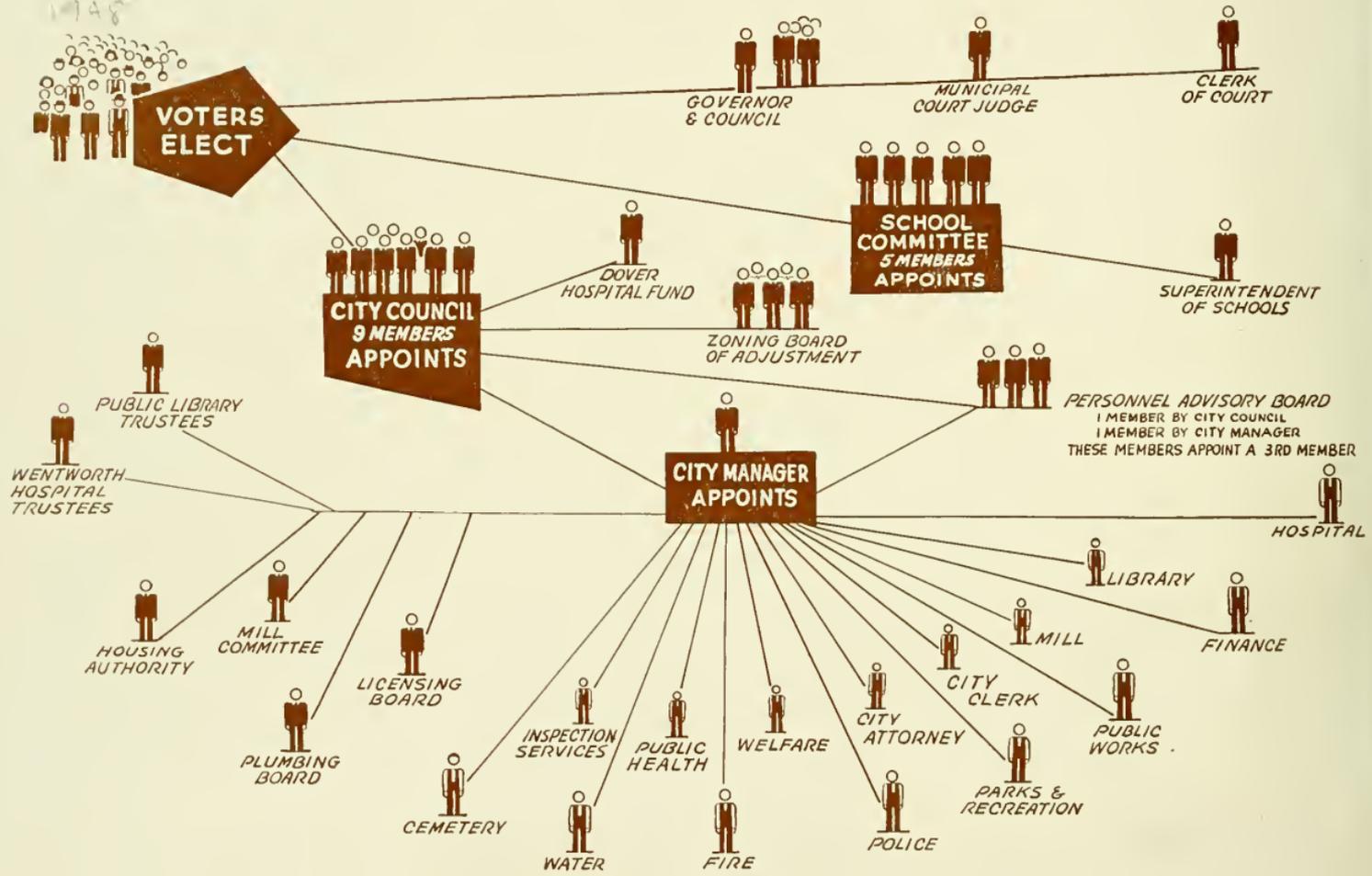


No 1 Mill

Annual Report
— 1948 —

352.07
D742
1948

CITY OF DOVER - MUNICIPAL ORGANIZATION



**TO THE HONORABLE COUNCIL AND
CITIZENS OF DOVER**

This is the first annual report under the Council-Manager form of government. It is a departure from the usual itemized list of expenditures and represents an effort to present in concise form departmental reports and an understandable picture of the City's finances.

An audit was made at the close of the year by the Robert Douglas & Company of Boston. Their detailed report is on file in the Finance office.

This first year has been a busy one and has witnessed a complete change in the method of operation of your City:

Employees are hired on the basis of fitness for the job and are protected under the provisions of a merit system.

The financial course of the City is guided by strict accounting and budgetary controls and the City now operates on a CASH basis.

A complete mapping and reappraisal of the City was started, so that each taxpayer will pay only his fair share of the cost of running the City.

Purchasing was centralized, bringing about a saving of approximately \$15,000.00 a year by pooling requirements and creating wider competition.

Street lighting was increased 35%.

Mill Heating Plant was put on paying basis.

Full time health inspection service was inaugurated.

No. 1 Mill was sold to company that will employ more than 600 people.

Above are some of the highlights of the year 1948. While we can take some pride in the accomplishments of the first year under the Council-Manager plan we are keenly conscious of the many problems that lie ahead.

To meet the need for new grade schools, water system improvements, sewer reconstructions, streets and improved services, and at the same time maintain a reasonable and stable tax, will challenge our best efforts in the years ahead.

Respectfully submitted,
Woodbury Brackett
City Manager



The Governing Body of the City of Dover

The City Council is the governing body of the City. Its nine members, who are elected at large on a non-partisan basis, adopt city ordinances, establish city policy and see that the City Manager, who is their appointee, conducts the affairs of the City to the best interests of the citizens.

The first inauguration held under the Council Manager form of government was observed on the morning of January 1, 1948, at eleven o'clock in the municipal auditorium. Ex-Mayor John W. Morrison presided at the inauguration. Following the Invocation by the Rev. Charles J. Leddy, Mr. Morrison outlined the history of the City in a brief address and then administered the oath of office to the following members of the School Committee:

| | |
|------------------|-------------------------|
| Thomas H. Keenan | Thomas C. Dunnington |
| Maurice A. Blais | Mrs. Kathleen G. Durkin |
| Dr. Irvin Lavine | |

The following members of the City Council were also administered the oath of office by Mr. John W. Morrison:

| | |
|---------------------|-----------------------|
| Dr. Simon G. Markos | Ernest W. Christensen |
| S. Judson Dunaway | Howard Mitchell |
| William Penn Tuttle | Ambrose E. Breen |
| Valentine D. Mathes | Frederick C. Smalley |
| Carroll E. Hall | |

The temporary Council Chairman, S. Judson Dunaway, delivered the inaugural address and the meeting adjourned after the benediction by the Rev. Edwin T. Cooke.

The adjourned meeting was held in the Council Chambers immediately following the inaugural at which time Dr. Simon G. Markos was elected Mayor

of the City of Dover and S. Judson Dunaway was elected Mayor Pro Tem.

Council Proceedings During The Year

January

Elected Dr. Simon G. Markos for two year term as Mayor.

Elected S. Judson Dunaway as Mayor, Pro Tem.

Authorized the City Treasurer to borrow \$600,000.00 on tax anticipation notes.

Created the Finance Committee of the City Council with all Councilmen as members.

Appointed Woodbury E. Brackett as City Manager.

February

Voted to cooperate with the University of New Hampshire on a government apprentice training course.

March

Authorized the City Manager to appoint five members of the local Housing Authority.

Abolished the Board of Police Commissioners, Board of Water Commissioners, Park Commissioners, Board of Cemetery Trustees.

Eliminated the Board of Fire Engineers and transferred that authority to the Fire Chief.

Created the Park and Recreation Department.

Abolished the Health Department and transferred refuse collection to the Public Works Department.

Authorized the City Manager to hire Public Administration Service to install an accounting system.

April

Eliminated the requirement that any building erected in the business district be two or more stories in height.

Council Activities

Established fees for auditorium rentals.
Established Council procedure rules.

May

Appropriated funds to assist the American Legion in conducting a convention in Dover.
Conducted public hearings on the zoning ordinance and the annual budget.

June

Approved a recommendation from the City Manager that city employees be included in the New Hampshire State Retirement System.
Passed the Parking Violation Ordinance.
Authorized the City Manager to contact firms specialized in reappraisal work.

July

Adopted Zoning Ordinance.
Adopted 1948 Budget.
Held Public Hearing on the 1948 Bond Issue for the total amount of \$112,000.00, of which \$52,120.00 was for the School Department.
Approved the 1948 Bond Issue.
Passed the Parking Meter Violation Ordinance.
Authorized the city manager to enter into a contract with the Cole-Layer-Trumble Company for a complete reappraisal of the taxable property in the City.

August

Authorized the City Manager to sell No. 1 Mill to the Clarostat Corporation for \$150,000.00.

September

Adopted the Merit Plan Ordinance which provided vacations, sick leave, job security and classified positions for all municipal employees.

October

Elected Mrs. Florence M. Dame as a member of the School Board.
Authorized the City Manager to publish a list of delinquent taxpayers.
Passed an ordinance establishing the fees to be charged by the Sealer of Weights and Measures.
Authorized the City Treasurer to advertise for bids on the 1948 Bond Issue.

November

Passed an ordinance governing the registration of bicycles.
Authorized the City Manager to have an audit made of all trust funds.

December

Authorized the City Manager to engage an auditing firm to examine all city accounts as required by Charter.
Approved the five members appointed to the Board of Trustees of the Wentworth Hospital by the City Manager.
Appointed one member of the Personnel Advisory Board.
Established the date for the Public Hearing on the 1949 budget.
Authorized the City Manager to request bids for 1949 tax anticipation notes.

| | | | |
|-------------------------|----|-------------------------|----|
| Regular meetings | 10 | Ordinances passed | 8 |
| Adjourned meetings | 2 | Resolutions passed | 60 |
| Special meetings | 14 | Public hearings | 6 |

City Clerk

Employees 2 Expenditures: \$10,972.48

Alfred J. Guilmette, City Clerk, reported a large increase in the revenues for his department.

The office of the City Clerk is the keeper of the official seal of the City, and is responsible for maintaining files of all ordinances, resolutions, deeds, contracts and other documents of the City.

A slight increase was noted in the number of deaths occurring with a total of 222 in 1948 as compared with a total of 217 in 1947. The number of marriages and births declined approximately ten per cent with 181 marriage licenses and 459 birth certificates issued during 1948. A three hundred dollar increase in the fees paid for dog licenses made \$1,424.61 available at the end of the year. This fund was transferred to the School Department in accordance with State law.

Total receipts from the office of the City Clerk reflected an increase of \$1,527.97 from the 1947 receipts, total receipts this year from the recording of all certificates, sales of licenses, etc., were \$4,422.45. Any public record may be examined in the office of the City Clerk during business hours.

Three elections were held in Dover during the year; the Presidential primary on March 9th with a total vote of 905; the State primary was held on September 14th with 1953 votes cast; on November 2nd 7318 votes were cast in the Presidential and State Biennial election.

The City Clerk's office became the mailing center for all departments with the installation of a postage stamp meter. This machine will eliminate the need for petty cash funds and quantities of postage stamps stored in each department and will provide an accurate record of the cost of handling official mail.

