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HANOVER
RECYCLING
CENTER



ANNUAL REPORTS
of the Town of
HANOVER, NEW HAMPSHIRE


For The Year Ending December 31, 1981

Cover Photo

Recycling Center located
on Route 120

By

Dexter Pierce



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TOWN OF HANOVER

TOWN OFFICERS

*Board of Selectmen**

Stephen V.F. Waite (1982)
Sharon L. Nordgren (1982)
Benjamin Thompson, Jr.
(1983)
Marilyn W. Black (1984)
James W. Campion, III,
Chairman (1984)

Moderator

Harry H. Bird, Jr. (1982)

Town Clerk

Frances G. Wales (1983)

Tax Collector

Peter J. Gartland

Treasurer

Bruce D. McAllister (1982)

Auditors

Joseph E. Cardoza (1982)
Robert G. Murphy, Jr. (1982)

Health Officers

Donald N. MacKay, M.D.
Edward S. Brown
Barbara P. Hirai, Inspector

Supervisors of the Checklist

Dorothy C. King (1982)
Eleanor B. Rand (1984)
Molly W. Arnold (1986)

Library Trustees

Alice B. Hayes (1982)
Elizabeth K. Smith (1983)
Ann S. Cioffi (1984)

Trustee of Trust Funds

Frederick T. Bedford, III (1982)
John C. West, Jr. (1983)**
Rodney D. Pierce (1983)
Roger C. Ball (1984)

Advisory Assessors

C. Bennett Brown (1982)
Roger C. Ball (1983)
Robert D. McLaughry (1984)

Park Commissioner

Carolyn C. Tenney (1983)

Surveyors of Wood and Lumber

Joseph C. Fogg (1982)
Thomas A. Linell (1982)

Fence Viewers

Walter S. Coutermarsh (1982)
Edward Lathem (1982)
Howard Reed (1982)

* Also members Board of Health

**Resigned 11/20/81

()Date Terms Expire

Town Manager
Peter J. Gartland
Administration
Jane I. Gosselin
Assessing Official
David C. Nutt
Buildings & Grounds
Denzil E. Swift
Code Administrator
Charlotte B. Ingram
Community Center Director
Jennifer P. Coombs
Community Counselor
James L. Kreinbring
Fire and Inspection Services
Stuart C. Corpieri, Chief
Librarian
Patricia W. Eckels
Parks and Recreation Director
Henry R. Tenney
Police
Roland M. Lee, Chief
Public Works Director
Richard Hauger
Highway Superintendent
Ronald S. Conrad
Sewers and Waste Water Treatment
Donald W. Chamberlain, Supt.
Tree Warden
Robert Thebodo

APPOINTED BOARDS AND COMMISSIONS

Building Code Advisory Board

Term Expires

Charles L. Bean, Jr.	1982
Richard A. Burnham	1982
Fred A. Fellows	1983
Karl F. Eismeier, Chairman	1983
Levi M. Johnston	1984

Conservation Commission

Walter K. MacAdam	1982
Elizabeth P. Storrs	1982
Robert G. Hagen, Jr.	1982*
Thomas A. Linell	1983
Ellis L. Rolett	1983
Allen L. King, Chairman	1984
L. David Minsk	1984
Marilyn W. Black	Selectmen Rep.

Finance Committee

William J. Breed, Jr.	1982
G. Philip Schrodol	1983
Arthur E. Allen, Jr.	1983
Cary P. Clark, Chairman	1984
Wayne L. Hall	1984
Ann D. Bradley	School Rep.
Benjamin Thompson, Jr.	Selectmen Rep.

Health Council (Dissolved 6/15/81)

Charlotte F. Faulkner, Chairman	1981
Eulalie H. Stearns	1981
Tirzah J. Sweet	1981
William E. Boyle	1981
Bonnell W. Glass	1981
Aune A. Whitehair	1981
Frances F. Gibney	1982
Frances V. Murray	1982
Alice N. Green	1982
Lawrence E. Cornell	School Rep.
Sharon L. Nordgren	Selectmen Rep.

Master Plan Executive Committee

Marcia H. Baldwin	ZBA Rep.
John F. Creagh	Parks & Recreation Rep.
Harte C. Crow	Parking & Transportation Rep.
Walter L. Eaton, Jr., Chairman	Planning Board Rep.
Peter J. Gartland	Administration Rep.
Jan Ollry	UVLSPC Rep.
Elizabeth P. Storrs	Conservation Rep.
Stephen V.F. Waite	Selectmen Rep.

* Resigned 12/11/81

<i>Parking and Transportation</i>	<i>Term Expires</i>
James F. Coakley	1982
Frank A. Logan, Chairman	1982
Nancy H. Mitchell	1983
Dennis E. Logue	1984
David M. Cioffi	1984
Stephen V.F. Waite	Selectmen Rep.
<i>Parks and Recreation Board</i>	
John J. DeGange, Jr.	1982
Frank J. Stevenson	1982
Thomas E. Byrne	1983
John R. Hughes, Jr.	1983
Leta D. Morrison	1983
John F. Creagh, Chairman	1984
Pamela K. Hunt	1984
Marilyn W. Black	Selectmen Rep.
<i>Planning Board</i>	
Richard W. McGaw	1982
Donald deJ Cutter, Sr.	1982
Frances G. Wales	1983
Peter W. Runstadler, Jr.	1983
Walter L. Eaton, Jr., Chairman	1984
Brian F. Walsh	1986
Nina K. Banwell	Alternate 1982
Frederick W. Swift	Alternate 1984
Stephen V.F. Waite	Selectmen Rep.
<i>Recycling Committee</i>	
Alice O. Jackson, Chairman	1982
Elizabeth M. Sherrard	1982
Charles W. Martin	1982
Robin Wagner-Birkner	1983
Margaret L. Culp	1984
<i>Senior Citizen Steering Committee</i>	
Madlyn R. Munger	1982
Mary B. Major, Chairman	1983
Dorothy Strong	1984
<i>Zoning Board of Adjustment</i>	
Dominick J. Zappala	1982
Bruce M. Dresner	1983
David Holbrook	1984
Marcia H. Baldwin, Chairman	1985
Katherine S. Connolly	1986
Stuart N. Templeton	Alternate 1982
Barbara A. Morin	Alternate 1983

WARRANT FOR ANNUAL TOWN MEETING

GRAFTON, ss

TOWN OF HANOVER

TO THE INHABITANTS OF THE TOWN OF HANOVER, NEW HAMPSHIRE, who are qualified to vote in Town affairs.

TAKE NOTICE AND BE WARNED that the Annual Town Meeting of the Town of Hanover, New Hampshire will be held in Webster Hall, Wentworth Street, Hanover, New Hampshire on Tuesday, March 9, 1982 at 8 a.m. to act upon the following subjects:

(THE MEETING WILL BE FORMALLY CONVENED AT 8 A.M. AT WHICH TIME THE POLLS IN WEBSTER HALL WILL OPEN FOR VOTING BY BALLOT FOR THE ELECTION OF TOWN OFFICERS AND VOTING BY BALLOT ON REFERENDUM QUESTIONS.)

(ALL OTHER ARTICLES WILL BE PRESENTED, DISCUSSED AND ACTED UPON BEGINNING AT 7 P.M. THE POLLS WILL CLOSE AT 8 P.M. OR ONE QUARTER HOUR AFTER COMPLETION OF VOTING ON THE LAST ARTICLE IN THE WARRANT, WHICHEVER IS LATER UNLESS THE TOWN VOTES TO KEEP THE POLLS OPEN TO A LATER HOUR.)

ONE: (To vote by non-partisan ballot) for the following Town Officers:

Two Selectmen to serve for a term of three years.

One Moderator to serve for a term of two years.

One Treasurer to serve for a term of one year.

One Library Trustee to serve for a term of three years.

One Trustee of Town Trust Funds to serve for a term of three years.

One Supervisor of the Checklist to serve for a term of six years.

And such other Town Officers as may be required by law.

TWO: (To vote by ballot) To see if the Town will vote to amend the existing Urban Area Zoning Map as proposed by the Planning Board concerning the GR-2 Zoning District Boundary Line in Amendment No. 1.

The official copy of Amendment No. 1 is filed and available to the public at the Office of the Town Clerk and will be on display on the date of the Meeting. The following question is listed on the printed ballots:

"Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board for the Hanover Zoning Ordinance?"

The purpose of this Amendment is to amend the Urban Area Zoning Map so as to change the zoning district boundary line between the GR-2 Zoning District and SR-1 Zoning District in the Willow Spring-Butternut Lane area so that the following lots will lie entirely within the SR-1 District: Lot No. 10 Culp, Lot No. 33 Scott, Lot No. 35 Murphy, Lot No. 36 Udy and Lot No. 37 Bryne. (The lot numbers refer to the Hanover Tax Map, Page 41.)

THREE: (By Petition) (To vote by ballot) To see if the Town will vote to amend the existing Urban Area Zoning Map as proposed by petition of Town voters so as to extend the Forestry and Recreation District southerly to include the parcel of land located near Ledyard Bridge at the western entrance to Town.

The official copy of Amendment No. 2 is filed and available to the public at the Office of the Town Clerk and will be on display on the date of the Meeting. The following question is listed on the printed ballots:

“Are you in favor of the adoption of Amendment No. 2 as proposed by a petition of the voters for this Town?”

The purpose of Amendment No. 2 is to amend the Urban Area Zoning Map by extending the Forestry and Recreation District southerly to include the following parcel of land. The parcel of land is located near the Ledyard Bridge at the western entrance to Town. It is bounded on the west by the Connecticut River, on the north by the existing Forestry and Recreation Zone boundary, on the east by the top of the steep slope above Tuck Drive at the 500' contour, and on the south by West Wheelock Street.

This parcel would be removed from the Institutional Zoning District and transferred to the Forestry and Recreation District.

The Planning Board is required by RSA 31:63-b to note its approval or disapproval of Amendment No. 2. The Planning Board disapproves of Amendment No. 2.

FOUR: (By Petition) (To vote by ballot) To see if the Town will vote to adopt the adjusted elderly exemption from property tax as provided in RSA 72:43-f. The following question is listed on the printed ballots:

“Shall we adopt the provisions of RSA 72:43-f for the adjusted elderly exemptions from property tax? These statutes provide for the following exemptions, based on assessed value, for qualified taxpayers: for a person 65 years of age up to 75 years, \$10,000; for a person 75 years of age up to 80 years, \$15,000; for

a person 80 years of age or older, \$20,000. To qualify, the person must have been a New Hampshire resident for at least 5 years; own the real estate individually or jointly; or if the real estate is owned by his spouse, they must have been married for at least 5 years. In addition, the taxpayer must have a net income of less than \$10,000 or if married, a combined net income of less than \$12,000, and own net assets of \$30,000 or less, excluding the value of the person's residence."

FIVE: To receive reports from the Selectmen, Town Clerk, Treasurer, Auditor, Collector of Taxes and other Town Officers and to vote on any motion relating to these reports and to receive any special resolutions that may be appropriate and to vote thereon.

SIX: To choose the following Town Officers to be elected by a majority vote:

Two Auditors each for a term of one year.

One member of the Advisory Assessors Board for a term of three years.

Three Fence Viewers each for a term of one year.

Two Surveyors of Wood and Timber for a term of one year.

And such other Officers as the Town may judge necessary for managing its affairs.

SEVEN: To see if the Town will vote to apply the unexpended balance of the 1981 appropriation for the Sidewalk Special Service Area to reduce the appropriation for this service area in 1982 by \$7,212.

EIGHT: To see if the Town will vote to apply the unexpended balance of the 1981 appropriation for the Fire Protection Special Service Area to reduce the appropriation for this service area in 1982 by \$2,066.

NINE: To raise and appropriate such sums of money as the Town judges necessary to pay the expenses of the Town during the 1982 fiscal year for the purposes set forth in the Town Budget, and, further, to accept and expend gifts of money and/or personal property for the purposes intended by any donor and, in addition, to authorize the Board of Selectmen to apply for, accept and expend without further action by the Town Meeting, money from the State, Federal, or other governmental unit or a private or public source which becomes available during the fiscal year in conformity with RSA 31:95-b.

TEN: To see if the Town will vote to authorize payments into the Capital Reserve Funds in the following amounts for the purposes as set forth in the Town Budget: Administration - \$1,000; Code - \$977; Fire - \$29,570; Police - \$14,717; Sewer - \$12,000; and Recreation - \$3,500, and to make withdrawals from such Capital

Reserve Funds in the following amounts for the purpose as set forth in the Town budget: Police - \$24,600; Administration - \$5,500; Fire - \$125,300 and Sewer - \$4,500, and name such agents as required by RSA 35:15.

ELEVEN: To see if the Town will vote to appropriate and authorize withdrawal from the Revenue Sharing Fund established under the provisions of the State and Local Assistance Act of 1972 as amended for use as setoffs against budget appropriations in the amounts indicated, namely General Fund - \$42,234; Fire Fund - \$31,290; Sidewalk Fund - \$854 and further, to authorize the Selectmen to make pro rata reductions in the amounts if estimated entitlements are reduced or take any other action hereon.

TWELVE: To see if the Town will vote to raise and appropriate the sum of \$10,000 to be paid into the Hanover Conservation Fund for the purpose of acquiring property as recommended by the Conservation Commission.

THIRTEEN: To see if the Town will vote to appropriate the sum of \$24,550 and to raise, through taxes, the sum of \$19,940 for the operation of a Community Center at 10 School Street and further to authorize the Selectmen to accept and expend gifts of money and/or personal property for the purposes extended by any donor.

FOURTEEN: (By Petition) To see if the Town will vote to raise and appropriate the sum of \$6,422 for annual dues to the Upper Valley-Lake Sunapee Regional Planning Council.

FIFTEEN: To see if the Town will vote to appropriate \$12,767 and to raise \$12,467 so that the Town may provide for animal control services for the period beginning April 1, 1982 through December 31, 1982.

SIXTEEN: (By Petition) To see if the Town will vote to raise and appropriate the sum of \$2,095 to be paid to the Dartmouth-Lake Sunapee Regional Association for promotional activities.

SEVENTEEN: (By Petition) To see if the Town will vote to raise and appropriate the sum of \$4,500 to help support Headrest, Inc.

EIGHTEEN: To see if the Town will vote to raise and appropriate a sum not to exceed \$12,000 for the purpose of conducting a Police facilities needs and site evaluation study.

NINETEEN: To see if the Town will vote to appropriate the sum of \$44,579 for the purchase of a private telephone system and further to authorize the Board of Selectmen to borrow said sum by the issuance of bonds and/or notes under the Municipal Finance Act. (A $\frac{2}{3}$ majority vote is required for adoption.)

TWENTY: To see if the Town will vote to appropriate a sum not to exceed \$75,000 for the purchase of software and hardware data processing systems and further to authorize the Board of Selectmen to borrow said sum by the issuance of bonds and/or notes under the Municipal Finance Act. (A $\frac{2}{3}$ majority vote is required for adoption.)

TWENTY-ONE: (By Petition) To see if the Town will vote to raise and appropriate \$16,841 for the purpose of increasing the wage adjustment for Town employees from 5% to 7.1% as originally proposed in the 1982 budget.

TWENTY-TWO: To see if the Town will discontinue that portion of roadway located at the intersection of Reservoir Road and Grasse Road and being that part of the intersection as shown on a certain plan entitled, "Proposed Road Design Grasse & Reservoir Road, March 1981, K. A. LeClair Assoc., Inc., Hanover, N.H." The abutting owner has agreed to convey to the Town land on which the intersection is to be relocated. (If this discontinuance is approved, the abutting owner will own the land on which the road is located.)

TWENTY-THREE: To transact any other business that may legally be brought before this Town Meeting.

Given under our hands and seal of the Town of Hanover this sixteenth day of February, 1982.

BOARD OF SELECTMEN

James W. Campion, III, Chairman

Stephen V. F. Waite

Benjamin Thompson, Jr.

Sharon L. Nordgren

Marilyn W. Black

A True Copy, Attest:

James W. Campion, III, Chairman

Stephen V. F. Waite

Benjamin Thompson, Jr.

Sharon L. Nordgren

Marilyn W. Black

Board of Selectmen

HANOVER FINANCE COMMITTEE REPORT

As in prior years, most of your Finance Committee's time during recent months has been involved in the process of assisting in the development of annual budgets for the Town of Hanover, the Hanover School District (the Ray School) and the Dresden School District (the Richmond and Hanover High Schools) for the year ahead. (In dealing with matters involving the Dresden School District, the members of the Hanover Finance Committee and representatives of the Norwich Finance Committee sit and act together as the Dresden Finance Committee.) Due to circumstances largely beyond their control, your elected Selectmen and School Board members were this year faced with difficult financial challenges which are unprecedented in recent memory. In the opinion of your Finance Committee, they have dealt with those extraordinary circumstances in a manner which brings credit to them and confirms your confidence in them.

The "toughest nut to crack" was the Town's loss of nearly a quarter million dollars in revenues from the State of New Hampshire, most of which were dividend & interest taxes being retained in Concord to fund a growing State deficit. Despite a major effort by Town and School administrators to develop lean budgets to meet this anticipated revenue loss, initial budget presentations in November 1981 projected 1982 tax rate increases of 30% for the Selectmen's budget and 17.5% for the combined Town, School and County levies. All parties involved in the budget process concurred that such large tax rate increases were unacceptable, particularly when following on the heels of a 12.7% Hanover tax rate increase in 1981.

The commendable work of your Selectmen and School Board in dealing with this problem is reflected elsewhere in this Town Report and will be presented in some detail at the Town and School District meetings. Through considerable effort, the Selectmen reduced the Town Manager's preliminary budget by \$311,016 thereby bringing the level of projected 1982 expenditures below the amount spent in 1981. In addition, the School Boards were able, despite a contractual commitment to raise teacher salaries an average of 11%, to limit Hanover and Dresden School expenditure increases to 3.9% and 6.1% respectively. Because of declining enrollments and strict cost controls in noninstructional areas, the School Boards were able to achieve this result without a material adverse impact on the quality of education in the Hanover schools.

The bottom line on the three budgets to be presented to the voters: total expenditures to increase only 2.3% and a projected

Hanover tax rate increase of 7.2%, to \$34.79 (exclusive of any special articles to be adopted at Town and School Meetings). The results that were achieved were within all guidelines adopted by the Finance Committee, and such budgets carry your Committee's unqualified endorsement, with accompanying praise for the fine efforts of your Board of Selectmen and School Committees.

* * *

Because local communities in New Hampshire can not expect any increased financial assistance from the Federal and State government in the foreseeable future, the following subjects of your Finance Committee's continuing attention take on particular importance:

Town Employee Compensation - At the request of the Finance Committee, an independent study was recently made of salary levels of most Town job classifications. It is hoped that the Selectmen will soon complete revision of the Town's job classifications and pay scales using this and other available data and that such action will result in reduced personnel costs to the Town.

Dresden School Study – The Dresden School Board has engaged the Center for Educational Field Services at the University of New Hampshire to conduct a study of Hanover High School aimed at answering the following questions raised by the Finance Committee:

1. Are our school programs achieving the intended results and producing value for the dollar spent?
2. Are there lower-cost alternatives which might produce the same or better results?

It is our hope that this study, together with the upcoming staff self-evaluation and accreditation review in the schools, will demonstrate whether further economies can be achieved in the Dresden and Hanover School Systems without sacrificing educational quality.

Change of Town Fiscal Year & Tax Billing Procedures – With the valuable aid of an extensive study by students at Dartmouth's Amos Tuck School of Business Administration, the Selectmen and the Finance Committee continued to consider the advisability of (i) changing the Town's fiscal year to begin July 1 rather than January 1 and (ii) instituting semi-annual real estate tax billings. Because of high interest rates, these changes were deferred this year. However, such subjects will continue to receive our attention and may be the basis for recommendations to the voters next year.

Study of Desired Town Service Levels – Much of the discussion in the Selectmen's budget deliberations this year concerned the issue of what level of municipal services the residents of Hanover

want and are willing to pay for. Although some answers may be given at Town Meeting, we hope the Selectmen will continue to study this subject in depth in advance of preparing guidelines for next year's Town budget.

