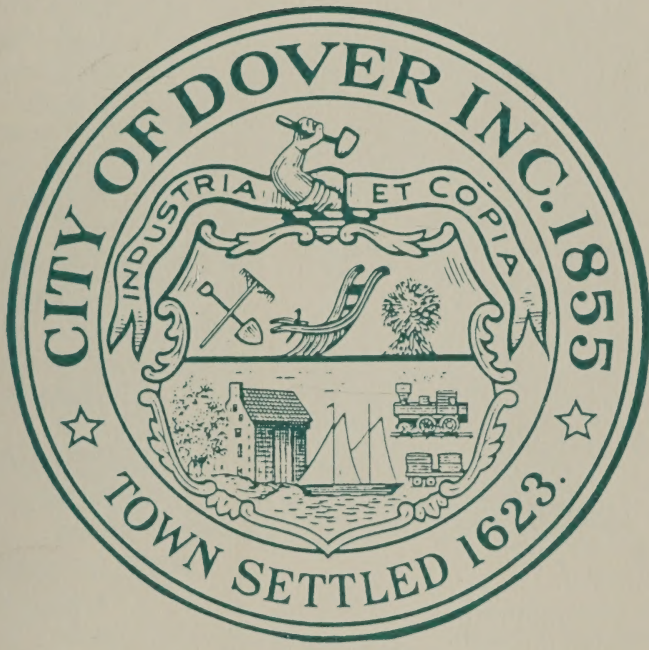


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Annual Report



DOVER
NEW HAMPSHIRE
1990-1991

DOVER'S NEW PHONE NUMBER LIST

GENERAL INFO

743-6000

City Manager

743-6023

City Clerk

743-6021

Economic Developer

743-6043

FINANCE DEPT.

Finance/Purchasing

743-6030

Accounting

743-6005

Accounts Payable

743-6006

Tax Collector/Motor Vehicle

743-6019

Tax Assessment

743-6014

Water/Sewer Billing

743-6028

PLANNING DEPT.

Planning

743-6008

Building Inspector

743-6038

Community Development

743-6033

HEALTH/HUMAN SERVICES

Welfare

743-6035

Youth Resources

743-6045

ARENA

743-6060

FIRE - RESCUE

Emergencies only

911

For all other purposes

742-4646

PARKS & RECREATION

Guppy Pool

743-6085

Indoor Pool

743-6056

Office

743-6058

Bellamy Park

743-6084

POLICE DEPT.

Emergencies only

911

For all other purposes

742-4646

PUBLIC LIBRARY

743-6050

PUBLIC WORKS

Office

743-6070

City Garage

743-6071

Sewerage Disposal

743-6073

Treatment Plant

742-2109

Water Department

743-6072

Pumping Station

742-8600

Cemetery

743-6075

Engineering

743-6071

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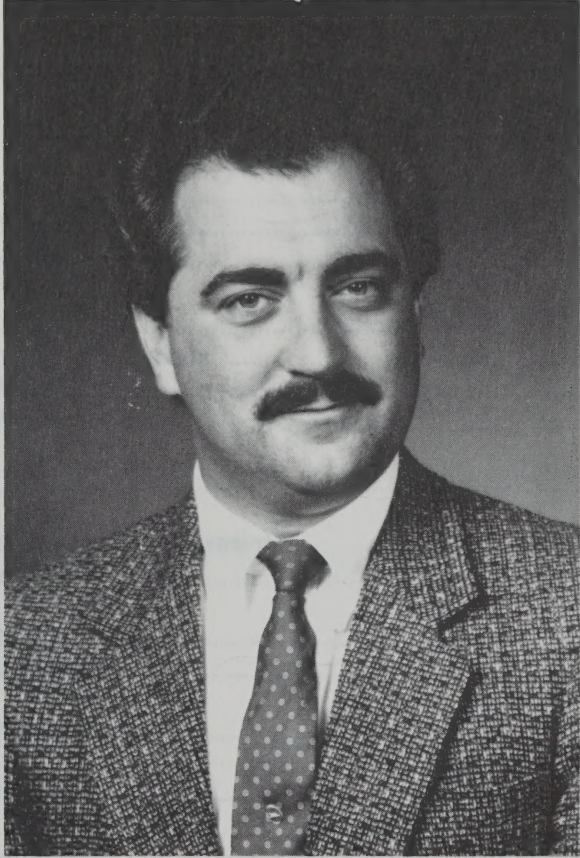
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The Honorable George Maglaras Jr.
Mayor

N. H. STATE LIBRARY
MAY 28 1992
CONCORD, N.H.

CITY OF DOVER
July 1989 - June 1991
CITY COUNCIL - Term Expires 12/31/91
Public Meeting

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**CITY OF DOVER
ANNUAL REPORT**

July 1990 - June 1991

CITY COUNCIL - Term Expires 12/31/91

George Maglaras
At Large - Mayor

Gerard F. Reese
Ward 1

James Jalbert
Ward 2

Gary P. Cyr
Ward 3

Thomas E. Scharff
Ward 4

Howard Williams
Ward 5

Otis E. Perry
Ward 6

John B. Story
At Large

James H. McAdams
At Large - Mayor Pro Tem

GENERAL GOVERNMENT

City Manager
David B. Wright

City Clerk
Karen L. Larson

City Attorney
Scott E. Woodman

Economic Development Director
Stephen Griffin

Finance Director/Comptroller/Treasurer
Jeff Harrington

Purchasing Agent
Dan Kelly

Tax Assessor
Dana Dean

Tax Collector
Ann Fredette

Auditor
Peat, Marwick, Main & Co. (1991)

Human Services Director
Janet Poulin

Health Officer
Beatrice Fggg

Board of Health - 3 Year Term

Dr. Thomas J. McShera
Dr. Leonard Small
Dr. Lee Spyridakis

Parks and Recreation Director

Cova Greig

Parks and Recreation Advisory Board - 3 Year Term

Ward 1: Mary Rolison (1993)
Ward 2: vacancy - formerly Raymond J. Shaheen (1990)
Ward 3: Stephen George (1993) - formerly James Andrews Jr.
Ward 4: Connie Hutchins (1991)
Ward 5: vacancy - formerly Craig Rowley (1991)
Ward 6: Valerie Garland (1991) - formerly Barry Carr
At Large: Lee Calderone (1992)
At Large: Suzanne Meadows (1992)
At Large: Linda Heyliger (1992)

Arena Director

Paul J. Chalue

Arena Commission - 5 Year Term

Raymond Bardwell (1992), V. Chairman
William Morgan (1994)
Thomas Northey (1996) - formerly Barbara McDonough (1991)
William F. Hopkins, Jr. (1995)
Nick Skaltsis, (1993), Chairman
Recreation Director, Ex-officio
Cova Greig

PLANNING AND COMMUNITY DEVELOPMENT

Planning Director

William Collins

Planning Board - 3 Year Term

James Caliendo (1991)
Joseph Etelman (1993)
Michael McDonnell (1993)
Patricia Torr (1993) V. Chairman
Thomas Forbes (1994) Chairman - formerly Harold Preston
Public Works Director (Ex Officio) Jim Richards
City Manager (Ex Officio) David B. Wright
James Jalbert Council Representative, Ex Officio

Planning Board Alternates

Katherine Wentworth
Daniel V. Markey
Michael Hoffman
Jonathan Towle
formerly - Lionel Martel and Barry Maddix

Building Inspector

Thomas L. Clark

Electrical Inspector

Theodore Evans

Plumbing Inspector

David W. McCoole

Community Development Coordinator

Kathy Cool

Citizens Advisory Committee- Term Expires 1991

Ward 1: Raymond G. Eaton

Ward 2: Edward Murphy

Ward 3: Jim Stevens

Ward 4: Elizabeth Dolan

Ward 5: Earle Goodwin

Ward 6: Timothy Barretto

At Large: Gerard Lamoureux

At Large: Don MacLeod

At Large: John Sowerby

PUBLIC LIBRARY**Library Director**

Donald K. Mullen

Library Board of Trustees

Valerie Bloom (1993)

Barbara Grimes (1994)

Ann Grimes -Etleman (1991)

Chester E. Tracey (1992)

PUBLIC SAFETY**Police Chief**

William Fenniman - formerly Charles D. Reynolds

Chief Fire-Rescue

David Bibber

PUBLIC WORKS AND WATER**Public Works Director**

James A. Richards

Superintendent of Public Works & Water

Pierre Lavoie

Superintendent of Pine Hill Cemetery

Nancy Gagne

Cemetery Board of Trustees-3 year term

- Clyde Walton (1993)
- William Kincaid (1993)
- Cindy Comeau (1993)
- Nathanial Balch (1991)
- Russell Newell (1993) - formerly Roy Ackerman

Superintendent of Sewage Treatment Plant

Arthur Hoffman

City Engineer

Paul Vlasich

Sewer Commission - 3 year term

- Arthur Grimes (1991)
- Jay Stephens (1991)
- Robert Seaver (1992)
- Roland Belhumeur (1991)
- vacancy - formerly Daniel Ayer (1990)

Water Board- 3 year term

- Ron Weeden (1991) - formerly Tim Pearson
- Donald McAtavey (1991)
- vacancy - formerly Hugh Tuttle (1990)
- Jim Richards, Director of Public Works
- Jeff Harrington, Finance Director, Ex-officio
- David Wright, Acting City Manager

BOARDS AND COMMISSIONS

Conservation Commission - 3 year term

- Michael L. Hearn (1993) - formerly Mary Ellen Boelhower
- Richard Boone (1992)
- Mike McDonnell - formerly Deborah Burrington
- Margaret G. McLaughlin (1993)
- Judy Mettee (1991)
- Nell Waddell Neal (1991)

Dover Housing Authority - 5 year term

- Jack Buckley, Executive Director
- Seymour Osman (1994)
- Marge Briand (1995)
- John Guy (1994)
- Alan B. Krans (1992)
- John McCooley (1993)

Dover Industrial Development Authority - 3 year term

- George Gauthier (1993) - formerly Jack Mettee
- Seymour Osman (1994)
- David Wilson (1992)
- Robert Haley (1991)
- David Shields (1991)
- Alan B. Krans (1991)
- vacancy - formerly Robert Whiting (1992)
- City Manager, David B. Wright

Licensing Board

Mayor George Maglaras
Police Chief William Fenniman - formerly Charles D. Reynolds
Edward L. Morin

Plumbing Board

Norman Labrie (1991)
Thomas E. Forbes (1991)

Zoning Board of Adjustment - 3 year term

Joyce Bowden, Chairperson (1992)
David Anderson (1992)
William Colbath (1994)
David Paolini (1994)
Dana Turner (1991)
Chris Jacobs (1991) Alternate - Permanent eff. 03/27/91
Dean Trefethen (1991) Alternate
Robert Callan (1994) Alternate

EDUCATION DEPARTMENT**Superintendent of Schools**

Gerald A. Daley

Business Administrator

Marie Walton

Dover School Board - Term Expires 12/31/91

Ward 1: William Boc
Ward 2: Rohe V, Pennington
Ward 3: Robert E. Hannan
Ward 4: Frank J. Menez
Ward 5: Robert Gillis
Ward 6: Paul C. Johnson
At Large: Kathryn Parks Forbes

Director of Curriculum

Murray Ingraham, Woodman Park School

School Principals

Gregory Kagiely, Dover High
Paul Mauceri, Junior High - formerly Linda Raynes (acting)
Cynthia Theodoras, Woodman Park
James McShane, Horne Street
John O'Connor, Garrison - formerly George Rivers

Director of Maintenance (Building & Grounds)

Harvey Ham, Dover High

Director of Transportation

Neil Robinson, Garage

Head School Nurse

Eloise Marley, Woodman Park

Food Service Administrator

Joan Carll, Dover High

SUPERVISORS OF CHECKLIST - Term Expires 12/31/91

Ward 1: Catherine Spellman
Ward 2: Ann Shaheen
Ward 3: Ruth Chapman
Ward 4: David E. Earle
Ward 5: Robert E. Marston
Ward 6: Ruth E. Griffin

CITY MANAGER'S REPORT

As was the case in 1990, environmental and financial concerns consumed most of the time of the administration and City Council in 1991. There is some good news in the sense that the percent of uncollected taxes finally stabilized and because of that our "paper" deficit decreased for the first time in four years. The City has had its bond rating reduced twice in the last eighteen months because of our collection situation; however, Moody's recognized the aggressive program that the administration and City Council have put together to deal with this issue. This will continue reductions in the City's tax rate which in 1991 was reduced by \$.80 over previous years. Equally important was the attempts by the City to stop total dependency on banking institutions and debt as a way to operate the City. The creation of the Parking Fund and the first Capital Reserve the City has ever had, as a small part of the Water and Sewer rate increase, are the first steps the City has taken to free itself from total dependence on bonds for needed capital projects, and savings of hundreds of thousands of dollars a year in the long term in interest charges on these bonds.

On a negative note, the City has finally faced up to the fact that we have been running large deficits each year in the Water and Sewer Fund which have eaten up any reserves the City had previously built up. In 1992, we will be focusing on ways to re-organize these utilities to reduce costs and, therefore, the water and sewer rate in any way possible. The public should be aware that we have not increased water rates in ten years, and the sewer rate is being primarily driven by a large increase in Debt Service. The increase in operating expenses in the new sewer plant is the result of an EPA order to replace the old River Street facility.

The City Council took steps to implement the first truly comprehensive program of solid waste management ever developed in the City of Dover and one of the most comprehensive in the state. The Bag N' Tag program not only provides significant incentives to promote recycling but also is a much more equitable system for financing solid waste disposal since you only pay for material disposed of and anything that is recycled is taken at no charge by the City. Estimates of savings in the long term will be as much as eight million dollars in the five years.

Finally, on the environmental front, the Tolend Road Landfill is reaching a critical point. The EPA has chosen a preferred alternative that will cost somewhere in the range of \$31,000,000 for both Dover, Madbury and the thirty-eight industrial/commercial enterprises in our community who will share the cost. The truly disturbing part of this is that unlike the sewer treatment plant project, the City (or citizens) will get no benefit from this large expenditure and, in fact, the environment will be no more protected than if the more cost-effective approach on a phased-in basis proposed by the City would be utilized. It is the consultants' and the City's opinion that the continued retreat of pollution away from the Bellamy that is already appearing from previous actions by the City can be increased by an expenditure in the \$8-\$15,000,000 range. This is the largest single expenditure, even with the cost-effective proposal of the City, that has ever occurred in Dover and will have significant impact on the taxes of this community. The administration and Council will continue to work as hard as we can to reduce the cost and find alternative ways to finance this project to minimize its impact on Dover's citizens.

I would like to express my appreciation for the cooperation and support received from the City Council, Department Heads, municipal employees, Boards and Commissions, and most especially the citizens of Dover.

Respectfully,
David B. Wright
City Manager



City Manager David Wright, Councilor Jack Story, Mayor Pro Tem Jim McAdams and Mayor George Maglaras discuss the FY 1991 Budget.
(Photo courtesy of Foster's Daily Democrat)

CITY CLERK REPORT

The following is a report of the activities of the City Clerk's Department for the period of July 1, 1990 through June 30, 1991.

City Council:

The Clerk's office prepared the required 52 agendas for both the City Councils Regular and Workshop meetings, prepared the council minutes and posted the appropriate meeting notices. The Council adopted 41 Ordinances and 302 Resolutions (which are comprised mostly of purchasing requests).

Licenses, Permits, and Filings:

Licenses and Permits issued include: 728 Dogs, 9 Peddlers and Vendors, 45 Tag Days and Raffles, 35 Taxi (operator, cab and driver), 80 Video and Non-video machines, and 661 indexing of Uniform Commercial Code Financing and Termination statements, 163 Internal Revenue Service Liens.

Vital Statistics:

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

	<u>1 July 89 - 30 June 90</u>	<u>1 July 90 -30 June 91</u>
BIRTHS:	928	831
DEATHS:	391	383
MARRIAGES:	275	287

The issuing of certified copies of Vital Statistics records and recording of the same, continues to be a large portion of the duties of the City Clerk's Office, during this period the clerks office issued 1840 births, 2356 deaths, and 256 marriages.

In October of 1990 the City Clerk's office became 1 of 3 test sites in the State to come on line with a computerized Automated Death Certificate program.

Elections:

The preparation for and supervision of elections is a duty of the City Clerk. During this period, there was a State Primary, State General election and a Special City Election for the purpose of changing the Charter. The total number of registered voters at that time was 17,556 and there was a 38% voter turn-out.

I would like to express my sincere thanks to all the Ward officials for their efforts.

In June of 1991 the Supervisors of the Checklist and the City Clerks office completed the State of New Hampshire's mandate to purge the voter checklist (which means that anyone who had registered to vote but had not voted in the 1990,89 and 88 Elections had their names removed from the list). The City of Dover removed 6201 names.

Respectfully Submitted,

Karen L. Larson
City Clerk



City of Dover Memorial Day Parade - 1991
(Photo courtesy of Foster's Daily Democrat)

ARENA DEPARTMENT REPORT

During the past year, the Arena Department experienced a good season financially. While revenues were up slightly, the cost of commodities used at the Arena were contained through frugal purchasing and the careful management of the staff. The net result was a profit for the year in excess of \$ 28,000.

During the year the Arena Director continued to work closely with the Arena Commission to improve the plan to reduce expenditures, increase revenues and restructure the work force at the Arena. The largest financial cut was accomplished through the elimination of one full-time Arena Maintenance Specialist position in February. This plan reduced our fixed costs and allowed for part-time Arena Maintenance Zamboni Operators to cover the required shifts. This plan will be continued into FY92 as the Arena works to reduce the retained deficit in the Arena Enterprise Fund from previous years.

The Arena staff has continued to maintain the facility in a safe and proper condition to provide the residents of Dover with one of the finest ice skating arenas in the state of New Hampshire. We not only receive compliments from our local users after they have visited other rinks, but the visiting teams always comment on how nice our facility is and that our staff keeps it clean and is always helpful. We take pride in making this arena a show piece for the City of Dover.

The Arena full-time maintenance staff of Barry Riordan and Mike Wilson bring a wide range of skills to the department and most of our projects and repairs are performed in-house, reducing the cost to the City. Arena Secretary Laura Roche continues to administer several programs which were previously handled by the Assistant Director, whose position was eliminated in FY90. A dedicated core of part-time seasonal employees round out the staff which keeps the Arena functioning from 6:00 a.m. to 1:00 a.m., seven days a week, 9 months of the year.

