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ANNUAL REPORT 2010-2011



THE CITY OF ROCHESTER, NH
31 Wakefield Street
Rochester, NH 03867
www.rochesternh.net

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**REPORT OF THE CITY MANAGER'S OFFICE
2010-2011**

Rochester is a vibrant community. Our success is due to a team effort between our Mayor, Council & Boards, and Committees and the fine City employees that continue to deliver quality services.

The City is a service-oriented organization. Police, Fire, Communications and Public Works service and protect the public. The Rochester Library and Recreation Department greatly enhance the quality of life. The School Department educates our young people and prepares them for the rapidly changing world.

While the annual report contains some of the highlights of Rochester's efforts to assist our citizens, there is much more to what is happening through customer service, enhancing the environment, or maintaining our infrastructure.

As the recession continues to affect the nation, Rochester has seen its share of ups and downs. Our employment rate has decreased from 6.3% to 5.7%. The City has put enormous effort into economic development. This effort is proving effective. Rochester had the State's largest industrial announcement in October of 2010 with Albany International announcing the relocation of their corporate headquarters moving to our fine City. The expansion will add an additional 500 jobs by the end of the decade.

Rochester is a great place to live, work and play. The municipal government is working hard to help enhance our community with quality services delivered efficiently and effectively.

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Respectfully submitted:

Robert D. Steele
City Manager

N. H. STATE LIBRARY

MAY 12 2014

CONCORD, NH

CITY GOVERNMENT
As Organized January 1, 2011

Mayor Thomas J. Jean

Ward 1	Seat A – Brian B. LaBranche	Seat B – A. Raymond Varney
Ward 2	Seat A – Elaine Lauterborn	Seat B – Sandra B. Keans
Ward 3	Seat A – Peter A. Lachapelle	Seat B – John H. Larochelle
Ward 4	Seat A – David Walker	Seat B – Geoffrey Hamann
Ward 5	Seat A – Ralph Torr	Seat B – Alan Reed-Erickson
Ward 6	Seat A – Stephen Hervey	Seat B – Charles “Chuck” Grassie

City Manager – John F. Scruton (Resigned January 4, 2011)
Robert D. Steele (January 5, 2011 to June, 6, 2011)

STANDING COMMITTEES

Appointments Review Committee: John Larochelle, Chairperson; Ralph Torr, Vice-Chairperson; Sandra Keans, Alan Reed-Erickson, Stephen Hervey

Codes & Ordinances Committee: Peter Lachapelle, Chairperson; Charles “Chuck” Grassie, Vice-Chairperson; A. Raymond Varney, Sandra Keans, Elaine Lauterborn

Community Development Committee: Charles “Chuck” Grassie, Chairperson; Elaine Lauterborn, Vice-Chairperson; Alan Reed-Erickson, Stephen Hervey Brian LaBranche

Finance Committee: Thomas Jean, Chairperson; A. Raymond Varney, Vice-Chairperson; John Larochelle, David Walker, Charles “Chuck” Grassie, Sandra Keans, Elaine Lauterborn

Public Safety Committee: David Walker, Chairperson; Geoffrey Hamann, Vice-Chairperson; Brian LaBranche, Stephen Hervey, Peter Lachapelle

Public Works Committee: Ralph Torr, Chairperson; A. Raymond Varney, Vice-Chairperson; Charles “Chuck” Grassie, David Walker, Geoffrey Hamann

SPECIAL COMMITTEES

Building Needs Committee: Ralph Torr, Chairperson; Elaine Lauterborn, Vice-Chairperson; Brian LaBranche, A. Raymond Varney

Government Channel Committee: John Fuchs, Richard Menzel, Richard Gould, Rick Healey, Celeste Plaia

SPECIAL COMMITTEES (Continued)

Highway Safety Committee: David Walker, Chairperson; Geoffrey Hamann, Vice-Chairperson; Brian LaBranche, Stephen Hervey, Peter Lachapelle

CITY OFFICERS AND DEPARTMENT HEADS

Animal Control Officer	Suzanne Paradis
City Assessor	Tom Mullin
Checklist Supervisor, Chair	Vacant
Chief Planner	Michael Behrendt
City Clerk	Sheryl Eisenberg
City Engineer	Vacant
City Health Officer	Tom Abbott
City Manager	Robert D. Steele
City Physician	Dr. Terry Bennett
City Solicitor	Danford Wensley
Deputy Assessor	Vacant
Deputy City Clerk	Kelly Walters
Deputy Tax Collector	Karen Paquette
Director of Code Enforcement	Tom Abbott
Director of Planning	Kenneth Ortmann
Economic Development Manager	Karen Pollard
Finance Director	Blaine Cox
Deputy Treasurer	Roland Connors
Fire Chief	Norman Sanborn, Jr.
Fire Chief, Deputy	Francis Zombeck
Fire Chief, Assistant	Mark Dupuis
Ice Arena/Recreation, Parks, Youth Services Director	Christopher Bowlen
Library Director	John Fuchs
Police Chief	David Dubois
Deputy Police Chief	Michael Allen
Public Works Commissioner/Public Buildings & Grounds Director	Melodie Esterberg
Tax Collector	Doreen Jones
Welfare Director	Todd Marsh
Mayor	Thomas J. Jean
Deputy Mayor	A. Raymond Varney

BOARDS AND COMMISSIONS

Arena Advisory Commission: David Anctil, Chairperson; Richard Clough, Robert Brown, Randy Willard, Dale Bickford, David Colson, Joan Cadorette-Strogen

Board of Assessors: Thomas Mullin, Chairperson; Marybeth Walker, Robert Goldstein

Board of Health: Thomas Moon, John Larochele, Dr. Terry Bennett, Tom Abbott

Conservation Commission: Deborah A. Shigo, Chairperson; Jeffrey Winders, Mark E. Jennings, John W. Hackett, Meredith (Merry) S. Lineweber, Michael Dionne
Alternate Member: Kyle Jones

County Commissioners: George Maglaras, Chairperson; Catherine Cheney, Robert J. Watson

Historic District Commission: Lionel Sylvain, Chairperson; Marilyn Jones, Vice-Chairperson; Weston Flierl, Sandra B. Keans, Herman Ejarque, Nancy Dibble Martha Wingate

Alternate Position: Laura Jones

Library Trustees: Pamela J. Hubbard, Chairperson; Michael Roberts, Vice-Chairperson; Louise M. Stoddard, Secretary; Joanne V. Pallas, Natalie Wensley, Susan S.

Hannah City Manager's Designee: Martha Ortmann, Treasurer

Licensing Board: Robert D. Steele, David Dubois, Norman Sanborn

Personnel Advisory Board: Joanne Sylvain, Carol Themelis

Planning Board: Lionel Sylvain, Chairperson; Tim Fontneau, Vice-Chairperson; Derek Peters, Secretary; John David Meader, Stephen Martineau, Gloria R. Larochele, Rick Healey, David Walker, Tom Abbott
Alternate Members: James P. Gray

Police Commission: Lucien Levesque, James McManus, Jr., Al Bemis

Recreation Advisory Commission: Sheila Colson, Chairperson; Joseph Maynard, Arnold Bennett, James, P. Gray, Paul Roberts, Peter Lachapelle, Jeffrey Turgeon

School Board: Anne Grassie, Peggy Parker, Bill Brennan, Julie Brown, Anthony Pastelis, PHD, Pamela J. Hubbard, James P. Gray, Audrey Stevens, Caroline McCarley, Evelyn Logan, Travis Allen, Doris Gates, Robert J. Watson

Strafford Regional Planning Commission: Sandra B. Keans, Robert Jaffin, Elaine M. Lauterborn, Kenneth N. Ortmann

Trustees of the Trust Funds: Robert Pallas, David Ouellette, R. Bradley Trafton

Utility Advisory Board: Sharon Parshley, Arthur Hoffman, Kevin Bridges, George Lewis

Welfare Appeals Board: Irene Creteau, Nancy Morneault, Mary P. Flynn

Zoning Board of Adjustment: Ralph Torr, Chairperson; Lawrence Spector, Vice-Chairperson; Peter Meyer, Randy Lavallee, Robert Gates
Alternate Members: Rose Marie Rogers, Fidae Azouri

AUTHORITIES

Rochester Economic Development Commission (Authority): Richard Lundborn, Chairperson; John H. Larochele, Vice-Chairperson; Janet Davis, Stephen Martineau, Ron Poulin, Timothy Cremen, Susan DeRoy, Mary-Joe Monusky, **Ex-Officio Members:** Thomas J. Jean, Karen Pollard

Rochester Housing Authority: Arthur Nickless, Chairperson, Janet Davis, Mark Hourihan, Cider Berry, Fred Glidden, Jerome Grossman, Otis Perry

MAYOR'S COMMITTEES

Comprehensive Rezoning Committee: Arthur Nickless, Chair; Peter Anderson, Tim Fontneau, Chuck Grassie, Art Hoover, Gary Jewell, Sandra Keans, David McCallister, Glenn O'Brien, Karen Pollard, James Twombly, Steve Wallace, Jeff Winders; Terry Desjardins, Robert Goldstein, Jim Graham, Rick Healey, Lance Powers, Alan Reed-Erickson, David Wakler, John Larochelle, A. Raymond Varney, Kenn Ortmann, Ralph Torr, Raymond Lundborn

Energy and Sustainability Committee: John Larochelle, Chairperson; Melodie Esterberg, Richard Kalisz, Sharon Parshley, Adriana Pinto, Peter Ejarque, Bruce Young, Mark Belanger, Holly Clark

Historic Documents Preservation Committee: Janet Pelley, Victoria Lambert, Martha Fowler, Kern Mann, Becky Warburton, Kelly Walters, Joanne V. Pallas, Linda Sargent

Redistricting Committee: David Walker, Chairperson, Sandra B. Keans, Charles "Chuck" Grassie, Dennis Schafer

Riverwalk Committee: David Walker, Chairperson, Lori Chase, Julien Savoie, Janet Pelley, Catherine Walker, Robert Steele, Peter Bruckner, Mark Perry, Andrea Lemire

ELECTION OFFICIALS

Ward 1: David Stevens, Moderator; Cindy C. Harmon, Ward Clerk; Joseph Gray, Checklist Supervisor; Joyce Betz, Michael Dickie, Selectmen

Ward 2: David Ouellette, Moderator; Nora Goodwin, Ward Clerk; Kelly Gray, Checklist Supervisor, Roger W. "Mickey" Conroy, Brian Brennan, Jean Anne Twombly, Selectmen

Ward 3: Danford Wensley, Moderator; Kenneth Billings, Ward Clerk; Sandy Healey, Checklist Supervisor; Cindy Radey, Jeannine Lambert, Annette Plaisted, Selectmen

Ward 4: Jason Hamann, Moderator; Donald Hamann, Ward Clerk; Patricia Dunlap, Checklist Supervisor; Priscilla Potvin, Christine Hamann, Abigail Collins, Selectmen

Ward 5: Robert Gates, Moderator; Doris Y. Gates, Ward Clerk; Louisa Tapley, Checklist Supervisor; Daniel Hubbard, Jeffrey Turgeon, Ramona Schoff, Selectmen

Ward 6: James P. Gray, Moderator; Joanne Gray, Ward Clerk; Denise Chick, Checklist Supervisor; Peter Ward, Jean Turgeon, Norman G. Sanborn, Sr., Selectmen

Chair, Supervisors: Vacant

City Clerk: Sheryl L. Eisenberg

Deputy City Clerk: Kelly A. Walters

CITY OF ROCHESTER DEPARTMENTS

www.rochesternh.net

2010-2011

Assessor's Office 19 Wakefield Street	Tom Mullin, Assessor 332-5109
Business Office 31 Wakefield Street	Angie Gray 335-7602
City Clerk's Office 31 Wakefield Street	Sheryl Eisenberg, City Clerk 332-2130
City Manager's Office 31 Wakefield Street	Robert D. Steele, City Manager 332-1167
Code Enforcement Office 31 Wakefield Street	Tom Abbott, Director of Code Enforcement 332-3508
Economic Development Department 150 Wakefield Street	Karen Pollard, Economic Development Manager 332-7522
Finance Office 31 Wakefield Street	Blaine Cox, Finance Director 335-7609
Fire Department 31 Wakefield Street	Norman Sanborn, Fire Chief 330-7182
Human Resources 31 Wakefield Street	Diane Hoyt 335-7503
Information Systems 31 Wakefield Street	Dennis Schafer 335-7517
Planning & development Department 31 Wakefield Street	Kenneth Ortmann, Director of Planning & Development 335-1338
Police Department 31 Wakefield Street	David Dubois, Chief of Police 330-7127

Public Works Department
45 Old Dover Road

Melodie Esterberg, Public Works
Commissioner
332-4096

Recreation Department
150 Wakefield Street

Christopher Bowlen, Director
of Recreation, Arena & Youth Services
332-4120

Rochester Ice Arena
67 Lowell Street

Steve Trepanier
335-6749

Rochester Public Library
65 South Main Street

John Fuchs, Librarian
332-1428

Tax Collector's Office
19 Wakefield Street

Doreen Jones, Tax Collector
332-1136

Wastewater Plant
175 Pickering Road

David Green
335-6942

Utility Water Billing
19 Wakefield Street

Ann Dupuis
335-7501

Water Treatment Plant
64 Strafford Road

Robert Gray
335-4291

Welfare Office
31 Wakefield Street

Todd Marsh
335-3505

EMPLOYEE OF THE MONTH 2010-2011
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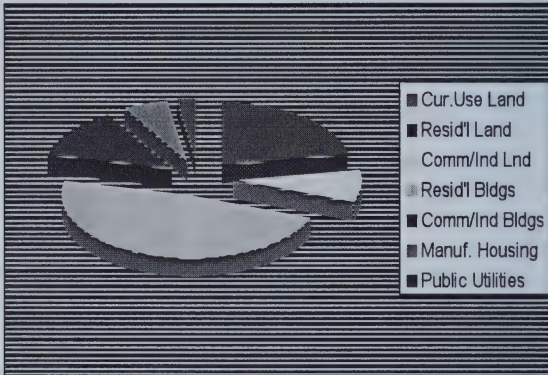
Nancy Miller	Assessors Office	July 2010
Al Plante & Larry Downs	Public Buildings & Grounds	August 2010
Nichole Rodier	Police Department	September 2010
Karen Pollard	Economic Development Department	October 2010
Debbie Danner	Public Works Department	November 2010
Katherine Parker-Wright	Library	December 2010
Molly Aubuchon	Police Department	January 2011
Diane Hoyt	Human Resources	February 2011
Todd Marsh	Welfare Department	March 2011
Donald Emerson	Police Department	April 2010
Celeste Plaia	MIS Department	May 2010
Sarah Ward	RAYS Department	June 2010

**REPORT OF THE ASSESSOR'S OFFICE
2010-2011**

ASSESSOR'S INVENTORY

Current Use Land.....	1,376,840
Residential Land.....	448,712,236
Commercial/Industrial Land.....	179,682,264
Residential Buildings.....	971,156,218
Commercial/Industrial Buildings.....	262,383,682
Manufactured Housing.....	122,951,900
Public Utilities Land & Buildings.....	48,127,600

TOTAL OF TAXABLE PROPERTIES.....2,034,390,740



EXEMPTIONS USED

Blind (26).....	11,079,400	
Elderly(395).....	24,866,100	Disabled
(69).....	2,548,400	
TOTAL AMOUNT OF EXEMPTION.....	28,493,900	

**Net Valuation on which the tax rate for the Municipal, County & local
Education Tax is computed..... 2,005,896,840**

**Less Public Utility
Valuations.....48,127,600**

**Net Valuation without Utilities on which tax rate for State Education Tax
Computed.....957,769,240**

Respectfully submitted,

Thomas A. Mullin, CNHA
City Assessor

**REPORT OF THE CITY CLERK'S OFFICE
2010-2011**

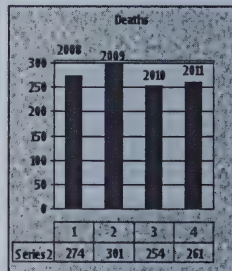
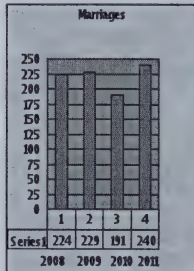
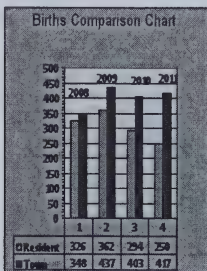
The City Clerk's Office is the official "Keeper of the Records." As such, the City Clerk's staff records and preserves the official minutes of the City Council, as well as other important documents. The Clerk's staff act as agents of the State in the issuance of certified vital records. It is the responsibility of the City Clerk's Office to maintain the integrity of the election process by conducting fair and impartial elections.

The City Clerk's Office prepared agendas, informational packets, and minutes for City Council Regular, Special, Workshop, and Public Hearing meetings, as well as the Codes and Ordinances subcommittee of the City Council, and posted the minutes of the meetings on the City Clerk's web page of the City's web site. The City Clerk's Office recorded the official votes, decisions, and discussions of the City Council at said meetings. These duties were performed in compliance with RSA 91-A:4. The City Clerk's Office maintains public access to all public Council materials.

The City Clerk's Office maintains the listing of all officials serving on City boards, commissions, and committees. The Clerk's Office processed all statements of interest forms and applications received from persons interested in serving in volunteer positions for the City. The Clerk's Office processed and conveyed to the City Council all resignations from such boards, commissions, and committees, and sent letters to members who resigned their positions to express the Council's appreciation for services rendered.

Vital Records

From July 1, 2010, through June 30, 2011, 417 babies were born in the City of Rochester. There were 250 babies born to Rochester residents. The City Clerk's office issued 240 marriage licenses during the same period. All outstanding civil union licenses were converted to marriage licenses, effective January 1, 2011. The State Bureau of Vital Records recorded 261 deaths of Rochester citizens. A total of 3,915 certified vital record documents were issued during this fiscal year.



Notary services were provided to 559 persons.

The City Clerk's Office issued 5,366 dog licenses during the year. This included 17 group licenses for owners having 5 or more dogs. The revenues reported below included approximately \$9,335.50 collected for civil forfeitures and late fees.

Effective January 2011, a new State Law required the City Clerk to accept registrations of individuals available to receive legal service on behalf of landlords who met specific criteria. The Clerk's Office collected \$15 in revenue from each landlord that registered.

Following is a summary of the revenues taken into the City Clerk's Office for Fiscal Year 2010-2011:

	<u>City</u>	<u>State</u>
Certified Copies of Vital Records	\$14,377.00	\$37,511.00
Marriage Applications	\$ 1,825.00	\$10,741.00
Dog Licenses	\$35,723.50	\$10,950.50
UCC Fees	\$ 2,346.50	
Notary Services/Miscellaneous Revenues	\$ 4,134.16	
Landlord Registrations	\$ 4,155.00	
Total Revenues	\$62,561.36	\$59,202.50

Elections

The City Clerk's Office Supervised the State Primary Election held on September 14, 2010, and the State General Election held on November 2, 2010. The City Clerk's Office accepted new voter registrations, declarations of party affiliation, and changes to address/ward and names; provided in-home voter registration for the elderly and disabled; coordinated and attended all sessions of the Supervisors of the Checklist; hosted and attended State training regarding changes to election laws; maintained and updated the City's information in the Statewide database for the voter checklist; communicated with other Clerks and Supervisors throughout the State to eliminate duplicate voter files; and printed all required checklists and warrants. Due to changes in federal law, the election results of the State Primary Election had to be uploaded to the Electionet database prior to 8:00 AM on the morning of September 15, 2010. Federal law was amended to allow UOCAVA voters to receive their absentee ballots via email, as well as via postal mail. The turnout for the State Primary Election was 16% and the turnout for the State General Election was 44.6%.