Public Health Department

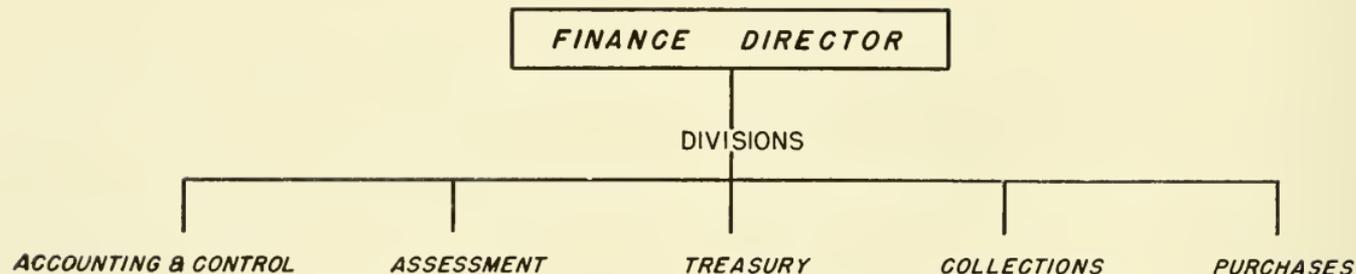
Employees 1 Expenditures: \$1,169.06

Sanitary Officer Arthur J. Mayo, B. S. Bacteriology, was appointed as head of the Public Health Department during 1948. The Sanitary Officer serves as chairman of the Board of Health which is composed of the City Physician, Dr. Robert D. Sall and Dr. Roland Bennett.

The Sanitary Officer inspects all restaurants, grocery stores, bakeries, schools and barber shops for conditions which might be detrimental to the health of the community. Dairy farms, pasteurization plants and milk distributing plants are regularly visited and the samples obtained on those visits are sent to the State Department of Health for analysis. These visits include inspection of farms many miles from Dover if they are selling milk for consumption in this community.

The Sanitary Officer also functions as Sealer of Measures and in this capacity he inspects all measuring devices used in the community for the sale of goods to the public. These devices include scales, gasoline pumps, milk bottles and other measuring devices. Scales and pumps that do not give correct quantities are adjusted or condemned.

Finance Department



Employees: Regular 7 Expenditures: \$15,979.16

Donald T. McDaniel was appointed as Director of the newly organized Finance Department during 1948. As illustrated above, all financial activities carried on by the City are placed in one department with various divisions to handle specialized functions. The coordinated financial activities together with budgetary controls and audits has enabled the City to be placed on a strict "pay-as-you-go basis."

The Department assists the department heads in preparing their estimates of the costs for each municipal activity and then has the responsibility of preparing the annual budget under the direction of the City Manager. A close watch on the budgeted activities is necessary and month-end financial statements are published which clearly show the status of each appropriation.

All monies received by the City are immediately deposited with the City Treasurer and even though bills are promptly paid—to take full advantage of cash discounts—they are closely checked by the Accounts Division of the department.

Following the reorganization of the accounting procedures, a major project of sorting, classifying and storing old records was begun. Upon the completion of this program, the old records were systematically arranged and stored on new shelves in the basement vaults.

The permanency of official records has been further assured by the use of new equipment in preparing the records. For the first time, the tax rolls and daily cash record are typewritten. The handling of parking meter receipts by the Treasury section rather than hiring a local bank to do this work has resulted in suf-

ficient savings to pay for a coin sorter and counter as well as to make final payment on the meters in December 1948.

The major capital investment for the department was the purchase of the Addressograph equipment pictured below. Some preliminary use was made of the addressing feature of the equipment on the 1948 tax bills. The task of preparing poll tax and property tax bills previously required approximately two months; full use of the new equipment will reduce this period to fifteen days. Still greater savings of time and

money will be possible in 1949 when the tax procedures can be coordinated for assessment, billing and collection.

The Finance Department is designed to serve the city government by gathering, sorting and recording financial information about our city. This information is then reported to the taxpayer in a manner that is easily understood and in such form that it can be used in the intelligent planning for the future progress of the City of Dover.



Police Department

| | | |
|-------------------|--------------|-------------|
| Employees: | Expenditures | \$52,456.84 |
| Supervisory | 4 | |
| Patrolmen | 13 | |
| Special | 4 | |

Andrew H. McDaniel, chief of police, reported a decrease in the number of arrests during 1948. The mission of this Department is the prevention of crime and the protection of the lives and property of the citizens. According to national statistics, each city should have one full time officer for each one thousand population. This figure would mean that Dover would need five additional patrolmen. The comparison of figures between 1947 and 1948 presents a good picture of the Police Department. Although the number of arrests throughout the nation increased during the past

year, the City of Dover shows a decrease from a total of 657 arrests in 1947 to a total of 469 arrests in 1948—this figure becomes significant only when the total number of complaints is examined. In 1947 there were 7,078 complaints received and investigated; in 1948 this figure dropped to 5,462 complaints received and investigated. During the year \$18,265.00 worth of property was recovered by the Department and returned to its rightful owners. There were twenty-two cases of breaking and entering of which eleven were cleared by arrest.

An item of civic interest in the report of the Police Department is that the most frequent cause for arrest was drunkenness with a total of 149 arrests.

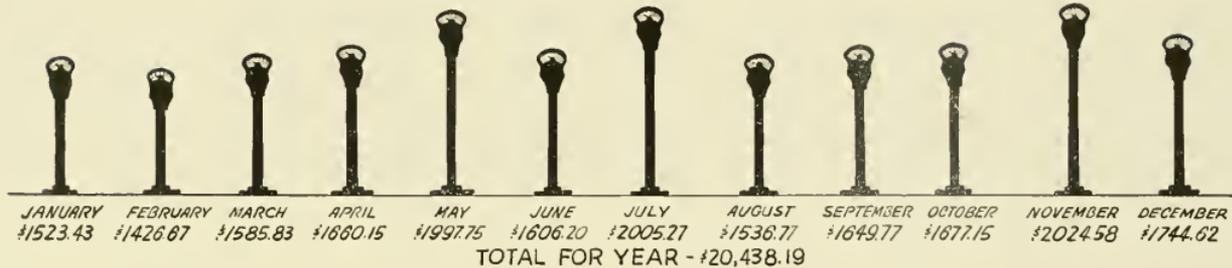
The Department also cooperates with the Welfare Department in the investigation and prosecution of non-support and neglect cases.

Offenses Investigated by Police

| | 1947 | 1948 |
|---------------------------------------|-------|-------|
| Breaking and Entering | 14 | 11 |
| Larcenies | 22 | 19 |
| Assaults | 9 | 24 |
| Non-support | 14 | 14 |
| Violations of Motor Vehicle Laws | 97 | 91 |
| All other arrests | 501 | 310 |
| | <hr/> | <hr/> |
| Total | 657 | 469 |



PARKING METER COLLECTIONS - 1948



Municipal Court

Employees 2 Expenditures: \$2,501.49

Ovila J. Gregoire, Esq., appointed as Judge of Municipal Court by the Governor with the consent of the Governor's Council, was presiding officer of Municipal Court during 1948. Charles W. Webb was appointed by Judge Gregoire as Clerk of Court. The Court heard 265 cases during the year, a decrease of 219 cases from 1947. Although a satisfactory decrease was noted in criminal and civil cases, the number of juvenile cases decreased by only six cases indicating that civic groups could do much valuable work during 1949 toward reducing this rate of juvenile cases.

| | | |
|-------------------|------------|------------|
| | 1947 | 1948 |
| Total cases | 484 | 265 |
| Receipts | \$6,131.00 | \$6,356.77 |

Law

Employees 1 Expenditures: \$1,453.12

T. Casey Moher was head of the Law Department during 1948. The function of City Attorney entails two distinct duties: As Municipal Prosecuting Attorney he prosecutes all misdemeanors in Municipal Court which sits at nine o'clock each morning, Monday through Saturday including holidays. As City Attorney he represents the City in all civil and criminal actions. The City Attorney is in constant liaison with the City Manager and heads of departments advising them on all legal matters. He is required to prepare ordinances, bond instruments and attend all Council meetings. Six major litigations were processed by the City Attorney during the year.

Library Department

Employees 6 Expenditures: \$15,903.64

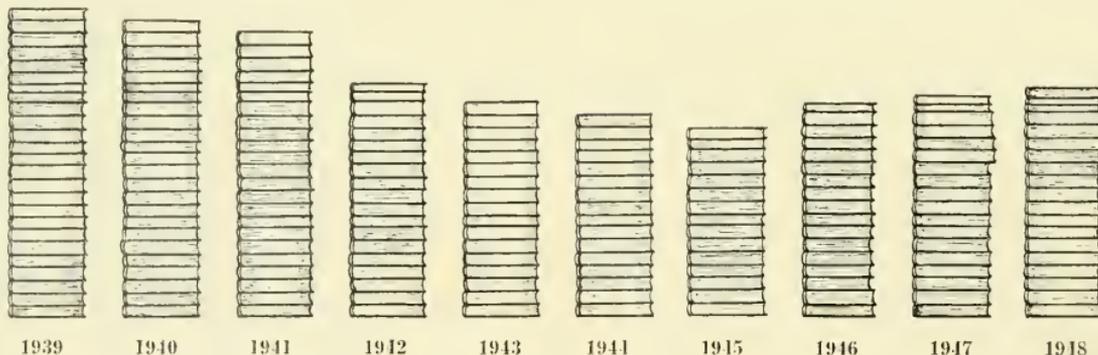
Miss Anne Elizabeth Leach, City Librarian, during the past year reports that the Library has become increasingly important to the community as the cultural center. Not only has the total circulation reached a new high after the busy war years, but, activities for children and adults have increased.

Several entire classes of school children visited the Library and viewed with interest the functions of the Library which they do not see on their regular visits to the children's room. The Library has cooperated with the School Department by making much material available for supplementary reading.

Miss Bessie I. Parker, children's librarian for fifty-two years of faithful and loyal service, passed away July 10, 1948, and her loss is greatly felt by all members of the community.

The Race Track and Blue Bird Reading Clubs were formed in the children's room and this assisted in raising the circulation figure for children's books by 2532 volumes more than in 1947.

The Book Review Round Table, an informal group of adults met every two weeks from October through April and served to increase the adult circulation of books.



The Second Annual Local Artists' Exhibit opened the fifteenth of November in the Lecture Hall and has attracted many visitors from the community.

The Encyclopedia Britannica and a seven volume set entitled "Lands and Peoples" constitute two major additions to the reference room this year.

The total circulation figure of 64,751 volumes when compared with the total inventory of books in the Library of 76,927, indicates that there is a good demand for the volumes that are available.

LIBRARY STATISTICS FOR 1947 - 1948

| | 1947 | 1948 |
|---|--------|--------|
| Registration of borrowers | 711 | 777 |
| Books purchased | 675 | 674 |
| Books donated | 356 | 74 |
| Books withdrawn | 71 | 275 |
| Circulation of books—adults | 45,104 | 44,117 |
| Circulation of books—juvenile | 18,102 | 20,634 |
| Pictures circulated | 387 | 1,105 |
| Number of newspapers received, daily and weekly | | 13 |
| Number of periodicals received weekly and monthly | | 119 |
| Visitors to the Historical room | 121 | 164 |



Street Lighting

One of the major developments of the city government in 1948 was the study of the street lighting problem. The survey was conducted by municipal officials, representatives of the Public Service Company and engineers from the General Electric Corporation. The results of this scientific survey was a well rounded plan for improving the lighting conditions in the city. This method of pre-planning good street lighting embraces three distinct advantages: (1) It requires a thorough survey of needs—present and contemplated; (2) a realistic recommendation for improvements based on those needs—establishing priority for locations where new lighting is most needed; and (3) the provision of the right amount of light, uniformly distributed and properly arranged, combined with adequate maintenance.

Central Avenue received the major concentration of lights as lights were replaced from Elliott Park to the junction of the Rochester-Somersworth Roads. In all, 223 new units replaced 164 units with an increase of 450,000 lumens (36% more light). New fixtures were also added on the Durham Road to Sawyer's Mills, on Broadway to the Rollinsford town line and on Portland Avenue to Guppy's Park. In some locations as many as six lights replaced one original fixture. Motor vehicle accident records indicate that accidents occurring after dark may be partially blamed on lack of illumination. This factor induced city officials to add six new sodium vapor traffic safety lights at the more dangerous intersections in the city. The program will continue as more and better lighting is being planned for every section of the city.



