received two reports involving bats inside homes over the month.

Below are a few examples of other calls our department responded to over the month of August:

An officer located a vehicle illegally parked on Central Street. Further inspection of the vehicle revealed an open container of alcohol and numerous packages of marijuana inside the car. The owner could not be immediately located, so a tow truck was summoned. As the town truck arrived, the owner came out to speak with the officers. The marijuana and open container were seized as part of an ongoing investigation. The vehicle was moved to a parking area.

We responded to the Stone Church at 8:31 p.m. on a Sunday evening for a report of loud music. We spoke with the staff on site who indicated that they thought they had a permit until 11:00 p.m. The officers reminded them that it was only on Friday and Saturday nights that they were permitted to play until 11:00 p.m. The music was shut down for the night.

During the Backyard Bash officers responded to the wooded area behind the B Field for a report of juveniles fighting. Officers discovered a large group had gathered to watch 2-3 juveniles engage in a fight. Several of the juveniles recorded the incident while it occurred. The crowd was dispersed, and some of the juveniles involved were escorted back to their residences.

Officers responded to a report of a man in all black stumbling down Exeter Road. The officers located the subject and determined he was highly intoxicated. A family member responded to the scene and took custody of the subject.

Officers responded to a report of noxious fumes coming from an apartment on Bennett Way. When they arrived, they spoke with the resident who reported mixing chemicals to try and clear the drain in his bathtub. The mixture of Draino and Sulfuric Acid created a dangerous chemical incident that was eventually addressed by the fire department. The resident was checked by medical personnel on site and later transported to the hospital.

Personnel:

No updates at this time

Training:

Officer Pefine attended Defensive Tactics/Baton Instructor recertification classes at NHPSTC.

Numerous officers attended "Empowering Communities/Preventing Violence" training at Stratham Fire Department Training Center.

Parking Violations:

In August we issued 66 parking tickets.

Vehicle Fleet:

No updates at this time.

Police Station Maintenance:

No updates at this time.

Drug Related Issues:

2015- 45 Overdoses with four deaths resulting

2016- 22 Overdoses with two deaths resulting

2017- 15 Overdoses with two deaths resulting

2018- 6 Overdoses with two deaths resulting

2019- 3 Overdoses with one death resulting

2020- 8 Overdoses with two deaths resulting

2021- 5 Overdoses with one death resulting

2022 - 11 Overdoses with one death resulting

2023 – 10 Overdoses

2024 – 5 Overdoses with one death resulting.

2025 – No overdoses

2026 – 6 overdoses

Community Policing:

Many officers had the opportunity to attend and work at this year's Backyard Bash. This community event provides an excellent opportunity for our officers to interact with residents, meet community members, and strengthen the relationships between the Police Department and the community we serve.

Throughout the event, officers distributed more than 100 bicycle helmets to children and families, along with light-up batons for attendees to use during the fireworks. The event was well attended by both the Police Department and the community, and our officers enjoyed the opportunity to engage with residents in a fun and relaxed environment.

We appreciate everyone who came out and made the Backyard Bash such a successful community event. Below are some pictures of the event.

Fiscal Year 2026/2027 Budget

The budget is in order and on track.

Respectfully submitted,

Greg Jordan

Police Chief

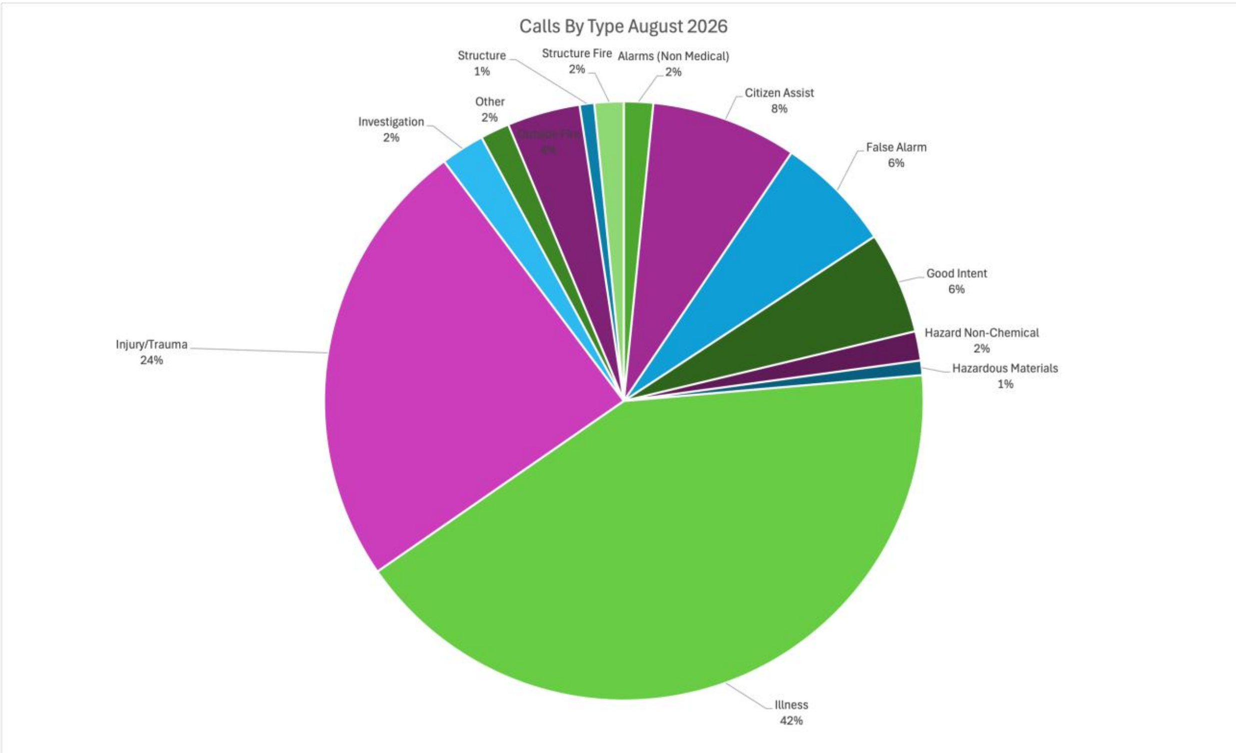
FIRE AND RESCUE

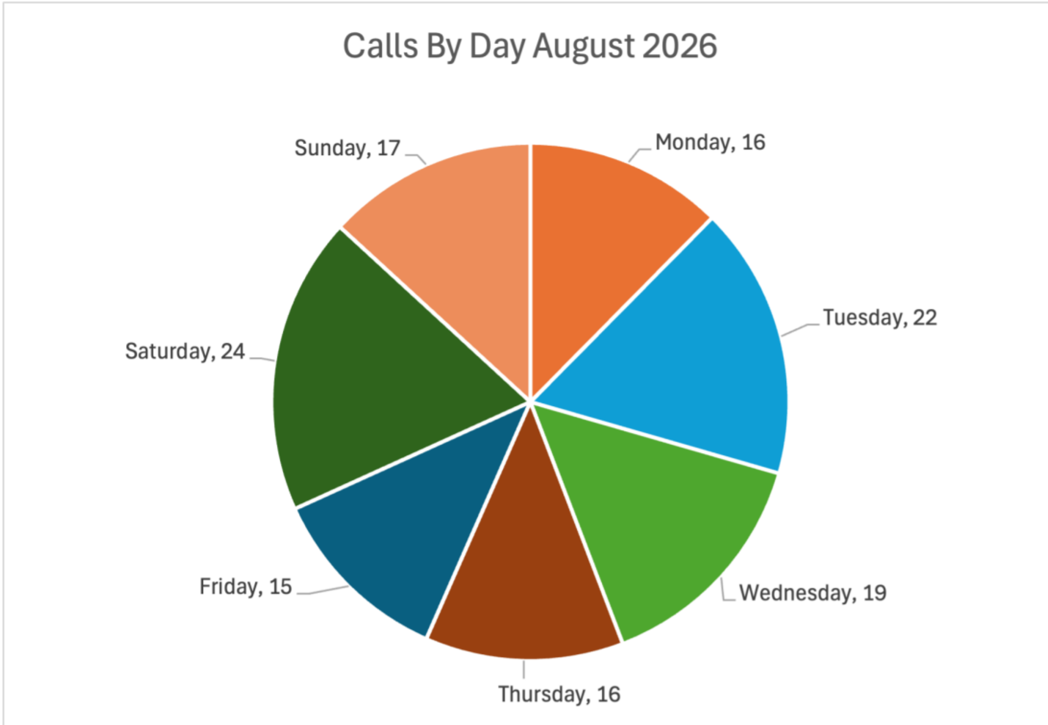
In August the Department responded to 130 calls for service; 80 of which were medical calls, transporting 64 patients to area hospitals. The ambulance responded to Newfields for 11 medicals transporting 7 patients. The ladder responded mutual aid to Durham for a building fire and several alarm activations. The tanker responded to Newfields for an outside fire. The ambulance responded to Durham once transporting one patient.

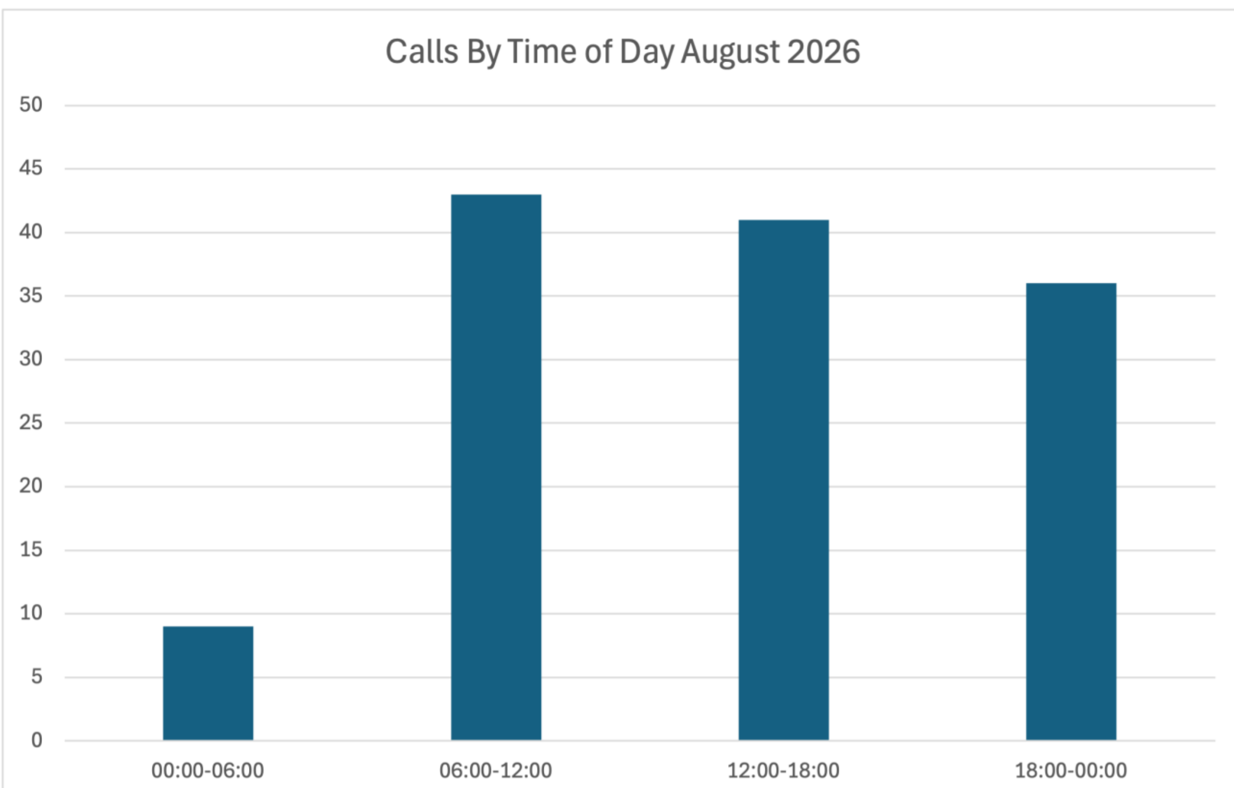
The department participated with the Backyard Bash; we had a booth with fire prevention materials and apparatus on display for residence to see and learn about.

The department lost lifetime member Susan Robshaw. Susan was an EMS Lieutenant serving the department for 22 years. The department participated in her funeral services.

I have attached charts with activity reports for the month of August.