The Supervisors of the Checklist met on June 14, 2011, to purge the voter checklist of all voters who had not voted in any election in the previous four years. Approximately 4,000 voters were purged from the City's checklist.

As of June 30, 2011, there were 15,453 voters on the voter checklist for the City; comprised of 5,054 democrats, 4,518 republicans and 5,881 undeclared voters.

Four applications for the Adams-Pray Fund were processed for approximately \$1,108.61 per applicant.

Respectfully submitted,

Sheryl Eisenberg, CMC
City Clerk



Rochester City Hall

**RESOLUTIONS ADOPTED BY CITY COUNCIL
2010 - 2011**

- Resolution Authorizing and Approving the 2011-2012 Operating Budget for the City of Rochester. **Adopted as Amended on June 22, 2011.**
- Resolution Accepting Asset Forfeiture Donation to the Rochester Police Department and Making a Supplemental Appropriation in Connection Therewith. **Adopted on April 5, 2011.**
- Resolution Accepting Asset Forfeiture Donation to the Rochester Police Department and Making a Supplemental Appropriation in Connection Therewith. **Adopted as Amended on October 13, 2010.**
- Resolution Accepting Department of Environmental Services Grant for Design, Engineering, and Permitting Relative to the Removal of the So-Called Gonic and Sawmill Dams and Making a Supplemental Appropriation in Connection Therewith. **Adopted on April 5, 2011.**
- Resolution Accepting Grant to the Rochester Fire Department From the New Hampshire Department of Safety. **Adopted on March 1, 2011.**
- Resolution Accepting Grant to the Rochester Police Department for Bulletproof Vests from the Bureau of Justice Assistance and Making A Supplemental Appropriation in Connection Therewith. **Adopted on November 9, 2010.**
- Resolution Accepting Grant to the Rochester Police Department for DWI Hunter Patrols and Making a Supplemental Appropriation in Connection Therewith. **Adopted on May 3, 2011.**
- Resolution Accepting Grant to the Rochester Police Department for “Operation Safe Commute Patrols” and Making a Supplemental Appropriation in Connection Therewith. **Adopted on May 3, 2011.**
- Resolution Accepting Grant to the Rochester Police Department to Increase Seat Belt Usage by Pick-Up Truck Users and Making a Supplemental Appropriation in Connection Therewith. **Adopted on May 3, 2011.**
- Resolution Accepting Health and Safety Council of Strafford County Grant and Making a Supplemental Appropriation in Connection Therewith. **Adopted on November 9, 2010.**
- Resolution Accepting ICAC Task Force Grant to the Rochester Police Department and Making a Supplemental Appropriation in Connection Therewith. **Adopted on October 13, 2010.**
- Resolution Accepting ICAC Task Force Grant to the Rochester Police Department and Making a Supplemental Appropriation in Connection Therewith. **Adopted on March 1, 2011.**
- Resolution Accepting ICAC Task Force Grant to the Rochester Police Department for Training in Regard to Internet Crimes Against Children and Making a Supplemental Appropriation in Connection Therewith. **Adopted on March 1, 2011.**
- Resolution Accepting New Hampshire Department of Safety Homeland Security Grant to the Rochester Fire Department and Making a Supplemental Appropriation in Connection Therewith. **Adopted on March 1, 2011.**
- Resolution Accepting Resignation of City Manager, Robert D. Steele. **Adopted on May 31, 2011.**
- Resolution Accepting USDA Grant for Economic Feasibility Study (\$15,000) and Making a Supplemental Appropriation in Connection Therewith. **Adopted on October 13, 2010.**
- Resolution Accepting US Department of Justice Assistance Grant to the Rochester Police Department and Making a Supplemental Appropriation in Connection therewith. **Adopted on October 13, 2010.**

- Resolution Accepting a Supplemental Emergency Management Performance Grant and Making a Supplemental Appropriation in Connection Therewith. **Adopted on April 5, 2011.**
- Resolution Accepting an Emergency Management Agency, Emergency Management Performance Grant and a Seabrook Power Plant Grant and Making a Supplemental Appropriation in Connection Therewith. **Adopted as Amended on December 21, 2010.**
- Resolution Accepting and Appropriating Excess Host Community Fees. **Adopted on March 1, 2011.**
- Resolution Accepting “COPS” Technology Program Grant to the Rochester Police Department and Making A Supplemental Appropriation in Connection Therewith. **Adopted on October 13, 2010.**
- Resolution Adopting a 2011-2012 Rochester CDBG “Action Plan for the City of Rochester, New Hampshire” and Approving and Appropriating the 2011-2012 Community Development Budget for the City of Rochester. **Adopted on May 3, 2011.**
- Resolution Adopting a Transfer in the 2010-2011 Community Development Block Grant Budget and Making Supplemental Appropriations Therewith. **Adopted as Amended on April 5, 2011.**
- Resolution Agreeing to the Acceptance of the Twentieth Anniversary Proclamation for the Americans with Disabilities Act. **Adopted on July 6, 2010**
- Resolution Appointing City Manager, Robert Steele. **Adopted on April 5, 2011.**
- Resolution Approving Cost Items Associated with Proposed Rochester School Department Multi-Year Collective Bargaining Agreement with the RFT-Paraprofessional Contract Bargaining Unit. **Adopted on May 31, 2011.**
- Resolution Approving Cost Items Associated with Proposed Rochester School Department Multi-Year Collective Bargaining Agreement with the Rochester Administrative Unit. **Adopted on May 31, 2011.**
- Resolution Approving Cost Items Associated with Proposed Rochester School Department Multi-Year Collective Bargaining Agreement with the Rochester Federation of Teachers Bargaining Unit. **Adopted on June 7, 2011.**
- Resolution Approving Cost Items Associated with Proposed Rochester School Department Multi-Year Collective Bargaining Agreement with the Rochester Food Services Bargaining Unit. **Adopted on May 31, 2011.**
- Resolution Approving Cost Items Associated with Proposed School Department Multi-Year Collective Bargaining Agreement with AFSCME Bargaining Unit. **Adopted on June 7, 2011.**
- Resolution Approving Purchase And Sale Agreement with Regard to Real Property Situate at 2-4 Walnut Street and Making a Supplemental Appropriation in Connection Therewith. **Adopted on December 7, 2010.**
- Resolution Authorizing Application for Department of Environmental Services Grant for Design, Engineering, and Permitting Relative to the Removal of The So-Called Gonic and Sawmill Dams and Making a Supplemental Appropriation in Connection Therewith. **Adopted on March 1, 2011.**
- Resolution Authorizing Application for EMPG Grant for New Generator at the Rochester Middle School. **Adopted on August 3, 2010.**
- Resolution Authorizing City Manager, On Behalf of the City, to Execute and Enter into a Memorandum of Agreement Among and Between the So-Called Great Bay Municipal Coalition

and the New Hampshire Department of Environmental Services Relative to the Great Bay/Piscataqua River Estuary. **Adopted on May 31, 2011.**

- Resolution Authorizing City Manager to Accept Deed to, and Accepting as a City Street, A Portion of So-Called Stewart Court. **Adopted on May 31, 2011.**

- Resolution Authorizing City Manager to Enter into Purchase and Sale Agreement Relative to Property Situate on Brickyard Drive and to Convey the same to Abutting Property Owner. **Adopted on September 7, 2010.**

- Resolution Authorizing City Manager to Execute Partial Releases from City Mortgage. **Adopted on May 31, 2011.**

- Resolution Authorizing City Manager to Negotiate and Enter into a Purchase and Sale Agreement with Regard to Land Situate in the Vicinity of Round Pond in Barrington and Making a Supplemental Appropriation in Connection Therewith. **Adopted on April 5, 2011.**

- Resolution Authorizing City Manager to Notify Abutters of Common Street, Pursuant to RSA 231:43, of the Date, Time, and Place of the Mayor and City Council's Vote to Discontinue Portion of Common Street. **Adopted as Amended on May 3, 2011.**

- Resolution Authorizing Conservation Commission Application for Aquatic Resources Mitigation Fund Grant. **Adopted on July 6, 2010.**

- Resolution Authorizing Discontinuance of Portion(s) of Common Street. **Adopted on May 31, 2011.**

- Resolution Authorizing Issuance of Building Permit on Private Road Situated Off Old Milton Road Pursuant to RSA 674:41,I (c) **Adopted on November 9, 2010.**

- Resolution Authorizing Issuance of Building Permit on Private Road Situated Off Route 108 Pursuant to RSA 674:41 I (c). **Adopted on September 7, 2010.**

- Resolution Authorizing Mayor to Offer Employment Agreement. **Adopted on April 19, 2011.**

- Resolution Authorizing Supplemental Appropriation Accepting Reimbursement of Expenses Related to Attendance at Internet Crimes Against Children (ICAC) Training (\$42,124.00). **Adopted on August 17, 2010. RESCINDED, REVISED, and ADOPTED on October 13, 2010.**

- Resolution Authorizing Supplemental Appropriation for Enhanced Code Enforcement Pilot Project Activities Within the City's ARRA Revitalization Area and Approving Community Development Block Grant Budget Transfers in Connection Therewith. **Adopted on February 1, 2011.**

- Resolution Authorizing Supplemental Appropriations for Rochester Fire Department Laptop Computer Program and Making a Supplemental Appropriation in Connection Therewith. **Adopted as Amended on January 4, 2011.**

- Resolution Authorizing Supplemental Appropriation to the 2010-2011 Capital Budget of the City of Rochester, Department of Public Works, Sewer Works, for Development of Engineering Options for the CoMag Process for the Rochester Wastewater Treatment Plant and Authorizing a Supplemental Appropriation in Connection Therewith. **Adopted on May 3, 2011.**

- Resolution Authorizing Supplemental Appropriation to the 2010-2011 Capital Budget of the City of Rochester, Department of Public Works, Water Supply Works, for Route 125 Pump Station Upgrade, and Authorizing Bonding in Connection Therewith. **Adopted on June 14, 2011.**

- Resolution Authorizing Supplemental Appropriation to the 2010-2011 Capital Budget of the City of Rochester, Department of Public Works, Water Supply Works, for Water Line Extension and Authorizing Bonding in Connection Therewith. **Adopted as Amended on October 13, 2010.**
- Resolution Authorizing Supplemental Appropriation to the 2010-2011 Capital Budget of the City of Rochester for the Completion of the North Main Street Project and Authorizing Bonding in Connection Therewith. **Adopted as Amended on October 13, 2010.**
- Resolution Authorizing Supplemental Appropriation to the Vital Records Account of the City Clerk's 2010-2011 Operating Budget and Making a Supplemental Appropriation in Connection Therewith. **Adopted on June 14, 2011.**
- Resolution Authorizing and Approving the 2011-2012 Capital Budget for the City of Rochester and Authorizing Certain Bonding in Connection Therewith. **Adopted as Amended on June 22, 2011.**
- Resolution De-Authorizing Funds for Washington Street High Pressure Zone Funding, Making a Supplemental Appropriation to the 2010-2011 City of Rochester Water Fund Capital Improvement Budget. **Adopted on May 3, 2011**
- Resolution De-Authorizing Portion of Capital Improvement Project Appropriation for Arena Refrigerator System Replacement Project and Making a Supplemental Appropriation in Connection Therewith. **Adopted as Amended on May 3, 2011.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations From General Fund Capital Fund. **Adopted on December 7, 2010.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations From Special Revenue Multi-Year Accounts. **Adopted on December 7, 2010.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations from Sewer Works Capital Fund. **Adopted on November 9, 2010.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations from Special Revenue Multiyear Funds. **Adopted on February 1, 2011.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations from Special Revenue Multiyear Funds. **Adopted on March 1, 2011.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations from the Sewer Works Capital Fund. **Adopted on December 7, 2010.**
- Resolution De-Authorizing Various Capital Improvement Project Appropriations from the Water Works Capital Fund. **Adopted on December 7, 2010.**
- Resolution De-Authorizing Various Homeland Security Project Multi-Year Appropriations from a Special Revenue Multi-Year Fund. **Adopted on June 7, 2011.**
- Resolution Exempting Daniel Fitzpatrick from Mandatory Participation in the New Hampshire Retirement System in Accordance with the Provisions of RSA 100-A:22. **Adopted on May 31, 2011.**
- Resolution Making Supplemental Appropriation to Non-Lapsing Account for Existing Contracted Obligations. **Adopted on June 14, 2011.**
- Resolution Making a Supplemental Appropriation to the 2010-2011 Rochester Police Department Operating Budget for Outside Duty Details. **Adopted on March 1, 2011.**
- Resolution Supporting the NHMA Recommendation Relative to Proposed Legislative Policy Amendments. **Adopted as Amended on September 7, 2010.**
- Resolution for City of Rochester to Encourage/Participate in Regionalization Efforts. **Adopted on April 5, 2011.**

- Resolution for Supplemental Appropriation to the Conservation Fund for Fiscal Year 2010-2011 Pursuant to the Provisions of Section 11.21 (c) of the General Ordinance of the City of Rochester. **Adopted on June 21, 2011.**
- Resolution of City of Rochester Relating to a Money Purchase Plan. **Adopted on June 22, 2011.**
- Resolutions Establishing Polling Places and Times for the September 14, 2010, State Primary Election and the November 2, 2010, State General Election. **Adopted on August 3, 2010.**
- Revised Resolution Accepting So-Called Street-Sweeper Grant to the Rochester Police Department and Making Supplemental Appropriations in Connection Therewith. **Adopted on October 13, 2010.**

**AMENDMENTS TO CITY ORDINANCES
2010 -2011**

- Amendment to the Rochester City Ordinances, Chapter 3.15 Relative to Arts and Culture Commission. **Adopted as Amended on February 1 2011.**
- Amendment to the Rochester City Ordinances, Chapter 23.13 Relative to the Prohibition and Regulation of Fireworks. **Adopted on November 9, 2010.**
- Amendment to the Rochester City Ordinances, Chapter 29.4 Relative to Dogs, a Nuisance. **Adopted on April 5, 2011.**
- Amendment to the Rochester City Ordinances, Chapter 40.5 Relative to the Adoption by Reference of the 2009 International Existing Building Code. **Adopted on January 4, 2011.**
- Amendment to the Rochester City Ordinances, Chapter 42.8 Relative to Signs. **Adopted as Amended on June 7, 2011.**
- Amendment to the Rochester City Ordinances, Chapter 42.35 Relative to Small Wind-Energy Systems. **Adopted on August 3, 2010.**
- Amendment to the Rochester City Ordinances, Chapter 16.25 Relative to Wastewater Rate and Fees. **Adopted on June 21, 2011.**

REPORT OF THE CODE ENFORCEMENT DEPARTMENT 2010-2011
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The Code Enforcement Department has been extremely active. As the population of the City of Rochester has grown to almost 32,000 residents, so does the responsibility of the department to enforce applicable rules and regulations of the City of Rochester. This office remains dedicated to this responsibility and will continue its program of proactive code enforcement ensuring the health and safety of the citizens of Rochester.

The total revenue collected by the Code Enforcement Department is categorized as follows:

Food Establishment Licenses	\$ 26,864.50
Code Enforcement Permits	3,750.00
Building Permits	\$ 284,172.50
Miscellaneous Permits & Fees	2,468.54
TOTAL	\$ 317,255.54
Less Refunds, Waived Fees (Veteran & Municipal Status)	<16,077.00>
TOTAL	\$ 301,178.54

The total amount expended by the department was \$ 428,490.96

BUILDING INSPECTION

The major duties of the department include the administration of National Codes, the review and issuance of building permits, and the inspection of construction sites to ensure conformance of these codes; additionally enforce compliance of the Zoning Ordinance and Planning Board approvals.

A total of 1,489 permits were issued with an estimated building cost of \$29,720,652. With the combination of building, health, and miscellaneous inspections and activities, there were 4,922 inspections completed. Additionally there were 1,489 plans reviewed.

HEALTH

The major health related duties of the department continue to be the licensing and inspections of two hundred forty (250) of the City's food service establishments. We have worked closely with the owners and operators to ensure compliance with the New Hampshire

rules for the sanitary production and distribution of food. During the year each food establishment was inspected a minimum of two to three times. As a whole, Rochester's food establishments are in full compliance.

The department also performed inspections of day care and foster home facilities, investigated housing code complaints and responded to various health-related concerns for the citizens of Rochester.

The Board of Health comprised the following members:

Dr. Thomas Moon, Regular Member

John Larochele, Regular Member

Dr. Terry Bennett, City Physician/ Member

Regular Member, Vacant

Mr. Thomas R. Abbott, Health Officer

CODE ENFORCEMENT

Other general activities by the department include: Inspections and licensing of twenty four (24) mobile home parks, licensing of four (4) movie theaters, twenty six (26) pool tables, one hundred seventy seven (177) video game combined with mechanical devices, forty five (45) taxi licenses (company, drivers, and cars), three (3) junk yards, twenty six (26) second hand dealers, two (2) pawnbrokers and miscellaneous hawkers & peddlers. The department has also investigated eighty four (84) written housing complaints and zoning infractions.

Respectfully submitted,

Thomas R. Abbott

Director of Code Enforcement Services

**REPORT OF ECONOMIC DEVELOPMENT
2011**

The Economic Development Department faced a multitude of challenges this year as the Recession continued to impact efforts to retain and attract businesses in every industry. The predicted economic recovery proceeded in fits and starts, with good economic news and indicators often followed by negative announcements shortly after. The residential housing market in New Hampshire as well as nation-wide was positively affected by the national tax credit program for home purchases, but the effects will be short term and unlikely to produce sustainable gains in housing values. Foreclosures remain at a high level, virtually unchanged from the year before for the same comparison period. Unemployment in the city of Rochester started the year at 6.3% and reduced to 5.7% by June 2011, demonstrating overall minimal gains in job growth.

Commercial real estate remained a very bright spot in Rochester as multiple commercial and industrial projects demonstrated enough confidence to move forward even as the national economic woes continued. Rochester had non-residential building permits in excess of \$30 Million for the year, far higher than other NH cities. Laars Heating Systems expanded their facility with a state-of-the-art Customer Center and executive offices to make room for the executives, operations and production moved to New Hampshire from California. The new center will allow sales and repair representatives from North America to visit the Laars facility for training and to see new award winning energy efficient products. The vacant Brand Partners space has been subdivided and filled with a variety of industrial and commercial tenants at the Gonic Mill and at Great Falls Ave. The Spaulding Turnpike construction has opened the door for new commercial developments near highway exits, such as CVS Drugs and Laconia Savings Bank under construction on North Main Street. Rite Aid has opened their new store across from DeMoulas's Market Basket and space is filling at Rochester Crossing, with Tropical Smoothie Café, Great Clips, Aspen Dental and Avalon Real Estate moving in during the year. In Downtown, 68 South Main has been torn down and a new 3-story mixed-use building is under construction across from the Public Library. This building will be completed in the coming year with 2 commercial units at street level and market rate apartments throughout the rest of the building.