Fire Department

Employees:

Regular 12
 Call men 42

Expenditures: \$41,143.68

Edward F. Knott, Fire Chief, reported an increase in damage caused by fire during the past year. The \$2,727.61 increase made a total loss of \$15,892.55 on property having a total valuation of \$278,300.00. The small percentage of loss (approximately 5%) presents an encouraging picture of the principal operation of the department.

The main function of the department is to save life and property from the effects of fire. Dover's Fire Department realizes that fire prevention is the basic concern of the City, and it should be the concern of every citizen. During 1948 the Department made 385 inspections, many of which resulted in recommendations to remove hazards. This inspection service is available to any citizen upon request addressed to the Fire Chief. To prevent possible loss of life and avoid accidents, the Fire Department conducts and observes a fire drill in each of the school buildings. The methods and time of evacuation are checked and recorded.

Three lives were saved and two lost on calls for the rescue squad and resuscitator. The rescue squad answered several calls to remove small children from locked bathrooms, and to rescue small animals from precarious spots.

Carelessness seemed to be the major cause of most reported fires. Of sixty-four calls for grass and brush fires, investigation revealed that practically all were caused by careless actions. Defective automotive wiring and faulty gasoline lines resulted in twenty-nine calls for the department.

A major construction project was the replacement of approximately five miles of fire alarm wire on the Public Utility poles.

STATISTICS OF FIRE LOSSES

| YEAR | 1942 | 1943 | 1944 | 1945 |
|-----------------------------|--------------|----------------|--------------|--------------|
| Value of Building | \$191,000.00 | \$51,750.00 | \$436,847.00 | \$332,200.00 |
| Damage to Building | \$ 7,296.62 | \$ 7,033.44 | \$ 41,724.97 | \$ 55,227.84 |
| No. of Alarms | 250 | 254 | 256 | 212 |
| No. of False Alarms | 0 | 1 | 0 | 0 |
| No. of Building Fires | 13 | 13 | 25 | 22 |
| YEAR | 1946 | 1947 | 1948 | |
| Value of Buildings | \$156,000.00 | \$1,557,800.00 | \$313,390.00 | |
| Damage to Building | \$ 55,969.00 | \$ 16,430.57 | \$ 32,621.00 | |
| No. of Alarms | | 302 | 339 | 278 |
| No. of False Alarms | | 6 | 3 | 5 |
| No. of Building Fires | | 17 | 13 | 16 |



Welfare Department

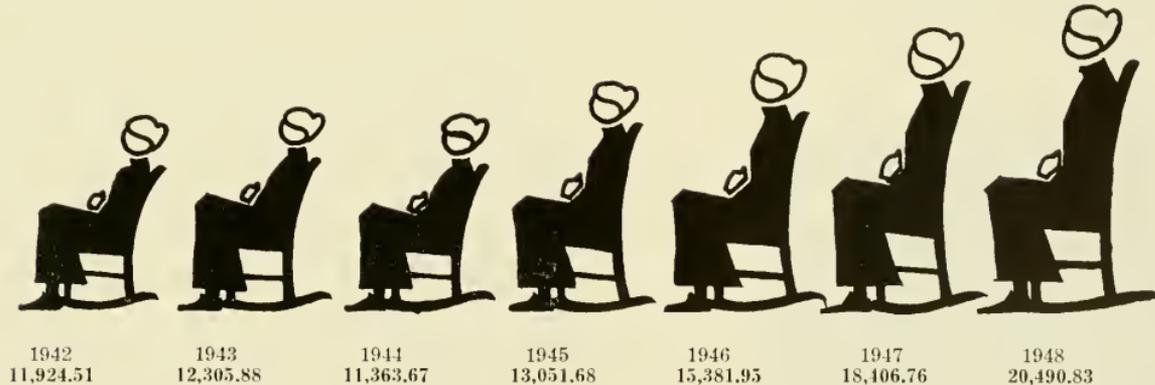
Employees 1 Expenditures \$44,180.16

The Overseer of the Poor, Mrs. Helena M. Dillon, was head of the Welfare Department during 1948. As Overseer of the Poor, Mrs. Dillon is responsible to the City Government for the planning, budgeting and control of funds appropriated for the Welfare Department. A large part of her time is spent in interviewing and investigating applicants for relief.

The Welfare Department reflected rising unemployment throughout this area with a 25% increase in the

number of cases handled. In 1947, 308 cases were given relief; the total increased to 416 cases in 1948. Total expenditures reached \$44,180.16, reflecting an increase of only \$2,874.98 over the expenditure for 1947.

The advancing average age brought to a new high the cost of operating the Old Age Assistance program. Although Dover pays only one quarter of the cost of each Old Age Assistance case, increased allowances due to the higher cost of living brought the total to a new high as indicated graphically below:



Planning Board

Employees: Part time 2 Expenditures: \$3,292.04

Franklin J. Bills was Executive Director of the Planning Board, a municipal agency set up in accordance with State law. The Board is authorized to make investigations into almost any conceivable matter affecting the welfare of the community at the request of the City Council, another municipal agency or on its own initiative.

The largest single project in the three-year history of the Planning Agency has been the drafting of a zoning ordinance, adopted by the City Council in 1948. A zoning measure, properly planned and administered, tends to aid the orderly and economical development and growth of the community by setting aside definite areas in the City for commerce, industry, agriculture and residential use. This ordinance is administered by the Building Inspector with appeal provisions to a five member Zoning Board of Adjustment.

The second major project started by the Planning Board concerns a study of traffic conditions. This study which will detail several possible solutions to the badly congested business

area will require several more months of research before definite conclusions are reached. In addition to the major projects, the Board is continually conducting day-to-day research and investigation for other city agencies on routine matters.

The Board is composed of nine members; six private citizens of the community and three ex-officio members; the City Manager, a representative of the City Council and the administrator of a municipal department.

Building Inspector

Employees: 1 Part time

Grant L. Davis, Building Inspector, reported an increase in authorized construction of \$20,121.00 for the year 1948, bringing the total estimated value of construction authorized to \$707,050.00 for the year.

The Zoning Ordinance, passed by the City Council during 1948 requires that the owner of property obtain a building permit before the use of land or building may be changed. All new construction or re-modeling of buildings must be approved by the Building Inspector. Fees for building permits are based on a \$1.00 per \$1,000.00 of estimated cost. Permits for new construction which would be contrary to the Zoning Ordinance are refused by the Building Inspector, but these cases may be appealed to the Zoning Board of Adjustment. During the year the Board held public hearings on ten appeals, granted variations from the ordinance in four cases and denied the remaining six appeals. One case is now being carried to the Supreme Court.

Two large construction projects were started during the year; an addition to the Broadway plant of the Kidder Press Company and an addition to the County Court House.

| Number of Permits Issued | Type of Work | Estimated Cost |
|--------------------------|---|----------------|
| 51 | 52 Single Residence | \$349,600.00 |
| 26 | Alterations, to add 52 apartments | 82,500.00 |
| 18 | Commercial | 45,000.00 |
| 3 | Industrial | 127,500.00 |
| 2 | Government | 79,250.00 |
| 35 | Miscellaneous | 23,200.00 |

135 Totals\$707,050.00



Park and Recreation Department

Employees: 4 regular
4 temporary

Expenditures: \$16,720.55

Donald Clark, Playground Director, reported that total attendance in the children's recreation program was 16,000. Each day a planned program under the supervision of three playground assistants was scheduled at Henry Law, Hancock and Woodman Parks. Two school busses were used to transport children to the Bellamy Swimming Pool for swimming and instruction in water safety. The Dover Recreation Association and the Moose Lodge sponsored a trip to a Boston Braves game for the members of the softball teams early in September. 184 games were played by the playground softball league during the season.

Winter Recreation Programs

The department maintains four skating rinks, one of which is pictured below during the Winter Carnival. The highlight of the winter program was the first annual Winter Carnival sponsored by the Dover Recreational Association which was held from Thursday, January 29 through Sunday, February 2. Miss Anita La Casse was crowned Carnival Queen by Governor Dale at the Ball opening the Carnival. Hockey, basketball and ski events occupied Friday evening, Saturday and Sunday afternoons, the ski slope area at Garrison Hill being filled with spectators and contestants. The members of the Garrison Outing Club sponsored the skiing events. The final event on the Carnival program was Ice Capers of 1948 skating show. Two thousand spectators viewed the show which made a fitting finale to an enjoyable three day program.

Playgrounds

Lawrence J. Myers, Park Foreman, is responsible for the maintenance and construction of park and playground facilities. Henry Law, Guppy, Woodman and Hancock Parks are used by both children and adult groups.

A girls softball diamond was constructed at Henry Law Park, three baseball diamonds were maintained at the other parks, and a new children's slide was added to the equipment at Hancock Park. A tree maintenance program was instituted to promote safety by the elimination of dead limbs from city owned trees. This work, previously contracted to an outside firm, was handled by regular department employees. Plans were made to engage a full-time Recreation Director to direct a full program of adult and children's recreation, however, no satisfactory applicant appeared.



Cemetery Department

Employees: 4 Regular Expenditures: \$19,694.61
 3 Temporary

Walter S. McDaniel as Superintendent of the Pine Hill Cemetery, reported a decrease in the number of interments from 131 in 1947 to 127 in 1948. The bodies of six Dover veterans were returned from overseas and buried with full military ceremony.

Time spent in mowing the extensive area of grass was cut in half through the purchase of two new power lawn mowers. A pick-up truck was added to the fleet of vehicles used in maintaining the cemetery.

The Ricker Memorial Chapel, scene of three funerals during the year, was damaged by vandalism in the spring. However, repairs were made and the woodwork and trim were painted.

Several sections of the cemetery were re-graded, and had stones reset as a part of the general improvement program.



Mill Department

Employees: 2 Regular Expenditures: \$53,039.36
 2 Temporary

Patrick C. Herlihy was appointed Stationary Engineer as Head of the Mill Department during 1948. The City of Dover is bound by lease agreements to supply live steam to tenants of the city owned Mills No. 2 and No. 3, and to the Clarostat Corporation.

The actual cost per unit of steam produced was determined and this department was able to go on a "pay-as-you-go basis" as far as heating operations were concerned. The charge of .90 per 1000 lbs. of condensate was adjusted to 1.80 per 1000 lbs. of condensate at the end of the heating season. Due to increased efficiency obtained through the purchase of new equipment it is expected that a charge of \$1.25 per 1000 lbs. of condensate will be used as a basis for billing in 1949.

The entire exterior woodwork, windows and trim were repainted and broken window panes were replaced.

Ernest H. Lewis, with many years of long and faithful service in the Mill passed away on November 2, 1948.

The Mill Department started a general clean-up and repair program to improve the service rendered to steam purchasers.

Water Department

Employees 13 Expenditures \$67,904.78

Walter C. Campbell, Superintendent of the Water Department, reports an increase of over 50,000,000 gallons of water supplied to residents of the City of Dover in 1948.

The major part of the operations of the Water Department was concerned with the installations of new services and the replacement of old services that were no longer suitable to be used in supplying the consumer with water. Eighty-six new services were installed.

A total of seventy-nine renewals were installed in 1948; an increase of twelve renewals over the 1947 figure. A total of 147 meters that had stopped were removed for repairs. This total represents an increase of 113 meters removed for this purpose over the 1947 total. The revenues of the Water Department are dependent upon efficient metering of water and a definite program has been started to inspect and repair all meters on a scheduled basis.