* * *

Our report would be incomplete if we failed to acknowledge the continuing full and gracious cooperation and assistance of the Selectmen, the Hanover and Dresden School Boards, and Town Manager Peter Gartland and School Superintendent Hugh Watson and their able staffs. All these people serve well the people of Hanover and make our jobs as Finance Committee members a pleasant and rewarding experience.

Finally, we must applaud two of our own. Our newest Committee member Wayne Hall (who filled the seat of our talented Chairman Doug Rupert, now a School Board member) has been a valuable contributor to our efforts and in addition has, as our Secretary, made an understandable record of our often unstructured meetings. And the ubiquitous and tireless Arthur Allen must also be praised for his diligent and effective representation of our Committee at countless School and Town budget sessions. Arthur's Finance Committee work - which miraculously proceeded with almost no interruption despite intervening major surgery and an addiction to Dartmouth Hockey - was instrumental in maintaining the Committee's close working relationship with Hanover's elected officials and senior administrators.

Cary P. Clark, Chairman

REPORT OF SELECTMEN

While our previous two years will be remembered for their lack of snow, we seem to have thus far made up for it in the winter of 1981-82. While we have not had very many big storms, we seem to have had a consistent number of small storms that deposit just enough snow and ice to make things messy. These small storms prove to be just as expensive to clean up after as the larger ones. However, our budget was adequate to handle the expense.

At long last the Selectmen can say that at least one-half of Park Street has been completed. After years of discussion, it was finally voted to proceed with a scaled-down plan to reconstruct Park Street using primarily our own forces. We finished South Park and plan to do North Park as early in the spring as possible. The Selectmen would like to commend the residents of the town for their patience during this project and particularly for the cooperation that we received from the residents in the immediate area. This cooperation and understanding made a difficult project a great deal easier.

The cover of the Town Report shows one of this year's accomplishments. As the result of a special article in last year's warrant the recycling facility pictured on the cover was completed, again entirely built by our own crew. Thus far the utilization of this facility has been very encouraging. It is the hope of the Selectmen and the Recycling Committee that this usage will continue to increase.

In 1973, shortly before Howe Library moved into its new building, the Town agreed to assume responsibility for the Library's operating expenses as a part of the annual town budget. The Howe Corporation, however, continues its financial support of the Library by yearly contributions toward the debt on the new building. In 1981, the Town share of the debt was \$528 while the Corporation paid \$29,989 from unrestricted endowment income. The year 1982 will see the Town completely free of debt payment on the building, with the Corporation paying the full \$30,517 debt. To this date, except for a four year Town contribution to the debt service (1978-81, totaling \$35,267), the Town has the benefit of an exceptional community facility built primarily with private funding.

In the mid-1970's the Board of Selectmen received an engineering report on the condition of our 14 bridges in the Town. The substance of this report was quite devastating in that it indicated that all 14 bridges needed to be replaced. Doing so was a monumental chore, and it was decided that a program of systematic replacement would be inaugurated. The Selectmen are very glad to say that with the completion of the School House

Bridge in Etna this year marks the fulfillment of our ten year bridge program and all of our bridges have been replaced. Short of every-day maintenance work, they should last us at least 50 years.

Fuel conservation measures at the Sewer Plant have proved to be most effective. The plant is utilizing two wood boilers as well as methane produced at the plant to provide domestic hot water, heat for the plant and heat (approximately 95° F) for the treatment digester. The plant is operating with approximately fifteen cords of wood per year, and use of oil for this purpose has been completely eliminated.

Two experiments were undertaken in 1981 at the Sewer Plant. One, in conjunction with Cornell University and the U.S. Army CR-REL in Hanover, tested the effective treatment of wastewater using hydroponic agricultural techniques. An experimental greenhouse was constructed and donated to the Town. The results of this experiment were quite impressive and indicated that the hydroponic wastewater treatment has considerable potential and warrants further federal consideration. The second experiment tested the validity of a new treatment process developed by Dr. William Jewell. This study also was funded with federal funds. Unfortunately the prototype system as installed never achieved the desired results, and the experiment was discontinued.

With the slowdown of federal funding for wastewater treatment facilities, our proposed reconstruction of the sewer plant will have to go on the shelf for several years. These plans have been completed and will simply be held in abeyance until more funding may be available in the future. We will, however, receive funding to complete the infiltration work in our interceptor system. As a result, we will be replacing roughly 5,500 feet of old interceptors along the Girl Brook. This interceptor has been picking up a great deal of storm water and putting it into our waste treatment plant; the engineers have determined the most economical way to repair this situation was to replace the old line. This operation is scheduled for the summer of 1982.

The budget that the Town will be asked to approve at this year's Town Meeting has been the most difficult budget to prepare in many years. During 1981, the state's financial crisis was addressed by the state legislators, and much of the burden of the state's crisis was shifted to local cities and towns. State revenue distribution formulas were adjusted in such a way as to reduce amounts from various state revenue sources which previously had been distributed as revenues to local communities.

These changes to the formulas for allocation cost the Town of Hanover over \$212,000 in anticipated revenues for 1982. As a result the town, even before considering its own spending needs for 1982, was faced with a projected tax rate increase of 13% for this reason alone. In light of this situation the Department Heads and the Manager developed a less-than-maintenance-level budget which increased total spending only 6% over 1981's spending level. Even though this budget was extremely conservative, it carried a substantial tax rate impact. Upon receipt of the 1982 Budget the Selectmen set about working with Town management to minimize to the greatest extent possible the negative effects of the state revenue loss. Unfortunately, accomplishing this objective required extraordinary measures such as the deferral of capital equipment reserve expenditures, the reduction of street maintenance programs, reductions in personnel, and reductions in existing service levels.

Working closely with the Hanover Finance Committee, the Selectmen were able to develop a budget which will minimize the tax impact of the loss of state revenues for at least the 1982 fiscal year. Our efforts now will be aimed at the state level, where a workable solution to the ongoing financial crisis must be developed which results in the betterment of local citizens rather than the detriment of local tax rates.

As before, the Selectmen wish to thank the many Town employees who have exhibited a great amount of understanding of the Town's problems and have over the years developed ideas which have resulted in considerable savings to the Town and improved operations. These employees are the ones who actually deliver the services requested by the Town and planned by the Selectmen, and their efforts are very much appreciated by the Selectmen.

Finally, an important part of the Town government continues to be the many boards and committees composed of citizen volunteers. The Selectmen are grateful for the many hours of effort these citizens have expended and for the valuable expertise and ideas they have provided. Various openings on Town boards are filled each year in March and occasionally at other times of the year. Residents are encouraged to express to the Selectmen their interest in serving on these boards so that the boards can be as broadly representative as possible. Citizen involvement will help maintain the strength of a vital part of the Town's government and aid it and the Selectmen toward their goal of serving well the Town's citizens.

TOWN ACTIVITIES BUILDINGS & GROUNDS DEPARTMENT

All Town-owned buildings and grounds are maintained by the Buildings and Grounds Department except for the Fire Station and Sewer Plant.

Major accomplishments this year include the replacement of a 10,000 gallon fuel tank and one insulated garage door at the Highway Garage, a new roof on the Municipal Building and the construction of the Recycling Center with the aid of Highway personnel.

Cemetery activity included 18 funerals, 13 cremations and the sale of 11 grave sites.

The 1982 budget allows for one insulated garage door and minor building repairs. No funds are being allocated for equipment reserve.

CODE ENFORCEMENT DEPARTMENT

The Department consists of three extremely expensive programs:

Planning Board

The purpose of this program is to provide for orderly growth of the Town in the best interest of the public welfare. Involved were 8 Site Plan Reviews and 183 subdivided lots. Subdivided lots included 5 lots for condominium units and 140 lots for cluster housing. Our accomplishment was to arrange for adequate information from applicants and to properly schedule hearings. Our need in this program is to have additional personnel since we do not have the time to adequately support this program and to accomplish extremely important life safety work in our Building Construction program.

Zoning Board of Adjustment

The purpose of this program is to control the feasibility and location of activity in Town in accordance with the Zoning Ordinance. Involved were 42 hearings and 98 zoning permits. Our accomplishment was to arrange for adequate information from applicants and to properly schedule hearings. Our need in this program is more time to administer the ZBA decisions.

Building Construction

The purpose of this program is to enforce all matters affecting life safety in building design and construction. Involved were 247 building permits at an estimated cost of 9.5 million dollars. Our accomplishment was to review a large volume of construction for adequacy of means of egress, fire protection, fire separation and all phases of construction affecting any aspect of life-safety. Our need is to have a considerable amount of additional time to follow-up and obtain compliance for all life-safety violations.

CONSERVATION COMMISSION

As noted in last year's report 1981 marked the fifteenth anniversary of the establishment of the Hanover Conservation Commission "for the promotion and development of natural resources and for the protection of watershed resources of the Town." Its current wide-ranging activities indicate that it has grown over the years into a significant part of Hanover's governing structure without special staff assistance or large expenditures of operating funds. On the other hand, without the much appreciated help of volunteers who oversee the Town's natural areas or work with Commission members on clearing public lands and trails many of these activities would have been curtailed.

During 1981 the Commission has continued to manage and improve the Town's natural conservation areas, to lay out and maintain public trails, to help other governmental bodies and private groups assess the potentials and limitations of land use, and to carry out its other duties and responsibilities as required by State statutes and local ordinances. Several trail easements were acquired for the Town; additions were made to the Greenbelt; signs were erected at trail heads and other strategic locations; lands subject to current use assessment but open to public recreation were mapped; surveys were made for a greenway and a Class VI highway; several requests for dredge and fill permits and a request to build a large dock in the Connecticut River were investigated for the State Wetlands Board; a forest management plan was developed for the Marshall Brook conservation area; and logging was begun on the Gile Tract.

In response to the request of the Town to protect sensitive areas as defined in its Master Plan, the Commission recommended that a Task Force be appointed to develop a strategy for saving Hanover lands suitable for agriculture. The Selectmen asked the Master

Plan Executive Committee to assume this responsibility. The Commission further recommended that the Town pursue at once an aggressive program for completing the Greenbelt and protecting other sensitive open space areas throughout the Town.

STATISTICAL INFORMATION

Natural Areas	
Number supervised by the Commission	12
Total acreage	625
Total length of trails in miles	9
Number of neighborhood overseers	7
Greenways	
Number supervised by the Commission	12
Total length of them in miles	9
Conservation Restrictions	
Number of properties monitored by Commission	4
Meetings in 1981	
Regular	17
Other with Commission represented	60
Donated Time	
Number of man-hours (rough estimate)	1250

COMMUNITY COUNSELOR

The services of the Community Counselor continue to be jointly funded by the Town of Hanover and the Dresden School District. The Counselor, Jim Kreinbring, carries responsibilities for counseling with adolescents and families, casework and referral for social services and administration of Town welfare services.

In addition to the counseling and casework reflected in the statistics below, the Community Counselor assists the volunteers who plan and organize the activities program for seniors at 42 Lebanon Street. Regular activities, including weaving and enameling classes, bingo, bridge nights, travel slide presentations, and blood pressure clinics, are supplemented by special events like the Christmas Dinner Party, attended this year by more than 30 people.

The Community Counselor again this year is a member of the Behavioral Science Teaching Team in the High School; serving as a class resource in areas of decisionmaking, child development, adolescence, and parenting. A new educational program was begun as part of an expanded physical education schedule for sixth graders. The drug/alcohol portion of this curriculum begun in September is the responsibility of the Counselor.

The money expended for Town Welfare service was, as in 1980, shared about equally between direct local assistance and the costs of court-ordered institutional and foster care placements of juveniles.

1981 statistics are as follows:

	<i>No. of Cases</i>	<i>Total Clients</i>
Youth & Family Services	39	63
Community Services	19	23
Welfare Services	25	40
	<hr style="width: 100%; border: 0.5px solid black;"/>	<hr style="width: 100%; border: 0.5px solid black;"/>
	83	126

EQUIPMENT DEPARTMENT

The function of this department is to service and maintain all Town vehicles and equipment. The personnel also paints and rebuilds equipment when it is economically feasible. The emphasis placed on preventive maintenance has greatly assisted in extending the life of the equipment.

The department also purchases repair parts and distributes most of the fuel used by Town equipment. Operating on a self-funding basis, all user departments are charged for labor and parts.

Major equipment purchases this year were the replacement of a 13 year old compressor and a paver.

The 1982 Budget does not provide any funds for equipment reserve.

FIRE DEPARTMENT

In 1981 the Fire Department handled 1258 incidents, including emergency medical. The breakdown is as follows:

Fire Incidents	65
Emergency Medical	789
False Alarms	16
Nonfire Emergency	376
Special Service	12

In fire prevention for the year 726 people toured the fire station, there were 169 inspections and the department conducted 166 fire drills. The fire loss was less than \$4,000 for the year.

Training included the normal 20 department drills and special training included hazardous materials, incident command, fire prevention, sprinklers and standpipes to name just a few.

A new engine was ordered to replace the 1952 Maxim and will be delivered in April of 1982.

FOOD ESTABLISHMENT INSPECTION

The Hanover Board of Selectmen created the position of Food Establishment Inspector to safeguard the public health and hired an experienced sanitarian to fill the position on September 1, 1981.

The duties of the Food Establishment Inspector include regular inspections of all food service establishments, follow-up inspections and investigations of complaints. These services were previously provided by the state health inspectors whose services were curtailed by state budget cuts.

An added benefit of the change from state to town inspection has been to make the inspector more readily available to food service providers and more responsive to the needs of the community. The change makes possible more frequent inspections and makes improved education and consulting services available to the food establishment operators. Food service establishment owners, managers and employees are responding positively to this increase in monitoring and consultation. These efforts are resulting in an upgrading of the quality of food services in Hanover.

Hanover currently has 15 restaurants, 7 grocery stores, Dartmouth College, Mary Hitchcock Memorial Hospital and several street vending operations that receive regular inspections. In the four months since this program was initiated, 55 regular inspections and 7 follow-up inspections were made.

GENERAL ADMINISTRATION

The Administration Office provides all of the services that in most towns and cities are handled in separate offices by town officials such as the Assessor, Town Clerk, Tax Collector and Treasurer. In addition, the Town Manager, Board of Selectmen, Department Heads and Town Boards and Commissions receive secretarial support from the staff. By centralizing administrative services we have been able to retain the same level of staffing since 1974 despite the growth in the Town and its services.

This year the greatest impact on Administration came from the State level. Amendments enacted by the 1981 Legislature affected motor vehicle permit fees, vital statistics, interest rates on taxes, elderly exemptions and election laws. Revenue distribution formulas which return monies to the towns and cities were changed and combined with a decrease in State revenues, resulting in a substantial loss to Hanover thus creating a difficult and lengthy budget process.

The Town Clerk's division registered 104 more motor vehicles in 1981 than last year bringing the total for the year to 5,602 and the revenue of \$188,236, up 17% more than last year. This is one of the major duties of this division with an average of 22 registrations being issued per day. Other duties include recording and issuing copies of vital statistics, registering voters and recreation participants, billing for the regional ambulance service and issuing various licenses and permits required by the State and the Town.

A sense of the activity in the accounting division is seen in the Treasurer's Report which shows that over \$22 million was received and expended in the General Fund even though the total expenditures of the Town were only \$4 million. For investment and cash flow purposes all the monies from the various funds of the Town, i.e. Parking, Housing, Ambulance, Sewer and Capital Projects flow through the General Fund. Tax anticipation notes and investments as well as school and County tax monies are also included.

The process of accounting for eight separate funds resulted in approximately 40,000 transactions. The Town has developed the program budget format which distributes revenues and expenditures of each fund by specific program within the departments. This information provides a useful tool for management in determining the actual cost of services provided by the Town.

Two members of the staff provide secretarial support for twelve active boards and commissions all of which must comply with the right-to-know law. This law requires that notices for all public meetings must be posted in two appropriate places in Town at

least 24 hours prior to the meeting and that all minutes of the meetings must be available within 72 hours for public inspection. While this law is very important and vital to a well informed citizenry, it has placed additional work on the staff on a continuous basis.

Two articles in the warrant, the purchase of telephone equipment and a data processing system will mean an interesting and challenging year for Administration if approved by the Town Meeting. The implementation of the two systems would assist the staff in maintaining the level of service we strive to provide for the citizens of the Town.

HANOVER HEALTH COUNCIL

The Hanover Health Council continued in 1981 as an organized Committee responding to health related issues in the Town. In June by mutual agreement, the Board of Selectmen formally dissolved the Council.

HIGHWAY DEPARTMENT

During the winter months when the department was not engaged in snow and ice removal, gravel was hauled from the pit behind the Cold Regions Laboratory. After July, 1981 this pit was no longer available to the Town.

In the spring construction commenced on South Park Street. This work was done in conjunction with Clifford Construction Company. Clifford built the drainage trunk line and excavated the roadway and the department placed the cross culverts, underdrain, and gravel. The first coat of paving was done by Blaktop Paving Company.

The department purchased a paver this year and overlaid part of Hanover Center Road, part of King Hill Barrett Road, Brook Road, Hilton Field Lane, Huntley Road, Low Road, Mitchell Lane, Thompson Terrace, and placed the second coat of paving on Park Street. The overlays totaled more than 26,000 square yards. The department also reconstructed Barrymore Road and part of Woodrow Road.

Major drainage work included the construction of a culvert and catch basin system on part of West Wheelock Street and on Dayton Drive from Mitchell Lane to Brook Road.

The Etna School House Bridge was replaced which completes the rebuilding of all bridges that were constructed in the late 1920's. No bridge replacement should now be necessary until after the year 2000.

The concrete sidewalk and curb was replaced on the south side of the Green and concrete curb was placed in front of Hopkins Center. The South Park Street sidewalk was overlayed and a new sidewalk was placed on Barrymore Road.

The Tree Program which included an \$8,000 special appropriation by Town Meeting, resulted in the spraying of 455 elms, 80 elms were injected with fungicide treatment and 230 elms were fertilized. There were 30 takedowns and 33 new trees were planted. The Town won the Tree City USA Award for 1980 and has applied for recertification for 1981.

Park Street and Woodrow Road will be completed in 1982 and Grasse Road will be rebuilt for Dartmouth College in exchange for a large quantity of gravel given to the Town at no cost. Overlays will be done on Juniper, Partridge and Ledge Roads. Dogford Road and sections of Hanover Center Road and King Hill will be sealed.

Due to extensive budget cuts the new tree planting, elm tree care, training and summer help will be eliminated. Also the overlay program will fall behind due to insufficient funding.

HOWE LIBRARY

Use of the library increased again in 1981, as indicated by the following statistics:

	1980	1981
Circulation	138,911	148,166
Interlibrary loan transactions	1,437	1,553
Reference questions handled	4,471	5,088
Reserves processed	4,467	4,864
Overdue notices sent	7,794	9,068
Attendance at library programs	5,789	6,007
Non-library use of the meeting rooms	533	610

3,655 volumes were added to the book collection (618 of these were gifts) and 1,749 volumes were withdrawn. The total collection now numbers 42,229 volumes. The library currently receives 180 magazines (45 of these are gifts) and 11 newspapers. The record collection numbers 1,772.

2,605 hours of volunteer time were given to the library in 1981. Volunteers worked at the circulation and reference desks, process-

ed and repaired books, typed and filed, and served on program planning and book selection committees.

During 1981 Howe Library became one of eight public libraries in the state to be designated as depository libraries for the federally funded Talking Book Service. Records and cassettes, and the special equipment required to play them, are available at the library. Anyone who is prevented by impaired vision or other physical disability from using conventional printed materials is eligible to borrow Talking Books.

A planning study was conducted during 1981 by a committee of nine laypeople, two trustees and two library staff members. The purpose of the study was to assess the effectiveness of present library services and to make recommendations for the future. More than 900 members of the Hanover community (both library users and non-users) completed questionnaires for this study.

The Planning Committee found a high degree of satisfaction with Howe Library services and an unusually high level of library use within Hanover. 74% of the adults contacted in a random telephone survey reported use of the library within the previous six months, which compares with a national finding that 51% of adults use their library at least once a year.

The Planning Committee also identified some weaknesses and inadequacies which should be addressed. They submitted to the Howe Library Board of Trustees a list of recommendations for possible implementation over the next five years. Because the study showed that many citizens are unaware of the variety of services offered (delivery to the homebound, for example) the committee recommended distributing an annual newsletter to all residents. The first issue of this publication, titled *Howe Now*, is to be mailed to each household in January, 1982. The newsletter was paid for by a gift to the Howe Library Corporation.