Rochester had the state's largest industrial announcement in October of 2010 with Albany International announcing the relocation of their corporate headquarters from New York to the city, and also the expansion of manufacturing operations adding an additional 500 employees by the end of the decade. This builds upon multiple earlier successful expansions and puts Rochester in the center of the composite materials industry in the Northeast. Great Bay Community College is a partner to the project and will be developing a Composite Materials Training Center in Rochester to support Albany and other regional composite materials manufacturers. In January 2011 New Hampshire business guru Fred Kocher announced Albany's expansion in Rochester as the largest economic story of the year and one with a major long-term impact for Rochester and the state.

Just a month later Smith & Wesson, purchaser of Thompson Center Arms 3 years earlier, announced the relocation of Rochester's largest manufacturing employer to Springfield, MA starting in February of 2011. The company stated that up to 100 people would be offered relocation, but the remaining 146 would be laid off starting in February and continuing through September of 2011. The company intends to sell the 13 acre property in its entirety, and the city will look to rezone that area for commercial development. The original foundry, one of the legacy production lines of Thompson, will be sold and the hope is to retain that business in the area along with up to 50 employees.

Rochester Economic Development received an Excellence in Economic Development Award for their *North Main Street Bridge Mitigation Strategy* in the category of Business Retention and Expansion -Single Event for communities with populations of 25,000 - 200,000 from the International Economic Development Council (IEDC). The North Main Street Bridge, a stone-arched bridge constructed in the 1800's, required essential repairs to remain the main arterial into the Downtown Business District from Exits 13, 14 & 15 of the Spaulding Turnpike. The Economic Development Department saw the necessity to provide relief and support to the Downtown merchants to be affected by the 6 month bridge closure, which lasted June 1 through November 23rd, the day before Thanksgiving. The strategy was developed and implemented collaboratively with the input of merchants, the Rochester Main Street Organization, the Chamber of Commerce and arts and entertainment groups. The City Council funded the plan and the coalition was able to pull off the critical elements of the plan including a television commercial, special events, communication strategy and capacity building for entrepreneurs.

Rochester Main Street presented their investment statistics for the year with 57 projects at an average investment of \$25,493 – more than double 2009-2010. Business occupancy increased 5% district wide and we now have 222 businesses in Downtown. The Parson Main Project leveraged \$5,000 in city funds with more than \$30,000 in private donations to repatinate the statue at Central Square, replace the furniture, fencing and landscaping. Factory Court hosted 16 free concerts and multiple Downtown events. Since the program's start in 2006 there have been 391 projects valued at \$5,240,049 with an investment ratio of \$1/\$29.94. The city economic development fund contributes \$35,000 annually to Rochester Main Street as 33% of their operating base as required by the National Trust for Historic Preservation.

Granite State Business Park, the city's premier business park, is being expanded into Phase II with an additional 110 acres. A Tax Increment Financing District has been approved to allow for the construction of public infrastructure to allow access and utilities to the two large developable parcels, one of which is owned by the city. The financing plan calls for a bridge over the active rail line owned by New Hampshire Northcoast and engineering is under way to design that as well as water, sewer, gas, electric and fiber to the other side. Seven lots in Phase I remain undeveloped but three have already been sold to private companies for future development.

Stress for retailers at the national level have not affected plans for the Granite Ridge Development District. Interest in the planned commercial district remain high and the customized retail zoning developed by the Rochester Economic Development District was

approved unanimously by the City Council. Excavation of the first large site at 85 acres has drastically improved the financial feasibility of a new shopping center project with frontage road estimated at close to 300,000 square feet of GLA (gross leasable area). Preliminary meeting with the city Public Works and Planning Departments have been favorable and the developer is in the process of securing anchor tenants for the new development he hopes will take shape during 2012. Other recent development in Granite Ridge include the Grand Opening of Country Tire & Service by Ron Poulin, Aroma Joe's, Enterprise Car Rental, the brand new ultra-modern showroom and service department at Rochester Toyota, and opening of the dialysis center on Sterling Drive across from Wal-Mart. These contributed to the \$30 Million in building permits and also demonstrate the capacity of this planned district to provide redevelopment as well as new commercial value and amenities to the city.

Marketing funding by the Council remained consistent during this budget cycle, allowing the department to dramatically improve the www.ThinkRochester.biz website, real estate listings, and entrepreneurial center. Testimonials by area business clients were added, giving a very personal touch to the assistance provided by the professional development staff. The website was matched by new trade show booth materials, including retractable screens, a digital slide show, handout materials and a tablecloth to enhance the business attraction efforts of the department in public venues. Trade shows attended this year included TechWorld2010, International Council of Shopping Centers New England & RECon, Rochester's Open House & Owner's Breakfast and many more public events where our image made a critical difference.

The department added an Economic Development Specialist at 24 hours per week, hiring Mary Ellen Humphrey to take on the role in Oct 2010. Mary Ellen brings an ideal mix of experience and training as a past legislator and gubernatorial challenger, accountant and business advisor, non-profit executive director and board member, published author and college professor. Secretary Samantha Rodgers earned her Certification as a Lean Facilitator to aid the city's efficiency transformation. Economic Development Manager Karen Pollard was selected as one of the New Hampshire Business Review's Outstanding Women in Business for her positive impact on the local business community and promoting growth in Rochester since 2003.



Laars Ground Breaking Ceremony

REPORT OF THE CITY FINANCE OFFICE

2010-2011

The fiscal year ending June 30th of 2011 indicates the City's financial position continues to be strong. Conservative revenue forecasts coupled with close monitoring of expenditures in the General Fund, as well as the enterprise funds, has resulted in continued fiscal stability. The data and analysis of the City of Rochester's financial performance below provides an overview of the City's financial activities for the fiscal year ended June 30, 2011.

One of the most important questions asked about the City's finances is: "Is the City as a whole better off or worse off as a result of the year's activities?"

- The City's total assets of \$ 228.2 million exceeded total liabilities of \$110.8 million resulting in Total Net Assets of \$117.4 million. The \$117.4 million is reported as \$106 million invested in capital assets, net of related debt, \$2 million restricted and \$11.2 million in unrestricted funds. The unrestricted balance represents the amount available to be used to meet the City's ongoing obligations to citizens and creditors.
- The City's Total Net Assets increased by \$5.2 million or 4.6% in fiscal year 2011.
- The City's Total Liabilities decreased by \$4.6 million or 4%.

Fund Balance Highlights

The Fund Balance for all governmental funds decreased by \$1.6 million to \$10 million for the fiscal year ending June 30, 2011. The General Fund Balance increased by \$876 thousand to \$12.7 million; the fund balance for all other funds decreased by \$2.4m to a deficit of \$2.7 million.

The City As A Whole

The City's *combined* total net assets are \$117.4 million. Separating the net assets and net expenses of Governmental and Business-type Activities, this represents \$68.9 million for Governmental Activities and \$48.5 million for Business-type Activities.

Table 1
Net Assets
(in Millions)

	Governmental		Business-type		Total Primary	
	Activities		Activities		Government	
	2011	2010	2011	2010	2011	2010
Current and other assets	38.0	39.5	9.2	7.0	47.2	46.5
Capital assets	103.0	102.6	78.0	78.5	181.0	181.1
Total assets	141.0	142.1	87.2	85.5	228.2	227.6
Long-term liabilities	40.3	43.6	34.1	33.9	74.4	77.5
Other liabilities	31.8	32.9	4.6	5.0	36.4	37.9
Total liabilities	72.1	76.5	38.7	38.9	110.8	115.4
Invested in capital assets, net of debt	61.3	55.5	44.7	39.2	106.0	94.7
Restricted	0.2	0.8	-	-	0.2	0.8
Unrestricted (deficit)	7.4	9.3	3.8	7.4	11.2	16.7
Total net assets	68.9	65.6	48.5	46.6	117.4	112.2

The largest portion of the City's net assets is comprised of investments in land, buildings, equipment and infrastructure less any outstanding debt.

The City's unrestricted governmental net assets decreased by \$1.9 million to \$7.4 million. This decrease represents a decrease in the amount of funds available to meet the City's general fund obligations due largely to the cash expended on capital projects. The issuance of bonded debt in early 2012 will replace cash previously expended on capital projects. The City's ability to complete most major capital projects with cash on hand prior to the actual sale of the bonds has been a testament of its strong fiscal health. The strength of the City is also due to its fiscally conservative practices in past years. It is incumbent on the City to maintain these practices in order to maintain financial strength.

The net assets of the City's business-type activities are investments in the water and sewer plants, related infrastructure, and the arena building/equipment. These "enterprise" funds, however, cannot be used to make up for the other governmental activities. The City, generally, can only use these net assets to finance the continuing operations of the Water, Sewer and Arena.

The City's net assets increased by \$5.5 million, as presented in Table 2 below. The largest expenditures are from Education, Public Safety, Public Works and General Government. The difference in funding between expenses and revenues is made up through property taxes.

	Governmental Activities		Business-type Activities		Total Primary Activities	
	2011	2010	2011	2010	2011	2010
Revenues						
Program revenues:						
Charges for services	2.3	2.2	8.7	8.9	11.0	11.1
Operating grants	33.7	32.5	-	-	33.7	32.5
Capital grants and contributions	3.4	3.2	0.7	0.3	4.1	3.5
General Revenues:						
Property taxes	48.5	47.3	-	-	48.5	47.3
Licenses and permits	4.0	4.0	-	-	4.0	4.0
Other general revenues	5.4	5.5	0.1	0.3	5.5	5.8
Total revenues	97.3	94.7	9.5	9.5	106.8	104.2
Program Expenses:						
General government	3.9	3.8	-	-	3.9	3.8
Public safety	12.1	11.7	-	-	12.1	11.7
Public works	5.8	5.8	-	-	5.8	5.8
Health and welfare	0.4	0.4	-	-	0.4	0.4
Culture and recreation	1.8	1.7	-	-	1.8	1.7
Community development	2.6	1.4	-	-	2.6	1.4
Community services	0.8	0.7	-	-	0.8	0.7
Education	57.3	55.5	-	-	57.3	55.5
Food services	1.8	1.7	-	-	1.8	1.7
Debt Service	1.8	2.0	-	-	1.8	2.0
Intergovernmental	5.6	5.6	-	-	5.6	5.6
Water	-	-	3.2	3.2	3.2	3.2
Sewer	-	-	3.8	4.0	3.8	4.0
Arena	-	-	0.4	0.4	0.4	0.4
Total Expenses	93.9	90.3	7.4	7.6	101.3	97.9
Excess (deficiency) before contributions and transfers	3.4	4.4	2.1	1.9	5.5	6.3
Transfers	0.2	-	(0.2)	-	-	-
Increase (decrease) in net assets	3.6	4.4	1.9	1.9	5.5	6.3

Governmental Activities

The City recognizes that maintaining a strong financial position is crucial to the City's long-term success. The burden that is placed on citizens and businesses as well as the needs for services must both be taken into consideration with all financial decisions. The major fiscal

challenges facing the City continue to be level or decreased State funding for education, health insurance increases, State retirement increases, energy costs, property values and tax rates. Fortunately, other City/School revenues have exceeded expectations and conservative spending has produced balances in many accounts at the end of the year.

- The City's assessed property value for taxation for fiscal year 2011 (tax year 2010) decreased \$65 million or 3.16% as of April 1, 2010. The tax rate increased to \$23.89 or by more than 4% over the previous year. This increase was due entirely to the decrease in assessed property value.
- The City is committed to regular infrastructure and capital improvements. The capital budget for fiscal year 2011 was \$5.8 million. It is important to note that many of the Highway, Water and Sewer projects are interrelated. The remaining capital improvement funds are for a variety of other City and School upgrades and improvements. It is also important to note that due to the softening economy capital projects City-wide were scaled back considerably for three years; however, the City Council recognizes the need to maintain and invest in the City's capital infrastructure. For Fiscal Year 2012 the total capital budget is \$8.5 million.

The major areas where revenues exceeded projections are taxes: \$1.1 million; licenses & permits \$106 thousand, interest income \$107 thousand and miscellaneous income \$111 thousand.

While the national economy continued to struggle during fiscal year 2011, the New Hampshire economy, although soft, has remained stronger than the nation as a whole. During fiscal year 2011 key economic sectors showed little or no improvement, such as employment, the housing market (construction of new and sales of existing homes), property values and foreclosure rates. However, the conservative philosophy of sustainable and steady growth that Rochester has embraced over the years remains as one of the keys to the City's continued financial strength and stability. In addition, during this period of economic downturn, the City's Economic Development Department continues to court prospective businesses and plan for future development so that the City is prepared to take advantage of the next economic improvement cycle in the national, regional and local economy.

Business-type Activities

Operating revenues for the City's business-type activities exceeded expenses by nearly \$1.9 million.

- The City sewer system posted a change in net assets of \$1.6 million. Although this fund is showing strong contributions to Net Assets for a second year as evidenced by an increase of \$1.4 million in cash balance from the beginning of the year, cash flow continues to be a major concern for this fund with respect to servicing the debt for a contemplated new treatment plant. Continued evaluation of the cash flow needs and expected rate changes are essential to the sound management of this fund.
- The City water system posted a change in net assets of nearly \$208 thousand. This fund reports a decrease of \$91 thousand in cash balance from the beginning of the year. In conjunction with the Sewer Fund, rate reviews and increases in the water rate will be necessary to maintain positive operations.
- The City ice arena has a reported net asset change of more than \$87 thousand.

Capital Assets

The City's investment in capital assets, net of depreciation, for its Governmental and Business-type Activities as of June 30, 2011 is \$181 million (see Table 3 below). This investment in capital assets includes land, buildings, equipment, computer software, construction in progress and infrastructure. Infrastructure assets are items that are normally immovable, of value only to the City and include roads and bridges.

Table 3
Capital Assets at Year-end
(net of Depreciation, in Millions)

	Governmental Activities		Business-type Activities		Total	
	2011	2010	2011	2010	2011	2010
Land	7.5	7.0	3.5	3.1	11.0	10.1
Easement	1.1	0.8	-	-	1.1	0.8
Land improvements	2.5	2.4	0.0	0.0	2.5	2.4
Buildings & improvements	42.5	42.6	29.6	29.7	72.1	72.3
Vehicles & equipment	5.6	5.5	2.8	2.6	8.4	8.1
Infrastructure	36.7	38.6	30.1	30.6	66.8	69.2
Construction in progress	<u>7.1</u>	<u>5.4</u>	<u>12.0</u>	<u>9.5</u>	<u>19.1</u>	<u>14.9</u>
Totals	103.0	102.3	78.0	75.5	181.0	177.8

Debt

The City may issue general obligation bonds, receive State Revolving Fund notes in lieu of bonds, and notes in anticipation of such bonds, taxes and other anticipated revenues. As of June 30, 2011, the total debt outstanding for all funds is \$68 million (See Table 4 below).

Table 4
Outstanding Debt at Year-end
(in Millions)

	Governmental Activities		Business-type Activities		Total	
	2011	2010	2011	2010	2011	2010
General obligation bonds (backed by the City) and						

State revolving notes	<u>41.7</u>	<u>46.8</u>	<u>26.3</u>	<u>31.5</u>	<u>68.0</u>	<u>78.3</u>
Totals	41.7	46.8	26.3	31.5	68.0	78.3

As of January 20, 2010, the City's general obligation bond rating from Moody's remained at A3 and a new rating of AA- was received from Standard and Poors. While financial steadfastness is only one of the criteria that bond rating agencies use in assessing overall risk, continued positive performance in this area will help the City to achieve continued increases in bond ratings which in turn mean lower rates and savings to taxpayers.

Economic Factors Effecting the City's Finances and Next Year's Outlook

It is important to the City Council and the community it serves to provide appropriate levels of service to taxpayers, diversify the tax base, and create new investment in the City. The City's elected and appointed officials considered many factors when setting the fiscal year 2012 budget and the resulting impact on tax rates and the service fees that will be charged for business-type activities. The City continues its long standing tradition of fiscal restraint – forecasting realistic anticipated revenues, keeping expenditures in check and directing capital expenditures in an effort to minimize bonded debt. It is also important to note that in November 2008 voters in the City approved a tax cap charter amendment to limit the amount property taxes can increase by a national inflation factor. The City Council has not overridden the tax cap in the three budget cycles since passage of this charter amendment.

While at the same time, the City's leadership understands that it needs to provide an excellent infrastructure and quality of life to create additional employment opportunities through the attraction of new businesses and the expansion of existing businesses. Business development and retention is a priority and is especially critical at this time of economic challenge. Albany International Corp. announced in October of 2010 that it would be moving its corporate headquarters to Rochester and that its aerospace composites subsidiary, Albany Engineered Composites, Inc., will be expanding its operations in Rochester. In December 2011, Safran USA announced plans to construct a new 275,000-square-foot advanced manufacturing plant adjacent to Albany's Rochester operations and to begin initial production in 2013. The new plant will support both firms' activities associated with aerospace programs. At peak production, the plant will employ 400-500 people. This is just one of several high profile developments that have opened for business in the past four years.

Contacting the City's Financial Management

This financial report is designed to provide our citizens, taxpayers, customers, investors and creditors with a general overview of the City's finances and to demonstrate the City's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the City Finance Office at 31 Wakefield Street, Rochester, NH 03867 or visit us on the web at www.rochesternh.net.

Respectfully submitted,

Blaine M Cox
Deputy City Manager/ Director of Finance
& Administration

**REPORT OF THE FIRE DEPARTMENT
2010-2011**

The primary mission of the Rochester Fire Department is to provide a range of programs designed to protect and maintain the quality of life within the City of Rochester through Fire Prevention, Fire Suppression and Rescue activities.

ORGANIZATION

The City of Rochester Fire Department is a 62-member “combination” organization providing fire, rescue, and public assistance to the Rochester, East Rochester and Gonic sections of this community.

The department serves a community with an estimated population of 32,000 residents in a 49.2 square mile area from two fire stations which are covered 24/7.

The Chief of the Fire Department reports to the Rochester City Manager under the City Manager form of government.

On behalf of the 63 men and women of the Rochester Fire Department, it gives me great pleasure to submit our 2010-2011 annual report. Our department is operated by dedicated individuals who are committed to enhancing community safety and the quality of life in the City of Rochester.

Increasing the City of Rochester’s preparedness for large-scale emergencies continues to be one area we focus on. Our work continues in areas such as emergency shelter capabilities, interoperable communications and Public Health.

The department also continues to focus on improving our response times to incidents throughout the City.

This report cannot possibly speak to all of the firefighter’s efforts but does represent an overview of some of their accomplishments.

The Fire Department’s operations and fire prevention personnel work very hard to keep this community and all of its citizens safe. When any emergency or non-emergency incident occurs, the citizens of Rochester can count on our firefighters to mitigate any situation that may arise.