INCOME



| | |
|--------------------------|-------------|
| Total Income | \$87,275.23 |
| Meter rates | \$80,900.47 |
| Hydrant rental | 100.00 |
| Recovery from fire | 228.21 |
| Service charges | 6,046.55 |

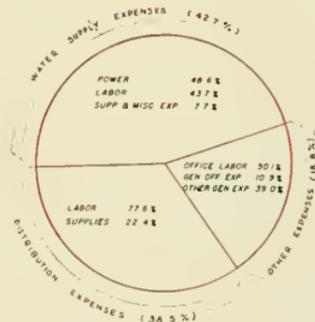
The new 66 ft. well at Barbadoes started delivering water on St. Patrick's day. This well, located in gravel, has a capacity of better than one million gallons per day, but at present is pumping approximately one-half million gallons per day. The water has a very low iron content compared with other local sources but a slight acidity has been noted; this condition will be corrected by the installation of a chemical feeder at the pumping station. Willand pond will now be held as a reserve for emergency use only.

Samples of the water are taken every two weeks and sent to the State Department of Health for a complete analysis. Reports of these analyses indicate that Dover is supplied with a good clean water. Installation of many new meters and several thousand feet of water main extensions are two of many problems which the Water Department will face in 1949.

Total gallons pumped:

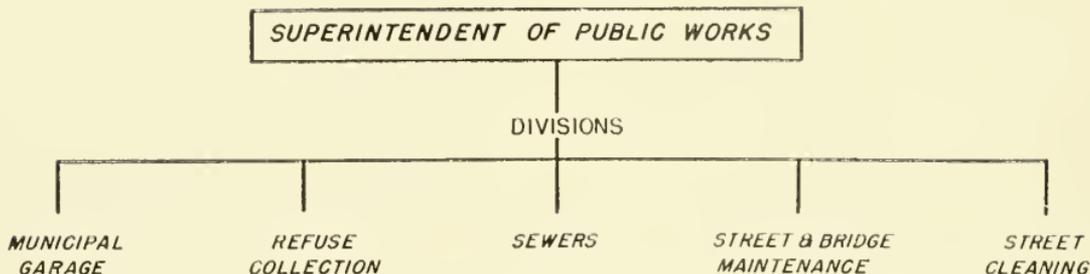
1947 400,046,000 gallons 1948 450,804,650 gallons

EXPENSE



| | |
|-----------------------------|-------------|
| Total Expenses | \$45,322.27 |
| Water Supply Expenses | \$19,366.99 |
| Distribution Expenses | 17,427.55 |
| Other Expenses | 8,527.73 |

Public Works Department



Personnel 36 Expenditures: \$141,540.20

Edward C. Smith, Superintendent of Public Works, reported that reorganization of this department as shown in the chart above was completed during 1948. The department is now divided into five divisions, each having separate functions.

The Public Works Department is the largest department under the Council and Manager and thus requires the largest appropriation to adequately maintain approximately 170 miles of streets and roads within the city limits; the seventy-five miles of sewers, approximately 500 catch basins, twelve bridges, and the upkeep of the motorized equipment necessary to perform the varying types of municipal service on a year round basis. The construction of new roads, sewer extensions and sidewalks must be adequately planned as new areas are developed for housing in this expanding community.

Municipal Garage:

This division maintains and services all city owned cars, trucks, busses and other motor equipment. Motor oil, gasoline, tires, batteries and other automobile supplies, purchased by sealed bids on a yearly contract basis, are issued by the gar-

age. Besides general vehicle maintenance, twelve major overhaul jobs were completed during the year.

On December seventh, a two alarm fire caused by a defective gasoline line, started in one of the trucks stored in the garage. The Fire Department responded and the blaze was confined to the one truck with minor damage to the building. Harold Potterton and Paul Chase, city mechanics, were commended by the City Council for their work in removing other equipment that might have been destroyed.

Refuse Collections:

The Refuse Collection division, a function added to the Public Works Department in 1948 was completely re-routed in order to obtain more efficient use of men and trucks used in collections. Approximately twenty-five loads per day are delivered to the incinerator and dump by department trucks while thirty-five loads are brought to the dump and incinerator by individuals and business concerns. All city roads and streets are covered periodically on a scheduled basis.

The division mourned the loss of Thomas O. Hathaway on August 29th, a long and faithful servant of the city.

Sewers Division:

The Sewer Division is charged with the maintenance of approximately seventy-five miles of sewers, new construction and extensions. The major sewer construction project was the laying of fifty feet of 24-inch pipe 16 feet deep under a building on Broadway. Four hundred feet of 12-inch pipe was re-laid during the reconstruction of Broadway, and 200 feet of 8-inch pipe was laid on Pearl Street. The present system of combined storm water and sanitary sewers is not adequate to handle the load during wet weather and also gives trouble during dry weather when the catch basins give off offensive odors. The division is planning several thousand feet of sewer extensions and new lines which will be completed during 1949.

Street and Bridge Maintenance:

The major construction project during 1948 was the reconstruction of approximately 400 feet on Broadway with a penetration type pavement. In addition to that, about two miles of gravel and tar surface was applied to Dover, Main, Portland and Ash Streets. Routine tarring operations consumed 35,000 gallons of tar and a program was planned to double the quantity applied in 1949. The twelve bridges maintained by the city were periodically inspected and repairs made as required.

In addition to street maintenance, many miles of sidewalk are maintained by the division. New construction of cement

sidewalks was started with 1,000 feet of cement applied on Locust Street, Central Avenue, Trakey Street and Hale Street during the year. Eight hundred feet of bituminous concrete were laid on Portland and Main Streets.

Street Cleaning:

One full time employee is assigned to street cleaning and sweeping. The business district is cleaned each day and the sweeper is then sent to various scheduled areas which cover all city streets periodically. A major development in street cleaning was the elimination of hand raking of leaves. A baling machine with a capacity of 60 bales in 15 minutes was hired and the bales were saved to be used in Park and Cemetery gardens. A front-end loader was also used to load trucks with leaves. These two pieces of equipment saved much costly expenditure in labor, the results being so successful that they will be used again in 1949.

New Equipment:

The picture below shows three new pieces of motor equipment acquired by the department during 1948. The four wheel drive Oshkosh heavy duty truck will be used in hauling and snow plow work while the 2½ ton Dodge and the Dodge pick-up will be used in general maintenance work. The department fleet includes thirty-two pieces of motor equipment.





NEW
SCIENCE
LABORATORIES



The Dover School Committee

Gordon L. Fox, Superintendent of Schools during 1948, reported several major projects that were completed during the year under the direction of the School Committee.

New Science Department:

The major project completed during the year was the complete renovation of the Science department at the High School. The pictures on the opposite page show the modern equipment, new asphalt tile floors, scientific lighting and new classroom arrangement. The renovation was financed by two bond issues provided by the City Council, \$6,000.00 from 1947 issue and \$35,000.00 from the 1948 bond issue. The new equipment will provide better training for Dover pupils entering college or nursing schools.

Fire Alarms:

In line with promoting school safety, new automatic fire alarms were installed in all school buildings.

Auto Driving Courses:

A dual-control car was obtained and a course of instruction started in automobile driving for high school students. Successful completion of the course included a license examination by the Police Department.

Adult Education:

More than 500 adults enrolled in evening classes at the High School. Courses of study included millinery dress-making, cooking, bookkeeping, widow-decorating, mathematics and stenography.

Americanization Class:

Adults of Dover seeking American citizenship received instructions in reading, writing English along with the principles of American democracy.

New School Bus:

A sixty passenger bus was purchased during the year to handle the increasing numbers of students transported to and from school. The larger bus will eliminate the use of two small busses for many school trips.

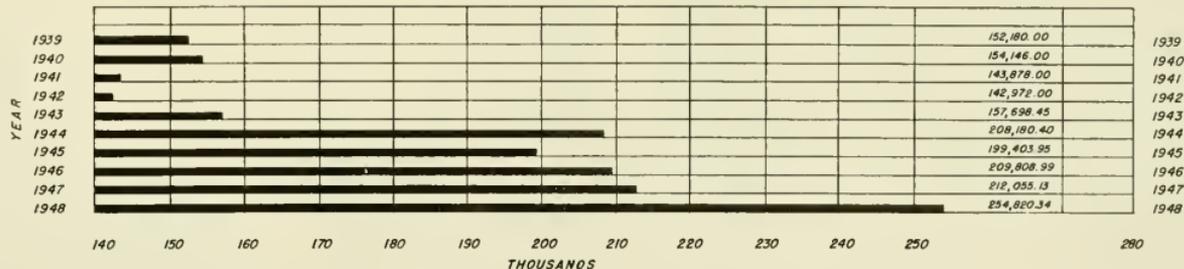
New Curtains and Lights for Stage:

New curtains and modern stage lighting were installed in the High School stage.

Maintenance:

Several classrooms were repainted and new lights were placed in many classrooms. Two fire escapes were installed at the Davis Vocational School. The High School cafeteria was completely repainted and furnished with new lighting.

CITY OF DOVER - APPROPRIATIONS FOR SCHOOLS





Wentworth Hospital Annual Report 1948

Operated by the City of Dover through a Board of Trustees, our hospital is, and has been, the health center for more than 50,000 people in Dover and surrounding nearby communities.

The Hospital is taken more or less for granted, being available when sickness or an emergency occurs. Its very presence in the community imparts to those in the area a secure feeling that their needs will be served when the occasion arises. Generally speaking, the thought does not occur to the average citizen until the need is actually there.

In order to substantiate the confidence which is placed in the local institution, there is a need to increase the capacity and services greatly. A good deal of time and effort has been spent this year by the Board of Trustees in studying every side of the Hospital picture and plans for new construction. It should be gratifying to the residents of the community that there are men on the Board of Trustees who very willingly sacrifice much time and effort to see that the people of Dover will be given the best type of hospital construction and service to be had.

The Wentworth Hospital operates a general type of service, although the records show that a considerable amount of special surgery such as eye, ear, nose and throat work is done there. There is at the present time facilities for 64 adult patients and 15 bassinets.

During the year 1948, 3,434 patients were admitted to the hospital making a total of 21,191 hospital days including newborn. These admissions showed a daily average of 58.05 pat-

ients. The percentage of occupancy was 69.10% for the year. The highest census for 1948 was 91 patients. The new hospital addition to be started in the fall of 1949 will provide more adequate and modern service.

The Medical Staff consists of 23 regular members. Of those 12 are surgeons and associate surgeons. Two specialize in Eye, Ear, Nose and Throat work. There are 11 physicians on the Medical Staff, one practicing Radiology and one practicing Pediatrics exclusively. The Dental and Consulting Staff consists of 16 members. There are 6 dentists on the Courtesy Dental Staff, and 10 specialists on the Consulting Staff. Because only men from Grade A medical schools who are well trained and qualified are eligible to join the Staff, a high type of medical and surgical service is rendered. The Wentworth Hospital is a member hospital of the American Medical Association, The American Hospital Association and accredited by the American College of Surgeons.

The Hospital also maintains a training school for professional nurses. At the present time the enrollment is at the minimum because of lack of housing space. In the near future, however, the hospital intends to acquire additional housing for the graduates so that a school of 50 students may be housed in the Nurses' Home which is both modern and comfortable. Many applications for admission to the school are received yearly, but because it is necessary to maintain high standards, only candidates who show sincerity of purpose, aptitude, and good ranks in high school or college are accepted. The school

is accredited by the State Board of Nurse Examiners, and a good scholastic record has been maintained since the beginning of the Nursing School.

There are 88 permanent employees on the payroll at the Hospital. Patient care is peculiarly resistant to the effects of mechanization. To tend the bedfast patient it still takes human hands and feet, human judgment and sympathy. Salaries to employees constitutes 50 per cent of hospital costs.

Today in order to attract personnel hospitals must compete with industry in rates of pay, in length of work, in paid vacations, in sick leave and in providing old age security benefits to employees, none of whom come under social security.

The Hospital depends upon the people of the City of Dover for its support. The income received from patients is not adequate to operate the hospital therefore a substantial appropriation from the city is required each year. In 1948 the operating income was \$201,865.25. The operating expenses were \$265,413.12, therefore a city appropriation of \$56,280.00 was necessary to continue its operation, with additional financial help from Trust funds.