The Howe Library Corporation, using all the income from its unrestricted endowment funds, was able to contribute to the Town budget, in 1981, \$29,989 of the \$30,517 required for debt service on the building loan. Current gifts to the Corporation throughout the year added to the book fund and provided items of special equipment and furniture not included in the regular budget. Two memorial book funds were established through the Corporation in honor of two long-time Hanover residents, Herbert W. Hill and Frederick S. Page.

In 1982 the library plans to encourage increased giving of book funds in an effort to balance the cut of \$3,300 in the book budget made necessary by cuts to the total Town budget. Because of these cuts, library hours for 1982 will also be reduced. The library will close at 6 p.m. on Fridays and will not be open at all on Sunday afternoons.

ETNA LIBRARY

This year there have been two major changes in the library. Carol Ahern resigned as librarian and Eva Coutermarsh was hired to replace her. The inside of the library has received a much needed coat of paint and a new carpet.

Volunteers have been recruited to help with cataloging books and with a program to deliver books and magazines to shut ins.

The library continues to be open eight hours a week. During the summer there are weekly story hours which often include films borrowed from the State Library. Most of our purchases, as well as our circulation, have been children's paperback books and records, adult magazines and popular adult fiction. Thanks to a donation from the Garden Club, we have been able to purchase several nice books on gardening.

PARKING AND TRANSPORTATION BOARD

In 1976 the Board of Selectmen was authorized to create a Parking and Transportation Board "to advise the Selectmen and other boards and commissions of the Town on all matters relating to public parking and public transportation." During the past six years the Parking Board has either considered or recommended a number of projects and proposals designed to alleviate the Town's continuing problems of traffic congestion and parking. The successes have been minor, and the frustrations major.

1981 was a year of high expectations. A major proposal for Peripheral Parking was initiated by Dartmouth College, with the support and encouragement of the Town. It would have reduced significantly the presence of the private automobile throughout the Community, particularly those driven by commuting employees. The proposal had the elements which were needed to reverse dramatically the trend towards more automobiles competing for more parking spaces, at the expense of our natural environment. Unfortunately, community-wide support could not be developed during the decisive mid-summer months, and the plan lay dormant for the remainder of the year.

A more positive development in mid-summer was the introduction of service by the Advance Transit bus system, under the sponsorship of the Upper Valley Senior Citizens Council. This new system is providing Upper Valley commuters and others with reliable, low-cost bus service, and for an increasing number of

riders it represents a viable alternative to the private automobile for commuting purposes. The modest financial subsidy which Advance Transit has received from the Town should definitely be continued. Also, interstate bus service came to Hanover in 1981 when Vermont Transit began scheduled stops at the Hanover Inn.

The Hanover Shuttle Bus, now in its fifth year of operation, allows downtown employees to park at no cost in the Thompson Arena Lot, thus freeing up prime parking spaces for retail customers and visitors. Nevertheless, the problem of limited downtown parking continues, aggravated by a stubborn number of "meter feeders" who either elude enforcement or absorb repeated fines. In 1982 the Parking Board plans to improve this situation by recommending (1) changes in the pricing structure for meters and fines and (2) the conversion of a rental parking lot into short-term metered parking.

The Town, together with Dartmouth College and the Dartmouth-Hitchcock Medical Center, will continue its effort to find a *community-wide approach* to the dual problem of traffic congestion and parking. The decisions we face will be difficult, and the solutions will most likely be unpopular. The personal habits which the private automobile have engendered over the years are not easy to alter overnight. Still, the effort must be made if we are to improve the quality of our lives and protect the beauty of the Community to which we all have a deep sense of personal obligation.

PLANNING BOARD

The duties of the Planning Board are basically two-fold.

- A. the administration of existing ordinances and regulations, i.e., subdivision applications, site plan review;
- B. Long-range planning

The Board currently meets weekly, reserving at least two meetings per month for long-range planning.

The 1981 Town Meeting approved an article authorizing the transfer of the review of planned residential development and cluster subdivisions from the Zoning Ordinance to the Subdivision Regulations. Subsequently the required new section of the Subdivision Regulations has been written and adopted by the Planning Board.

A completely revised set of site plan review regulations has been developed and the hearing process started. Multi-family dwelling unit development will require site plan review similar to non residential development.

A Master Plan Executive Committee has been formed to review

and recommend revisions to the current Master Plan. The committee consists of the Town Manager plus a representative from the Planning Board, the Board of Selectmen, the Parking and Transportation Board, the Parks and Recreation Board, the Zoning Board of Adjustment, and the Conservation Commission. Jan Ollry of the Upper Valley Lake Sunapee Counsel is providing professional planning advice. The initial task of information gathering and problem identification has been largely completed. The results of an attitude survey involving 600 randomly selected Hanover citizens is currently being analyzed by Dr. Robert Sokol of the Dartmouth College Sociology Department. A primary purpose of this survey is to see if the towns people have changed their attitude toward growth and development since a similar study in 1974. A public meeting to discuss the results of the study is planned for February/March. That meeting will also offer an opportunity for additional comments from those people who were not selected in the survey. The final step to be taken will be the delineation of solutions for the problems identified. This is the most difficult task and it is hoped that many towns people will become involved in the process.

Two major developments were approved by the board this year, the first phase of a cluster subdivision on Grasse Road and a planned residential development on Gibson Road. These both contain approximately 45 units. The depressed economy and high interest rates have not significantly slowed the growth pressures on Hanover.

PARKS AND RECREATION DEPARTMENT

In addition to the ongoing development of overall programs (which saw increased participation for the sixth straight year), the Parks and Recreation Department focused on three specific areas of activity during 1981: The Hanover Community Center, development of playing fields and commencement of a new five-year plan for the department.

The Community Center has demonstrated increased program activity and further development of facilities at 10 School Street. During the year, Jennifer Coombs succeeded Becky Mazzer as director of the Center. While orientation of programs has been toward youth in Hanover, additional effort is now being undertaken to provide resources at the Center that meet the interest of adults.

Development of a five-year plan to further the objectives outlined in an initial plan prepared in 1977 has begun and will be formally presented during 1982. However, special attention already has been given to the need for development of playing fields that will

meet the needs of numerous recreation programs. In this regard, cooperation from Dartmouth College and the Dresden Athletic Advisory Committee has been most valuable to the Recreation Department.

During 1981 various special activities have been presented that reflect the department's ongoing effort to provide programs and services that satisfy the interests of all sectors of the community. To highlight a few:

Instituted programs in junior high field hockey for girls and lacrosse for boys as well as high school girls' lacrosse;

Worked with Dartmouth College to develop a new athletic field on the Fullington Farm property off Lyme Road to accommodate growing programs in soccer, field hockey and lacrosse;

In conjunction with other area recreation programs and *The Valley News*, co-sponsored the first annual pedal-paddle-run competition, an event that attracted over 70 teams of four people each;

Provided leadership in organization of the third annual Hanover Winter Games, to be held in February 1982 to benefit the Community Center and Hanover Youth Hockey. The Games offer an unusual opportunity for overall community participation in recreation activity.

The department takes special pride in recognizing Bob Sparks as the recipient of the Volunteer Service Award for 1981.

Looking to 1982, the Recreation Department is faced with the serious challenge of operating with a budget that is reduced from 1981. This reduction has triggered reassessment of certain services offered by the department.

In light of current and anticipated reductions in operating budget, the department approaches 1982 and beyond with a primary objective of developing a realistic plan for the future that will provide the foundation for offering the services and facilities that have come to be recognized as its trademark.

POLICE DEPARTMENT

The Annual Report of the Police Department for the year 1981 shows that 206 persons were convicted of criminal offenses in the Hanover District Court. 66% of the criminal court activity falls into the following categories: 15 complaints for assault, 18 controlled drug cases, 30 cases of larceny, 36 liquor law violations and 39 cases of driving while intoxicated.

290 motor vehicle violations resulted in convictions. 243 of these were citations for moving violations and made up 83% of the total motor vehicle court activity.

The Department received 834 criminal complaints during 1981. 381 of these complaints were cleared, 279 of them by arrest. A total of \$164,179 worth of property was reported stolen, \$60,023 was recovered which is a 36% recovery rate.

We again wish to urge all homeowners to notify the Hanover Dispatch Center when their residences will be vacant for long periods of time. It is also important that the Police be notified immediately when citizens observe suspicious persons or activity around vacant property.

Patrol officers investigated 229 motor vehicle accidents this year. Only one accident involved a fatality, compared with two in the previous year. Two pedestrians were slightly injured in accidents this year, compared with four the previous year. Our pedestrian record of 32 years without a fatality is unmatched in the State.

33,800 parking tickets were issued in 1981, some 3,700 more than were issued last year. Parking fines amounted to \$59,221, an increase of \$3,929 over the previous year.

ANALYSIS OF MOTOR VEHICLE OFFENSES

Yellow line	28
Stop sign	22
Traffic light violation	12
Uninspected vehicle	36
Unregistered vehicle	25
Operating without license	27
Speeding	93
Other Miscellaneous Offenses	47
	<hr/>
	290

PARKING VIOLATIONS

Parking tickets issued	33,800
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ANALYSIS OF M/V ACCIDENTS

Fatalities	1
Pedestrians injured	2
Personal injury & property damage	30
Property damage only	196
	<hr/>
	229

ANALYSIS OF COMMITMENTS

New Hampshire Hospital	27
N.H. Industrial school	0
Grafton County Jail	10
Grafton County House of Correction	6
	<hr/>
	43

ANALYSIS OF COMPLAINTS & SERVICES

Complaints answered	2603
Services rendered	3934

ANALYSIS OF AUTO THEFTS & RECOVERIES

Number of M/V reported stolen in Hanover	9
Recovered in Hanover	4
Recovered by other jurisdictions	3
Percent of stolen vehicles recovered	77%
Recovered for other jurisdictions	1

ANALYSIS OF PROPERTY VALUE REPORTED STOLEN AND RECOVERED (Autos not included)

Property value reported stolen	\$164,179
Property value recovered	\$ 60,023
Percent of value recovered	36%

ANAYLSIS OF CRIMINAL ARREST & CONVICTIONS

Robbery (Armed)	3
Robbery (Unarmed)	2
Assaults (Unarmed with injury)	2
Assaults (Unarmed with no injury)	13
Burglary	10
Larceny	30
Auto theft	2
Arson	1
Fraud	3
Possessing stolen property	2
Vandalism	7
Sex offenses	2
Narcotic drug laws	18
D.W.I	39
Liquor laws	36
Disorderly conduct	5
Other offenses	31
	206

ANALYSIS OF BICYCLES STOLEN & RECOVERED

Bicycles reported stolen	75
Bicycles recovered	33
Value of bicycles stolen	\$12,834.
Value of bicycles recovered	\$5,567.

ANALYSIS OF ACTIVITIES

Assistance to ill persons	2
Activated alarms answered	320
Business doors & windows found open	59
Cruiser mileage	118,749
Ambulance escorts	4
Money escorts	467
Road escorts	6
Emergency transportation	6
Fingerprints	84

Fire alarms answered	241
Funeral details	7
Injured animals	40
Messages delivered	376
Missing persons reported	60
Missing persons located	40
Prisoners detained (Local)	53
Prisoners detained (Other Agencies)	12
Relays (Blood)	56
Road & sidewalk defects reported	11
Runaways reported	5
Runaways located	3
Street lights reported out	58
Towed vehicles	114
Try & locate request	41
Unattended deaths	2
Vacant residences checked	538
Assists to other departments	363
Vehicle identification numbers checked	35

DISPATCH CENTER

Telephone calls	51,452
Radio transmissions	67,052
Walk-in Service	<u>15,202</u>
	133,706
+ 10% non-essential items not logged during peak traffic periods:	<u>13,370</u>
TOTAL FOR 1981:	147,076*
1980	130,195
1979	125,785
1978	108,025
1977	103,298

*Average of one call every 3½ minutes, 24 hours-a day.

EMERGENCY SERVICE CALLS DISPATCHED BY TOWN

<i>Town</i>	<i>Fire</i>	<i>Ambulance</i>	<i>Fast-Squad</i>
Hanover	469	287	* * *
Bradford	57	92	88

Thetford	39	46	52
Strafford	18	8	11
Fairlee	23	50	47
W. Fairlee	21	11	***
Norwich	1**	46	***
Vershire	6	***	***
Piermont	35	25	25
Orford	19	23	26
Lyme	33	45	33
Grafton	20	30	30
Grantham	25	***	***
Springfield	17	***	***
Other		13	
Ambulance Stills	144		
TOTALS	783	820	312

TOTAL FIRE, AMBULANCE & FAST-SQUAD 1,915

Police Burglar Alarms 350

TOTAL EMERGENCY CALLS

DISPATCHED 2,265

(Average of 6 calls per day)

Complaint and Service Reports received for
Police Departments - 8,000

**This call was received here and relayed to Hartford Dispatch Center for transmittal.

***Indicates that this service is either not dispatched for the town by our Center or that the town does not have that service available.

ANIMAL CONTROL

	<u>1980</u>	<u>1981</u>
Total Number of Complaints	1,186	1,123
Dog Related Activity:		
Compact Area	890	616
Outside Area	<u>71</u>	<u>69</u>
Total	961	685
Dog Bite Cases	17	20
Dogs Chasing Deer	3	2
Lost Dogs Found and Returned to Owners	67	82
Dogs Hit by Cars	10	9
Dogs Destroyed	2	1

Dogs Taken to the Shelter:

Unclaimed	9	8
Placed in New Homes	8	10
Returned to Owners	13	19
Total	22	27

Other Animal Activity:

Bats	2	3
Cats	15	24
Raccoons	23	27
SKUNKS	116	222
Woodchucks	22	7
Misc. - Birds, Snakes, Bees, Cows, Pigeons and Rabbits	37	152
Total	215	435
Called Back to Work After Hours		70

The large number of skunk cases this year is attributed to good weather and large litters born last spring. Most of the 222 skunks were destroyed.

124 residents were notified that their dogs had not been licensed. A raccoon was removed from the ceiling of the High School Economics Room.

Cavet, a Newfoundland dog from Meadow Lane had quite a year. In April I was called to Brookhollow because he was in the back of a car and wouldn't come out. He came out for me and I took him home and hitched him. Again, on September 23rd at 4:00 P.M., I was called to Meadow Lane and found that Cavet was lodged in a storm drain. With assistance from the Highway and Sewer Department personnel, the drain was flooded and the dog was washed out. A wet time was had by all. Cavet is no longer with us as he was old and had to be put down; however, he will be missed.

A Rabies Clinic is planned in 1982.

RECYCLING COMMITTEE

At the last Town Meeting, residents of Hanover voted funds to construct a new recycling building. November 14, marked the official opening of the sturdy attractive building with a ribbon-cutting ceremony organized by the Recycling Committee and attended by approximately sixty adults and children. Selectman Stephen Waite officiated with the Hanover Lion's Club, Dukes Art and Frame Store, Dartmouth Bookstore, the Chamber of Commerce, and Willie Black's Ray School Tin Can Band all contributing in significant ways to make the event a reality and a success.

The highlight of the ceremony was the awarding of prizes to the

winner of the Ray School and Richmond School Recycling Essay and Poster contests, sponsored by the Recycling Committee. Winners were: Ray School posters — 1st prize to 5th grader Karen Dubois; 2nd prize to 4th grader Samantha Hawks. Richmond School posters — 1st prize to 8th grader David Hauri; 2nd prize to 8th grader Becky Sterrett. Ray School essays — 1st prize to 4th grader Mark Dantos; 2nd prize to 4th grader Brook Mullens. Richmond School essays — 1st prize to 7th grader Becky Brown; 2nd prize to 8th grader Becky Sterrett.

The new center, open 24 hours a day, is located on Route 120, next to the Town Garage. The five-bin building is labeled for clear, green and brown glass, aluminum or bimetal cans, and newspaper and cardboard. In addition, barrels for scrap metal and waste oil are provided.

The Recycling Committee hopes that all residents of the Town will join in this program. Recycling extends our resources, will save the Town money by prolonging the life of the landfill, and the materials collected are expected to provide some payback to the Town.

During the coming year, the Committee plans to continue to promote public awareness of recycling through the media, public meetings and educational programs. We also hope to initiate a survey of the number of people using the facility.

SEWER DEPARTMENT

During the past year in addition to the daily operation and maintenance of the Hanover Treatment Plant, the 7 pumping stations and approximately 45 miles of sewer line, personnel in this Department participated in two other innovative projects.

1981 was the first full year of using wood instead of oil as the backup fuel at the Treatment Plant. This resulted in no oil being consumed in 1981 as compared to consumption of oil in 1975, for example, of 13,930 gallons. The installation of the two wood boilers, plant equipment modification and other energy-saving measures performed by Sewer Department personnel has had a significant impact on the department's budget.

Personnel also continued to assist Dr. William Jewell, an Associate Professor at Cornell University, in setting up, monitoring and operating his pilot project. The project involved a new anaerobic attached film expanded bed process for the treatment of dilute organic wastes.

The Cold Region Research and Engineering Laboratory also collaborated in a joint effort with Cornell in conducting a study to

determine the feasibility of a new wastewater treatment process called, "The Nutrient Film Technique". This was carried on in a greenhouse constructed at the expense of Cornell University and located at the Treatment Plant.

In addition to the fact that much experience and information was acquired by this department from the above projects which were related to the treatment of wastewater, there was no expense to the Town and the greenhouse itself has been turned over to the Town of Hanover at no cost.

Other work done at the Treatment Plant included pumping out the digester, then cleaning and making necessary repairs. The boiler room addition was also completed with the installation of a permanent roof, ceiling, electrical wiring, lighting and painting. The area outside of the plant where the sludge is mixed with dirt was enlarged and regraded. The construction material storage area was upgraded. The grit chamber was sandblasted and the equipment in the chamber rebuilt where necessary.

The maintenance and construction division continued with preventive maintenance, raising manholes and replacement of existing sewer lines where necessary. A new 8" sewer line was extended across the golf course to the Dewey property. Hypertherm, Inc. installed and paid for the extension of a sewer main along the Great Hollow Road to service their building.

Pitt Pipeline Construction Company of Waltham, Massachusetts completed the installation of the Park Street Interceptor and the renovations to Pumping Station #5 at Warden Hollow.

Hoyle, Tanner & Associates have completed plans and specifications for the replacement of sewer lines along the Girl Brook area, North Balch Street and a portion of East Wheelock Street. Federal and State funding was obtained for this project by requesting a grant amendment to the Park Street Project so that this sewer line replacement would be included. Construction is anticipated to start in the Spring of 1982.

Revenues to this department were increased by the performance of outside community services which included assisting the City of Claremont, Town of Waterville Valley and the State of New Hampshire's Regional Facility at Franklin to correct problems at their wastewater treatment plants.

Other services performed by the department included assisting the Hanover Improvement Society in rebuilding the Storrs Pond swimming pool pumping equipment, the Highway Department with snow removal and private contractors in locating pipe lines in Hanover and Lebanon.

VISITING NURSE SERVICE

As part of the Department of Continuing Care at Mary Hitchcock Memorial Hospital, the Hanover Home Health/Visiting Nurse Service (HHH/VNS) completed its first full year of operation as a hospital-based home care agency. Both Town and hospital responsibilities outlined in the Memo of Understanding are being met and are overseen by the Advisory Board. The HHH/VNS is certified by Medicare and was successfully reviewed by the Joint Commission on Accreditation of Hospitals.

During the first twelve months of operation, total visits increased by 32.5% compared with the twelve months preceding transfer. The largest rate of growth was in the use of aide visits. Occupational therapy, speech therapy and social work services were initiated. Health promotion activities, which include blood pressure screenings, immunizations, pre-school vision and hearing screening and senior citizen clinics reached 2,147 individuals. Efforts to develop a more comprehensive approach to maternal-child health services were also undertaken.

A Community Needs Survey will be initiated early in 1982. Planned collaboratively with the Lebanon Area Health Council and Mascoma Home Health Service, Inc., the survey seeks information on current use of the health care system, health practices and health service needs. Results will be used to direct the future of the service.