TRAINING

Training is a constant, ongoing process within the daily operations for all firefighters. Educational focus within our department covers firefighting and suppression techniques, emergency medical service practices, special rescue and response techniques as well as management level programs. Trainings include both hands-on practical and classroom sessions to maintain the highest level of services possible to the citizens of Rochester.

Members also attend certified firefighting classes outside of the department. Courses such as Company Officer, Safety Officer and Fire Inspector better prepare our firefighters on the management aspect of running the department. These courses cover topics such as time management, life safety codes and report writing to name a few.

The goal of the Rochester Fire Departments Training Division is to prepare each and every firefighter for their next step in their career ladder. Whether it be a firefighter into an Officers position or an Officer going into a Chiefs position, each and every member is trained so they can perform at the next level with little or no supervision.

Currently all Rochester Firefighters exceed all State of NH certifications required for full time firefighters. Not only do we exceed the certification levels but many also have attained their Associates and Bachelors degrees from accredited colleges.

Department members received 3,367 hours of training for the 12-month period. These hours include both in house training and outside training taken at other agencies.

FIRE PREVENTION

The Fire Prevention Office have a variety of duties including: educating children, community leaders and citizens on fire safety and life safety. Fire Prevention is an essential function in reducing fire losses by decreasing the incidence of uncontrolled fires. Fire inspections help ensure life safety conditions within a structure. During inspections, a Fire Inspector checks for potential fire hazards and advises the owner of corrections needed. These inspections provide an opportunity to educate the public.

The Fire Prevention office in conjunction with the Rochester Police Department court diversion officer developed a Juvenile Court Diversion Program. This program is an educational program designed for youth and teens, ages 7-17. All classes are taught with respect and concern for the youths and well being. In 2011, the Rochester Police Department Juvenile Court Diversion Program achieved Accreditation, making it one of the first court approved diversion programs in the State.

The Fire Prevention Office is also responsible to conduct plans review for all new sprinkler systems and fire alarm systems that are installed in the city. During the installation of these systems a visual inspection is conducted by the fire inspector to determine that the system

is installed according to the plans received. At the end of the construction project we conduct an acceptance test to confirm that all the system components are operational and meet code requirements.

The Fire Prevention Office is also responsible for fire investigations within the City. All fires are investigated to determine the fire's cause and origin. The purpose of the fire investigation is to determine if the fire is.

- Incendiary: fires intentionally set.
- Accidental: fires caused by non malicious, electrical, mechanical, chemical, or careless means.
- Undetermined: fires that may have more than one possible ignition source and therefore cannot prove one source of single ignition point.

If the fire investigator determines the cause is incendiary in nature, police detectives are requested to conduct the criminal investigation.

MAJOR ACCOMPLISHMENTS

- Conducted Officer testing for Captain positions
- Revised and updated apparatus replacement plan
- Installed fire sprinkler system in Station 1 as awarded through a federal grant program
- The department endured five retirements this year of which included 2 firefighters a Lieutenant, a Captain, and an Assistant Chief
- In conjunction with the recent retirements there were also several internal promotions and five new firefighter hired to fill in the retired vacancies
- Installed two portable computers and corresponding software in two of the lead engines from both Stations as part of leftover funds from the sprinkler grant

The department responded to 1,864 calls for service during the fiscal year 2011, forty of which were fires involving structures. The most important aspect of any fire department is the personnel and how they deal with the citizens of Rochester. What they do and how they perform is what is noticed. We are very fortunate to have a dedicated, caring staff at all levels who deliver outstanding service.

HEALTH AND SAFETY

Health and Safety Council of Strafford County
Public Health Emergency Preparedness Annual Report
For Rochester City Report
Reporting Period: July 1, 2010 – June 30, 2011
Submitted: Katie Kemen / August 17, 2011

The Health and Safety Council of Strafford County (HSCSC) celebrated its 7th year in 2010, including 7 years of partnership with the City of Rochester. Fire Chief Sanborn continued in his role on the Board of Directors and, as Rochester's EMD, served as the City's primary representative for public health emergency preparedness efforts.

In 2010-2011, HSCSC secured \$146,650 in funding to support public health emergency planning, training, and volunteer programs for the region. HSCSC, along with partner agencies, conducted two emergency drills: first exercising our regional Multi-Agency Coordination plan in fall 2010, and then our regional medical surge system in winter 2011. After Action Reports and Improvement Plans were developed for both exercises with many improvement items already completed by the end of the fiscal year.

The region's Public Health Emergency Annex, including the Rochester POD plan, was updated during the spring. A review of the POD plan conducted by NH HSEM and the CDC concluded that, "The region is still leading the way for SNS/POD planning in the state and remains poised to respond to an SNS/POD event."

In an effort to improve communications during an emergency, HSCSC worked with the Rochester School District to establish wireless internet access for responders at Rochester Middle School. NH DHHS also provided a portable radio to ensure communications between Frisbie Memorial Hospital and the Alternate Care Site at Rochester Middle School. Lastly, the region purchased equipment to join the NH Integrated Resource Management System which will allow the region to conduct an electronic supply inventory and will eventually allow for emergency patient tracking capabilities.

The Strafford County Citizen Corps volunteer program continued to grow this year. The team now has 25 trained citizen volunteers with 40 trained auxiliary members who are available to support the region and City of Rochester during an emergency. HSCSC thanks the City of Rochester Fire and Police Departments for providing meeting rooms and guest instructors for our volunteer trainings. Citizen Corps members provided support to local communities during planned, large-scale events including traffic control volunteers during the 2010 Rochester Holiday Parade. The Citizen Corps program also recruited new members to its Advisory Council including local EMTs, a former Fire Chief, a physician, and several public health/healthcare workers. The Advisory Council is currently conducting a strategic planning process and is focusing on expanding the program's visibility and public health role in the region and developing a sustainable program.

The critical factor in any fire departments calls for service is firefighters and fire officers. They will be the first contact the citizens will have at an emergency call. What they do and how they perform will be what is remembered. We are very fortunate to have a dedicated, caring staff at all levels who deliver outstanding service.

Our members continue to take pride in the quality of fire and emergency protection the department delivers to the citizens of Rochester. I continue to be extremely proud of the men and

women of the department who put their lives on the line every day to make our community a truly safe place to live.

I would like to extend my thanks to the Mayor, City Council and City Manager for their continued support of the fire department. With their support we continue to be an outstanding organization, which is well respected throughout this community.

Respectfully submitted,

Norman Sanborn, Jr.
Chief of Department



FIRE DEPARTMENT RESPONSE ACTIVITY

EMERGENCY RESPONSE CALLS	FY '11
Fire, other	8
Building Fire	17
Cooking fire, confined to container	6
Chimney fire	7
Fuel burner/boiler malfunction	6
Trash or rubbish fire	3
Fire in mobile home	4
Passenger vehicle fire	18
Brush fire	31
Outside rubbish fire	3
Outside rubbish, trash or waste fire	3
Special outside fire	1
Medical assist, assist EMS crew	306
Emergency medical service, other	2
EMS call, excluding vehicle accident with injury	55
Vehicle accident with injuries	150
Motor vehicle/pedestrian accident	7
Motor vehicle accident with no injuries	122
Lock-in	3
Extrication of victim from vehicle	4
Removal of victim(s) from stalled elevator	4
Hazardous condition	18
Gasoline or other flammable liquid spill	15
Gas leak (natural gas or LPG)	33
Chemical spill, leak, hazard, oil spill	11
Carbon monoxide incident	14
Electrical wiring/equipment problem	13
Light ballast breakdown	1
Power line down	44
Arching, shorted electrical equipment	19
Dumpster Fire	5
Search	1
Vehicle accident, general cleanup	108
Water Rescue	2
Service call	59
Lockout	80
Water problem	17
Water evacuation	1
Water or steam leak	8
Animal rescue	3
Public service assistance	3

Assist police	20
Assist invalid	4
Unauthorized burning	50
Cover assignment	56
Good intent calls	118
No incident found on arrival at dispatch address	17
Authorized controlled burning	12
Smoke scare, odor of smoke	51
Steam, vapor, fog or dust thought to be smoke	2
EMS call, party transported by non-fire agency	4
Hazmat Investigation w/no hazmat	2
False alarm or false call	6
Malicious, mischievous false call	4
Municipal alarm system, malicious false alarm	2
System malfunction	1
Sprinkler activation-no fire-malfunction	2
Smoke detector activation due to malfunction	22
Alarm system sounded due to malfunction	110
CO detector activation due to malfunction	15
Unintentional transmission of alarm, other	1
Sprinkler activation, no fire-unintentional	1
Smoke detector activation, no fire-unintentional	20
Alarm system sounded, no fire, unintentional	96
Carbon monoxide detector activation, no CO	20
Bomb Scare	1
Electrocution or potential electrocution	1
Citizen complaint	2
Person in distress	2
Smoke or odor removal	9
TOTAL	1864

NON-EMERGENCY ACTIVITY**FY '11**

Building inspection	127
Certificate of Occupancy	14
Campfire Inspections	52
Commercial Hood Inspection	46
Day Care Inspections	12
Fire Alarm System Tests	41
Fire Drills	97
Fire Extinguisher Classes	7
Fire Investigations	21
Fire Prevention Education	47
Foster Home Inspections	25
Juvenile Firesetter Intervention	11
Knox Box Inspections	28
Meetings	199
Permits of Assembly	73
Plan Reviews	54
Pre-construction Meetings	22
Shift Building Inspections	1
Site Reviews	25
Sprinkler Flow Tests	26
Training Sessions	363
Walk-through Inspections	71
Wood Stove Inspections	10
TOTAL	1372

REPORT OF THE LEGAL DEPARTMENT
2010-2011

The following is a report of the activities of the office of the City Attorney for the year beginning July 1, 2010 and ending on June 30, 2011:

During the fiscal year 2010-2011, no cases involving the City of Rochester were concluded.

However, as of June 30, 2011, the following actions involving the City of Rochester were pending in various New Hampshire and Federal Courts:

1. City of Rochester v. Rennelda Trust, George Blaisdell and Clay Phalen/Strafford Docket # 08-E-0117;
2. City of Rochester v. Albert Blaisdell and George Blaisdell / Strafford Docket #219-2010-CV-00338;
3. Franklin Goodale Torr and Ann M. Torr v. Cecilia Torr and the City of Rochester / Strafford Docket #219-2010-CV-00421;
4. Lambert's Auto & Truck Recyclers, Inc. v. City of Rochester and Rochester Planning Board / Strafford Docket # 219-2010-CV-00738.

It should be noted that the above listing of cases does not include various bankruptcy proceedings pending in various U.S. District Courts across the United States in which the City of Rochester has filed proofs of claims and/or other pleadings with regard to the City's various interests in such bankruptcy estates, workers compensation proceedings, and various litigation in which the City is, or was, represented by counsel provided through the City's various liability carriers, or counsel retained on an individual case basis.

The office of the City Attorney also provided representation to the City in numerous matters before the New Hampshire courts with respect to cases in which the City was a party, as well as before various administrative agencies when necessary. In addition, the City Attorney attended Council meetings, as well as meetings of Council committees and other City boards and commissions upon request. Legal opinions and advice were provided to the City Manager, Mayor, City Council, Department Heads and various boards and commissions of the City upon request. Legal instruments, including deeds, leases, contracts, ordinances, and amendments to ordinances, resolutions and other similar documents were drafted and reviewed as required during the year and representation of the City was provided with regard to the acquisition and disposition of real estate, as well as the negotiation of various disputes and the drafting and review of agreements for numerous purposes.

Respectfully submitted,

Danford J. Wensley, City Solicitor

REPORT OF THE PUBLIC LIBRARY
2010-2011

All libraries are in the midst of a historic transition. The accelerating popularity of books in electronic format, downloaded through library web sites, whether to a portable e-reader device or to a portable audio device, continues unabated. In FY 2011, the total number of these downloads increased 38%, from 3,389 to 4,676. Increases of even greater amounts will no doubt be experienced in the upcoming fiscal years.

Despite this impressive growth of e-book circulation, downloads still account for a tiny portion of total circulation: 2%. The other 98% of total circulation remains in print books and magazines, DVDs and music CDs, and books on CD, even videotapes. The historic trend to electronic downloads as the preferred format is clear, but print books will be with us throughout our lifetimes. The long term future of DVDs and other disc formats, however popular they remain today, is unknown but appears a little murkier.

Rochester Public Library continues as a success story with overall annual circulation again reaching another record setting level. In FY 2011, a year that found many libraries struggling to increase circulation, RPL circulation rose 2% to a new high of 276,781 items. In addition, the Library's non-circulating resources and services were used to an even greater extent. For instance, the Library's web site, a portal to thousands of magazine and journal articles, many being full text, was accessed by our residents at high use levels throughout the year. There were 78,636 RPL web site visits and our subscription databases were searched 21,623 times through our web site in FY 2011.

Our public Internet PCs, located in the library, were again heavily used during this fiscal year, with 12,985 users. Laptop users with the Library taking advantage of our Wi-Fi connection totaled 9,335, a 14% increase from last year. During the year, Library Systems Technician Kern Mann expanded Wi-Fi coverage to nearly all of the building.

While the transition to an online world is an ongoing and irrefutable trend, the Library, despite these challenges, showed increases from last year in the number of print books circulated in all three major categories of books: for adults, for children, and for teens. This continued growth in annual book circulation is heartening and noteworthy.

Circulation Services Supervisor Peggy Trout and her "main desk" staff utilized good selection decisions and effective display and marketing techniques to help make the circulation increases possible within the adult area, for print fiction and for DVDs. One of those staff members, Katherine Parker-Wright, was named the City's Employee of the Month in December for her admirable skills and high level of accomplishment.

Our Children's Department continued to reach out to thousands of local children. The RPL Summer Reading Program attracted 381 children, who read 5,736 books while participating. At the end of the program, 165 children converged on the grassy area behind the library building for a fun experience at the annual "end of program" party.

Last October, children's librarians from throughout the state gathered again in the Rochester area for the annual fall conference of the children's librarian section of the New Hampshire Library Association. This was the third time in recent years Rochester Public Library and our Children's Services Supervisor Marie Lejeune and her staff have organized and hosted this popular and successful event for New Hampshire librarians.

For adults, our film programs throughout the year continued to attract a devoted following. Our summer movie matinee series began in July with such classics as *Pride and Prejudice* and *Breakfast at Tiffany's*. In May, our always popular 29th annual library photography show, organized by Reference Services Supervisor Beth Nerbonne and judged by professional photographers Barry Nation, Thom Hindle, and Warren Merrill, attracted 135 entries. An audience of 75 photographers and family members attended the annual reception which begins the month long exhibit each year.

Reference Services programs presented during the year also included ones to assist residents in developing effective resume writing and job interview skills, another to foster "supermarket savvy", made possible through a partnership with the University of New Hampshire's Cooperative Extension, and a Rochester Poet Laureate workshop.

Works of local artists were again on display in the library's main floor exhibit area during each month of the year, including, in February, an exhibit of the mixed media works of library staff member Kathy Mallat, an artist and author of children's books.

In December, 49 children participated in the Children's Department's Make It and Take It craft program, creating holiday ornaments, and, in March, 40 children did button flowers. Other children's programs, such as the popular story times, were held all year.

As the fiscal year came to an end, our annual summer reading program for teens was again in progress, as Young Adult Services Supervisor Donna Hynes developed and coordinated the reading logs, activities, and prizes.

Throughout the year, the Library conducts a daily book sale. In addition, our annual book sale in October is also successful in generating additional funds for book purchases. Members of the Library Trustees and Friends of the Rochester Public Library and other volunteers assisted library staff members in the annual sale setup and operation.

The library's success in increasing circulation this fiscal year is made possible by the tireless and effective efforts of our dedicated and skilled staff members, including the professional expertise of Technical Services Supervisor Rindy Howard and her able staff, and the work of Library Secretary Patty Hardie. Without the work of our valued staff, supported by Library Trustees, Friends of the Library, City Council, other government officials, and our library patrons and residents, none of this would have been possible.

Respectfully submitted,

John Fuchs
Library Director

**ROCHESTER PUBLIC LIBRARY
FISCAL YEAR 2011**

LIBRARY STATISTICS

Total Items Circulated	276,781
Library Collection	99,573
Library Visitors	149,554
Public Service Hours	2,971
Library Cardholders	29,512
New Library Cards Issued	1,936
Public Internet PC Users	12,985
Wi-Fi Laptop Logins	9,335
Library Web Site Visits	78,636
Subscription Database Use	21,623
Research Question Assistance	15,552
Programs Presented	155
Program Attendance	2,879

**ROCHESTER PUBLIC LIBRARY
FISCAL YEAR 2011**

INCOME

City of Rochester Operating Budget	\$1,010,141
Trust Fund	\$ 6,079
Fines, Gifts, Book Sale	\$ 33,234
Revenue For City General Fund	\$ 15,985
 Total Income	 \$1,065,439
 Trust Fund Balance 7/1/10	 \$ 40,966
Special Fund Balance 7/1/10	\$ 7,936

	\$1,114,341

**ROCHESTER PUBLIC LIBRARY
FISCAL YEAR 2011**

EXPENDITURES

Personnel Compensation	\$ 628,712
Benefits	\$ 186,115
Insurance	\$ 10,402
Staff Development/Travel	\$ 2,060
Supplies, City Fund	\$ 18,922
Supplies, Special Fund	\$ 513
Supplies, Trust Fund	\$ 1,028
Library Materials, City Fund	\$ 67,179
Library Materials, Special Fund	\$ 39,974
Library Materials, Trust Fund	\$ 3,069
Software Maintenance	\$ 4,498
Equipment	\$ 2,176
Equipment Maintenance	\$ 20,653
Electronic Services	\$ 8,981
Utilities	\$ 42,592
Postage	\$ 3,710
Dues	\$ 1,383
Programming	\$ 5,094
Legal	\$ 1,640
Miscellaneous, City Fund	\$ 0
Miscellaneous, Special Fund	\$ 551
Miscellaneous, Trust Fund	\$ 435
Transfer To City General Fund	\$ 15,985
 Total Expenditures	 \$1,065,672
Operating Budget Balance 6/30/11	\$ 6,024
Trust Fund Balance 6/30/11	\$ 42,514
Special Fund Balance 6/30/11	\$ 131

	\$1,114,341

<p style="text-align: center;">REPORT OF THE MIS DEPARTMENT 2010 - 2011</p>

COMPUTERS AND NETWORKING

MIS continued support of City operations in FY11. MIS support includes the Local Area Networks (LAN), Wide Area Networks (WAN) and the Institutional Network (I-NET) with all types of user administration, data maintenance and backup, virus prevention, network and personal computer (PC) hardware repairs, upgrades and maintenance, software installation, training and research and development of computer aided procedures.

FY11 contained network cabling projects at several locations including the installation and configuration of new or replacement network devices. There were also upgrades / replacement to servers and other systems as required.

The primary responsibility for voice communications and City telephone systems is also under MIS. This includes all related hardware, software, voicemail, auto attendants, cabling for phone lines, configuration and being the contact with various communications vendors.