The Balance Sheet is not the symbol of a hospital's success but it is the service it renders to those who are in need of it. A great deal of free service is given yearly. Every city case has to be cared for whether the hospital stay is for 1 week or 6 weeks, whether there is one patient or a hundred patients. The hospital assumes the responsibility for these cases under the name of "deficit". Outstanding accounts receivable which

are impossible to collect in some instances are also placed under the name of "deficit". It is certainly a "deficit" in dollars but the deficit is more than balanced by the humanity which inspires and renders necessary hospital treatment of people who have not the means to pay for it.

Laboratory Report

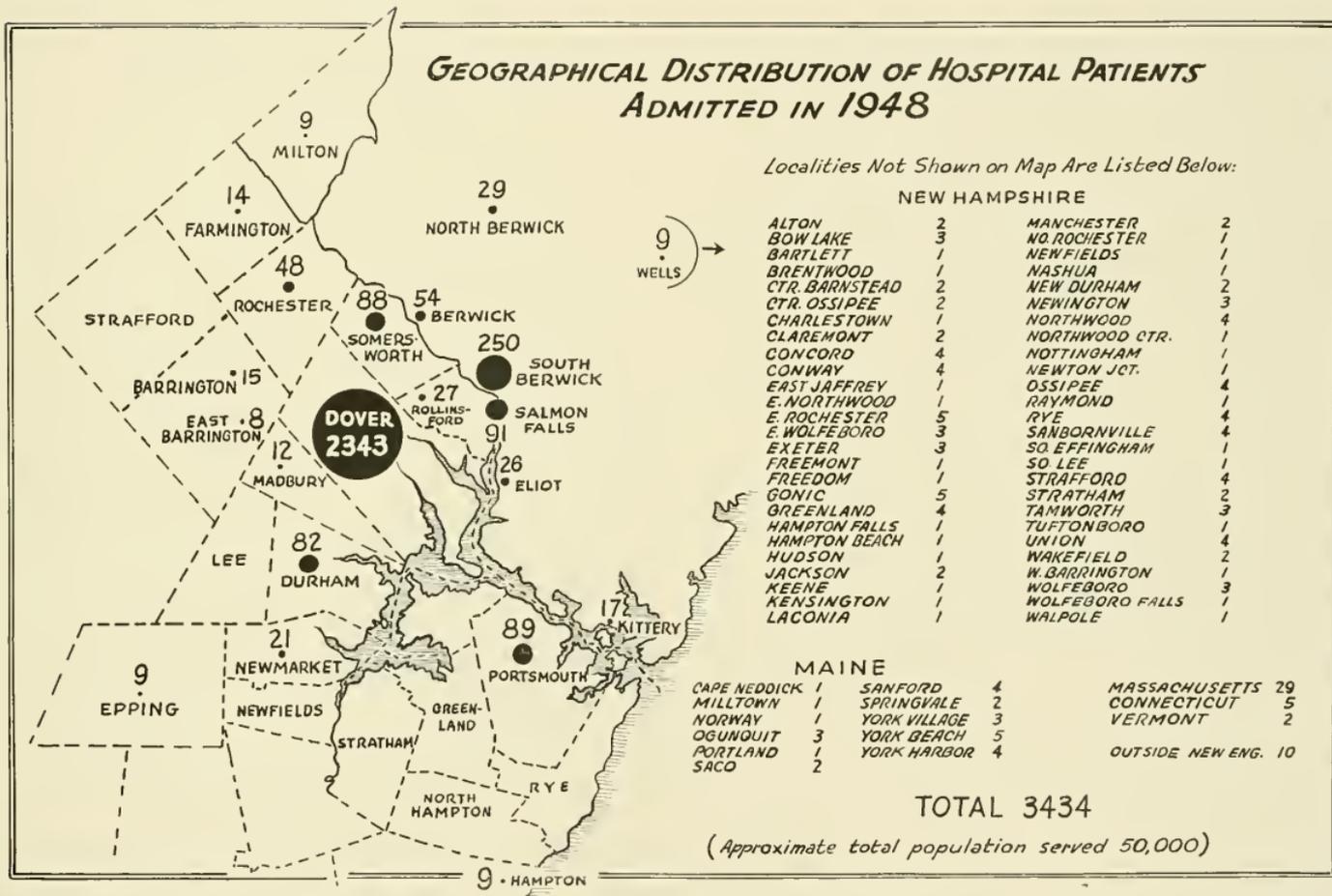
The increase in the work load and variety of laboratory procedures requested by the Medical Staff necessitated the addition of another full-time laboratory technician this year. The senior technician was able to participate in a course this fall conducted by the Pratt Diagnostic Hospital in Boston. The course consisted of newer techniques in blood chemistry, and it is fortunate that in the laboratory the personnel are aware and conscious of the need to constantly improve. The finest type of medical and surgical therapy can be accomplished only by accurate and reliable laboratory methods.

There has been added to the laboratory several items of equipment; namely, a new monocular microscope, a Dubosque colorimeter and a photo electric colorimeter, also viewing apparatus for RH factor determination.

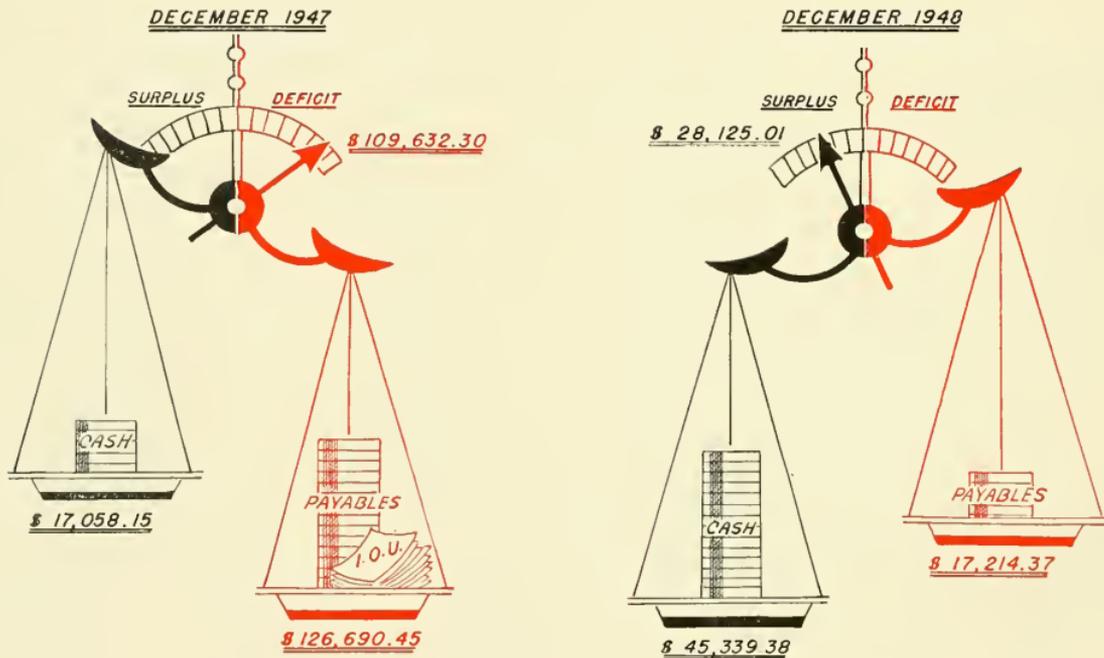
It is a desire that in the future a blood bank be established in the laboratory which would render a staff.

With the event of a new laboratory in the proposed hospital addition, a full-time clinical pathologist should be considered, thus supplying further valuable diagnostic information which is a vital requirement in rendering the best possible laboratory analysis.

GEOGRAPHICAL DISTRIBUTION OF HOSPITAL PATIENTS ADMITTED IN 1948



Dover operates on a "Pay-as-you-go" basis in 1948



THE ABOVE DIAGRAM REFLECTS THE "CASH" POSITION. RECEIVABLES ARE NOT CONSIDERED "CASH" IN ARRIVING AT THE DEFICIT OR SURPLUS AS INDICATED.

Robert Douglas & Company

Certified Public Accountants
50 Congress Street, Boston

April 6, 1949.

To the Mayor, Councilmen and City Manager,
City of Dover,
Dover, New Hampshire.

Gentlemen:

In accordance with your instructions we have examined the accounts and records of the City of Dover for the year ended December 31, 1948, and present our report herewith. We have examined the system of internal control and the accounting procedures of the city and, without making a detailed audit of all transactions, have examined or tested accounting records and other supporting evidence by methods and to the extent we deemed appropriate.

The departmental accounts receivable shown in the balance sheet are stated on the basis of lists submitted by the department heads concerned and were not confirmed by us. Insofar as taxes receivable are concerned, we examined the records of property taxes for 1948 and earlier years in considerable detail and made a comprehensive test confirmation of the unpaid 1948 property taxes. No reserve for loss through non-collection of taxes is provided against any of the tax accounts, although the poll taxes of 1948 and prior years will undoubtedly not be collected in full. However, it should be pointed out that revenues received

during the year are taken into account only when collected in cash; also, that the portion of the current surplus account which is attributable to tax or other accounts receivable is shown as reserved pending realization of the receivables.

In the middle of the year a new accounting system was introduced which was radically different from that employed by the city in the first part of 1948 and in earlier years. As a result, the preparation of a statement of revenues and a statement of appropriations for the full year has been rendered exceedingly difficult. In this respect your attention is directed to our comments later in this report on the statement of appropriations and to the footnotes on the statement itself.

In our opinion, subject to qualification as regards the collectibility of accounts and taxes receivable, the attached balance sheet and related statements of appropriations and revenues present fairly the position of the City of Dover at December 31, 1948, and the results of its operations for the year, in accordance with generally accepted municipal accounting principles.

Detailed comments on the balance sheet accounts and the related statements of revenues and appropriations with their supporting schedules will be found in the following pages.

Respectfully submitted,

ROBERT DOUGLAS & COMPANY,

By (signed) Edward S. Culver

Certified Public Accountant.

| | December 31, 1948 | December 31, 1947* |
|--|-------------------|--------------------|
| GENERAL FUND ASSETS | | |
| Cash on hand and in banks | \$45,339.38 | \$17,058.15 |
| Taxes Receivable | | |
| Property taxes—1948 | \$77,151.59 | |
| —Prior | 8,345.22 | |
| Poll taxes—1948 | 5,990.00 | |
| —Prior | 22,305.00 | |
| National Bank stock tax | 4.00 | |
| Unredeemed taxes from tax sales | 8,514.61 | |
| | <hr/> | |
| | 122,310.42 | 99,414.96 |
| Departmental Accounts Receivable | | |
| Public works | 2,977.31 | |
| Water accounts | 8,450.48 | |
| Hospital accounts | 56,288.11 | |
| Cemetery | 2,048.55 | |
| Mill | 15.00 | |
| School | 7,947.07 | |
| | <hr/> | |
| | 77,726.52 | 90,090.77 |
| Miscellaneous Assets and Advances | | |
| Notes receivable from sale of canning factory equipment | 2,500.00 | |
| Postage meter inventory | 72.82 | |
| Special advance to finance inventory and accounts receivable of public works dept. | 1,318.13 | |
| | <hr/> | |
| | 3,890.95 | 3,012.16 |
| | <hr/> | |
| Total General Funds Assets | \$249,267.27 | \$209,576.04 |
| TRUST FUND AND EARMARKED FUND ASSETS | | |
| Cash for earmarked funds | 79,777.19 | |
| Trust Fund Investments | | |
| Uninvested cash | 33,317.94 | |
| Deposits in savings banks | 285,333.21 | |
| Stocks and bonds | 220,889.14 | |
| | <hr/> | |
| | 539,540.29 | 458,295.01 |
| CAPITAL FUND ASSETS | | |
| Value of capital assets as measured by bonded debt or short term loans through which such assets were acquired | | |
| Mill properties | 150,000.00 | |
| Other capital assets | 378,700.00 | |
| | <hr/> | |
| | 528,700.00 | 466,800.00 |
| | <hr/> | |
| | \$1,397,284.75 | \$1,134,671.05 |

*Figures for December 31, 1947, assembled from various sources believed reliable, but without audit

Dover N. H.