Town funds were used to offset the general costs of operation. The new regulations from Medicare and Medicaid will have a direct impact on the service and financial aspects of this program. This impact will be carefully monitored. A new rate structure, endorsed by the Advisory Board, was implemented on October 1, 1981. During this year, exploration will be undertaken to identify ways to contain costs while continuing to provide needed services.

STATISTICS - 10/1/80 - 9/30/81

Visits

Nursing	2,064
Physical therapy	413
Nursing aide	1,788
Occupational therapy	18
Speech pathology	1
Social service	5
TOTAL VISITS	4,289

<i>Caseload</i>	
Patients admitted	103
Patients discharged	61
Average cases/month	38
<i>Payment Source</i>	
Medicare	2,062
Medicaid	211
Full fee	479
Part fee	322
No charge	694
Other	521

ZONING BOARD OF ADJUSTMENT

The Zoning Board of Adjustment meets the fourth Monday of each month for hearings on any applications to come before the Board, and holds subsequent meetings for deliberations on those cases as needed. The Zoning Ordinance adopted by the Town in 1976 sets forth the issues the Board must consider in deciding each case.

During 1981, 41 cases were brought before the Board, 5 less than the record number of the year before. Almost all of them were applications for variances or special exceptions, giving a general indication of the availability and cost of land in Hanover measured against the inevitable pressures for growth under a restrictive zoning ordinance. Judging from the ZBA cases alone, those pressures are most evident in the areas of parking, housing demand, and business expansion.

During the past year, the Board lost its chairman and a member of eight years with the resignation of Richard Winters. Dick's experience with the application of the Hanover Zoning Ordinance and his knowledge of zoning law and legal precedent were valuable assets. His concern for fairness and willingness to consider all sides of a case were evident in the Board's deliberations, and his contributions to the process of hearings and decision making are missed. The vacancy on the ZBA was filled with the Selectmen's appointment of Bruce Dresner, an interested ZBA observer for several years, as the fifth regular Board member. An effort is made to conduct all ZBA business with five members, and to that end two alternates may serve occasionally. They are Barbara Morin, a long-time regular Board member, and Stuart Templeton, a former member of the Planning Board.

Note: The 1981 Auditors' Report by Killion, Plodzik, & Sanderson is not printed in this report. Copies of the report are available at the Town Office.

MEMORANDUM ON ACCOUNTING PROCEDURES AND INTERNAL CONTROLS RELATIVE TO 1980 AUDIT

March 13, 1981

Members of the Board of Selectmen
Town of Hanover
Hanover, New Hampshire

Gentlemen:

As part of our examination of the various funds and groups of accounts of the Town of Hanover for the year ended December 31, 1980, we reviewed and tested the Town's systems of internal accounting control to the extent we considered necessary to evaluate the systems as required by generally accepted auditing standards. Under these standards the purpose of such evaluation is to establish a basis for reliance thereon in determining the nature, timing, and extent of other auditing procedures that are necessary for expressing an opinion on the financial statements. It was not designed for the purpose of expressing an opinion on the internal accounting control and would not necessarily disclose all weaknesses in the system.

As a result of such review and in an effort to be of assistance to the Town, we are submitting for your consideration a number of comments and observations intended to improve operations and internal control. These deal exclusively with the Town's operations and controls and should not be regarded as reflecting upon the integrity or capabilities of any Town employee.

We recognize that practical considerations are an important factor in instituting changes in accounting procedures and the system of internal control. The Town must weigh the possible additional costs of such changes against the risks inherent in the present procedures and systems.

After you have had an opportunity to consider our comments and observations, we would be pleased to discuss them with you.

Very truly yours,
KILLION, PLODZIK & SANDERSON

COMMENTS AND RECOMMENDATIONS

A. Computer Accounting and Payroll Systems

As part of our audit and examination of the Town's records, we reviewed the computer accounting and payroll systems. These systems have accommodated Hanover's immediate needs in a moderately acceptable way principally because of attentive staff efforts to make them work despite software shortcomings.

The following is a list of areas in which corrections will earn measurable results. The list is in order of urgency.

1. *Security of Audit Trail*

We found several potential breaks in the system-generated audit trail. Among them are:

- a. In both the payables and payroll systems all account and amount data printed on checks and registers is subjected to manual adjustments prior to posting in ledger accounts. We recommend that someone other than the operator approve these adjustments.
- b. In certain cases, incorrect interfund transfers are automatically generated by the computer.
- c. Computer-generated checks greater than \$9,999.99 get posted for amounts different than check amounts. Both of these problems should be considered unacceptable to the Town and not allowed to continue. Repeated manual adjustments for these two problems constitute the only justification for allowing operator intervention during posting of computer-generated check transactions.
- d. Payroll edit list of timecard entry does not list department and account charged if not the employee's normal department.

The Town is in dire need of software support to correct the problems listed above. With appropriate support, these problems can be resolved.

2. *Usefulness of Reports*

- a. The staff is unnecessarily hampered in efforts to find and correct errors. They must work from reports, and thus lack sufficient transaction detail in a convenient form. The Journal Report should be modified to list the same detail transactions as it does now, but grouped by account with the added ability to print consolidated journals as well as individual journals.
- b. Each correcting journal entry should include notations of why it occurs and its corresponding document identifier

(check number, vendor name, etc.) in the available "memo" section. To date, this step has been avoided because on the surface it appears to be extra work with little value. However, this effort, coupled with a modified Journal Report, will make available all the detail of all the transactions in a single report.

3. Operator Instructions

- a. The essential ingredients for proper day-to-day use of the system are buried in the heads of the Hanover staff, not outlined on paper. A complete re-write of all operating steps should be done as soon as possible by the staff to formally capture the knowledge for future operators.
- b. The operator instructions have serious shortcomings.
 1. They are not structured on a task-by-task basis, except where re-written by the Hanover staff.
 2. Obsolete instructions (the bulk of the text available) are not purged.
 3. The availability of the instructions is questionable, with each staff member having separate pieces.
 4. The consequences of operator and system errors are not spelled out.
 5. Backup and recovery procedures are not spelled out.

We want to stress that we feel the staff is principally responsible for the successes achieved with the system. With some careful attention to the details we have outlined, the system could be improved significantly from both the audit point of view and day-to-day staff confidence and satisfaction.

B. Need for Complete General Ledger System and Monthly Financial Reporting.

The financial reports being generated for management consist of basically cash receipt and disbursement journals with a limited attempt to produce a general ledger system (double entry system). We recommend the implementation of a complete general ledger system and monthly reporting system for all funds to include an additional revenue and expenditure report which is completely integrated and reconciled with the existing monthly general ledger report.

C. Formal Accounting Policies and Accounting Procedures Manual

Although financial procedures involving municipalities are incorporated in State Statutes and others adopted through local ordinances, a greater portion of financial procedures have been formulated over the years to assist in good internal control and

should be reduced to a procedures manual. Without constant review, especially in governmental operations, a gradual erosion may occur in the centralized accounting, receiving and treasury functions (so important to proper internal control) in which departments attempt to function as independent entities.

We recommend that formal accounting policies be established for the accounting office. An accounting procedures manual will serve as the support for the accounting policies.

As a minimum, the manual should contain 1) a description of all departments' accounting and bookkeeping records, 2) an organization chart and job description for each accounting and bookkeeping function by department, 3) a detailed chart of accounts and description, 4) a policy statement with reference to document files, document filing and records retention, 5) a listing of the various accounting reports needed for the governmental entity and, 6) a description of accounting checks and proofs to be performed regularly and procedures for accounting for all recurring types of financial transactions.

D. Standard Purchase Order System

At present the Town does not utilize a standard purchase order system on a regular basis for obtaining goods and services. We suggest the Town develop written purchasing procedures to include the use of prenumbered purchase order forms for all purchases, except small items, in order to strengthen the internal control over goods and services purchased.

The benefits of such a system are numerous and include the following:

- a. Control over all disbursements, including contracted services, thereby creating better management over department appropriations.
- b. Assurance that all encumbrances are recorded in the proper period and that all unexpended appropriations are returned to the general fund balance to be available for use in determining the subsequent year's tax rate.
- c. Provide a basis of verifying the price agreed upon between the Town and vendors.
- d. Provide additional verifications and evidence of receipt of goods.

E. Enterprise Fund (Sewer Department)

The enterprise funds of a governmental entity are established to account for the financing of self-supporting activities of governmental units which render services on a user charge basis to the general public. Fixed assets are of primary importance in the

operation of an enterprise fund and proper accounting for them is essential to a fair presentation of the enterprise's financial position and proper determination of operating results. In most enterprise funds, fixed assets constitute a very large percentage of total assets and the source of the enterprise's earnings power, and their valuation is of paramount importance in the determination of rate structures under which consumers are charged for services rendered.

The Town does not record fixed assets or related depreciation in the enterprise fund. When depreciation expense is excluded from the budget, these costs are not recovered when rates are determined using budgeted expenditures. The impact of depreciation expense cannot be determined until adequate fixed asset records are maintained.

Inventory is not recorded in the general fund, which is common accounting practice for municipalities in the State. However, the Enterprise Fund (Sewer Department) should record the expense for inventories when the inventory is consumed rather than when it is purchased, similar to commercial accounting. We do not know the materiality of the inventory in these funds. We recommend that the accounting procedures be reviewed to determine the feasibility of establishing basic inventory records.

F. Fixed Assets Records

All fixed asset acquisitions are listed as expenditures in the general fund. This procedure is standard in municipalities. However, these fixed assets should be accounted for in a separate self-balancing group of accounts. The purpose of recording general fixed assets is primarily stewardship needs to provide for physical and dollar value control and secondary for an accountability for general government capital expenditures over the years.

G. Capital Projects Funds - Mink Brook Interceptor Project

At the present time there is an overdraft in the Mink Brook Interceptor Project of \$622,375. Of this amount approximately \$200,000 is in legal fees regarding a contractor lawsuit against the Town. The balance of approximately \$422,000 represents cost overruns on the project. The Town should consider the steps to be taken to fund this deficit on this project.

H. Budgeting For Capital Acquisitions Financed From Capital Reserve Funds

The Town should adopt a budget annually for the acquisition of capital items to be financed from the capital reserve funds. The designated amounts should be budgeted and included with

the other appropriations on the budget form with the source of funding (Capital Reserve Fund Sale of Used Equipment, Donations, etc.) offset as a revenue. This would better disclose the Town's intent of acquiring capital items and also the method of financing the same.

I. Litigation

The Town is currently in litigation over the Mink Brook sewer connector project with one of the major contractors on the project. According to the Town's legal counsel, a judgement against the Town in the amount of \$350,000 to \$500,000 is probable. In addition, the Town has also incurred about \$200,000 in legal fees to date contesting the claim. However, according to Town counsel, Town management and EPA memoranda, it appears that Federal (EPA) and State participation towards this judgement, including the legal fees, could amount to 90% reimbursement.

J. Bonding Requirements

During our examination of the town officers surety bonds, we discovered that a number of Town employees were not sufficiently bonded to meet the requirements of the State. For example, employees collecting tax monies are bonded for \$10,000 under a blanket bond, while the state requirement was \$87,000 for the tax collector in 1980.

We recommend that:

1. Employees collecting tax monies be appointed as deputies of the Tax Collector.
2. These employees be bonded in the same amount as the tax collector according to state law.

BUDGET DISCUSSION 1982 1982 FINANCIAL PROGRAM DISCUSSION OF ALL DEPARTMENTS

The 1982 budget has proven to be one of the most difficult tasks to face us in many years. The difficulty arose due to action at the State level which reduced revenue distributions back to local communities in an attempt to finance State deficits. The result of this was a real dollar reduction in excess of \$200,000 to Hanover in State aid.

In anticipation of this action the Town's management staff developed a less than adequate maintenance budget which increased total expenditures only 6% over the 1981 total expenditure level. In light of double digit inflation through November of 1981, this constituted a real dollar decrease in total spending. However, due to State aid reductions, this minimal budget increase carried a substantial tax rate increase.

In response to public concern over the proposed Town tax rate increase, the Selectmen proceeded to review the budget and attempted to reduce the potential tax impact to the greatest extent possible without eliminating essential services. Unfortunately many services which the Town has enjoyed have to be curtailed or reduced to meet the tax rate reduction goal. Many of the service reductions will not be felt immediately because they took the form of deferred maintenance. The results of these deferrals will not show up until future years when the work will have to be accomplished but at increased costs.

Another result of these expenditure reductions by deferral will be the development of new approaches to service definition. We will be forced to begin assessing possible alternatives to current service levels such as current road policies. We will have to redefine what roads should be gravel or paved, and how rapidly streets will be cleared of ice and snow.

In addition, Police patrols in outlying areas will be reduced, available public hours at the library have been reduced; and, overall maintenance response to the public has been reduced by the elimination of part-time employees in the Public Works Department.

The result of these efforts at expenditure reductions is a 1982 budget totaling \$3,977,318. This is \$69,079 less than was appropriated in 1981 for a 1.7% decrease. By Fund this appropriation figure is constituted as follows: General Fund, \$2,511,848 down .2%; Fire Fund, \$673,090 up 5.4%; Sidewalk Fund, \$23,168 up .6%; Sewer Fund, \$563,891 down 5.1%; and, the Parking Fund, \$205,321 down 3.3%.

Governance and Coordination

This service group includes the District Court, General Administration, Legal, Planning Board, General Revenues, and Debt and Interest.

Of these departments only the Court, Legal and Debt and Interest budgets show net increases. The Court budget, consists primarily of wages which are set by the State based upon anticipated case load levels. The net increase to this budget is the result of declining revenues.

The Debt and Interest budget contains the 1982 general debt obligation for the Town as well as the short term borrowing for Tax Anticipation Notes. The 1982 increase reflects the addition of the Park Street reconstruction borrowing.

Human Services

This service group contains Counseling, Health and Welfare, Health Council, Conservation Commission, Recreation, Howe Library, and the Etna Library. Gross expenditures for this service group remain unchanged from 1981. Net expenditures will increase about 7% however due to increased welfare expenses due to State action shifting increased welfare costs to local governments. The Howe Library budget will increase about 4% due to inflationary increases in the cost of books and publications. In response to these rising costs the hours of operation at the library have been reduced with the elimination of Sunday and Friday evening hours. However, with increasing use of the library it was necessary to increase some staff hours in order to keep pace with the service demands.

Safety Services

This service group includes Police, Fire, Code, and Parking. Increased fees for subdivision and zoning applications and building permits have been enacted to offset increased costs of operation resulting in a net Code Department cost decrease.

In response to increased costs and service demand the Police Department is being reorganized to provide more shift coverage during peak service periods at less cost to the taxpayer. This was accomplished by reorganizing the positions within the department rather than adding any personnel.

The Fire Department shows a 5% increase which is primarily related to the expected increase for hydrant rental fees charged to the Town by the Hanover Water Company.

Public Works

This service group contains the Highway, Buildings and Grounds, Equipment, Sidewalk and Sewer Departments. Total gross expenditures for this service group are down from 1981 by 4%. This is the result of deferring all equipment reserve expenditures for one year as well as a substantial reduction in our street maintenance activities. Less than one third of the roads scheduled to be overlaid will in fact receive this maintenance application.

The Buildings and Grounds Department net increase is due primarily to the loss of a one time revenue applied against expenses in 1981 and due to an increase in the cost of utilizing the Lebanon Landfill.

The Sewer Department will decrease by 5% and sewer user charges remain unchanged for the fifth straight year. The Sidewalk budget remains essentially unchanged from the 1981 appropriation.

REVENUE-EXPENDITURE COMPARISON

	<i>1981</i> <i>Budget</i>	<i>1981</i> <i>Actual</i>	<i>1982</i> <i>Budget</i>
<i>Revenues</i>			
Property Taxes	39	41	47
Other Local Taxes	1	1	1
Licenses and Permits	4.5	5	5
Fines and Forfeits	0.5	0.3	0.3
Use of Property and Money	4	4	4
Revenue from Other Government			
Agencies	24	22	18.3
Department Revenues	13	12.4	12.4
Sundry Revenues	5	5	5
Service Charges	9	9.3	7
<i>Expenditures</i>	100%	100%	100%
Governance & Coordination	10	10	9
Human Services	12	12	12
Safety Services	35	35	38
Public Works	43	43	41
Total	100%	100%	100%

BUDGET SUMMARY

	<i>1981</i> <i>Budget</i>	<i>1981</i> <i>Actual</i>	<i>1982</i> <i>Budget</i>
<i>Revenues</i>			
Property Taxes	\$1,644,404	\$1,726,397	\$1,906,276
Other Local Taxes	52,400	54,139	54,400
Licenses & Permits	184,530	213,388	221,914
Fines & Forfeits	17,500	10,961	11,000
Use of Property & Money	179,610	172,386	168,766
Revenue from Other			
Government Agencies	999,190	918,797	747,840
Department Revenues	524,193	518,523	506,979
Sundry Revenues	222,510	195,464	183,842
Service Charges	324,148	395,028	288,938
Total Current Revenues	\$4,148,485	\$4,205,083	\$4,089,955
<i>Expenditures</i>	<i>1981</i> <i>Budget</i>	<i>1981</i> <i>Actual</i>	<i>1982</i> <i>Budget</i>
<i>Governance & Coordination</i>			
District Court	\$ 41,356	\$ 42,255	\$ 41,458
General Administration	101,267	76,122	104,319

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
Legal	15,605	17,927	16,805
Planning Board	15,906	11,927	7,630
Debt and Interest	180,002	227,262	205,099
Total	\$ 354,136	\$ 375,493	\$ 375,311
<i>Human Services</i>			
Counseling	\$ 23,411	\$ 23,211	\$ 13,395
Health & Welfare	120,462	122,538	128,333
Health Council	470	130	200
Conservation Commission	14,870	17,682	3,242
Recreation	62,887	64,449	63,692
Howe Library	241,702	241,587	254,064
Etna Library	4,836	5,445	5,781
Total	\$ 468,638	\$ 475,042	\$ 468,707
<i>Safety Services</i>			
Code	\$ 60,892	\$ 56,743	\$ 64,374
Police	505,758	512,331	553,163
Parking	212,497	223,661	205,321
Fire	\$ 638,458	629,338	673,090
Total	\$1,417,605	\$1,422,073	\$1,495,948
<i>Public Works</i>			
Highway	\$ 870,418	\$ 853,944	\$ 811,958
Buildings & Grounds	221,687	240,848	238,335
Equipment	0	58	0
Sidewalks	23,020	30,502	23,168
Sewer	594,659	611,566	563,891
Total	\$1,709,784	\$1,736,918	\$1,637,352
<i>Special Articles</i>			
Oak Hill		26	
Elm Tree Program		8,000	
Community Center-1980		5,668	
Community Center-1981		18,922	
Recycling Center		17,000	
Total	\$	\$ 49,616	\$
Appropriation	\$3,950,164	\$4,059,142	\$3,977,318

GENERAL REVENUES

	<i>1981 Budget</i>	<i>1981 Actual</i>	<i>1982 Budget</i>
Current Year Levy	\$ 990,173	\$ 816,300	\$1,265,573
Prior Year Levy	0	292,601	0
Interest on Delinquent Taxes	4,000	13,166	10,000
Land Use Tax	0	3,475	0
Property Taxes	\$ 994,173	\$1,125,542	\$1,275,573
Resident Taxes	\$ 37,000	\$ 40,430	\$ 42,000
National Bank Stock Taxes	2,400	2,480	2,400
Yield Tax	13,000	10,868	10,000
Resident Tax Penalties	0	361	0
Other Local Taxes	\$ 52,400	\$ 54,139	\$ 54,400
Motor Vehicle Permits	\$ 140,000	\$ 159,248	\$ 170,000
Trust Funds	\$ 385	\$ 385	\$ 385
Hanover Water Works Div.	3,660	4,392	4,392
Use of Property & Money	\$ 4,045	\$ 4,777	\$ 4,777
Interest & Dividends Tax	\$ 325,545	\$ 325,545	\$ 140,310
Savings Bank Tax	52,000	60,730	65,000
Rooms & Meals Tax	81,364	47,093	77,414
Business Profits Tax	86,000	66,905	60,879
Revenue Sharing	49,172	49,172	42,234
Highway Fees	0	0	22,464
Housing Tax	13,200	14,870	16,357
Railroad Tax	0	2	0
Revenue from other Government Agencies	\$ 607,281	\$ 564,317	\$ 424,658
Miscellaneous	\$ 0	\$ 628	\$ 0
Prior Year Revenue	60,000	60,000	68,600
Storrs Pond	2,174	2,174	2,174
Transfer from Reserve	23,000	23,000	0
Insurance Credit	18,945	18,945	16,156
Sundry Revenue	\$ 104,119	\$ 104,748	\$ 86,930
Total Revenues	\$1,907,627	\$2,012,771	\$2,016,338

