



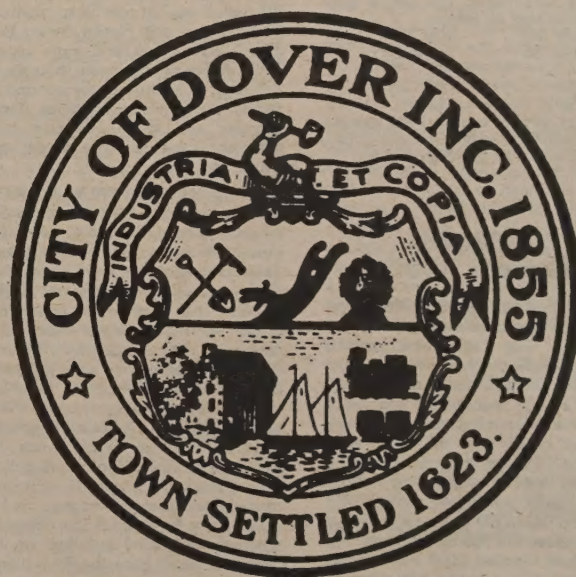
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New Hampshire**

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CONCORD, N. H.

Annual Report



**130th Annual Report for the Period
July 1, 1985 through June 30, 1986**

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City Manager's Report

It is my pleasure to say a few words to the citizens of Dover in this, my first Annual Report. Needless to say, my first year as City Manager of Dover has been a hectic one in having to deal with major department head vacancies, beginnings of controversy with the U.S. EPA over the construction of the Secondary Treatment Plant, a new municipal budget, growth issues, and a host of other items as well as learning about the city and its people.

The year began with searches for qualified candidates to fill the positions of Planning Director and Director of Finance. Two very important positions with regard to the City's operations and future. After several advertisements and interview sessions, the very capable William Collins was selected as Planning Director. I thank Building Inspector Richard Selleck, and Planning Board Chairman George Maglaras for holding the shop together for the eight months the City was without a planning director. Also, after several rounds of interviews, another capable person was selected for the finance director's position. Jeff Harrington, Dover resident and former Dover finance department senior accountant, became Director of Finance. Thank you to Sheila St. Germaine, senior accountant, for an excellent job as acting Finance Director.

Controversy with the U.S. Environmental

Protection Agency developed over the construction of a secondary wastewater treatment plant mandated to be operational by July 1, 1988. The City is unable to construct the plant by that deadline and, therefore, will be in violation of EPA's requirement. The City proceeded with the completion of its Municipal compliance Plan to EPA as well as work for building the new plant at the "Huckleberry Hill" section of the City. EPA indicated it would take the City to court for being in non-compliance since part of the city's delay in constructing the plant was EPA's fault. The City began to make itself ready for legal battles and negotiations with EPA.

A new goal-orientated municipal budget was developed and aimed toward meeting the perceived needs of Dover citizens for the fiscal year. The new format is intended to give more focus to the budget and help the budget ultimately become an effective management tool and direction-setting document.

Tremendous amounts of time have been spent and are continuing to be spent on the multifaceted issues related to growth and development. The City's departments have been extraordinarily burdened in trying to handle the many projects under construction and proposed. A multitude of operational and infrastructure problems have surfaced which are now being addressed through the City's Capital Improvement Program and through changes in how developments are reviewed and the requirements imposed on them.

Finally, I would like to end this report by stating that the City is in very good financial shape and also by thanking a great group of City employees who are really beginning to pull together to provide better service for you.

Respectfully submitted,
REYNOLD PERRY
City Manager

City Clerk's Annual Report

The following is a report of activities of the City Clerk's Department for the period July 1, 1985 through June 30, 1986.

CITY COUNCIL

The Clerk's office prepared the agenda for Regular and Special Council Meetings, Workshop Sessions and Public Hearings; record minutes of all Council meetings; and advertised legal notices for Council actions as required by law.

The Council meets every first and third Wednesday in Workshop Sessions and every second and fourth Wednesday in Regular Sessions.

LICENSES, PERMITS AND FILINGS

Licenses and permits issued included those for Arcades, Dogs, Junk Dealers, Marriages, Peddlers and Vendors, Pool tables or Parades, Taxis, (operator, cab and driver), Video and Non Video Machines, and Raffles; filings, recording and indexing of Uniform Commercial Code Financing and Termination Statements is also done in this office.

ELECTIONS

The preparation for and supervision of elections is a duty of the City Clerk. During this period there was the November 5, 1985 election.

VITAL RECORDS

Returns of Births, Deaths, and Marriages occurring in the City during this period were recorded and tabulated as follows:

	July 84/ June 85	July 85/ June 86
Births	831	951
Deaths	364	345
Marriages	298	237

The issuing of certified copies of vital statistics records and recording of same continues to be a large portion of duties in the Clerk's office.

David E. Earl
City Clerk

Police Department Annual Report 1985

DEMANDS FOR POLICE SERVICE continued to test the Department's ability to meet all of its obligations. The Department received 160,764 telephone calls and the Communications Center generated 482,293 radio transmissions and completed 82,558 requests for information on the State Police Telecommunications Network. Calls for service of all kinds in 1985 totaled 24,300, including 3,217 reported crimes. 1,095 of these crimes were listed as being among the most serious crimes against people or property.

CRIMES INVESTIGATED by the Dover Police Department increased in 1985 by 7 percent. The 3,020 total offenses included 1,002 Part I crimes, which are among the most serious crimes against people and property. Investigations conducted included 141 assaults, 6 robberies, and 7 cases of rape. Both residential and commercial burglaries posted significant increases during the year, with a combined total of 133. The Department also investigated 783 reported thefts. The total value of all property taken in all crimes reported in Dover equaled \$452,548.

RUNAWAY GROWTH represents one of the most significant challenges facing the Police Department's effort to deliver service to the

community. The pace of development has continued throughout 1985, and current Police Department projections place the population of Dover at approximately 32,000 people by 1990. This is the equivalent of adding 10,000 people since the 1980 census of just over 22,000. Put another way, this is the equivalent of adding a city the size of Somersworth, with all its attendant responsibilities and demands, and expecting that it be absorbed with a very limited increase in resources. In 1985 the Dover Police Department could not respond an officer to 1,700 requests for service. In even more cases response of an officer was substantially delayed.

ARRESTS IN 1985 totaled 1,424. These arrests cleared a total of 1,527 offenses, an increase of 11%. The Department's 233 arrests for Driving While Intoxicated represented an increase of 60% over 1984. The Dover Police Department prosecuted 4,541 traffic and criminal cases in Dover District Court. These cases yielded \$172,025 in fines, 12,146 days in the House of Correction, and 52,550 days of License Revocation. In addition, the Dover Police Department recovered stolen property valued at \$128,009 as a result of criminal investigations.

THE DRUG PROBLEM is considered to be the most serious ongoing threat to the community. Not only does it contribute to the destruction of the individual user's private life, but it is a significant factor in the overall crime problem, particularly burglary and theft. In 1985 the effort against the sale of drugs in Dover was rewarded with the culmination of a lengthy investigation that resulted in 18 arrests for the sale of illegal drugs. In addition, this investigation alone resulted in the seizure of a substantial quantity of cocaine with an estimated street value of \$2,250,000, and the seizure of three (3) vehicles that were used in the commission of drug related offenses. Illegal drugs seized in 1985 included Cocaine, Marijuana, LSD, Hallucinogenic Mushrooms, and Amphetamines. In all of 1985 the Dover Police Department made 42 arrests for sales of narcotic drugs as compared to 3 arrests in 1984. Throughout the year, the Dover Police Department seized illegal drugs with an approximate street value of Three (3) Million Dollars. Although these drug investigations are extremely time consuming, it is anticipated that the drug problem will continue to be a very high priority in the upcoming year. One problem remains the staffing in the Investigative section which is still operating with the same number of personnel as in 1972.

A NEW FORM OF COCAINED is generating concern over its potential appearance concern over its potential appearance in the Dover area. The substance known by the name of "Crack" is a highly purified form of cocaine which can be purchased in \$10 vials. It is normally ingested by smoking. Crack produces a more intense high, but has been found to be highly addictive. Physical addiction usually takes place within six (6) months.

UNFORTUNATELY CANCELLED were several of the programs that have been conducted in the past. It was not possible to conduct the Police Youth Camp, the Hunter Safety Program, the Bike Safety Rodeo, and some appearances by McGruff. For the most part, these programs were cancelled as a result of the enormous demands placed upon the Investigations Bureau by the complex and time consuming investigations, especially those involving sexual assaults and abuse, and drugs.

PROGRAMS AND PUBLIC ACTIVITIES, however, are conducted whenever possible and continue to be both positive and beneficial to the community and to the Police Officers involved. These programs permit a pro-active approach to crime and safety issues in the community. In addition, they provide an opportunity for the officers to have positive interaction with the community. The Annual Dover Police Christmas Basket Program is one such program, and was again an enormous success. Over 200 baskets were delivered to approximately 700 deserving people in Dover. Child Safety programs that were conducted by the Dover Police Department included First Grade Fingerprinting, the Officer Bill School Program, Student Government Day, the Kindergarten Strangers Program, and a variety of appearances by McGruff the Crime Dog. Other programs conducted included the Annual Fall "Flat Foot" Road Race, the Babysitting Instruction Program and a variety of other appearances before organizations and groups within the community.