Calls By Type August 2026
Structure 1%
Structure Fire 2%
Alarms (Non Medical) 2%
Citizen Assist 8%
Other 2%
Investigation 2%
False Alarm 6%
Good Intent 6%
Hazard Non-Chemical 2%
Hazardous Materials 1%
Injury/Trauma 24%
Illness 42%


Calls By Day August 2026
Monday, 16
Tuesday, 22
Wednesday, 19
Thursday, 16
Friday, 15
Saturday, 24
Sunday, 17


Calls By Time of Day August 2026
50
45
40
35
30
25
20
15
10
5
0
00:00-06:00
06:00-12:00
12:00-18:00
18:00-00:00

Mutual Aid Calls August 2026

Dispatch Incident Number	Incident Alarm Date Time	Incident Type Primary	Incident Location City	Incident Aid Direction	Incident Aid Given Agency List	Incident Aid Received Agency List
26-876	08/20/2026	No Emergency - Cancelled	Durham	Given	Durham Fire Department	
26-808	08/04/2026	No Emergency - Good Intent - Investigate Hazardous Release (Nothing Found)	Newmarket	Given	Newfields Fire & Rescue	
26-845	08/13/2026	Fire - Outside Fire - Construction Waste	Newfields	Given	Newfields Fire & Rescue	
26-0846	08/14/2026	No Emergency - Good Intent - Controlled Burning (Authorized)	Newmarket	Given	Newfields Fire & Rescue	
26-847	08/14/2026	Fire - Outside Fire - Other Outside Fire	Newfields	Given	Newfields Fire & Rescue	
26-857	08/16/2026	Public Service - Other - Standby	Durham	Given	Durham Fire Department	
26-878	08/21/2026	Public Service - Alarms (Non Medical) - Fire / Smoke Alarm	Durham	Given	Durham Fire Department	
26-897	08/26/2026	No Emergency - Good Intent - Investigate Hazardous Release (Nothing Found)	Newmarket	Given	Newfields Fire & Rescue	
26-911	08/30/2026	Fire - Structure Fire - Confined Cooking / Appliance Fire	Durham	Given	Durham Fire Department	
26-912	08/31/2026	Fire - Structure Fire - Confined Cooking / Appliance Fire	Durham	Given	Durham Fire Department	
26-801	08/03/2026	No Emergency - Good Intent - Investigate Hazardous Release (Nothing Found)	Newmarket	Received		Newfields Fire & Rescue
26-882	08/22/2026	Hazardous Situation - Investigation - Smoke Investigation	Newmarket	Received		Newfields Fire & Rescue
26-790	08/01/2026	Hazardous Situation - Hazard Nonchemical - Electrical Power Line Down / Arcing / Malfunction	Newmarket	Received		Newfields Fire & Rescue
26-791	08/01/2026	No Emergency - False Alarm - Malfunctioning Alarm	Newmarket	Received		Durham Fire Department
26-795	08/02/2026	Fire - Outside Fire - Vegetation / Grass Fire	Newmarket	Received		Newfields Fire & Rescue
26-874	08/20/2026	Medical - Illness - Convulsions / Seizures	Newmarket	Received		Durham Fire Department
26-902	08/28/2026	No Emergency - False Alarm - Accidental Alarm	Newmarket	Received		Newfields Fire & Rescue

Monthly Calls as of August 2026

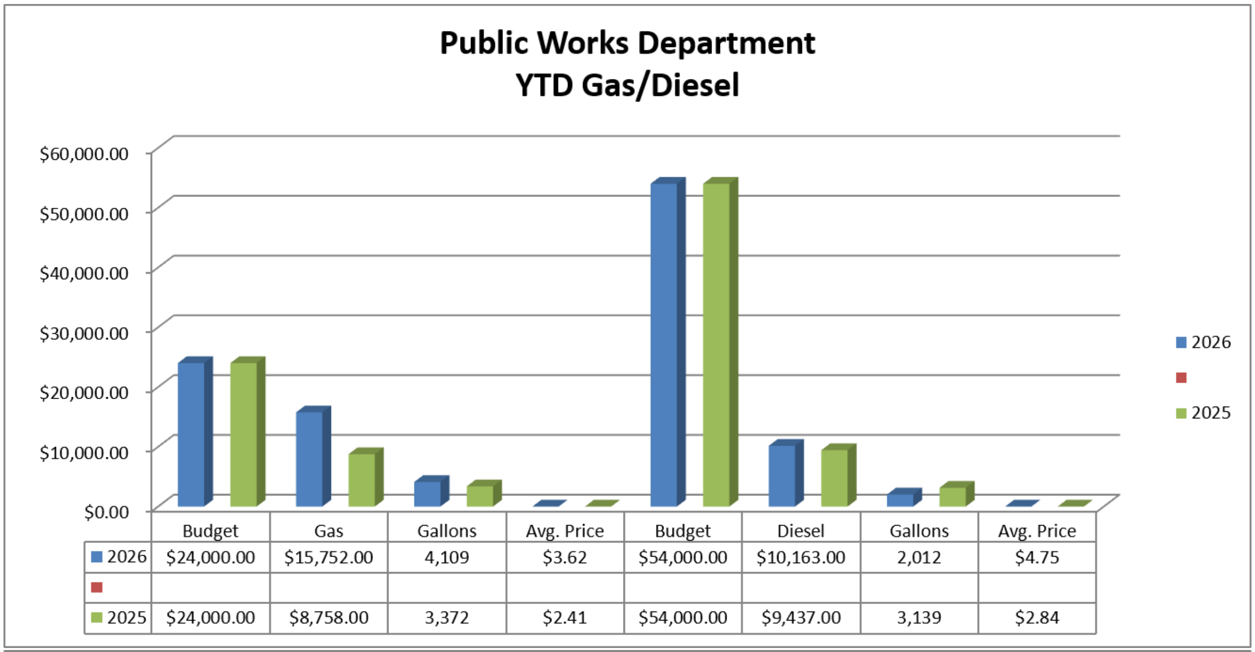
Month	Number Of Calls	Percent Of Total Calls
January	105	11.49
February	116	12.69
March	114	12.47
April	94	10.28
May	124	13.57
June	121	13.24
July	111	12.14
August	128	14.00
	Total: 914	**100%**

PUBLIC WORKS

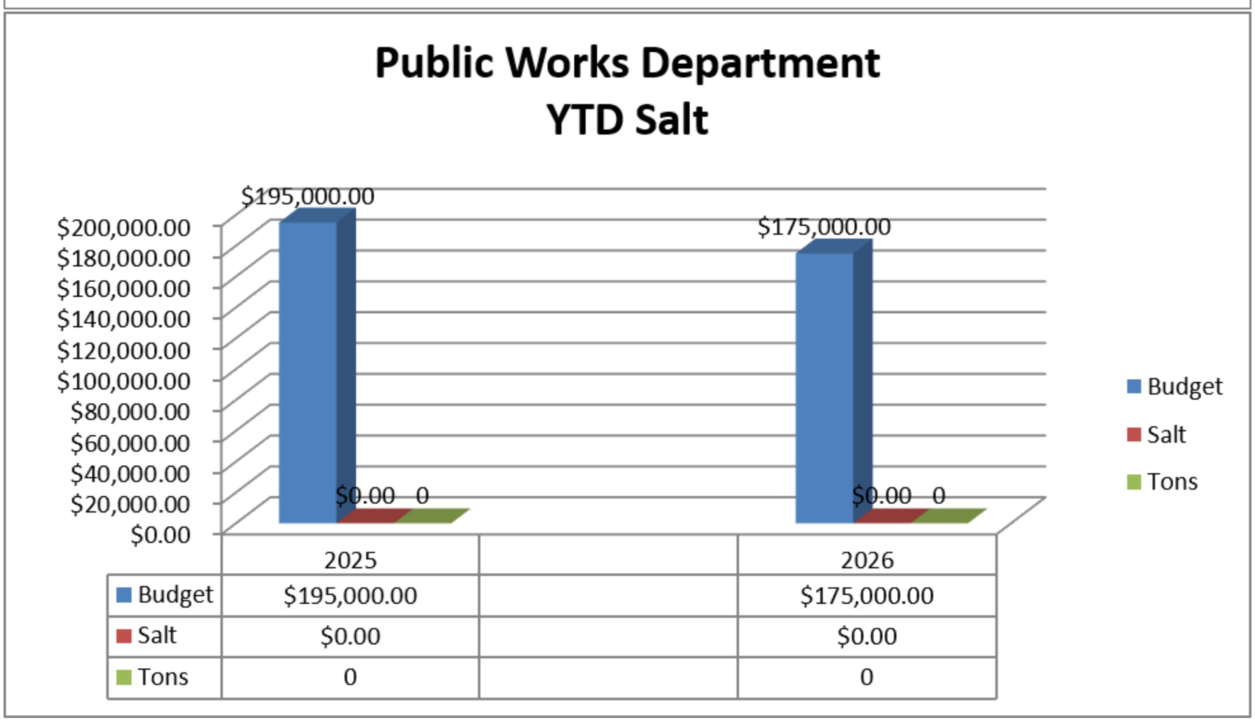
The sidewalk replacement project on Durell Drive is progressing well. The new granite curbing has been installed; crews are fine grading and preparing the sidewalk for paving. This work should be completed by the end of September.

The Town Hall parking lot will be regraded and paved in September. New curbing is being installed to help prevent the building from being struck by vehicles.

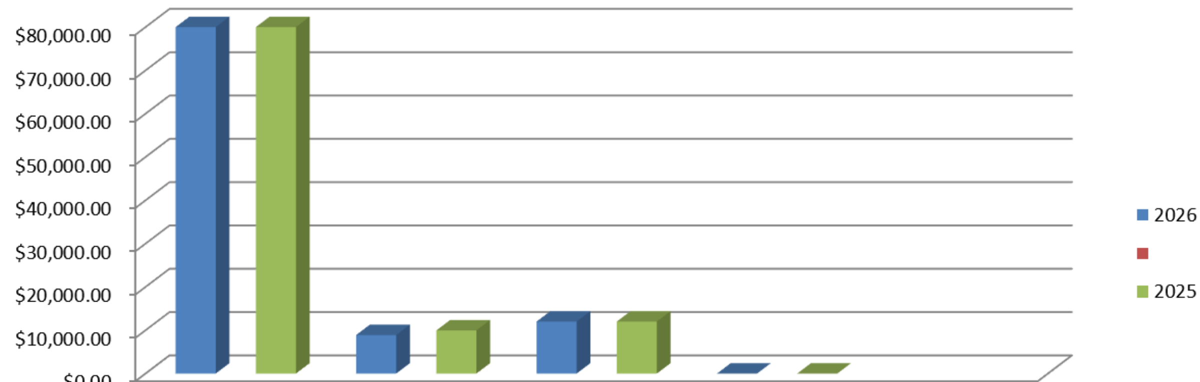
I have attached charts with activity reports for the month of August.



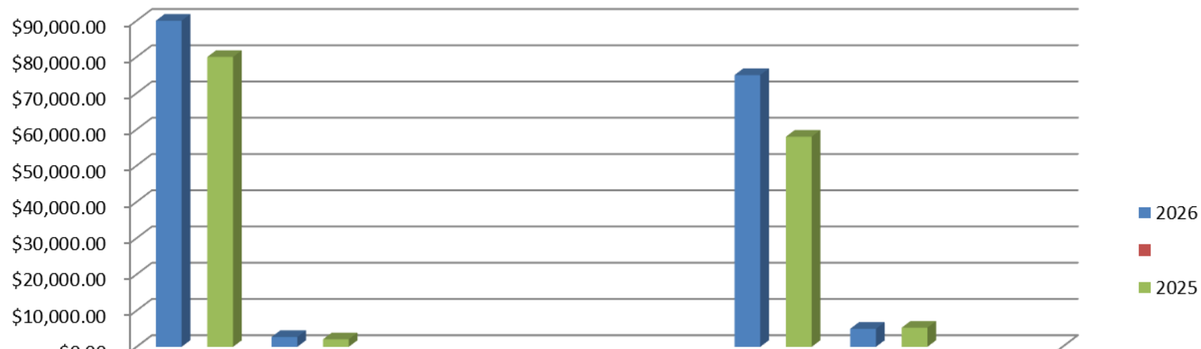
	Budget	Gas	Gallons	Avg. Price	Budget	Diesel	Gallons	Avg. Price
2026	$24,000.00	$15,752.00	4,109	$3.62	$54,000.00	$10,163.00	2,012	$4.75
2025	$24,000.00	$8,758.00	3,372	$2.41	$54,000.00	$9,437.00	3,139	$2.84