In April, the Royal Lipizzan Stallions Horse Show appeared at the Arena. This event had to be held prior to removal of the ice because of their tour schedule. The Arena staff worked with the production company to put in place a floor over the ice and a sell out crowd witnessed this fine equine extravaganza. This event was co-sponsored by the Arena increasing our revenues substantially for this event.

Events like the WTSN Home Show help to fill out the off season schedule and provide additional revenues for the Arena facility. WCDQ hosted a successful motorcycle show at the Arena. The Arena staff will continue to attempt to bring top quality events to the Arena during the off season. This will help to keep the Arena in a self-supporting status with the City, and continue to erase the retained deficit.

The Arena Department is fortunate to have a group of dedicated volunteers who serve on the Arena Commission. This commission serves in an advisory capacity and is appointed by the City Council. There are five Commissioners who serve a five year term, with one seat expiring each year. Nick Skaltsis serves as the Chairman and Ray Bardwell is the Vice Chairman. Commissioner Barbara McDonough retired from the Commission on January 1, 1990 after serving for ten years. Thomas Northey was appointed as a Commissioner by the City Council to a five year term to fill this vacancy. William Morgan and William Hopkins are the other two Commissioners.

The Arena Commission normally meets on the second Thursday of the month at 7:30 p.m. in the Arena Office. Commission meetings are open to the public. We are always interested in having suggestions from the public about the Arena operation.

In the coming year, the Arena staff will endeavor to keep the cost of operating in check, while attempting to maximize income through the various revenue producing activities within the department. This will be a greater challenge than in previous years, in light of the economy, but we must succeed.

Respectfully submitted,

Paul J. Chalue
Arena Director

ECONOMIC DEPARTMENT REPORT

The goal of our economic development activities is to strengthen, diversify and add to Dover's tax base and its employment opportunities. The objectives to create this goal include creating a climate for economic investment, strengthening our existing businesses, creating an interest in Dover from other areas, and creating specific investment opportunities in Dover.

Economic Investment Climate

The investment climate is enhanced through a strong working relationship of the various actors; therefore, a concerted effort has been expended with the Greater Dover Chamber of Commerce and the state's Office of Business and Industrial Development. At the same time, the Dover Industrial Development Authority's bonding limits, regulated by state law, have been increased to account for ten years of inflation and to provide financial capacity for an economic development program. In terms of employee capacity, educational criteria from the New England Governor's Conference of Biotechnology is being passed to the Dover school system for their consideration so that appropriately trained production workers might be available as employer needs change. Appropriate marketing materials for Dover have also been developed. Lastly, the Dover Economic Commission has reviewed Dover's competitiveness with surrounding towns, and many of the Commission's recommendations concerning burdensome regulations have been implemented.

Strengthening Existing Businesses

The primary activity to strengthen existing businesses has been a retention program, involving questionnaires and visits to existing industries, as well as responding to needs and concerns which have been discovered. One company has been introduced to a funding source so that it might expand in accordance with its market. Another company is being assisted in finding additional space for its growth. In order to encourage local company growth in another way, information from UNH concerning patents available for licensing is disseminated so that our industries might add new product. Lastly, in order to recognize success a joint "Excellence in Business" award program was proposed to the Greater Dover Chamber of Commerce. This program is now in place and several awards have been made.

Marketing Outside of Dover

In addition to keeping a current listing of available building space and land, marketing includes advertising and meeting with potential expansion or relocation companies. A number of avenues are being pursued. Advertisements have been placed in trade

journals; direct mailings have been sent, and trade shows have been attended. In total over 600 contacts have been made. In addition to several companies who have come to Dover to look at opportunities, on-site visits have been made to companies in Massachusetts, New Jersey and Ontario.

Investment opportunities.

The primary investment opportunity which is being developed is the non-residential area along Sixth Street at the Spaulding Turnpike Exit 9. The Dover Industrial Development Authority has obtained title to 91 acres and is planning for the coordinated development of the entire area. The permit process for wetland crossings through the Army Corps of Engineers is presently underway. Development of this area is anticipated to begin in the spring. At the same time preliminary work has begun for the city owned land along the Cocheco waterfront downtown. Work has included initial environmental analysis and economic marketing information.

Sales and Purchase

W.C. Colbath Electrical Contractor will be building on D.I.D.A.'s lot IC-3 on Crosby Road. The building permit has been issued. In addition, serious contacts for Sixth Street project locations have been developed with 8 companies, both in and out of town. These companies represent the potential use of approximately 12 building acres, totaling 150,000 square feet and \$200,000 annual property tax revenues.

Respectfully submitted,
 Stephen B. Griffin
 Director

FINANCE DEPARTMENT REPORT

Investments

The city invested its funds mainly in repurchase agreements and U.S. Treasury Bills. The rates over the twelve months ranged from a high of 8.04% in July 1990 to a low of 5.00% in June 1991. This was the second year of continual decline in rates.

A recap of investment income and expense for the year in comparison to the previous six years follows:

<u>Year</u>	<u>Interest Income</u>	<u>Interest Expense TANs</u>	<u>Net Int Income</u>
1985	\$388,654	\$219,667	\$168,987
1986	373,788	111,067	262,721
1987	344,742	69,941	274,801
1988	388,155	96,815	291,340
1989	488,346	92,160	396,186
1990	663,410	207,650	455,760
1991	495,363	352,457	142,906
Incr(Decr)91-90	(\$168,047)	\$144,807	(\$312,854)

The decrease in investment income is partially due to monies no longer available for investment from Bond Anticipation Notes for the Wastewater Treatment Plant and also from

the decline in rates. The increase in interest expense is attributable to larger note issuances to cover unpaid taxes.

Borrowings

The City received the FY90 CIP and final FY89 CIP bond proceeds of \$4,414,280 on July 13, 1990 payable over fifteen years. The proceeds fund various capital improvements throughout the City. The Net Interest Cost (NIC) for the issue was 6.9325%.

Tax Anticipation Notes (TANs) of \$6 million were issued on September 10, 1990, up \$2 million over previous year. The notes were sold to Fleet Bank at 7.5%. Interest expense for the notes was \$352,500.

On January 22, 1991 bonds anticipation notes (BANs) were issued for the Wastewater Treatment Plant of \$13,300,000. \$10,000,000 of the proceeds were used to pay previous BAN maturities. The notes due on January 21, 1992, were sold to the New Hampshire Municipal Bond Bank at 6.05%. The State of New Hampshire pays the interest on WWTP BANs. At the end of the year \$23,800,000 in Bond Anticipation Notes were outstanding for the WWTP.

Document Volumes

During Fiscal Year 1991 the Accounting Division processed 15,725 payable vouchers and 16,710 payroll checks. The Purchasing Agent issued 565 purchase orders greater than \$500.

TAX COLLECTION DIVISION

The Property Tax Rate for the Tax Year 1990 (FY91) was set at \$49.50 per \$1,000.00 assessed valuation by the Department of Revenue Administration. This was an increase of \$1.90 per 1,000 over the previous year. The breakdown of the rate is as follows:

City	\$19.13
County	4.24
School	26.13

The total warrant issued to the Tax Collector was for \$24,575,295.35. For the second year in a row, the collection of the taxes declined. Out of the total warrant, \$4,322,833 was still outstanding at the year's end on June 30, 1991. Besides those outstanding taxes for 1990, an additional \$2,118,127 was outstanding for 1988 and 1989.

A record number of property tax liens were executed by the City of Dover on August 28, 1990. A total of 935 liens were executed for outstanding 1989 taxes.

To assure for a more timely deposit of collections, the Tax Collector entered into a lock box agreement with Strafford Bank (now Bank of New Hampshire). The bank assists in processing the mail during peak times.

The total number of Motor Vehicle Permits declined again for the year from 24,188 in FY90 to 23,083 in FY91. Revenues from the permits also declined from \$1,641,653.00 to \$1,537,817.00 respectively.

An additional reclamation fee for Motor Vehicle Registrations went into effect February 1, 1991. The fee is used for collection, disposal, or recycling of automotive wastes.

As a convenience to the citizens of Dover, the Tax Office continued as a Municipal Agent

for the State of New Hampshire and issued renewal stickers for registrants. Taking advantage of the service were 10,846 residents.

TAX ASSESSMENT DIVISION

Revaluation

During the year ending June 30, 1991, the Assessing Division began the process of preparing for a City-wide revaluation. The evaluation of Computer Assisted Mass Appraisal (CAMA) software began in February, 1990. Information gathering regarding revaluation companies began in November, 1990. Discussions were held with other communities regarding amendments to revaluation contracts to assure the best legal position for the City. Requests for Proposals were mailed to potential vendors. A pre-proposal meeting was held on April 16, 1991. The bids were opened on April 23, 1991.

While this evaluation process was taking place, a group of taxpayers submitted a petition to the Board of Tax and Land Appeals. The petition requested that the board order a revaluation for the City. The Board acted on this petition and ordered a full revaluation of the City on April 19, 1991. The order required the project to be performed and completed for the 1992 assessment year.

Recommendations were made to the Council and they awarded the bid to MMC, Inc., of Chelmsford, Massachusetts, on May 22, 1991.

The preliminary organization began June 1, 1991, with the transfer of computer files from the GIS system and the Tax Collection database. The information was brought to the home office of MMC, in Chelmsford, and loaded onto their mainframe. From that data, the data collections cards were produced. The hard copies allowed the revaluation company to begin the long process of matching cards with maps.

Assessed Value

Valuations for Tax Year 1990 (FY91) changed as follows:

	<u>Tax Year 90</u>	<u>Tax Year 89</u>
Gross Value	\$503,901,165	\$498,841,665
Blind & Elderly Exemptions	(3,325,000)	(3,490,000)
Net Value	\$500,576,165	\$495,351,665

This represents a net increase of \$5,224,500 or 1.05%.

Respectfully submitted,

Jeff Harrington
Finance Director

FIRE AND RESCUE REPORT

December 13, 1991

David Wright, City Manager
Municipal Building
Dover, NH 03820

Dear Mr. Wright;

It is a pleasure to present the Annual Report for the City of Dover Fire & Rescue Service for the fiscal year 1990/91.

During this twelve month period, the Fire & Rescue Service responded to 3332 calls for service. This figure includes 2153 emergency/service responses and 1179 medical/rescue responses. A portion of these calls relate to one of our primary emphasis, public education and inspections. Personnel conducted inspections for various businesses and occupancies throughout the city and presented classes on first aid techniques, fire safety, use of fire equipment and educational programs for organizations, businesses, school age and kindergarten children as well. You should note that the statistics indicate a decrease in response for service of 6.96% (1989/90 - 3564 calls for service).

Despite the efforts and dedication of our personnel, we have found that a greater emphasis on public education, fire prevention and fire suppression protection needs to be addressed. The four fire related deaths that occurred this year are unacceptable to our department and we are continuing to accelerate the ways we can reach the public and prevent tragedies such as these. However, our present resources are being stretched to the limit and serious consideration and progressive action is necessary in order for us to keep up with all the changes and minimize liability to the city. For example, SARA Title III, NFPA 1500, 471 and 472 need to be addressed and compliance is impossible without adequate funding.

Considering the present growth of the city's population, we are pleased to see the decrease in activities. We feel this decrease can be attributed to the four areas of concern that we addressed in last year's Annual Report: (1) More in-depth training and acquisition of specialized equipment, (2) enforcement of standards and codes, (3) fire safety education, and (4) fire protection systems.

We are also pleased with the results of a recent survey conducted in-house that compares the operating costs of our department with that of similar sized communities. For your convenience, I have attached a copy of this survey for your perusal. Please note that our per capita costs and per call costs are the lowest with the exception of Rochester, which will change when they add a fourth shift in the fire department. (Fire personnel are shortening their work week from 56 hours/week to 42 hours/week.)

In closing, I would like to take this opportunity to express my appreciation to you and various city departments for continued support and assistance, without which the accomplishments set forth would not have been possible. Also, the significant steps to improve the quality and quantity of service were accomplished with the continuing hard work of our department's personnel. The dedicated service of our line personnel and the administrative staff is recognized to be the foundation on which we have been able to expand fire and rescue services to the citizens of our city and I thank them for their efforts and support.

Yours truly,

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

**FISCAL YEAR 1990/91 BUDGET
AREA FIRE DEPARTMENT COMPARISONS**

POP*	CITY	FD BUDGET	TOTAL CALLS	PER CAPITA	PER CALL
3	CONCORD	4,110,880	3900	\$ 110.08	\$ 1403
4	DERRY	2,967,487	3200	\$ 109.02	\$ 927
5	DOVER	1,814,145	3332	\$ 68.52	\$ 544
6	ROCH.	823,450	1200	\$ 31.99	\$ 686
7	SALEM	3,805,780	2928	\$ 148.95	\$ 1299
8	PORTS.	2,858,757	2984	\$ 114.06	\$ 958
11	HAMPTON	2,100,000	3137	\$ 168.70	\$ 669
21	DURHAM	755,678	1321	\$ 69.17	\$ 572

* POPULATION RANKING IN STATE OF NH, according to the latest New Hampshire Register.

The City of Rochester Fire Department does not provide any emergency medical services. In addition to this, they are currently undergoing significant changes by adding an additional shift, which should drastically increase their per capita and per call costs.

The Town of Durham Fire Department does not provide ambulance service.

ANNUAL REPORT

CITY OF DOVER FIRE & RESCUE



★ INCORPORATED 1855 ★
TOWN SETTLED 1623
N.H.

FISCAL YEAR 1990/91



**CENTRAL FIRE STATION
9-11 BROADWAY
BUILT 1899**



**SOUTH END FIRE STATION
DURHAM ROAD
BUILT 1967**



INCIDENT ANALYSIS OF CALLS RESPONDED TO

FIRES

Building Fires	-----	62
Vehicle Fires	-----	29
Other Fires	-----	56
Total Fires	-----	147

OVERPRESSURE/RUPTURES ----- 10

RESCUE CALLS

Emergency Medical Calls	-----	1153
All Others	-----	26
Total Rescue Calls	-----	1179

HAZARDOUS CONDITIONS CALLS ----- 180

SERVICE CALLS ----- 1145

GOOD INTENT CALLS ----- 203

FALSE CALLS

Malicious Calls	-----	17
Other False Calls	-----	447
Total False Calls	-----	464

ALL OTHER CALLS ----- 4

TOTAL CALLS RESPONDED TO ----- 3332

TOTAL CALLS PER DAY	SUN.	MON.	TUES.	WED.	THU.	FRI.	SAT.
	447	470	504	518	505	469	419

TOTAL CALLS DURING SPECIFIC HOURS	0000-0600	0601-1200	1201-1800	1801-2400
	308	918	1387	718

MUTUAL AID	Given	Received
	60	9

NUMBER OF FIRE RELATED INJURIES	Fire Personnel	Civilians
	2	4

NUMBER OF FIRE RELATED FATALITIES	Fire Personnel	Civilians
	0	4

ESTIMATED DOLLAR LOSS	Structures	Vehicle	Other
	\$ 477,229	\$ 33,330	\$ 270

TOTAL INCIDENTS PER WARD	1	2	3	4	5	6
	586	495	456	569	465	713

FIVE LARGEST LOSSES IN 1990-91

		Estimated Dollar Loss
606 Sixth Street	Residence	\$ 250,000
71 Henry Law Avenue	Residence	\$ 50,000
3 Roosevelt Avenue	Garage	\$ 50,000
591 Central Avenue	Business	\$ 25,000
11 Chestnut Street	Residence	\$ 25,000



DIVISION OF OPERATIONS & TRAINING

Hiring of personnel, keeping them safe and healthy, budgeting for and purchasing the supplies they need, and providing the education to keep this department among the finest in the state are tasks performed by the Operations Division. The Division is supervised by the Assistant Fire Chief who is responsible for managing the department's daily business operations.

The Operations Division continually updates all the department's Standard Operating Procedures, as well as the department rules and regulations. The following Standard Operating Procedures were adopted over the past year:

- * Operating in a Confined Space
- * New Employee Form and Regulation Procedure
- * Response to Mutual Aid
- * Light Vehicle Fires
- * Rope and Associated Hardware
- * OIC's Quick Check-List
- * The Promotional Process
- * Acting Officer Positions
- * Lateral Transfers
- * Preventive Maintenance for Ground Ladders
- * Use of Esophageal Obturator Airway
- * Proper Use of Department Pagers

The Operations Division continues to work towards complying with NFPA 1500, Fire Fighter Occupational Safety and Health. The standard has been adopted by the City of Dover Fire & Rescue Service, with exceptions. Most of these exceptions are due to financial constraints. To meet the requirements of NFPA 1500, a number of improvements have been made including: the purchase of fire resistive work trousers; the purchase of individual Personal Alert Safety Systems; the purchase of updated Self-Contained Breathing Apparatus; a changeover to improved fire-resistive protective clothing made with Kevlar; hepatitis inoculations and audiometric testing; and additional training to raise the level of certification of firefighters and fire officers.

Six new firefighters joined the ranks of the City of Dover Fire & Rescue. Extensive recruiting, testing and eventual hiring of these new employees were performed by the Operations Division. During fiscal year '91, two fire officers and one firefighter retired after serving for over 20 years each. They will surely be missed.

In December the department instituted a program to combat the severe budget cuts. This program assigned probationary firefighters as floaters, filling in for personnel on vacation or sick leave. This program was extremely beneficial financially, as we were able to keep the South End Fire Station open more often. The following represents the savings acquainted with this program:

VACANCIES COVERED

	Day	Night	Total	Net * Savings	Overtime Savings
December	15	15	30	\$ 2168	\$ 6504
January	25	19	44	\$ 3204	\$ 9612
February	16	18	34	\$ 2624	\$ 7876
March **	6	10	16	\$ 1280	\$ 3840
April **	13	8	21	\$ 1592	\$ 4776
May **	11	6	16	\$ 1280	\$ 3840
June **	8	9	17	\$ 1350	\$ 4050
			TOTALS	\$13,498	\$44,548

* The net savings represents the actual overall savings to the city after subtracting the floaters actual salaries.

** Reduced to one floater as one had to be permanently assigned to shift.

This fiscal year proved to be an extremely difficult one due to budget cuts. These budget cuts eliminated the ability to hire back personnel to cover vacancies. The intermittent reduction in manpower forced the closure of the South End Fire Station as indicated below:

# of shifts closed	
January	4
February	9
March	13
April	15
May	12
June	14

If it was not for the floater program, the station would have been closed a total of 243 shifts in FY 90/91.

PROTECTIVE CLOTHING

Improvements continue to be made in protective clothing. In FY '91, 15 sets of antiquated worn-out bunker gear were replaced with new state of the art PBI/Kevlar suits. These suits meet the latest nationally recognized standards for protective clothing (NFPA 1971). They offer better protection, are lighter to eliminate early fatigue, and are better anatomically designed. This replacement gear is a tremendous step in the right direction towards proper protection of department personnel. The outfitting of six new employees carried a cost of \$12,000.