EXPENDITURES

Hanover District Court

	1981 Budget	1981 Actual	1982 Budget
<i>Revenues</i>			
District Court Fines	\$ 17,500	\$ 10,830	\$ 11,000
 <i>Expenses</i>			
Personal Services	\$ 40,556	\$ 40,334	\$ 39,363
Auto Allowance	\$ 400	\$ 360	\$ 459
Communications	350	455	486
Training	50	48	60
Office Supplies	0	58	90
Supplies & Materials	\$ 800	\$ 921	\$ 1,095
Contract & Services	0	1,000	1,000
Total Expenses	\$ 41,356	\$ 42,255	\$ 41,458
Net Department Total	\$ 23,856	\$ 31,425	\$ 30,458

General Administration

<i>Revenues</i>			
Licenses & Fees	\$ 32,000	\$ 42,546	\$ 38,812
Miscellaneous	2,000	221	5,500
Inter-Dept. Changes	231,329	232,733	230,696
Total Revenues	\$ 265,329	\$ 275,500	\$ 275,008

General Administration

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Expenses</i>			
Personal Services	\$ 240,386	\$ 222,546	\$ 248,987
Auto Allowance	\$ 750	\$ 352	\$ 500
Communications	10,686	8,395	10,955
Insurance & Bonding	1,800	2,220	3,127
Printing & Publications	9,770	7,397	9,560
Training	2,480	2,761	2,195
Dues & Subscriptions	3,079	2,885	3,385
Office Supplies	4,900	4,868	4,740
Data Processing Supplies	2,400	1,378	2,350
Office Equipment	2,785	3,173	2,000
Fuel & Lubrication	400	766	400
Manager's Expense	400	472	400
Finance Committee	50	48	50
Public Relations	600	600	0
Recording Fees	300	348	350
Supplies & Materials	\$ 40,400	\$ 35,663	\$ 40,012
Inter-Dept. Charges	6,220	6,036	7,666
Capital Outlay	2,350	4,315	150
Contract Services	42,240	39,295	37,200
Equipment Reserve	1,000	1,000	1,000
Total Expenses	\$ 332,596	\$ 308,855	\$ 335,015
Total Less Charges	101,267	76,122	104,319
Net Dept. Total	\$ 67,267	\$ 33,355	\$ 60,007

Legal Department

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Inter-Dept. Charges	\$ 0	\$ 79	\$ 0
<i>Expenses</i>			
Inter-Dept. Charges	\$ 980	\$ 980	\$ 1,055
Contract Services	14,625	16,947	15,750
Total Expenses	\$ 15,605	\$ 17,927	\$ 16,805
Net Dept. Total	\$ 15,605	\$ 17,848	\$ 16,805

Planning Board

<i>Expenses</i>			
Personal Services	\$ 1,062	\$ 780	\$ 1,062
Communications	\$ 350	\$ 501	\$ 550
Insurance & Bonding	0	0	1,176
Printing & Publications	3,600	2,965	1,500
Training	200	0	150
Office Supplies	300	273	260
Recording Fees	125	0	0
Upper Valley-Lake Sunapee Council	<u>5,837</u>	<u>5,838</u>	<u>0</u>
Supplies & Materials	\$ 10,412	\$ 9,577	\$ 3,636
Inter-Dept. Charges	932	932	932
Contract Services	<u>3,500</u>	<u>638</u>	<u>2,000</u>
Total Expenses	\$ 15,906	\$ 11,927	\$ 7,630
Net Dept. Total	\$ 15,906	\$ 11,927	\$ 7,630

Debt and Interest

<i>Revenues</i>			
Temporary Invest. Int.	\$ 133,600	\$ 121,312	\$ 120,000
Inter-Dept. Charges	<u>406,584</u>	<u>413,863</u>	<u>394,316</u>
Total Revenues	\$ 504,184	\$ 535,175	\$ 514,316
<i>Expenses</i>			
Interest on Tax Notes	\$ 167,000	\$ 176,562	\$ 155,000
Interest on Debt	91,664	106,256	90,007
Principal on Debt	<u>327,923</u>	<u>358,307</u>	<u>354,408</u>
Total Expenses	\$ 586,587	\$ 641,125	\$ 599,415
Total Less Charges	180,003	227,262	205,099
Net Dept. Total	\$ 46,402	\$ 105,950	\$ 85,099

Counseling

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Dresden School District	\$ 11,326	\$ 11,226	\$ 372
Inter-Dept. Charges	<u>0</u>	<u>0</u>	<u>11,833</u>
Total Revenues	\$ 11,326	\$ 11,226	\$ 12,205
<i>Expenses</i>			
Personal Services	\$ 21,799	\$ 21,792	\$ 23,666
Auto Allowance	\$ 204	\$ 181	\$ 204
Communications	384	261	285
Training	125	82	120
Office Supplies	120	125	115
Office Equipment	<u>20</u>	<u>11</u>	<u>20</u>
Supplies & Materials	\$ 853	\$ 660	\$ 744
Inter-Dept. Charges	<u>759</u>	<u>759</u>	<u>818</u>
Total Expenses	\$ 23,411	\$ 23,211	\$ 25,228
Total Less Charges	23,411	23,211	13,395
Net Dept. Total	\$ 12,085	\$ 11,985	\$ 13,023

Health and Welfare

<i>Revenues</i>			
Trust Funds	\$ 30	\$ 32	\$ 30
Sawyer Trust Income	1,000	1,316	1,275
Medicare Reimbursement	20,000	20,923	0
Accounts Receivable	<u>\$ 0</u>	<u>\$ 1,246</u>	<u>\$ 0</u>
Total Revenues	\$ 21,030	\$ 23,517	\$ 1,305
<i>Expenses</i>			
Health Inspection	0	873	2,250
Housing Deficit	\$ 28,869	\$ 33,317	\$ 30,821
Senior Citizens Center	3,950	3,950	4,345
Old Age Assistance	6,000	3,690	5,000
Ambulance Service	31,143	31,811	33,917
Town Welfare	11,500	9,897	17,000
Headrest	4,000	4,000	0
Contract Services-MHMH	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Expenses	\$ 120,462	\$ 122,538	\$ 128,333
Net Dept. Total	\$ 99,432	\$ 99,021	\$ 127,028

Health Council

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Expenses</i>			
Communications	\$ 70	\$ 45	\$ 0
Printing & Publications	70	0	50
Office Supplies	150	56	50
Travel	50	0	0
Program Materials	100	0	100
Supplies & Materials	\$ 440	\$ 100	\$ 200
Inter-Dept. Charges	30	30	0
Total Expenses	\$ 470	\$ 130	\$ 200
Net Dept. Total	\$ 470	\$ 130	\$ 200

Conservation Commission

<i>Revenues</i>			
Sale of Timber	\$ 6,500	\$ 3,001	\$ 4,000
<i>Expenses</i>			
Personal Services	\$ 100	\$ 0	\$ 125
Communications	\$ 130	\$ 44	\$ 100
Insurance & Bonding	0	0	392
Training	100	0	100
Dues & Subscription	125	114	140
Office Supplies	175	77	75
Grounds-Materials	30	61	100
Program Materials	50	0	50
Supplies & Materials	\$ 610	\$ 296	\$ 957
Inter-Dept. Charges	160	244	160
Capital Outlay	12,000	15,000	0
Contract Services	2,000	2,143	2,000
Total Expenses	\$ 14,870	\$ 17,682	\$ 3,242
Net Dept. Total	\$ 8,370	\$ 14,681	\$ (758)

Recreation

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Recreation Fees	\$22,000	\$23,566	\$25,000
<i>Expenses</i>			
Personal Services	\$ 39,417	\$37,756	\$36,696
Auto Allowance	\$ 50	\$ 0	\$ 425
Communications	1,250	1,048	1,300
Insurance & Bonding	600	763	550
Printing & Publications	900	956	1,200
Training	400	230	300
Office Supplies	750	751	800
Fuel & Lubrication	2,200	1,968	1,000
Equipment Repair	50	36	50
New Op. Equipment	50	20	50
Program Materials	2,800	3,292	3,500
Supplies and Materials	\$ 9,050	\$ 9,064	\$ 9,175
Inter-Dept. Charges	6,170	\$ 6,104	\$ 5,386
Capital Outlay	300	103	300
Contract Services	6,150	9,622	12,135
Equipment Reserve	1,800	1,800	0
Total Expenses	\$62,887	\$64,449	\$63,692
Net Dept. Total	\$40,887	\$40,883	\$38,692

Howe Library

	<i>1981 Budget</i>	<i>1981 Actual</i>	<i>1982 Budget</i>
<i>Revenues</i>			
Investment Income	\$ 29,500	\$ 29,989	\$ 30,517
Fees	16,900	18,844	20,300
Inter-Dept. Charges	2,001	1,850	1,115
Total Revenues	\$ 48,401	\$ 50,683	\$ 51,932
<i>Expenses</i>			
Personal Services	\$123,836	\$123,589	\$133,906
Auto Allowance	\$ 185	\$ 73	\$ 185
Communications	3,163	3,156	3,420
Insurance & Bonding	4,004	4,216	4,460
Printing & Publication	550	604	600
Training	920	865	900
Dues & Subscriptions	220	209	225
Office Supplies	2,595	2,651	2,915
Office Equipment	570	603	655
Equipment Repair	320	277	340
Utilities	8,430	8,060	9,145
Heat	3,960	4,648	4,900
Buildings - Repair & Maint.	4,640	4,327	1,850
Books & Magazines	30,290	30,290	31,489
Program Materials	600	720	0
Supplies & Materials	\$ 60,447	\$ 60,699	\$ 61,084
Inter-Dept. Charges	16,223	16,173	17,687
Capital Outlay	700	755	0
Contract Services	11,980	11,704	11,985
Debt Service	30,517	30,517	30,517
Total Expenses	\$243,703	\$243,437	\$255,179
Total Less Charges	241,702	241,587	254,064
Net Dept. Total	\$195,302	\$192,754	\$203,247

Etna Library

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Trust Funds	\$ 175	\$ 208	\$ 175
<i>Expenses</i>			
Personal Services	\$ 1,960	\$ 2,055	\$ 2,118
Insurance & Bonding	\$ 157	\$ 118	\$ 121
Printing & Publications	50	28	50
Training	50	10	30
Office Supplies	80	226	100
Utilities	100	118	138
Heat	770	698	1,000
Buildings-Repair & Maint.	250	301	250
Books & Magazines	975	974	950
Supplies & Materials	\$ 2,432	\$ 2,473	\$ 2,639
Inter-Dept. Charges	444	917	1,024
Total Expenses	\$ 4,836	\$ 5,445	\$ 5,781
Net Dept. Total	\$ 4,661	\$ 5,237	\$ 5,606

Code

<i>Revenues</i>			
Permits and Fees	\$24,025	\$26,621	\$28,617
<i>Expenses</i>			
Personal Services	\$47,880	\$44,924	\$49,957
Communications	\$ 1,709	\$ 1,783	\$ 2,024
Insurance & Bonding	201	335	1,536
Printing & Publications	2,702	1,897	3,113
Training	26	65	55
Dues & Subscriptions	140	154	166
Office Supplies	444	320	342
Office Equipment	264	368	40
Fuel & Lubrication	229	162	193
Rep. & Maint. Op. Equip.	30	0	10
Clothing	400	0	100
Recording Fees	187	276	200
Supplies & Materials	\$ 6,332	\$ 5,360	\$ 7,779
Inter-Dept. Charges	3,916	3,933	4,342
Contract Services	1,947	1,709	1,319
Equipment Reserve	817	817	977
Total Expenses	\$60,892	\$56,743	\$64,374
Net Dept. Total	\$36,867	\$30,122	\$35,757

Police Department

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Fees, Licenses & Permits	\$ 13,635	\$ 15,184	\$ 29,578
Service Charges	31,531	28,605	30,234
Sale of Property	0	382	0
Inter-Dept. Charges	140,629	140,629	143,650
Total Revenues	<u>\$185,795</u>	<u>\$184,800</u>	<u>\$203,462</u>
<i>Expenses</i>			
Personal Services	\$467,330	\$472,624	\$518,153
Auto Allowance	\$ 4,320	\$ 4,010	\$ 910
Communications	12,505	13,563	14,504
Insurance & Bonding	4,746	5,545	5,110
Printing & Publications	920	797	869
Training	2,126	1,541	1,622
Dues & Subscriptions	515	456	480
Office Supplies	1,305	1,260	1,365
Office Equipment	100	37	100
Fuel & Lubrications	13,144	14,118	13,049
Rep. & Maint. Op. Equip.	3,405	6,185	4,580
Clothing	7,650	7,302	7,510
Operational Equip.	3,545	3,198	2,580
Traffic Control	11,248	10,562	11,880
Supplies & Materials	<u>\$ 65,529</u>	<u>\$ 68,574</u>	<u>\$ 64,559</u>
Inter-Dept. Charges	80,668	79,807	78,092
Capital Outlay	1,650	1,539	11,500
Contract Services	19,269	18,475	9,792
Equipment Reserve	11,941	11,941	14,717
Total Expenses	<u>\$646,387</u>	<u>\$652,960</u>	<u>\$696,813</u>
Total Less Charges	505,758	512,331	553,163
Net Dept. Total	\$460,592	\$468,160	\$493,351

Fire Department

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Current Year Levy	\$584,359	\$586,023	\$615,601
Revenue Sharing	36,510	36,510	31,290
Fees and Dividends	15,819	15,226	14,909
Service Charges	1,770	2,673	2,370
Prior Year Revenue	0	0	2,066
Insurance Credit	0	0	6,854
Bond Issue Unex. Appro.	0	3,272	0
Ambulance Charge	66,349	65,669	69,233
Total Revenues	\$704,807	\$709,373	\$742,323
<i>Expenses</i>			
Personal Services	\$399,297	\$398,969	\$443,094
Communications	\$ 100	\$ 65	\$ 100
Insurance & Bonding	4,595	5,872	5,164
Printing & Publications	350	284	200
Training	3,618	2,463	2,515
Medical Insurance	345	358	345
Dues & Subscriptions	850	713	675
Office Supplies	275	192	110
Office Equipment	100	46	50
Fuel & Lubrication	5,553	4,568	5,627
Rep. & Maint. Op. Equip.	7,310	8,479	7,035
Utilities	7,298	7,143	7,990
Clothing	5,745	5,522	3,942
Chem., Drug & Lab. Supplies	375	206	200
Fire Alarm	945	287	450
Equip. Repair	250	232	425
Heat	11,000	11,964	11,700
Buildings-Repair & Maint.	4,361	4,901	3,185
Grounds-Materials	50	0	50
Supplies & Materials	\$ 53,119	\$ 53,295	\$ 49,763
Inter-Dept. Charges	65,609	67,144	61,636
Capital Outlay	10,629	8,900	2,200
Contract Services	88,831	79,377	97,729
Equipment Reserve	26,634	26,634	29,570
Debt Service	60,688	60,688	58,331
Total Expenses	\$704,807	\$695,007	\$742,323
Total Less Charges	638,458	629,338	673,090
Net Dept. Total	\$ 0	\$(14,366)	\$ 0

Buildings and Grounds

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Licenses & Permits	\$ 1,500	\$ 1,979	\$ 2,000
Trust Funds	7,600	10,360	7,600
Cemetery Income	14,800	6,734	5,500
Solid Waste Permits	60,000	56,378	60,000
Sale of Property	28,657	28,657	0
Miscellaneous	0	1,786	0
Inter-Dept. Charges	18,700	35,034	24,100
Total Revenues	\$131,257	\$140,928	\$ 99,200
<i>Expenses</i>			
Personal Services	\$103,548	\$106,130	\$112,282
Communications	\$ 360	\$ 312	300
Insurance & Bonding	2,355	2,076	1,442
Printing & Publications	150	64	50
Training	100	97	0
Office Supplies	25	0	25
Fuel & Lubrications	2,884	3,031	3,503
Rep. & Maint. of Equip.	800	40	100
Utilities	9,873	11,194	12,645
Clothing	1,000	464	457
Heat	20,000	18,997	16,275
Operational Equip.	2,295	2,309	2,600
Buildings-Repair & Maint.	8,000	25,468	15,000
Grounds-Materials	2,500	2,952	2,000
Public Relations	300	456	500
Resource Center	100	0	0
Supplies & Materials	\$ 50,742	\$ 67,460	\$ 54,897
Inter-Dept. Charges	17,397	24,766	25,361
Capital Outlay	14,450	11,297	1,500
Contract Services	49,180	61,159	68,395
Equipment Reserve	5,070	5,070	0
Total Expenses	\$240,387	\$275,882	\$262,435
Total Less Charges	221,687	240,848	238,335
Net Dept. Total	\$109,130	\$134,954	\$163,235

Highway

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
Town Road Aid	\$ 15,000	\$ 15,784	\$ 13,865
Highway Subsidy	79,474	65,691	58,935
Fees & Permits	150	210	200
Service Charges	5,000	11,077	2,000
Miscellaneous	0	167	0
Inter-Dept. Charges	19,770	23,948	21,100
Total Revenues	\$119,394	\$116,877	\$ 96,100
<i>Expenses</i>			
Personal Services	\$296,077	\$296,284	\$306,252
Auto Allowance	\$ 100	\$ 0	\$ 0
Communications	1,560	1,563	1,600
Insurance & Bonding	6,020	9,471	7,216
Training	500	598	0
Printing & Publications	25	7	25
Office Supplies	100	129	100
Office Equipment	200	0	0
Utilities	42,162	39,923	49,385
Clothing	2,000	2,462	3,031
Street Maint. Materials	113,709	91,803	133,000
TRA A & B	6,624	6,624	6,640
Drainage & Bridge Materials	38,000	33,795	35,000
Grounds-Materials	100	73	100
Winter Road Support	31,000	30,128	40,000
Traffic Support	800	594	800
Supplies & Materials	\$242,900	\$217,170	\$276,897
Inter-Dept. Charges	295,442	315,122	237,679
Capital Outlay	5,000	3,794	1,000
Contract Services	50,769	45,522	11,230
Total Expenses	\$890,188	\$877,892	\$833,058
Total Less Charges	870,418	853,944	811,958
Net Dept. Total	\$770,794	\$761,015	\$736,958

Equipment

	1981 Budget	1981 Actual	1982 Budget
<i>Revenues</i>			
Service Charges	\$ 0	\$ 58	\$ 0
Inter-Dept. Charges	260,643	276,654	205,984
Total Revenues	\$260,643	\$276,712	\$205,984
<i>Expenses</i>			
Personal Services	\$ 49,275	\$ 50,371	\$ 53,665
Communications	\$ 1,020	\$ 1,372	\$ 900
Training	500	250	0
Office Supplies	0	108	0
Fuel & Lubrication	37,836	50,841	43,585
Rep. & Maint. Op. Equip.	90,000	92,726	94,500
Clothing	500	897	770
Supplies & Materials	\$129,856	\$146,194	\$139,755
Inter-Dept. Charges	21,512	20,147	12,564
Equipment Reserve	60,000	60,000	0
Total Expenses	\$260,643	\$276,712	\$205,984
Total Less Charges	0	58	0
Net Dept. Total	0	0	0

Sidewalks

<i>Revenues</i>			
Current Year Approp.	\$ 14,567	\$ 14,852	\$ 15,102
Revenue Sharing	1,000	1,000	854
Dartmouth College	0	14,409	0
Prior Year Revenue	7,453	7,453	7,212
Total Revenues	\$ 23,020	\$ 37,714	\$ 23,168
<i>Expenses</i>			
Personal Services	\$ 6,000	\$ 3,369	\$ 4,300
Supplies & Materials	\$ 2,620	\$ 4,543	\$ 500
Inter-Dept. Charges	1,000	2,377	2,000
Capital Outlay	10,600	17,172	13,368
Contract Services	0	241	0
Equipment Reserve	2,800	2,800	3,000
Total Expenses	\$ 23,020	\$ 30,502	\$ 23,168
Net Dept. Total	\$ 0	\$ (7,212)	\$ 0