	2025		2026
Budget	$195,000.00		$175,000.00
Salt	$0.00		$0.00
Tons	0		0

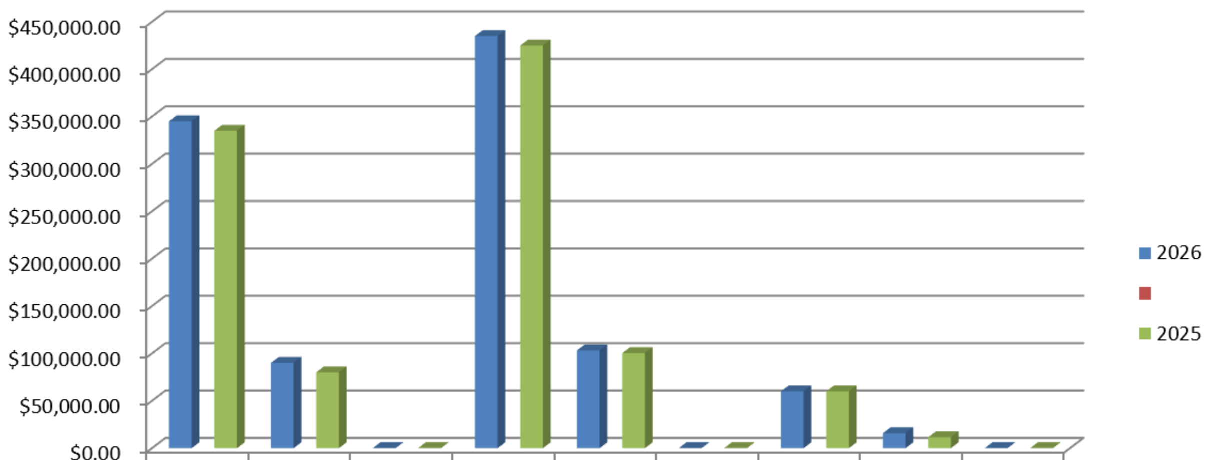


	Budget	OT	Budget	Contract Services	
2026	$80,000.00	$8,889.00	$12,000.00	$0.00	
2025	$80,000.00	$9,951.00	$12,000.00	$0.00	



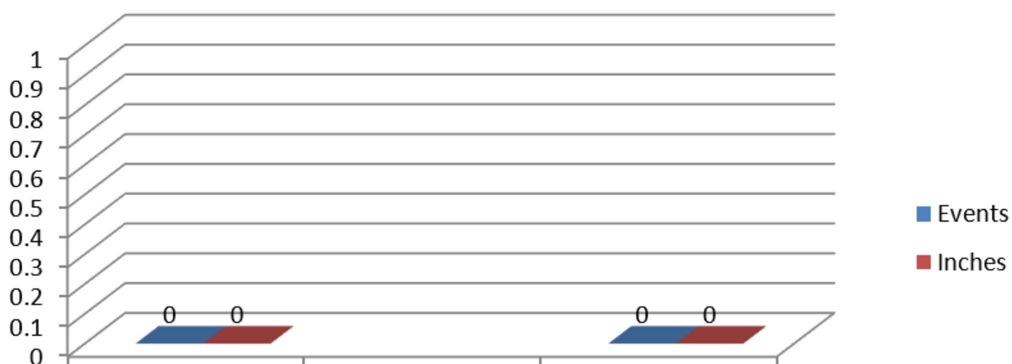
	Budget	Equip. Maint.				Budget	Vehicle Maint.	
2026	$90,000.00	$2,730.11				$75,000.00	$4,994.00	
2025	$80,000.00	$2,093.00				$58,000.00	$5,294.00	

Public Works Department
YTD Solid Waste



	Budget	MSW	Tons	Budget	*Recycle	Tons	Budget	Demo	Tons
2026	$345,000.	$90,007.0	249	$435,000.	$103,195.	193	$60,000.0	$15,844.0	175
2025	$335,000.	$80,112.0	255	$425,000.	$100,358.	188	$60,000.0	$11,607.0	138

Public Works Department
YTD Snow Events



	2026		2025
Events	0		0
Inches	0		0

ENGINEERING

I took some time off in the middle of August for a family vacation. Before and after that vacation, I continued to manage on-going projects and I supported DPW, Environmental Services and Code Enforcement in addressing or responding to general issues/inquiries in various areas of Town. I worked with Rick Malasky to prepare and submit Capital Improvement Plan (CIP) project requests for DPW/Engineering.

I presented, along with staff from Wright-Pierce, to the newly established Long-Range Planning Subcommittee at their first meeting. We presented information about the Town's Stormwater Asset Management Program (Stormwater AMP) and provided an overview of the User Manual that was developed to help the Town manage its stormwater infrastructure effectively, reduce unexpected and costly repairs, and improve system performance and resiliency into the future.

I reviewed draft amendments to Chapter 26 – Streets, Sidewalks and Other Public Places of the Newmarket Code of Ordinances, with the Chief of Police, Code Enforcement Officer, and the Town's legal counsel. I am working to finalize these amendments for presentation/discussion with Town Council.

Active Projects

MS4 General Permit Compliance

- I collected/tracked information regarding public education and outreach efforts related to stormwater management.
- I tracked Illicit Discharge Detection and Elimination (IDDE) Program information and updated IDDE Program documents
- I continued to work on GIS data input/updates to our system inventory.

Moonlight Brook Stormwater Investigation (nearing completion)

- I am coordinating with DPW and Environmental Services staff to tackle some system maintenance needs this summer, to follow-up on areas or pipe segments that Geosyntec flagged for maintenance or further investigation.

- I am working with Buildings & Grounds to install pet waste collection stations at select locations within the Moonlight Brook watershed.

Cushing Rd/Lubberland Dr Stormwater Improvements

- We received the fully executed loan agreement from the Clean Water State Revolving Fund (CWSRF) Program in June. I am working to finalize a scope of work for Underwood Engineers to assist DPW with permitting and final design and coordinate approval from NHDES.

Ash Swamp Road Culvert Replacement

- I meet monthly with NH Fish & Game and Wright-Pierce to review project status and grant funding for permitting, final design and construction for this project.
- Wright-Pierce developed sketch plans to show approximate areas for temporary and permanent property impacts on abutting properties. Rick and I are using these sketch plans in discussions with property owners.

Vactor Truck Replacement

- The Town was awarded grant funding from the Granite State Clean Fleets Grant Program through NHDES for the Vactor Truck Replacement project. As part of the grant award, quarterly reporting on project progress is required. I am tracking use of the existing truck for the next quarterly report (July – September).
- The mount for overhead lights on the new truck needs adjustment. We hope this can be done quickly so the truck can be returned and put in service.

Schanda Park Stormwater Planning

- VHB to develop a scope of work for stormwater planning and master plan development for Schanda Park and the adjacent Town-owned properties. We submitted a pre-application for this project to the CWSRF Program and a grant application to the Coastal Resilience Grant (CRG) Program. We received notice from the CRG Program that this project was selected for grant funding.

Solar Projects

- I continue to coordinate with various Town Departments to identify/pursue opportunities for solar energy and/or energy efficiency projects.

Pedestrian Bridge Rehab/Replacement

- We are still working with other Town departments to develop a rehab/replacement strategy in coordination with the Bay Rd Force Main Replacement project.

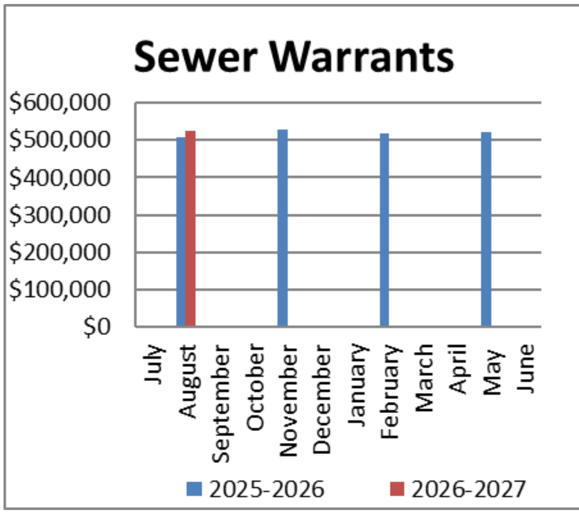
Regional Collaboration / Community Coordination

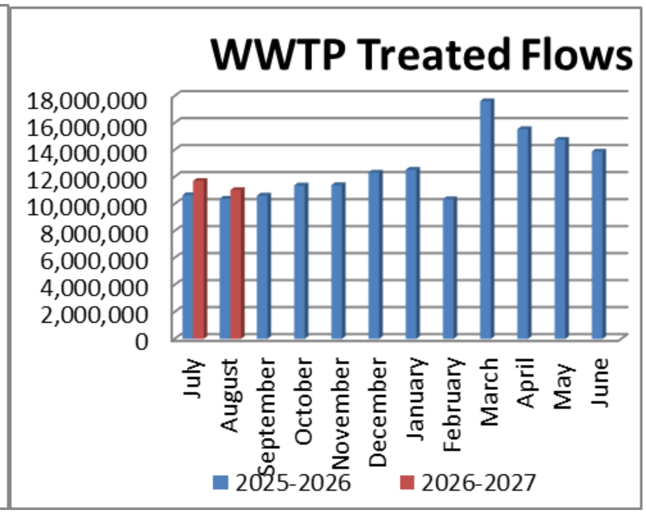
I participated in the following committee/organization meetings in August.

- Long-Range Planning Subcommittee
- Seacoast Stormwater Coalition
- Technical Review Committee – Proposed Subdivision for 200 New Rd
- Piscataqua Region Estuaries Partnership (PREP) – Tech. Advisory Committee

ENVIRONMENTAL SERVICES DEPARTMENT

Wastewater Department





The wastewater treatment facility treated 11,026,000 million gallons of water for August 2026. The facility removed 98.7% of the Biochemical Oxygen Demand and 98.7% of the total suspended solids. The facility discharges on average 2.1 mg/L of total nitrogen per day for a total of 195 total pounds of total nitrogen discharged for the month of August 2026.

The Wastewater Department received 505,450 gallons of septage for a total revenue of $50,545 in revenue from septage for the month of August 2026. The Wastewater Department has received 1,086,280 gallons of septage for a total revenue of $58,830 for fiscal year 2026.

Project:

1.) Bay Road Forcemain Project is in the design process. Town staff have been working on securing an easement from Bryant Rock so that the forcemain route can travel through Bryant Rock's parking lot. Wright-Pierce engineering continues to work on the design.
2.) Asset Management/Master Plan Project is making progress. We have completed evaluating the pumping stations and 600 manholes.

3.) The Water and Sewer Departments are working on its Supervisory Control and Data Acquisition (SCADA) systems to improve maintenance, asset management, and efficiency.
4.) Septage Station: The septage receiving station is progressing very well. Startup is scheduled for the first week of October 2026.
5.) Collection System Rehab Project: Granese has completed the excavation work. Final paving is scheduled to be done in September 2026. National Water main will be completing the lining repairs in October 2026.

Septage			
	2025-2026	**2026-2027**	
July	739,030	580,830	$58,083
August	614,350	505,450	$50,545
September	806,900		$0
October	841,870		$0
November	520,800		$0
December	247,550		$0
January	139,350		$0
February	151,430		$0
March	322,965		$0
April	777,650		$0
May	613,670		$0
June	779,190		$0
	6,554,755	1,086,280	$108,628

Solids Dewatering Report

Disc Thickener Report

Operating Time	1	Days
Total Run Hours	6.7	Hours
Total Gallons Pumped	11,279	Gallons
Average Feed Sludge %	0.98	%
Average Feed Sludge Temp.	22.9	Celsius

Average Filtrate %	0.16	%
Average Filtrate Temp.	22.7	Celsius
Average Capture Rate	83	%
Average Sludge Solids %	5.76	%

Screw Press Report

Operating Time	19	Days
Total Run Hours	321	Hours
Total Gallons Pumped	454,281	Gallons
Average Feed Sludge %	0.88	%
Average Feed Sludge Temp.	28.2	Celsius
Average Filtrate %	0.12	%
Average Filtrate Temp.	26.9	Celsius
Average Capture Rate	87	%
Average Sludge Solids %	22.65	%
Total Sludge Tonnage	72	Tons