All facets of the protective clothing ensemble are being enhanced, as flame retardant station pants are already being worn and the department is in the process of purchasing flame retardant shirts.

TRAINING

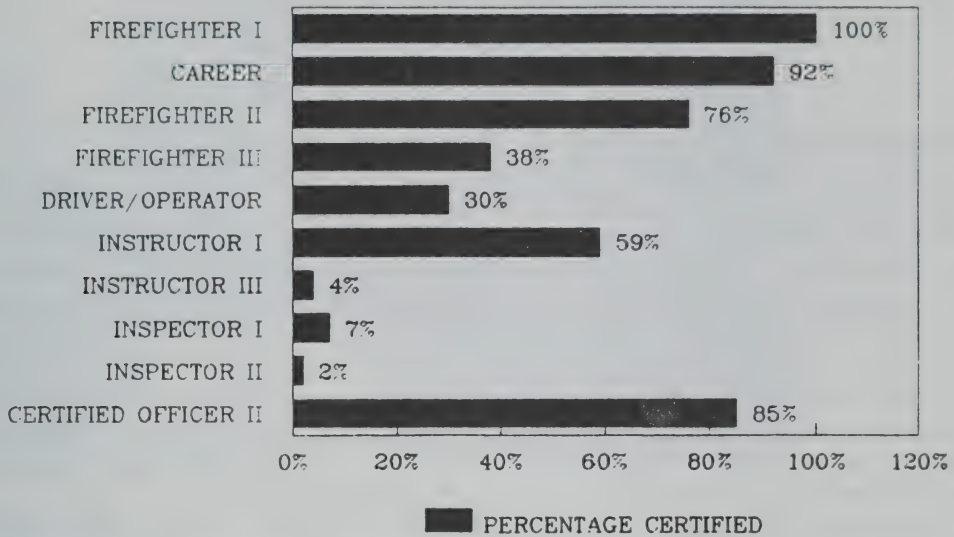
Efficient firefighting requires the planning of procedures, training of personnel and supervision of activities. Procedures can be planned for near-perfect operations and the activities of personnel can be well supervised, but without training, firefighters cannot efficiently perform. The gap that exists between planning and execution must be bridged by a well developed progressive training program.

The Training section of the Operations Division was extremely busy during fiscal year '91. A vital part of maintaining a high level of operational proficiency is training.

Of all the larger fire departments in the state, the City of Dover's firefighters and fire officers far exceed the average for certification.

The Training Office researched and conducted the required training for our Engineers to meet NFPA 1002. Standard for Fire Apparatus Driver Operator Professional Qualifications. The department currently has 12 certified Driver/Operators. Besides administering the state driver operator exam, the department's Engineer exam was also administered to establish an eligibility list.

EMPLOYEE CERTIFICATION LEVELS



• COD II IS BASED ON OFFICERS ONLY

Many other training programs have been given over the past fiscal year, which included:

- Building burn (Mast Road)
- Driver/Operator Certification
- Engineer's review class and test
- Aerial Platform (Truck 1) operation
- Incident Command System
- Company Officer Development
- Combined Operations
- "EPOD Theory"
- Auto Extrication (Air Bags)
- Ladder Company Operations
- Engine Company Operations
- Ventilation Saw
- Heights Rescue Skills
- Drafting
- Water Supply
- Ladder & Pump Drills
- Individual Duration Exercise
- Pole Ladders
- Aerial Climb
- Accident Investigations (Emergency Driving)



In-service training is an important part of this department's day-to-day operation. In-service training are those activities that support skill development and maintenance of these skills, using available resources while maintaining an acceptable level of emergency readiness.

TRAINING HOURS

DAY TRAINING HOURS -----	8,669
NIGHT TRAINING HOURS -----	4,247
OUTSIDE TRAINING HOURS -----	1,218
TOTAL TRAINING HOURS FOR FY 90/91 -----	14,434

PHYSICAL FITNESS

The City of Dover Fire & Rescue Service has in place a mandatory structured Physical Fitness Program; a systematic way to assure a certain level of fitness by firefighters and fire officers. Firefighters are allowed time on shift for physical training. We were the first in the area to have this type of program which has been in existence for 13 years. Recently we have been contacted by numerous area departments looking to use our program as a model for their own. All firefighters and fire officers are given biannual physical fitness exams to ensure they meet nationally recognized standards. Our personnel consistently exceed this standard and since firefighting is an extremely physically demanding occupation, these programs have shown positive results in reducing injuries and sick time experienced by firefighters as well as increase job performance. It has also extended the individual's years of service and overall health for the betterment of the individual and the department.

On October 10, 11, and 12, 1991, the state recruit school was in Dover to burn a building. In lieu of hosting this operation the department was able to send two students which represents a saving of \$1300.

MAINTENANCE SECTION

The staff of the Operations Division continues to work behind the scenes to ensure that emergency vehicles and specialized equipment are properly maintained and functioning in a safe and economical manner.

Apparatus

Under the supervision of the Assistant Chief of Operations, the Training Officer has been responsible for the 1.9 million dollar fleet of emergency vehicles. These duties include:

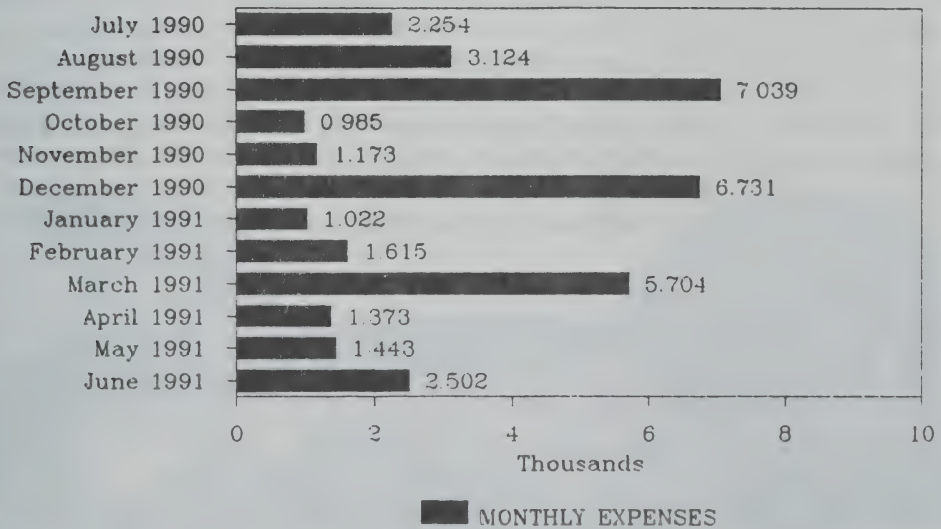
- * Ensuring preventive maintenance is scheduled and completed for entire fleet.
- * Test all fire apparatus in accordance with nationally recognized N.F.P.A. standards.
- * Provide 24 hour emergency on-call service.
- * Schedule all necessary repairs.
- * Inspect all work done by vehicle maintenance contractor.
- * Make minor and/or emergency repairs until service facility can be contacted.

The Operations Division gets involved with department vehicles long before the department acquires them. Detailed specifications must be prepared for each type of vehicle the department uses. This is an important and time-consuming process, which involves gathering input from the entire department.

Maintaining a fleet of vehicles with an average age of 13 years is a difficult and time-consuming task. In an attempt to stretch the optimum life span of our ever-aging fleet: The Training Officer has had to put an excessive amount of time into these vehicles which severely hampers the ability to present training programs to the shift personnel.



VEHICLE MAINTENANCE & REPAIR



TOTAL EXPENSE 1990/91: \$34,964.34

Emergency Vehicles

1968 Maxim Pumper	Engine 3
1970 Maxim Pumper	Engine 2
1970 Maxim Pumper	Engine 1
1980 Mack Pumper	Engine 4
1980 Mack Pumper	Engine 5
1976 Ford Squad	Squad 1
1974 Boat and Trailer	Boat 1
1989 Grumman Platform	Truck 1
1975 Maxim aerial	Truck 2
1989 Ford Box Ambulance	Rescue 1
1985 Ford Van Ambulance	Rescue 2
1960 Jeep Forestry	Forestry 1
1987 Chevrolet Caprice	Car 1
1989 Chevrolet Suburban	Car 2
1984 Chevrolet Suburban	Car 3
1978 38 foot Vagabond Trailer	

Equipment

The Operations Division provides coordination and support to the line personnel in preventive and routine repair of all specialized firefighting equipment. These repairs include pumps, small engines, ladders, generators, lights, rescue tools and Self-Contained Breathing Apparatus (SCBA). All 18,000 feet of fire hose is tested annually in accordance with N.F.P.A. Standards. A "Hose Tester" was purchased to eliminate the use of a piece of apparatus to test the hose, which will reduce the wear and tear on the older pumpers.

All vehicles and equipment are checked for readiness at the beginning of every shift (twice a day). This allows for a high level of accountability as well as to ensure preparedness.

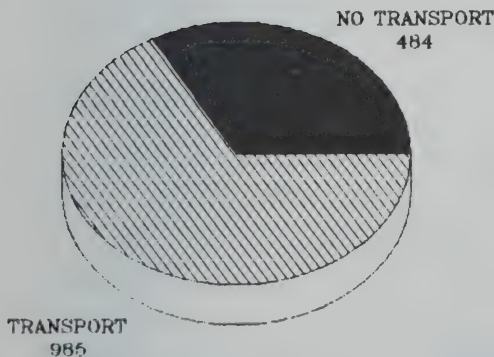




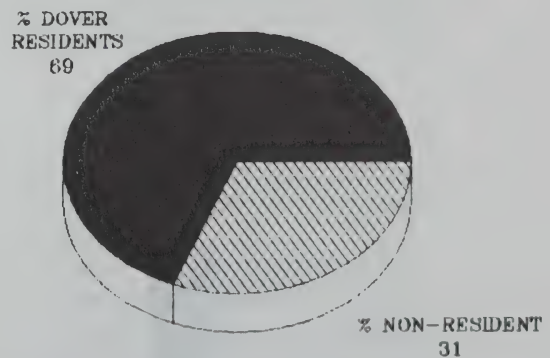
EMERGENCY MEDICAL SERVICES

As the Fire & Rescue Service prepares for the heart of the 90's, the needs for people and equipment continue to escalate at a fast pace. Ensuring that these needs are met is a major function of the Emergency Medical Services section of the Operations Division. During this fiscal year, the department took on a number of projects that will improve service delivery capabilities.

Although this year showed a slight decrease in calls for emergency medical assistance by citizens and visitors of the City of Dover: we showed an increase in the severity of these calls. With difficult economic times upon us, people out of work, and a general lack of extra money, everyone is becoming more frugal. In lieu of this, people are not calling for the ambulance as quickly as they have in the past; thus their illness/injury becomes more severe.

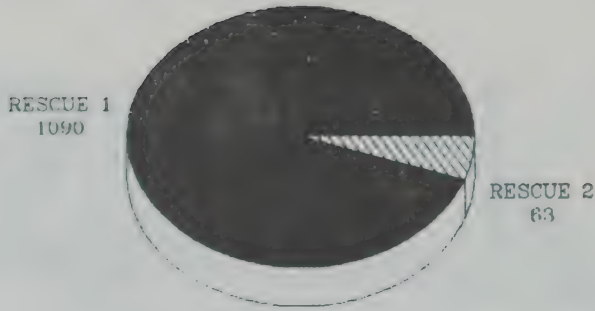


PATIENTS SEEN 1990/91



PATIENTS TRANSPORTED - 1990/91

TOTAL PATIENTS: 1469



AMBULANCE RESPONSES-1990/91

TOTAL RESPONSES: 1153

Dover Fire & Rescue currently operates a Basic Life Support unit with Advanced Life Support protocols that selectively complement our Basic Units.

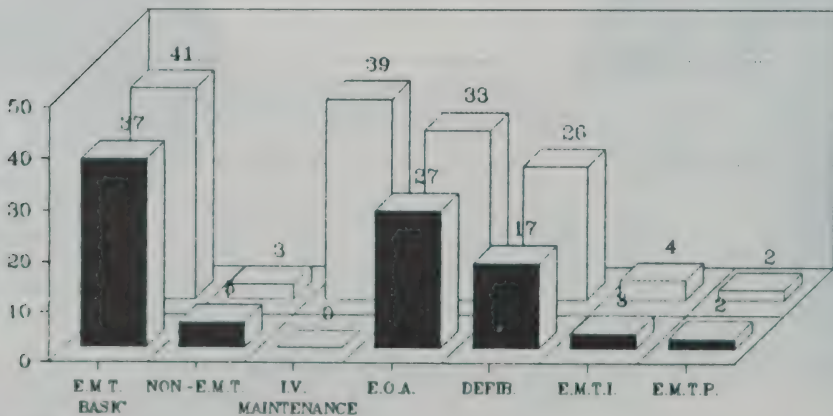
The EMS Division continues to advance the medical certification levels of our personnel for the fourth straight year. This enables us to provide an ever increasing level of care for the citizens of Dover.

This is an area that will always be a priority and we feel we have made numerous advances in 1990/91.

NON-EMTS	40% Decrease
EMT-Basic	1% Increase
Certified in E.O.A.	26% Increase
IV Maintenance Qualified	390% Increase
EMT-D (Defibrillation)	42% Increase
EMT-I (IV Certified)	25% Increase
PARAMEDICS	Same as FY 90

* At the present time, the paramedics are only able to operate at the Intermediate Level.

E.M.T. EDUCATION LEVELS



TOTAL PERSONNEL: 44

■ 89/90 □ 90/91

BASIC LIFE SUPPORT

A basic EMT is an individual trained to provide rapid, effective assistance to the critically injured or seriously ill at the emergency scene and in transit to the medical facility. These techniques are considered "Basic Life Support (BLS)."

In spite of the differences in training and the variety of labels applied to Emergency Medical Technician's with training beyond the basic level, all EMT's have two things in common, they are all professionals and they are all basic EMT's.

ADVANCED LIFE SUPPORT

The following additional skills are "Advanced Life Support (ALS)":

EOA

An EMT/EOA is an EMT that is certified in the use of an EOA (esophageal obturator airway) which aids in controlling the airway.

EMT-D

An EMT-D is certified in early defibrillation for advanced cardiac life support. Each day approximately 1000 American's die of heart attacks before reaching a hospital. Many others die from heart failure resulting from accidents, such as drowning, electrocution and suffocation. About 85% of these patients suffer ventricular fibrillation (rapid, irregular twitchings that replace the normal contractions of the muscular walls of the ventricles) immediately after circulation stops. Left unattended, ventricular fibrillation rapidly deteriorates into asystole (absence of muscular contractions), which essentially is a dead heart.

While early CPR can help maintain fibrillation over a short period of time, only defibrillation offers individuals suffering ventricular fibrillation a chance for survival.

IV MAINTENANCE

All personnel were trained in IV maintenance procedures. This will enable our Basic EMT's to safely transport a patient with a peripheral IV or heparin lock in place, utilizing plain IV solutions. This class also educated our personnel to the safety precautions that need to be observed when working around needles and IV equipment. This should also eliminate misconceptions that many firefighters had about working around IV's.

EMT-INTERMEDIATE

EMT-Intermediates are basic EMT's who have received over 130 hours of additional training in certain invasive techniques and in the operation of equipment normally unavailable to the basic EMT or EMT-D. These additional skills include, but are not limited to, intravenous (IV) techniques and expanded patient assessments.

The obvious goal of any EMS program is to save lives. In Dover we have a much broader goal. It is our goal to have an impact on each and every patient transported. To do this, we have to look at more than just saving a patient's life. Our efforts have not only resuscitated victims who are clinically dead but actually prevented victims from reaching that point. Our advanced skills allow our EMT's to start to provide care that was only available in an emergency room just a few short years ago. By doing this, we provide quicker care more efficiently than ever before, thus reducing hospital stays and rehabilitation time. In essence, giving the victim their normal life back sooner.

It is an unfortunate fact that saving lives costs money and we all agree that nobody can

put a price on a human life. These advanced skills require additional training and the most up-to-date equipment, as well as Type III (box style) ambulances and there is a definitive cost associated with these. We have responded to these costs and budget cuts associated with these difficult economical times with a number of pro-active and innovative solutions.

The most prevalent of these solutions has to do with our ambulance billing. After careful review of our billing system, we proposed a rate restructuring that should realize additional annual billables in excess of \$80,000. This restructuring should relieve some of the burden on the tax-payer and charge the actual user of the service. The first three items listed are the Basic Life Support items we were billing for; the additional five items are Advanced Life Support (ALS) services that we were not billing.

The proposed rates are identical to or less expensive than neighboring communities. This increase would adjust our rates to coincide with Medicare and Medicaid (which are the largest insurance providers used in the city).

The following fee schedule was proposed and approved by the City Council, to begin on July 1, 1991.

	<u>CURRENT</u>	<u>APPROVED</u>
Base Rate	\$ 50.00	\$ 100.00
Mileage @	3.50	3.50
Oxygen	10.00	30.00*
Mast (anti-shock trousers)	0	30.00*
IV Therapy	0	63.12*
Cardiac Monitor	0	55.00*
Defibrillation	0	52.35*
E.O.A.	0	52.35*
(esophageal obstructor airway)		

- * These fees represent the reasonable-charge profiles outlined by Medicare which typically represent the minimum rates by industry standards. These are less than the "reasonable and customary" charges outlined by private insurance carriers.

All ambulance billing is done within the Fire Department by the Office Manager. Over the past two years, we have averaged a collection rate in excess of 61% of all monies billed. A telephone survey showed this to be one of the highest returns in the state. Some other fire department's have a collection rate close to ours; however, they have had to hire an outside agency to do their billing. These agencies retain a percentage of all monies collected, thus reducing the net return.

The second innovative solution was in the area of EMS training. The department was able to provide a number of its personnel with quality EMS training at no cost to the city.

ADVANCED LIFE SUPPORT TRAINING

The EMS Office experienced great difficulties in obtaining certification classes for EMT-D and EMT-I. The department's decision to make the commitment to host an EMT-D course at our Central Station proved to be a good one. The class had a total of 16 students, which consisted of the following:

11 Dover Fire & Rescue Personnel
5 Outside Students

By hosting this course at the Central Fire Station and charging a fee to the visiting students, the department was able to certify 11 of our personnel at no cost, which represents a savings of \$800.