Sewer

	<i>1981 Budget</i>	<i>1981 Actual</i>	<i>1982 Budget</i>
<i>Revenues</i>			
State Aid-Water Pollution	\$220,899	\$220,899	\$217,866
Reimbursement	27,700	0	0
Sewer Fees & Connections	311,753	297,827	301,292
Service Charges	1,500	11,384	3,000
Miscellaneous	0	0	5,430
Prior Year Revenue	43,843	43,843	48,839
Insurance Credit	0	0	1,042
Accounts Receivable	28,064	26,452	19,872
Hypertherm Note		60,000	0
Inter-Dept. Charges	12,500	95	3,570
Total Revenues	<u>\$646,259</u>	<u>\$660,500</u>	<u>\$600,911</u>
<i>Expenses</i>			
Personal Services	\$155,884	\$139,879	\$153,332
Auto Allowance	\$ 200	0	200
Communications	1,600	1,475	1,700
Insurance & Bonding	5,000	4,937	5,000
Printing & Publications	300	55	300
Training	1,750	768	1,750
Dues & Subscriptions	250	105	250
Office Supplies	500	562	500
Office Equipment	500	483	500
Fuel & Lubrication	6,300	5,370	6,600
Rep. & Maint. Op. Equip.	6,800	6,651	7,000
Utilities	28,000	28,281	28,000
Clothing	1,100	1,267	2,000
Chem., Drug & Lab. Supplies	12,400	12,019	12,000
Heat	500	2,488	500
Buildings-Repair & Maint.	350	538	400
Grounds-Materials	200	3,353	2,000
Sewer Maint. Materials	10,000	14,107	10,000
Repair & Maint. Plant Equip.	5,000	5,319	6,000
Supplies & Materials	<u>\$ 80,750</u>	<u>\$ 87,778</u>	<u>\$ 84,700</u>
Inter-Dept. Charges	26,410	26,446	26,410
Capital Outlay	70,000	17,404	33,000
Hypertherm Sewer Construction	0	58,828	0
Contract Services	300	232	500
Equipment Reserve	12,000	12,000	12,000
Debt Service	261,815	269,094	253,949
Total Expenses	<u>\$607,159</u>	<u>\$611,661</u>	<u>\$563,891</u>
Total Less Charges	594,659	611,566	563,891
Net Dept. Total	<u>\$ 39,100</u>	<u>\$ 48,839</u>	<u>\$ 37,020</u>

Special Articles

	1981 <i>Budget</i>	1981 <i>Actual</i>	1982 <i>Budget</i>
<i>Revenues</i>			
1980 Oak Hill Unex.	\$ 8,000	\$ 8,000	
Community Center - 1980	0	5,668	
Total Revenues	\$ 8,000	13,668	0
<i>Expenses</i>			
Oak Hill		26	
Elm Tree Program		8,000	
Community Center - 1980		5,668	
Community Center - 1981		18,922	
Recycling Center		17,000	
Total Expenses	0	\$ 49,616	0
Net Dept. Total	0	\$ 35,948	0
Total Departmental Expenditures	\$3,737,667	\$3,835,481	\$3,771,997
Parking Fund	212,497	223,661	205,321
Amount to be Appropriated	\$3,950,164	\$4,059,142	\$3,977,318



PROPOSED 1982 CAPITAL OUTLAY ALL DEPARTMENTS

General Administration		
File Cabinet	\$	150
Recreation		
Etna Playground Apparatus		300
Police		
Alarm Monitoring System		11,500
Fire		
Mobile Radio		2,200
Parking		
Parking Lot Improvements		1,000
Highway		
Street Trees		1,000
Buildings & Grounds		
Overhead Door at Highway Garage		1,500
Sidewalk		
Sidewalk Construction		13,368
Sewer		
Sewer Line Improvements		<u>33,000</u>
		\$64,018

PROPOSED 1982 CAPITAL RESERVE EXPENDITURES

Administration		
Replace Vehicle	\$	5,500
Police		
Replace Two Patrol Vehicles	\$	16,400
Replace Detective Vehicle	<u>8,200</u>	
		24,600
Fire		
Replace Pickup	7,600	
Replace Car 1	6,700	
Replace Engine 1	<u>111,000</u>	
		125,300
Sewer		
Purchase One Submersible Pump		<u>4,500</u>
TOTAL		\$159,900

FEDERAL REVENUE SHARING

Proposed Allocation for 1982

General Fund	
Housing Subsidy	\$22,234
Visiting Nurse Service	<u>20,000</u>
	\$42,234
Fire Fund	
Debt Service	31,290
Sidewalk Fund	
Capital Projects	<u>854</u>
	\$74,378

1981 TAX RATES

Unit of Government	Total Appropriation	Revenue or Credit	To Be Raised By Taxes	Net Valuation	Tax Rate
Town	\$4,510,036	\$3,370,706b	\$1,192,028**	\$166,030,249	\$ 7.20
County	347,743	10,304	337,439		2.00
Hanover School	1,368,179	142,133	1,226,046		7.40
Dresden School	2,026,158a	- 0 -	2,026,158		12.20
	<u>\$8,252,116</u>	<u>\$3,523,143</u>	<u>\$4,781,671</u>	<u>\$166,030,249</u>	<u>\$28.80</u>
Special Service Area					
Fire Area No. 1			\$ 18,759	\$ 22,070,468	85
Fire Area No. 2			28,522	16,777,877	1.70
Fire Area No. 3			7,121	2,094,550	3.40
Fire Area No. 4			<u>531,621</u>	<u>125,087,354</u>	<u>4.25</u>
	<u>\$ 584,359</u>		<u>\$ 586,023*</u>	<u>\$166,030,249</u>	
Sidewalk	\$ 14,567		\$ 14,852	\$123,766,224	.12
GRAND TOTAL	<u>\$8,851,042</u>		<u>\$5,382,546</u>		

Notes: ** Includes overlay of \$27,598 which applies to Town, County and School appropriations, and Veteran's Exemptions of \$25,100.

* Includes overlay: Fire \$1,664, Sidewalk \$285.

a Includes only Hanover's share 68.87% of Dresden appropriation.

b Includes \$68,000 cash surplus from 1980.

SUMMARY OF ASSESSMENTS 1981

REAL ESTATE

Code

01	Land - Improved and Unimproved	\$ 47,623,185
02	Buildings Only	110,954,870
04	Factory Buildings	1,668,200
08	Public Utilities (Electric & Water Works)	<u>6,235,894</u>
		<u>\$166,482,149</u>

EXEMPTIONS

	Institution - Dining Room Dormitory & Kitchen	\$150,000
	Blind	31,500
	Elderly Persons	<u>270,400</u>
		<u>451,900</u>
	TOTAL NET VALUATION	\$166,030,249

Total Number of Residents listed at \$10.00 - 4,240

**TAX COLLECTOR'S REPORT
DECEMBER 31, 1981**

	<i>DEBIT</i>		
	<i>Prior Years</i>	<i>1981</i>	<i>Total</i>
Property Tax	\$295,554	\$5,357,978	\$5,653,532
Bank Stock Tax		2,480	2,480
Yield Tax		11,177	11,177
Land Use Tax		11,275	11,275
Additions:			
Property Tax	821	150	971
Interest	6,719	1,637	8,356
	\$303,094	\$5,384,697	\$5,687,791

	<i>CREDIT</i>		
	<i>Prior Years</i>	<i>1981</i>	<i>Total</i>
Remittance to Treasurer:			
Property Tax	\$292,601	\$5,034,416	\$5,327,017
Bank Stock Tax		2,480	2,480
Yield Tax		10,868	10,868
Land Use Tax		3,475	3,475
Interest	6,719	1,637	8,356
Abatements:			
Land Use Tax		7,800	7,800
Property Tax 3,766	3,766	5,913	9,679
Uncollected:			
Property Tax	8	317,800	317,808
Yield Tax		308	308
	\$303,094	\$5,384,697	\$5,687,791

**SUMMARY OF WARRANT -
STATE RESIDENT TAX
DECEMBER 31, 1981**

	<i>DEBIT</i>		
	<i>Prior Years</i>	<i>1981</i>	<i>Total</i>
Original Warrant		\$42,280	\$42,280
Uncollected as of 1/1/81	\$ 7,490		7,490
Added Taxes	810	3,790	4,600
Penalties	291	70	361
	<u>\$ 8,591</u>	<u>\$46,140</u>	<u>\$54,731</u>
	<i>CREDIT</i>		
	<i>Prior Years</i>	<i>1981</i>	<i>Total</i>
Remittance to Treasurer:			
Resident Taxes	\$ 3,250	\$37,180	\$40,430
Penalties	291	70	361
Abatements:			
Resident Taxes	4,970	950	5,920
Uncollected:			
Resident Taxes	80	7,940	8,020
	<u>\$ 8,591</u>	<u>\$46,140</u>	<u>\$54,731</u>

**SUMMARY OF TAX SALES ACCOUNTS
DECEMBER 31, 1981**

	<i>DEBIT</i>	<i>Tax Sale on Levies of:</i>
	<i>1980</i>	<i>Prior Years</i>
(a) Taxes Sold to Town During Current Fiscal Year	\$50,355	
(b) Balance of Unredeemed Taxes January 1, 1981		\$22,558
Interest Collected After Sale	1,564	2,808
Redemption Costs	178	147
	<u>\$52,097</u>	<u>\$25,513</u>
	<i>CREDIT</i>	<i>Tax Sales on Levies of:</i>
	<i>1980</i>	<i>Prior Years</i>
Remittances to Treasurer:		
During Year	\$32,378	\$17,044
Unredeemed Taxes at close of Year	19,719	8,161
Abatements During Year		308
	<u>\$52,097</u>	<u>\$25,513</u>

TOWN CLERK'S REPORT
December 31, 1981

Motor Vehicle Permits Issued		
1981	5,380	\$180,935
1982	222	<u>7,301</u>
	5,602	\$188,236
Dog Licenses Issued	548	\$ 2,752
Kennel Licenses Issued	9	<u>118</u>
		\$ 2,870
Fees received from Vital Statistics, Motor Vehicle Title Applications, Hunting and Fishing Licenses, etc.		<u>\$ 11,614</u>

REPORT OF THE TOWN TREASURER

The Treasurer of the Town of Hanover for the year ending December 31, 1982 submits the following condensed report of receipts and disbursements applicable to calendar 1981 activity.

Balance per cash book, January 1, 1981	\$ 106,482
Receipts from all sources applicable to 1981	<u>22,699,387</u>
	\$22,805,869

Less Selectmen's Orders Paid relating to 1981	<u>\$22,603,874</u>
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Balance per cash book, December 31, 1981	<u>\$ 201,995</u>
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Bruce D. McAllister
Treasurer

**TRUST FUNDS
DECEMBER 31, 1981**

	12/31/80 Balance	1981 Principal Withdrawals	1981 Interest	Year End Transfers	Year End Deposits	12/31/81 Balance
Common Trust Funds						
Schools	\$ 6,652.58	\$ 0	\$ 1,062.45	\$ 1,062.45	\$ 0	\$ 6,652.58
Poor	200.00	0	31.94	31.94	0	200.00
Cemeteries	64,872.03	0	10,360.40	10,360.40	0	64,872.03
Library	1,300.00	0	207.62	207.62	0	1,300.00
Subtotal	\$ 73,024.61	\$ 0	\$ 11,662.41	\$ 11,662.41	\$ 0	\$ 73,024.61
Capital Reserve Funds						
Cemetery Expense Reserve	\$ 6,485.72	\$ 0	\$ 1,035.80	\$ 3,045.00	\$ 5,070.00	\$ 9,546.52
Code Administration	2,999.32	0	479.00	0	817.00	4,295.32
Conservation Comm. Reserve	36,046.19	0	5,756.76	3,000.00	12,000.00	50,802.95
Fire Reserve	31,967.13	0	5,105.32	0	28,134.00	65,206.45
Highway Reserve	65,066.77	2,000.00	10,072.10	34,258.25	60,000.00	98,880.62
Police Reserve	19,232.89	0	3,071.59	22,909.00	11,942.00	11,337.48
Sewer Advance Reserve	56,136.26	6,000.00	8,007.02	0	0	58,143.28
Sewer Rental Reserve	258.56	0	41.29	12,079.73	12,000.00	220.12
Sidewalk Reserve	0	0	0	0	2,800.00	2,800.00
Town Forest, Park and Recreational Reserve	279.05	0	44.57	0	0	323.62
Town Government Reserve	2,998.72	0	478.91	72.00	1,000.00	4,405.63
Town Self-Insurance Reserve	47,971.94	0	7,661.38	29,403.64	0	26,229.68
Recreational Equipment	4,355.16	0	695.54	728.16	1,800.00	6,122.54
Subtotal	\$ 273,797.71	\$ 8,000.00	\$ 42,449.28	\$ 105,495.78	\$ 135,563.00	\$ 338,314.21

**TRUST FUNDS
DECEMBER 31, 1981**

	12/31/80 Balance	1981 Principal Withdrawals	1981 Interest	Year End Transfers	Year End Deposits	12/31/81 Balance
Restricted Purpose Funds						
Etna Town Library	\$ 8,740.83	\$ 0	\$ 1,395.96	\$ 1,320.00	\$ 0	\$ 8,816.79
Fierro Memorial	2,017.49	0	322.20	0	0	2,339.69
Bruce Essay Prize	1,000.00	0	159.71	159.71	0	1,000.00
Hanover School District	10,642.33	10,642.33	0	0	0	0
Jeremiah Ice Hockey Fund	2,025.00	0	323.40	323.40	0	2,025.00
Sawyer Trust	8,238.92	0	1,315.80	1,315.80	0	8,238.92
School Bus Reserve	3,740.57	3,740.57	0	0	0	0
Stockbridge Fund	3,737.76	0	596.94	0	0	4,334.70
Subtotal	\$ 40,142.90	\$ 14,382.90	\$ 4,114.01	\$ 3,118.91	\$ 0	\$ 26,755.10
GRAND TOTAL	\$386,965.22	\$ 22,382.90	\$ 58,225.70	\$120,277.10	\$135,563.00	\$438,093.92

STATEMENT OF GENERAL DEBT December 31, 1981

		<i>Principal</i>	<i>to Maturity</i>	<i>Interest</i>	<i>Total</i>
Sewer Bonds	1963 ¹	\$ 30,000	\$ 1,305	\$	31,305
Sewer Bonds	1970 ¹	200,000	21,250		221,250
Sewer Bonds	1977 ¹	70,000	2,625		42,625
Sewer Bonds	1978 ¹	180,000	14,535		194,535
Fire Station & Municipal Building Renovation	1977	300,000	81,075		381,075
Senior Housing Bonds	1977	360,000	97,995		457,995
Ladder Tower Bonds	1978	120,000	24,962		144,962
Howe Library Note	1975 ²	280,308	139,366		419,674
Hypertherm Note	1981 ³	57,615	44,286		101,901
Park Street Constr. Note	1981	112,000	22,750		134,750
Total		\$1,709,923	\$450,149		2,160,072

- Notes: 1. Water Pollution Aid is received from the State annually to apply against the debt service.
2. Howe Library Corp. is now reimbursing the Town annually for the total cost of debt service.
3. Hypertherm, Inc. reimburses the Town annually for total cost of debt service.

PARKING SYSTEM 1981-1982

	<i>1981 Budget</i>	<i>1981 Actual</i>	<i>1982 Budget</i>
<i>Revenues</i>			
Parking - Previous Years	\$114,576	\$114,576	\$ 96,695
Sale of Property	13,000	5,600	0
Metered Parking	60,000	64,586	60,500
Parking Fines	55,000	159,221	57,000
Permit Parking	51,840	49,380	50,000
Use of Property & Money	14,800	25,805	15,800
Community Center	1,189	1,188	0
Total Revenues	\$310,405	\$320,356	\$279,995
<i>Expenses</i>			
Personal Services	\$ 76,990	\$ 80,908	\$ 87,066
Communications	\$ 2,532	\$ 1,941	\$ 2,000
Insurance & Bonding	2,855	1,099	1,012
Printing & Publications	150	259	250

Office Supplies	700	931	1,200
Office Equipment	200	154	,000
Fuel & Lubrication	1,500	6,141	6,500
Rep. & Maint. of Equipment	2,600	474	2,500
Utilities	2,664	2,761	3,200
Clothing	0	727	400
Buildings - Repair & Maint.	3,500	39	500
Grounds - Materials	2,500	5,357	2,500
Parking Meter Supplies	3,000	4,488	2,500
Public Transportation	0	0	15,000
Other Charges - Administration	20,000	20,000	20,000
Other Charges - Highway	10,000	10,000	10,000
Other Charges-Communications	13,081	13,081	13,132
Other Charges - Buildings & Grounds	3,500	5,868	5,500
Other Charges - Equipment	6,500	3,978	6,500
Capital Outlay	29,657	33,509	1,000
Professional Fees	2,000	0	0
Contract - Cleaning	0	1,020	0
Contract - Data Process	5,800	5,931	0
Contracts - Lot Rental	14,768	16,995	16,361
Equipment Reserve	8,000	8,000	8,000
Total Expenses	\$212,497	\$223,661	\$205,321
Fund Balance	\$ 97,908	\$ 96,695	\$ 74,674

**HANOVER HOUSING AUTHORITY
SECTION EIGHT
Balance Sheet - 12/31/81**

Assets

Cash	\$ 9,644.33
Savings Account	31,274.08
Development Costs	<u>639,703.77</u>
Total Assets	\$680,622.18

Liabilities and Reserves

Accounts Payable - Town of Hanover	\$ 8,869.00
Donations	775.33
Grant - Town of Hanover	639,703.77
Savings Account	31,274.08
Fund Balance	<u>0</u>
Total Liabilities and Reserves	\$680,622.18

HANOVER HOUSING AUTHORITY
1981-1982

	<i>1981 Budget</i>	<i>1981 Actual</i>	<i>1982 Budget</i>
<i>Revenues</i>			
Housing Subsidy	\$ 60,420	\$ 59,392	\$ 63,348
Rents Housing Authority	26,700	29,926	31,836
Transfer from Reserve	0	9,208	0
Miscellaneous	50	50	50
Total Revenues	\$ 87,170	\$ 98,576	\$ 95,234
<i>Expenses</i>			
Communications	\$ 476	\$ 422	\$ 515
Insurance & Bonding	1,555	1,270	1,333
Office Supplies	35	40	50
Utilities	20,816	22,856	25,575
Heat	1,100	1,286	1,408
Buildings - Repair & Maintenance	3,000	499	500
Grounds - Materials	200	577	200
Program Materials	100	10	25
In Lieu of Taxes	13,200	14,870	16,357
Interest on Debt	18,565	18,565	16,920
Principal on Debt	35,000	35,000	35,000
Other Charges - Administration	6,992	6,992	8,155
Other Charges - Highway	200	796	1,000
Other Charges - Equipment	100	8	100
Other Charges - Buildings & Grounds	3,000	8,298	4,000
Capital Outlay	0	9,208	3,000
Contract Services	4,100	3,596	3,867
Equipment Reserve	7,600	7,600	8,050
Total Expenses	\$116,039	\$131,893	\$126,055
Net Expenses	\$ 28,869	\$ 33,317	\$ 30,821

HANOVER DISTRICT COURT Statement of Revenues and Expenditures

Balance on Hand January 1, 1981 \$ 4,233

Receipts During Period

Fines/Forfeitures	\$24,265	
Penalty Assessments	2,391	
Fees	422	
Restitution	707	
Bail	7,010	
Partial Payments (Fines)	14	
Other	4,136	
Total Receipts		<u>38,945</u>
		<u><u>\$43,178</u></u>

Expenditures During Period

Division of Motor Vehicles	\$ 9,961	
Treasurer Penalty Assessment	2,340	
Fish and Game	541	
Town	10,424	
Witness Fees	2,856	
Operating Expenses	1,745	
• Postage/Supplies	3,125	
• Telephone	616	
• Other	<u>3,627</u>	
Total Expenditures		<u>\$35,235</u>
Ending Balance December 31, 1981		<u>7,943</u>
		<u><u>\$43,178</u></u>

1981 Activity

Criminal	805
Writs	101
Tenant & Landlord	15
Juvenile	50
Small Claims	<u>757</u>
Total Cases	1728

UPPER VALLEY REGIONAL EMERGENCY MEDICAL CARE SERVICE

The Upper Valley Regional Emergency Medical Care Service responded 790 times for medical aid in 1981. Of the 790 responses, 144 were dry runs or no transports.