MIS does much of the management for the Business System including hardware support, user administration, software upgrades and patches from the vendor. In FY11 a Business System upgrade was started which would include new servers running new operating systems, a new database engine and a major release upgrade to the existing system.

The City of Rochester, NH has its website at <http://www.rochesternh.net> and MIS is also involved with separate sites for the Police Department (<http://www.rochesterpd.org>) and Fire Department (<http://www.rochfd.org>).

ROCHESTER GOVERNMENT CHANNEL

The Rochester Government Channel (RGC) is Channel 26 on Metrocast Cablevision. In FY11 the RGC continued to follow its mission statement by the cablecast of live City Council, Planning Board, Police Commission and School Board Meetings as well as other special meetings and events as needed.

Meetings and events are also recorded and most are replayed several times. There are some other meetings that have been recorded as another source for clerks to use in preparing the minutes from those meetings. In most cases the non-cablecast meetings have a volunteer that works as the camera operator.

The RGC continues to produce informational programming on City departments as well as short Public Service Announcements. Subjects in FY11 included: "What is Good Planning?", "What is Main Street?", "Comprehensive Rezoning", "Election Officials", "Smoke Detectors" and seasonal "Recreation Updates" and the "Library Summer Reading Program".

REPORT OF THE PLANNING AND DEVELOPMENT DEPARTMENT
July 2010 - June 2011

OUR MISSION

The mission of the Planning and Development Department is to promote orderly growth in a manner sensitive to community values and to enhance environmental, economic, and social sustainability.

Orderly growth. Through the application of carefully crafted regulations and diligent stewardship, the Department works to facilitate smart growth, including development that creates value and is compact, efficient in its use of infrastructure, pleasing, and sensitive to its surroundings.

Community values. The Department seeks to serve the wide range of short and long-term stakeholder interests in Rochester and to understand community values through the use of surveys and other information-gathering techniques. Specific proposals are evaluated within the context of those values and the Master Plan.

Environmental sustainability. The Department carefully weighs costs and benefits in order to provide reasonable protection for our natural resources, including air, land (fields, forests, open space, and various habitats), and water (wetlands, aquifers, rivers, ponds, and flood plains), while encouraging responsible development.

Economic sustainability. The Department especially embraces businesses which make a commitment to the community's vitality by providing well-paying jobs, adding to the value of the built environment, offering choices for consumers, and participating in Rochester's civic life.

Social sustainability. The Department works to preserve Rochester's distinctive identity and to advance quality of life by encouraging investment in social capital and facilitating the health, safety, education, and cultural expression of our citizens.

COMMUNITY DEVELOPMENT DIVISION

The City of Rochester is one of only five designated entitlement communities in New Hampshire eligible to receive Community Development Block Grant (CDBG) funds directly from the Federal Department of Housing and Urban Development (HUD). These funds are applied towards housing and community investment projects that directly benefit Rochester residents whose income falls below 80% of the regional median income (\$83,100 for a household of four in 2011).

The City received \$330,986 of new grant funds for allocation during the 2010-2011 fiscal year. This was the first year of the 2010-2015 Community Development Consolidated Plan. A total of

\$410,986 was available for community development investments through the FY 10-11 grant, and JOB Loan program income from loan repayments.

Staff coordinates the projects selected in this plan and provides technical assistance to agencies and the public on how best to invest in their neighborhoods and with compliance with the federal guidelines governing the Community Development Block Grant.

The mission of Community Development is to work with the community, nonprofit and private sector partners to improve neighborhoods and assist lower income people to improve the quality of their lives. We know CDBG cannot fill every gap and meet every need, but we believe the policies and guidance provided by our Consolidated Plan will give us a fair and consistent way to make the highest value investment and measure benefit to the community.

Staff time is often used to assist other activities in Rochester, including the implementation of the Neighborhood Stabilization Program; accordingly staff costs were allocated between the two programs. Staying connected to community in other capacities brings fresh information about the status of the low-income community and provides inspiration for future programming or changes needed to prevent additional instances of homelessness or neighborhood degradation, for example.

The Community Development Staff also continue to participate in the larger web of social service agencies, United Way Solutions Forums, and strive to find ways to improve the living conditions for lower income people through non-traditional and often non-financial means. As funding sources get tighter, it takes the collective creativity of the community leaders to continue to find solutions.

HOUSING

\$16,301 was invested in handicap accessibility and health and safety improvements on 3 housing units under the Community Development Mobile Home Assistance Program. 63 households at 50% of the area median income or below were assisted directly with improvements through the Weatherization program. CDBG funds comprised \$46,754 (\$40,000 FY 10-11 funds and a small balance left from FY 09-10) of the assistance leveraging the balance from New Hampshire Department of Energy grants as well as utility company grant assistance. Items specifically addressed include insulation, carbon monoxide testing, moisture assessments and the removal or correction of health and safety hazards in order to improve the general living condition of these residents.

BASIC NEEDS FUNDING was approved in the PUBLIC SERVICES_category:

AVIS GOODWIN - Providing access to health care for uninsured individuals is this program's main goal. Individuals seeking preventative and non-emergency care that are under or non-insured would still be able to access quality healthcare in downtown Rochester. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$3,648

SERVICE TO: 57 individuals

Performance is measured by increasing access to healthcare for low and very low-income individuals.

CROSSROADS HOUSE - is the emergency homeless shelter in nearby Portsmouth. Staff research showed that proportional to bed space, as many Rochester residents in need of immediate shelter utilized Crossroads as utilized the shelter in Dover. 5-10% of their bed nights go to Rochester residents. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$3,500

SERVICE TO: 47 INDIVIDUALS

Performance is measured by having an adequate network of emergency housing options for people without housing.

HOMELESS CENTER FOR STRAFFORD COUNTY - This six-month facility provides another level of care for those with no other resources. Families and single women may stay at the shelter and receive a breakfast. Referrals to the shelter through City welfare offices and are screened by My Friend's Place in Dover, in order to connect these individuals with the assistance they need to get back into permanent housing. Last year 55 Rochester residents received shelter. This regional partnership has been very successful in filling a gap in the continuum of care. Local shelters were often at capacity for months on end, and while the obligation of City welfare offices to provide shelter remained, the options were limited. Cooperation amongst local agencies and the City, guided by the local Housing Consortium (the regional continuum of care group) found a solution in this shelter model that adequately filled that gap.

This project is eligible for CDBG funding by serving low/mod income limited clientele - 570.208 (a) (2).

FY 10-11 FUNDING: \$7,000

SERVICE TO: 30 INDIVIDUALS

Performance is measured by having an adequate network of emergency housing options for people without housing.

MY FRIEND'S PLACE - is Strafford County's only full-time, year round shelter that provides housing for homeless individuals and families. Since it's opening in 1989, it has been providing temporary housing and a range of services to help rebuild meaningful lives. Rochester residents who are homeless seek adequate housing while staying at My Friend's Place, either in the emergency shelter or occasionally moving to their Transitional Housing Program. Transitional housing allows for a stay of up to two years in a private apartment while residents receive intensive case management and access to resources. In the FY 01-02, My Friend's Place completed an addition that made the shelter fully accessible to persons with mobility limitations and added 6 new beds to their

capacity. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$6,000

SERVICE TO: 45 INDIVIDUALS

Performance is measured by having an adequate network of emergency housing options for people without housing.

HOLY ROSARY SHARE FUND - provides food, clothing and financial assistance to Rochester residents in need thereby reducing the burden on other publicly funded services like the Rochester Welfare Department. The staff is entirely volunteer. Benefactors sponsor all operational expenses. Their grant is utilized to provide security deposit assistance for families (95 individuals last year) who otherwise may become homeless. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

The City also supports the efforts of the SHARE fund's other activities, Gerry's Food Pantry and the Community Clothing Closet that provide food and clothing for needy residents through providing space in the community center and waiving the collection of rent that would otherwise be valued at over \$18,000 a year.

FY 10-11 FUNDING: \$6,000

SERVICE TO: 57 INDIVIDUALS

Performance is measured by allowing people to move into permanent housing, rather than into the shelter network.

SAFETY NET FUNDING was approved in the following categories:

There are many agencies and activities we have funded in the past and still rely upon which inspired the category of "safety net." These are programs, which provide direct services to our children, elderly, and augment City services, such as our police force and welfare office. These are projects and services from agencies that provide focused situation specific solutions to a wide variety of needs Rochester Citizens have expressed. This category also includes projects that protect the health, safety and the access of public buildings for citizens.

PUBLIC FACILITIES Category:

CROSSROADS HOUSE - As part of a massive capital improvements project, Crossroads is moving on to the rehabilitation of the family transitional housing area of their Portsmouth complex. This renovation will increase number of families able to be served and provide adequate sized space for larger families and add kitchenettes for safe food storage and preparation, something currently not available. The administrator of state CDBG funds, CDFA, along with the cities of Dover and Portsmouth have also committed funds for the critically needed renovations to this part of the shelter. The outcome of this project was delayed due to the bid coming in significantly higher than the original budget. Additional funding from NHHFA and

CDFA was being sought and an additional allocation was made by the City. Construction is now expected to be underway during the summer of 2011. Final reporting will be including in the FY 2011-2012 report.

PUBLIC SERVICES Category:

AIDS RESPONSE SEACOAST - After suffering deep federal cuts to funding, ARS remains viable and able to provide case management, health care management and supportive services to HIV + individuals. In order to increase access to case management, ARS staff will be holding office hours in the Rochester Community Center beginning this summer. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$3,000

SERVICE TO: 17 INDIVIDUALS

Performance is measured by improvement to case management and increased health sustainability.

ROCHESTER CHILD CARE - has provided quality affordable childcare for Rochester for 30 years. In the past year, state funding for Title XX has declined. This funding provided child care subsidy for poor working families, making employment possible. There is now a significant wait list to attain this vital piece of public assistance. This new award will provide some relief for families who can't afford child care and for whom this would present a barrier to employment.. This project is eligible for CDBG funding by serving low/mod income limited clientele - 570.208 (a) (2).

FY 10-11 FUNDING: \$7,500

SERVICE TO: 21 CHILDREN SCHOLARSHIPS

Performance is measured by providing relief to families who otherwise would not be able to attain employment without appropriate, affordable childcare.

HOUSING Category:

WEATHERIZATION PROGRAM - Designed to help low- and very-low income persons in Rochester reduce the cost of utilities through energy conservation methods, this popular program has served hundreds of very low-income Rochester residents over the years. Federal ARRA funding has increased the number of households who will be able to receive. Items specifically addressed are repairing heating systems, carbon monoxide testing, moisture assessments, removal or correction of health and safety hazards in order to improve the general living conditions of the residents. These funds are matched at least 1:1 with the New Hampshire Department of Energy Weatherization grant for Strafford County. The goal is to use \$40,000 of CDBG funds to leverage the state grant as well as various private grants, such as those provided through public utilities. It is anticipated that 25 households will be provided

with an energy audit and some form of energy efficiency improvements that will yield at least a 25% energy savings. Referrals are generally through Strafford County Community Action program, which administers the local fuel assistance grants. This project is eligible for CDBG funding by serving low/mod income housing -570.208 (a) (3).

FY 10-11 FUNDING: \$40,000

SERVICE TO: 63 Housing Units

Performance is measured by improving the energy efficiency and safety of these units.

INVESTMENT FUNDING was approved in the following categories:

Without investment in our community, our City will be compelled to exercise all of its future resources in dealing with chronic problems of poverty, lack of opportunity and community stability. To support our lowest income neighborhoods, a commitment is being made to community investment, reflected in both neighborhoods and individuals. With a strong emphasis on access, public facilities improvements and economic development will likely absorb most of the overall Consolidated Plan period funding, though some activities will fall under our Safety Net Category as well. The Community Center will continue to be a focus of CDBG investing for the next couple of years as the final stages of improvements are completed. Today it serves the entire City in one form or another, with a huge presence in the lives of our lowest income residents. Located in this space is the regional state office of Health and Human Services, Strafford County Headstart, the Rochester Seniors Organization, Workplace Success (job training for TANF recipients), Gerry's Food Pantry and the Community Clothing Shop. In the summer of 2010, the HUB family resource Center, Sexual Assault Support Services, A Safe Place, AIDS response Seacoast and Girl's Inc. will have access to short term or permanent program and administrative spaces. These organizations form the core services access by the community CDBG is required to respond to. This building sees many other uses as well, through the location of the school department administrative offices, the City recreation department and numerous athletic events that take place there. Beyond those tenants and uses, community clubs and associations regularly use meeting and other space in this building to enrich our community with their activities and events. The requirements of these uses vary a great deal and the building is not ideally suited for this mixture of clientele and activity load. However, it is clear that improvements to the space allocation, signage, and aesthetics of this building will go far to making best and efficient use of this important community resource. This will no doubt be the most significant project the Community Development Block Grant will fund in Rochester during this Consolidated Plan period.

PUBLIC SERVICES Category:

BIG BROTHERS/BIG SISTERS OF THE GREATER SEACOAST - Providing mentoring services individually and through after school programs, this source of preventative work received funding this year for the first time. Working in conjunction with the local schools monitoring the grades of the "Littles" matched through the program will give a strong indication of the value and impact of the

matches on the lives of the young people participating. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$3,000

SERVICE TO: 57 INDIVIDUALS

Performance is measured by the reduction of the match wait list and increase in school performance.

DOVER ADULT LEARNING CENTER - provides adult basic education in four different areas including basic skill and literacy, high school or GED completion, vocational education and community enrichment. Classes are offered in many accessible locations in Rochester and can include childcare in order to reduce another barrier. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$5,000

SERVICE TO: 397 INDIVIDUALS

Performance is measured by the completion of adult basic skills and GED courses by Rochester residents.

PROJECT PRIDE - assists students (17-21) who have left traditional school, with vocational and educational skills with the goal of completion of the GED, acquiring pre-employment skills, work maturity skills such as filling out applications, interviewing, punctuality and demonstrating positive attitudes. This program has a high completion rate due in part to the fact that the students applying for a spot are there by choice, rather than being court ordered or mandated by the school district. This program is offered in four cycles each year. This project is eligible for CDBG funding by serving low/mod income limited clientele -570.208 (a) (2).

FY 10-11 FUNDING: \$5,000

SERVICE TO: 29 INDIVIDUALS

Performance is measured by GED completion and job placement of participants in the program.

ECONOMIC DEVELOPMENT Category:

JOB REVOLVING LOAN PROGRAM - The Job Opportunity Benefit (JOB) Loan program provides a source of funding for businesses to expand, modernize or relocate within Rochester. These funds are almost always used as "gap" financing for businesses to add additional debt to their conventional financing. Currently, typical loans range between \$25,000 and \$50,000. Eligible applicants include Rochester business' that commit to hiring two to six full-time (or full-time equivalent) workers who qualify as low/moderate income prior to employment. The City's economic development capacity is enhanced by the infusion of CDBG funds since over \$6,000 a month is currently being repaid to the City and becomes available to fund future loans. This type of activity is

eligible for CDBG funding because of the benefit to low and moderate income families. The City's goal is to continue this unique program, but right now program income is accumulating faster than current demand for this type of financial assistance. Therefore, a special committee has been created to examine current unmet and emerging economic development needs and determine if any of them are good candidates for support through CDBG and JOB Loan program resources.

No new grant funding was allocated from the FY 10-11 award. In the second half of FY10, much of our accumulated program income had gone out to new loans, but at the close of FY 10, there was \$73,629 in program income going into FY 10-11. Along with this resource, the strong portfolio was expected to generate close to \$80,000 in program income during the course of the year, which was then available for new loans.

Due to the unexpected death of the principal of one of our job loan recipients, we received an early loan payoff and an installment of \$10,000 towards the outstanding principal on a loan that defaulted in 2008, the balance of which will be written off for FY 10-11.

The portfolio of JOB loans stands as follows as of June 30, 2011:

	Original Loan	Final Payment	FTE Jobs to be created
Custom Banner	\$50,000	Apr 2014	8
Distinctive Forest Creations	\$35,000	Oct 2013	4
Specialty Textile Products	\$70,000	Jun 2013	6
Yo's Thai Cuisine, LLC	\$50,000	Jun 2012	2
Carney Medical	\$30,000	Aug 2014	2
Phone Booth, LLC	\$25,000	Apr 2014	2
Blue Oasis	\$50,000	Jun 2015	3
Country Tire	\$40,000	July 2018	6
Totals	\$350,000.00	Total Jobs:	33

LOANS MADE: \$40,000

PROJECTED OUTCOME: 6 new jobs to be created by 2013

Performance is measured by the placement of low and moderate-income people in these newly created positions.

SMALL BUSINESS DEVELOPMENT CENTER - The Center in Rochester includes a Micro-enterprise assistance program to promote job creation through a process of education and counseling for local small business owners and those looking to start new enterprises. Counseling and workshops are offered throughout the year. Center staff are also frequently called upon to work with recipients of the JOB Loan program. This project is eligible for CDBG funding by serving low/mod income clientele.

FY 10-11 FUNDING: \$10,000

SERVICE TO: 24 INDIVIDUALS

Performance is measured by participation in programming by small and start-up business owners.

PUBLIC FACILITIES IMPROVEMENTS AND INFRASTRUCTURE Category:

HISTORIC SOCIETY ELEVATOR - The Rochester Historic Society is located in the heart of downtown Rochester and serves the community through its stewardship of local treasures of historic significance and presents regular presentations to the public. Their collection is housed in a City owned building leased to the society, but to date has not been made fully handicap accessible. This project dedicated funds to provide the building with an appropriate lift to remove this impediment for elderly and disabled access to the second floor. This project is eligible for CDBG funding by serving low/mod area -570.208 (a) (2). It was installed in the spring of 2011 and completed in June.

FY 10-11 FUNDING: \$65,000

SERVICE: CITY WIDE; severely disabled and Elderly

COMMUNITY CENTER NON-PROFIT SPACE HVAC - Funds originally allocated for this project were not needed as other cooling solutions for the renovated space were found. In the winter of 2011, council approved a re-appropriation of these funds to support a legal fund for the Code Enforcement Department. As neighborhood listening sessions held in the fall of 2010 and winter of 2011 showed, the neglected properties in the NSP target neighborhood were having a negative effect on the vitality of the neighborhood over all. However, without a legal budget, the Code Enforcement Department could only take a limited number of steps to encourage property owners to make their properties safe and not act as an additional hazard to the area. With the security that the department would have the resources to fight a legal challenge, should one be made, the Code Enforcement Department was able to consult with the City attorney and the police and the police department prosecutor to coordinate a plan to ensure the building owners would comply with health and safety codes. Reports on the outcomes of these efforts will be included in the FY 11-12 report.

This project is eligible for CDBG funding by serving low/mod area -570.208 (a) (2).

FY 09-10 FUNDING: \$10,000

PROJECTED SERVICE TO: LM Area Benefit

Program addresses the following HUD objective/outcome categories: Create suitable living environments/availability.

CDBG ADMINISTRATION FUNDING:

\$66,197 was the maximum available for program Planning and Administration of the Community Development Block Grant of which \$59,492 was expended. Balances from this fund will be available to be reprogrammed in 2011. Funding in this category pays for staff, supplies, legal services, proportional share City audit costs, etc.