Shortly after the EMT-D course, an EMT-Intermediate course was hosted with great success. Once again we elected to open this class to the outside, which paid for this extremely expensive training. The class was comprised of:

6 Dover Fire & Rescue Personnel
7 Outside Students

The overall savings to the city by hosting this course was \$3100.

The EMS Office was able to secure federal funds for a required EMT-I refresher. To receive these funds, we had to host the class and open it up to the outside. Four of our personnel attended this program, which represents a savings of \$400.

In an effort to step up our preparedness, all department personnel have been trained in "Mass Casualty" procedures. It is important that this department maintain these skills to adequately handle these incidents. To provide the highest quality of training possible, the department enlisted an instructor from another department who has expertise in this area. Normally this may be a luxury that the department could not afford; however, the department was able to arrange a mutual swap where an instructor from this department would teach at their department and their instructor would instruct mass casualty for our department. This represents savings of approximately \$600.

BABY SAMANTHA

On Saturday morning, February 23, 1991, Rescue 1 and Engine 4 responded to one of our 1153 calls for medical assistance. Upon their arrival, they soon realized this was not a routine call. Over the course of the year, our Emergency Medical Technicians respond to a few "women in labor" calls. Most of these are in the early stages of labor and are able to be transported to the hospital without incident. Some of these are extremely close, but with the EMT's help, make it to the medical facility. This was not one of these calls. The 23 year old mother was in the later stages of labor and could not be transported. Our EMT's began to assist with the delivery. When the baby began to "present" they realized that it would be anything but a routine "emergency childbirth." They discovered that it would be a "breach birth." This type of delivery is difficult for a fully equipped hospital delivery room with experienced staff. With guidance from medical control, our firefighters successfully delivered a healthy 4-pound girl, Samantha. Without the Engine responding with the Rescue, the 2-man crew may not have been enough to bring this new baby into the world. Mom and Dad stop by with Samantha on a regular basis to see these dedicated EMT's.

EMPLOYEE ASSISTANCE PROGRAM

The department recognizes that stress inherent in the work of fire and rescue personnel can impact on the personal life of employees and their families, as well as job performance. In its first year of operation, the department's Employee Assistance Program assisted in helping employees cope effectively with personal and/or job stress. In addition, the EAP aims to retain valued employees and increase job effectiveness. Training in this area was also provided for all personnel.

CRITICAL INCIDENT STRESS DEBRIEFING

Critical Incident Stress Debriefing (CISD) is a program to provide professional intervention immediately after major incidents to minimize stress related problems for fire and rescue personnel. The debriefing is not a critique of fire department operations at the incident. The process provides formats in which personnel can discuss their feelings and reactions and reduce the stress resulting from exposure to critical incidents. The objective is for fire and rescue personnel to release stress created by the emergency situations they deal with on the job, thus making them a more productive employee.

A number of our personnel responded to a fire that turned out to be a quadruple fatal. All the victims were young children. The CISD Team was contacted even before the incident was over. Even though the team could not be activated until early afternoon, the steps were made to debrief our personnel as soon as logistically possible. This program has distinct advantages and is undoubtedly in the best interest of our personnel as well as the City of Dover. All Dover Fire & Rescue personnel attending this debriefing session were off duty and attended on a voluntary basis. In an effort to enhance the "TEAM" concept with other agencies in the city, the personnel from WDH-ER and the City of Dover Police Department were invited and attended the session.

NATIONAL EMS WEEK

To increase public awareness of the department's emergency medical services, numerous events were conducted during National EMS Week, which included a full day open house at the South End Fire Station. In addition to these activities, firefighters provided classes at all the elderly housing in the city on the use of their "Medical Alert Alarms." This should reduce false alarms and ensure prompt response if it is a true emergency. After the class, firefighters were able to address many questions the citizens had.

NURSE/DISPATCHER RIDER

The EMS Division and Wentworth-Douglass Hospital continued our "Nurse Rider" program this year. As in the past year, this program provides the opportunity for the nurses at W.D.H. Emergency Department to become familiar with our operations. This also allows our personnel to become acquainted with the staff at W.D.H. that we work closely with. In addition to this "Nurse Rider" program, we instituted a rider program for new and existing dispatchers. This is working extremely well and should enhance an already good working relationship with the combined dispatch center.

CITIZEN CPR

The request for training from the community still remains extremely high. The community continues to recognize the expertise that we hold and are turning to us for basic training, such as Cardiopulmonary Resuscitation (CPR). This year the department presented 22 CPR classes to 144 civilians from the community and private industry. Due to budget cuts, we were forced to raise the cost of the programs by \$5.00 per student. All costs were funded by the student fees, which saved the city \$2,929.

QUALITY ASSURANCE

Over the past year, our staff has met with Wentworth-Douglass Hospital to institute policies and/or programs to assure the highest level of care possible. These quality assurance programs are the key to litigation prevention by identifying and correcting system flaws before they result in injury.

In the current economic times, it is extremely important to be prudent in our purchasing. It has been and will continue to be, the policy of this department to sample and/or field test new items previous to purchasing them. This research will ensure that the city gets the most from their tax dollar.

BUREAU OF FIRE PREVENTION

The Bureau of Fire Prevention continues to strive to attain the goal of this Fire & Rescue Service - that of protecting the citizens of Dover from injury or death from fire while at the same time reducing the loss of property. Although this City has some of the strictest fire and life safety codes in the state, as well as an aggressive code violation abatement program, this past year was the worst fire death record in recent memory. On October 20, 1990, a fire claimed the lives of four children and injured six others, including two firefighters. This single fire accounted for all the fire injuries and deaths during this fiscal year. The lesson learned from this fire is a familiar one: smoke detectors need to be installed and maintained in every home. Without a concerted effort on behalf of the residents of each and every residential dwelling for their own safety, fire deaths and injuries from fire will continue to occur. So as a result of this fact, the Bureau has placed increased emphasis on educating the public on fire safety.

Statistics from the automated Fire Incident Reporting System show that during this fiscal year in the City of Dover, there were 147 structure fires resulting in \$477,229 in fire loss and 29 vehicle fires resulting in \$33,330 in fire loss. In addition, there were 56 miscellaneous fires, which would include grass and brush fires. The single highest fire loss for this period was a \$250,000 loss from a fire which destroyed a single family home and garage, started by a welder's torch. During this year, there were three fires that were extinguished or contained as a result of sprinklers. One fire was at the Cocheco Falls Mill Works, another was at Moore Business Forms and another at The Meadows. All three fires were extinguished or controlled with the activation of only one sprinkler head. It should also be noted that of the 147 structure fires in the city, firefighting forces were able to contain 84 percent of all structure fires to within the room or area of fire origin.

Because of the drastic cut in the overtime account, a significant number of man hours were lost because Bureau personnel were required to cover shift vacancies through the first three months of the fiscal year. Combine this with the inability to fill an inspector vacancy in the Bureau, again because of a lack of funds, resulted in a less than ideal situation for carrying out the goals and objectives of this department.

Once again, the department's shift members continue to provide support to the Bureau of Fire Prevention through the Company Inspection Program. To ensure that each of the over 500 health care, residential, business, mercantile and industrial occupancies are inspected each year for fire and life safety deficiencies, an in-house developed computer tracking program was established to provide systematic tracking of inspections.

A new procedure for completing the Building Permit Clearance Checklist was developed in an attempt to simplify the process, which must be completed prior to obtaining a building permit. This new procedure resulted in speeding up the process, as well as reducing the amount of travel needed to the various departments.

In an attempt to prevent another fire death due to the lack of smoke detectors, this department, along with the Dover Housing Authority and the George Grenier Memorial Fund, implemented a smoke detector give-away program and free home inspection program in the city. The program is set up so that Dover Fire & Rescue personnel visit the homes of those individuals requesting smoke detectors; and in addition to installing the detector(s), a home inspection is conducted to provide fire and life safety tips to the home owner. The program was well received by the public, and with each major fire that is publicized more calls for the detectors are received. As of July 1991, a total of 86 smoke detectors have been installed in 50 Dover homes.



Photo compliments of
FOSTER'S DAILY DEMOCRAT

Bureau personnel provided technical assistance to both Riverside Rest Home and Wentworth-Douglass Hospital by offering code interpretations to their respective licensing agencies.

Members of the Bureau continue to attend courses and seminars to keep abreast of the latest fire code updates, inspection methods, as well as maintaining fire ground and emergency medical skills training. Courses included: NFPA Life Safety Code Seminar, National Fire Academy's Arson Investigation, St. Anselm's Fire Investigation Seminar, Pine Tree Burn Foundation's Public Fire Education Seminar, Hazardous Material Incident Training, Incident Command, Emergency Medical Technician Recertification, Deaf Culture Awareness, U.S. Fire Administration's Partners in Prevention Program, BOCA Building Code Seminar, and the Fire Department Instructor's Conference. In addition, all Bureau personnel are now certified to the Company Officer II Level.

The Self-Inspection Program has proven to be very successful. This program was developed and implemented in January 1990,

The program's primary objective is to improve inspection productivity, code compliance procedures and to increase the business community's awareness and involvement in fire prevention practices. The program has been well received with a return rate exceeding 80 percent. The number of inspections shift personnel will need to do has decreased. The target group for acceptance in the self-inspection program are those business, assembly, mercantile and industrial occupancies that have, over the years, proven to have limited fire and life safety violations.

Bureau personnel have been involved in an ongoing legal case involving the challenging of the city's fire suppression systems ordinance. A considerable amount of time and effort has been spent communicating and corresponding with City and federal officials in an attempt to provide the minimum fire and life safety system for statistically one of the highest fire death occupancies: rooming houses.

A major project completed by the Bureau was the complete inspection and evaluation of fire protection features, fire alarm systems, life safety features and fire hazard abatement

for the entire three mill complex of Cocheco Falls Mill Work. In cooperation with the building's management and tenants, a significant amount of work was completed to ensure an acceptable level of fire and life safety.

After almost two years of being vacant, the Lieutenant's position in Fire Prevention was filled in January 1991. As a result of this position being filled, public fire education has been a top priority in the Bureau. The requests for fire education training has increased significantly. Some of the accomplishments of the Public Education Program is as follows:

Fire Safety Talk at "My Friend's Place": The audience included 6 staff members including the director, Mr. Peter Millette. Topics included building familiarization for residents and staff; fire drill procedures; and accountability of residents in case of emergency. A broad look at fire safety included prevention methods, incipient fires and fire travel, as well as the merits of having a sprinkler system.

Career Day Talk at the Dover Junior High School: Eighteen eighth-graders who had an interest in the Fire & Rescue Service listened to topics that included education and training, wages and basic ideals that promoted our service and supported our professionalism.

Learn Not To Burn Basics: Two groups at "My School." Approximately 13 four-year-olds and 16 five-year-olds in separate groups received information about crawling low in smoke; stop, drop and roll if their clothing is on fire; and what to do if they find hazards like matches or lighters. The children were also able to see a firefighter in full protective clothing with air pack. Both groups have scheduled station tours as a continuation of the education. A tour and safety talk was presented to the Home Educator's Group, consisting of approximately 30 children and parents.

NH Fire Safety Advisory Committee: Governor appointed committee that meets once monthly in Concord to discuss methods of program development for the State of NH. These meetings will continue and involvement will only have increased value for the city and the state.

Fire Safety House: The Safety And Fire Education (SAFE) House has been a major undertaking. The 38-foot trailer was donated to the department with the idea of developing a tool to provide hands-on fire safety education and training to the citizens. Using donated resources, fire and rescue personnel transformed the trailer into a mobile unit that can be taken to area schools, civic groups and other functions to bring the fire safety message to the people. In addition to the trailer, a 1987 Ford pick-up truck was donated to pull the trailer and to be used by the Public Education Officer as transportation to fire education presentations.

Fire Extinguisher Training: Requests for fire extinguisher training continues to increase. Among the agencies to receive training: Langdon Place, Wentworth-Douglass Hospital, Riverside Rest Home, Shaw's, Continental Cablevision, Northeast Container and Eastern Air Devices.

High Rise Fire Safety: A high-rise fire safety seminar was developed and presented for Cocheco Park Apartments. This program was delivered to the management and the residents of the building. Because of the history of fires in high-rise buildings and the fact that most of the tenants of Cocheco Park are elderly, the management requested that a program be given.

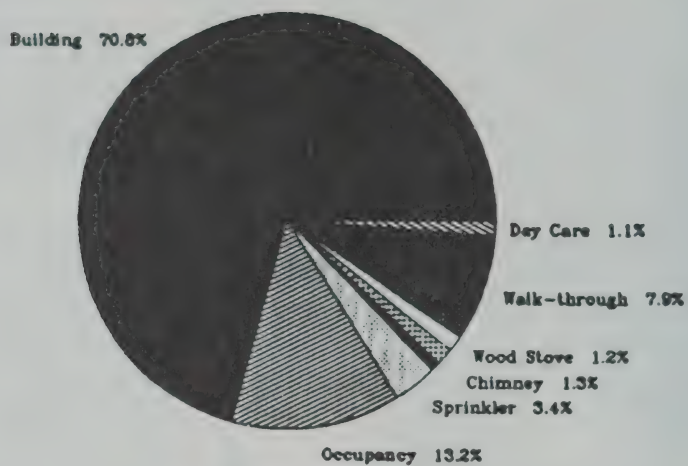


Bureau personnel were involved in a number of significant building projects over the year. Those projects included: Strafford Farms Restaurant, Dover Bingo Hall, Bio-Pure, Cricklewood on the Bellamy, Dover Waste Water Treatment Plant, The Shoe Doctor, Wentworth Home for the Aged, Hair Excitement, Shaw's Supermarket, St. Thomas Aquinas High School, St. Mary's Academy, Cocheco Falls Mill Work, Cellular One, Service Merchandise and NHD Hardware.

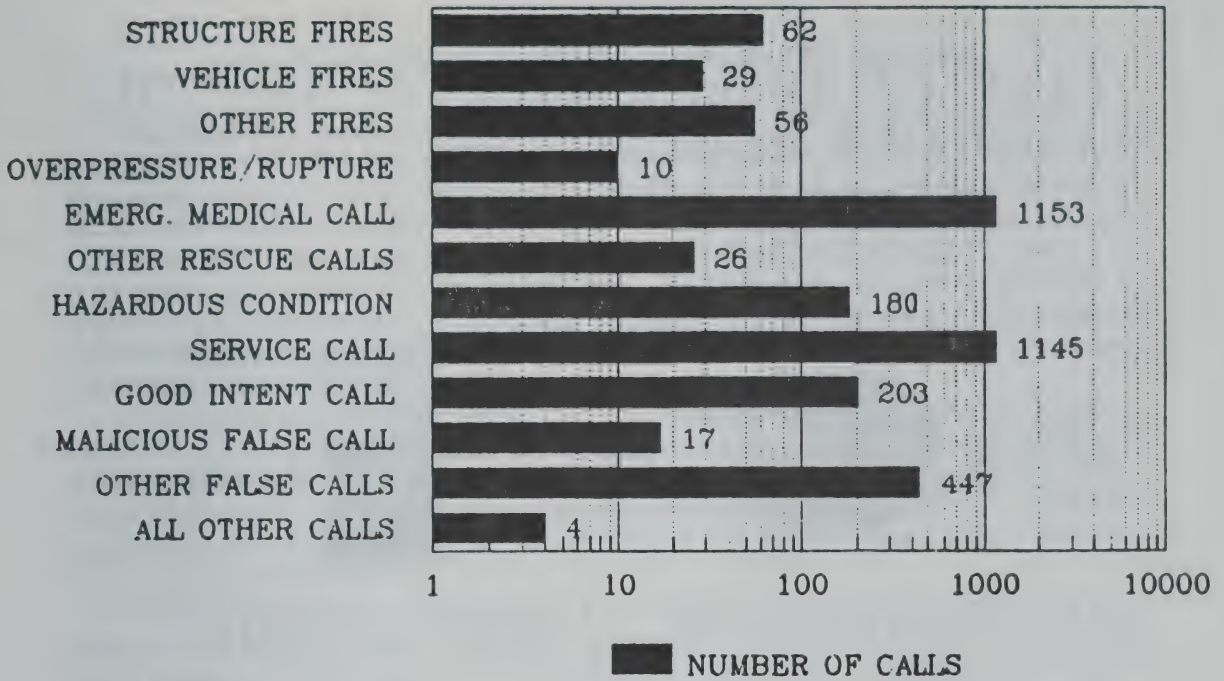
An additional duty assigned to the Fire Prevention Bureau is that of building maintenance and construction for the two fire stations. Except for a new set of stairs to access the attic at Central Station and some upgrading of the electrical systems at both stations, there were no major building projects undertaken. It's not that there wasn't a need for upgrading the fire stations, it's just that there was no money available. The time has come to expand the South End Fire Station. The original building plan for the South End, in 1958, included three truck bays, a wash bay and additional living space. Had that station been built instead of the one we now have, the needs of this department for a South End Station would be met. Five vehicles are being kept in bays that were designed to hold three and fire personnel cannot walk between apparatus, let alone open compartment doors to check equipment, because of the close quarters. The officer's bunk room now doubles as an office and there is no place for personnel to engage in training or personal study. A proposal for an additional apparatus bay and additional living space should be given serious consideration.