Charles D. Reynolds
Chief of Police

Superintendent of Schools Report

The following report to the citizens of Dover

provides some of the highlights of the 1985 - 86 school year. I encourage those who have questions or who wish further information to contact me at 742-6400.

Curriculum

At the outset of the school year I announced to the public and to our staff a set of goals focusing on curriculum, teacher supervision, and testing. To help us reach the first of the goals we scheduled a workshop day for all teachers in early November, centering on curriculum improvement on every level. In addition, many of our staff development activities and individual teacher goals throughout the year dealt with curriculum issues.

One of my goals emphasized the use of computers by classroom teachers in implementing curriculum. An important result of this emphasis was the development of a plan for the gradual expansion of Dover's computer capabilities over five years. The plan was accepted by the School Committee in July and will guide budgetary and curriculum decisions for the next five years. In addition, Curriculum Coordinator Murray Ingraham applied for and received a \$17,000 state grant to purchase individual training and computer systems for thirteen teachers on the junior high and high school levels.

Supervision

Every teacher in the Dover school system is evaluated annually, but to increase the effectiveness of the supervision process in 1985-86 we initiated an intensive supervision process for teachers. The purpose of the process was professional growth and the improvement of instruction on the part of our staff members. Approximately one-third of the staff underwent intensive supervision by one or more of the district's administrators during the year, and next year another third will participate.

Testing

As with curriculum and supervision, improvement was the aim of Dover's testing program in 1985-86. Principals and curriculum advisors examined test scores critically in an effort to find ways of improving student performance. Special attention was given to the results of the October statewide testing program initiated by the State Board of Education for all New Hampshire fourth, eighth, and tenth graders. Dover students scored above national levels in virtually every area, and they also scored above their expected levels of achievement in most subjects. However, student scores were somewhat lower in language skills on the upper grade levels. Principals and curriculum advisors will be giving special attention to those areas in the coming year with the aim of identifying and correcting any weaknesses in either curriculum or instruction.

Woodman Park School Recognition

One of the high points of the year was the designation of Woodman Park School as one of 272 elementary schools honored nationally as an outstanding school in the U.S. Department of Education's first Elementary School Recognition Program. Marilyn Weeks, Woodman Park School's principal, accompanied two staff members to Washington where they were praised by President Reagan and Secretary of Education Bennett for their school's commitment to excellence. A flag commemorating the honor is now on display at the school.

State Standards

Dover moved closer to full compliance with state elementary school standards in the areas of library and guidance services when we hired a certified librarian for Garrison School and a social worker/guidance counselor for Woodman Park School. The addition of the two staff members brought Woodman Park into full compliance with the state in these areas and moved Garrison and Home Street schools closer to that goal. This year one additional social worker/guidance counselor was hired to serve both Home Street and Garrison, and next year we hope to add a second librarian to our elementary staffs.

Tri-City Vocational Plan

Years of planning (and lobbying) paid off in 1985-86 when the state legislature approved an eight million dollar construction package to be shared by Dover, Rochester, and Somersworth in a unique tri-city vocational plan which will provide vocational courses in three separate locations to students and adults in the tri-city area. The three centers will provide services for over a thousand students from Strafford County and will offer thirty-four programs in twenty-two different vocational areas. Through joint planning the centers will minimize duplication of facilities while making a large number of programs available to local students.

A joint building committee, composed of School

Committee and City Council representatives, has been meeting for several months in preparation for the construction of the facility at Dover High School. When completed the Dover site will offer fifteen programs, including a newly developed auto body course, in renovated or new facilities.

Special Programs

Responding to a need for a transitional program for certain ninth graders, Dover High School developed an academic program to provide added support for such students in 1985-86. In the lower grades transitional classes were formed for very young students in need of similar assistance.

For those students needing more challenge in school, programs for able learners and Olympics of the Mind activities were initiated on the elementary level. And for parents who found a need for after-school care, the schools cooperated with the Stafford County YMCA in making available child care services at Horne Street School and Woodman Park School after school and during vacations.

Capital Projects

The extent of the physical plants maintained by the School Department demands continual planning for their proper upkeep. Through the City's capital improvement program Marie Willard, our business administrator, arranged for several projects in FY86: A worn boiler was replaced at the Junior High School and another was replaced in the Dover High School greenhouse; a new gymnasium floor was installed at Woodman Park School; and new bleachers were installed at Dunaway Field. Still to be completed are energy conservation measures at Woodman Park School and the renovation of the tennis courts at the high school.

Long-range Planning

During the 1985-86 school year the School Committee embarked upon two important, far-reaching ventures. The first was the establishment of a goal-setting committee to oversee the development of long-term educational goals for the district. The first phase of the committee's work was begun recently with the mailing of an extensive survey to a random sample of 700 registered Dover voters.

The second significant venture was the establishment of a long-range planning committee "to identify and project the long-range space and facility needs of the school district and to make recommendations to the School Committee regarding actions to meet those needs and the timing of such actions." After months of study the committee has reported some sobering projections which will impact dramatically our school system. Over the next five years the long-range planning committee conservatively projects an increase of 915 students in grades 1-12, half of them at the elementary level.

In 1985-86 our schools felt a lack of classroom space at the Horne Street School and a severe lack of athletic space at the Junior High School; by 1990-91 our space problems throughout the entire system could be devastating. Obviously, action must be taken now to address the impact of the projected enrollment increase. The School Committee was wise to initiate long-range planning, and it will now need the support of the entire Dover community to follow through with its plans.

A Tribute

In September 1985, the School Committee and administrators began what we hope will be a long tradition of recognizing Dover's retired teachers and administrators by hosting an evening of appreciation at the high school. The purpose of the evening was to express the gratitude of the people of Dover to those who provided the foundation for our excellent educational system. Dover has a right to be proud of its city and of its schools, and we who are part of Dover today are in the debt of those who have gone before us. Again, I wish to thank those retired teachers and administrators for their contribution to the city and to its schools.

GERALD A. DALEY
Superintendent of Schools

Annual Report Of The Welfare Department For July 1, 1985- June 30, 1986

This office assisted eighty families, which represented two hundred eighty persons. Included in these families: forty-eight singles were assisted. Twenty-five minors were placed for board & care. Four adults received board and care. Ten cases had court-ordered attorney fees paid by this

department. Six people received aid with medical only. One burial was required for payment.

Payment for categorical cases was made to N.H. Department of Human Services. This covered Dover's liability on such as old age assistance, aid to permanently disabled, and intermediate nursing care cases. This was to end with change of law on Jan. 1, 1986 however some bills were received late and were for 1985.

Respectfully submitted,
MARGARET E. SEYMOUR
Director of Welfare

Department of Parks and Recreation 1986-86 Annual Report

This year we continued to offer a wide spectrum of services for our citizens. Activities were designed to satisfy the leisure needs of youngsters and older alike; and, there seemed to be something which fit everyone's pocketbook. The Recreation Center (Butterfield Gym and Indoor Pool), which is located in Henry Law Park, was the hub of year round activity with the heaviest use occurring from October thru April. Our parks, playgrounds and other special outdoor facilities were busy during the warm months. Our understaffed maintenance team found it impossible to properly maintain all our facilities and a "bandaid approach" became necessary for several of our neighborhood/school parks. The residential building boom began to surface as a major issue as increasing amounts of prime recreational/open space was subdivided and/or developed. Restoration of Woodman Park and Horne St. Park proceeded close to schedule with the prospect that these projects will be complete by the end of 1986. We had excellent success with our second "Life. Be In It" poster/calendar publicity campaign; and, we also added a "Mailer" which listed some of our key activities with a survey on the reverse side. Our "beefed up" PR paid dividends as overall program participation continued on the upswing.

Our trips program grew in popularity, and, we made a firm commitment to expand the number and variety of future trips. We look forward to traveling to see top entertainers and interesting places such as Bermuda, the Caribbean, Williamsburg, Atlantic City, Washington D.C., Toronto, Tom Jones and the Andy Williams Christmas Show. Other special day trips will also be built into the schedule. Lydia Williams, trip rep., has put a great deal of effort into the trips program and we are optimistic that it will become more successful.

Aquatic activities under the direction of Cova Greig, Peg Richardson, Maureen Busby and a capable staff, were very popular and highly successful. People participated in a variety of programs such as: H2O Aerobics, Fitness Swim, Competitive Swim, Scuba, Adapted Aquatics, Basic Rescue & Water Safety, Water Polo, Advanced Lifesaving, Lifeguard Training, Preschool Lessons, Adult Lessons and Summer Learn-To-Swim classes. The New Hampshire Special Olympics Swim Meet, which Cova originated in 1976, was bigger and better than ever with two-hundred participants and over five-hundred spectators and volunteers. This program received the New Hampshire Recreation and Park Society Willie Shelnett "Award for Programming Excellence." Next year it will be necessary to use both the Dover and Portsmouth pools for this super event. The Indoor Pool was open an average of one-hundred hours per week throughout the entire year (only exception being one week annual maintenance shutdown). Guppy Park and Olympic Pool received greater use due in part to continuing improvements and better PR. In addition to excellent customary weekday attendance every weekend was booked for special outings. More and more demands are being felt re: both pools.