TIVE BALANCE SHEET

| | | December 31, 1948 | December 31, 1947* |
|---|--------------|-------------------|--------------------|
| GENERAL FUND LIABILITIES AND SURPLUS | | | |
| Departmental Accounts Payable (Encumbrances) | | | |
| City proper accounts | \$ 6,753.31 | | |
| Water department | 1,477.32 | | |
| Wentworth hospital | 7,489.25 | | |
| Mill | 1,190.25 | | |
| Amounts withheld from employees for income tax and retirement | 304.24 | | |
| | <hr/> | \$17,214.37 | \$63,690.45 |
| Tax anticipation notes | | | 63,000.00 |
| Current Surplus | | | |
| (a) Available—as measured by the excess of cash over accounts payable | 16,125.01 | | 109,632.30 |
| (b) Appropriated—amount set aside for capital outlay by school department in 1949 | 12,000.00 | | |
| (c) Reserved—not available until the following receivables are realized: | | | |
| Tax Accounts | \$122,310.42 | | |
| Departmental accounts | 77,726.52 | | |
| Miscellaneous assets | 3,890.95 | | |
| | <hr/> | 232,052.90 | 192,517.89 |
| | <hr/> | 232,052.90 | 192,517.89 |
| Total General Fund Liabilities and Surplus | | \$249,267.27 | \$209,576.04 |
| TRUST FUNDS AND EARMARKED FUNDS | | | |
| Total earmarked funds | | 79,777.19 | |
| Trust Funds | | | |
| Principal | 390,643.12 | | |
| Accumulated income | 44,451.49 | | |
| Funds for hospital construction—principal and income restricted | 104,445.68 | | |
| | <hr/> | 539,540.29 | 458,295.01 |
| CAPITAL FUND LIABILITIES | | | |
| Notes payable to banks for purchase of mill properties | 150,000.00 | | 150,000.00 |
| Bonded debts | 378,700.00 | | 316,800.00 |
| | <hr/> | 528,700.00 | |
| | | <hr/> | <hr/> |
| | | \$1,397,284.75 | \$1,134,671.05 |

STATEMENT OF CASH BALANCES

December 31, 1948

| | |
|---|--------------|
| Strafford National Bank | \$ 16,412.54 |
| Merchants National Bank | 141,661.97 |
| Petty Cash fund | 305.00 |
| Protested cheques to be collected | 55.00 |
| | <hr/> |
| | \$158,434.51 |

| | |
|-----------------------|--------------|
| General | \$ 6,256.82 |
| Water | 8,261.91 |
| Cemetery | 1,664.49 |
| Hospital | 9,955.80 |
| School | 19,200.36 |
| Earmarked Funds | 79,777.19 |
| Trust Funds | 33,317.94 |
| | <hr/> |
| | \$158,434.51 |

STATEMENT OF CASH SURPLUS ACCOUNT

December 31, 1948

| | |
|---|-------------|
| City Activities | \$14,446.47 |
| Water Department | 6,834.59 |
| Cemetery Department | 1,674.49 |
| Wentworth Hospital | 2,566.55 |
| School Department | 7,200.36 |
| Mill Fund (deficit) | (16,597.45) |
| <hr/> | |
| Available cash surplus as shown on bal- ance sheet | \$16,125.01 |
| Appropriated for School | 12,000.00 |
| <hr/> | |
| Total Current Surplus | \$28,125.01 |

City Of Dover, N. H.

Statement of Appropriations—City Proper, for the Year Ended December 31, 1948

| | Original Appropriation | Transfers | Adjusted Appropriation | Expended and Encumbered |
|--|---------------------------|-------------|---------------------------|----------------------------|
| City Council | | | | |
| Compensation of Members | \$ 2,055.00 | \$ 8.94 | \$ 2,063.94 | \$ 2,063.94 |
| Independent audit | 2,033.00 | 842.45 | 2,875.45 | 2,875.45 |
| City Clerk | | | | |
| Administration of office | 4,150.00 | 968.18 | 5,118.18 | 5,454.95 |
| Elections | 3,180.00 | 2,113.78 | 5,293.78 | 5,293.78 |
| Vital statistics | 240.00 | (13.78) | 226.22 | 223.75 |
| City Manager | | | | |
| Administration of office | 10,797.50 | 368.37 | 11,165.87 | 12,486.57 |
| Operation of buildings | 12,435.00 | 397.14 | 12,832.14 | 12,832.14 |
| Civic promotions | 2,050.00 | 213.00 | 2,263.00 | 2,003.54 |
| Finance Department | | | | |
| Administration of Office | 3,670.00 | (900.00) | 2,770.00 | 3,306.07 |
| Insurance, bonds, and retirement | 14,576.34 | (3,400.60) | 11,176.34 | 11,295.75 |
| Fiscal reorganization | 5,500.00 | (100.00) | 5,400.00 | 4,902.34 |
| Treasury | | | | |
| Administration of office | 5,395.00 | (645.00) | 4,750.00 | 4,785.27 |
| Assessors | | | | |
| Administration of office | 4,543.25 | 425.00 | 4,968.25 | 4,834.96 |
| Tax Collector | | | | |
| Administration of office | 5,405.00 | 620.00 | 6,025.00 | 5,767.57 |
| Solicitor | | | | |
| Administratoin of office | 1,400.00 | 3.12 | 1,403.12 | 1,453.12 |
| Planning Board | | | | |
| Administration of office | 3,500.00 | | 3,500.00 | 3,292.04 |
| Municipal Court | | | | |
| Administration of office | 2,500.00 | (3.12) | 2,496.88 | 2,501.49 |
| Public Works | | | | |
| General administration | 7,645.00 | 635.78 | 8,280.78 | 8,554.23 |
| Streets and bridges | 46,054.45 | 15,224.22 | 61,278.67 | 53,539.16 |
| Street cleaning | 9,626.15 | 2,000.00 | 11,626.15 | 11,667.89 |
| Winter maintenance | 36,819.45 | (12,610.00) | 24,209.45 | 20,721.05 |
| Refuse disposal | 21,118.90 | (1,250.00) | 19,868.90 | 20,249.49 |
| Sewer maintenance | 20,277.25 | (4,000.00) | 16,277.25 | 13,187.03 |
| Carried forward | \$224,971.29 | \$ 898.08 | \$225,869.37 | \$213,291.58 |

State of Appropriations—City Proper, for the Year Ended December 31, 1948 (Cont.)

| | Original Appropriation | Transfers | Adjusted Appropriation | Expended and Encumbered |
|---|---------------------------|------------|---------------------------|----------------------------|
| Brought forward | \$224,971.29 | \$ 899.08 | \$225,869.37 | \$213,291.58 |
| Protection | | | | |
| Fire department | 41,531.00 | (2,082.92) | 39,448.08 | 41,143.68 |
| Street lighting | 24,000.00 | | 24,000.00 | 20,442.56 |
| Police department—protection | 50,290.00 | | 50,290.00 | 46,694.77 |
| Police department—traffic and inspection | 6,805.00 | | 6,805.00 | 5,762.07 |
| Health Department | | | | |
| Inspection services | 2,500.00 | (1,188.99) | 1,211.01 | 1,169.06 |
| District Nursing Association | | | | |
| Clinical services | 1,000.00 | | 1,000.00 | 1,000.00 |
| Overseers of the Poor | | | | |
| Administration and relief | 24,295.00 | 1,378.57 | 25,673.57 | 26,047.88 |
| Old age assistance | 18,000.00 | 506.59 | 18,506.59 | 18,506.59 |
| Parks and Recreation | | | | |
| Recreation program | 4,525.00 | 30.00 | 4,555.00 | 4,476.49 |
| Maintenance | 12,375.00 | (30.00) | 12,345.50 | 12,245.06 |
| Library | | | | |
| Administration | 14,865.00 | | 14,865.00 | 13,941.31 |
| Purchase of books | 2,230.00 | | 2,230.00 | 2,154.36 |
| Financial | | | | |
| Capital outlay | 3,940.00 | | 3,940.00 | 3,059.34 |
| County taxes | 66,612.64 | | 66,612.64 | 66,612.64 |
| Interest on current borrowings | 3,137.50 | 300.00 | 3,437.50 | 4,396.17 |
| Maturing bonds, other than water department | 47,347.00 | | 47,347.00 | 47,347.00 |
| Wentworth Hospital | | | | |
| City share of operations | 56,280.00 | | 56,280.00 | 56,280.00 |
| Cemetery Department | | | | |
| City share of operations | 5,420.00 | | 5,420.00 | 5,420.00 |
| School Department | | | | |
| City share of operations | 254,820.34 | | 254,820.34 | 251,820.34 |
| Payment of pensions | 3,650.00 | | 3,650.00 | 3,336.20 |
| Payables of prior years | 111,000.00 | 288.67 | 111,288.67 | 111,261.61 |
| Totals | \$979,594.77 | | \$979,594.77 | \$959,407.71 |

*Footnote: Overexpenditures are due to audit adjustments of transactions prior to July 20, 1948, after the close of the year and not to intentional overspending. See text of report.

City Of Dover, N. H.

Statement of Revenues—City Proper for the Year Ended December 31, 1948

| | Revenues Received | Budget Estimates | | Revenues Received | Budget Estimates |
|---|----------------------|---------------------|---|----------------------|---------------------|
| City Clerk—Licenses, fees and rentals | \$3,861.19 | \$ 2,238.00 | | | |
| Treasurer | | | Public Works | | |
| Interest and dividend tax | 18,051.05 | 16,450.00 | Service charges | 3,508.79 | 8,000.00 |
| N. H. railroad tax | 13,458.37 | 12,700.00 | Equipment rentals | 400.10 | 3,000.00 |
| N. H. savings bank tax | 2,895.01 | 2,600.00 | Sales of materials | 1,061.28 | 600.00 |
| Miscellaneous | 241.10 | | Overseers of the Poor | | |
| Transfer of Water Department Surplus .. | 16,700.00 | 16,700.00 | Welfare case refunds | 2,220.93 | 1,800.00 |
| Tax Collector | | | Parks Department | | |
| Property taxes—1949 | 25.00 | | Sundry sales and charges | 33.00 | |
| —1948 | †783,341.95 | 783,488.16 | Health Department | | |
| —Prior | † 48,955.71 | 50,000.00 | Licenses | 113.00 | 80.00 |
| Interest, costs and fees | 3,343.65 | 1,800.00 | Library | | |
| Poll taxes—1948 | 9,456.00 | 12,800.00 | Fines and collections | 681.47 | 500.00 |
| —Prior | 4,130.00 | 6,500.00 | Income from trusts | 37.50 | 322.00 |
| Motor vehicles—1949 | 594.92 | | | \$955,765.04 | \$962,536.62 |
| —1948 | 28,900.57 | 25,000.00 | Cash balance, January 1, 1948 | 17,058.15 | 17,058.15 |
| —Prior | 323.46 | 323.46 | | | |
| Tax sale redemptions | ‡1,380.11 | 2,000.00 | Totals | \$972,823.19 | \$972,594.77 |
| National bank stock tax | 1,830.25 | 1,800.00 | Revenues short of Budget Estimate | | 6,771.58 |
| Police Department | | | | \$972,823.19 | \$972,823.19 |
| Sundry licenses | 107.50 | 60.00 | | | |
| Fines | 742.85 | 1,400.00 | | | |
| Miscellaneous | 37.05 | 375.00 | | | |
| Parking Meter Collections | 8,177.38 | 12,000.00 | | | |
| Municipal Court | 1,155.85 | | | | |

†After deducting refunds.