Monthly Operations Report

Newmarket WPCF

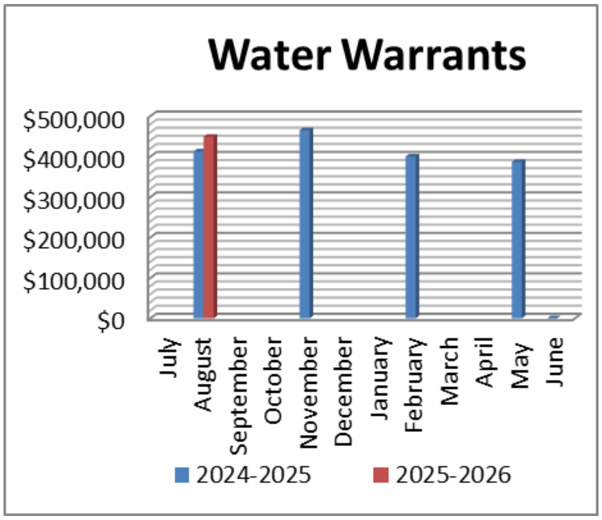
Permit # NHG580013

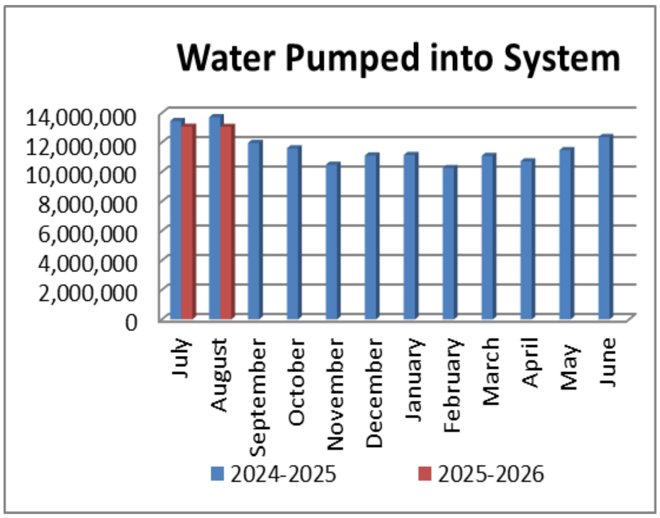
August-2026

Primary Operator Sean Greig

		Prec.	Inf. Flow	Eff. Flow MGD			BOD		TSS		Nitrogen	PH		Fecal	Enter	Chlorine	
		Inch	MGD	Min	Max	Total	Inf.	Eff.	Inf.	Eff.		Inf.	Eff.	Colif.	ococci	Residual	
1	Sat	0.0	.3416	.04	1.0	.3490						7.5	7.6	1	1	0.00	0.00
2	Sun	0.0	.3287	.04	0.7	.3490						7.5	7.5	<1	<1	0.08	0.08
3	Mon	1.20R	.3586	.03	0.7	.3490						7.5	7.4	163.8	11.0	0.00	0.00
4	Tue	0.30R	.4789	.01	2.0	.4780	324	4.5	312	4.6	1.4	7.5	7.4	<1	6.3	0.00	0.00
5	Wed	0.05R	.4029	.02	0.9	.4330		4.1		3.4		7.4	7.4	3.1	3.1	0.00	0.00
6	Thu	0.0	.3708	.04	1.0	.3590						7.6	7.4	21.1	8.5	0.00	0.00
7	Fri	0.0	.3623	.03	1.0	.3830						7.6	7.4	<1	36.8	0.00	0.00
8	Sat	0.0	.3706	.09	0.9	.3830						7.7	7.2	1	2.0	0.00	0.00
9	Sun	0.0	.3427	.06	0.9	.3580						7.8	7.5	<1	2.0	0.00	0.00
10	Mon	0.0	.3599	.03	0.7	.3140						7.4	7.4	12.1	5.2	0.00	0.00
11	Tue	0.0	.3548	.01	1.3	.3770	292	2.9	196	2.9	2.4	7.8	7.4	5.2	8.6	0.00	0.00
12	Wed	0.0	.3272	.06	0.9	.3600		3.1		2.8		7.4	7.5	3.1	4.1	0.00	0.00
13	Thu	0.10R	.3540	.06	1.4	.3600						7.4	7.4	4.1	20.3	0.00	0.00
14	Fri	0.0	.3624	.03	1.3	.3810						7.8	7.5	3	17.5	0.00	0.00
15	Sat	0.0	.3351	.01	1.0	.3330						7.8	7.1	3.1	3.1	0.00	0.00
16	Sun	0.0	.3173	.02	1.1	.3330						7.8	7.4	1	2.0	0.00	0.00
17	Mon	0.05R	.3411	.02	1.1	.3330						7.5	7.4	6.3	5.2	0.00	0.00
18	Tue	0.05R	.3522	.03	1.2	.3690		5.2		4.1	2.5	7.4	7.5	3	20.1	0.00	0.00
19	Wed	0.0	.3542	.01	1.1	.3440		4.4		3.9		7.5	7.5	2	13.2	0.00	0.00
20	Thu	0.0	.3446	.03	1.2	.3820						7.6	7.4	2	17.1	0.00	0.00
21	Fri	0.10R	.3453	.03	1.2	.3590						7.8	7.2	21.1	12.2	0.00	0.00
22	Sat	0.0	.3251	.01	1.1	.3250						7.7	7.6	4.1	12.2	0.00	0.00
23	Sun	0.01R	.3124	.00	1.0	.2730						7.8	7.4	18.7	13.2	0.00	0.00
24	Mon	0.30R	.3551	.00	0.8	.2940						7.8	7.6	23.8	16.0	0.00	0.00
25	Tue	0.05R	.3645	.01	1.1	.4000		3.5		2.5	2.1	7.5	7.7	15.8	14.6	0.00	0.00
26	Wed	0.0	.3427	.06	1.3	.3780		3.5		2.9		7.7	7.5	81.6	12.2	0.00	0.00
27	Thu	0.0	.3558	.04	1.1	.3780						7.7	7.5	8.6	7.5	0.00	0.00
28	Fri	0.0	.3549	.02	1.4	.3580						7.2	7.5	6.3	16.0	0.00	0.00
29	Sat	0.0	.3517	.02	1.4	.3580						7.7	7.4	<1	1.0	0.00	0.00
30	Sun	0.0	.3199	.00	0.9	.2880						7.5	7.4	307.6	2.0	0.00	0.00
31	Mon	0.05R	.3408	.00	0.8	.2880						8.9	7.5	2	<1	0.00	0.00
		2.98R	10.9281			11.026	616	31	508	27	8		7.1	725	Enterocc	0.08	
			.3525			.3557	308	3.9	254	3.4	2.1		7.7	24	Geo Mea	0.00	
						.4780	98.7%		98.7%			36.8		307.6	6	geo mean	5

Water Department





1.) Hydraulic Grade Line Study: The department is working with Underwood Engineers to complete this project. We will be running a test on the water system in September to verify the model.
2.) The Department is working on improving the water Supervisory Control and Data Acquisition System (SCADA). The purpose is to improve maintenance and operational data tracking, and to improve trouble shooting problems within the water system.
3.) Wickson Construction has decided not to perform the bid alt work for the Lead Service-Line Replacement Project. We plan on having the Newmarket Public Works and the Environmental Services Department work together to replace the remaining 8 services.

	PWS 1731010 - Newmarket Water Works						
	Water Quality Monitoring						
	Sampled By___	BMT					
		Monthly Monitoring For ___		Aug-26			
Site	Location	Date/Time	PH	Temp 'C	PO4 mg/L	Free Cl2 mg/L	Total Coliform
1	Lamprey	8/3/2026 0835	8.97	18.4	0.77	0.67	ABSENT
2	Racquet Club	8/3/2026 0900	7.42	21.3	0.31	0.12	ABSENT
3	L+M	8/13/2026 0945	8.17	21.3	0.58	0.09	ABSENT
4	Aubuchon	8/3/2026 0935	8.18	22	0.69	0.25	ABSENT
8	Public Works	8/13/2026 1000	7.77	21.9	0.62	0.44	ABSENT
9	Town Hall	8/13/2026 0925	8.2	20.2	0.73	0.59	ABSENT

Week	Well Site	Date/Time	PH	Temp 'C	PO4 mg/L	Free Cl2 mg/L	
1	Bennett	8/3/2026 0813	7.53	17.3	0.16	0.2	
1	Sewall	8/3/2026 0830	8.65	16.5	0.72	0.37	
1	MTWTP	8/3/2026 0926	7.55	14	0.58	0.63	
2	Bennett	8/13/2026 0755	6.99	17.4	0.12	0.2	
2	Sewall	8/13/2026 0830	8.77	16.6	0.65	0.38	
2	MTWTP	8/13/2026 0850	7.82	12	0.67	0.85	

Water system bacteria testing for August 2026 passed.

AUGUST WATER TOTALS 2026											
Date	Bennett 200 gpm		Sewall 250 gpm		MacIntosh 225 gpm		Tucker 250 gpm		Wells	WTP	Water Pumped
	Hrs	Gallons	Hrs	Gallons	Hrs	Gallons	Hrs	Gallons	Total	Finished Water	Into System
1	9.1	92,050	9.5	124,700	8.5	114,900	8.6	126,480	458,130	239,210	455,960
2	9.8	97,510	9.4	125,200	8.5	113,200	8.1	120,440	456,350	223,600	446,310
3	7.1	71,300	7.4	98,300	7.7	103,700	7.6	112,750	386,050	212,300	381,900
4	3.5	34,840	3.5	46,100	11.7	157,600	12.1	178,950	417,490	331,710	412,650
5	8.4	84,250	8.4	111,600	7.3	98,000	7.3	107,830	401,680	204,200	400,050
6	9.1	90,950	8.8	116,600	7.5	101,000	7.4	109,340	417,890	207,000	414,550
7	9.7	98,020	10.1	120,975	8.3	110,200	8.4	123,090	452,285	232,810	451,805
8	8.6	85,960	8.6	113,800	7.4	99,600	7.4	109,610	408,970	201,400	401,160
9	10.2	101,930	10.2	134,900	9.1	122,500	9.0	132,420	491,750	246,810	483,640
10	8.8	88,730	8.9	117,400	7.5	100,400	7.7	113,930	420,460	212,400	418,530
11	8.9	84,490	8.4	111,400	7.4	98,500	7.3	108,410	402,800	205,200	401,090
12	8.6	86,480	8.6	114,500	7.5	100,700	7.5	110,820	412,500	210,900	411,880
13	8.1	81,430	8.2	107,800	8.2	110,900	8.3	122,110	422,240	229,800	419,030
14	9.3	93,030	9.3	124,100	7.7	102,100	7.6	112,370	431,600	214,100	431,230
15	9.2	91,950	9.0	119,900	7.9	106,900	6.8	99,620	418,370	206,300	418,150
16	9.8	98,370	10.0	132,100	8.8	117,200	8.7	128,990	476,660	244,110	474,580
17	8.1	80,940	8.1	107,200	7.1	96,000	7.1	105,680	389,820	200,000	388,140
18	9.0	90,730	9.0	120,100	7.9	105,400	6.5	94,400	410,630	198,200	409,030
19	8.2	82,250	8.3	108,900	8.8	117,600	7.8	114,910	423,660	230,600	421,750
20	4.3	42,810	4.2	56,700	14.9	246,910	4.7	14,900	361,320	314,310	413,820
21	8.9	89,430	9.0	118,400	8.5	151,900	0.0	0	359,730	151,700	359,530
22	6.5	64,620	6.4	85,600	14.1	253,110	0.0	0	403,330	252,610	402,830
23	10.3	103,710	10.1	133,400	9.5	170,400	0.0	0	407,510	164,000	401,110
24	10.6	106,140	10.9	144,400	10.2	183,500	0.0	0	434,040	176,800	427,340
25	10.2	102,210	9.9	132,000	9.1	162,000	0.0	0	396,210	161,700	395,910
26	11.5	115,440	11.8	156,100	11.0	197,600	0.0	0	469,140	196,900	468,440
27	11.1	110,380	11.1	146,200	10.3	183,900	0.0	0	440,480	183,300	439,880
28	9.5	95,760	9.5	127,000	10.4	186,900	0.0	0	409,660	180,400	403,160
29	9.9	98,610	9.9	130,400	9.3	166,600	0.0	0	395,610	159,800	388,810
30	11.7	118,000	11.8	156,200	11.0	197,900	0.0	0	472,100	197,300	471,500
31	16.6	153,380	9.9	132,100	9.3	167,400	0.0	0	452,880	166,700	452,180
Total	284.6	2,835,700	278.2	3,674,075	282.4	4,344,520	155.9	2,247,050	13,101,345	6,556,170	13,065,945
AVG. Day	9.2	91,474	9.0	118,519	9.1	140,146	5.0	72,485	422,624	211,489	421,482
Max Day	16.6	118,000	11.8	156,200	14.9	253,110	12.1	178,950	491,750	331,710	483,640

BUILDING SAFETY, ZONING ENFORCEMENT AND HEALTH

For the month of August, this office issued 33 permits for a total of $8,850.00, conducted 76 permit related inspections, and closed out 35 permits.

The breakdown of building related permits issued in August 2026:

Permit Type	Number of Permits Issued	Estimated Costs	Permit Fees Collected
Single Family Dwelling and Duplex			
Mobile Home			
Multi-Family Dwelling			
ADU			
Residential Addition/Renovation	4	$ 378,000.00	$ 3,224.00
Residential Maintenance	7	$ 134,169.00	$ 1,446.00
New Commercial			
Commercial Addition/Renovation			
Commercial Maintenance	1	$ 28,000.00	$ 330.00
New Municipal			
Municipal Addition/Renovation			
Municipal Maintenance			
Porch/Deck	1	$ 15,000.00	$ 170.00

Garage	4	$ 190,400.00	$ 1,728.00
Shed			
Other Accessory Building			
Residential Plumbing	3	$ 14,000.00	$ 270.00
Commercial Plumbing			
Residential Electric	6	$ 34,689.00	$ 588.00
Commercial Electric			
Residential Gas	2	$ 2,359.00	$ 124.00
Commercial Gas	1	$ 1,765.00	$ 70.00
Residential Mechanical			
Commercial Mechanical			
Pool/Spa	1	$ 75,000.00	$ 650.00
Solar			
Telecommunications			
Dock			
Demolition	2		$ 200.00
Total	32	$ 873,382.00	$ 8,800.00

Zoning Board of Adjustment

The Newmarket Zoning Board of Adjustment met on August 10, 2026, at 7:00 pm in the Town Council Chambers. The ZBA held a public hearing for an application from the Town of Newmarket seeking a variance to permit the creation of non-conforming lot on real property with an address of 11 Creighton Street. After presentation by the applicant, the public hearing, and discussion by the ZBA, the ZBA voted to continue the meeting to September 14, 2026.