Doug O'Brien, Assistant Director in charge of the Butterfield Gym, summer playground and related programs reports that all activities were in full swing. Basketball continued to be the most popular indoor activity as attested by the following: Midget League, Tyke League, Junior High League, Junior Rec. Team, High School Rec. Team, Men's 18+ League, Men's 35+ League, Butterfield Tourney, Northeast Tourney and the First Annual Junior High Christmas Tourney. Also...a great deal of pick-up basketball was played every day. Other popular gym activities were: volleyball, fitness training, aerobics and foosball. The Butterfield Gym meeting rooms were booked almost every weeknight and some weekend days. Despite the decline in elementary school enrollment, the playground attendance remained on a par with previous years. The following playgrounds

we supervised: Horne, Morningside, Hancock, Applevale, Park St. and Mineral. It was nice to have Mineral Park back with us; and, it was our best attended playground. Camp Sun 'N Fun under the direction of Donna Torressen was very successful. It was completely filled (360 camper weeks) with a waiting list.

Our special City-Wide events included: Spring Fling Treasure Hunt, Halloween Haunted House, Ski/Skate Sale, July 4th, Santa Calling, Ice Cream Smorgasbord, Youth Tennis Tournament and Summer Carnival. Approximately twelve-hundred people dared to enter our Haunted House during an approximately two hour time span! We also advised/assisted with other Community endeavors. A very special program with which we are pleased to assist is the "Forever Fit" senior adult fitness program started by Norman and Miriam Fine. We look forward to working more closely with this group in hopes it will grow in popularity.

The new Woodman Park tennis courts have been well-received. The baseball field and track improvements were about seventy-five percent completed. It was a pleasure seeing more people enjoying walking/jogging around the track; and, it is expected that in this "age of fitness" the use will increase. The soccer field was moved off the basefield infield which will provide for better infield maintenance. The new baseball backstop and attached fencing looks great. The Horne St. Park/School field was regraded so that correct H2O drainage would occur. Also, a new parking lot was constructed, trees were pruned and several worn spots overseeded. A new baseball backstop will be installed in the fall. A Recreation Center Handicapped Access "Study" was completed. The recommended "Design" will be submitted for funding via the 1987 Capital Improvement Program. If this project receives full funding complete access will be afforded to the Gym and Indoor Pool.

Rapidly expanding residential development is impacting upon us not only by diminishing prime potential recreation/open space but also creating greater demands upon existing facilities. Mt. Pleasant, Bellamy Park and Garrison School/Park neighborhoods are prime examples of housing growth with other areas pending approval. One of our most important tasks is to protect our existing facilities and diligently acquire/protect land for future recreation areas. Amidst all this growth it is comforting to see the Spruce Lane Neighborhood Park become officially dedicated. And, it appears that George Maglaras Memorial Park will be protected and eventually improved to become one of our more active community recreation areas.

Dick Cote, Maintenance Foreman, and his crew were short-handed again this year. It became necessary, therefore, to cut back maintenance in some of the outlying neighborhood parks in order to properly maintain our revenue producing facilities and larger Community parks. The new tractor/loader is a real workhorse; and, we were able to keep up with most of the mowing and sportfield maintenance. The Public Works Department and School Grounds Maintenance Department provided us with both equipment and help on several occasions when we desperately needed it. Looking to the future, however, it is essential that our maintenance staff be increased.

On behalf of all our staff, Advisory Board and people who enjoyed our programs and facilities I would like to thank everyone who volunteered and/or contributed to Recreation. We could not meet our Community needs without your help. I especially thank the School Department for providing gymnasiums and sportfields for all the action. And, the Affiliated Recreational Sports Leagues volunteers and contributors deserve special commendation and thanks for providing a valuable service to our citizens and especially our youth.

Respectfully submitted,
Donald E. Heyliger, Director

Report of the Dover Public Library for 1985-1986

This year was unusual in that most of our activity was dominated by a concern for the library building. The 80th anniversary of the opening of the Carnegie Building was celebrated with an open house on July 5th. Soon thereafter bids were sought for the first phase of the Library's "Master Plan," the renovation of the existing building. With all the bids received being far in excess of the funds available, a long process of negotiation began, resulting in the award of a contract to Beaver Construction Company to carry out the modified

Phase One renovations. On December 4th workmen arrived to begin demolition, and seven very trying months for the staff and public were underway. Noise, dust and disruption became the order of the day, with walls and ceilings coming down, drilling, hammering and pounding going on through the building, and a hole dug 26 feet into the earth just a few feet from the circulation desk. A new emergency exit stairway to all floors has replaced the Library Director's office, the Lecture Room floor has been reinforced with steel beams, an elevator has been installed, the building has been sprinklered for fire protection, and a new electrical service and wiring are in place. As the year ends it is obvious that the anticipated August 31 completion date will not be met and that conditions will not return to normal for some time.

In spite of the disruption caused by the construction the Library was busier than ever. Circulation set another record, reaching a total of 200,101 and up almost 6% over the previous year. We added 4,746 new books to the collection, which now contains 67,992 volumes. This is a gain for the year of only 143 volumes, as we were also withdrawing 4,603 volumes as part of the painstaking and time consuming work necessary to keep the Library's collection current and useful. Unfortunately, the increase in circulation activity was accompanied by an even larger increase in the number of items not returned on time, requiring the staff to make 4,225 telephone calls, send 3,259 post cards and 466 bills to delinquent borrowers. This is an unpleasant and unrewarding activity that diverts time and money from the real business of the Library.

The Children's Room continued the frantic pace of activity that has become the norm, until its programming was cut short in December by the renovation. Circulation grew by over 12%, to a new record of 77,170. A very successful summer reading program attracted 145 youngsters who read a total of 3,769 books and received the friendly and personal attention of the Library staff in discussing them. The "Little Red Wagon" visited in July, author Bruce McMillan and story-teller Becky Greber entranced children and adults alike, and a Halloween costume idea day brought in 50 delightful costumes for viewing. In May the Library joined with the Woodman Park PTO to bring the Gould and Sterns mime show to a large audience at the City Hall auditorium. In early fall a questionnaire on children's library services was distributed to the public, and while the responses were overwhelmingly favorable, the common theme was "more!"; more story hours for more age groups; more programs; more workshops and crafts; more books, records, tapes and other materials. The children's librarians were gratified by the very positive feedback to their hard work, but at the same time were frustrated by the crowded conditions and limited staffing that make an increase in service unrealistic, if not impossible. The demand is there, but the resources are not.

Again this year we enjoyed the aid and support of the Friends of the Library. They sponsored a cheerful Christmas open house in a building beautifully decorated by the Pioneer Garden Club, and later a slide show on Ireland. Combining their funds with a grant received from the Dover Community Foundation, they have ordered 90 new chairs for the renovated Lecture Room. They also provided funds for the installation of a kitchenette to be used during public meetings, and continue to make free passes to the Boston Museum of Fine Arts available to our patrons. They are truly "Friends."

It has been a very trying year for those who make use of the Library, and particularly for the staff who have had to live and work under very difficult conditions. They have served with patience and good grace, and we have all appreciated the support and encouragement of the Board of Trustees, the City Council and members of City government, and the people of Dover.

Donald K. Mullen
Library Director

Dover Youth Resources Office 1985-1986 Annual Report

The Youth Resources Office operates a variety of programs to benefit Dover youths and their families. Included among these are the Job Bank and general employment referral programs. The Big Buddy Program, the Juvenile Court Diversion Program, Drug and Alcohol Abuse Prevention and Counselling programming, and outdoor challenge trips and activities programming. Other miscellaneous services are provided by Y.R. staff as needed, ranging from distribution of donated clothing and toys to assistance in finding housing and transportation. Staff people also consult with other area agencies, schools, businesses, and parents.

The court Diversion Program maintained an average caseload of fifteen youths this year. Diversion contracts for these youths included restitution to victims, public service and volunteer work, counseling, and other activities. The volun-

teer Diversion Committee provided us with a lot of support and assistance in our work with these young offenders.

The Outreach Counselor interviewed over fifty youths, and filled over seventy jobs from the Job Bank this year. He also worked on fund-raising to buy equipment for the many outdoor trips he conducted, skiing, camping, rock-climbing, hiking, and more. He lead a weekly activity group in conjunction with the Diversion Worker and helped youths build a float for the Christmas Parade.

The Drug and Alcohol counselor received over thirty referrals of youths from Dover Police Department, District Court, Probation, High School, Diversion, and families. She also dealt extensively with self-referral kids on a drop-in basis, along with her average weekly caseload of twelve youths. Parent conferences were a regular part of her work, in addition to helping set up detox and treatment placements for more than a dozen youths.

The Coordinator wrote a successful grant to train several Dover youths to be "peer counselors", working in conjunction with Y.R.O. staff to help youths referred to the office for drug or alcohol problems. He worked with Dover High School in setting up referral procedures for youths, and with Dover Recreation Department in preparing for cooperative activity programs. He interviewed fifteen volunteers for the Big Buddy Program and twelve youths, and set up twelve new matches. Other work included fundraising for outdoor equipment, interviews of new Diversion committee volunteers, general support and supervision of the Y.R.O. staff, and consultation with local and state agencies.

Arena Department Annual Report - 1986

During 1985-86 Arena staff had continued working closely with the many patrons that use our facility to assist them with their different programs. The biggest problem facing the Arena Department is an ever increasing cost of operation due to inflation and increased repairs to the facility as it grows older. Accordingly this necessitates an increase in user fees to maintain the Arena in a self-supporting status. The staff is working to help minimize these increases but such cost as electricity, insurance, and other uncontrollable expenses present a major challenge for the Arena Department in the coming years.