Monitoring: Performance of every applicant and program will be compared annually with projected goals as well as their ability to comply with federal and local regulations. All sub-Grantees have a contract or letter of agreement on file with the City. Every sub-grantee of the program will be monitored regularly.

Monitoring for most agencies will take the form of annual visits to the site office where reporting statistics are kept, as well as the site where activities take place, if different. Staff also takes the opportunity to visit many agencies when they are open to the public or during special events, to keep current with activities the agency is engaged in and to get a first hand look at how the agency presents itself to the general public.

NEIGHBORHOOD STABILIZATION PROGRAM

The award to the City of \$2.4 million dollars for the purpose of purchasing and rehabilitating foreclosed properties to prevent further neighborhood deterioration in areas where foreclosures have been significant.

By the end of the fiscal year, four properties containing five buildings were purchased and construction contracts were finalized on four of the buildings. In part, this was made possible by the supplemental award of an additional \$120,000 bringing the total awarded to Rochester to \$2.52 million.

Rehabilitation plans include full abatement of all lead, asbestos and structural deficiencies. The renovated units will be highly energy efficient, architecturally sensitive and made affordable to moderate income homeowners.

Figures in the table below reflect the actual expenditure per property for all costs accrued in FY 10-11, comprised primarily of rehabilitation, marketing for sale upon completion and carrying costs.

41 Pine Street, 2 units	\$330,397
56A & 56B Chestnut Street, 3 units in two buildings	\$659,149
65 Lafayette Street, 3 units	597,985
5 Brochu Court, 2 units	\$269,154

OUR APPROACH

The Planning Board, Historic District Commission, Zoning Board of Adjustment, Conservation Commission, and staff reviewed a great number of projects in spite of a challenging economy. Most Planning Board and Historic District Commission applications were approved with conditions. We work hard with applicants to find an approach or design that serves the objectives of the applicant while also supporting the public interest and meeting legitimate concerns of abutters. Happily, we find most applicants are willing and able to modify projects as appropriate.

It is a truism in the planning profession that virtually every project that comes into our department is unique and challenging in some manner. As our development process has evolved and in many ways grown more sophisticated, there are more details to track with projects, which is quite time consuming. We continue to look for ways to keep the process as simple, quick, and pleasant as possible but, as projects grow in complexity and creativity, our obligation to protect the interests of the City remains constant.

HIGHLIGHTS

Here are a few highlights from the year.

68 South Main Street

A new building was approved at 68 South Main Street at the intersection of Dreyer Way. This replaces the one story concrete building that had housed Off Price Outlet. The design is by Steve McHenry Architects of Portsmouth. McHenry's design is excellent and exactly what the site calls for: a traditional three story masonry building placed close to South Main.

There is a storefront on the first floor facing South Main Street with space for one or two commercial establishments. There will be eight apartments, two located at the rear of the first floor and three each on the second and third floors. An elevator is included. Parking for residents and the business is situated in the rear and buffered from the street.

Highfields Development

The Highfields Planned Unit Development (PUD) which was approved for 370 dwelling units in 2003, finally broke ground. The final plan was designed by Don Powers and Associates (Doug Fallfelz, principal in charge of this project) of Rhode Island. Three houses are now built, the main road, with a treed median and sidewalk, is in place.

Highfields should be a significant flagship project and easily one of New Hampshire's finest residential developments. It is remarkable in several ways: it can be a true traditional neighborhood development with wonderful architecture, streetscapes, and greens; the views will be great; and it is proposed for innovative geothermal heating and cooling (groundwater from a deep well is recycled through the building to cool it in summer and heat it in winter).

Here is an excerpt from Don Powers' website:

"We believe that our public places, neighborhoods and individual structures, are the stage on which the life of the community is expressed and that the design of these places can have a strong effect on the community, either fostering its growth and health, or hindering its full expression. We believe traditional town planning and architecture have resulted in our most vibrant and beautiful spaces in the past and can help to restore our current degraded communal and civic life. As such, we have made ourselves students of that accumulated wisdom and hope to be recognized as experts in the techniques of traditional planning and architecture.

Laars

The Planning Board approved an 80 x 80 two story addition to Laars Heating Systems that will house a new training room, offices, and break room. There will also be additional parking constructed and improvements made to the drainage and storm water management system.

Comprehensive Rezoning

On May 16, the Planning Board voted unanimously to recommend adoption of the comprehensive rezoning ordinance and map. An entirely new zoning map and zoning ordinance, following a "zero-based approach", is now being reviewed by the City Council.

The current ordinance and map were written in 1986. Cities and towns generally make patchwork changes resulting in unwieldy, ineffective, out-of-date ordinances and very rarely undertake comprehensive rezoning efforts because it involves so much work. Rochester's Comprehensive Rezoning should set a new standard for the state of New Hampshire. The new ordinance is grounded in the Land Use Master Plan adopted in 2001 and will accomplish a number of things:

- All new zoning districts, with new standards, are established.
- The entire City, including every piece of property, was re-evaluated, and appropriate zoning designations were made.
- Many elements of the rezoning were based upon the results of the citizen survey conducted as part of the Land Use Plan, e.g. in terms of encouraging those uses and business that residents said they would like more of.
- The master plan and rezoning seek to recreate a coherent order to the overall form of development. Higher density zoning allowing for a harmonious mix of uses is established in core (or "urban") areas, medium density zoning for single family uses and multifamily uses with appropriate design is directed toward a middle (or "suburban") tier, and lower density zoning occurs in the outlying (or "rural") region.
- Strategies are included to preserve open space.
- Strategies are included to enhance the quality of new neighborhoods.

- Strategies are included to optimize the quality of new development.
- Details are added to reduce confusion and ambiguity, such as with the current Sign Ordinance, which challenges us to discern what is required.
- This was an opportunity to update the ordinance and incorporate best planning practices. Each of the bodies reviewing the ordinance sought to make it as clear, fair, and reasonable, as possible, while meeting overarching goals.

Overhaul of Regulations

Now that the bulk of the comprehensive rezoning is completed, the Planning Board and Planning Department are embarking on a comprehensive overhaul of the Site Plan and Subdivision Regulations.

Arts and Culture Steering Committee

A new municipal Arts and Culture Commission was established with the help of the Planning Department. A steering committee with representatives from Main Street, Artstream, Art Esprit, the Rochester Opera House, and other arts, music, and civic organizations developed the new ordinance. A key inspiration was the work of author Richard Florida, whose book The Rise of the Creative Class discusses the importance of arts and culture in promoting economic development of a city.

The Built environment

Michael gave a presentation at the annual Office of Energy and Planning Conference in Manchester on June 11, titled, "The Built Environment: Blending the Old and New". He gave the presentation with Maggie Stier, Field Service Representative with the New Hampshire Preservation Alliance. Michael discussed one of his favorite topics – architecture, including how to review architectural proposals.

Why Plan

Kenn Ortmann and Michael Behrendt were guests on a taping of *Inside Rochester* titled, "Why Plan?" This was organized and filmed by Celeste Plaia, and hosted by Police Captain Paul Callaghan. Kenn and Michael spoke about those things that contribute to excellence in the built community. The show included photographs of a number of fine Rochester projects, including its architecture, landscaping, signage, downtown, and natural and cultural resources.

CPTED

Michael had the opportunity to attend a workshop sponsored by the Rochester Police Department entitled "Crime Prevention through Environmental Design" (CPTED). This subject is the intersection of law enforcement and planning; it is a concept long discussed in planning circles, with much work done by Jane Jacobs in her groundbreaking *"The Death and Life of Great American Cities"*. Ms. Jacobs coined the term "eyes on the street". The principles involve creating environments, affecting both the public realm and private developments, where the "normal users" feel safe and comfortable and the "abnormal users" (prospective criminals or

other people whose activity is not appropriate or productive at the given location, such as loiterers or people skateboarding recklessly on steps to a public building) are ill at ease. The bottom line is that places which are cared for by the owners and other stakeholders add value, enhance quality of life, and deter crime. The Police and Planning Departments are discussing teaming up to lead a training session in the future on CPTED.

Planning and Zoning Board Activity

The Department and Boards acted upon the following projects.

Planning applications (10-11)

	Total	Allowed without further review	Sent to PB	Withdrawn
Minor Site Plan	10	10		
Special Downtown	22	22		
Family Day Care	1	1		
Home Occupation	6	6		
TOTAL	39	39		0

Planning Board applications (10-11)

	Total	Approved	Denied	Total Lots	Withdrawn
Subdivisions	9	9		32	
Lot Line Revisions	7	7			
Site Plans	15	15			
TOTAL	31	31	0	32	0

Zoning Board of Adjustment applications (10-11)

	Total	Approved	Denied		Withdrawn
Variances	27	22	4		1
Special Exceptions	5	5	0		0
Equitable Waiver	1	1	0		0
Administrative Appeals	1	1 (Approved reasonable alternative)	0		0
Request for Rehearing	2	1	1		0
TOTAL	36	30	5		1

Historic District Commission

The Historic District Commission finalized a revised application packet and adopted a statement that will go on the bottom of its agendas: *“Working with our community partners to preserve and enhance the historic architecture and cultural heritage of the City of Rochester”*

The HDC developed a set of sign guidelines that can be viewed on the City’s website. The guidelines include numerous color photographs of signs in the district and address general principles of good design, size, shape, colors, illumination, materials, typefaces, building-mounted signs, projecting signs, awning and canopy signs, window signs, and freestanding signs.

APPROVED PROJECTS - The Historic District Commission approved the following projects.

Smoke and Spirits Downtown Cigar Bar (by Dan McCue), 38 North Main Street. A railing in front of Old Oak Tavern and new window and signage for cigar bar.

Rye Trust, c/o Bob McGuire III, 68 South Main Street (intersection with Dreyer Way). A new three story building with retail on first floor, eight apartments, and rear parking. Design by McHenry Architecture, Steve McHenry.

The Queen’s Closet (Donna Fischer, proprietor), 63 Hanson Street. Signage for new store.

Smoke and Spirits Downtown Cigar Bar (by Dan McCue), 38 North Main Street. To change color of approved wall sign from blue to black for cigar bar.

Studley’s Flower and Garden Center, 82 Wakefield Street. A new freestanding sign.

Service Credit Union, 90 South Main Street. A change to existing freestanding sign.

Service Credit Union, 90 South Main Street. A change in lettering on wall signs (by Jutras Signs).

Avanti Salon (Donna Manning, proprietor), 71 North Main Street. Wall and window signs for salon.

Dale’s Country Essentials (Dale Marino, proprietor), 65 Hanson Street. Wall sign for gift store.

Hearing Enhancement Centers, 1 Wakefield Street. New wall sign.

Johnny’s Live Bait, 48 North Main Street. New wall sign.

Joanie B’s Café, 19 Hanson Street. New wall sign.

Michael Charles Music, 91 North Main Street. Hanging sign.

Handan Nail Salon (by Wendy Pham) 1 Wakefield Street. Wall and window signs.

Rochester Main Street. Courtesy (nonbinding) review of banners to be placed in Central Square.

Artstream (by Mary-Jo Monusky), 56 North Main Street. Window grills and new door at rear of building.

Lilac City Grille (by heather Stachura), 45 North Main Street (former Slim's site). New hanging sign.

Citi Financial, 65 North Main Street. New wall sign, lighting for wall sign, and skirt on existing awning. Submitted by Deanna Emery of Bailey Sign, Inc on behalf of Citi Financial.

We Buy Stuff (by William Murphy and William Paesano), 4 Union Street. Signage.

81 Wakefield Street (by Larry and Debra Donaldson). Siding and fencing.

Conservation Commission

The focus of the Rochester Conservation Commission for July 2010 through June 2011 has been on the following:

- To be the stewards of the Natural Resource Chapter of the City's Master Plan.
- We advised, recommended and hired a forester to implement the forest management plan for the City. Charlie Moreno was awarded the contract.
- Continued education of the Commission members, so that positive outcomes can be reached. Members attended workshops in storm water management, invasive species, energy conservation, land conservation and planning.
- The Commission will continue to protect special places within the City of Rochester. The Vetter property off of Dry Hill Road was put into conservation easement in 2011.
- Commission members will continue to perform site walks to monitor wet land violations.
- The Commission developed a Conservation Commission brochure to attract new members to the commission.
- The Commission is in the process of developing Best Practices for Conserving Land in the City of Rochester.

Respectfully Submitted,
Deborah Shigo, Chair Rochester Conservation Commission

674:39-aa Restoration of Involuntarily Merged Lots. –

I. In this section:

(a) "Involuntary merger" and "involuntarily merged" mean lots merged by municipal action for zoning, assessing, or taxation purposes without the consent of the owner.

(b) "Owner" means the person or entity that holds legal title to the lots in question, even if such person or entity did not hold legal title at the time of the involuntary merger.

(c) "Voluntary merger" and "voluntarily merged" mean a merger under RSA 674:39-a, or any overt action or conduct that indicates an owner regarded said lots as merged such as, but not limited to, abandoning a lot line.

II. Lots or parcels that were involuntarily merged prior to September 18, 2010 by a city, town, county, village district, or any other municipality, shall at the request of the owner, be restored to their premerger status and all zoning and tax maps shall be updated to identify the premerger boundaries of said lots or parcels as recorded at the appropriate registry of deeds, provided:

(a) The request is submitted to the governing body prior to December 31, 2016.

(b) No owner in the chain of title voluntarily merged his or her lots. If any owner in the chain of title voluntarily merged his or her lots, then all subsequent owners shall be stopped from requesting restoration. The municipality shall have the burden of proof to show that any previous owner voluntarily merged his or her lots.

III. All decisions of the governing body may be appealed in accordance with the provisions of RSA 676.

IV. Any municipality may adopt local ordinances, including ordinances enacted prior to the effective date of this section, to restore previously merged properties that are less restrictive than the provisions in paragraph I and II.

V. The restoration of the lots to their premerger status shall not be deemed to cure any non-conformity with existing local land use ordinances.

VI. Municipalities shall post a notice informing residents that any involuntarily merged lots may be restored to premerger status upon the owner's request. Such notice shall be posted in a public place no later than January 1, 2012 and shall remain posted through December 31, 2016. Each municipality shall also publish the same or similar notice in its 2011 through 2015 annual reports.

**REPORT OF THE POLICE DEPARTMENT
2010-2011**

"THE PRIME MISSION OF THE ROCHESTER POLICE DEPARTMENT is the protection of life and property. This is accomplished through fair and equal enforcement, always keeping in mind the rights and dignity of the public. The basis of all Police Action is the law and credibility of the Agency. The measure of our service will be judged by the Public in the way we deliver our service. We will hold all personnel to a high level of ethical practices. This mission can be achieved through crime prevention, public relations and community policing."

Overview

Rochester consists of an approximate area of 46 square miles, with an estimated population of 30,000+. Although very separate in their job functions, all of the members of the Police Department work together to produce a high level of service to the citizens. Our staff consists of sworn officers and a civilian support staff. The Department maintains a Police Explorer Post. This nationally recognized division of the Boy Scouts of America "explores" law enforcement careers with young adults.

Partway through this reporting year, we converted to a ward-based reporting system. We have officers assigned to various wards which provides for more ownership of issues occurring in their wards with opportunities to interact on a more personal level with residents.

Our Communications Center operates with enhanced 911 and is staffed 24 hours per day, by specially trained personnel. This combined center dispatches calls for service for police, fire and Frisbie Hospital ambulance.

A three-member-board of Police Commissioner's elected by the citizens, serves the City. The citizens are represented by Lucien Levesque (Chair), Al Bemis, and James F. McManus, Jr.

Personnel

The following personnel were hired to fill open vacancies during this reporting period: Spec. Ryan Therrien, Spec. Sarah Levesque, PT Secretary Diane Erhard, PT Sec. Amy Milam. Crime Analyst Chelsey ZeRuth, PT Officer Anne Gould, Officer Cassandra Beckwith

The following personnel resigned or retired during this reporting period: Spec. Sarah Levesque, Det. Hana Stickles, Crime Analyst Heidi Gagne, Sec. Diane Erhard, Sec. Roberta Young, Crossing Guard Francis Boudreau, Sgt. Gary Turgeon, Officer Cassandra Beckwith,

Recognition was given to the following:

Service Recognition:

Carol Shea-Porter - US Congress. Chief Dubois stated that US Congresswoman Carol Shea Porter is being recognized for her efforts in helping this City and the Police Department in obtaining more than \$1,500,000 in personnel, technology, equipment and training and assistance through the federal government to assist us in our crime fighting initiatives, which brings us to a higher level of proficiency. Chief Dubois concluded that this is phenomenal and in the course of his career this is the first time he has seen assistance of this kind. The Commission noted that we put this money to good use. Congresswoman Shea-Porter stated she is honored to make our city safe. We have a great department.

Crossing Guard Francis Boudreau. After fifteen years of dedicated service in crossing school children, Mr. Boudreau retired from city service. Mr. Boudreau was presented with the stop sign used during his tenure as a memento.

Sgt. Gary Turgeon - Retirement. Sgt. Turgeon served his last day for the City on March 25, 2011. Chief Dubois noted that Gary has served the City with distinction and honor in roles as patrol officer, detective and sergeant. He was instrumental in our firearms and use of force programs. Gary was presented with a retirement badge, a granite inscripted trophy and thanked for helping to make our city safe.

Chief Theodore Blair Memorial Award: the 9th Annual Award was presented to Det. Joseph Rousseau. He said, "I didn't personally know Chief Blair. But I've worked with a great number of people who knew him and through their shared memories they were able to explain and give me an insight on his spirit and character. With that, I accept this award with great pride and respect." The Blair family was on had to assist with this presentation.

Chiefs Awards.

Det. Hana Stickles received a Chief's Award for her work in the area of crimes against children and registering offenders of such crimes. She is recognized in the region as a good interviewer along with her ability to work well with such victims. She is a valued asset to the Department and the city.

Det. Molly Aubuchon received a Chief's Award for her outstanding work with gang intelligence and youth gang issues. Her work has been noticed by the US Attorney, and other police departments. She has taken this work and transcended this department to a higher level .

Det. Robert Frechette received a Chiefs Award for his work with Domestic and Family violence. He played a major role and was instrumental in writing legislation regarding strangulation cases and has developed a lesson plan to teach this topic both locally and at the State level through the Police Academy.

Distinguished Unit Action Awards.

1. This award is presented in recognition of work done by officers on a high profile kidnapping case that required department coordination and also interaction with the Somersworth Police for interviews and search warrant and crime scene processing. Det. Sgt. Anthony Deluca, Sgt. Jason Thomas, Sgt. Stephen Burke, Det. Todd Pinkham, Det. Robert Frechette, Det. Jamey Balint, Off. Matthew Flathers, Off. Keith MacKenzie and Fina, and Off. Scott Loignon were recognized.

2. This award is presented in recognition of work done by officers on a barricaded subject with shot fired. The incident ended peacefully. Off. Stephen Gahan, Off. Aaron Garneau, Off. Liz Tobey, Off. Keith MacKenzie, Sgt. Boudreau and Specialists Keri Devine and Rebecca Navelski were recognized.

Lifesaving Award: Sgt. Burke is recognized for his response to an attempted suicide where the act was interrupted and medical services were rendered.