Respectfully submitted,

David Evans
Code Enforcement Officer and Zoning Administrator
Local Health Officer

COMMUNITY DEVELOPMENT

Planning Board

At the Planning Board's August 11, 2026, meeting, the Board adopted a new mater plan. The new master plan comprises 11 chapters and an implementation guide. This update concludes a two-year process which sought to update and add chapters that reflect the contemporary values and aspirations of the community.

Technical Review Committee

The TRC reconvened to review the updates made to the 200 New Road development project. The major outstanding issue identified during the review revolved around the intersection of groundwater and treated effluent from the proposed septic systems. A point of emphasis made by the Committee was for the applicant to provide a loading analysis to demonstrate how much nitrogen would be treated and exiting into natural waterways. The applicant is expected to update the plans based on the Committee's feedback and resubmit for comment prior to filing for Planning Board review.

Community Development

Riverfront Advisory Committee

The Riverfront Advisory Committee did not meet in August.

Conservation and Environmental Planning Efforts

The Conservation Commission continued its work on the Rosa project. The target closing date is still on track for September and October of this year. The work currently being performed is the surveying of the property, title research, and an updated appraisal of the Durham side of the property, which is one of the requirements from LCHIP.

Public Transportation Advisory Committee (PTAC)

PTAC did not meet in August. Nevertheless, the Planning Department and its consultant during the month of August engaged the community to collect qualitative data on wayfinding and signage options. This data will be compiled during the month of September and the results presented to the PTAC at their October meeting.

Financials

Fiscal Year	Budget ($)	MTD Transactions ($)	YTD Transactions ($)	Balance ($)	Spent (%)
2027	181,315.00	10,941.23	27,723.90	153,591.10	15.29
2026	167,111.00	9,889.67	30,167.05	146,833.62	18.05

FINANCE

Monthly Report to the Town Council:

This report will briefly explain the financial condition for the month of August.

1. Total revenue accrual for the month of August was 78% of budget, translating to $21,739,692.89 (prior year was 68%) of budget.

2. General Fund expenditures were 24% of budget or $3,016,264.25 (prior year was 23%). Overall expenditures are within the normal range for the period.

3. Total operating budget spending was at 25% or $4,630,540.77 (prior year was 25%), and the remaining budget amount at the time of this reporting was $15,138,956 vs $14,164,730 last year.

4. The monthly expenditure and revenue reports have a change in the general fund and enterprise fund sections and that is the addition of the Solid Waste department in the former and removal from the later. This is due to the termination of the Solid Waste Fund (07). To ease the readers ability to make a year-to-year comparison, the data from the various lines of FY2026's Solid Waste expenses (Fund 07) have been moved to be in the right hand columns of the Solid Waste General Fund data. The same has been done with the data in the revenue report.

5. The General Fund account balance was $13.9 million at month end. Interest paid on the Town's General Funds deposits, calendar year to date, was $220,029.19. The average collected balance in May was $16.4 million.

6. The OPEB/GASB 75 audit was completed for the current and following (projected) years. Our financial audit is currently in process with most of the work being completed, the team will return on the 17th of September to complete the onsite work. We were notified by the audit manager that the OMB has not yet provided Single Audit (federal funds) guidance to auditors nation-wide yet. This means our Single Audit is likely to be completed after the new year, similar to the prior year.

Financials:

	Budget	MTD Transactions	YTD Transactions	Balance	% Spent
FY2027	$330,693	$17,298.63	$87,781.62	$242,911.38	26.5
FY2026	$317,092	$15,837.06	$29,712.15	$260,154.85	18.0

INFORMATION TECHNOLOGY

Monthly Report to the Town Council: Information Technology

This report outlines the department's activities for the month of August.

Information Technology:

The IT support team received 35 user support requests translating to 33.26 hours of service, representing a slight decrease in the number of requests and an increase in the total time to resolution from the prior month. This month the larger duration for some of the requests was due to upgrades for a handful of system and one hard drive removal and destruction. The remainder were fairly routine end user support requests.

Multi-Media Services:

Facebook Performance

Both pages experienced declines in nearly every metric from July to August, with the exception of new followers on the Town of Newmarket page. The drop was more significant on the Town of Newmarket page in terms of reach and interactions. Newmarket Channel 8, on the other hand, saw a steeper decline in new follower growth. Social platforms, especially Facebook, tend to prioritize pages with higher recent engagement in users' feeds. Therefore, an initial dip in interactions can lead to lower reach and impressions the following month, which could explain why reach fell even more rapidly than interactions.

Here's a breakdown of our performance metrics for August:

<u>Town of Newmarket Page</u>
Reach: 4,952 individuals
Impressions (Views): 19,456
New Followers: 25
Interactions: 181

Page Visits: 568

<u>Newmarket Channel 8 Page</u>

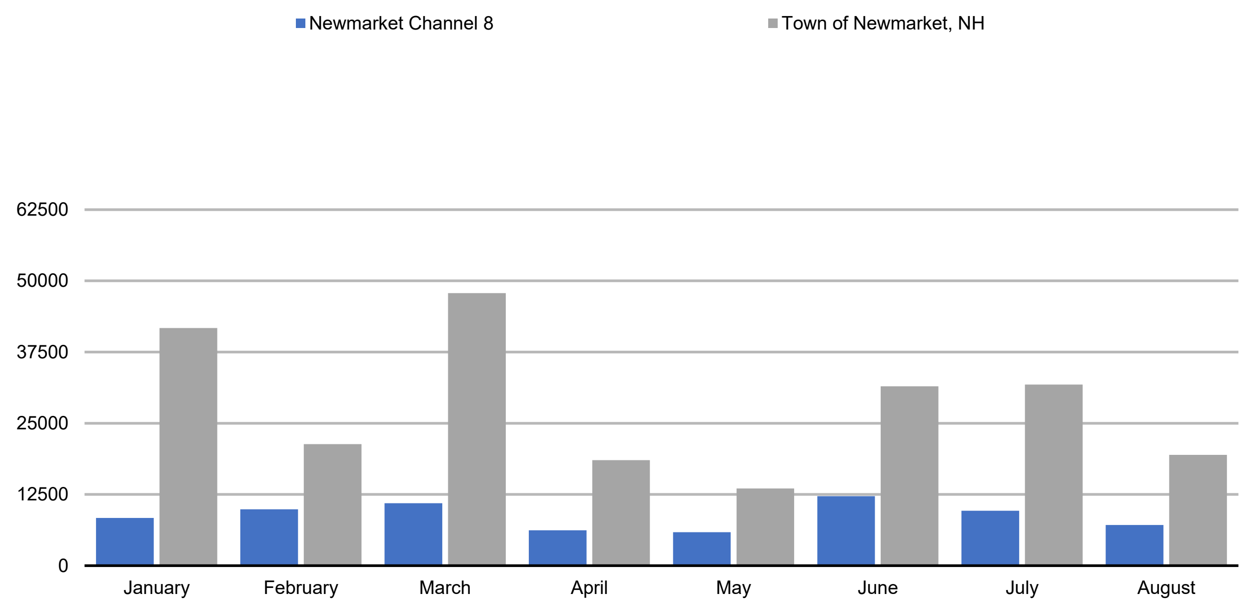
Reach: 2,682 individuals

Impressions (Views): 7,132

New Followers: 4

Interactions: 75

Page Visits: 128



YouTube Analytics:

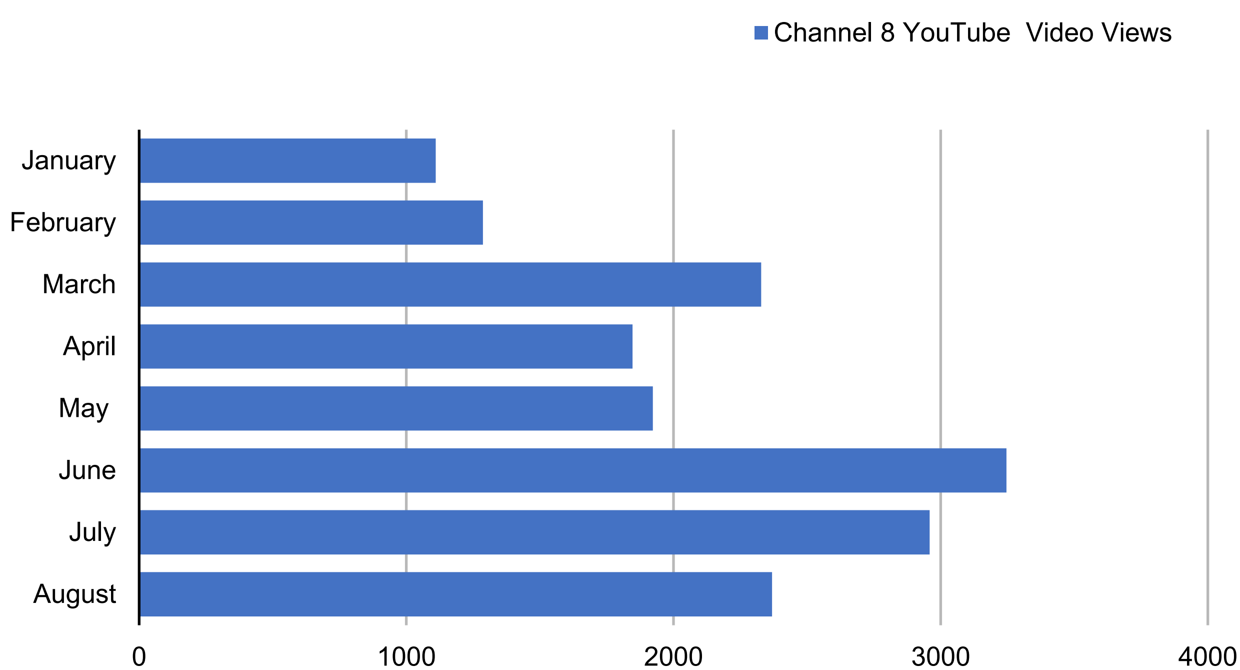
Overall, the video performance declined from July to August across most metrics, including total views, unique viewers, on-demand views, watch time, and new subscribers. However, Live Views stood out as an exception, almost doubling. This shift in viewing habits indicated a meaningful shift away from on-demand content towards live content, which is a key factor in attracting subscribers.

While total views dropped by approximately 20%, unique viewers saw a more significant decline of nearly 37%. Despite this drop, the average viewer in August watched more content per person compared to July, with roughly 2.35 views/viewer in August versus

1.84 in July. This suggests a smaller pool of viewers, but each one was somewhat more engaged.

August coincides with peak vacation season for much of North America, which typically leads to reduced consumption of on-demand media at home. This aligns with the sharp decline in unique viewers and on-demand views observed in August. Since new subscribers often originate from first-time or casual viewers discovering content, the simultaneous steep drop in both unique viewers and new subscribers is consistent with a reduced overall audience reach in August, likely exacerbated by the seasonal factors mentioned above.

Key Performance Indicators for August 2026:
Total Views: 2,369
Unique Viewers: 1,007
On-Demand Views: 1,763
Live Views: 606
Total Watch Time: 93 hours
New Subscribers: 6



Newsletter (Constant Contact) Performance:

Every core metric experienced a decline from July to August. Fewer emails were sent, and the rates that measure audience quality, such as the open rate and click rate, also softened, albeit only modestly compared to the significant drop in raw volume. This suggests that the primary driver of this decline is a smaller email list or fewer sends, with a secondary, smaller decline in engagement per email.

Reader attention tends to decrease during the summer months. Even among individuals who receive the email, summer vacations and travel often reduce the time they spend reading email newsletters, which can explain some of the softening of the open rate (from 53% to 51%) independent of subject-line or content quality. Additionally, the increased competition in inboxes and the lower urgency in August further contribute to the overall decline in the click rate (-10%) compared to the open rate (-3.8%).

Key Performance Indicators for August 2026:

Emails Sent	6,959
Emails Delivered:	5,891
Emails Open	2,993
Open Rate	51%
Total Clicks	531
Click Rate	9%

Financials:

	Budget	MTD Transactions	YTD Transactions	Balance	% Spent
FY2027	$356,658	$15,469.30	$112,501.02	$199,068.68	44.2
FY2026	$324,200	$15,000.93	$69,145.66	$211,279.34	34.8

Note: the numbers are the MIS and Media Services budgets combined.