The Arena serves as the center of activity for many ice skating activities from Labor Day through April. Last year, 22 Adult League teams competed in four Arena run Leagues along with a six team Split-Season Bantam League. The Seacoast Hockey club operates under the auspices of the Arena providing hockey teams for Midget (ages 15 & 16) players. The Arena also provides Learn-To-Skate Programs for hockey and figure skaters, adults and pre-schoolers. For advanced figure skating, the Great Bay Figure Skating Club provides professional skating instruction sanctioned by the United States Figure Skating Association.

Dover and York Youth Hockey programs provide hockey competition for boys and girls in the Seacoast League and the State League. Dover, St. Thomas, Portsmouth High schools and Berwick Academy round out the Winter schedule at the Arena making the Arena a very busy place open seven days a week from early in the morning to late at night.

The Arena Commission continues to work closely with the Arena Administration in developing goals and objectives for the Arena Department in an effort to continue the orderly growth of the Arena and its programs. The commission meets on the Third Thursday of each month at 7:30 PM in the Arena Director's office. The meetings are open to the public. The Commission is appointed by the City Council for a five year term, one seat expiring on January 1, each year. The Arena Commissioners are: Paul Spellman, Jr. (1989); Barbara McDonough (1986); George Lowell (1987); Peter J. "Red" Murray (1988); and Toralf "Ike" Isaacson (1990). Parks and Recreation Director, Donald E. Heyliger, serves as an ex-officio member of the Commission.

During the year the Arena Department dedicated the new locker room complex in September at the beginning of the Arena's ninth skating season. Completion of the locker rooms, a two year Capital Improvements Program, has greatly improved the Arena's ability to serve the ice skating community. Other projects completed during the year were a new lighting system for the parking lot, an automatic fire extinguisher system in the Snack Bar (required by law), and installation of a telephone extension (#214) off the City Hall switchboard.

In December, it was discovered that the Arena was not covered under the City Liability Insurance policy as in past years forcing the cancellation of public skating for the remainder of the season. In February the Arena received a used pick-up truck from the Public Works Department replacing the Arena car which had been off the road since April 1985. An engine was purchased for this truck and it is serving the Arena well.

In April, the Arena acquired a used Hammond

Organ through Government Surplus. This new addition cost us \$90.00 and is now working fine. Also in April, David A. Sandman took over as Assistant Arena Director. He replaced Daniel G. Raposa, Jr. who decided to pursue other career objectives after three years as the Assistant Arena Director.

In the Spring, the annual WTSN Home Show attracted over 10,000 visitors, and the Royal Lipizzan Stallions Horse Show performed to a sold out crowd. Other events held at the Arena included Professional Wrestling and the Rudy Brothers Circus.

The National Conference of the Ice Skating Institute of America was held in Boston during June and several members of the Arena staff took advantage of the various seminars available at this conference.

The 1986-87 season should provide another challenging year for the Arena Staff. The Arena Department looks forward to another successful year.

Respectfully Submitted,
PAUL J. CHALUE
Arena Director

Annual Report Dover Industrial Development Authority

Industrial growth in Dover has continued at a rapid pace during the 1985-1986 fiscal year. In the Crosby Road Industrial Park the last parcel of four and a half acres was placed under agreement in late Spring. This parcel, together with an adjoining eight acres, will be the site of a 100,000 square foot commercial bakery with construction to start in the Spring of 1987.

During this past year, Bayhead Products has purchased a six acre site and started construction of a forty-five thousand square foot plant. Completion and occupancy is expected in the Spring. Forum Development Corporation has started construction on the first of two thirty-five thousand square foot multi-tenant speculative buildings on the seven acre site purchased last year. Occupancy is also expected in the Spring of 1987.

Robbins Auto Parts has purchased seven acres and plans to start construction of a one-hundred thousand square foot warehouse in the Spring. Coheco Land Management has construction of a fifteen thousand square foot plant well underway for Cobe Corporation, who expects to be in production by late Winter.

As we predicted in last year's annual report, Crosby Road Industrial Park is now completely sold out. What started as fifty-two acres of industrially zoned land with two small buildings, one vacant and badly deteriorated, has become an attractive, fully-serviced industrial park with eight buildings totalling 160,000 square feet, employing over 400, with a total assessed value in excess of two and a half million dollars. Within the coming year another 295,000 square feet will be completed, adding another four and a half million dollars to the City's tax rolls.

The Dover Industrial Development Authority will continue to encourage and assist industrial growth in Dover. We are currently engaged in an evaluation study of our responsibilities, duties, and powers as granted under State Statutes. We will be developing a program in the coming year to continue to expand and develop Dover's industrial base.

SEYMOUR OSMAN
Chairman
Dover Industrial
Development Authority

Public Works Department Annual Report 1985-1986

The Public Works Department continued its efforts to improve its services during 1985-1986, with an increase workload we found it difficult to complete our assignments within our time limits.

Daily routine assignments were taken care of by the Public Works Division while the Water and Sewer divisions were busy upgrading their systems with the replacing and installation of new mains.

The Public Works Department is comprised of six divisions which are Cemetery, Mill Heating, Public Works, Wastewater Treatment Plant, Engineering and Water.

Cemetery Division Annual Report 1985-1986

A fence was erected around the new section of the Cemetery on Court St. and Watson Lane. The number of complaints in new area indicated a decrease in both vandalism and the disappearance of flowers. We felt this was due to closing of all gates at night and on weekends, except for the one on Watson Lane.

We continued interments during the winter with no problems.

Cemetery Personnel received many complaints as to the appearance of the Cemetery.

STATISTUS:	
Interments	94
Entombments	7
Cremations	22
Foundations	95
Sale of Lots	48 (105 graves)

Mill Heating Division Annual Report 1985-1986

The Mill Heating Plant continued to provide steam during the heating season with no major problems. The City sold the Mill Heating Plant and property on May 1, 1986.

Public Works Division Annual Report 1985-1986

The Public Works Division was kept busy with the routine daily assignments during the year. Sweeping, resurfacing and road programs were all completed on schedule. New guard rails, culverts, tree planting and tree removal were also accomplished through the City. The City Garage maintained the equipment with a minimum of down time.

Wastewater Treatment Plant Annual Report 1985-1986

The Sewer Department installed a new sewer drain from Oak St. to Varney St. to remove infiltration that was entering the sanitary system. Separation of Hill St. was completed. The line on Portland St. was extended to replace an old combined system. We worked with a private contractor that replaced a main trunk line off Garrison Road. The sewer line on Durrell St. was replaced as part of the area road and service renovations.

Most of the spring and summer of 1986 was spent working on the sewer analysis. This included locating manholes, bringing them up to grade, repair to eliminate infiltration.

Total Flow (gal.)	829,645,000
Daily Average (gal.)	2,278,187
Chlorine (lbs)	74,232
Grit removed (cu. yds.)	69.25

Sludge Data	
Gal. pumped	2,914,898
Wet solids (lbs)	2,555,482
Dry solids (lbs)	724,075
Polymer (lbs)	928
Permanganate (lbs)	2,405
Loads to landfill	249

Engineering Division Annual Report 1985-1986

The Engineering Department actively participated in numerous projects involving all aspects of the city. We provided design and construction layout services for the Public Works Department for: the reconstruction of Durrell, North Pine and Cedar streets; the intersection of Garrison Road and Back River Road; and the intersection of Fourth and Washington Streets. We provided inspection services for the Sewer Department on the reconstruction of Knox Marsh Rd and Maple Street sewers. We are in the process of analyzing the collection system in the Charles Street sewer shed area. We reviewed extensive plans for the Planning Office and also provided inspection services for the more than 250 units under construction this season. As always, the Engineering Division monitored insurance, performed project inspection and assisted Dover residents with various matters throughout the year.

Water Division Annual Report 1985-1986

The Water Division continued with the upgrading of the system by the replacement of hydrants, curb stops, meters and back flow devices.

The 12" main on the Spur Road, starting at Bellamy Road and tying in to the dead end 8" on Boston Harbor Road was completed. During the construction of the Watson Road bridge a 12" main was installed across the Coheco River.

STATISTICS of gallons pumped in 1985-1986	
Griffin Well	119,470,000
Caldenwood Well	255,587,300
Hughes Well	37,551,250
Cummings & Smith Well	148,566,130
Ireland Well	317,278,200
Test Well	25,776,300
*Lowell Ave, Pumping Sta	138,566,130
	904,229,680

*Water from Cummings and Smith Wells is pumped through the Lowell Avenue Pumping Station.

The Water Department has complied with all the requirements of the Safe Water Drinking Act, and State of New Hampshire Water Supply and Pollution Control Commission. All wells have been tested for volatile organic compounds and were below detection limits.