‡After deducting \$2,691.60 paid out for 1948 tax sale properties.

City of Dover N. H.

Statement of Cash Surplus—City Activities for the Year Ended December 31, 1948.

Surplus in city proper accounts, as follows:

| | | |
|--|-----------|-------------|
| Unexpended 1948 appropriations as measured by excess of amounts appropriated over expenditures and encumbrances | | \$20,187.06 |
| Deduct | | |
| Unrealized revenues for 1948 as measured by excess of estimated revenues over actual receipts..... | | 6,771.58 |
| | | <hr/> |
| Income from miscellaneous trust funds for general purposes | \$ 263.06 | \$13,415.43 |
| Less: Disbursements | 271.26 | |
| | <hr/> | |
| Overexpenditure | | (8.20) |
| | | <hr/> |
| | | \$13,407.28 |
| Adjustments affecting prior years: | | |
| Correction of error in 1947 accounts re collectors remittance to treasurer..... | 1,097.60 | |
| Bank accounts for payment of bond coupons charged off on books restored to cash balances of 1948 | 360.00 | |
| Other cash adjustments | 154.41 | |
| | <hr/> | |
| Collection on note received for sale of canning factory equipment | | 1,612.01 |
| | | 500.00 |
| Deduct | | |
| Advances for prepaid postage and for revolving fund to finance public works accounts receivable and inventory charged off as being permanent investments of cash | | 1,072.82 |
| | | <hr/> |
| Net cash surplus, city activities | | \$11,446.47 |

City Of Dover, N. H.

Statement of Operations—Water Department for the Year Ended December 31, 1948

Revenues Received

| | |
|--|-------------|
| Meter rates | \$80,067.27 |
| Service piping | 6,464.80 |
| Sale of meters | 253.35 |
| Repair charges | 59.05 |
| Fines | 93.25 |
| Sundry Sales | 226.76 |
| Hydrant rentals | 100.00 |
| Proceeds of insurance claim | 2,175.00 |
| Adjustment of cash balance—prior years | 56.37 |
| | <hr/> |
| | \$89,495.85 |

Expenditures

| | |
|---|-------------|
| Payment of bonds and interest | \$ 9,360.00 |
| All other operating expenses | 58,544.78 |
| | <hr/> |
| Operating surplus for the year | 67,901.78 |
| | \$21,591.07 |
| Add | |
| Indirect contribution from city proper through the inclusion of \$3,420.84 of water department bills in the appropriation for "Payables of Prior Years" | 3,420.81 |
| | <hr/> |
| | \$25,011.91 |
| Deduct | |
| Transfer to city proper revenues as called for in 1948 budget estimates | 16,700.00 |
| | <hr/> |
| | \$ 8,311.91 |
| Deduct | |
| Encumbrances for unpaid bills | 1,477.32 |
| | <hr/> |
| Unencumbered balance, to cash surplus account | \$ 6,834.59 |

City of Dover N. H.

Statement of Operations—Cemetery Department for the Year Ended December 31, 1948

Revenues Received

| | |
|--------------------------------------|-------------|
| Care and maintenance | \$ 3,340.89 |
| Interments | 2,492.00 |
| Sale of materials and stores | 879.41 |
| Sale of lots | 2,533.00 |
| Rent of house and tomb | 210.00 |
| Transfer of trust fund income | 5,867.89 |
| Appropriation from city proper | 5,420.00 |
| Miscellaneous | 38.36 |
| | <hr/> |
| | \$20,781.55 |

Expenditures

| | |
|--|-------------|
| Total of all operating expenses for the year | 19,694.61 |
| Operating surplus for the year | \$ 1,086.94 |
| Add | |
| Indirect contribution from city proper through the inclusion of \$587.55 of cemetery bills in the appropriation for "Payables of Prior Years" | 587.55 |
| | <hr/> |

Unencumbered balance, to cash surplus account \$ 1,674.49

City Of Dover, N. H.

Statement of Operations—Mill Fund for the Year Ended December 31, 1948.

Revenues Received

| | |
|---|-------------|
| Rentals of space | \$10,129.96 |
| Rent of elevators | 360.00 |
| Sales of steam (to May 31, 1948 only) | 18,734.71 |
| Sales of materials and stores | 340.61 |
| | <hr/> |
| | \$29,565.28 |

Expenditures

| | |
|--|-------------|
| Total of all operating expenses for the year | 53,039.36 |
| | <hr/> |
| Operating surplus (deficit) for the year | (23,474.08) |
| Add | |
| Indirect contribution from city proper through inclusion of \$8,066.88 of mill fund bills in the appropriation for | |
| "Payables of Prior Years" | 8,066.88 |
| | <hr/> |
| | (15,407.20) |
| Deduct | |
| Encumbered for unpaid bills | 1,190.25 |
| | <hr/> |
| Unencumbered balance, deficit, to cash surplus account | (16,597.45) |

City of Dover N. H.

Statement of Operations—Wentworth Hospital for the Year Ended December 31, 1948

Revenues received

| | |
|--|--------------|
| Receipts from patients, hospital insurance plans, tuitions and miscellaneous | \$196,418.98 |
| Transfers of income from trust funds | 3,236.89 |
| Appropriation from city proper | 56,280.00 |
| | <hr/> |
| | \$255,935.87 |

Expenditures

| | |
|--|--------------|
| Total of all operating expenses for the year | \$256,787.91 |
| Adjustments affecting prior years (net) | 46.14 |
| | <hr/> |
| | 256,834.05 |

Operating surplus (deficit) for the year (898.18)

Add

Indirect contribution from city proper through the inclusion of \$10,953.98 of hospital bills in the appropriation
for "Payables of Prior Years" 10,953.98

\$10,055.80

Deduct

Encumbrances for unpaid bills 7,489.25

Unencumbered balance, to cash surplus account \$ 2,566.55

City Of Dover, N. H.

Statement of Operations—School Department for the Year Ended December 31, 1948.

Revenues Received

| | |
|--|--------------|
| Appropriation from city proper | \$254,820.34 |
| Receipts and grants for lunch prog..... | 7,853.44 |
| Tuition fees from other districts | 17,708.75 |
| Reimbursements for Area Vocational program | 36,322.66 |
| Reimbursements for Veterans courses | 42,031.86 |
| Rentals | 907.80 |
| State aid | 32,905.03 |
| Dog taxes | 1,424.61 |
| Income from trust funds | 68.40 |
| Sales of materials for projects | 1,222.36 |
| Miscellaneous income and refunds | 431.46 |
| | <hr/> |
| | \$395,696.71 |

Expenditures

| | |
|--|-------------|
| General administration—salaries | \$ 5,273.75 |
| Expenses—administration | 4,236.78 |
| Salaries—teachers and principals | 149,388.07 |
| Textbooks | 6,228.74 |
| Other scholars' supplies | 17,403.33 |
| Other expenses for instruction | 23,526.47 |
| Lunch and cafeteria expenses | 13,427.13 |
| Salaries—janitors | 19,255.05 |

Statement of Operations—School Department for the Year Ended December 31, 1948.

Expenditures (continued)

| | |
|---|-------------|
| Fuel | 10,673.08 |
| Water, light and janitors' supplies | 13,197.81 |
| Repairs | 9,531.76 |
| Health supervision | 132.50 |
| Transportation of pupils | 10,629.63 |
| Other special activities | 3,260.47 |
| Tax for statewide supervision | 3,662.00 |
| Insurance | 262.40 |
| Purchase of land and new buildings | 8,641.39 |
| Alteration of old buildings | 60.95 |
| Purchase of equipment | 3,628.71 |
| Veterans courses—salaries and expenses | 34,265.78 |
| Area Vocational program—salaries and expenses | 39,742.15 |
| Disbursements of trust funds | 68.40 |
| | 376,496.35 |
| Operating surplus for the year | \$19,200.36 |
| Deduct | |
| Amount set aside as special fund for capital outlay in 1949 | 12,000.00 |
| Unencumbered balance, carried to cash surplus account | \$ 7,200.36 |

City Of Dover, N. H.

Schedule of Earmarked Funds for the Year Ended December 31, 1948.

| | Jan. 1, 1948 Balance | Receipts | Payments | Balance Dec. 31, 1948 |
|--|-------------------------|-------------|-------------|--------------------------|
| Proceeds of Bond Issues | | | | |
| Automobile—City Manager | | \$ 1,147.00 | \$ 1,147.00 | |
| New Ward Five house | \$ 4,000.00 | | 750.33 | \$ 3,249.67 |
| Fire Department—new boiler | 2,000.00 | | 2,000.00 | |
| Fairfield Drive | 3,000.00 | | | 3,000.00 |
| Cataract Avenue | 3,188.04 | | 2,226.96 | 961.08 |
| Library | 494.95 | | | 494.95 |
| Highway Department—new sewer | 3.21 | | | 3.21 |
| Cemetery—new truck | 1,500.00 | | 1,080.96 | 419.04 |
| New back hoe | 1,500.00 | | | 1,500.00 |
| School Department—new equipment | 7,526.70 | 38,620.00 | 24,906.58 | 21,240.12 |
| Water Department—new well | 3,000.00 | | 3,000.00 | |
| Water Department—new equipment | | 9,000.00 | 2,346.23 | 6,653.77 |
| Hospital—new construction | 6,500.00 | | 1,730.00 | 4,770.00 |
| Finance Department—Addressograph | | 3,473.00 | 1,766.63 | 1,706.37 |
| Public Works—equipment | | 18,305.00 | 16,733.18 | 1,571.82 |
| Central Avenue | | 6,000.00 | 3,395.99 | 2,604.01 |
| Broadway resurfacing | | 3,000.00 | 3,000.00 | |
| Broadway sewer | | 2,255.00 | 2,255.00 | |
| State aid construction | | 5,000.00 | 5,000.00 | |
| Fresh Creek Bridge | | 8,000.00 | | 8,000.00 |
| Bellamy Park Football Field | | 800.00 | 800.00 | |

Schedule of Earmarked Funds for the Year Ended December 31, 1948.

| | Balance Jan. 1, 1948 | Receipts | Payments | Balance Dec. 31, 1948 |
|--|-------------------------|--------------|--------------|--------------------------|
| Proceeds of Bond Issues (continued) | | | | |
| New school bus | | 4,500.00 | | 4,500.00 |
| Acquisition of school site | | 9,000.00 | 9,000.00 | |
| New Hospital equipment | | 2,900.00 | 1,421.90 | 1,478.10 |
| Interest and premium on bonds | | 614.98 | 75.00 | 539.98 |
| Total Bond Proceeds | \$ 32,712.90 | \$112,614.98 | \$ 82,635.76 | \$ 62,692.12 |
| Special Collections | | | | |
| War bond deductions—prior year | \$ 754.21 | \$ 1,031.78 | \$ 1,672.25 | \$ 113.74 |
| Federal grant—architects fees on new school | 720.00 | 12,400.00 | 13,120.00 | |
| City clerk—dog licenses | | 1,469.06 | 1,482.26 | (13.20) |
| Vending machines—City Hall | | 183.65 | 172.54 | 11.11 |
| Purchase of parking meters | | 5,072.10 | 5,072.10 | |
| Soldiers bonus poll taxes | | 567.00 | | 567.00 |
| Planning Board—sale of maps | | 52.75 | 27.90 | 24.85 |
| Municipal Court—administration and operation | | 1,161.66 | 828.95 | 332.71 |
| Library—sales of scrap | | 73.36 | 24.50 | 48.86 |
| Sale of mill properties | | 16,000.00 | | 16,000.00 |
| Total Special Collections | \$ 1,474.21 | \$ 38,011.36 | \$ 22,400.50 | \$ 17,085.07 |
| Combined | \$ 34,187.11 | \$150,626.34 | \$105,036.26 | \$ 79,777.19 |

City Of Dover, N. H.