TOWN CLERK – TAX COLLECTOR

TAXES	
Total Committed 2026	16,806,730
Total Uncollected 8/31/2026	293,359

TAX LIENS	2025	2024
	Deed 2028	Deed 2027
Property Tax	173,950	126,566
# Properties Liened	43	37
Uncollected 8/31/2026	112,778	70,641

TOWN CLERK REVENUE

	Year End 6/30/26	Year End 6/30/25	
Motor Vehicle	325,983	326,735	0.23% decrease
Town Non-MV	26,801	26,645	0.59% increase
State	126,205	107,959	16.90% increase

- Daily activity steady
- Preparing for State Primary Election on September 8, 2026
- Dog Licenses Due April 30th
  - 22 unlicensed dogs as of September 1, 2026

RECREATION

Financial (MUNIS Report) August Report

- **August General Fund Expenditures:** According to Munis the Recreation's Department's General Fund, we have expended $ 50,531 (14%) as compared to (14%) of the budget last year at this same.
- **August Rec Revolving Expenditures:** According to Munis the Recreation's Department's Revolving Account, we have expended $163,290 as compared to $178,352 for last year at this same time.
- **August Rec Revolving Revenue:** According to Munis the Recreation collected in the month of august $ 84,233 YTD compared to $ 115,919 in revenue at the same time last year. The reduction in revenue in the first month of this fiscal year means we did better this summer collecting owed summer camp dues prior to the end of the fiscal year.

Financial Closing 25/26 End of Fiscal Year Report

General Fund Year-End Summary:

- Approved 2025–2026 General Fund budget: $322,059.
- Year-end General Fund actuals: $325,754.
- Final year-end variance: $3,695 over budget.
- The department finished within approximately 1.1% of the adopted General Fund budget while continuing to support core recreation operations, seasonal staffing, community programming, facility use, and public events.

Revolving Fund Expense Summary:

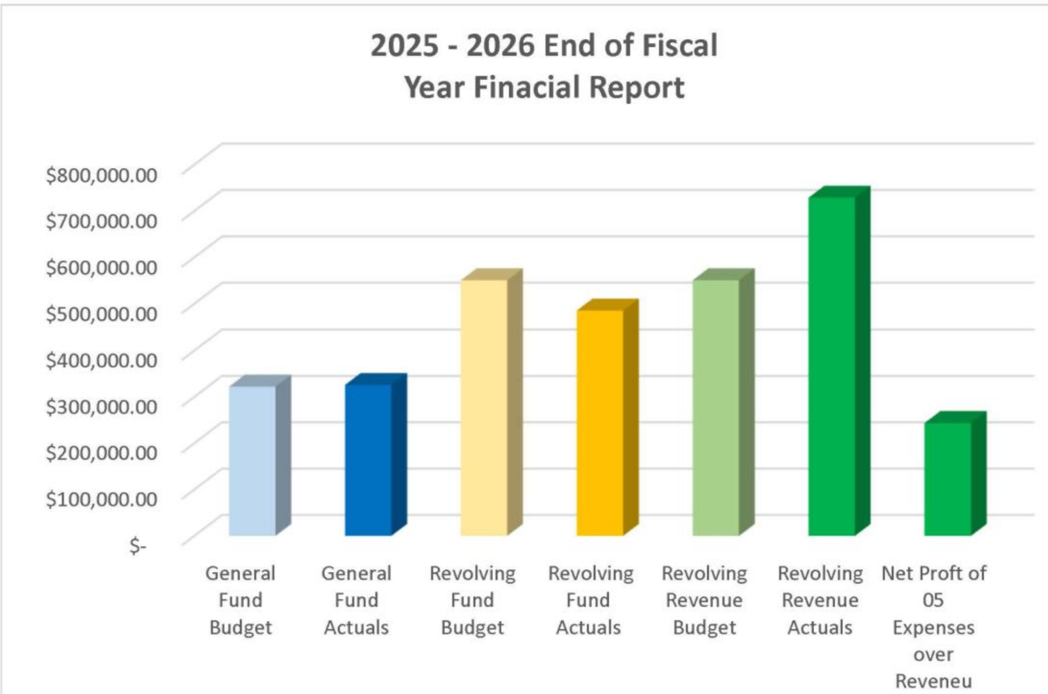
- Approved 2025–2026 Revolving Fund expense budget: $550,596.
- Year-end Revolving Fund actual expenses: $485,169.
- Final expense variance: $65,427 under budget.
- This reflects careful monitoring of program, staffing, facility, and event-related costs throughout the fiscal year.

Revolving Fund Revenue Summary:

- Approved 2025–2026 Revolving Fund revenue budget: $550,596.
- Year-end Revolving Fund actual revenue: $728,719.
- Final revenue variance: $178,123 over budget.
- Revenue exceeded projections due to continued demand for Recreation programming, facility use, summer operations, and community events.

Net Revenue Over Expenses:

- Revolving Fund actual revenue: $728,719.
- Revolving Fund actual expenses: $485,169.
- Net positive position from revenues over expenses: $243,550.
- The year-end report also reflects $178,123 in revenue above the original budget projection.



Summary: Overall, the Recreation Department closed the 2025–2026 fiscal year in a strong financial position. General Fund spending remained closely aligned with the adopted budget, Revolving Fund expenses came in under budget, and Revolving Fund revenues exceeded projections. These results provide a solid foundation for future budget planning, continued investment in programs and facilities, and thoughtful reinvestment into services that support Newmarket residents and the broader community.

Staffing Operations:

Summer Seasonal Staff: We said goodbye to our summer seasonal staff when Camp Wanna Iguana ended on August 14th. We were fortunate to have many experienced returning staff come back this summer, which brought consistency, leadership, and familiarity to our camp operations. At the same time, several long-time seasonal staff members have now reached the point where they are moving on to pursue career paths connected to their college studies or seeking higher-paying summer opportunities, such as nanny positions that can pay up to $20 per hour. As we plan for next season, recruitment and retention of qualified seasonal staff will continue to be an important operational focus.

Full-Time Staffing Update: We are pleased to report that, as of August, all full-time Recreation Department positions are now filled. This brings much-needed stability after a period of operational strain and allows the department to better support daily programming, seasonal planning, facility operations, and community events. We are excited to welcome new Recreation Manager, Kristina Patton, a long-time resident of Newmarket who has worked on and off with the Rec for the last 15 summer seasons. She was previously employed by NES as a Kindergarten Teacher Assistant. Please join us in welcoming her to the FT team!

Executive Meetings Attended (August)

- **Arts, Culture, & Tourism:** Discussion continues with the New Elm Street project.
- **Newmarket 300th Committee:** No Meeting held in August.
- **Newmarket Business Assn: Discussion on how NBA can collaborate with the NBA on the Elm Street project.**
- **Exeter Chamber:** In person meeting held at the YMCA on Exeter, brainstorming on the train station expansion. I also introduced a possible "Only an Uber Away" campaign with the Exeter Inn for those towns not in the immediate vicinity of the train station.

Recap August Community Events

Backyard Bash 2026: Another Community Night to Remember! This year's Backyard Bash was once again a tremendous success, bringing together more than 60 vendors, including local businesses, nonprofit organizations, food trucks, restaurants, and community groups from across Newmarket. Families enjoyed a wide variety of food options, steady activity throughout the event, and a strong community atmosphere from start to finish. Our headliner band Shuffle Mode brought great energy to the beer garden and helped set the tone for a fun summer night.

The Recreation Department also hosted our annual water balloon toss competition in honor of National Water Balloon Day, and Aqua Land remained open throughout the evening to help families cool off during the early heat. The Rec hosted two 250 themed events; The Yankee Doodle Dash for kids and the Minutemen Musical Chairs! The Carnival Zone, sponsored by local businesses, offered classic games for all ages, while Touch-A-Truck gave children and families a closer look at the police, fire, and rescue vehicles that serve the community. Despite the warm start, attendance remained strong, and the community's enthusiasm was carried through until sunset.

The evening concluded with strong raffle participation, record attendance, and one of the largest fireworks shows the event has hosted to date. Recreation would like to thank everyone who supported the event, with a special thank-you to the volunteers, sponsors, vendors, staff, and community partners who helped make the night possible. We also announced that Backyard Bash proceeds, after event costs, will be set aside to support the future development of an Outdoor Performance Venue - an announcement that was met with enthusiastic community support.

Arts in the Park Summer Concert Series: Arts in the Park finished off in August with 3 make up performances from local artists due to July rainouts. The two makeup shows were for TRUFFLE, and North Country Music Band. Both bands proved that makeup shows in late August can still bring in a considerable audience. Unfortunately, the weather this year made it hard for both the Rec, the band, and the public to make decisions on performances. In better news, our sponsorships and donations helped to ensure that we can continue to book 5 nights of bands for next year. Once again, special thanks to signature sponsor *Kennebunk Savings,* as well as corporate and community partners Cheney Companies, Main Street Corp, Lamprey Health Care, the 300th Committee, and The Pines of Newmarket**.**

Upcoming Community Events – Save the Date!

Revolutionary Rec Rumble (250th Celebration) — September 18th: In honor of the Town's historic 250th Anniversary milestone, the annual Great Bay Rec Rumble has been rebranded this year as *The Revolutionary Rec Rumble* and will be held on Friday evening, September 18th. We now have eight official teams of eight players each. This year's event will continue to incorporate historical themes from past iterations, including the Tea Party Tug of War and Wentworth Cheswill's Relay Race. Panzanellas has once again committed to hosting the post-event festivities. Full-time staff, part-time staff, and volunteers will assist with event logistics and refereeing.

Save the Date — Halloween Haunt, Saturday, October 24: The event page for the 2026 Halloween Haunt has been created and includes all of the festive details. Additional information will be shared soon as planning continues.

2027-28 Budget Season, Department Goals, and CIPs:

Throughout August, the Recreation Department continued preparing for the 2027–28 budget season with a focus on responsible long-range planning, sustainable operations, and continued investment in facilities and programs that serve residents of all ages. Following the loss of two full-time staff members last year, we have also reviewed salary levels and made adjustments toward market rates in an effort to remain competitive, retain trained staff, and support long-term departmental stability.

The Recreation Department's Goals were completed and forwarded to Steve for review. These goals focus on succession planning, streamlining and updating internal documents, forms, permits, and risk management-related forms for greater consistency, expanding marketing and community outreach efforts, advancing Master Plan capital projects already in the queue, and continuing thoughtful maintenance of heavily used recreation assets.

Capital Improvement Planning Priorities:

- **Rec Complex:** Continue evaluating long-term facility needs, including sport court feasibility, future indoor gym considerations as part of Phase 3 planning, and other opportunities to better support year-round recreation programming, athletics, and community events.
- **Playgrounds:** Prioritize replacement planning, accessibility improvements, safety surfacing, and age-appropriate equipment upgrades as existing playground infrastructure continues to age.
- **Aqua Land:** Continue offseason coordination with vendors and DPW to address operational issues, improve winterization procedures, protect the Town's investment, and strengthen reliability for future summer seasons.
- **Sunrise Sunset Center:** Continue planning for expanded senior and multi-generational space needs, including program growth, accessibility, and future facility improvements.

- **Schanda Park:** Continue planning for improved waterfront access, recreational amenities, an ADA-accessible kayak launch, and future enhancements that will strengthen public use of this expanded and important community asset.

These priorities will help guide Recreation's budget discussions and CIP submissions as we balance immediate maintenance needs with larger, multi-year investments that improve safety, access, revenue opportunities, and quality of life for the Newmarket community.

Recreation Facilities & Revenue Rentals

August Kayak Rentals:

- A total of 26 kayak rentals were completed in August.
- Most rentals took place at Schanda Park and the Piscassic Boat Launch, with one rental at Schoppmeyer Park.
- Rentals included 19 weekday rentals and 7 weekend rentals.
- DPW repaired a rack arm at Schanda Park so the rack can remain in use for the rest of the season.
- We will continue advertising rentals into the fall and hope interest remains strong as the foliage season begins.

August Indoor Facility Rentals:

- The old Beech Street facility, temporarily referred to as ***The REC Room*** — *Recreation, Events & Community* — had one weekend reservation in August, with additional interest expected as cooler weather increases demand for indoor gathering space.

Aqua Land Gazebo Rentals:

- The Gazebo was fully booked on weekends in August, hosting 30 parties, with several mid-week rentals as well. Several rentals were group reservations for camps and community organizations.
- Across the summer, Aqua Land hosted 87 Gazebo functions, primarily birthday parties and group rentals.
- Weekend availability remained extremely limited, and staff routinely had to turn away requests due to full bookings.
- Our Aqua Land Splash Pad Manager returned for her third summer, providing strong customer service and consistent weekend operations.

Fall Season Sport Fields:

- Field space continues to be a challenge as participation grows across school, NYAA, and Recreation athletics.
- Requests for additional field space have increased significantly.
- Youth and Recreation athletics continue to have limited access to the Leo Complex before 6:00 p.m.
- Beanie Field remains heavily booked between NYAA softball and soccer.

- Mule Field supported 14 teams across age groups, with field sizes adjusted regularly based on the groups using the space.

Summer Wrap up of Youth & General Programming

Camp Wanna Iguana comes to a Close for Summer: We wrapped up another great summer of Camp Wanna Iguana on 8/14. The theme of the summer was Retro-Rewind; we focused on different decades, attire and special events that went along with it! We had 240 campers registered between Rec 1, 2 and 3 as well as 52 half day campers throughout the course of the summer. Camp. Feedback from campers and parents alike was very positive. Many continue to praise the team effort, field trips, themes, variety of activities, all while being incredibly affordable. We will need to assess if we will continue to include 7th grade in Rec 3. At times, staff struggled to manage that group this summer with a larger range of abilities and needs. We had a great recap meeting with our full-time team and camp admin. We plan to address areas of the parent packet that need updates as well as increase our staff training.