Annual Report July 1, 1985 To June 30, 1986 Planning Department

The Planning Department has undergone a year of extensive change beginning with the resignation of former Planning Director Tim Sheldon in June, 1985. At that time, full time Building Inspector, Dick Selleck, was appointed Acting Planning Director. The skeleton staff of Dick Selleck and Secretary Berrie Donovan reviewed and processed the influx of new projects, sending them on to the Site Review Screening Committee whose members consist of City Department Heads and the Planning Board Chairman, and finally, to the Planning Board. Jim Hicks, former Executive Director of the Strafford Regional Planning Commission worked on a consulting basis from January, 1986 to April 1986 when new Planning Director William Collins began. Jim and the staff at Strafford Regional Planning revised the Sub-division Regulations and presented a final package for Planning Board approval in August, 1986. The Site Review Screening Committee became very active in the review of subdivision and site review plans, meeting every Thursday afternoon for several hours. Planning Board Chairman George Maglaras became a consultant on a voluntary basis, devoting several hours each week to Planning Board and Planning Department business.

During the interim period, in the absence of a full time Planning Director, the Planning Department worked with the Planning Board on several projects leading to public hearings. These projects include: removal of Charles Street from the Urban Multiple Use District (UMUD) at the request of the residents; revision of the setback requirements in the Coheco Waterfront District (CWD) to allow development in that area, and an amendment to the zoning code which would allow the Planning Board to waive mailings on the necessary comprehensive changes to the code, and send mailings by first class rather than certified mail. As a result of the public hearings, and by vote of the Planning Board, the Charles Street area remains in the UMUD zoning district (the residents reversed their request), the setbacks in the CWD remain as they are, to be addressed by a new Planning Director, and the first class mailing was approved and passed to the City Council who also approved it, although the request to allow the Planning Board to waive comprehensive changes was not approved. The Board proposed many revisions to the zoning code to bring it up to State standards as well as bring it in line with other City codes, but made the decision to postpone the revisions until a new Planning Director arrived to coordinate all revisions at once, thereby avoiding several expensive, City-wide mailings.

Planning Board membership has changed due to the resignation of City Manager Robert Steele, Stephanie Faria, and Robert Weisner, the death of Robert Seaver, the removal of Craig Williams by the City Council, and the appointment of former City Council Representative J. Andrew Galt, as Mayor. New members are City Manager Reynold Perry, City Council Representative Thomas Schaff, Nancy Souane, and Patricia Torr. All seats on the Board are full, although only one alternate has been appointed where five are allowed by State Statute.

Two subcommittees were set up by the Planning Board. One to study abandonment of unaccepted City streets, and the other land use, specifically with regard to erosion along the waterways. The Board discussed as well, the use of community water and sewer systems. Guidelines were set up for community septic systems, while community water systems were determined to be unacceptable. Long discussions were held on the proximity of the toxic old landfill and its effect on proposed subdivisions in the area. It was determined that this problem would best be resolved by marking City maps with the landfill's location, and that the Building Inspector would warn applicants for building permits of its location.

The Planning Board held regularly scheduled meetings on each Tuesday from June through October. They then determined that regular meetings would be held on the second and fourth Tuesdays of the month, with workshops scheduled on the remaining Tuesdays to address planning issues. Approved during the year were 29 site reviews, 40 minor subdivisions (four lots or less), and nine major subdivisions (five or more lots). More specifically, the breakdown in approvals is as follows: 245 condo units, 86 mobile home units (preliminary approval only), and 44 apartments (through site review approval); 51 new lots were created through minor subdivision approval; 211 lots were created through major subdivision approval. This is a total of 637 single family units. Also approved were site reviews for: Strafford Guidance Center on Central Avenue; a restaurant

Annual Report Economic Development Department

The 1985-86 fiscal year has seen a continuation of the rapid development of Dover. The investment of private capital has continued at a fast pace but with the vast majority of the investment being in new single and multi-family units. Of the nearly twenty-eight million dollars of building permits issued during the period, 71.6% were for new

single and multi-family construction. An additional 7.4% were for residential additions, renovations, and conversions. Of the remainder, 17.7% was for new commercial and industrial buildings and commercial renovations and additions. A breakdown of the building permits for the July 1, 1985 to June 30, 1986 period follows:

No. of Permits		Dollar Value	% of Total
417	New Single Family Units	\$18,035,000	64.8
13	New Multi-Family Projects	1,871,000	6.8
161	Residential Additions/Renovations	1,532,000	5.2
26	Residential Conversions	594,000	2.2
16	New Commercial Buildings	2,983,000	10.2
23	Commercial Renovations/Additions	1,138,000	4.1
6	New Industrial Buildings	917,000	3.4
8	Miscellaneous Projects	285,000	1.1
	Public Library	450,000	1.8

The continuing redevelopment of the Pacific Mills property, the purchase of property on School and St. Thomas Streets by the city of the development as off-street parking lots, modernization of a number of retail stores, creation of apartments in unused second and third-floor downtown buildings, and the start of construction of three new retail and office buildings on the periphery of downtown have all contributed to the resurgence of downtown.

Miracle Mile development has continued with the addition of a number of new retail outlets in both the Shaw's and Shop and Save centers. The multi-million dollar expansion and modernization of Wentworth-Douglass Hospital is nearly complete, and all land in the Crosby Road Industrial

Park has either been sold or is under agreement. By July of 1987 we expect that every parcel in the Park will either have a building erected or have one under construction. Available jobs and the city's tax base have both increased substantially.

In the coming year more attention and effort will have to be given to developing solutions to the problems engendered by this rapidly expanding economy. Traffic congestion on major arteries, lack of industrially-zoned land, the need for additional off-street parking for customers, tenants, and residents of downtown, vacant retail space in the downtown area, and the attraction of new and expansion of existing industry are only a few of those that must be addressed.

George W. Garrett
Economic Director

ANNUAL REPORT FOR THE YEAR 1985 ASSESSMENTS

Property Assessment	\$399,570,741
Trailers	5,054,605
Total Assessments	\$404,625,346
Less Elderly & Blind Exemptions	3,269,500
Total Net Assessed Value	\$401,355,856
TAX	
Real Estate	\$13,989,434.38
Trailers	178,427.56
Bank Stock	5,546.06
Gross Tax	\$14,173,408.00
Less Veterans Exemptions	116,611.28
Net Tax	\$14,056,796.72

Respectfully submitted,
DAVID McMULLEN
City Assessor

DMcM/ajp

at Indian Brook Farm on Sixth Street; an addition to Roger's Pizza on Central Avenue; six to twelve office condos in Ashwood Place on Central Avenue; Burger King on Central Avenue; an addition to Lipson's on Fifth Street; Convenient Med Care on Central/Glenwood; office condos for St Laurent/Pearson on Central Avenue; expansion of Roadway, new buildings for manufacturing/industrial use (Matchett), Bayhead Products, a personnel addition to Davidson Rubber, and Goodwin's Office Supply in the Industrial Park; two new retail buildings for Holmwood on Chestnut Street; an office building on Fourth Street, and Pollyann's Fashions on Rochester Road.

The Zoning Board of Adjustment set a policy to limit its monthly caseload to six, and has included a "facts of finding" form in its case by case decision making process, thereby creating a reference on the facts leading to the granting or denial of an application for a variance or special exception. The Board has held workshops to fine tune procedures and make new members aware of the facts used as a basis for decisions. With the resignation of Dennis Clott, Mardean Fraser, John Torr, Ann Turner and Bill Hunt, and subsequent appointment of Barry Hager and Mark Dellner, the Board is currently down to four members and no alternates. A full Board should consist of five full members and up to five alternates. The City Council Appointments Committee is diligently trying to appoint the necessary members, but applications from interested parties are few and far between.

The Planning Director is also the Chair of the Housing Standards Board, which has been involved in several tenant/landlord issues over the past year. Also on the Committee is Fire Chief David Bibber, and Health Inspector Bea Fogg.

With the advent of new Planning Director Bill Collins in April, the Planning Department has been given a new sense of direction and organization. Attention has focused on upgrading ordinances, hiring two additional Planners and detailed review of development proposals before presentation to the Site Review Screening Committee and Planning Board. The Building Inspector's Office and Zoning Board of Adjustment have both undergone policy changes. Work has centered on revisions to the RM-12 zone (specifically, lowering the density), adoption of the Growth Management District III to regulate the remaining capacity of the Charles Street sewer pump station, and several proposed revisions to the RM-10 zone in the Silver and Lexington Street area as requested by the residents. The Dover street map has been upgraded to include new streets in recent developments, thereby giving the Police and Fire Departments much needed information for emergency calls. The Conversation Commission has become more involved in the review of major subdivisions, analyzing test pit information and submitting comments to the Planning Board. Next year's report will reflect more of these positive changes in detail.