	1978	1979	1980	1981
Bradford	50	71	97	92
Fairlee	31	29	25	50
Hanover	201	182	216	287
Lyme	19	25	33	45
Norwich	41	33	56	46
Orford	19	21	31	23
Piermont	19	13	20	25
Strafford	14	15	8	8
Thetford	39	39	36	46
West Fairlee	4	6	16	11
Other	<u>4</u>	<u>6</u>	<u>14</u>	<u>13</u>
Total	441	440	552	646

1981 was a busy year with a 17% increase in run activity.

The ambulance attendants continue to receive training in new life saving techniques as well as maintaining present skills.

The per capita charge for 1982 will remain at \$3.50; however, the user fee will increase from \$45.00 to \$50.00.

**UPPER VALLEY REGIONAL EMERGENCY
MEDICAL CARE SERVICE FUND**

**Statement of Revenues and Expenditures
for the Year Ended December 31, 1981
and Proposed Budget for 1982**

	<i>Actual 1981</i>	<i>Budget 1982</i>
Revenues:		
Prior Years Revenue	\$ 5,933	\$ 7,057
Service Charges	30,940	34,000
Community Contributions	70,681	73,463
Outside Billing	625	375
Accounts Receivable	9,586	12,000
Total Revenues	<u>\$117,765</u>	<u>\$126,895</u>
Expenditures:		
Personal Services	\$ 67,789	\$ 69,233
Automobile Allowance	100	- 0 -
Communications	967	500
Insurance & Bonding	1,377	2,825
Printing & Publications	9	75
Training	808	4,000
Dues & Subscriptions	347	325
Office Supplies	400	350
Fuel & Lubrication	4,624	5,045
Repair & Maintenance -		
Operational Equipment	1,463	1,400
Clothing	826	600
Chemical, Drug & Lab Supplies	1,264	1,500
Equipment Repair	238	580
Travel	- 0 -	150
Operational Equipment	874	1,640
Other Charges - Administration	6,567	7,182
Other Charges - Communications	7,044	10,102
Other Charges - Equipment	311	525
Equipment Reserve	15,700	16,500
Total Expenditures	<u>\$110,708</u>	<u>\$122,532</u>
Surplus	<u>\$ 7,057</u>	<u>\$ 4,363</u>

Capital Reserve Balance \$18,526

OAK HILL SKI AREA REPORT

Oak Hill Ski Area is alive and well. The renovation program begun in 1980 with the support of the town, local organizations, merchants, concerned citizens, and a successful fund raising campaign in memory of John J. Boardman, Jr., combined with a normal snow year has given new life to Oak Hill.

Installation of the T-Bar lift, which replaced the original J-Bar, was completed in time for the opening of the 1980-1981 season. The old North Slope has been widened and regraded, and was formally dedicated in memory of John J. Boardman, Jr., in ceremonies held January 10, 1981. Two new lift buildings have been constructed and installed top and bottom, including communication facilities for the timing of racing events. During the fall of 1981, additional trail renovations and reseeded were accomplished as well as the completion of improved storage facilities.

For the first time in the long history of Oak Hill, the area now has its own snow cat and snow grooming equipment. The availability of this equipment, made possible by the John J. Boardman, Jr. fund raising campaign, has been a significant factor in the number of operating days this season, and attendance in general. Since opening day, December 19, 1981, weekly attendance has been between 500-750 skiers.

The Ford K. Sayre Memorial Ski Council wishes to take this opportunity to publicly thank the community, Dartmouth College, and the many supporters and volunteers for their contributions and efforts in making this renovation possible. You have provided our community with a valuable resource that can be shared by young and old alike, as well as a facility for the continuation of the Ford Sayre instructional programs.

The Ford K. Sayre Memorial Ski Council

HEADREST, INC.

Headrest, Inc., the Upper Valley's 24 hour, 365 day a year crisis and information hotline requests \$4,500.00 from the Town of Hanover in 1982. This sum reflects proportionate use of the town, and the cost to maintain Headrest. In 1981, Headrest served Hanover residents in the following ways:

<i>Situations</i>	<i>Contacts</i>
Assault/Abuse, Women	2
Alcohol	11
Caring Listener	28
Child Care	1
Consumer	13
Counselling requested	4
Depression/Anxiety	1
Drug related	17
Energy related	1
Lodging requested-not used	24
Lodged at Headrest	5
Lodged at Safe Homes	1
Family Related	8
Food needed	1
Handicapped	1
Health related	16
Housing	13
Job related	12
Legal	3
Information & Referral	99
Transportation	5
Volunteer, Donation	26
No Service available	1*
Collaboration	59
TOTAL SITUATIONS	352

*No service: request for room w/supervision and meals, long term

In 1982 we expect to see increasing numbers of people in distress, and fewer government subsidized services. Headrest will work to immediately support individuals and families, and to find a variety of resources—including agencies, support groups, skilled individuals, or organizations—who can assist townspeople in coping with distress and crisis of *all* kinds.

Headrest depends on much local support, including many volunteer hours. Regular training sessions are offered in suicide, alcohol, and drug abuse prevention; crisis counselling; local resources; domestic violence (including child and spouse abuse); and supplementary sessions for ongoing volunteers.

Special programs in conjunction with the hotline and training include: alcohol crisis intervention with trained Emergency Medical Technician supervision, Winter Housing Emergency Network 24 hour back up for fuel emergencies, drug abuse counselling, and temporary emergency housing and housing referrals.

Money appropriated for Headrest will help support the hotline, help us train volunteers, keep our resource file complete and updated, and publicize the availability of our hotline, so that everyone may benefit.

Anyone who has a problem, or a friend or family member with a problem, may call 448-4400, free of charge, day or night, any day of the year. Many services are closed at night or on weekends, or may require an appointment or waiting period. Headrest cannot solve all of people's problems, but often the sound of a caring human voice at the time of crisis carries the person through. When appropriate, the caller will be directed toward longer - term assistance, be it mental health, fuel assistance, alcohol counselling, a support group, day care, housing, etc. Calls are anonymous and confidential.

UPPER VALLEY-LAKE SUNAPEE COUNCIL

The Upper Valley-Lake Sunapee Council has been assisting as a member of the Hanover Master Plan Executive Committee in the update of the Master Plan. In addition, the Council prepared a review of the Grasse Road subdivision proposal. Staff members have participated in several Hanover League of Women Voters' radio discussions and are involved in the Lebanon Airport Environmental Impact Statement by chairing the Citizens' Advisory Committee. In regional activities, the Council has updated its regional housing element, is preparing an economic base study, and is developing a means of measuring development impact - all addressing issues facing Hanover.

**UPPER VALLEY
SENIOR CITIZENS COUNCIL, INC.
Statistics for Town of Hanover
October 1, 1980 - September 30, 1981**

<i>Services</i>	<i>Unit of Service</i>	<i>Unit Cost</i>	<i>Total No. Units of Service</i>	<i>Total Cost of Service</i>	<i>Hanover Vol. Hours</i>	<i>No. of Hanover Vols.</i>
Center Meals	Meal	\$2.57(1)	959	\$ 2,464.63	845.75	14
Meals on Wheels	Meal	3.63	3090	11,216.70	458	14
Transportation	Trip	3.00	1124	3,372.00	—	
Friendly Visitors	Visits	—	79	—	69	2
			5252	\$17,053.33	1372.75	30

Total Number of Individual Hanover Residents served - 166

Total cost of services provided to Hanover residents \$17,053.33(2)
 Received from Town of Hanover \$ 3,950.
 Request for 1982 (10% over previous year 4,345.

**In addition to the above services, the Upper Valley Senior Citizens Council, Inc. mails out a monthly newsletter to approximately 500 Hanover residents. Several volunteers from Hanover participate in our craft programs generating money to assist our programs.

1. Unit cost from Audit Report for July 1, 1980 - June 30, 1981.
2. For the entire agency cost of Programs is funded: 49.9% by Federal programs, 11.7% by donated fees, 5.1% individual donations, 6.4% miscellaneous, 17.8% donations of goods and services and 9.7% local public funds and the United Way.

GRAFTON COUNTY COMMISSIONERS' REPORT

In our continued effort to communicate more directly with the taxpaying citizens of Grafton County, we are taking this opportunity to reach you through your annual town report.

We are pleased to report that, due to the unusually high interest rates during our 1981 fiscal year, Grafton County had a very good investment year, realizing \$71,375 in interest earned, which contributed to the \$257,458 surplus, most of which was applied to the fiscal year 1982 budget to reduce tax requirements. Budget appropriations for the current fiscal year beginning July 1, 1981 are about on target. However, we may be looking to a deficit at fiscal year end and we definitely anticipate a sizeable budget increase next fiscal year due to shifts in programs and financial responsibilities without accompanying federal/state funding to administer these programs, many of which are mandatory, not optional. Impact is already being felt by towns as well as counties in the educational, child protection/placement, and medicaid programs. In line with state and local "belt tightening", the County Commissioners will be taking a hard look at budget requests this next fiscal year. Priorities must be established to "hold the line" in future budget appropriations.

The computerized bookkeeping system is working out well, proving to be an asset in controlling appropriations and allowing on-demand reports showing the County's financial position at any given time.

Grafton County Commissioners, along with the maintenance supervisors and Nursing Home administration, continue to work closely with Dynamic Integrations in effecting energy conservation measures, both for the Courthouse and Nursing Home Complex. Many dollars have been and will continue to be saved through these efforts.

Superior Court has requested finishing the second courtroom in the very near future as there is a greater demand for jury hearings and use of two courtrooms at the same time. The Commissioners have engaged Wright-Pierce architectural firm to submit proposals for finishing the second courtroom, with the intent of having funds included in the next fiscal year's budget to carry out the project.

Again this year the farm has been productive. Cattle sales grossed an all time high of \$35,235. While cattle sales have been very successful, our herd has remained consistently highly rated in the Dairy Herd Improvement Association reports. Cattle were entered into eight various sales in three different states. The total herd, including milkers, heifers and calves, numbers about 187. The swine program has also had a most fruitful year, with a combination of production and sales. As in the years past, we maintain a waiting list for piglets. There have been quite a few field trips through the facility by the local school districts and Future Farmers Association, utilizing our farm for their educational programs. The Nursing Home purchased \$32,402 of food and produce from the farm, which was advantageous to our residents by having fresh produce in season and frozen produce during the winter months, not to mention the cost saving factor.

Grafton County had the highest census ever this past year in the Jail and House of Correction, resulting in an increase in management problems such as overcrowding, staff stress, and much higher than anticipated inmate medical costs. Inappropriate admissions to county jails of mentally disturbed inmates has created a great portion of inmate behavior problems within the facility.

The Commissioners hold their regular meeting every Monday, except holidays, at 9:30 a.m. in the Commissioners' Office of the Grafton County Courthouse, followed by a second meeting at the Grafton County Nursing Home Complex at 1:00 p.m., which regularly includes visits to farm and jail facilities. Public and press are welcome, and, in fact, are encouraged to attend the meetings.

GRAFTON COUNTY COMMISSIONERS
Richard L. Bradley, Chairman
Dorothy Campion, Clerk
Arthur E. Snell, Vice Chairman

MINUTES OF THE ANNUAL TOWN MEETING

March 10, 1981

ARTICLE 1: The following Town Officers were elected:

For Selectmen (three years): Marilyn W. Black,
James W. Campion, III

For Treasurer (one year): Bruce D. McAllister.

For Library Trustee (three years): Ann S. Cioffi

For Trustee of Trust Funds (three years): Roger C. Ball

ARTICLE 2: "Are you in favor of the adoption of Amendment No. 1 to the Town Zoning Ordinance concerning the provisions for Cluster Subdivision and Planned Residential Development (PRD)?"

PASSED YES: 1,081 NO: 143

ARTICLE 3: "Are you in favor of the adoption of Amendment No. 2 to the Town Zoning Ordinance as proposed by the Planning Board to allow an accessory dwelling unit in an owner-occupied single-family residence?"

PASSED YES: 989 NO: 299

ARTICLE 4: "Are you in favor of the adoption of Amendment No. 3 to the Town Zoning Ordinance as proposed by petition of the voters for this Town by amending Section 406 relating to parking in the B-1 Zone so as to allow modest shop and business growth within the existing "B" District?"

DEFEATED YES: 313 NO: 902

ARTICLE 5: Selectman Benjamin Thompson moved, and it was duly seconded, "That the Town appropriate \$200,000 to perform sewer inflow and infiltration corrective construction, rehabilitation of pumping stations 2, 3, and 4, and redesign of the portion of the secondary treatment plant, and further to authorize the Selectmen to borrow said sum by the issuance of bonds and/or notes under the Municipal Finance Act; and further, authorize the Selectmen to apply, negotiate, and do all things necessary to obtain Federal Assistance as may be available for this project; and/or to incur indebtedness in anticipation of the receipt of such assistance as provided under the Municipal Finance Act and to receive and expend such assistance for the purpose of this project."

PASSED YES: 390 NO: 42

ARTICLE 6: Selectman James Campion moved, and it was duly seconded, "That the Town appropriate \$220,000 for the reconstruction of Park Street, and further to authorize the Board of Selectmen to borrow \$180,000 by the issuance of bonds and/or notes under the Municipal Finance Act; the remaining \$40,000 to be taken from 1981 Highway Department operating expenses and further, authorize the Selectmen to apply, negotiate, and do all things necessary to obtain Federal Assistance as may be available for this project; and/or to incur indebtedness under the Municipal Finance Act and to receive and expend such assistance for the purpose of this Project."

PASSED

YES: 387

NO: 47

RESOLUTION: A proposal by David J. Bradley "To see if the town will vote to request the President of the United States to propose to the Soviet Union a mutual nuclear weapons moratorium; and further to see that copies of this resolution be sent to our Senators and Congressmen." Motion duly made and seconded.

PASSED

YES: 308

NO: 38

ARTICLE 7: Selectman Campion moved, it was duly seconded and voted that the reports of the Selectmen, Town Clerk, Treasurer, Auditor, Collector of Taxes, and other Town Officers as printed in the Town Report be accepted.

AMENDMENT TO REPORT OF FINANCE COMMITTEE: (submitted by Douglas Rupert) "Move to amend the Report of the Finance Committee by striking out any reference to the Dresden Board of School Directors and also striking out the first paragraph after the heading Duties" and inserting the following: "The duties of the Hanover Finance Committee in respect to the Dresden School District budget are described under the Articles of Agreement of the Interstate School Compact as adopted at the Dresden District Meeting on March 1, 1971." Accepted as amended.

RESOLUTIONS:

A resolution of thanks, presented by Selectman Campion, for the contributions of retiring Selectman Martha S. Solow, read as follows:

"As the first woman selectman in the history of the Town of Hanover, you have set a high standard for others to follow. Not content with the work of a selectman, you shouldered additional duties as an active and concerned member of the Planning Board. Your dedication to long-range planning has brought forth in your tenure new zoning regulations, new subdivision regulations, and site-plan review; the effects of your wisdom will be

long felt by future generations in the Town of Hanover. As a selectman, you have always been concerned about the most effective expenditures of Town funds. But above all, you have brought the right-to-know to the Town's government, and it is here to stay. The Town of Hanover thanks you for your six years of service."

A *resolution* was presented by Selectman Thompson honoring Herbert Wells Hill, as follows:

"Resolutions honoring citizens who have served this community are traditionally offered on retirement from office. It seems fitting, however, to depart from this practice now and honor the memory of Herbert Wells Hill, who died on January 11, 1981.

Not content to be a student and teacher of New England History, Herb entered into political life with zest, competence and humor. Acting on his belief that a citizen in a free world has a responsibility not only to be informed about, but to participate in government, he served in federal posts, state commissions, the Constitutional Conventions, and all but wrought a minor miracle in 1949 by narrowly missing election as Governor of New Hampshire in spite of his party, Democrat, and his hometown, Hanover.

With skill, firmness, and wit, he served as Moderator of Town Meeting from 1962-1971. As judge of the District Court, he showed a deep feeling for justice. He used this office to give many a young offender guidance and a feeling that some adult cared. One of his rather crusty peers once remarked that Herb did more to keep those kids straight than all the paid counsellors in the State.

For his years of unselfish and wise leadership in the Community, we offer this resolution at Town Meeting, March 10, 1981."

A *resolution* was presented by Mr. Lewis Bressett honoring James Cleveland, as follows:

"There have been many men who have served the State of New Hampshire in the House of Representatives of the United States, but no one has served with more distinction, honesty, and fairness than has Jim Cleveland.

After many years of dedicated public service to the people of the State of New Hampshire and particularly to those people of the Second Congressional District, Mr. Cleveland decided to take a well deserved rest.

During his long service in the Congress, Jim Cleveland with great sensitivity and concern offered his personal as well as his aid in an official capacity in administering to the people's re-

quest and helping to arrive at a solution to many problems no matter how large or small.

We, the people of the Town of Hanover, for whom Mr. Cleveland served so well, wish to acknowledge with thanks and praise the fine record of service performed by Mr. Cleveland by recording in the minutes of this town meeting our gratitude for the excellent public service he has given to this community.”

A resolution: Selectman Martha Solow presented a verbal commendation for the Town Manager Peter Gartland.

ARTICLE 8: Selectman Sharon Nordgren moved that the following persons are hereby nominated for the following offices. Motion was duly seconded.

Auditors for a term of one year:

Joseph E. Cardoza

Robert G. Murphy, Jr.

One member of the Advisory Assessors Board, for a term of three years:

Robert D. McLaughry

Fence Viewers for a term of one year:

Walter S. Coutermarsh

Edward Lathem

Howard Reed

Surveyors of Wood and Timber for one year:

Joseph C. Fogg

Thomas Linell

The Clerk was asked to cast one ballot for the slate.

ARTICLE 9: Selectman Solow moved, it was duly seconded and voted that the Town vote to empower the Planning Board to review and approve or disapprove site plans for the development of tracts for multi-family dwelling units, including but not limited to, land submitted to the condominium form of ownership, whether or not such plans require subdivision approval; and further grant this authority on the condition that prior to exercising these additional powers, the Planning Board shall adopt site plan regulations therefore, in conformity with the requirements of RSA 36: 19a.

ARTICLE 10: Selectman Stephen Waite moved, it was duly seconded and voted that the Town vote to authorize the use of surplus monies from the 1979 and 1980 Sidewalk Fund and to appropriate these funds as revenues in the 1981 Sidewalk Fund Budget to reduce the amount to be raised in taxes to support this Fund by \$7,453.

ARTICLE 11: Selectman Thompson moved, it was duly seconded and voted that the Town authorize the establishment of Capital Reserve Funds for Administration, Code Department and Recreation Department for the acquisition of motor vehicles as authorized in RSA 35: 1.

ARTICLE 12: Selectman Campion moved, it was duly seconded and voted, that the Town authorize the transfer of \$23,000 (as amended by Mr. Gartland) from the Town Self-Insurance Fund to appropriate these funds as General Revenue in the 1981 Budget to reduce the amount to be raised in taxes.