Training (CIT) Program: Out of 8 participants, 3 were successfully retained as active camp volunteers to earn community service hours upon the completion of their CIT program. This cohort represents a strong pipeline for future paid Camp Aide positions next season.

Half-Day Art Camp: After our Wanna Iguana Camp ended, Ms. Erin returned for her very popular Half-Day Art Camp. Her week-long class ran 5 days from 9:00-1:00 and it sold out again this year! The children were busy and creative making art projects that included washi tape designs, designer spinners, fish suncatchers, zentangle on shells, rock painting and they ended the week with tie-dying! They had the opportunity to paint on canvas using acrylic paints. It was an art camp week favorite, and their final masterpieces were amazing! We are so fortunate to have an instructor to share her passion for art with our young community!

Fall Programming Prep and Programming:

Preschool Playgroup: Our preschool playgroup registrations are looking great with 17 children currently registered to attend our first playgroup session for either 1, 2, or 3 days a week. Our playgroup instructor Ms. Erin is excited to have children back and begin playgroup soon!

Misc. School-Year Programs Return:

- ChessKidz will continue this fall as an after-school program, with registrations still coming in.
- Several Pre-K and toddler programs are scheduled for the fall, including Music is Fun for Everyone, Wee Flip Gymnastics, and Little Art Explorers.
- Youth Cartooning with Ms. Erin will return for children in kindergarten through 5th grade. The four-week class is already sold out.

School Year Dance Programs:

- Hip Hop and Creative Movement classes will return this fall with Miss Erin.
- Ballet and Jazz with Miss Maddy will also return, with two class options: Twinkle Toes for ages 3–5 and Blooming Ballerinas for ages 5–8. Both Ballet and Jazz classes will run for eight weeks.
- Registration is still open, and both classes are already more than half full.

Fall Sports: Fall Sports registrations have been rolling in throughout the month! We have our Fall Sports starting up (Rec Soccer, High-5 Pre-K Soccer and Flag Football) shortly after Labor Day weekend. Our younger groups continue to have higher registration numbers, the majority of which come move right up from our High-5 program! We will look to bring in several parent volunteers, UNH practicum students and paid coaches to assist with the programs.

Play & Stay Afterschool Program: As we prepare for the August 27th start of school, Play & Stay registration opened in mid-August and continues to build. While many families typically wait until the first week of school to register, September enrollment is already at 45 participants, with an expected daily average of approximately 30 children. Staff are finalizing preparations for the program start-up, including daily routines, attendance procedures, enrichment planning, and transportation coordination.

Changes This Year Following the School's End-Time Adjustment:

- Rec participants and staff will ride Bus 6 with the other students assigned to that route.
- Play & Stay participants will first meet in the elementary school mini gym, where staff will complete attendance and confirm all children are accounted for.
- Once attendance is complete, staff will walk the group to Bus 6 together.
- The bus driver will reserve front seats for the Recreation group based on the daily numbers provided by staff.
- The bus will stop at Gordon Avenue first, then continue to the Recreation Center for Play & Stay drop-off.
- Staff will monitor the process closely as enrollment grows, since available bus space may become a concern depending on both Recreation and regular route ridership.

We are continuing to bring on additional staff for the first full month of programming and anticipate a team structure that includes 2 Team Leads, 2 Programmer Level 2 staff, and 2 Monitors. We are also planning to continue the popular National Days celebrations this year, giving participants a fun and educational way to connect activities to special observances. September highlights are expected to include National American Chess Day, National Skyscraper Day, National Dot Day, and more.

Adult Pick-Up Sports: Adult Basketball continued throughout the summer, primarily at NJSHS, but swapped over to NES once the floors were redone. Numbers have remained consistent with 12-20 participants. It has been great to see the program continue to grow! Pickle ball is still playing Saturday and Sunday mornings on the courts behind the Rec. The group will remain out as long as the weather cooperates and then will shift indoors again.

Adult Fitness at the Rec: Our adult programming class Body Burn continues with our instructor Sam MacDonald. She will also be offering a new class called Dance Fitness in September on Tuesday nights!

Sunrise Sunset Center 55+ Activity Center

Center Updates: August has been a busy month at the Sunrise Sunset Center despite summer schedules and folks traveling. Director Bethany Henry took several days off, but volunteer leaders stepped up to keep activities running as scheduled. We've welcomed several new members and had folks bringing along friends to visit. The Fall Breeze Newsletter was released and was greeted with much enthusiasm! The garden has been in full swing producing tomatoes, cucumbers, melons, and fresh herbs. And our lending library has been expanded to include Large Print books which has been well received!

Trips: Sign-ups for new trips opened this month and multiple trips sold out within a few days! And the center also hosted multiple meet-up outings, with trail walkers at Odiorne

Point State Park and the Doe Farm Trail, and then a group gathering at the Beach Plum in North Hampton by the beach to enjoy some ice cream and the sea breeze!

Programs: We hosted a new program this month, a "Coffee and Chat" with senior care providers coming to the Sunrise Center to answer questions in an informal setting. This was well received, and we are discussing hosting it again in the Spring. The Bone Builders program threw a party to celebrate and say goodbye to long-time volunteer Jan G. who is stepping back from leadership after 20 years. And the Mahjong group has been busy preparing for an upcoming fall class for beginners.

Events: The Sunrise Center had several volunteers at the Backyard Bash providing free face painting and representing the center. This was a wonderful event celebrating Newmarket and getting folks all together! We then hosted our annual Luau celebration, which we expanded to be multi-generational, with several members inviting their grandchildren along to enjoy the ukulele music and the Newmarket Splash Pad together! We wrapped up the month with a low-key ice-cream social, celebrating summer by serving up lots of treats to a full house! Folks very much enjoyed the ice cream as well as getting to connect and socialize with one another.

Respectfully submitted by

Aimee Gigandet and the rest of the Rec Team!

HUMAN SERVICES – TOWN WELFARE

The Town of Newmarket Welfare Department supported clients in need with direct assistance and identified appropriate referrals to resources so they could access support for their households' emergency and life-sustaining needs. The annual trend for August continued, and we received many new inquiries and applications related to housing costs/shelter expenses and pending electric disconnects. Residents continue to express extreme anxiety and mental health diagnoses that impact their ability to provide for their basic needs, as well as concern and fear about how to navigate paths forward. Limited housing and the inflated costs of food, heat, and energy/fuel are all realities in Newmarket; sadly, the mental health crisis is, too, and more individuals and families who live on the economic margins are plagued with mental health issues and the inevitable health problems associated with aging.

In August, we processed 18 completed welfare applications, resulting in corresponding eligibility determinations. Historically, landlords in August threatened tenants behind on rent with eviction to encourage them to act and seek assistance if they are eligible; this is reflected in the number of inquiries and applications we received this past month. Eversource has heightened its proactive efforts this past month to resolve overdue accounts before the Fall heating season, which drove many calls to this office and problem-solving efforts with clients regarding available resources.

During August, we had ongoing, lengthy discussions with many individuals and families, resulting in this office conducting advocacy for these folks to offer aid; these calls were in addition to 18 applicants. Many residents are scared and concerned about the cost of heating fuel for the upcoming heating season, and this office is deeply troubled by the upcoming burden on our departmental budget line and the potential negative impact on the local senior population (we can't help but be concerned about those folks who do not apply and remain unknown to this office or other resources). The local Community church actively assists residents to alleviate the burden on Taxpayers and helps those residents who may not qualify for Town General Assistance; the church community is an invaluable resource to the Town of Newmarket.

As we head into the Fall and the colder months, this office will continue to meet the critical demands of our vulnerable residents who may suffer from mental illness, be of advanced age, or face an economic pitfall. Our department will meet the Town's legal and ethical responsibilities while striving to limit its impact on the local taxpayer. We are motivated to apply the NH RSA's regarding local general assistance diligently and consistently, while remaining compassionate, empathetic, and resourceful in assisting those residents in need.

Respectfully Submitted,

Heather Thibodeau -Welfare Director

Complete Applications for General Assistance Monthly Comparison

Month	**Completed Applications**	**Prior Year Completed Applications**
July 2025	14	—
August 2025	24	August 2024 17
September 2025	26	September 2024 24
October 2025	28	October 2024 26
November 2025	18	November 2024 14
December 2025	11	December 2024 10

January 2026	23	January 2025 41
February 2026	10	February 2025 33
March 2026	34	March 2025 31
April 2026	29	April 2025 18
May 2026	26	May 25 19
June 2026	20	June 2025 17
July 2026	12	July 2025 14
August 2026	18	August 2025 26

Respectfully Submitted,
Heather Thibodeau
Welfare Director

LIBRARY

August saw the finale of our Summer Reading Program for all ages. Through the rest of the month, we shifted into 'back-to-school" mode along with the Newmarket Community. We'll be ready for homework support, study resources, and down-time entertainment as students of all ages get back to class.

NPL R.O.I !

In our ongoing tally of library services/ community benefits, August had a physical circulation count of 4,153 items which saved the Newmarket Community $103,825. Counting in our electronic offerings, that savings included an additional $98,795. Savings realized by using our statewide *inter-library loan* system added an additional value of $5,500 for items borrowed rather than purchased. August's full Community savings were over $208,000!

August Events:

Integrating Newmarket demographics as the
Sunrise Strummers *entertain at our SRP Finale*

During August, NPL offered 52 public programs across all age categories. These wide-ranging events served 691 individuals!

Attendance Highlights include:

Baby Explorers: 62 adults & infants over 5 sessions

Messy Mondays Art: 33 adults and children over 2 sessions

Page Turners Book Club: 10 adults took part in last month's discussion

Summer Reading Finale: 245 attendees of all ages!

During August we provided 38 museum passes (thanks, as always, to the Friends of NPL for supporting the museum pass program)

We also welcomed 59 new patrons last month with 75 card renewals. September is National Library Card month, and we are part of a NH challenge to sign up the most members. Tell your friends and neighbors!

Thanks for reviewing our August report. As always, our mission to serve the community in a welcoming environment is enacted daily by the hard work of NPL staff and volunteers.

Respectfully Submitted,
Andrew Richmond, NPL Director

TOWN OF NEWMARKET, NEW HAMPSHIRE

BY THE NEWMARKET TOWN COUNCIL

ORDINANCE NO. 02 – 2026/2027

AN ORDINANCE AMENDING CHAPTER 10 OF THE CODE OF THE TOWN OF NEWMARKET, NEW HAMPSHIRE; ELECTIONS - ALLOWING THE LIMITED PLACEMENT OF POLITICAL SIGNS ON DESIGNATED TOWN-OWNED PROPERTY

THE TOWN OF NEWMARKET ORDAINS:

1. Purpose

The purpose of this ordinance is to amend Chapter 10 to do the following:

- Allow political signs on designated Town-owned property for a limited period before and after specified voting sessions.
- Establish uniform size, placement, safety, removal, and enforcement requirements for those signs.

2. Amendment

Chapter 10 is hereby amended by adding the following:

Amendments are in **bold.** Deletions are ~~struck through~~.

Chapter 10

ELECTIONS

Sec. 10-6. Political signs on designated Town-owned property.

(a) Authorization and designated property. Political signs may be placed on Town-owned property only in areas designated for that purpose by the Town Manager or the Town Manager's designee and only in accordance with this section. Any designation shall be administered in a content-neutral manner and shall provide equal access without regard to candidate, political party, or viewpoint.

(b) Permitted period. Political signs may be placed in a designated area beginning three weeks before any of the following:

(1) A New Hampshire state or federal primary election;

(2) A New Hampshire general election; or

(3) A Town of Newmarket voting session, including Town Meeting ballot voting, a special election, or another official municipal voting event.

(c) Removal deadline. Each political sign placed under this section shall be removed no later than five days after the conclusion of the applicable voting session.

(d) Maximum dimensions. A political sign placed under this section shall not exceed 24 inches in width or 20 inches in height.

(e) Placement and compliance. Each political sign shall:

(1) Be placed so that it does not obstruct a sidewalk, roadway, sightline, or access to a Town facility;

(2) Be installed and maintained without damage to Town property, landscaping, or utilities; and

(3) Comply with RSA chapter 664 and all other applicable federal, state, and local laws governing political advertising and signs.

(f) Removal by Town. Town staff may remove any political sign that:

(1) Violates a size, timing, or placement requirement of this section;

(2) Creates a safety hazard or interferes with municipal operations; or

(3) Remains on Town-owned property after the removal deadline in subsection (c).

(g) No endorsement. Permission to place a political sign on designated Town-owned property does not constitute endorsement by the Town of any candidate, political party, position, petition, resolution, referendum, or ballot measure.

(h) Effective date. This ordinance shall take effect fourteen (14) days after passage and publication of notice as required by RSA 47:18.