Police Memorial Proclamation: The Department was recognized with a proclamation from the Mayor during National Police Week in May.

Acknowledgments by Citizens or the Department: The following officers and members were thanked by the Department or by citizens for their assistance in the community. Chief Dubois, Det. Rousseau, Off. Gantert, Juvenile Diversion Coordinator Nicole Rodler, Off. Ouellette, Sgt. Bossi, Sgt. Turgeon, Off. Harding, Off. Miehle, Lt. Triano, Off. Whelan, Off. Garneau, Off. Lambert, Off. Emerson, Off. Murphy, Off. Bentz, Off. Mackenzie, Sgt. Boudreau, Off. Fina, Sgt. Deluca, Off. Gantert, Off. Bonneau, Off. Kusnierz, Off. Ricker. Off. Jackson, Off. Blair, Off. Funk, Det. Rousseau, Sgt. Burke, Off. Young, Sgt. Babine, Lt. Toussaint, Dep. Chief Allen, Off. Flathers, Off. Gahan, Det. Aubuchon, Off. Hayes.

Major Service Responsibilities

Our major service responsibilities are to protect life and property through an effective partnership with the public and to address the needs and concerns of citizen customers. We made great progress on our goals for the year; the highlights as follows:

GOAL #1: Increase trust and community policing philosophy through professionalism and core competency.

Objective #1: Educate the community on our services as a resource.

Sgt. Deluca recently developed a bank robbery training and offered this to area institutions. The Main Street program was advised this program is available. Our crime scene vehicle, SWAT vehicle and DV resources participated in National Night Out to explain the services we do to the community members in attendance. Juvenile Officer Aubuchon and SRO's are working with the schools and JPPO's to educate the community on our gang problem and resources available on gang behavior.

We are active in the social media realm with our Department website, Facebook and Nixle. We also hold monthly ward meetings as part of the RUN program. We put out a public service announcement about the RUN and Ward based policing programs. We have hosted citizens police academies, completed tours of the Department and used our School Resource officers in the Recreation Department's summer camp program.

Our website continues to be updated with relevant information on support and education to victims of domestic violence. We are working with a SAFE Place for outreach to services for the lethality protocol. We presented a bullying training to elementary age students, and provided resources to educators to combat this classroom activity.

We worked with state workers on a POD plan for medical dispensary in case of a mass pandemic, and working with the state emergency management on terrorism prevention and preparedness.

Objective#2: Emphasize Officer's communication skills to decrease use of force incidents.

We continue to emphasize the need to use verbal commands to gain compliance prior to deploying the TASER. CIT Officers received additional training to enhance communication skills and we worked on building officer presence and verbal confidence.

Objective #3. Proactively attend community events to promote the department.

Several department members attended National Night Out. We have been represented at steering committee meetings promoting the Regional Family Justice Center.

Our RUN program is being enhanced through some survey work to solicit interest in participation. We have segued into a ward-based process to enhance the level of participation and ownership of ward-based issues.

Juvenile Prosecution, Diversion and School resource officers regularly attend the Bridging the Gaps Coalition meetings to provide support and resources for the community drug prevention efforts in the schools.

The Diversion program attended meeting of the Rochester Homeless Collaborative to share information on how best to service and protective this vulnerable population.

Objective #4. Continue training availability to all staff.

Numerous in-service training programs have been conducted during this fiscal year, including on site, fee based, free, and on line programs.

Nicole Rodler is working on setting up a Crime Prevention through Environmental Design (CPTED) Training of the Trainer, open to Dept members, other City Depts. and regional and national members which will certify them to teach CPTED principles with the intent to decrease crime and delinquency.

Juvenile Prosecution and SRO Funk attended the National Underage Drinking Enforcement Conference to learn best practices and gain useful resources to prevent underage drinking.

We hosted a homicide investigation course, a leadership training course and a 7 Habits for Highly Effective People class during this period. Officer attended training to address elderly abuse, evidence collection, and warrant entry.

GOAL#2. Increase community outreach education programs. Focus on young children in schools.

Objective #1 Create a weekly youth night.

The Teen night concept was instituted and held throughout the school year. It was very successful and made possible with the cooperation of the recreation department, juvenile diversion, school resource officers and department staff, and the Bridging the Gaps Coalition.

Objective #2 Decrease juvenile recidivism rates through intervention and diversion programs.

Juvenile recidivism rates in Juvenile Diversion continue to decline due in part to the diversion coordinator and juvenile prosecutor identifying individuals early on for intervention. We are working on the juvenile fire setters training with the Fire Department.

Objective #3. Encourage assistance from the community to educate and interact with children.

NNO 2010 was attended by the largest number of community organizations and involved youth activities and education from each. A youth band was featured as the live performance for the event as well.

We are working with a local restaurant in the down town on an exchange program with Ireland, where students can study and learn the different cultures and building relationships that can suffer due to religious beliefs.

Objective #4. Further impact the youth by creating partnerships with a broad range of organizations, who we have not partnered with in the past.

Juvenile Diversion has been increasing the community partners that are engaged as community service sites. New partners include Waste Management for the Gonic Trails; Salvation Army for maintenance and building clean up; and the Myhre Equine Complex for that special interest and trustworthy youth.

Nicole has been working with establishing the Target & Blue relationship with the Target in Somersworth's Asset Protection Staff. The Target & Blue is a national relationship focused on providing community resources and crime prevention education in collaboration with local law enforcement. Sgt. Deluca plans on attending The Dover Youth to Youth group meeting for 6th graders from Rochester. He plans to discuss drug abuse, tobacco use etc.

GOAL #3. Create a positive public image through increase availability to the public and the media.

Objective #1. Perform lean process with media relation system to improve relationship with PIO.

Captain Callaghan worked with the Fire Department on two press releases so only one voice was heard and a consistent statement made.

Objective #2. Proactively inform all media of events of public interests.

Capt. Callaghan informed media on Police Commission meetings when awards were given to officers. Other media contacts for areas of public interest included the "Prescription Take Back" and "National Night Out."

This quarter we completed a PSA for local cable featuring Officer Livingstone and Officer Tobey to educate the public on how to avoid becoming a victim of property crimes, such as thefts.

Increased use of social media sites to promote news and marketing of programs. This was expanded to by integrating our crime analyst and POP unit into the process.

GOAL #4. Develop positive relationships with the community through increased police presence and public education

Objective #1 Interact with community businesses and organizations on a monthly basis.

Captain Callaghan is President of Rochester Main Street and interacts on a daily basis with downtown businesses. Crime Analyst ZeRuth informed the media on our positive work with the Wards and correlated that with a reduction in property crimes.

Sgt. Bossi continues to work closely with the Rochester Property Owner's Association to address issues unique to landlords throughout the city. His partnership with this group has led to several success stories where landlords were enlisted as partners to solve problems in our neighborhoods.

As a result of the March CPTED training, several businesses were provided with an in-depth safety survey, which many were interested in the follow-up on. The CPTED training in-house will prep the officers for continued assistance to businesses beyond the traditional target hardening process.

Objective #2. Hold public forums where officers are available to answer any questions.

Captain Callaghan has attended Main Street's "Sidewalk Talk" to discuss the issues downtown and what the police are doing to address their concerns.

We continue to hold monthly Ward meetings in several of the Wards. We also held an informational meeting on our RUN program here at the department. The meetings are publicized in Fosters and the Rochester Times as well as on our Website. At the meetings the ward supervisor and at least one patrolman are available to answer any questions from the citizens.

Objective #3. Target relationships with businesses and citizens in high-crime areas.

Sgt. Babine and Capt. Callaghan worked to bring downtown businesses together with downtown residents to foster relationships concerning Factory Court. Relationships have been built with the residents to the point the “self-proclaimed” ring leader of problems in Factory Court is now sharing information on issues in the downtown. Our downtown officer focused on building relationships with management at downtown bars and restaurants and work with liquor enforcement on problem issues such as over-serving and disorderly conduct.

Ward 4 officers distributed flyers in the Holy Rosary Church neighborhood to help address a motor vehicle complaint out in back of the church. These contacts helped officers assigned to that Ward interact with the residents in that neighborhood and discuss neighborhood issues.

A large part of the ward activity of several of the ward officers has been target hardening of businesses. This has been particularly true of the drug stores in order to combat the recent robberies that we have been experiencing.

Detectives are working close with a liaison from the Pain Clinic to curb the abuse of pain medications. We are now sharing information that does not violate HIPPA laws.

Joint training with liquor enforcement providing restaurants with alcohol policies and better management practices. We hope this will reduce assaults in and around bars.

Property crime detectives have developed excellent relationships with Pawn Shops and Metal Shops which have assisted us in tracking stolen property.

GOAL #5. Decrease the department’s impact on the taxpayers through grants, lean process, technological enhancements.

Objective #1. Create a quarterly lean process which reviews department’s protocols with a focus of improved financial impact.

We have begun to look at applying the lean process to our yearly dog licensing and civil forfeiture process. We are also exploring the possibility of tying the civil forfeiture process to car registrations in an effort create better efficiencies with dog licensing compliance.

We have applied for several Highway Safety Grants this quarter to enhance our ability to target DWI enforcement and aggressive driving during commuter hours and also applied for drug task force and project safe neighborhoods grants.

Objective #2. Utilize new technological enhancements to reduce the need for manpower.

In-house process of crime scene evidence saves us from traveling to Concord and we get quicker results.

We use the newest speed trailer on a daily basis to reduce the need to have an officer in the area to determine if we have a problem with speeders. We have used the department trail camera several times successfully to watch specific places that have been hit with crimes. This also helps reduce the need for manpower.

The new Ward based policing system has allowed for widespread utilization of our crime mapping software to better identify crime trends and patterns. This is now being used in briefings on a daily basis.

We are working on the purchase of a new Records filing system that will improve efficiency with archived filing.

EMS vehicles were recently added to our GPS system to track their locations for call responses.

Detective Tapscott was able to enroll in an advanced computer forensic course that includes software equipment that will be reimbursed by ICAC

Objective #3 Encourage the public to become involved in the RUN Program and assist officers in preventing crime.

We are renewing our efforts to promote the RUN program and get people involved in this program. It is heavily promoted throughout all the wards with flyers and personal contacts and through the Department's social media efforts, as well as traditional media outlets.

GOAL#6 Partner with organizations and other city departments to develop a positive image of Rochester as a safe and exciting destination for businesses, families, and tourists.

Objective #1 Work with other city departments and improve a readiness plan for natural disasters.

Captain Dumas is working with the Schools, SRO's and Fire Department through the Emergency Response Crisis Management (ERCM) committee to keep updated plans and procedures in place for such occurrences. Deputy Chief Allen attended an Emergency Preparedness meeting in Portsmouth that involved all seacoast communities to update plans in the event of a Seabrook disaster.

SRO Funk recently attended the National Gang Symposium and received pertinent information on school safety and improving protocols in regards to man-made disasters.

POP Officer Hayes has developed positive relationships with many organizations including Project Pride and the Bud Carlson School. She is also working with Code Enforcement to address property issues in high crime neighborhoods.

Objective#2 Create and maintain a consistent relationship with businesses and community organizations ie, Chamber, to help promote the city.

Deputy Chief Allen is working with the Holiday Parade Committee on planning the annual Christmas Parade. Command Staff also attend ribbon cuttings. We have helped Main St in the planning of several downtown events. Officer Miehle has continued in his role as secretary with the Rochester Veteran's Council. He participates in events throughout the calendar year with this group. The Department attends monthly Public Safety meetings and bi-weekly Technical Review Group meetings with City Planning staff.

Fiscal Year Accomplishments

We are pleased to report the following year-end achievements by your police department:

1. We established and put in place a POP (problem oriented policing) unit which is designed to help assist the patrol division with targeting specific chronic crime and quality of life issues and other issues of priority we identify.
2. With the assistance of the County, we have a second police canine in place and fully trained. This canine can be used in other communities in the County. The second canine is a benefit in that she is a different breed (bloodhound) versus our current dog (Shepard). Our current dog is nine years old.
3. We added an additional front line patrol vehicle with grant funds. This is the second increase to the fleet in this manner in two years.
4. Our RUN program has segued into a ward-based process to enhance the level of participation and ownership of ward-based issues. Sergeants and police officers have been assigned to sector responsibilities.
5. Legislative updates to domestic violence laws introduced a "lethality assessment protocol" or LAP form that is used for victim protection. Also updated were the penalties regarding strangulation during a domestic incident. Our Det. Bob Frechette helped to write this legislation and provides training on this across the state.

6. We had great success this year with grant funded projects. These included funds from highway safety, Bullet Proof vest grants, Underage drinking enforcement grants, Training Grants and Justice Assistance Grants. These grants worked to help keep our technology and equipment needs on par with policing in the 21st century, they also provided us with opportunities to keep our streets safe.

7. With grant funds we purchased a driving and use of force simulator that will be in use by the fall of FY12. This is state of the art technology and we are the first department in New England to be able to utilize this training aide to benefit our officers and community.

8. With grant funds we purchased a new filing system that will streamline our archived records, and with the replacement of old filing cabinets expand our archival space to comply with retention schedules as outlined in state statutes.

9. With grant funds we purchased new crime analysis software that can do standard density mapping. It uses probability factors to help us direct our resources to hot spots, to quality of life issues, preventive patrols for accidents and things of that nature. It will detail comparison ranges for criminal activity in geographic areas. This is comprehensive software that will help our crime analyst in her position.

10. We have an additional investigator that works on major case activity who also works closely with the Internet Crimes Against Children task force. We have made several major child exploitation arrests in the City.

11. We added a motor vehicle coordinator responsibility in the Department.

12. We provided some excellent training programs to Department staff, via use of grant funding, or hosting outside training that provides for free local slots. We were also the recipient of several free training programs offered throughout the region.

Commentary

The fiscal year accomplishments are a direct credit to the Police Commission and staff. We also recognize the City Council for the funding and support of various projects and programs. Paramount to our success is the support of the citizen's of the City.

Officers and staff have responded well to the demands of the profession. I publicly thank the men and women of the Rochester Police Department both sworn and civilian for the hard work and dedication over the past year. I am fortunate to lead an agency that remains on the cutting edge of progressive law enforcement.

Future

It is our vision that the Rochester Police Department will continue to be a cornerstone of progress and a model police department in service to our citizens, constantly improving the quality of services that we render. We are committed to offering the best service to the residents and visitors to the City, which can be accomplished through our community policing programs, advanced technology and input from our citizens.

Respectfully Submitted,

Chief David G. Dubois



Chief Dubois – National Night Out

**REPORT OF THE PUBLIC WORKS DEPARTMENT
2010 -2011 (FY 2011)**

The Public Works Department is committed to protecting the safety, health, and welfare of its residents and visitors by providing clean water, removing and treating sewage, and maintaining our roads, sidewalks, public buildings, parks and City cemeteries. This department works with the Mayor, City Council, City Manager, and all other departments, to provide the best service within our means.

The Department helped with numerous community and downtown projects such as the Christmas Parade and the hanging of downtown Christmas holiday season decorations. Other downtown events included Moonlight Madness, touch a truck and Octoberfest,

The 2010-2011 winter was a normal winter with 33 treatable storm events. The amount of sand applied to the roads was approximately 200 tons and 3980 tons of salt was used.

The Public Works Department is also pleased to have Peter Nourse, PE as our new City Engineer. Mr. Nourse started work on June 7, 2011 and has been an excellent addition to the DPW team.

The Public Works capital improvement projects initiated or completed during the Fiscal Year include:

- The following Streets were paved this Fiscal year: Lambert Court, School Street, Salmon Falls Road between Portland St & Stonewall, Museum Way, Congress Street, Brattle Street, Fairway Avenue, Whitehall Road between South Main Street and the railroad tracks and Davis Boulevard.
- Final completion of the South Main Street project was met on August 30, 2010. The project is now within the one year warranty period.
- Work continued on the Phase IV of the Washington Street Reconstruction Project. Phase IV consists of new curb, sidewalk and roadway improvements between Haig Street and Strafford Square. The project also included the rehabilitation of the water, sewer, and drainage pipes within the project limits. The water main size on Washington Street was increased from 10 inches in diameter to 16 inches in diameter. The City was successful in obtaining American Recovery and Reinvestment Act (ARRA) funds for water, sewer and drainage work. The City has obtained authorization to add Pine Street from North Main Street to Waldron Avenue to the project. This project will continue into the next fiscal year.

Public Works reviewed and oversaw privately financed construction of several streets during the year.

Additionally, the department reviewed and issued 33 driveway permits 48 excavation permits and 34 stormwater permits.

The department manages the regional household hazardous waste collection effort annually. A household hazardous waste collection took place on May 1, 2010, at the

Waste Management of New Hampshire Landfill. Approximately 248 vehicles dropped off waste at the event.

WATER DIVISION

The staff at the Water Treatment Plant continues to comply with the State and Federal Drinking Water standards. This is accomplished through teamwork and a dedicated staff. We provide a quality product and service and seek complete customer satisfaction. The Water Treatment Plant staff listens, acknowledges, responds, takes action, reports and follows up with all aspects of operations.

The plant continues to run very well and produces a high quality drinking water. The Water Treatment plant treated and filtered 788,010,000 of water with an average daily flow of 2.3 million gallons per day. This is 59.7 million gallons more than the previous year.

Capital Projects

- **Cochecho Well No. 1:** Construction continued for the new treatment plant for the Cochecho Well located on the so-called Henderson property. The City was successful in obtaining ARRA funds for this project as this is considered a “green” project. The facility was designed using LEED criteria and at a minimum will be LEED certified and possibly LEED Silver. Beloin Construction was awarded the contract for construction. Final completion was met on April 22, 2011.

Distribution:

The distribution crews were very busy repairing water main leaks, water services, and relaying services. Spring and fall fire hydrant flushing was completed.

Continued efforts are being made to explore for additional sources of water supply to meet the city’s future water consumption needs. Exploration efforts continued to be focused in the Salmon Falls River basin in the southeastern quadrant of the city.

SEWER DIVISION

The Department of Public Works Wastewater Treatment Facility is dedicated to the treatment of wastewater that flows into the facility from Rochester, East Rochester and Gonic and to deliver a clean, clear and safe effluent into the Cochecho River.

The present day advanced Wastewater Treatment Facility is designed to treat an average flow of 5.0 million gallons per day (mgd) with a peak design flow of 16 million gallons per day (mgd). The City operates under the strict effluent limitations and monitoring requirements contained in the July 23, 1997 National Pollution Discharge Elimination System (NPDES) Permit issued by the U.S. Environmental Protection Agency.

Projects that took place during the fiscal year:

- We continue to work with and support the efforts of the Cochecho River Coalition by performing E-Coli testing and reporting data.
- Blower Replacement Project: Replaced two low efficiency positive displacement aeration blowers with two high efficiency Turbplex centrifugal blowers with variable inlet guide vanes. An electrical comparison of the two blowers were

completed as part of the replacement project – the motor current draw of the new blowers was on average 42% lower than the current draw of the old blowers. Project was a success which will reduce energy costs and greenhouse gas emissions for years to come. Project was on-time and on-budget. Design and engineering firm of Brown and Caldwell.