<u>FIRE PREVENTION ACTIVITIES</u>	
Building Inspections	403
Shift Building Inspections	807
Self-Inspections	96
Certificate of Occupancy	227
Sprinkler Flow Tests	58
Oil Burner Inspections	13
Chimney Inspections	23
Wood Stove Inspections	20
Walk-through Inspections	136
Permits of Assembly	15
Public Education Talks	53
Fire Alarm Tests	3
Foster Home Inspections	2
Day Care Inspections	19
Fire Drills	3
Blasting Permits	8
TOTAL ACTIVITIES	1886

1990/91 INSPECTIONS BY TYPE

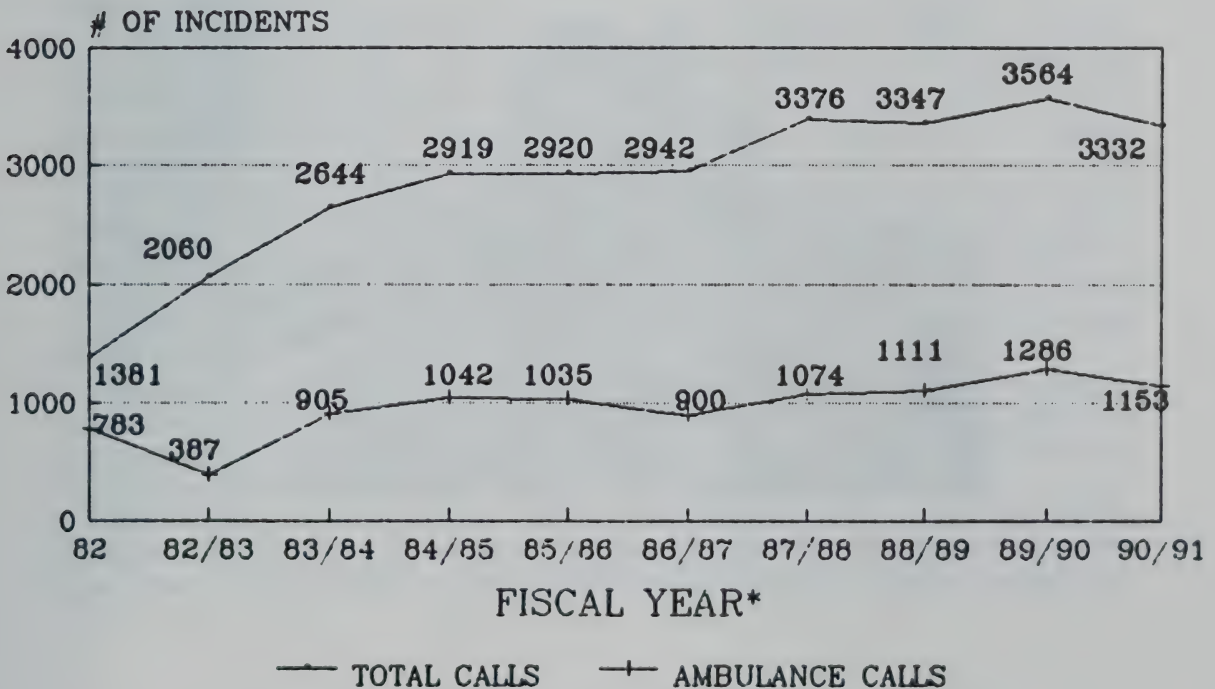


CALLS RESPONDED TO - 1990/91



TOTAL CALLS RESPONDED TO: 3332

DOVER FIRE & RESCUE 10 YEAR ACTIVITY HISTORY



*1982 CHANGED FROM CALENDER TO FISCAL

CITY OF DOVER FIRE & RESCUE AMBULANCE RESPONSE TIME COMPARISON



RESPONSE TIMES

NORTH vs. SOUTH



REPORT OF THE DOVER PUBLIC LIBRARY FOR 1990-1991

The continued growth in all areas of library activity in Fiscal 1991 was impressive and noteworthy, and it is this fact, rather than any one event, that stands out in a review of the past year. The most obvious single indicator of that activity, circulation of material, set a new record, with 162,246 items lent from the adult area and 119,015 from the Children's Room. Total circulation was 281,261, an increase of 8.4% over fiscal 1990. Annual circulation has grown more than 156% in the past twenty years, as shown by the accompanying chart. It is gratifying to note that on a circulation-per-capita basis Dover's figure of 11.4 compares very favorably to the national average of 6.4, as does Dover's expenditure-per-circulation figure of \$1.47, compared to the national average of \$2.50.

During the year the Library's meeting rooms were used 582 times, and the public-access typewriter used by 460 people. A statistically accurate survey of other measures of library activity resulted in equally impressive figures: 135,400 items are used in the building by the public but not borrowed; over 22,000 reference questions are answered; more than 205,000 people enter the building every year. This last figure is a 37% increase over the previous survey done in 1987.

Essential to an active public library is a collection of materials that is attractive and relevant to the people served. The adult collection ended the year with 69,565 volumes, with 5,629 added and 2,045 weeded and withdrawn during the year. In the Children's Room 2,642 books were added and 1,269 withdrawn, for a total collection of 17,719 volumes. The Library's collection also includes 638 video recordings and 1,307 cassette books on tape. The number of magazines received has grown to 283, including ten subscriptions generously provided by the Tasker Funeral Service.

The effort to computerize library operations was launched in November, under the direction of Technical Services Librarian Sandra Erdmann. With a corps of dedicated volunteers that she recruited and trained, the task of converting the written records of the library's holdings to machine-readable form proceeded on a daily basis, with 19,600 of our 87,248 entered into the database by year's end. It will be a long, slow process, but one that would cost tens of thousands of dollars if done by a commercial vendor rather than by hard working volunteers.

The Children's Room enjoyed another banner year, beginning with "Junglewalk", a very successful summer reading program. The jungle theme was carried out with the help of local florists who loaned tropical plants, and the wrap-up party that featured authentic jungle music. A total of 7,055 books were read by the 409 children enrolled in the program, and each week over 200 children worked on a craft at the make-it/take-it table.

The decoration of the Children's Room was completed with the installation of a three-dimensional wall map of the city of Dover and the gift of a large doll house that also serves as picture book shelving. The success and popularity of the Children's Room is attested to by the record breaking circulation figures for July and August, and the crowds of happy youngsters and their parents who arrive in numbers sometimes almost impossible for the staff to handle.

Improvements to the Library building included the repainting of the brick exterior and the extension of the fire sprinkler system into the basement of the book stacks. A beautiful new oak circulation desk and reconfigured circulation area created a more attractive and efficient space for serving adult borrowers.

The Friends of the Library continued their role as the sponsors of a variety of programs for adults, highlighted by a reception for noted New Hampshire author Ernest Hebert on the eve of the publication of his new novel, "Live Free or Die". Their purchase of a new computer

and printer was welcomed by an appreciative staff. On May 11 the death of Patricia Keenan, a prime mover in the founding of the Friends and their chairperson for over ten years, brought deep sorrow to all who knew her. Her inspirational leadership and energy will be missed.

Other activities bear mentioning, The Library was one of several sites that participated in "Connections", a statewide program to introduce newly literate adults to the pleasures of books and reading. Sponsored by the New Hampshire Humanities Council, it proved to be very effective and highly rewarding to all who participated in it. The Volunteers in Tax Assistance again provided help to hundreds of Dover citizens, as the Library's role as a center for IRS information seems to grow with each passing year.

It is a truism of librarianship that as the economy falls on hard times the activity level in the public library increases, and that is proving to be the case in the current difficult economic conditions. The hard work of a loyal staff in the face of rising demands, and the strong backing of a supportive board of trustees have made it possible for the Library to continue the excellent service for which it is noted. The warmth and appreciation shown by the public we serve makes the effort worthwhile.

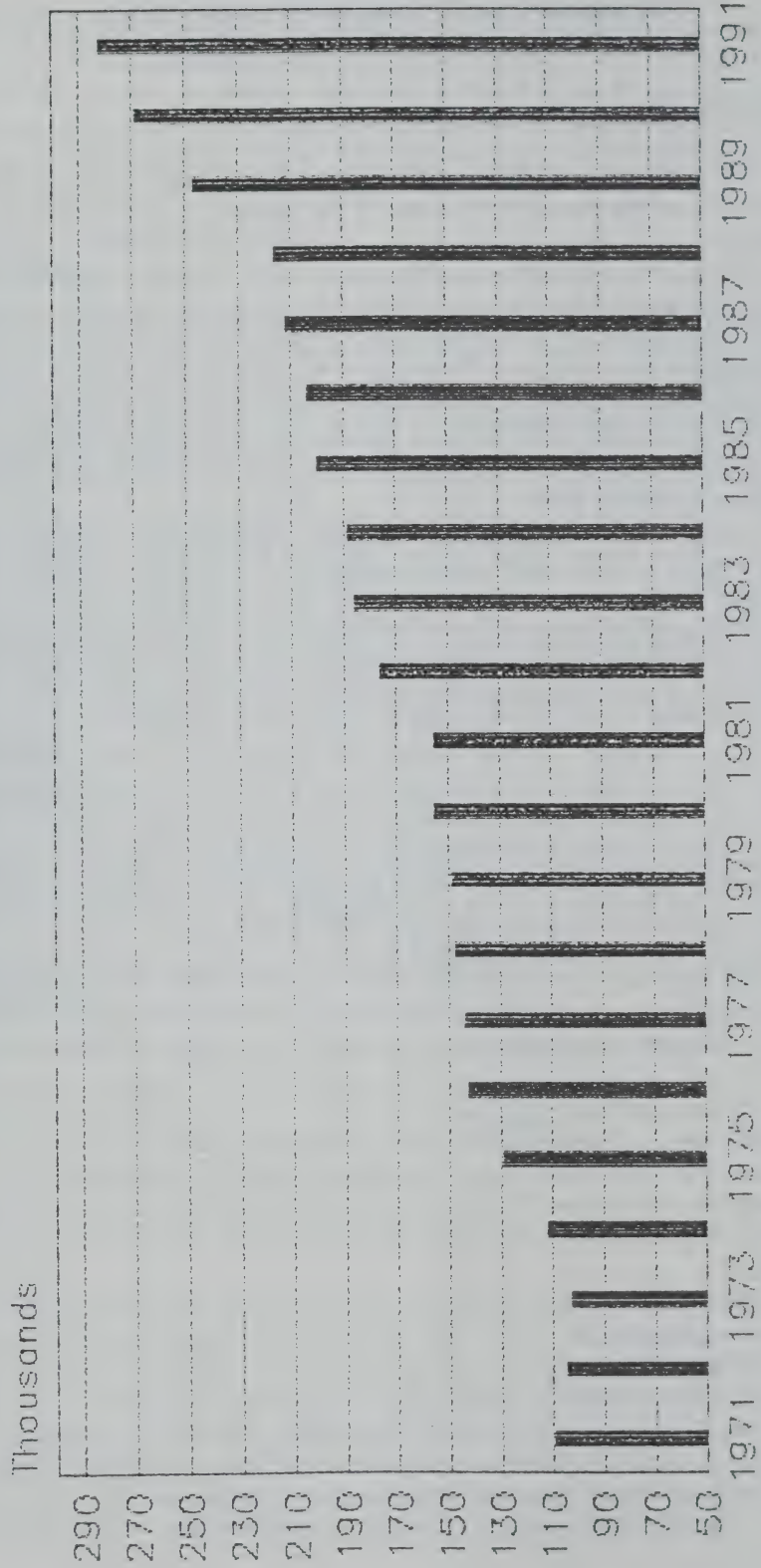
Respectfully submitted,

Donald K. Mullen, Director



DOVER PUBLIC LIBRARY

Items Loaned 1971 -- 1991



**1991 ANNUAL REPORT
PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT
CITY OF DOVER**

Planning Division

Preparation for the development of the Sixth Street industrial and commercial districts has received the majority of the time of the Planning Division during the past year. Following the adoption of the commercial and industrial zoning districts in past years, procedures for collecting betterment assessments from future industrial growth were prepared and adopted. These assessments will help finance the construction of water and sewer mains into the Sixth Street area. Following a significant change in the wetlands definition in federal regulations, the Transfer of Development Rights Ordinance was prepared for the industrial and commercial zones. This ordinance allows the development rights for land designated as wetlands to be transferred onto the upland, thereby maintaining the overall density of the industrial park by clustering more density on the buildable land while preserving as open space all wetland areas.

A master site plan for the industrial park showing roads, parking areas and structures was prepared. The plan, developed to maximize the buildable area and minimize the wetland impacts proposes approximately 1,000,000 square feet of industrial floor space in the industrial park while limiting wetland impacts to approximately one acre. Furthermore, a traffic impact study was prepared for upper Sixth Street based upon the full buildout of the Industrial, Commercial and ETP zoning districts. This plan identifies capital improvements necessary for upgrading the road system as the area develops.

The Planning Division, under the supervision of the Engineering department, is preparing road and utility plans to service the industrial park, and wetland applications to state and federal agencies are being coordinated and prepared for submission. Construction of the road and utilities is scheduled for Spring of 1992. Plans also are being developed to provide an educational/training program and a community day care facility for the occupants of the industrial park. The objective is to provide services for park tenants via a community center within the park.

The proposed Exit 8A on the Spaulding Turnpike is a long-range planning project that continues to proceed. Wetlands were mapped in the vicinity of the proposed exit and federal wetlands permit application was prepared. Discussions with the federal regulatory agencies were very encouraging about the prospects of a wetlands permit being granted. A preliminary engineering layout of the exit also was completed and is being reviewed by N.H. Department of Transportation. Work on this project has been slowed in order to focus more time on the Sixth Street project and to allow the East-West Highway study to advance. It is possible the East-West Highway could incorporate Exit 8A as part of its preferred alternative. If this occurs, Exit 8A becomes a more important project to N.H. Department of Transportation.

The capability of the Geographic Information System (GIS) continues to grow. Although new assignments on the GIS first involved a learning process, several projects have been completed. They include computer generated maps showing; Land use; zoning; the City street network depicting traffic counts; drug-free zones in accordance with new legislation; and, the City's new voting wards. Preliminary engineering and design for a parking lot and two road projects has been completed as well. The master site plan and road and utility plans for the Sixth Street Industrial Park mentioned above, also are being prepared on the GIS.

A transportation planning function was developed in the department that produced

results during the past year. An origin and destination study of the travelers on Bellamy Road was completed and a list of recommended improvements to the road were added to the Capital Improvement Plan. The traffic analysis, planning and preliminary engineering for the Walnut Street reconstruction was completed. Furthermore, the City staff served as the liaison between the New Hampshire Department of Transportation and owners of local businesses in the vicinity of Week's Traffic Circle. This work resulted in modifications to the State's plans for the reconstruction of the traffic circle.

Community Development

The major accomplishment in this division has been the creation of the Dover Economic Loan Program (DELP) to accompany the Housing Rehabilitation Loan Program. A Loan Review Committee was established to decide upon applications for both loan programs. In the first year, two economic loans were issued; one to finance the expansion of an existing business and one to help start a new business. The two loans resulted in the retention of seven existing jobs and the creation of five new jobs. Nine housing rehabilitation loans were granted to local residents that helped finance the rehabilitation of 62 housing units. Furthermore, reconstruction of the drainage system on Broadway and the completion of Immigrant's Park were financed with funds from this program. The CDBG program also provided funds for the survey, digitization of the topography, and the preliminary environmental assessment of the City's River Street property. Subsidies to Dover Daycare, the Field of Dreams project by Dover Housing Authority, My Friend's Place, Aids Response for the Seacoast, and to the Dover Housing Authority for the Neighborhood Officer Program were supplied by the CD program.

Building Inspection Division

Despite construction slowing down considerably during 1991, several small construction and rehabilitation jobs were permitted and inspected. 285 building permits were issued through October of 1991. Also through October, the electrical inspector completed 1,112 inspections, the plumbing inspector completed 257 inspections and the Building Inspector completed 1,092 inspections.

Respectfully submitted,
William Collins
Director



**DOVER POLICE DEPARTMENT COLOR GUARD
CHRISTMAS PARADE**
(City of Dover File Photo)

POLICE DEPARTMENT

GENERAL ACTIVITY

During Calendar Year 1990, the Public Safety Communications Center received 26,487 calls for service representing a decrease of 3% as compared with 1989. Additionally, the Communications Center made 547,830 radio transmissions, and 147,439 inquiries on the State Police On Line Telecommunications System, a significant increase in both areas of activity.

The department continues to conduct "Directed Patrols" aimed at eliminating recurring traffic complaints and disturbance calls by assigning officers to specific locations at key times.

CRIMINAL ACTIVITY

Statistics: There were 3,045 crimes reported during 1990, with 1,238 classified as Part I (most serious) Crimes. Part I Crimes decreased 7% over Calendar Year 1989 as a result of decreases in the number of burglaries and thefts. Specific categories of crimes showing significant increases included homicide, rape, robbery and assault.

Arrests: There were 1,209 arrests made in 1990, with 1,062 being arrests of adult offenders. Additionally, there were 147 juveniles arrested, which resulted in 198 criminal offenses being cleared, a 4% increase.

Investigations: A continuous array of serious and complex investigations put a great deal of pressure on the Special Investigations Bureau throughout the year. There were six (6) homicides in Dover in 1990. A 37 year old man was stabbed to death in August and his ex-wife was arrested. A 29 year old woman was bludgeoned to death in October, resulting in the arrest of her husband. A two-month old girl died of trauma to the head and her father has been charged in that death. The father has also been charged with felony assault on another child in that household.

Two motor vehicle homicides have also resulted in the arrest of two individuals. Of the six homicides in 1990, five have been cleared by arrest. Only the homicide of a 31 year old female found near the railroad tracks on Forest Street remains open and under investigation.

Drug cases continue to require a great deal of attention. In 1990, 8 major drug cases were completed, resulting in the arrest of 19 individuals and the seizure of a variety of dangerous drugs. One case in particular, resulted in the seizure of the first steroids by this department and the arrest of two people for the sale of these substances to undercover police officers. The department has continued its practice of filing for civil forfeitures of cash, property, and vehicles used in the commission of drug offenses. Currently, the department has requests for forfeitures pending for 2 homes, 7 cars, 1 motorcycle, and is awaiting disposition of approximately \$10,000.

Other investigations covered a wide variety of concerns. The December, 1989 robbery of the Seacoast South Savings Bank was cleared in February with the arrest of 2 suspects. The investigation of complaints surrounding the activities of "gypsies" resulted in the arrest of 2 people for theft and the recovery of \$6,000.

Four separate investigations of theft from employers resulted in arrests and convictions of employees. Restitution of over \$13,000 in stolen cash and \$40,000 in stolen computer equipment has been ordered by the court to four local businesses. In June, the Special Investigations Bureau concluded an undercover investigation into prostitution activities. Seven women and one man were arrested on prostitution related charges.

TRAFFIC AND PARKING

Traffic: During 1990, there were 9,720 vehicles stopped, resulting in 3,459 summonses being issued. Of these, 1,202 were for excessive speed violations. Additionally, 142 persons were arrested for driving while intoxicated. During the year, there were also 915 motor vehicle accidents reported.

The department's Traffic Bureau has initiated a variety of new traffic safety and education programs including an effort to increase the usage of seatbelts by the public.

Parking: There were 17,262 first notice parking violations issued in 1990. Parking revenue collected during 1990 equalled \$263,138. The department continued to use a variety of means to collect unpaid parking violations. These steps included the use of immobilization equipment that can be attached to the vehicles of individuals who have four or more outstanding parking tickets. The vehicles are then rendered inoperable until such time as the fines are paid in full. During 1990, the Police Department immobilized 14 vehicles, resulting in the payment of thousands of dollars in outstanding parking fines.

COMMUNITY RELATIONS

During October, the Department conducted its Seventh Annual "Flatfoot" Road Race. The 523 registrants and the 427 finishers made this year's race the largest ever, and we are told it is now the largest four mile race in New Hampshire. This continues to be one of the most popular community events conducted by the Police Department, and any profits made are used to support the Police Youth Athletic Fund run by the department. During 1990, this fund sponsored a Minor League Baseball Team, a Little League Team, and contributed to the Dover Youth Hockey Association. One or more members of the department generally volunteered to coach the teams sponsored by this fund.