Introduced by Councilor Joe LaMattina.

First Reading *September 2, 2026*

Second Reading/Public Hearing *September 16, 2026*

Final Action by Council *September 16, 2026*

VOTING RECORD Date of Vote:	YES	NO	ABSTAIN
Councilor Glazebrook			
Councilor Conley			
Councilor Dornblut			
Councilor McShera			
Councilor Blackstone			
Vice Chair LaMattina			
Chair Ward			
Total Votes:			
Ordinance: Does | Does Not pass.			

Approved: ____

Brian Ward, Chair Newmarket Council

A True Copy Attest: ____

Terri Littlefield, Town Clerk

Town Hall
186 Main Street
Newmarket, NH 03857

Tel: (603) 659-3617
Fax: (603) 659-8508

Founded December 15, 1727
Chartered January 1, 1991

TOWN OF NEWMARKET, NEW HAMPSHIRE

STAFF REPORT

STAFF REPORT

DATE: September 2, 2026

TITLE: Ordinance No 02 – 2026/2027 Amending Chapter 10 - Elections

PREPARED BY: Town Manager Stephen Fournier

TOWN MANAGER'S COMMENTS – RECOMMENDATION:

Staff recommends that the Town continue to prohibit private campaign signs and other private advertising signs on Town-owned property, except where placement within a right-of-way is otherwise permitted by state law.

BACKGROUND:

The Town Council is discussing whether political campaign signs should be permitted on Town-owned property.

While allowing campaign signs may appear to provide additional opportunities for political expression, staff does not recommend opening Town-owned property for this purpose. Doing so would create policy, administrative, safety, maintenance, and appearance concerns and could make it more difficult for the Town to maintain a clear and consistent approach to private signage.

Staff believes the simplest and fairest policy is that Town-owned property is reserved for Town purposes and is generally not available for private campaign signs or private advertising.

DISCUSSION:

Staff does not recommend allowing political campaign signs on Town-owned property.

The primary concern is maintaining the neutrality of municipal property. Once the Town allows one candidate, campaign, or political organization to place signs on Town land, it must be prepared to provide the same opportunity to others and apply any rules consistently. This can quickly create questions regarding location, number, size, duration, enforcement, and equal access.

Allowing signs can also create the appearance that the Town is endorsing a particular candidate or position simply because a sign is located in front of Town Hall, the library, a park, or another municipal facility. This can be especially problematic with ballot questions. For example, the Town Council may support a bond issue while a private “Vote No” sign is displayed prominently on Town property.

There is also difficulty in distinguishing political signs from other forms of private expression. If Town property is opened for political signage, the Town may then face questions about why the same property is not available for business advertising, advocacy signs, nonprofit messages, private events, or other forms of signage. A general policy prohibiting private signs on Town property is easier to administer and reduces the need to make distinctions based on the content of a sign.

Safety and maintenance are also concerns. Signs located near intersections, driveways, crosswalks, sidewalks, or entrances can create sight-line issues or distract motorists. Signs can also interfere with mowing, snow removal, landscaping, and other municipal maintenance activities.

The appearance of public property is another consideration. During an election season, a few campaign signs can quickly become dozens. Town Hall, parks, traffic islands, and other public spaces could become visually cluttered and begin to resemble campaign sign locations rather than municipal property maintained for the benefit of the entire community.

New Hampshire law also distinguishes between Town-owned property and highway rights-of-way. RSA 664:17 generally requires the consent of the property owner before political advertising may be placed and contains specific provisions regarding signs within state-owned highway rights-of-way. As a result, right-of-way locations may require separate consideration based on ownership, road classification, and safety conditions.

For these reasons, staff believes the most consistent approach is to reserve Town-owned property for Town purposes and not make it available for private campaign signs or other private advertising. This approach maintains political neutrality, reduces administrative and safety concerns, protects the appearance of public property, and provides a clear rule that can be applied consistently

FISCAL IMPACT:

There is no direct fiscal impact associated with maintaining the current prohibition.

Allowing private signs on Town-owned property would likely result in additional staff time associated with administration, enforcement, removal, storage, maintenance, and responding to complaints.

RECOMMENDATION:

Staff recommends that the Town Council maintain a policy prohibiting private political signs and other private advertising signs on Town-owned property.

Staff believes this approach provides the clearest, fairest, safest, and most administratively practical policy while maintaining the political neutrality and appearance of Town property.

TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution #2026/2027- 4
Annual Lease Payment for Trackless MT7 Sidewalk Tractor

WHEREAS: The Public Works Department is paying for the Trackless MT7 sidewalk tractor through a lease agreement with Tax-Exempt Leasing Corp; and

WHEREAS: The annual payment for the Trackless MT7 sidewalk tractor is $33,765.20 to be paid using the Public Works Department capital reserve account; and

WHEREAS: The Public Works Department Capital Reserve Fund has a balance of $100,805.32 as of July 1, 2026.

NOW, THEREFORE, BE IT RESOLVED BY NEWMARKET TOWN COUNCIL THAT: The Town Manager is authorized to pay the Tax-Exempt Leasing Corp. annual invoice for the Trackless MT7 sidewalk tractor for $33,765.20, due August 28, 2026, with funds from the Public Works Department Capital Reserve Fund.

SPONSORED BY CHAIR WARD BY REQUEST

First Reading:	*September 16, 2026*
Second Reading:	*October 7, 2026*
Approval:	*October 7, 2026*

VOTING RECORD Date of Vote:	YES	NO	ABSTAIN
Councilor Glazebrook			
Councilor Conley			
Councilor Dornblut			
Councilor McShera			
Councilor Blackstone			
Vice-chair LaMattina			
Chair Ward			
Total Votes:			
Resolution: Does | Does Not pass.			

Approved: ____
Brian Ward, Chair Town Council

A True Copy Attest: ____
Terri Littlefield, Town Clerk

TOWN OF
NEWMARKET
NEW HAMPSHIRE

STAFF REPORT

DATE: Wednesday, September 16, 2026

TITLE: Resolution #2026/2027-04 - Annual Lease Payment for Trackless MT7 Sidewalk Tractor

PREPARED BY: Rick Malasky, Director of Public Works

TOWN MANAGER'S COMMENTS - RECOMMENDATION:
I recommend passage of this resolution.

BACKGROUND: The Town entered into a lease contract with Tax-Exempt Leasing Corp for the Trackless MT7 Sidewalk Tractor in FY2023. The first lease payment was authorized as part of the resolution approving that contract. The fourth lease payment for $33,765.20 is due on August 28, 2026.

DISCUSSION: The lease is for seven years and the annual payment is due in August. The Public Works Department Capital Reserve Fund has a balance of $100,805.32 as of July 1, 2026. The request from the Town Council is to withdraw the required funds from the department’s capital reserve fund balance to make the lease payment.

FISCAL IMPACT: The lease is for seven years and the annual payment of $33,765.20 is due in August. The Public Works Department Capital Reserve Fund has a balance of $100,805.32 as of July 1, 2026. The request from the Town Council is to withdraw the required funds from the department’s capital reserve fund balance to make the lease payment.

RECOMMENDATION: I recommend the Town Council approve paying the annual lease payment of $33,765.20 to Tax-Exempt Leasing Corp using the Department of Public Works Capital Reserve Funds.

DOCUMENTS ATTACHED: None

Stephen R. Fournier

CHARTERED JANUARY 1, 1991 **FOUNDED DECEMBER 15, 1727**

TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution #2026/2027- 7
Annual Lease Payment for Two International Dump Trucks with Plow Equipment

WHEREAS: The Public Works Department is paying for two dump trucks with plow equipment the through a lease agreement with Tax-Exempt Leasing Corp; and

WHEREAS: The annual payment for the two dump trucks is $50,783.97 to be paid using the Public Works Department Capital Reserve Account; and

WHEREAS: The Public Works Department Capital Reserve Fund has a balance of $100,805.32 as of July 1, 2026.

NOW, THEREFORE, BE IT RESOLVED BY NEWMARKET TOWN COUNCIL THAT: The Town Manager is authorized to pay the Tax-Exempt Leasing Corp. annual invoice for the two International dump trucks with plow equipment for $50,783.97, due August 15, 2026, with funds from the Public Works Department Capital Reserve Fund.

SPONSORED BY CHAIR WARD BY REQUEST

First Reading: *September 16, 2026*

Second Reading: *October 7, 2026*

Approval: *October 7, 2026*

VOTING RECORD Date of Vote:	YES	NO	ABSTAIN
Councilor Glazebrook			
Councilor Conley			
Councilor Dornblut			
Councilor McShera			
Councilor Blackstone			
Vice-chair LaMattina			
Chair Ward			
Total Votes:			
Resolution: Does | Does Not pass.			

Approved: ____

Brian Ward, Chair Town Council

A True Copy Attest: ____

Terri Littlefield, Town Clerk

TOWN OF
NEWMARKET
NEW HAMPSHIRE

STAFF REPORT

DATE: Wednesday, September 16, 2026

TITLE: Resolution #2026/2027-07 - Annual Lease Payment for 2 International Dump Trucks with Plow Equipment

PREPARED BY: Rick Malasky, Director of Public Works

TOWN MANAGER'S COMMENTS - RECOMMENDATION:
I recommend passage of this resolution.

BACKGROUND: The Town entered into a lease contract with Tax-Exempt Leasing Corp for two International Dump Trucks with Plow Equipment in FY2021. The first lease payment was authorized as part of the resolution approving that contract. The sixth lease payment for $50,783.97 is due on August 15, 2026.

DISCUSSION: The lease is for seven years and the annual payment is due in August. The Public Works Department Capital Reserve Fund has a balance of $100,805.32 as of July 1, 2026. The request from the Town Council is to withdraw the required funds from the department’s capital reserve fund balance to make the lease payment.

FISCAL IMPACT: The lease is for seven years and the annual payment of $50,783.97 is due in August. The Public Works Department Capital Reserve Fund has a balance of $100,805.32 as of July 1, 2026. The request from the Town Council is to withdraw the required funds from the department’s capital reserve fund balance to make the lease payment.

RECOMMENDATION: I recommend the Town Council approve paying the annual lease payment of $50,783.97 to Tax-Exempt Leasing Corp using the Department of Public Works Capital Reserve Funds.

DOCUMENTS ATTACHED: None

Stephen R. Fournier

TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution #2026/2027- 8
Annual Lease Payment for Engine 5

WHEREAS: The Fire Department is paying for Engine 5 through a lease agreement with Tax-Exempt Leasing Corp; and

WHEREAS: The annual payment for Engine 5 is $42,449.47 to be paid using the Fire Department Capital Reserve Account; and

WHEREAS: The Fire Department Capital Reserve Fund has a balance of $173,458.98 as of July 1, 2026.

NOW, THEREFORE, BE IT RESOLVED BY NEWMARKET TOWN COUNCIL THAT: The Town Manager is authorized to pay the Tax-Exempt Leasing Corp. annual invoice for the Engine 5 for $48,449.47, due November 20, 2026, with funds from the Fire Department Capital Reserve Fund.

SPONSORED BY CHAIR WARD BY REQUEST

First Reading: *September 16, 2026*

Second Reading: *October 7, 2026*

Approval: *October 7, 2026*

VOTING RECORD Date of Vote:	YES	NO	ABSTAIN
Councilor Glazebrook			
Councilor Conley			
Councilor Dornblut			
Councilor McShera			
Councilor Blackstone			
Vice-chair LaMattina			
Chair Ward			
Total Votes:			
Resolution: Does | Does Not pass.			

Approved: ____
Brian Ward, Chair Town Council

A True Copy Attest: ____
Terri Littlefield, Town Clerk

TOWN OF
NEWMARKET
NEW HAMPSHIRE

STAFF REPORT

DATE: Wednesday, September 16, 2026

TITLE: Resolution #2026/2027-08 - Annual Lease Payment for Engine 5

PREPARED BY: Rick Malasky, Director of Public Works

TOWN MANAGER'S COMMENTS - RECOMMENDATION:
I recommend passage of this resolution.

BACKGROUND: The Town entered into a lease contract with Tax-Exempt Leasing Corp for Engine 5 in FY2020. The first lease payment was authorized as part of the resolution approving that contract. The seventh lease payment for $42,449.47 is due on November 20, 2026.

DISCUSSION: The lease is for ten years and the annual payment is due in November. The Fire Department Capital Reserve Fund has a balance of $173,458.98 as of July 1, 2026. The request from the Town Council is to withdraw the required funds from the department’s capital reserve fund balance to make the lease payment

FISCAL IMPACT: The lease is for ten years and the annual payment of $42,449.47 is due in November. The Fire Department Capital Reserve Fund has a balance of $173,458.98 as of July 1, 2026. The request from the Town Council is to withdraw the required funds from the department’s capital reserve fund balance to make the lease payment.

RECOMMENDATION: I recommend the Town Council approve paying the annual lease payment of $42,449.47 to Tax-Exempt Leasing Corp using the Fire Department Capital Reserve Funds.

DOCUMENTS ATTACHED: None

Stephen R. Fournier