- Headwork's Upgrade Project: Submitted 100% design drawings and specifications to NHDES for approval, awarded bid and construction activities have started. Design and engineering firm of Brown and Caldwell.
- Alum Sludge Lagoon Modification Project: Submitted 100% design drawings and specifications to NHDES for approval, awarded bid and achieved substantial completion. Project was on-time and on-budget. Design and engineering firm of Wright-Pierce.
- Completed annual in-house EPA DMR QC blind samples for laboratory analysis – wastewater treatment facility passed all testing parameters.
- Cleaned and inspected the Old Dover Road siphon and interceptor line. As part of the project a siphon cleaning and sewer line inspection report was submitted to the city from the engineering firm of Brown and Caldwell.
- Received a geotechnical evaluation report for the wastewater lagoon dams. Engineering firm of Dubois & King.
- New Route 125 Pump Station Upgrade: Completed the conceptual design study and surveying of the force main. Design and engineering firm of Brown and Caldwell.
- Clarifier #1 sandblasted and repainted.
- Completed valve maintenance and exercise program.
- Employees of the wastewater treatment facility did an outstanding job this year on increasing their knowledge and certification levels in both treatment and collection systems. Great job and congratulations.

The EPA and NHDES have notified the City that they have identified Rochester's NPDES permit as a priority for permit re-issuance as soon as the State completes it's Waste Load Allocation Study for the Great Bay Estuary Watershed and develops Water Quality Standards for total nitrogen and total phosphorous. The City is working with control authorities and other municipalities, as part of the Southeast Watershed Alliance, on issues involving wastewater, stormwater and land use management in the Great Bay Estuary Watershed area.

The sewer division continues to work in coordination with other divisions and consultants on many projects throughout the City to include wastewater treatment, collection systems, stormwater and the industrial pretreatment program.

The Wastewater Treatment Facility continues to operate at or below projected O&M costs for power, chemicals, equipment maintenance and plant staffing levels. The staff continues to put forth an outstanding effort and dedication to achieve permit

compliance through operational control, preventative/corrective maintenance, teamwork and training.

The Wastewater Treatment Facility treated 1,325,413,000 gallons of wastewater. The average daily effluent flow was 3,631,268 gallons. The facility continues to produce a high quality effluent and is running extremely well as we have removed 344,349 pounds of CBOD (97%) and 625,191 pounds of TSS (97%). We have also received and treated 1,751,600 gallons of septage.

HIGHWAY/FLEET DIVISION

The Highway/Fleet Division is dedicated to ensuring the City's streets are maintained in the best possible condition within funding constraints. Responsibilities include maintaining all paved and gravel roads, sidewalks, pavement markings, traffic signals, street trees, drainage facilities, as well as insuring that the public works fleet of vehicles and equipment are in good running order.

Highway crews also shimmed several streets. In support of the pavement rehabilitation program, crews redefined ditch lines and graveled shoulders on several streets. Numerous pavement cuts were repaired. Crews installed culverts at various locations.



Public Works Employees placing the Christmas Tree

BUILDINGS & GROUNDS DIVISION

The Buildings and Grounds staff has been very busy keeping the City's thirteen buildings and several parks in the best condition possible. There was another successful year of the adopt-a-spot program. Renovations to the Community Center were designed and constructed for Strafford Regional Planning Commission as well as other social service agencies. City funds were supplemented by CDBG funds for this project. Work was substantially completed by July 1, 2010 with minor items to be completed in the next fiscal year.



Rocky Nau Plowing

**REPORT OF RECREATION AND ARENA
2010-2011**

Rochester Recreation & Arena is committed to providing recreational and community programming aimed at enriching the quality of life in Rochester. We strive to maintain meaningful connections with the community by providing programs, services and facilities that foster a healthy community.

Recreation & Arena has continued to be responsive to community needs by offering a wide variety of opportunities for Rochester residents to participate in programs at no cost or programs with easily affordable fees.

The final report of the Recreation Chapter of the Rochester Master Plan was endorsed by the City Council on January 18, 2011 and accepted by the Planning Board on March 21, 2011. Copies are on the City website as well as in the Planning Department and Recreation Department. Recreation & Arena is moving forward to implement several of the recommended action steps.

Camp '10 included 255 youngsters for Summer Camp at a cost of \$55/week and 71 campers for Neighborhood Camp at a cost of \$5/summer. Rochester Recreation again worked with Cold Spring Manor Youth Safe Haven to provide spaces for 22 youth through the 21st Century grant as part of the 8-week camp program.

Teen Night was a new program geared to middle school and high school students. A seven-week pilot program on Saturday nights during the fall of 2010 proved to be very popular so it was continued into Spring 2011 for another 5 nights. A total of 881 attendees enjoyed the activities and pizza at no charge at the Community Center gym. This program is a collaborative effort between Rochester Recreation, Rochester Police Department and Bridging the Gaps. Operational costs were shared among the three departments. Supportive businesses provided food costs for the Spring session.

The installation of a new energy efficient compressor system at the Arena began in the spring of 2010. The Ice Kube System replaced the previous dual circuit system built in 1972. The new compressor has been fully operational through the 2010-2011 ice season and resulted in considerable savings in electricity. It is a building block design which has the capacity to provide air conditioning to the building as well as heat. Also installed at the Arena was a new sound system to replace the 1993 set up. The funding was raised through a partnership between the Spaulding High School Hockey Boosters and the Arena.

For more information on current Rochester Recreation & Arena programs, visit www.rochesterrec.com

**REPORT OF THE SUPERINTENDENT OF SCHOOLS
2010-11**

To the School Board and Citizens of Rochester:

During the 2010-2011 school year, Rochester School Department continued the focus on reading and math instruction at all levels. Students at varying levels are demonstrating significant increases in these areas throughout the District.

Special Education Study – Space Study

The Rochester School District became one of the first District's in the State to hire an outside consulting firm to review its current special education program. The report was completed in March of 2011. The Board used information provided in the Study for some short-term budget decisions. The report will be updated on a yearly basis the information will be utilized over the next several years for planning and development.

The District, through the bid process, hired an architect to conduct a Space Study all of the elementary school and the middle school facilities. The report will be completed and presented to the Board and community members by the Fall of 2011. This report will focus on how to remove modular classrooms and update facilities to best meet the educational needs of the student population.

Facilities

The District has upgraded facilities in a number of areas during the year to meet the requirements of the Life Safety Code. These tasks have been accomplished in conjunction with the local Fire Marshal required State inspections to ensure safety for the staff and students in all of our schools.

A significant undertaking was the addition of fire exits at Maple Street School and Nancy Loud School to meet the Life Safety Code in those two schools. The completed construction provides an upgrade to both schools and blends into the architecture seamlessly.

In April of 2011, the Board agreed to formally study converting Maple Street School into a magnet school. A magnet school would provide a different educational program for students; and would allow parents the option to have their child attend the neighborhood school or the magnet school.

The Board agreed to and the City Council approved contractual agreements with all five bargaining units in the Spring of 2011. The contract agreements included the Rochester Federation of Teachers Bargaining Unit; RFT Paraprofessional Chapter; RFT Food Service Chapter; AFSCME Local 863; and Administrators Union. The membership of each Bargaining Unit agreed to significant changes in health insurance benefits, to relieve budgetary concerns for the School District and City of Rochester

Rochester Special Education Revenues and Expenditures
As required by RSA 32:11-a

Table 1: Special Education Revenue

	2008-2009	2009-2010	2010-2011
Tuition from other districts	202,960.57	161,048.43	504,230.36
Tuition for foster children	0.00	0.00	0.00
Catastrophic Aid (State)	532,023.89	453,329.04	396,396.92
Medicaid Reimbursement (Federal)	433,598.55	502,445.76	563,075.47
Special Education Grants (Federal)	1,117,198.09	1,636,364.49	1,634,090.96

Table 2: Special Education Expenditures

	2008-2009	2009-2010	2010-2011
Salaries and Benefits	10,260,279.60	11,449,734.41	11,873,199.35
Tuition and Contracted Services	1,475,276.04	1,541,664.31	1,670,002.77
Supplies and Equipment	57,910.64	88,708.47	62,700.12
Other expenses	89,941.10	98,920.35	107,444.85
Special Area Administrative Services	827,118.89	751,900.57	662,139.19
Transportation	573,304.46	683,974.95	788,775.14

Table 3: Revenue to Expenditure Analysis

	2008-2009	2009-2010	2010-2011
Total Revenues	2,285,781.09	2,753,187.72	3,097,793.71
Total Expenditures	13,283,830.73	14,614,903.06	15,164,261.42
Net Local Cost	10,998,049.64	11,861,715.34	12,066,467.71

Table 4: Sources of Revenue as Percent of Total

	2008-2009	2009-2010	2010-2011
Federal Sources	11.67 %	14.63%	14.49%
State Sources	4.0%	3.1%	2.61%
Other Sources	1.53%	1.1%	3.32%
Local Property Tax	82.79%	81.17%	79.57%

**SCHOOL BOARD MEMBERSHIP AND STAFFING
ROCHESTER SCHOOL DEPARTMENT**

July 1, 2010 – December 31, 2010

January 1, 2011 – June 30, 2011

Seat	Member
Ward 1	Peggy Parker Audrey Stevens
Ward 2	William Brennan Caroline McCarley
Ward 3	Julie Brown Evelyn Logan
Ward 4	Anthony Pastelis Travis Allen
Ward 5	Pamela Hubbard Doris Gates
Ward 6	Andrew Grassie James Gray (11/2010) Robert Watson
At-Large	Anne Grassie

Seat	Member
Ward 1	Peggy Parker Audrey Stevens
Ward 2	William Brennan Caroline McCarley
Ward 3	Julie Brown Evelyn Logan
Ward 4	Anthony Pastelis Travis Allen
Ward 5	Pamela Hubbard Doris Gates
Ward 6	James Gray Robert Watson
At-Large	Anne Grassie

STANDING COMMITTEES

July 1, 2010 – December 31, 2010

January 1, 2011 – June 30, 2011

Building Caroline McCarley, Chair
Anthony Pastelis, Vice-Chair
Doris Gates
Peggy Parker
Audrey Stevens

Caroline McCarley, Chair
Anthony Pastelis, Vice-Chair
Doris Gates
Peggy Parker
Audrey Stevens

Discipline Pamela Hubbard, Chair
Peggy Parker, Vice-Chair
Rotating Third Member

Pamela Hubbard, Chair
Peggy Parker, Vice-Chair
Rotating Third Member

Finance Robert Watson, Chair
Pamela Hubbard, Vice-Chair
Travis Allen
Julie Brown
Anne Grassie
Caroline McCarley
Peggy Parker
Anthony Pastelis

Robert Watson, Chair
Pamela Hubbard, Vice-Chair
Travis Allen
Julie Brown
Anne Grassie
Caroline McCarley
Peggy Parker
Anthony Pastelis

	Audrey Stevens	Audrey Stevens
<u>Instruction</u>	Anne Grassie, Chair William Brennan, Vice-Chair Julie Brown Evelyn Logan Anthony Pastelis	Anne Grassie, Chair William Brennan, Vice-Chair Julie Brown Evelyn Logan Anthony Pastelis
<u>Personnel</u>	Audrey Stevens, Chair Peggy Parker, Vice-Chair Doris Gates Anne Grassie Evelyn Logan	Audrey Stevens, Chair Peggy Parker, Vice-Chair Doris Gates Anne Grassie Evelyn Logan
<u>Policy</u>	Anthony Pastelis, Chair William Brennan, Vice-Chair Travis Allen Andrew Grassie/James Gray Doris Gates	Anthony Pastelis, Chair William Brennan, Vice-Chair Travis Allen Doris Gates James Gray
<u>Special Services</u>	Travis Allen, Chair William Brennan, Vice-Chair Julie Brown Andrew Grassie/James Gray Evelyn Logan	Travis Allen, Chair William Brennan, Vice-Chair Julie Brown James Gray Evelyn Logan

CENTRAL OFFICE ADMINISTRATORS

Michael L. Hopkins, Superintendent of Schools
 Kent Hemingway, Assistant Superintendent of Schools
 Linda Casey, Business Administrator
 Sharon Pray, Director of Pupil Services
 Mary Moriarty, Curriculum Coordinator
 Sally Riley, Curriculum Coordinator
 Marty Brennan, Title I Director
 David Yasenchock, Chief Technology Coordinator
 Richard Kalisz, Facilities Manager

PRINCIPALS

Robert Seaward, Spaulding High School
 Valerie McKenney, Rochester Middle School
 Kathy Dubois, Bud Carlson Academy (Director)
 Steve LeClair, Chamberlain Street School
 Teresa Bailey, East Rochester School
 Gwen Rhodes, Gonic School

Robin Brown, Maple Street School
Arlene Walker, McClelland School
Maureen Oakman, Nancy Loud School (Teaching Principal)
Nancy Booth, School Street School (Teaching Principal)
Christopher Foley, William Allen School

ASSISTANT PRINCIPALS

David Robbins, RW Creteau Technology Director
David Bennett, Spaulding High School
Paul Newall, Spaulding High School
Ryan Kaplan, Spaulding High School
Kate Zacharias, Spaulding High School
Christopher Foley, Rochester Middle School
Lorne Lucas, Rochester Middle School
Mark Dangora, Rochester Middle School
Jennifer Hersom, Chamberlain Street School
Susan "Candy" Bailey, East Rochester School
Michelle McAlister, McClelland School
Katherine Crosby, William Allen School

SCHOOL NURSES

Nancy Graham, RN (Head Nurse)
Christine Ballentine, RN
Robin Bickford, RN
Robin Hutchins, RN
Stepahnie McSharry, RN
Elaine Paula, RN
Jennifer Saucier, RN
Tracey Tibbetts, RN
Bethann Welch, RN

**REPORT OF THE TAX COLLECTORS DEPARTMENT
2010-2011**

The responsibilities of the Tax Collector's office consist of the collections of property taxes, water & sewer utility bills, current use taxes, timber, gravel & yield taxes, and other department collections. The Tax Collector's office executes property tax liens on delinquent taxes, files tax lien redemptions and notifies all property owners & mortgagees for all properties that will be going to tax lien & tax deed.

The Tax Collector's office also processes auto registrations. In 2010-2011 we processed approximately 34,116 registrations totaling \$3,564,193.97. We collected \$94,495.00 in Municipal Agent fees. Due to the State of NH DMV substation closing in June 2009 we are processing a lot more transactions that they used to process. We also process auto registration renewals online and in 2010-2011 we processed approximately 2,400 online renewals. This is an increase of 478 from the previous year.

In 2010-2011 we collected on approximately 28,988 water & sewer bills.

Revenues collected by the Tax Collector's Office:

Total Warrant	47,308,832.00
Timber & Gravel Tax	23,100.14
Int Delinquent Taxes	761,751.12
Chg Tax for CU Removal	92,751.00
Motor Vehicle Permits	3,564,193.97
Misc-RR Natl Bk Tax	0.00
Water	3,375,580.05
Sewer	4,603,192.12

The Tax Collector's Office consisted of three full time employees and three part time employees. Our main goal in the office is to provide courteous and efficient service to all.

The Tax Collector's office staff consisted of Doreen Jones-Tax Collector, Karen Paquette-Deputy Tax Collector, Virginia Gray-Clerk Typist II, Pat Cox-Clerk Typist, Pauline Roseberry -Clerk Typist, and Susan Morris, Clerk Typist. I would like to thank all my staff for all their hard work & dedication through out the year.

Respectfully Submitted,

Doreen Jones, CTC
Tax Collector

**REPORT OF THE WELFARE DEPARTMENT
2010-2011**

In compliance with RSA 165, the Welfare Department for the City of Rochester administers local emergency assistance for poor individuals unable to support themselves and require assistance in a financial crisis. It is our mission to meet our legal obligations in the most professional, thoughtful and cost effective manner possible.

The City of Rochester budgeted \$200,000 for direct assistance for fiscal year 2010-2011. A total of \$161,803.10 was expended. City Welfare formally assisted 297 families and 196 single households.

Rochester City Welfare staff continues to take pride in our pro-active case management approach that has resulted in increased self-sufficiency for clients, at a lower cost to city taxpayers.

Although rental rates have stabilized, the increase in home foreclosures has not only affected homeowners, but also renters, as they have been given notice to vacate buildings being foreclosed upon. Heating fuel costs have also affected resident's ability to heat their homes and/or results in less money for residents to expend for other basic expenses.

As has been true for the last several years, the waiting lists for subsidized housing remained at 3-5 years. Disability decisions at the state and federal level continued to average about 1 year. Budgetary cuts to programs through New Hampshire Department of Health and Human Services have resulted in an elimination some forms of family cash and emergency assistance. The responsibility and cost has shifted to municipal welfare.

City Welfare works closely with local homeless shelters, including the *Homeless Center for Strafford County* located in Gonic, to find appropriate emergency housing for residents in need. Homeless shelters not only shelter residents from the elements, but often provide needed support and case management to ensure a more long term solution to their current crisis. This is a great benefit to those in need of shelter and a cost savings to city taxpayers.

City Welfare continued collaborations with many government, non-profit agencies and local businesses, including, but not limited to, the New Hampshire Department of Health and Human Services, Strafford County Community Action and Rochester Share Fund.

City Welfare continued an annual Toy Bank collaboration with the Rochester Fire Department, helping 490 families in financial distress at Christmas.

City Welfare also continued a Back-to-School collaboration with Grace Community Church, which outfitted 320 children with new backpacks and needed school supplies.

As in years prior, City Welfare received \$10,000.00 from the McKinney Grant (HUD money). These monies are discretionary, and are used generally for emergency utility assistance, and from time to time for those individuals who may be categorically ineligible for General Assistance.

A special thanks to the many Rochester residents who have assisted their neighbors in need during challenging economic times. Their belief in neighbor helping neighbor is testament to the spirit and goodwill of Rochester residents.

Issuance of General Assistance Vouchers for Families:

Burial	5050.00
Dental.....	375.00
Electricity	11149.18
Food.....	15.00
Fuel Heating 4577.30	
Gas Heating00
Household Goods00
Medical .00	
Miscellaneous00
Mortgage.....	4574.75
Prescriptions.....	4125.21
Rent.....	65925.91
Temporary Shelter (motel)	1180.75
Transportation.....	3.00
TOTAL	\$96,976.10

Issuance of General Assistance for Individuals

Burial	4267.66
Dental.....	816.00
Electricity	3072.65
Food.....	.00
Fuel Heating	1355.50
Gas00
Household Goods00
Medical00
Miscellaneous00
Mortgage.....	1299.38
Prescriptions	4871.60
Rent.....	48259.71
Temporary Shelter (motel)	850.00
Transportation.....	34.00
TOTAL	\$64,827.00

Average cost per case/Family
Single \$330.75

Total vouchers issued: \$161,803.10

I would like to thank the following staff for their dedicated service to this office: Gail Bennett, department Secretary III (29 years of service,) Social Worker, Nancy Malinowski, Secretary I, Crystal DeButts and Secretary I, Nancy Sirois. Their dedication through this challenging year and commitment to our mission has been greatly appreciated.

Respectfully submitted,

Todd M. Marsh
Welfare Director

New Hampshire State Library



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