Bill Collins
Planning Director

Statement of Revenues, Expenditures And Encumbrances — Budget (Non-GAAP Budgetary Basis), Actual And Encumbrances — General Fund For The Year Ended June 30, 1986 (Note 2)

	Budget	Actual	Encumbrances June 30, 1986	Variance - Favorable (Unfavorable)
REVENUES:				
Taxes	\$14,224,799	\$14,417,365		\$ 192,566
Licenses and permits	961,600	1,351,049		389,449
Fines and forfeits	250,900	229,400		(21,500)
Use of property and money	462,300	481,543		19,243
Current service charges	360,050	352,202		(7,848)
Other revenues	42,000	73,476		31,476
Education - primarily federal and state grants and tuition	1,712,110	1,785,665		73,555
Intergovernmental	1,055,954	1,048,343		(7,611)
Total revenues	19,069,713	19,739,043		669,330
EXPENDITURES AND ENCUMBRANCES:				
General government:				
City council	40,400	40,825		(425)
Executive department	66,469	66,977		(508)
Finance department	155,967	152,524	\$640	2,803
Tax collection	69,188	67,760		1,428
Assessing division	55,443	54,380		1,063
City clerk	57,757	61,750		(3,993)
Elections	7,403	10,974		(3,571)
Legal department	35,420	34,813		607
Insurance and retirement	948,209	822,825		125,384
Public building maintenance	136,208	138,068		(1,860)
Total general government	1,572,464	1,450,896	640	120,928
Public safety:				
Police administration	1,399,259	1,392,654	2,012	4,593
Outside services	70,000	44,496		25,504
Fire administration	99,227	95,978	3,632	(383)
Fire operations	984,783	969,324	1,960	13,499
Civil defense	6,412	6,720		(308)
Total public safety	2,559,681	2,509,172	7,604	42,905
Public works:				
Administration and operations	88,797	84,607		4,190
Streets and bridges	1,362,944	1,322,719	2,496	37,729
Engineering	135,973	113,049	161	22,763
Garage	167,587	165,281		2,306
Snow removal	64,000	70,398		(6,398)
Storm drains	84,936	89,145		(4,209)
Cemetery	108,170	95,181	2,827	10,162
Total public works	2,012,407	1,940,380	5,484	66,543
Culture and recreation:				
Parks and recreation	90,196	82,950	2,677	4,569
Parks maintenance	51,676	51,986	593	(903)
Butterfield gym	106,090	93,474	2,273	10,343
Indoor pool	160,846	149,123	994	10,729
Guppy pool	42,809	36,290	349	6,170
Summer camp	11,665	11,144	17	504
Library	261,980	254,890	4,577	2,513
Total culture and recreation	725,262	679,857	11,480	33,925
Community services:				
Planning department	46,623	40,800		5,823
Building inspection	40,447	39,223		1,224
Zoning department	6,350	4,374		1,976
Conservation	625	493		132
Civic promotions	40,859	39,813		1,046
Plumbing inspection	6,441	6,361		80
Economic development	44,854	38,556		6,298
Total community services	186,199	169,620		16,579
Human services:				
Education	9,346,381	9,191,274	109,174	45,933
Health department	10,297	10,238		59
Welfare department	205,194	249,677		(44,483)
District court	33,254	32,969	84	201
Youth resources	73,978	72,467	84	1,427
Total human services	9,669,104	9,556,625	109,342	3,137
Debt service	1,710,611	1,596,148		114,463
Intergovernmental	1,394,369	1,394,369		
Total expenditures and encumbrances	19,830,097	19,297,067	134,550	398,480
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(760,384)	441,976	(134,550)	1,067,810
OTHER FINANCING SOURCES —				
Budget transfers in — including portion of prior periods' undesignated fund balances	760,384	760,384		
EXCESS OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES	\$ -0-	\$ 1,202,360	\$ 134,550	\$ 1,067,810

See notes to financial statements.

Fire and Rescue

It is a pleasure to present the Annual Report for the City of Dover Fire & Rescue Service for the fiscal year 1985/86.

You will note a dramatic change in our format which we are not happy with; however, it is only temporary. The State Fire Marshal's Office is now computerizing the statistics from our Incident Reports but they cannot extract the necessary information for the first six months of this reporting period. It has been rectified and the next Annual Report will reflect our old format.

I am pleased to report that our service is continuing to grow and expand its services to the citizens of Dover. Our personnel are better trained than ever before. In the effort to keep pace with the most modern fire protection and emergency medical technology, literally thousands of hours of training and continuing education were conducted during the year. However, despite our efforts, our community's fire safety performance can still be improved. Our community's rapid growth coupled with complacency and indifference continue to plague our ability to provide an effective and efficient service.

To improve our fire safety problem, we have stepped up three areas of concern. The first is fire suppression; the actual extinguishing of flames. More in depth training and acquisition of specialized equipment have helped to reduce the fire loss.

The second means is legislation; the development, adoption and enforcement of standards and codes to ensure minimal risk and maximum protection from fire. The third is fire safety education; educating people so that they can prevent fires from starting and protect themselves in the event of fire.

Our Department stands out as a recognized leader in the fire & rescue service. This is clearly demonstrated by the steady flow of requests we received for detailed information pertaining to our operations, as well as the number of visitors who came to the Department from throughout New England to review our methods and procedures.

Neither our enviable reputation nor any of the accomplishments outlined in this report would have been possible without the full support of elected officials and leaders who are proactive rather than reactive in the realization that a growing city must provide the most effective and efficient fire and rescue protection available. With the continued support of the City Council and the citizens of Dover, the City of Dover Fire & Rescue Service will continue to improve in the years to come.

In closing, I wish to recognize in particular the continuing hard work of the members of our Department. A great part of this service would not have been possible without the continued dedicated effort by our personnel.

Yours truly,
David F. Bibber, Chief
City of Dover Fire & Rescue

Bureau of Fire Prevention

Fiscal year 1985-1986 was a time of tremendous transition for the Fire Prevention Bureau. Assistant Chief John Gregoire obtained a position with the State Fire Marshal's office, thereby requiring new personnel to assume the responsibilities of this office. The influx of numerous construction projects throughout the municipality have placed many burdens, thereby affecting reasonable progression and efficiency. Under new guidelines established, many areas related to personnel and efficiency were re-examined. The three "E's" of fire prevention (education, engineering and enforcement) were upgraded to help meet the needs of the rapidly growing community.

Education

Educational programs were highlighted as a main ingredient for preventing the largest number of fires. Statistics point to most fires as accidental in nature and this follows true in Dover. This required the timely introduction of programs such as "Learn not to Burn"; code interpretation classes for real estate salesmen, homeowners and builders; safety seminars in civic organizations and several sprinkler installer classes. Education is once again being prioritized in its importance to help in the prevention of tragic fire loss.

Engineering

New technology in the form of affordable residential sprinklers became highlighted in Dover. The Bureau in conjunction with Continental Cablevision produced a professional video outlining the relative cost and safety benefits of sprinklers. This video has been and still is in demand throughout our nation.

A success story occurred in Dover regarding sprinklers. An accidental fire within a residential condominium at Bellamy Woods was completely extinguished by sprinklers. Had it not been sprinklered, several professional fire investigators estimated that the structure would have sustained major fire and smoke damage not to mention possible life loss. The end result was approximately \$200 in minor burn damage.

The institution of a comprehensive first in the nation sprinkler ordinance within Dover has been lauded by fire officials and organizations throughout. The combined efforts of the development community, fire officials, building officials and political leaders have taken life safety protection to its ultimate goal. The Dover sprinkler ordinance will certainly provide levels of protection never achieved previously.

Enforcement

Enforcement of fire and life safety codes has always been stressed in Dover. Responsible code enforcement has been difficult to achieve due to the influx of rapid construction. Good intentions during a building process do not always relate to a safe environment. Therefore, a remedy procedure is ongoing at all times. The current construction boom has made it difficult to achieve efficiency with this program.

This year, the Bureau has helped implement an on-the-assembly-line approach to residential sprinklers. Two manufactured housing companies have utilized the Bureau's assistance by installing sprinklers in their manufacturing process.

Two professional public service announcements

were produced by the Bureau for air time on commercial television. Four stations aired the announcements throughout the year and an impressive response by the public has been received.

Several fire investigations were conducted so as to determine a cause and origin. Over 900 thorough indepth inspections were conducted. Two successful court cases were heard with acceptable remedies forthcoming. Well over 200 building plans and projects were reviewed. Several preplans and 125 holiday spot inspections were conducted.

The advent of new technology in the fire suppression and detection field is gaining rapid acceptance. Hopefully, the Bureau through its aggressiveness and professionalism can maintain its leadership in this field. In addition, this continuing attitude should help to lower fire loss statistics within our community while possible saving numerous lives.

Division of Fire Training

As pointed out in previous reports, the training process is in a changing phase that's going to take a few years to solidify. This year some positive improvements in the organization of the mode of training and in the method of record keeping has been made. Because these improvements were loosely packaged, they were not followed equally by all personnel, particularly in record keeping. Good administrative technique can shore up this fallen area. Some of these techniques have already been started and the effect of these will be noticeable in the monthly reports.

Overall, training hours have dropped slightly in this fiscal year, from approximately 12,500 hours in 1984/85 to 12,000 in 1985/86. This reduction is due to the weak areas described above. With the new controls that are being installed, we are very confident that the 1986/87 year will easily be the highest training year in our recording history.

The following is some statistical information on training hours, special courses and projects completed in this fiscal year:

"A" Shift - 9 men - 2265.5 hours
"B" Shift - 9 men - 3082.5 hours
"C" Shift - 9 men - 3874.5 hours
"D" Shift - 9 men - 1824.0 hours
Staff - 3 men - 907.5 hours

Total hours - 11,954
Average per year per man - 300 hours
Night training in excess of 2500 hours

SPECIAL PROJECTS

Hose Testing
Rookie School
Apparatus Maintenance
Hazardous Material Suits
Pump Service Test

EXAMINATION

Department Evaluations
2 Entrance Exams
Ass't. Chiefs Exam
2 Engineer Exams
Lt.'s Promotional Exam
7 Probationary Exams

ON GOING EXPERIMENTATION

New Style Protective Clothing
Leather Helmets
Work Uniforms
Rescue Equipment
Cleaners, cleansers & deodorizers
New Equipment

SPECIAL COURSES

Communications
Communicable Diseases
North P.B.A.'s
State Forestry Class
Rookie School
Decontamination Class
Confined Spaces
Back Care

Along with department training, the Division of Operations and Training has assisted the community in a number of areas. The hundreds of hours spent in these areas are not reflected in our training records.