The Annual Christmas Basket Program was conducted in December. Over one hundred baskets of food were provided to deserving families by a large number of volunteers who were members of the Police Department, members of their families, or friends who were willing to assist in this event.



Annual Dover Police Department Flat Foot Race

In January of 1991, the department reorganized under new Chief William W. Fenniman, Jr. This included the establishment of a Community Services Bureau to pull together all of the crime prevention, community relations, and youth programs into a more coordinated and extensive program (see box).

OTHER ACTIVITIES OF INTEREST

During 1990, the Police Department continued to pursue its effort to automate as many functions of the Police Department as possible. In the Spring of this year, the department's new Court Management Program was put into use. This software package, which was developed in-house, tracks the status of all cases that are in the various phases of the prosecutorial process. It also facilitates the automatic preparation of a wide variety of court papers, subpoenas, and legal motions that are filed by the Police Prosecutor. In the Fall of 1990, the department concluded the first phase of the programming of an in-house developed Report Writing System to be implemented using Laptop Computers. This system allows Police Officers to prepare all types of field reports on a laptop computer that is operated in the police vehicles. The system is generally working at or above initial expectations.

Effective January 1, 1991, Charles D. Reynolds retired as the Police Chief of the Dover Police Department. Chief Reynolds' 18 year tenure as Police Chief was characterized by increased professionalization of the department and application of new and advanced technologies. Under his supervision the agency saw such accomplishments as the first 911 system, the development of a comprehensive police computer system, advanced and specialized in-service training, improved hiring and promotional procedures, and the achievement of national accreditation. All the men and women of the Dover Police Department wish Retired Chief Reynolds the best of luck in his future endeavors.

Respectfully submitted,
William W. Fenniman Jr.
Chief of Police



DOVER POLICE DEPARTMENT COMMUNITY SERVICES BUREAU

With the inception of the Community Services Bureau in February, 1991, the Department attempted to pull together a variety of Crime Prevention and Community Relations activities into one comprehensive and coordinated program. In addition to reworking the existing programs, the department has initiated, or will soon be initiating, the following new programs:

- * Drug Abuse Resistance Education (D.A.R.E.) in the First, Third, Fifth, and High School.
- * Fund Raising for D.A.R.E. in cooperation with a variety of local businesses and groups. This pays for the supplies and materials necessary to conduct the programs.
- * Safety and awareness programs conducted with a large number of local businesses that requested the Police Department provide information on such things as Bicycle Safety, Child Safety, etc.
- * "70% Plus" program to encourage seatbelt usage.
- * Information on Child Restraint usage provided to all new parents in Dover.
- * Helping to establish and working closely with the new Dover Crimeline, Inc.
- * Women's Safety Program for Assault and Rape prevention.
- * Structured tours and short educational programs at Police Headquarters for youth groups.
- * Crime Watch with local businesses.
- * Neighborhood Watch in several City neighborhoods.
- * "Trading Card Program" to encourage friendly contact between City youths and uniformed patrol officers.
- * "Pen Pal Program" with City Fourth Graders.
- * Coordinating volunteer police employees helping out with youth sports teams sponsored, or assisted by the Police Department.
- * Police Explorer Program for high school age youths interested in learning about career opportunities in law enforcement.

If you have any questions about, or if your business or group would like to receive, participate in, or support any of these programs conducted by the Police Department, then you may contact Captain Dana C. Mitchell at 742-4646 for further information.

**HUMAN SERVICES DEPARTMENT REPORT
HEALTH OFFICE, WELFARE OFFICE & YOUTH RESOURCE OFFICE**

The newly created Department of Human Services continued through a period of administrative and fiscal transition in Fiscal 1991.

The Welfare Office received 788 requests for General Assistance which represents a 13% increase over FY 90. Of this number 541 cases were assisted at a cost of \$259,569.67. This amount represents a decrease in the Direct Relief account of over 20% of the FY 90 expenditure.

The Welfare Workfare Program has completed its first year of operation. One hundred & eighty one clients participated in the program resulting in 11,388 hours of work for eleven City offices and six County/Community based offices. The total credit for these participants as reimbursement for assistance received was \$65,271.35. We wish to thank the departments for their participation in the Workfare Program because without their continued support this program could not exist.

Although revenues in the Welfare Department are generally minimal it is note worthy that for FY 91 collected revenues totalled \$19,919.34. These funds are received through civil liens, the Social Security Interim Assistance Program, Medicaid reimbursements and direct payments from our clients. This years recoveries represents an increase of over 500% over previous years revenues.

Again this year the Welfare Office received \$10,000 in federal grant money to assist in payments to prevent homelessness. Sixty three (63) cases totalling one hundred and thirty four individuals were aided through this fund.

A new computer system was purchased this year. This system should provide easier accessibility to the clients records and increased accountability for the department.

The Director of Human Services and the Director of Parks and Recreation cooperative presented the City Manager with a plan to move the Youth Resource Office to the Teen Center at the Butterfield Gym to be effected in early FY 92. It is anticipated that this move will provide supportive staff to the counselors, improved supervision of the youth and more community visibility for the office.

The Youth Resource staff continued to administer the Diversion Program and provide Drug and Alcohol counseling. The Office was able to sustain these services with the assistance of a grant from the County 5% Incentive Funds and a Drug Free Schools grant totaling approximately \$25,000.

Plans are being made with the Dover High School to have the part-time counselor spend 5 hours a week at the school to provide support for their Alcohol and Drug Counseling program.

The Health office received and followed up on 96 complaints ranging from lead paint to pest control. The Health Officer inspected over 130 eating and drinking establishments resulting in 535 inspections.

Respectfully submitted,

Janet Poulin
Director

DOVER PARKS & RECREATION DEPARTMENT

Major repairs and renovations were completed in several of our facilities and parks. New backboards and supports were purchased for the Woodman Park basketball courts. The courts were resurfaced and the backboards repositioned to avoid the afternoon sun. The tennis courts at Horne Street were completely reconstructed. To correct the drainage problem, clay was removed and replaced with gravel. The old asphalt was reclaimed and used as a base for the new surface. This process was also applied in the renovation of the surface of the Garrison School tennis court. At the Longhill courts, the surface was in good condition but major repair work was done on the fence. A manual alarm system was installed at the Butterfield Gym and Indoor Pool. This was the first step in upgrading our facilities to meet the City's fire codes. The next phase included the construction of an egress and fire escape from the balcony at the Gym. The department's communication system was upgraded. The office and each vehicle received a new radio unit. The maintenance staff were each issued a portable hand held unit. The new radio system has proven to be a saving of time, money and also provides safety for the staff working alone in remote areas. The Butterfield Gym roof developed several leaks during the basketball season. This created a liability situation for our patrons, and loss of revenue to our programs. A new rubber roof was installed and the operation went back to normal.

The playground program registered 425 youths ages 6 through 16 years of age. Larry Hitchcock and his staff had the job of keeping the participants interested in the daily and weekly activities. They met in the neighborhood playgrounds in the morning and were bused to Guppy Park Pool for arts and crafts, swimming, and other consolidated activities. The weekly trips to the state parks averaged a minimum of five busloads each week. On Tuesdays they were bused to Henry Law Park for a children's performance sponsored by the Cocheco Arts Fest. They participated in the local Hershey Track and Field Event with the qualifiers going to the State Meet. Throughout the summer, fund raisers were conducted to help supplement the annual trip to Canobie Lake Park. The events included a dance, carnival, and ice cream smorgasbord.

The Tennis Program was coordinated by Katie Grimes. It included an instruction program for youths and adults. A tournament for adults was held on the Fourth of July and one at the end of the season for the youth. Classes were full in all sessions. Team Tennis, a new program last year, was again offered this year. The opportunity to play with several different players made this program fun and challenging for the participants.

Camp Sun 'N Fun registrations averaged 50 campers each week for an eight week period. This is an all day program and is based at Bellamy Park. Donna Torressen and her staff kept the campers busy with cookouts, fishing, talent show, swimming, arts & crafts and other related camp activities. Daily and weekly trips to the pool and state parks were included in the program. Twelve scholarships were donated by the Dover-Durham Rotary Club and awarded to youth from low-income families. Two camperships were designated each week for children with special needs. This was new to the program this year and was appreciated by the individuals participating in it.

Alison Spohrer and her staff ran a tight operation at Guppy Park Pool. The facility experienced a record high in attendance. The average daily attendance was 400+ swimmers. Two major meets were held at Guppy this year. Swimmers from all over New England attended the qualifying meet, and swimmers from all over the state attended the Granite State Meet. Forty five campsites were rented during the state meet. In April, the City Council approved the Seacoast Swim Association proposal to purchase a pool blanket and water heater for the outdoor pool. In return, the City agreed to provide additional pool time and reduce the rental fee in half until the balance of the purchase is reduced to zero.

At the Indoor Pool, the Summer Learn-To-Swim programs were filled to capacity.

Lessons were available for ages six months through senior citizens. Peg Richardson and her staff did a fine job in assuring a quality and safe summer program was offered to our patrons. The Indoor Pool had some significant repair expense. A new impeller and motor were purchased which were needed for the circulation pump. The Zephyr (dehumidification unit) gave us some serious problems. Due to corrosion, one circuit board was replaced and the other refurbished. Other problems continued to occur. It took us two months to finally get it back in operation. The Fall/Winter operation included a combination of public swimming, Water Aerobics, all levels of swimming instruction, competitive swimming, school programs, and private rentals. The annual New Hampshire Olympic Swim meet was held in April with 150 Swimmers competing at the Indoor Pool. The recipient of the Victor Zetterberg Award was presented to Dr. Leonard Small. The recipient of the \$75.00 Scholarship was awarded to Jon Edgerly, coach of the Dover Mighty Seals. All the athletes were transported to the Elks after the competition for lunch. Thanks to the many organizations and volunteers for a very successful event.

The Butterfield Gym had a very active Fall/Winter season. The gym was used for St. Mary's Academy physical education classes. Berwick Academy and My School rented the facility on a regular basis for a structured activity period. Larry Hitchcock and Donna Torressen and their staff did a fine job in conducting several of the programs and sports activities. Kinder Gym, a new program for preschoolers, was a very successful program in providing a variety of games and activities for the young ones. The February and April vacation camps included 25-30 youths. Some of their activities included swimming, floor hockey, arts & crafts and skating. The gym was busy with the various basketball leagues, aerobics class, volleyball, floor hockey, tournaments and private rentals. We continued to upgrade the Teen Center. In addition to participating in the various activities in the Teen Center, the youths went skiing and skating. Several special events were conducted. The Fourth of July activities included a cookout at Guppy Park Pool followed by a water carnival. A concert, sponsored by the Cocheco Arts Feast, was held at the Dover High Dunaway Field complex. A spectacular display of fireworks climaxed the days events. Halloween activities included the window painting contest, spook carnival, a teen dance and the haunted lagoon. The Teen Center decorated a Christmas Float and the Mighty Seals marched in the Annual Christmas Parade. The teen float received third prize in the youth division. The Christmas Tree Lighting in Henry Law Park was held on a beautiful moonlit night. An ornament craft session was held for the youth prior to the ceremony. The Dover High Ski Team assisted us in the Ski/Skate Sale. This is a good fundraiser and also gives everyone the opportunity to sell their items and find good deals. Thanks to the Dover-Durham Rotary for sponsoring the Santa Calling Program. Four hundred children received phone calls from Santa Claus. This popular program continues to grow each year. During the Gulf crisis a bulletin board was mounted in the lobby at the recreation center. Several local service men and women serving in the Gulf were listed on the board. Names and addresses were available for anyone who wanted to correspond with them. Mr. and Mrs. Bunny were on hand at the annual Easter Egg Hunt. Each of the children received bright colored eggs, balloons, pizza, and figurines which were donated by Domino's.

The department supports the various leagues and is very appreciative of the many volunteers involved in each of the programs. I thank the service organizations and individuals for financially supporting our programs. I appreciate the cooperation and sharing of resources and expertise received from other City Departments. Finally, but not least, I thank the citizens and the Advisory Board for their guidance and continued support.

Respectfully submitted,

Cova Grieg
Director



Halloween at Parks & Rec

PUBLIC WORKS DEPARTMENT REPORT

The Public Works Department processed a total of 1,120 work requests. Additionally its various divisions handled the following projects beyond the scope of their day to day repair and maintenance activity.

HIGHWAY & DRAIN DEPT.:

- Installed new drainage by Strafford Farms on route 16 (New Rochester Road).
- Paved Stark Ave., New Rochester Road, Greenhill Road, Tolend Road and Middle Road (using outside contractors)
- Repaired guard rails 16 & 16B, Back River Road, Garrison Road, Glenwood & Sixth Street
- Crack sealed Main Street, Washington Street, Central Avenue and New Rochester Road using outside contractors directed by our forces.
- Rebuilt portions of sidewalks on Chestnut, Clifford, Locust, St. Thomas, Hale, Nelson, Silver, Horne, Roosevelt Streets and Central Avenue.
- Landscaping of Immigrant's Park.
- Utilized volunteer welfare recipients for landscape and sidewalk maintenance.

ENGINEERING DEPT.:

- Designed the following projects:
Cocheco Street, Horne Street sewer, Broadway drain, Route 9 water line, Watson Road water line, Arch/Washington Street drain, Longhill Estates and the New French Cross Road well and treatment plant.
- Administered the construction of all the above except Arch Street and the French Cross Road well which are to be done in FY 1992.
- Updating the "Road Surface Management System" in the water distribution system.
- Monitored the progress of the new water/sewer rate study and the County complex sewer line.
- Aided in the study to site the new Public Works Maintenance Facility, and assembled the bid package for the new road to Maglaras Park and the Immigrant's Park Facility design.
- Administered construction of new signalized intersections on Central Avenue at Locust & Stark.

CEMETERY DEPT.:

- Utilized volunteer welfare recipients for the first time to facilitate maintenance due to labor cutbacks, in some instances supplementing up to 20% of normal work force.
- Paved Oak Street and Walnut Street using outside contractors
- Replaced overhead door in barn and had installed new waste oil furnace to save on oil and replace old broken furnace.
- Painted the Chapel
- 66 Regular interments
- 18 Cremation burials
- 60 Foundations
- 4 Entombments
- 45 Graves sold

WATER DEPT.:

- 324 meter installations/changes, handled 34 water breaks, 35 hydrants/gate valves replaced, installed new water lines on:
- Henry Law, Durham Road and Watson Road.
- Repaired roof and painted interior of the Lowell Avenue Treatment plant.
- Repaired the Ireland Well Pump and Pump House, using outside contractors.
- Constructed the Campbell Well House and placed on line using outside contractors.

SEWER DEPT.:

- 27 Complaints were handled.
- 150 Manholes were raised
- 200 Basins were cleaned
- 20 Properties were separated from storm drains and 50 miles of sewer line was cleaned.
- The new Wastewater Treatment Plant is on line and operating with sludge being utilized for the first time to manufacture compost material using wood chips.
- Initially flow remains the same at 3 million gallons per day on the average with a yearly rate of over a million lbs. each of suspended solids and B.O.D.

The Treatment Plant staff has continued to meet the Federal & State Discharge requirements during the start up and there have been no citations issued by the regulatory agencies,

The Varney Brook force main which has had several breaks received State approval of a 20% grant for funding its replacement. The work has been advertised and will be done during the fall/winter of 1991/1992.

Respectfully submitted,
Jim Richards
Director



**The City of Dover supports the troops during Desert Shield and Desert Storm by placing yellow ribbons around the city. (pictured, Ralph Phipps, Public Works Department.)
(Photo courtesy of Foster's Daily Democrat)**



School Committee members Paul Johnson, Chairman Robert Hannan, Frank Menez and William Gillis during a regular School Board meeting. (Photos courtesy of Foster's Daily Democrat)

Superintendent of Schools Report

I am pleased to report to the citizens of Dover highlights of the school district's activities for 1990-91 and information about the state of our schools. Anyone seeking further information about the schools may call me at 742-6400.

District Priorities

One of the chief tasks of a superintendent of schools is to provide for the school district a vision or direction consistent with the goals established by the School Board. Prior to the 1990-91 school year I set three priorities for Dover's public schools.

1. Every effort will be made to recognize and address the individual needs and learning styles of students. Special emphasis will be given to students at risk, to students with special talents, and to the integration of special education students.
2. Administrators will monitor programs and instruction to be sure that students are learning according to their abilities and that content and methods of instruction are consistent with the goals and direction of the district.
3. To create a more receptive climate among members of the public, staff members will work to generate a greater understanding of and appreciation for the value of Dover schools.

I am pleased to report that most teachers, administrators and staff members made these priorities their own, either explicitly by incorporating them in their individual goals or implicitly by working to see them accomplished. One tangible sign of the increased emphasis on meeting individual needs was a decrease in the number of our high school drop outs from an annual rate of 7.6% two years ago to 4.3% in 1990-91. Although the economy undoubtedly played a role, the fact that the high school's drop out rate was the second lowest in two decades is a tribute to the school's commitment to individualizing. In special education the School Board approved a policy on special education with particular emphasis on the integration of special education students. (See below.) For students who need more challenges the Odyssey of the Mind program staged a resurgence in the district this year as did math teams and the social studies "Citizen Bee" on the secondary level.

In response to the second priority accountability remained a prime consideration for the building administrators as they monitored programs and instruction throughout the year. Accountability was also very much part of the School Board's agenda as teachers and administrators underwent their annual evaluations in March.

Finally, communications with a number of publics benefited from our third priority this year. Copies of a new informational brochure were distributed to local realtors and to the Greater Dover Chamber of Commerce as well as to individuals interested in relocating in Dover. Using funds from the Chamber, the City, and our high school regional vocational center a promotional magazine extolling the virtues of the city, including its school system, was published as a marketing and informational tool. In addition, parents received from their schools communications which were improved in both quality and quantity from previous years.

Outcome Based Instruction

One of the consistent themes emerging from current school reform movements is that schools should pay more attention to the outcomes they expect children to have when they leave us. In New Hampshire both the Business and Industry Association and the Governor's

Task Force on Education published reports calling on schools to look less at the process of education and more at its product. In response Dover's building administrators resolved to examine our curriculum in terms of student outcomes, beginning with the outcomes suggested by the Business and Industry report. That work has already begun and gradually our curriculum is beginning to reflect this change in emphasis.

Enrollment Growth

Enrollments at the elementary schools this year climbed to their highest level since 1981. Sixty-two additional elementary students entered the system while the junior high and high school enrollments declined slightly for a net overall district gain of six students.