Summary of Trust Fund Balances December 31, 1948

| | Principal | Accumulated Income |
|---|--------------|-----------------------|
| Cemetery | | |
| Perpetual care funds | \$178,229.89 | \$ 21,373.54 |
| Special funds for other cemetery purposes | 18,506.56 | 10,496.56 |
| Dover Public Library | | |
| Funds for the purchase of books, general maintenance and other library purposes | 21,210.12 | 2,597.39 |
| Dover School District | | |
| Funds for sundry school purposes | 3,975.00 | 2,292.01 |
| Park Department | | |
| Funds for the care of parks and other purposes | 5,450.00 | 680.95 |
| Trust Funds for Poor Relief | 13,000.00 | 259.26 |
| Wentworth Hospital | | |
| Free bed funds and general maintenance funds received prior to 1948 | 110,718.90 | 5,389.56 |
| The Ida M. Buzzell fund for general maintenance received in 1948 | 11,075.63 | |
| Five additional funds for free beds or general maintenance transferred by the trustees of the Hayes Hospital | 28,478.02 | 1,362.22 |
| | \$390,643.12 | \$ 44,451.49 |
| Wentworth Hospital—Construction Funds received in cases where principal and income must be used for new hospital construction: | | |
| The B. F. Nealley Building Fund received prior to 1948 | 15,000.00 | 23,811.58 |
| The Clara August L. McD. Hayes Fund received during 1948 | 64,598.06 | 1,036.04 |
| | \$470,241.18 | \$ 69,299.11 |

City of Dover N. H.

Statement of 1948 Tax Accounts for the Year Ending December 31, 1948.

| | Property Taxes | Poll Taxes |
|---|------------------|------------------|
| Committed to Tax Collector | \$865,229.99 | \$ 15,450.00 |
| Taxes added to the list | 2,016.05 | |
| Outside school tax added | 675.51 | |
| Correction of original commitment | 10.41 | |
| Total Charges to Collector | \$867,931.96 | \$ 15,450.00 |

Accounted for as follows:

| | | |
|--|------------------|------------------|
| Collections turned over to Treasurer | \$783,585.55 | \$ 9,456.00 |
| Authorized abatements | 7,222.12 | 4.00 |
| Uncollected, per tax rolls | 77,151.59 | 5,990.00 |
| Excess credits | (27.30) | |
| | \$867,931.96 | \$ 15,450.00 |

AGE ANALYSIS OF UNPAID TAXES PRIOR TO 1948

| | Property Taxes | Poll Taxes |
|--------------------------------|-----------------|------------------|
| Levied for the Year 1947 | \$ 7,228.41 | \$ 2,434.00 |
| 1946 | 230.16 | 2,016.00 |
| 1945 | 147.20 | 5,225.00 |
| 1944 | 88.10 | 4,249.00 |
| 1943 | 17.50 | 1,246.00 |
| Prior to 1943 | 633.85 | 7,135.00 |
| | \$ 8,345.22 | \$ 22,305.00 |

City of Dover N. H.

Statement of Bonded Debt December 3, 1948

| | Rate | Balance Dec. 31, 1948 | Paid in 1948 Principal | Interest |
|---------------------------------------|------|--------------------------|---------------------------|-------------|
| CITY PROPER | | | | |
| Funding loan—1933 | 4¼% | \$ 21,000.00 | \$ 7,000.00 | \$ 1,190.00 |
| Public improvements—1934 | 3 | 28,000.00 | 7,000.00 | 1,035.00 |
| New City Hall—1935 | 2½ | 28,000.00 | 4,000.00 | 687.50 |
| Construction and equipment—1945 | 2 | 24,500.00 | 3,500.00 | 560.00 |
| Construction and equipment—1946 | 1½ | 49,600.00 | 6,200.00 | 657.00 |
| Construction and equipment—1947 | 1½ | 60,000.00 | 9,000.00 | 1,035.00 |
| Cement Highway | | | 5,000.00 | 225.00 |
| Improvement bonds—1948 | 1¾ | 103,000.00 | | |
| Total for City Proper | | \$314,100.00 | \$ 41,700.00 | \$ 5,389.59 |
| WATER DEPARTMENT | | | | |
| Water works—1946 | 1½ | \$ 25,000.00 | \$ 5,000.00 | \$ 450.00 |
| Water works extension—1947 | 1½ | 30,600.00 | 3,400.00 | 510.00 |
| Water works—1948 | 1¾ | 9,000.00 | | |
| Total Water Department | | \$ 64,600.00 | \$ 8,400.00 | \$ 960.00 |
| Total Bonded Debt | | \$378,700.00 | | |

ANALYSIS OF FUNDED DEBT MATURITIES

| | City Proper | Water Dept. |
|------------------------|--------------|--------------|
| Due in year 1949 | \$ 36,700.00 | \$ 8,400.00 |
| 1950 | 46,700.00 | 9,400.00 |
| 1951 | 46,700.00 | 9,400.00 |
| 1952 | 39,700.00 | 9,400.00 |
| 1953 | 32,700.00 | 9,400.00 |
| 1954 | 32,700.00 | 4,400.00 |
| 1955 | 29,700.00 | 4,400.00 |
| 1956 | 16,200.00 | 4,400.00 |
| 1957 | 10,000.00 | 4,400.00 |
| 1958 | 10,000.00 | 1,000.00 |
| 1959 | 10,000.00 | |
| 1960 | 3,000.00 | |
| | \$314,100.00 | \$ 64,600.00 |

Municipal Officers

MAYOR

Hon. Simon G. Markos
Residence, 8 Renaud Ave.

CITY COUNCIL

| Name | Address |
|-----------------------|---------------------|
| Ambrose E. Breen | 27 Henry Law Avenue |
| Ernest W. Christensen | 114 Silver Street |
| S. Judson Dunaway | 120 Silver Street |
| Carroll E. Hall | 61 Rutland Street |
| Simon G. Markos | 8 Renaud Avenue |
| Valentine D. Mathes | Littleworth Road |
| Howard Mitchell | 160 Locust Street |
| Frederick C. Smalley | 62 Belknap Street |
| William Penn Tuttle | Dover Point Road |

SCHOOL COMMITTEE

| | |
|-------------------------|-----------------------|
| Maurice A. Blais | 26 Fourth Street |
| Thomas C. Dunnington | 230 Washington Street |
| Mrs. Kathleen A. Durkin | 62 Sixth Street |
| Thomas H. Keenan | 39 Hough Street |
| Dr. Irvin Lavine | Middle Road |

CITY MANAGER

Woodbury E. Brackett
Residence, 33 Oak St.

CITY CLERK

Alfred J. Guilmette
Residence, 20 Forest St

FINANCE DIRECTOR

Donald T. McDaniel
Residence, 10 Elliott Park

CITY TREASURER

Albert F. Charbonneau
Residence, 87 Oak St.

ASSESSOR

Levi F. Felker
Residence, 11 Highland St.

OVERSEER OF THE POOR

Mrs. Helena M. Dillon
Residence, 247 Central Ave.

SUPERINTENDENT OF WATER WORKS

Walter C. Campbell
Residence, 84 Fourth St.

SUPERINTENDENT OF SCHOOLS

Gordon L. Fox
Residence, Knox Marsh Road

BUILDING INSPECTOR

Grant L. Davis
Residence, 21 Forest St.

TAX COLLECTOR

Donald T. McDaniel
Residence, Elliott Park

EXECUTIVE SECRETARY OF PLANNING BOARD

Franklin J. Bills
Residence, 179 Locust St.

CHIEF OF POLICE

Andrew H. McDaniel
Residence, 6 West Concord St.

SUPERINTENDENT OF PUBLIC CEMETERIES

Walter S. McDaniel
Residence, 62 Silver St.

SUPERINTENDENT OF PUBLIC WORKS

Edward C. Smith
Residence, Dover Point Road

ACTING HEALTH OFFICER

Dr. Robert D. Sall
Residence, 151 Central Ave.

CITY PHYSICIAN

Dr. Robert D. Sall
Residence, 151 Central Ave.

CITY SOLICITOR

T. Casey Moher
Residence, Atlantic Heights Highway

LIBRARIAN

Anne Elizabeth Leach
Residence, 85 Belknap St.

CHIEF OF FIRE DEPARTMENT

Edward F. Knott
Residence, 11 Cataract Ave.

SUPERINTENDENT OF THE WENTWORTH HOSPITAL

Mary H. Callahan
Residence, 789 Central Ave.

FOREMAN, PARK DEPARTMENT

Lawrence J. Myers
Residence, 1 Fayette St.

JUSTICE OF MUNICIPAL COURT

Ovila J. Gregoire
Residence, 70 Silver St.

SPECIAL JUSTICE

Walter A. Calderwood

CLERK OF MUNICIPAL CT. AND PROBATION OFFICER

Charles W. Webb

WENTWORTH HOSPITAL TRUSTEES

Arthur R. Mills 5 years
Stanley M. Burns 4 years
Thomas C. Winebaum 3 years
E Damon Wallace 2 years
Roscoe B. King 1 year

INDEX

| | Page |
|--|--------------|
| Appropriations and Expenditures | 32 - 33 |
| Audit Certificate | 27 |
| Balance Sheet | 28 - 29 |
| Bonded Debt | 46 |
| Cash Balances | 30 |
| Cash Position | 26 |
| Cemetery Department | 16 |
| Cemetery Department (Audit Report) | 37 |
| City Clerk | 5 |
| City Council (Photograph) | 2 |
| City Council Proceedings | 3 - 4 |
| City Manager's Message | 1 |
| City Surplus | 35 |
| Directory of City Officials | 47 - 48 |
| Earmarked Funds | 42 - 43 |
| Finance Department | 6 - 7 |
| Fire Department | 12 |
| Fund Surplus | 31 |
| Law Department | 9 |
| Mill Department | 16 |
| Mill Department (Audit Report) | 38 |
| Municipal Court | 9 |
| Organization Chart | Inside Front |
| Park and Recreation Department | 15 |
| Planning Board | 14 |
| Police Department | 8 |
| Public Health Department | 5 |
| Public Library | 10 |
| Public Works Department | 18 - 19 |
| Revenues | 34 |
| School Committee | 20 - 21 |
| School Committee (Audit Report) | 40 - 41 |
| Street Lighting | 11 |
| Tax Accounts | 45 |
| Trust Fund Balance | 44 |
| Water Department | 17 |
| Water Department (Audit Report) | 36 |
| Welfare Department | 13 |
| Wentworth Hospital | 22 - 25 |
| Wentworth Hospital (Audit Report) | 39 |

Photographs by Rivers Studio

Art work by Eric A. Carll and the Tyler Sign Company

Engraving by Page Engraving and Concord Photo Engraving

Printing by Whitehouse Printing Company

WOODBURY BRACKETT, *City Manager*

Telephones At Your Service

EMERGENCY

| | |
|----------|-----|
| Police | 38 |
| Fire | 185 |
| Hospital | 340 |

| | |
|------------------------------------|---------|
| Assessor | 1561 |
| Building Inspector | 1561 |
| City Clerk | 328 |
| City Engineer | 2183-M |
| City Manager | 892 |
| City Solicitor | 2090 |
| City Treasurer | 1565 |
| Cemetery Department | 1510 |
| Collector of Taxes | 1565 |
| Finance Department | 1565 |
| Fire Department | |
| Broadway | 185 |
| Dover Point | 2289-13 |
| Sawyer Station | 186 |
| Health Department | 328 |
| Mill Heating Plant | 1809-W |
| Overseer of the Poor | 1562 |
| Park & Recreation Department | 1863-M |
| Planning Board | 2061 |
| Police Department | 38 |
| Public Library | 856 |
| Public Works Department | 173 |
| Incinerator | 875 |
| Red Cross | 820 |
| School Department | 10 |
| Water Department | 203 |
| Pumping Station | 580 |