Career Days
Dover Home Show
Summer Show - Newington Mall
Classes to City Employees
Interaction with Central Dispatch
Classes to Local Industries
CPR to the Public
Dover Football League
Building Burns
Station Tours
Assistance to Area Fire Departments

Our objective is to provide quality emergency medical service to the City of Dover. We accomplish this goal through exigent training programs, the implementation of new procedures and the acquisition of innovative equipment.

During fiscal year 1985-1986, our training programs increased the number of personnel who are certified as MAST and EOA providers and instructors in Basic Life Support (CPR). We now have the capacity to extend civilian CPR training programs to a greater number of the citizens of

Dover. With the development of EMT Refresher Training Programs, both Basic and Advanced level EMT's can be recertified while on duty. We have implemented a program in which shift personnel will be directly involved in the development and production of video training aids. These video tapes will greatly expand our reference library in the Training Division.

Recognizing the importance of disaster planning, we initiated the development of the City of Dover's Mass Casualty Incident (MCI) response plan. This plan necessitates the coordination of personnel, ambulances and equipment with cooperating communities, hospitals and agencies. It is through such collaboration that the City of Dover maintains its status as an integral part of State and Regional EMS.

During fiscal year 1986-1987 we expect to (1) complete the MCI response plan, (2) coordinate efforts with Wentworth-Douglass Hospital to provide EMT-D (defibrillation) certification to the Department and (3) educate additional personnel to the level of Advanced Life Support Provider (Paramedic). The ultimate goal is to provide this advance level of prehospital care to the citizens of Dover.

EDUCATION DEPARTMENT

SUPERINTENDENT OF SCHOOLS

Gerald A. Daley
742-6400

BUSINESS ADMINISTRATOR

Marie Willard
742-6400

DOVER SCHOOL COMMITTEE

Ward 1:
Christina M. Tarbox
749-3839

Ward 2:
William H. McCann, Jr.
742-9020

Ward 3:
Robert E. Hannan
749-2469

Ward 4:
Francis J. Menez
749-2578

Ward 5:
Donald J. Cichon
749-4784

Ward 6:
Paul C. Johnson
749-4929

At Large:
Eleanor T. Milliken, Chairman
742-3953

DIRECTOR OF CURRICULUM

Murray Ingraham,
Woodman Park School
742-2114

SCHOOL PRINCIPALS

Richard Rothenberg,
Dover High
742-3176

Gilbert Barclay
Junior High
742-3172

Marilyn McKernan Weeks
Woodman Park
742-2161

James McShane
Home Street
742-1202

George Rivers
Carrison
742-5505

DIRECTOR OF MAINTENANCE

(Building & Grounds)
James Bickford
Dover High
742-3176

DIRECTOR OF TRANSPORTATION

Neil Robinson
Garage
742-1015

HEAD SCHOOL NURSE

Eloise Marley
Woodman Park
742-2161

FOOD SERVICE ADMINISTRATOR

Joan Carl
Dover High

EMERGENCY

TELEPHONE NUMBER

911

FIVE LARGEST LOSSES IN 1985/86

	Residential	Estimated Dollar Loss
Heritage Hill Apartments	Residential	\$250,000
Niles Drive	Commercial	80,000
213 Washington Street	Residential	55,000
36 Grove Street	Residential	30,000
6 Meridian Drive	Residential	24,000

FIRE CASUALTIES	1981	1982	1983	1983/84	1984/85	1985/86
	1	0	1	0	0	0

DEPARTMENT RESPONSE BY MONTH

	1981/82	1982/83	1983/84	1984/85	1985/86
July	84	147	182	235	257
August	72	154	196	243	236
September	79	131	199	204	309
October	76	202	203	234	201
November	82	181	180	231	199
December	116	237	297	357	354
January	178	194	250	251	239
February	136	145	216	218	210
March	140	181	216	269	208
April	155	170	215	233	205
May	138	141	253	221	233
June	129	177	227	223	269
TOTAL	1381	2060	2644	3319	2920

Tax Office Collections

	1983	1984	1985
Motor Vehicle Permits	812,237.00	1,027,322.00	1,242,991.70
Misc Service Charges	19.00	128.00	262.00
Bank Stock	5,142.57	4,956.75	5,546.05
Resident Tax Current	111,840.00	128,160.00	133,840.00
Resident Tax Prior	4,760.00	10,000.00	4,530.00
Property Tax Current	10,048,150.22	10,294,385.31	12,575,850.51
Property Tax Prior	612,928.09	556,412.50	708,366.86
Yield Tax	270.68	1,493.61	133.50
Boat Tax	1,611.10	2,198.40	3,988.80
Tax Liens 1982	678,417.22	310,838.63	124,918.00
Tax Liens 1983	----	1,006,001.84	247,986.18
Tax Liens 1984	----	----	580,926.46
Interest, cost & penalties	190,438.73	151,510.57	201,421.76
TOTAL	12,465,814.61	13,394,407.61	15,830,761.82

Other Collections

	1983	1984	1985
Water	908,440.25	925,572.98	971,262.16
Sewer	943,388.30	915,117.16	942,518.41
Sprinkler	13,874.47	15,426.00	15,027.00
Maintenance	29,201.54	29,165.42	36,954.00
TOTAL	1,894,904.56	1,885,281.56	1,965,761.57

The city's growth resulted in increased activity in all phases of the Tax Office. Automobile registrations continued to increase as over 20,000 vehicles were registered with fees topping one million dollars.

The Tax Office also issued thousands of registration stickers as agent for the State of New Hampshire.

Over 16,000 resident taxes were mailed, and over 6700 property tax bills were also mailed.
ANN FREDETTE
Tax Collector

Annual Report 1986 Building Inspector July 1, 1985 to June 30, 1986 Building Permits

MONTH	PERMITS	ESTIMATED COST	FEEES
July '85	36	\$940,000.	\$2,757.
August	41	1,211,000.	3,591.
September	35	1,278,000.	3,591.
October	56	5,556,000.	12,557.
November	27	1,220,000.	3,524.
December	17	1,095,000.	1,866.
January '86	32	1,239,000.	3,481.
February	22	1,284,000.	2,915.
March	46	2,042,000.	5,653.
April	49	1,488,000.	4,401.
May	38	7,905,000.	17,567.
June	61	2,988,000.	8,624.
TOTAL	460	\$28,246,000.	\$70,527.
ELECTRICAL PERMITS	328		\$10,508.
MISCELLANEOUS PERMITS	10		250.
ANNUAL TOTALS	798	\$28,246,000.	\$81,285.

In fiscal year 1985 the Building Inspection division doubled its staff with the addition of Thomas L. Clark as Assistant Building Inspector in August 1985. Procedures have since been instituted that allow the inspectors to devote more time to plan review and on-site inspections. Other methods are currently being evaluated which should establish further efficient operations within the division.

Combined Balance Sheet, All Fund Types And Account Group June 30, 1986

Assets	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Type	Account Group
	General	Special Revenue	Debt Service	Capital Projects	Enterprise (Note 9)	Internal Service	Trusts	General Long-Term Debt
Cash	\$ 379,869		\$115,064		\$ 278		\$ 35,277	
Investments, at cost (Note 3)	5,300,000						675,343	
Taxes receivable	1,726,568							
Accounts receivable	562,552			\$ 3,835	402,798		8,924	
Unbilled revenue					219,000			
Note receivable					98,755			
Due from other funds	16,015	\$ 64,127	26,034	2,528,954	2,480,496	\$608,898		
Due from governmental entities		223,856		159,465				
Inventories		30,202			257,244	58,264		
Prepaid expenses and other assets	16,192				1,158			
Property (Note 4)					4,314,012			
Amount available in debt service funds								\$ 26,034
Resources to be provided in future years								11,952,103
TOTAL	\$8,001,196	\$318,185	\$141,098	\$2,692,254	\$7,773,741	\$667,162	\$719,544	\$11,978,137
LIABILITIES AND FUND EQUITY								
Liabilities:								
Accounts payable	\$ 422,289	\$ 70,425		\$ 194,357	\$ 37,402	\$ 12,190		
Accrued liabilities:								
Compensated absences	122,796							\$ 613,187
Other	701,244	1,582			121,367			
Deferred revenue	404,064							
Unredeemed principal and interest coupons			\$ 85,064					
Bonds payable (Note 5)			30,000		2,178,800			11,364,950
Due to other funds	5,384,405	106,395		87,178		146,546		
Total liabilities	7,034,798	178,402	115,064	281,535	2,337,569	158,736		11,978,137
Fund equity (deficit):								
Contributed capital (Note 6)					628,955			
Retained earnings (deficit) (Note 6):								
Appropriated for workers' compensation (Note 12)						602,221		
Unappropriated					4,807,217	(93,795)		
Fund balances (deficits):								
Reserved for:								
Encumbrances	134,550	161,421						
Inventory		30,202						
Debt service			26,034					
Trust purposes:								
Nonexpendable							\$600,930	
Expendable							118,614	
Unreserved:								
Designated for capital projects	48,651			2,410,719				
Undesignated	783,197	(51,840)						
Total fund equity	966,398	139,783	26,034	2,410,719	5,436,172	508,426	719,544	
TOTAL	\$8,001,196	\$318,185	\$141,098	\$2,692,254	\$7,773,741	\$667,162	\$719,544	\$11,978,137

See notes to financial statements.