The continuing strain on elementary facilities necessitated a decision to begin the process of moving the sixth grades out of the elementary buildings and into the junior high school as a short-term solution to the district's space problem. Much of the year was spent planning the move so as to minimize the impact on students. The junior high administrators and staff bore the brunt of the planning burden, but the elementary principals and teachers also were unselfish in giving their time to facilitate the move. By year's end dozens of meetings and informational sessions had been held so that the concerns of students, parents, and teachers could be addressed and allayed prior to the September, 1991, move. Throughout it all one message was consistently delivered: the move is a short-term solution and the need for a new school remains.

Space Needs

In light of the continuing enrollment growth in the schools a Joint Space Needs Committee composed of School Board members, City Councillors, and citizens was convened to find a solution to the school space needs problem and to recommend a long-range plan to address the space needs of the entire school system projected out for the next fifteen to twenty years. The committee confirmed that enrollment patterns demonstrated a need for more classroom space and recommended the following three-phase approach to the problem:

1. While the short-term needs of the district can be met by the move of the sixth grade to the junior high school, long-term solutions must be put into motion by acquiring land and constructing a new elementary school.
2. As patterns become clearer the junior high school building should be sold and Woodman Park School should be renovated as a middle level school.



3. Horne Street School should be renovated to correct its deficiencies.

The committee concluded that the implementation of the three-phase plan would solve the space needs problem in the near term and provide the city with a flexible design to address those needs into the 21st century. The plan was ultimately presented to the City Council and made a part of the City's Master Plan.

Special Education Philosophy

Last year Dover joined with the New Hampshire Department of Education in conducting an assessment of the effectiveness of our special education programs. At the end of the year the district had a "Profile of Effectiveness" report and had formed an improvement team composed primarily of parents and teachers to study the report, identify targets for improvement, and make recommendations for improving the effectiveness of Dover's special education services. One of the team's recommendations was that the district adopt a philosophy of special education. Accordingly the School Board appointed a representative group which developed a general educational philosophy which recognized that "every student is a unique individual with unique needs, capabilities, and desires." The group also developed a philosophy of special education which provided that "all students who are identified as needing special education and related services shall have the same opportunity as those not so identified to attend their neighborhood schools in classrooms with their same-age peers. The School Board adopted both philosophies for Dover. They are available in their entirety to anyone who would like copies by contacting my office.

Enrichment

One of the more frequently voiced concerns about public schools is that they do not do enough for their more talented students. We in Dover share that concern and attempted to address the problem this year in a variety of ways. On the elementary level a self-supporting, summer enrichment program was initiated to expand the opportunities of our youngest students beyond the regular school year. Students signed up for courses in science, French, arts and crafts, computers, theatre, cake decorating, and foods, spending part of their summer expanding their horizons. Secondary level teachers are in the process of examining ways to challenge motivated students and have made plans for an expanded learning center and more advanced placement courses at the high school.

Technology

This school year marked the final year in the district's five year plan developed by a computer task force several years ago. While the plan was helpful in moving the district forward in the acquisition and use of computer technology (we currently have over 300 computers throughout the system), nevertheless much remains to be done in the area of technology. Recognizing this the School Board appointed a technology task force in January to continue and to expand upon work of the earlier computer task force. The new group will make recommendations with regard to the training, software, and equipment involved in computers, multimedia, long distance learning, networking, and in emerging technologies with educational applications.

Health Education

In February the School Board established a health education curriculum advisory committee to review the district's health education curriculum, prepare recommendations for any changes to the curriculum, and report them to the Board. The Board has for several years

endorsed a program of comprehensive health education on every grade level and has also said that the program must address the changing conditions of society. With that in mind the Board directed the committee to pay special attention to the area of growth, development, and sex education, including AIDS education.

Capital Projects

The school department undertook approximately \$240,000 worth of capital improvements during the year. At the high school the indoor physical education and athletic facilities were renovated, and extensive electrical upgrading was completed in the auditorium. In addition preliminary engineering work was done on the high school track in preparation for its replacement in the near future. Horne Street School received a new roof, a new boiler for its heating system, and energy saving lighting was installed throughout the building. At Woodman Park School a new fire alarm system was installed, asbestos was removed from the boiler room, a hot water boiler was purchased, and new flooring was laid in the library. Added to these capital improvements were numerous plant improvements and repairs included in the regular operating budget. A complete listing of these is available in my office.

Revenue

Thanks mainly to an increase in revenue this year, including a significant amount of unanticipated revenue, the school district was able to contribute to the City Council's goal of keeping taxes down. At year's end the school portion of the tax rate dropped \$.03, and the schools contributed another \$.53 to the City to help it decrease its portion. Of the \$267,000 returned to the City's general fund \$197,000 was the result of unanticipated revenue and \$70,000 was from unexpended operating funds. High school tuitions from sending districts accounted for the lion's share of our revenue.

Kindergarten

In my opinion the most glaring shortcoming in our school system is its lack of a public kindergarten available to all its five year olds. In many parts of the country discussions are being held about the feasibility of expanding kindergartens to full day programs and/or adding programs for four year olds. The importance of early childhood education is well documented, and indeed most Dover parents manage to provide a pre-school experience for their children from their own resources. But many parents, especially now, cannot afford private pre-schools and consequently their children enter first grade with no previous school training. Not only are they affected, but all our children are affected by their not experiencing this vital link between home and school. We are all painfully aware that economic times are very difficult right now, but I would be irresponsible if I did not keep the kindergarten issue before you.

Finally, I need to recognize those who contributed to the successful operation of Dover's schools throughout the year: the staff, teachers, administrators, volunteers, parents, and, of course, the School Board, whose many hours of dedication to the children of Dover often go unnoticed. We are fortunate to have them working on behalf of our students and I want them - and all Dover's citizens - to know that I appreciate their support and cooperation.

Gerald A. Daley
Superintendent of Schools

MELANSON, GREENWOOD
& COMPANY, P.A.

CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Honorable Mayor and City Council
City of Dover, New Hampshire

We have audited the accompanying general purpose financial statements of the City of Dover, New Hampshire, as of June 30, 1991, and for the year then ended. These general purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The financial statements referred to above do not include the General Fixed Asset Group of Accounts, nor do they include the majority of fixed assets, associated depreciation expense, accumulated depreciation, or contributed capital of the Sewer Enterprise Fund, as required by generally accepted accounting principles.

Certain outstanding long-term debt of the Sewer Enterprise Fund is accounted for in the General Long-Term Debt Group of Accounts, and not the Sewer Enterprise Fund as required by generally accepted accounting principles.

In our opinion, except for the effects of the items described in the third and fourth paragraphs, the general purpose financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of the City of Dover, New Hampshire, as of June 30, 1991, and the results of its operations and cash flows of its proprietary and similar trust fund types for the year then ended in conformity with generally accepted accounting principles.

Melanson, Greenwood + Company

Nashua, New Hampshire
September 20, 1991

CITY OF DOVER, NEW HAMPSHIRE
 Combined Balance Sheet
 All Fund Types and Account Group

June 30, 1991

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types Trust and Agency	Account Group General Long Term Debt	Totals (Memorandum Only)
	General	Special Revenue	Debt Service	Capital Project	Enterprise			
Cash	\$ 393,362	-	\$ 68,865	-	\$ 400	\$ -	-	\$ 593,955
Investments	1,906,524	-	-	1,095,379	-	131,328	-	3,847,585
Taxes receivable	6,545,517	-	-	-	-	847,482	-	6,545,517
Accounts receivable	811,586	-	-	2,544	134,029	9,808	-	957,967
Unbilled revenue	-	-	-	-	644,124	-	-	644,124
Notes receivable	-	162,601	-	-	84,466	-	-	247,067
Due from federal and state government	-	98,163	-	1,124,842	-	-	-	1,223,005
Due from other funds	-	24,669	9,659	3,365,085	1,420,246	32,804	-	5,103,000
Advance to other funds	162,500	-	-	-	-	-	-	162,500
Inventories	-	17,346	-	-	236,816	-	-	289,094
Investment in land	-	-	-	-	439,316	-	-	439,316
Prepaid expenses	-	-	-	-	1,080	-	-	21,580
Other assets	12,891	-	-	-	-	-	-	12,891
Property, plant and equipment	-	-	-	-	8,929,412	-	-	8,929,412
Amounts to be provided for retirement of general long-term debt	-	-	-	-	-	-	40,516,941	40,516,941
Amounts available in debt service fund	-	-	-	-	-	-	9,659	9,659
Amounts to be provided for hazardous waste site clean-up	-	-	-	-	-	-	3,750,000	3,750,000
Total Assets	\$ 2,830,380	\$ 302,772	\$ 78,524	\$ 5,587,850	\$ 11,889,882	\$ 1,021,422	\$ 44,276,600	\$ 73,223,413

See accompanying notes to financial statements.

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LIABILITIES AND FUND EQUITY	Governmental Fund Types			Proprietary		Fiduciary Fund Types Trust and Agency	Account Group		Totals
	General	Special Revenue	Debt Service	Fund Enterprise	Internal Service		General Long	Term Debt	
Liabilities:									
Accounts payable	\$ 480,370	\$ 65,525	\$ -	\$ 90,424	\$ 33,768	\$ 38,512	\$ -	\$ 2,572,588	
Accrued liabilities	1,576,144	5,785	-	299,773	-	-	1,558,454	3,440,156	
Unredeemed principal and interest	-	-	68,865	-	-	-	-	68,865	
Deferred revenue	4,552,211	-	-	-	-	-	-	4,552,211	
Due to other funds	5,103,000	-	-	-	-	-	-	5,103,000	
Advance from other funds	-	-	-	162,500	-	-	-	162,500	
Bonds payable	-	-	-	4,137,134	-	-	15,168,146	19,305,280	
Notes payable	-	-	-	-	-	-	23,800,000	23,800,000	
Liability for hazardous waste-site cleanup	-	-	-	-	-	-	3,750,000	3,750,000	
Total Liabilities	11,711,725	71,310	68,865	4,689,831	33,768	38,512	44,276,600	62,754,600	
Fund Equity:									
Contributed capital	-	-	-	2,217,281	-	-	-	2,217,281	
Retained earnings:									
Reserved for claims	-	-	-	-	300,000	-	-	300,000	
Unreserved	-	-	-	4,982,777	(27,799)	-	-	4,954,978	
Fund balances:									
Reserved for:									
encumbrances	410,601	124,016	-	-	-	-	-	2,797,126	
claim advances	162,500	-	-	-	-	-	-	162,500	
endowments	-	-	-	-	-	753,610	-	753,610	
other purposes	-	17,346	9,659	-	-	-	-	27,005	
expenditures	72,497	-	-	-	-	-	-	72,497	
Unreserved	(2,526,943)	90,107	-	-	-	229,300	-	(764,184)	
Total Fund Equity	(1,881,345)	231,469	9,659	7,200,058	272,201	982,910	-	10,538,813	
Total Liabilities and Fund Equity	\$ 9,830,380	\$ 302,779	\$ 78,524	\$ 11,899,889	\$ 305,969	\$ 1,021,422	\$ 44,276,600	\$ 73,293,413	

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenditures and
Changes in Fund Balance -
All Governmental Fund Types and Expendable Trust Funds

For the Year Ended June 30, 1991

	Governmental Fund Types			Fiduciary Fund Types		Totals (Memorandum Only)
	General	Special Revenue	Debt Service	Capital Projects	Expendable Trust	
Revenues:						
Taxes	\$ 24,342,604	\$ -	\$ -	\$ -	\$ -	\$ 24,342,604
Licenses and permits	1,613,296	-	-	-	-	1,613,296
Fines, forfeits and penalties	758,678	24,061	-	-	-	782,739
Use of money and property	597,797	4,798	-	-	-	602,595
Intergovernmental	1,119,037	1,263,113	416,043	2,357,240	-	5,155,433
Current services	532,585	398,033	-	-	-	930,618
Education (including state and federal grants)	3,160,039	-	-	-	-	3,160,039
Other revenue	122,692	110,614	-	278,445	26,156	537,907
Total Revenues	32,246,728	1,800,619	416,043	2,635,685	26,156	37,125,231
Expenditures:						
Current operations:						
General government	2,800,330	16,773	-	-	-	2,817,103
Public safety	4,283,909	-	-	-	-	4,283,909
Public works	2,991,693	-	-	-	-	2,991,693
Culture and recreation	1,082,622	-	-	-	-	1,082,622
Community services	499,507	-	-	-	-	499,507
Education	15,435,491	814,784	-	-	-	16,250,275
Human services	380,457	590,295	-	-	-	970,752
Intergovernmental	2,181,386	-	-	-	-	2,181,386
Community development	-	294,346	-	-	-	294,346
Abatements	354,722	-	-	-	-	354,722
Other	36,061	22,002	-	-	21,601	79,664
Capital outlay	-	4,736	-	11,259,344	-	11,264,080
Debt service:						
Principal	-	-	1,600,794	-	-	1,600,794
Interest	352,458	-	1,071,988	519,998	-	1,944,444
Total expenditures	30,398,636	1,742,936	2,672,782	11,779,342	21,601	46,615,297
Excess (deficiency) of revenues over expenditures (carried forward)	1,848,092	57,683	(2,256,739)	(9,143,657)	4,555	(9,490,066)

See accompanying notes to financial statements.

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	Governmental Fund Types			Fiduciary Fund Types		Totals (Memorandum Only)
	General	Special Revenue	Debt Service	Capital Projects	Expendable Trust	
Excess (deficiency) of revenues over expenditures (brought forward)	1,848,092	57,683	(2,256,739)	(9,143,657)	4,555	(9,490,066)
Other financing sources (uses):						
Operating transfers-in	30,000	16,619	2,262,300	52,000	65,747	2,426,666
Operating transfers-out-city	(1,814,565)	(6,700)	(2,449)	(6,813)	(30,000)	(1,860,527)
Operating transfers-out-school	(30,200)	-	-	-	-	(30,200)
Proceeds from sale of bond anticipation notes	-	-	-	3,300,000	-	3,300,000
Proceeds from sale of bonds	-	-	-	3,121,780	-	3,121,780
Total other financing sources (uses)	(1,814,765)	9,919	2,259,851	6,466,967	35,747	6,957,719
Excess (deficiency) of revenues and other sources over expenditures and other uses	33,327	67,602	3,112	(2,676,690)	40,302	(2,532,347)
Fund equity, July 1, 1990	(1,914,672)	163,867	6,547	6,400,551	188,998	4,845,291
Fund equity, June 30, 1991	<u>\$(1,881,345)</u>	<u>\$ 231,469</u>	<u>\$ 9,659</u>	<u>\$ 3,723,861</u>	<u>\$ 229,300</u>	<u>\$ 2,312,944</u>

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances--
Budget and Actual--General Fund--Budget Basis

For the Year Ended June 30, 1991

	Amended Budget	Actual	Encumbrances June 30, 1991	Variance Favorable (Unfavorable)
Revenues:				
Taxes	\$ 24,756,260	\$ 24,782,727	\$ -	\$ 26,467
Licenses and permits	1,706,737	1,613,296	-	(93,441)
Fines and forfeits	507,768	758,678	-	250,910
Use of money and property	526,218	597,797	-	71,579
Intergovernmental	1,175,102	1,149,037	-	(26,065)
Current service charges	633,721	532,585	-	(101,136)
Education including state and federal grants	2,963,708	3,160,039	-	196,331
Other revenue	66,274	122,691	-	56,417
Total revenues	32,335,788	32,716,850	-	381,062
Expenditures and encumbrances:				
General government:				
City council	53,650	50,292	-	3,358
Executive department	125,079	124,850	21	208
Finance department	252,118	250,291	398	1,429
Tax collection	95,906	94,534	-	1,372
Assessing division	80,889	80,783	-	106
City clerk	100,971	98,681	-	2,141
Elections	19,893	19,400	-	493
Legal department	124,807	121,590	3,047	170
Insurance and retirement	1,929,546	1,916,497	-	13,049
Public building maintenance	223,094	189,099	-	33,995
Total general government	3,005,953	2,946,017	3,615	56,321
Public safety:				
Police administration	2,350,204	2,282,512	38,781	28,911
Parking	118,635	105,318	5,838	7,479
Outside services	55,000	28,985	-	26,015
Fire administration	1,754,866	1,722,665	9,260	22,941
Civil defense	20,970	19,821	-	1,149
Total public safety	4,299,675	4,159,301	53,879	86,495
Public works:				
Administration and operations	2,660,158	2,546,186	64,871	49,101
Engineering	121,540	115,590	779	5,171
Garage	103,234	97,112	-	6,122
Snow removal	113,000	76,138	-	36,862
Cemetery	149,334	124,435	882	24,017
Total public works	3,147,266	2,959,461	66,532	121,273

See accompanying notes to general purpose financial statements.

(Continued)

(Continued)

	Amended Budget	Actual	Encumbrances June 30, 1991	Variance Favorable (Unfavorable)
Culture and recreation:				
Parks and recreation	193,318	174,286	2,710	16,322
Parks maintenance	146,949	127,966	1,234	17,749
Butterfield Gym	141,791	123,154	774	17,863
Indoor pool	179,064	167,345	2,150	9,169
Guppy pool	58,054	46,238	2,462	9,354
Summer camp	19,701	17,939	220	1,542
Library	419,963	413,708	-	6,255
Total culture and recreation	<u>1,158,840</u>	<u>1,070,636</u>	<u>9,950</u>	<u>78,254</u>
Community services:				
Planning department	181,865	167,491	2,439	11,935
Building inspection	126,637	120,314	2,079	4,244
Zoning department	4,770	1,086	-	3,684
Conservation	3,950	2,841	475	634
Civic promotions	118,171	110,158	5,420	2,593
Economic development	85,216	83,513	-	703
Total community services	<u>520,609</u>	<u>485,403</u>	<u>10,413</u>	<u>24,793</u>
Human services:				
Education	15,655,042	15,377,925	213,856	63,261
Health department	14,511	14,042	-	269
Welfare department	360,329	340,628	6,073	13,628
Youth resources	23,511	24,018	-	(507)
Total human services	<u>16,053,193</u>	<u>15,756,613</u>	<u>219,929</u>	<u>76,651</u>
Debt service	1,636,943	1,615,846	-	21,097
Intergovernmental	2,181,386	2,181,386	-	-
Other	766,923	738,971	3,849	24,103
Total expenditures and encumbrances	<u>32,770,788</u>	<u>31,913,634</u>	<u>368,167</u>	<u>488,987</u>
Excess (deficiency) of revenues over expenditures	(435,000)	803,216	(368,167)	870,049
Other financing sources--budgeted utilization of fund balance	<u>435,000</u>	<u>435,000</u>	<u>-</u>	<u>-</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	<u>\$ -</u>	<u>\$ 1,238,216</u>	<u>\$ (368,167)</u>	<u>\$ 870,049</u>

See accompanying notes to general purpose financial statements.

CITY OF DOVER NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances--
Budget and Actual--Certain Special Revenue Funds--Budget Basis

For the Year Ended June 30, 1991

	<u>Budget</u>	<u>Actual</u>	<u>Encumbrances June 30, 1991</u>	<u>Variance Favorable (Unfavorable)</u>
<u>Cafeteria Fund:</u>				
Revenues:				
Intergovernmental	\$ 170,000	\$ 179,359	\$ -	\$ 9,359
Sales and service charges	446,914	383,418	-	(63,496)
Total revenues	<u>616,914</u>	<u>562,777</u>	-	<u>(54,137)</u>
Expenditures and encumbrances:				
Personal services	298,557	292,552	-	6,005
Supplies and materials	281,400	276,869	-	4,531
Charges and services	31,957	25,107	-	6,850
Capital outlay	5,000	4,365	-	635
Total expenditures and encumbrances	<u>616,914</u>	<u>598,893</u>	-	<u>18,021</u>
Excess of revenues over (under) expenditures	\$ =====	\$ <u>(36,116)</u>	\$ =====	\$ <u>(36,116)</u>
<u>School Categorical Aid Fund:</u>				
Revenues:				
Intergovernmental	\$ 663,300	\$ 779,202	\$ -	\$ 115,902
Expenditures and encumbrances:				
ECIA I	241,450	307,840	8,118	(74,508)
ECIA II	70,880	94,695	9,077	(32,892)
Vocational	133,000	104,662	434	27,904
Adult basic	84,800	143,404	3,305	(61,909)
Adult vocational	37,570	35,128	1,018	1,424
Handicapped	90,600	97,217	-	(6,617)
Gifted and talented	5,000	-	-	5,000
Total expenditures and encumbrances	<u>663,300</u>	<u>782,946</u>	<u>21,952</u>	<u>(141,598)</u>
Excess of revenue over expenditures	\$ =====	\$ <u>(3,744)</u>	\$ <u>(21,952)</u>	\$ <u>(25,696)</u>
<u>Library Fines Fund:</u>				
Revenues:				
Fines and forfeits	\$ 17,500	\$ 19,020	\$ -	\$ 1,520
Expenditures and encumbrances:				
Supplies and materials	<u>17,500</u>	<u>22,002</u>	-	<u>(4,502)</u>
Excess of revenue over (under) expenditures	\$ =====	\$ <u>(2,982)</u>	\$ =====	\$ <u>(2,982)</u>

See accompanying notes to general purpose financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenses and
Changes in Retained Earnings/Fund Balance -
All Proprietary Fund Types and Similar Trust Funds

For the Year Ended June 30, 1991

	Proprietary Fund Type		Fiduciary	Totals
	Enterprise	Internal Service	Fund Type Non-Expendable Trust	(Memorandum Only)
Operating Revenues:				
Charge for services	\$ 2,904,399	\$ 293,970	\$ -	\$ 3,198,369
Total Operating Revenues	<u>2,904,399</u>	<u>293,970</u>	-	<u>3,198,369</u>
Operating Expenses:				
Personnel services	1,379,582	144,607	-	1,524,189
Supplies and materials	349,977	254,082	-	604,059
Charges and services	449,331	76,378	-	525,709
Development and capital outlay	14,120	-	-	14,120
Utilities	305,196	-	-	305,196
Depreciation	592,569	-	-	592,569
Total Operating Expenses	<u>3,090,775</u>	<u>475,067</u>	-	<u>3,565,842</u>
Operating income (loss)	(186,376)	(181,097)	-	(367,473)
Nonoperating Revenues (Expenses):				
Interest revenue	23,914	-	65,747	89,661
Interest expense	(267,168)	-	-	(267,168)
Additions to trust principal	-	-	8,960	8,960
Capital gain	-	-	9,248	9,248
Total Nonoperating Revenues (Expenses)	<u>(243,254)</u>	-	<u>83,955</u>	<u>(159,299)</u>
Income (loss) before operating transfers	(429,630)	(181,097)	83,955	(526,772)
Other Financing Sources (Uses):				
Operating Transfers In	2,449	183,500	-	185,949
Operating Transfers Out	(656,141)	-	(65,747)	(721,888)
Net income (loss)	(1,083,322)	2,403	18,208	(1,062,711)
Add depreciation on contributed assets	<u>59,865</u>	-	-	<u>59,865</u>
Increase (decrease) in retained earnings and fund balances	(1,023,457)	2,403	18,208	(1,002,846)
Retained earnings/fund balance July 1, 1990, as restated	<u>6,006,234</u>	<u>269,798</u>	<u>735,402</u>	<u>7,011,434</u>
Retained earnings/fund balances June 30, 1991	<u>\$ 4,982,777</u>	<u>\$ 272,201</u>	<u>\$ 753,610</u>	<u>\$ 6,008,588</u>

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE
 Combined Statement of Cash Flows
 Proprietary Fund Types and Similar Trust Funds
 For the Year Ended June 30, 1991

	Proprietary Fund Type	Fiduciary Fund Type	Totals
	Enterprise	Internal Service	Nonexpendable Trust
	\$(186,376)	\$(181,097)	\$(367,473)
Cash Flows From Operating Activities:			
Operating income (loss)			
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	592,569	-	592,569
(Increase) Decrease in Current Assets:			
Accounts receivable	7,414	-	6,439
Unbilled revenue	58,876	-	58,876
Notes receivable	5,855	-	5,855
Due from other funds	1,012,483	(22,094)	990,389
Inventory	18,686	(7,842)	10,844
Prepaid expenses	(1,080)	1,651	571
Increase (Decrease) in Current Liabilities:			
Accounts payable	(252,692)	25,882	(224,390)
Accrued liabilities	21,319	-	21,960
Net Cash Provided from Operating Activities	<u>1,277,054</u>	<u>(183,500)</u>	<u>1,095,640</u>
Cash Flows From Investing Activities:			
Used for investments	(378,326)	-	(353,775)
Loaned to other funds	(32,896)	-	(32,896)
Interest revenue	23,914	-	98,909
Net Cash Used By Investing Activities	<u>(387,308)</u>	<u>24,551</u>	<u>(287,762)</u>
Cash Flows For Capital and Related Financing Activities:			
Payment of bonds	(348,426)	-	(348,426)
Interest expense	(267,168)	-	(267,168)
Proceeds of bonds	1,292,500	-	1,292,500
Purchase of fixed assets	(1,028,651)	-	(1,028,651)
Net Cash Provided By Capital and Related Financing Activities	<u>(351,745)</u>	<u>-</u>	<u>(351,745)</u>
Cash Flows From Non Capital Financing Activities:			
Capital contributions	115,813	-	115,813
Contributions	-	-	8,960
Operating transfer in	2,449	183,500	185,949
Operating transfer out	(656,141)	-	(65,747)
Net Cash From Non Capital Financing Activities	<u>(537,879)</u>	<u>183,500</u>	<u>(411,166)</u>
Net increase (decrease) in cash	122	-	44,967
Cash, July 1, 1990	<u>278</u>	<u>-</u>	<u>43,428</u>
Cash, June 30, 1991	<u>\$ 400</u>	<u>\$ 87,995</u>	<u>\$ 88,395</u>

See accompanying notes to the financial statements.

4. Property Taxes

Property taxes were committed on October 25, 1990 and were due in two installments on December 3, 1990 and June 3, 1991. Taxes unpaid by December 4, 1990 and June 4, 1991, accrued interest at 12% until August 27, 1990. A tax lien was recorded on all properties with taxes unpaid as of August 27, 1991 at which time interest began accruing at 18%.

The City recognized as revenue all taxes collected through the date that tax liens were placed. Typically, liens are placed on or near the last day of August of each year. Taxes receivable uncollected as of August 30, 1991 are recorded as deferred revenue.

Taxes receivable at June 30, 1991 are comprised of:

Unredeemed taxes:	
Levy of 1990	\$ 4,322,883
Levy of 1989	1,572,666
Levy of 1988	<u>545,462</u>
Subtotal	6,441,011
Other Taxes:	
Resident and yield taxes	99,416
Other miscellaneous taxes	<u>5,090</u>
Total	<u>\$ 6,545,517</u>

A. Bond Payable

As of June 30, 1991, bonded debt consisted of the following general obligation bonds:

	<u>Due Date</u>	<u>Date of issue</u>	<u>Amount Issued</u>	<u>Interest rate</u>	<u>Balance General City</u>	<u>Enterprise Funds</u>	<u>Total</u>
Public improvements	07/15/92	07/15/82	\$ 2,000,000	10.55	\$ 212,000	\$ 178,000	\$ 390,000
Public improvements	07/15/98	07/28/83	1,740,000	5.07 - 9.07	618,608	301,392	920,000
Public improvements	02/15/00	02/15/85	3,300,000	8.09 - 9.00	1,640,758	179,242	1,820,000
Public improvements	11/15/00	11/15/85	2,159,000	8.06 - 8.05	899,000	506,000	1,405,000
Public improvements	07/15/02	06/16/87	1,788,000	5.04 - 8.01	1,215,000	180,000	1,395,000
Public improvements	07/15/03	07/08/88	3,462,000	7.19	1,915,000	1,075,000	2,990,000
Public improvements	07/01/04	1989	2,816,220	6.75	2,190,000	425,000	2,615,000
Sewer improvements	03/01/96	03/01/78	2,260,000	4.08	500,000	-	500,000
Sewer improvements	07/01/99	01/01/79	626,000	5.77	240,000	-	240,000
Sewer improvements	07/15/03	07/08/88	1,295,000	6.98	1,080,000	-	1,080,000
School improvements	07/01/95	08/07/80	2,000,000	7.32	650,000	-	650,000
School improvements	12/23/92	12/23/87	42,722	-	17,000	-	17,000
School improvements	06/30/93	06/30/88	49,740	-	19,000	-	19,000
Hospital improvements	01/01/99	12/01/75	2,700,000	7.02	850,000	-	850,000
Public improvements	01/15/00	1990	4,414,280	6.93	3,121,780	1,292,500	4,414,280
			<u>\$ 30,652,962</u>		<u>\$ 15,168,116</u>	<u>\$ 6,137,134</u>	<u>\$ 19,305,250</u>

The following bond anticipation notes were outstanding as of June 30, 1991:

	<u>Due Date</u>	<u>Date of issue</u>	<u>Amount Issued</u>	<u>Interest rate</u>	<u>Balance General City</u>	<u>Enterprise Funds</u>	<u>Total</u>
Bond anticipation note	08-15-91	01-01-90	\$ 500,000	6.57	\$ 500,000	\$ -	\$ 500,000
Bond anticipation note	08-15-91	01-01-90	3,000,000	6.70	3,000,000	-	3,000,000
Bond anticipation note	01-21-92	01-22-91	3,000,000	6.05	3,000,000	-	3,000,000
Bond anticipation note	01-21-92	01-22-91	5,000,000	6.05	5,000,000	-	5,000,000
Bond anticipation note	01-21-92	01-22-91	2,000,000	6.05	2,000,000	-	2,000,000
Bond anticipation note	08-15-91	10-26-89	7,000,000	6.00	7,000,000	-	7,000,000
Bond anticipation note	01-21-92	01-22-91	3,300,000	6.05	3,300,000	-	3,300,000
			<u>\$ 23,800,000</u>		<u>\$ 23,800,000</u>	<u>\$ -</u>	<u>\$ 23,800,000</u>

Bond Payable (Continued)

The full faith, credit and revenue-raising powers of the City have been pledged against these bonds. The debt service requirements for the above bonds as of June 30, 1991 are as follows:

Long-term debt account group:

<u>Period</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
For the years ending June 30:			
1992	\$ 1,663,855	\$ 1,069,301	\$ 2,733,156
1993	1,639,074	948,483	2,587,557
1994	1,469,075	757,518	2,226,593
1995	1,439,074	728,775	2,167,849
1996	1,393,998	623,256	2,017,254
1997 and Thereafter	<u>7,563,070</u>	<u>2,264,852</u>	<u>9,827,922</u>
Total long-term debt account group	<u>15,168,146</u>	<u>6,392,185</u>	<u>21,560,331</u>

Enterprise funds (excluding Sewer Fund):

For the years ending June 30:			
1992	443,425	297,639	741,064
1993	438,926	263,117	702,043
1994	350,925	310,469	661,394
1995	340,926	206,814	547,740
1996	336,002	181,379	517,381
1997 and Thereafter	<u>2,226,930</u>	<u>597,522</u>	<u>2,824,452</u>
Total enterprise funds	<u>4,137,134</u>	<u>1,856,940</u>	<u>5,994,074</u>
Total	<u>\$ 19,305,280</u>	<u>\$ 8,249,125</u>	<u>\$ 27,554,405</u>

<u>Assets</u>	Water Fund	Sewer Fund	Arena Fund	Industrial Development Fund	Total Enterprise Funds
Cash	\$ -	\$ -	\$ 400	\$ -	\$ 400
Accounts receivable	38,342	91,817	3,870	-	134,029
Unbilled revenue	273,415	370,709	-	-	644,124
Prepaid expenses	-	-	-	84,466	84,466
Note receivable	1,080	-	-	-	1,080
Due from (to) other funds	630,221	826,811	(16,479)	(20,307)	1,420,246
Inventories	204,808	23,953	8,055	-	236,816
Investment in land	-	-	-	439,316	439,316
Property, net (note 5)	<u>7,459,049</u>	<u>939,738</u>	<u>530,625</u>	<u>-</u>	<u>8,929,412</u>
Total assets	<u>\$ 8,606,915</u>	<u>\$ 2,253,028</u>	<u>\$ 526,471</u>	<u>\$ 503,475</u>	<u>\$ 11,889,889</u>
<u>Liabilities and Fund Equity</u>					
Liabilities:					
Accounts payable	\$ 66,666	\$ 19,379	\$ 2,875	\$ 1,504	\$ 90,424
Accrued liabilities	190,655	68,049	33,500	7,569	299,773
Advance to other funds	-	-	162,500	-	162,500
Bonds payable	<u>3,812,779</u>	<u>-</u>	<u>147,255</u>	<u>177,100</u>	<u>4,137,134</u>
Total liabilities	<u>4,070,100</u>	<u>87,428</u>	<u>346,130</u>	<u>186,173</u>	<u>4,689,831</u>
Fund equity:					
Contributed capital	1,050,530	882,295	284,456	-	2,217,281
Retained earnings (deficit)	3,486,285	1,283,305	(104,115)	317,302	4,982,777
Unreserved	<u>4,536,815</u>	<u>2,165,600</u>	<u>180,341</u>	<u>317,302</u>	<u>7,200,058</u>
Total fund equity	<u>\$ 8,606,915</u>	<u>\$ 2,253,028</u>	<u>\$ 526,471</u>	<u>\$ 503,475</u>	<u>\$ 11,889,889</u>
Total liabilities and fund equity	<u>\$ 8,606,915</u>	<u>\$ 2,253,028</u>	<u>\$ 526,471</u>	<u>\$ 503,475</u>	<u>\$ 11,889,889</u>
Additional Segment Information:					
Net working capital	\$ 890,545	\$ 1,225,862	\$ (24,053)	\$ 75,393	\$ 2,167,747
Current capital contributions	\$ 40,754	\$ 75,059	\$ -	\$ -	\$ 115,813
Additions to property, plant and equipment	\$ 1,881,579	\$ 274,145	\$ 5,257	\$ -	\$ 2,160,981

	Water Fund	Sewer Fund	Arena Fund	Industrial Development Fund	Total Enterprise Funds
Operating revenues:					
Charges for services	\$ 1,114,890	\$ 1,377,875	\$ 417,834	\$(6,200)	\$ 2,904,399
Operating expenses:					
Personal services	479,068	689,382	211,132	-	1,379,582
Supplies and materials	142,796	142,732	63,949	500	349,977
Charges and services	211,523	211,470	26,309	29	449,331
Development and capital outlay	-	2,830	-	11,290	14,120
Utilities	176,517	74,778	53,903	-	305,198
Depreciation	496,605	57,264	38,700	-	592,569
Total operating expenses	<u>1,506,509</u>	<u>1,178,456</u>	<u>393,993</u>	<u>11,819</u>	<u>3,090,777</u>
Operating income (loss)	(391,619)	199,419	23,841	(18,019)	(186,378)
Nonoperating revenues (expenses):					
Interest revenue	5,241	12,048	-	6,625	23,914
Interest expense	(240,557)	-	(11,277)	(15,334)	(267,168)
Total nonoperating revenues (expenses)	(235,316)	<u>12,048</u>	(11,277)	(8,709)	(243,254)
Income (loss) before operating transfers	(626,935)	211,467	12,564	(26,728)	(429,632)
Operating transfers-in	-	2,449	-	-	2,449
Operating transfers-out	(7,700)	(645,941)	(2,500)	-	(656,141)
Net income (loss)	(634,635)	(432,025)	10,064	(26,728)	(1,083,324)
Add depreciation on contri- buted assets	<u>22,158</u>	<u>19,721</u>	<u>17,986</u>	<u>-</u>	<u>59,865</u>
Increase (decrease) in retained earnings	(612,477)	(412,304)	28,050	(26,728)	(1,023,459)
Retained earnings, July 1, 1990, as restated	<u>4,098,762</u>	<u>1,695,609</u>	<u>(132,167)</u>	<u>344,030</u>	<u>6,006,234</u>
Retained earnings, June 30, 1991, as restated	<u>\$ 3,486,285</u>	<u>\$ 1,283,305</u>	<u>\$(104,117)</u>	<u>\$ 317,302</u>	<u>\$ 4,982,775</u>

Maximum Debt Limit

The City is subject to state law which limits debt outstanding to a percentage (depending on how funds will be used) of its last full state valuation. Debt incurred for state required sewerage systems is not subject to the limit. The following is a summary, by purpose, of the outstanding debt of the City at June 30, 1991 and related limitations.

<u>Purpose</u>	<u>Maximum debt limit</u>	<u>Applicable bonds outstanding at June 30, 1991</u>
Municipal	\$ 19,985,533	\$ 7,788,092
School	79,942,133	1,958,539
Water	114,203,047	3,812,779
Self-supporting hospital bond	-	850,000
Not subject to limitation	-	4,895,870
Total	\$ <u>214,130,713</u>	\$ <u>19,305,280</u>

New Hampshire State Library



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