The 1986-1987 City Council

All Council Terms expire on December 31, 1987.

Thomas P. Duffy, Jr.
Ward 2 - B*
19 Forest Street
742-1622

Paul A. Bruyere, Jr.
Ward 6 - B, C
Tolend Road
742-6171

James F. O'Neil, Jr.
Ward 3 - A, B
128 Henry Law Avenue
749-5085

Kevin Mone
At Large - A, C
Mayor Pro Tem
12 Hanson Avenue
742-0504

Reynold Perry
City Manager

Thomas E. Scharff
Ward 4 - E
8 Robinwood Avenue
742-7747

Franklin Torr
At Large - C*, D
742-7607

Jesse Andrew Galt
Ward 1
Mayor
754 Central Avenue
742-1250

William P. McQuade
Ward 5 - A*, D
Durham Road
742-7200

James H. McAdams
At Large - D*, F
7 Riverside Drive
742-6338

- A. Committee on Appointments
 - B. Municipal Ordinance Committee
 - C. Committee on Fiscal Impact
 - D. Parking and Traffic Committee
 - E. Planning Board Representative
 - F. Alternate Planning Board Representative
- (*Indicates Committee Chairman)

Directory of City Officials

GENERAL GOVERNMENT

CITY MANAGER	Reynold Perry	742-3551, ext. 223
CITY CLERK	David E. Earle	742-3551, ext. 220
CITY ATTORNEY	Scott E. Woodman	742-6131
ECONOMIC DEVELOPMENT DIRECTOR	George Garnett	742-3551, ext. 229
FINANCE DIRECTOR/COMPTROLLER/TREASURER	Jeff Harrington	742-3551, ext. 202
PURCHASING AGENT	Den Kelly	742-3551, ext. 202
TAX ASSESSOR	Dave McMullen	742-3551, ext. 207
TAX COLLECTOR	Ann Fredette	742-3551, ext. 216
AUDITOR	Deloitte, Haskins, & Sells, Manchester, N.H.	669-4311
WATER & SEWER BILLING		742-3551, ext. 219
YOUTH RESOURCES DIRECTOR	Kath Bates	742-3551, ext. 234

HEALTH AND WELFARE

WELFARE DIRECTOR	Margaret E. Seymour	742-3551, ext. 215
HEALTH OFFICER	Beatrice Fogg	742-7220
BOARD OF HEALTH - 3 year term	Dr. Andre Dasmari (1986)	
	Andrew Mastrobattista (1987)	742-0070
	Dr. Edward Lemos (1989)	742-7053
	Dr. Thomas J. Smith, Chairman	
	Beatrice M. Fogg, Health Officer	
PLUMBING INSPECTOR	David W. McCool	742-6829
PARKS AND RECREATION DIRECTOR	Donald E. Heyliger	742-5718
PARKS AND RECREATION ADVISORY BOARD - 3 year term		
	Ward 1: Brian Kelley	742-9615
	Ward 2: Raymond J. Shaheen	742-6864
	Ward 3: James Andrews, Jr.	749-3844
	Ward 4: Connie Hutchins	749-0685
	Ward 5: Craig Rowley	749-4720
	Ward 6:	
	At Large: William Morgan	742-0215
	At Large: Susanna Meadows	749-4356
	At Large: Edward Egan, Chairman	742-2123
ARENA DIRECTOR	Paul J. Chalus	742-5463
ARENA COMMISSION - 5 year term		
	George Lowell (1987)	742-4116
	Peter J. Murray (1988)	742-0770
	John Paul Spellman, Jr., Chairman (1989)	742-3570
	Tonah H. Isaacson, Secretary (1990)	742-4154
	Barbara McDonough, Vice Chairman (1991)	742-2474
	Recreation Director, Ex Officio: Donald Heyliger	

PLANNING AND COMMUNITY DEVELOPMENT

PLANNING DIRECTOR	William Collins	742-3551, ext. 208
PLANNING BOARD - 3 year term		
	Nancy Suzanne (1986)	742-6195
	Harold Preston, Vice Chairman (1987)	742-2744
	Patrick Torr (1987)	
	George Maglens, Chairman (1989)	742-2484
	H. Lee Elder (1989)	742-7087
	Otis E. Perry (1989)	
	City Manager (Ex Officio): Reynold Perry	
	Public Works Director (Ex Officio): Pierre Bouchard	
	Thomas E. Scharff, Council Representative, Ex Officio	
BUILDING INSPECTOR/ELECTRICAL INSPECTOR	Richard Seleck	742-3551, ext. 213
COMMUNITY DEVELOPMENT COORDINATOR	William Fortier	742-3551, ext. 227
CITIZENS ADVISORY COMMITTEE - Terms expire 1987		
	Raymond G. Eaton	742-4992
	Joseph Herlihy	742-1074
	Helene Donnelly	742-5404
	Kristina Beber	749-5969
	Earle Goodwin	742-4136
	Phillippe J. Montanette	742-5687
	Gerard P. Lamoureux	742-6631
	Daryl Peitler	
	Donald MacLeod	742-6631

PUBLIC LIBRARY

LIBRARY DIRECTOR	Donald K. Mullen	742-3513
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LIBRARY BOARD OF TRUSTEES - 5 year term

Ann Grimes Etalman (1986)	742-0792
Chester E. Tracy (1987)	742-8652
Valerie J. Bloom (1988)	742-6521
Barbara Grimes (1989)	742-1358
A. Paul Boucher, Chairman (1991)	742-4476

PUBLIC SAFETY

POLICE CHIEF	Charles D. Reynolds	742-4646
FIRE CHIEF	David F. Bibber	742-4646
CIVIL DEFENSE DIRECTOR	David F. Bibber	742-4646

PUBLIC WORKS AND WATER

PUBLIC WORKS DIRECTOR	Pierre R. Bouchard	742-4568
SUPERINTENDENT OF PUBLIC WORKS & WATER	Pierre Lavole	742-4568
SUPERINTENDENT OF PINE HILL CEMETERY	Adrien Flanagan	742-4568
CEMETERY BOARD OF TRUSTEES - 3 year term		
	William Kincaid (1986)	742-9331
	Russell D. Newell, Jr. (1987)	742-2405
	William R. Caldwell (1988)	742-6687
	William Wilson (1988)	742-1938
	Roy Ackerman (1989)	742-2789
SUPERINTENDENT OF SEWAGE TREATMENT PLANT	Arthur Hoffman	742-2109
CITY ENGINEER	William Janelle	742-1679
SEWER COMMISSION - 3 year term		
	Arthur Grimes (1988)	742-5113
	James Austin (1988)	742-6135
	Daniel Ayers (1987)	
WATER BOARD - 3 year term		
	Roy B. Ireland (1986)	742-1119
	Hugh Tuttle (1987)	742-1076
	Walker A. Calderwood (1989)	742-1300
	Pierre Bouchard, Director of Public Works	
	Reynold Perry, City Manager	
	Jeff Harrington, Finance Director, Ex-officio	

BOARDS AND COMMISSIONS

CONSERVATION COMMISSION - 3 year term		
	Joseph Jalbert (1987)	742-0515
	Judith Mettas (1987)	749-4321
	Neil Waddell Neal (1988)	742-0263
	Thomas A. Lauher (1988)	749-4977
	George Niles (1989)	742-1520
	Phyllis B. Johnson (1989)	
	Harold Preston, Planning Board Representative	
DOVER HOUSING AUTHORITY		
	Jack Buckley, Executive Director	742-5804
5 year term:		
	Allan B. Krans (1987)	742-6269
	John McCooney (1988)	742-6581
	John Guy (1989)	742-5212
	Marjorie Halle (1990)	742-7863
	Edgar Bois (1991)	742-5924
DOVER INDUSTRIAL DEVELOPMENT AUTHORITY - 3 year term		
	Seymour Orman (1987)	742-1464
	Father Arthur Athans (1987)	742-6895
	Hamilton R. Krans, Jr. (1988)	
	Robert F. Haley (1988)	742-7560
	David Shields (1988)	749-9104
	Robert Whiting (1989)	742-8281
	David Wilson (1989)	749-2085
	Mayor (Ex-officio) Jesse Andrew Galt	
	City Manager Reynold Perry	
LICENSING BOARD		
	Mayor Jesse Andrew Galt	
	Police Chief Charles D. Reynolds	
	Edward L. Morin	742-2383
PERSONNEL ADVISORY BOARD - 3 year term		
	Tyler Foss (1987)	742-8971
	Marilyn Gagne Jones (1984)	
	Gladys Skilling (1985)	
PLUMBING BOARD		
	David W. McCool, Plumbing Inspector, Ex Officio	
	Norman Labrie (1989)	742-4461
	Thomas E. Forbes (1989)	749-3510
ZONING BOARD OF ADJUSTMENT - 3 year term		
	Alden R. Joy, Chairman (1987)	742-2242
	David A. Bertrand (1988)	749-2781
Alternates:		
	Berry Heger (1988)	749-4968
	Mary Dellner	