ARTICLE 13: Selectman Solow moved, it was duly seconded and voted "That the Town raise and appropriate the sum of Three Million, Nine Hundred and Fifty Thousand, One hundred and Sixty-three dollars (\$3,950,163) which includes Two Hundred Twelve Thousand, Four Hundred Ninety-seven dollars (\$212,497) for the general operations of the parking system; and including One Hundred Thirty Thousand and Sixty-two dollars (\$130,062) to be paid into the following capital reserve funds for the purpose thereof, namely, General Administration \$1,000; Recreation \$1,800; Code \$817; Police \$11,941; Buildings & Grounds \$5,070; Equipment \$60,000; Fire \$26,634; Sidewalk \$2,800; Sewer \$12,000; Parking \$8,000; together with the transfer of \$63,847 from such capital reserve funds for the purpose and in the amounts as set forth on Page 80 of the Town Report, to pay the expenses of the Town during the 1981 fiscal year for the purposes set forth in the Town Budget and further, that the Selectmen shall constitute the agents of the Town to carry out the purposes of the various capital reserve funds and the expenditures authorized herein, and further, that the Selectmen are authorized to accept and expend gifts of money or personal property for the purposes intended by any donor, and in addition to apply, receive, and expend any federal or state assistance for the purposes set forth in the Town Budget, not anticipated as of the Annual Town Meeting on the condition that the Selectmen shall account to the voters of the Town for all such additional receipts and expenses and shall hold a public hearing prior to taking any action thereon.

A motion by William Smith to amend the motion to reduce the Budget by 2½ % was defeated.

ARTICLE 14: Selectman Thompson moved, it was duly seconded and voted that the Selectmen be authorized to withdraw from the Revenue Sharing Fund established under the provisions of the State and Local Assistance Act of 1972 as amended for use

as set-offs against budget appropriations in the following amounts, General Fund - \$49,172; Fire Fund - \$36,510; Sidewalk - \$1,000; as detailed on Page 80 of the 1980 Town Report; and, further to authorize the Selectmen to make pro rata reductions in the amounts if estimated entitlements are not received or are reduced.

ARTICLE 15: Selectman Nordgren moved, it was duly seconded and voted that the Town raise and appropriate the sum of \$28,314 for the operation of a Community Center at 10 School Street, and further to authorize the Selectmen to accept and expend gifts of money and/or personal property for the purpose intended by any donor.

ARTICLE 16: Selectman Waite moved, it was duly seconded and voted that the Town raise and appropriate the sum of \$17,000 for the construction and operation of a Recycling Center to be located at the Public Works facility.

ARTICLE 17: Selectman Campion, moved, it was duly seconded and voted that the Town raise and appropriate the sum of \$8,000 for the purpose of continuing the Elm Tree Maintenance Program begun in 1979 within an area up to a radius on one-half mile from the intersection on North and South Main Streets and East and Wheelock Streets, and further to authorize the Selectmen to apply, negotiate, and do all things necessary to obtain such Federal, State, or other assistance as may be available for this project, and to receive and expend such assistance for the purpose of this project.

ARTICLE 18: Selectman Waite moved, and it was duly seconded that the Town vote to discontinue and make subject to Gates and Bars as provided in RSA 238: 1 and 2, a section of Goldthwaite-King Highway No. 36, the so-called Plummer Hill Road, which is described as being 975 feet in an easterly direction from the junction of Three Mile Road and Thompson Road. Motion was DEFEATED by a voice vote.

ARTICLE 19: Selectman Solow moved, it was duly seconded and voted that the Town vote to raise and appropriate the sum of \$60,000 to extend the Mink Brook Sewer Line to service the Hypertherm, Inc. location on the Great Hollow Road; and further to authorize the Selectmen to borrow said sum by the issuance of bonds and/or notes under the Municipal Finance Act and to make an assessment upon the land of Hypertherm and provide for assessment installments as provided in RSA Chapter 252.

ARTICLE 20: (by petition) The motion was presented from the floor. It was moved, seconded and voted that the Town appropriate \$8,000 not expended by the Town under Article 15 of the Warrant

of the 1980 Town Meeting, to contribute to the cost of managing, operating, and maintaining the Oak Hill Ski Area for public skiing during the winter of 1981-82 under the supervision of the Ford K. Sayre Memorial Ski Council.

ARTICLE 21: (by petition) It was moved by Everett Wood and duly seconded that the Town vote to raise and appropriate the sum of \$2,095 to support the Dartmouth-Lake Sunapee Region Association. Motion was DEFEATED on a voice vote.

ARTICLE 22: (by petition) To see if the Town will vote to petition the Representatives and Senators who represent the Town in the General Court to support in the current session of the General Court, the con-current resolution to amend the State Constitution to limit the annual increase both in taxes and spending by the State or any city, town, or other governmental unit of the state, to five percent unless approved by a $\frac{2}{3}$ vote of those present and voting on such taxing or spending authority. There was no motion, and therefore no business conducted under this article.

ARTICLE 23: There was no business under this article.

Town Meeting adjourned at 11:00 P.M.

Respectfully submitted,

s/ Frances G. Wales

Town Clerk

**ANNUAL REPORT
OF THE
HANOVER
SCHOOL DISTRICT
1981**

1981 HANOVER ANNUAL REPORT

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**HANOVER SCHOOL DISTRICT
SCHOOL DISTRICT OFFICERS
School Board**

	<i>Term Expires</i>
Susan F. Boyle, Vice-Chairman	1984
Ann D. Bradley	1982
John M. Curtis	1983
Mary Ann Harris	1983
Emily M. Mead, Chairman	1984
Brian E. Pattison	1982
Douglas A. Rupert, Secretary	1984

Lee K. Hurd, Moderator
 Sybil B. Williamson, Clerk
 Sybil B. Williamson, Treasurer
 Errol L. Heisser, Auditor
 Hugh Watson, Superintendent of Schools
 Lawrence E. Cornell, Assistant Superintendent
 Jeanette I. Cook, Administrative Assistant
 William H. Moorman, Director of Accounting
 Eugene A. Roddy, Coordinator of Special Education
 Stefan Vogel, Principal, Bernice A. Ray School

**HANOVER SCHOOL DISTRICT
SPECIAL WARRANT
STATE OF NEW HAMPSHIRE**

Grafton, S. S.

School District of Hanover

To the inhabitants of the School District of Hanover, in the County of Grafton and State of New Hampshire qualified to vote in District affairs:

You are hereby notified to meet at Webster Hall in Hanover, New Hampshire, on Tuesday, March 9, 1982, at 8:00 in the morning, to act on the following subject:

To choose by ballot a Moderator, a Clerk, a Treasurer, and an Auditor, each to serve one year, and two members of the School Board, each to serve three years. (Polls will be open at 8:00 A.M. and will close at 8:00 P.M. or one-quarter hour after completion of voting on the last article in the Town Warrant, whichever is later, unless the Town votes to keep the polls open to a later hour.)

NOTE: ALL OTHER BUSINESS WILL BE CONSIDERED AT THE SCHOOL DISTRICT MEETING TO BE HELD ON WEDNESDAY, MARCH 17, 1982, AT 7:30 P.M. IN THE HANOVER HIGH SCHOOL AUDITORIUM.

Given under our hands and seals at said Hanover this third day of February, 1982.

Susan F. Boyle, Vice-Chairman

Ann D. Bradley

John M. Curtis

Mary Ann Harris

Emily M. Mead, Chairman

Brian E. Pattison

Douglas A. Rupert, Secretary

School Board, School District of Hanover

SCHOOL DISTRICT WARRANT STATE OF NEW HAMPSHIRE

Grafton, S.S.

School District of Hanover

To the inhabitants of the School District of Hanover in the County of Grafton and State of New Hampshire qualified to vote in District affairs:

You are hereby notified to meet at the Hanover High School Auditorium in Hanover, New Hampshire on Wednesday, March 17, 1982, at 7:30 in the evening, to act on the following subjects:

ARTICLE 1. To see what sum of money the District will vote to raise and appropriate for the support of schools, for the payment of salaries for school district officials and agents, and for the payment of statutory obligations of the District.

ARTICLE 2. To see if the District will vote to authorize the School Board to establish a contingency fund as part of the regular school district budget and to raise and appropriate Fifteen Thousand Dollars (\$15,000.00) for this purpose.

ARTICLE 3. To see if the District will vote to request from the New Hampshire State Department of Education a waiver from the requirement to provide a school lunch program.

ARTICLE 4. To see if the District will authorize the School Board to apply for, accept and expend, without further action by the School District meeting, money from any source which becomes available during the 1982-83 fiscal year.

ARTICLE 5. To transact any other business that may legally come before this meeting.

Note: Election of school district officers will take place at the time of the School District Meeting held in conjunction with the Town Meeting to be held on Tuesday, March 9, 1982, at Webster Hall.

Given under our hands and seals at said Hanover this third day of February, 1982.

Susan F. Boyle, Vice Chairman

Ann D. Bradley

John M. Curtis

Mary Ann Harris

Emily M. Mead, Chairman

Brian E. Pattison

Douglas A. Rupert, Secretary

School Board, School District of Hanover

**HANOVER, NEW HAMPSHIRE
SCHOOL DISTRICT**

**Record of Election of
School District Officers**

March 10, 1981

The election of officers of the Hanover School District was conducted by separate ballot at the annual Hanover Town Meeting on March 10, 1981.

The meeting was called to order by the Town Moderator at 8:00 a.m. in Webster Hall, Hanover, New Hampshire.

The Hanover School District Warrant, dated February 17, 1981, and the Return of Posting were read by School District Moderator, Lee K. Hurd.

The polls were declared open at 8:15 a.m. by the Moderator. The polls were declared closed at 11:15 p.m.

At the close of the polls, the town officials turned all School District Ballots over to the School District officials who proceeded to count the ballots publicly with the assistance of ten (10) legal voters of the District.

The following officers were declared elected for the term indicated:

Moderator for one year	Lee K. Hurd
Clerk for one year	Sybil B. Williamson
Treasurer for one year	Sybil B. Williamson
Auditor for one year	Errol L. Heisser
School Board Members for three years	Susan Boyle Emily M. Mead Douglas A. Rupert

Respectfully submitted,

Sybil B. Williamson
Clerk
Hanover, N.H. School District

MINUTES OF THE ANNUAL MEETING HANOVER SCHOOL DISTRICT

**Wednesday, March 18, 1981
7:30 p.m., Hanover High School, Hanover, N.H.**

A legal meeting of the residents of the Hanover School District was called to order by the Moderator, Lee K. Hurd, at 7:35 p.m. As there was no objection, the moderator dispensed with the reading of the warrant.

ARTICLE I: The motion was made by Emily Mead the District authorize the Treasurer, with the approval of the School Board, to point a Deputy Treasurer, in accordance with the provisions of New Hampshire Revised Statutes Annotated 197:24-a, Deputy Treasurer. Upon being duly seconded, the motion was *voted* in the affirmative.

ARTICLE II: The motion was made by John Curtis that the District raise and appropriate the sum of *One Million Five Hundred Seventy-five Thousand Dollars (\$1,575,000.00)* for the support of schools, for the payment of salaries for school district officials and agents, and for the payment of statutory obligations of the District. Upon being duly seconded, the motion was *voted* in the affirmative.

ARTICLE III: The motion was made by Richard Nordgren that the District authorize the School Board to establish a contingency fund as part of the regular school district budget and to raise and appropriate *Ten Thousand Dollars (\$10,000.00)* for this purpose. Upon being duly seconded, it was *voted* in the affirmative.

ARTICLE IV: The motion was made by Ann Bradley that the District request from the New Hampshire State Department of Education a waiver from the requirement to provide a school lunch program. Upon being duly seconded, the motion was *voted* in the affirmative.

ARTICLE V: The Motion was made by Susan Boyle that the District authorize the School Board to apply for and accept grants and aid from the United States, the State of New Hampshire, and any agency or municipality thereof, or from private corporations and individuals for the construction, operation and financing of its schools, and to do any and all things necessary in order to avail the District of such aid and cooperation, or to take any other action relative thereto. Upon being duly seconded the motion was *voted* in the affirmative.

ARTICLE VI: Under other business, tributes and expressions of appreciation were extended to Ruth Dennis (read by Mary Ann Harris and followed by a standing ovation), to Mary Ann Hooper

and Richard Nordgren (read by John Curtis). These were carried by acclaim. (Copies are attached.)

Upon motion, duly seconded, it was *voted* to adjourn the meeting at 8:14 p.m., as there was no further business to be conducted at this meeting.

Respectfully submitted,

Sybil B. Williamson
School District Clerk

RICHARD NORDGREN

I respectfully move that the Hanover School Board extend sincere thanks to Richard Nordgren for the years of dedicated service as a Board member. In the three years Dick has served on the Board, he has shared his time in an unselfish manner out of commitment to our community and school. It is our desire to let the record reflect our appreciation for this effort and the time he has shared with us to provide the necessary guidance for our schools.

MARY ANN HOOPER

I respectfully move that the Hanover School Board belatedly pass along a formal vote of appreciation to Mary Ann Hooper for her years of service as a Board member. As her colleagues, we were all well aware of Mary Ann's unselfish dedication to the school system. Her participation in all aspects of Board activity and her willingness to take on assignments without hesitation or complaint, has resulted in making the remaining tasks for all of us a little easier. Our thanks are sincere and our best wishes follow her departure from our community, knowing the positive contribution she has left behind.

RUTH DENNIS

I respectfully move that the Hanover School District extend recognition and thanks to Ruth Dennis, second grade teacher at the Ray School, who will be retiring in June after 34 years of teaching in the Hanover School District. Throughout her tenure in the Hanover Schools, Ruth has contributed stability to the changing scene of elementary school philosophy and program. Her spirit and enthusiasm have been appreciated and noted over the years. She has participated willingly as a piano accompanist for assemblies and school productions; she has contributed her knowledge of Colonial life, particularly the heritage of the Shakers, to her students; she has promoted an interest in the environment - wildflowers and birds - to many hundreds of Hanover young people. Ruth's kindness and care will be missed by her colleagues, students and the school community. We wish her the very best of times in her retirement.

HANOVER SCHOOL DISTRICT 1981 ANNUAL REPORT

The Hanover School Board held regular monthly meetings except in July. Additional meetings took place during January to review and adopt a budget for the ensuing year.

The enrollment of the Ray School on January 1 was 397, a decrease of 33 students from the previous year. The staff consisted of Stefan Vogel, Principal, and 25.1 certified teachers - an increase of 1.8. This followed a decision by the Board to meet declining enrollments by decreasing class size and reducing the number of educational aides from 9.00 to 6.10. This is in addition to 4.5 pupil service personnel, 3.0 other support personnel and 5.5 custodian and maintenance personnel. Janet Hurd, Coordinator of Volunteers reports that approximately 200 persons have given time and skill to enrich Ray School's programs.

The Board wishes to thank all of the above for their excellence and dedication.

A Parent Teacher Organization was formed in the Spring of 1981 to provide a forum for discussion of parent concerns expressed through a survey. Support is at a high level generally for the school but specific areas of discipline, testing and helping children to reach their full potential were earmarked by some parents for special attention. Carolyn Schrodell is President of the new organization.

Curriculum summaries for all grade levels were printed and distributed to parents. Metropolitan Instructional Tests were administered to all children in Grades 3-5 in September. These were in response to specific district goals to define instructional objectives at each grade level, report progress to parents and students concerning measurement of performance in meeting objectives, identify discrepancies and develop instructional plans for reducing same. Two additional goals adopted by the Board in June were 1) design for implementation an organization of classroom time use which will minimize interruptions, provide proper balance among different subject areas, and provide sufficiently long time blocks for instruction in reading, writing and arithmetic, and 2) formulate expectations concerning student discipline and responsibility.

Prof. Chris Jernstedt gave a series of in-service staff workshops exploring management of class room time. Credit hours for recertification were given to all participants by the Staff Development Committee.

WEEKLY NEWSNOTES have been sent home to parents detailing meetings, special events, requests and reports. It is hoped that these will provide a satisfactory channel of communication.

PARENTS' NIGHTS were held this Fall without children in hopes of giving the parents a forum to discuss curriculum and activities with the teachers. Students were included in the OPEN HOUSES throughout the year.

The following special events should be recorded as a measurement of the variety and awareness of the Ray School programs.

- Japanese Festival, Grade 3
- Memorial Day Gym Show, Grade 3
- Evening Choral Concerts, Grades 3, 4, 5
- Parish Players Children's Theater
- HMS Pinafore, Grade 5
- Circus, Grade 2
- "Visit to a Small Planet", Grade 4
- Visiting Dartmouth Professor Carlos Fuentes spoke at awards assembly for winners of statewide Young Authors Contest.

The Colonial House continues as a lively source of learning. The Hopkins Center Outreach Programs brought dance workshops and performances to all students and inspired introduction of a weekly fundraising Hot Lunch to pay for the dance group. The Wizard of Oz at the Hop was attended by the entire school in December.

The Board and staff of the school continue to be grateful for community support.

HANOVER SCHOOL BOARD
Susan F. Boyle, Vice-Chairman
Ann D. Bradley
John M. Curtis
Mary Ann Harris
Emily M. Mead, Chairman
Brian E. Pattison
Douglas A. Rupert, Secretary

REPORT OF THE HANOVER SCHOOL DISTRICT AUDITOR

I have met with the Certified Public Accountants retained by the Hanover School District and have reviewed with them the results of their audit for the year ended June 30, 1981.

As elected auditor for the Hanover School District, I find the audit of the District's financial statements by Smith, Batchelder & Rugg for the year ended June 30, 1981 as represented in their audit certificate dated August 26, 1981 to be satisfactory in all respects.

Respectfully submitted,

Errol L. Heisser
Auditor

To the School Board and
Voters of the Hanover School District:

We have examined the combined balance sheet of the Hanover School District as of June 30, 1981, and the related combined statement of revenue and expenditures and changes in fund balance for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The District has not maintained a record of its general fixed assets and, accordingly, a statement of general fixed assets, required by generally accepted accounting principles, is not included in the financial statements.

In our opinion, except that the omission of the statement of general fixed assets described in the preceding paragraph results in an incomplete presentation, the financial statements referred to above present fairly the financial position of the Hanover School District as of June 30, 1981, and the results of its operations and changes in fund balance for the year then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

Smith, Batchelder & Rugg

Hanover, New Hampshire
August 26, 1981

**HANOVER SCHOOL DISTRICT
COMBINED BALANCE SHEET
JUNE 30, 1981**

	<i>Special General Fund</i>	<i>Reserve Fund</i>	<i>General Long-term Debt</i>	<i>Totals (Memo- randum Only)</i>
ASSETS:				
Cash (Note 2)	\$31,644	\$ 295	\$ --	\$ 31,939
Accounts receivable	13,239	--	--	13,239
Investment (market value \$44,240)	--	45,324	--	45,324
Debt payments to be provided by Dresden School District (Note 3)	--	--	72,800	72,800
Amount to be provided for payment of bonds	--	--	771,200	771,200
	<u>\$44,883</u>	<u>\$45,619</u>	<u>\$844,000</u>	<u>\$934,502</u>
LIABILITIES AND FUND BALANCE:				
Accounts payable	\$13,344	\$	\$	\$ 13,344
Due to other school districts	939	--	--	939
Bonds payable (Note 3)	--	--	844,000	844,000
	14,283	--	844,000	858,283
Contingencies (Note 5)				
Fund balance	30,600	45,619	--	76,219
	<u>\$44,883</u>	<u>\$45,619</u>	<u>\$844,000</u>	<u>\$934,502</u>

The accompanying notes to financial statements
are an integral part of this statement.

**HANOVER SCHOOL DISTRICT
COMBINED STATEMENT OF REVENUE AND EXPENDITURES
AND CHANGES IN FUND BALANCE
FOR THE YEAR ENDED JUNE 30, 1981**

	General Fund		Special Reserve Fund		Totals (Memo- randum Only)
	Budget	Actual	Principal	Income	
REVENUE:					
Local sources -					
Taxes	\$3,035,568	\$3,035,568	\$	\$	\$3,035,568
Private tuition	—	1,112	—	—	1,112
Earnings on investments	22,000	27,772	—	5,303	33,075
Rentals	100	4,345	—	—	4,345
	<u>3,057,668</u>	<u>3,068,797</u>	<u>—</u>	<u>5,303</u>	<u>3,074,100</u>
State sources -					
Unrestricted grants-in-aid	24,536	24,536	—	—	24,536
Restricted grants-in-aid	66,343	66,343	—	—	66,343
	<u>90,879</u>	<u>90,879</u>	<u>—</u>	<u>—</u>	<u>90,879</u>
Federal sources -					
Restricted grants-in-aid	14,254	24,234	—	—	24,234
Revenue in lieu of taxes	4,700	1,445	—	—	1,445
	<u>18,954</u>	<u>25,679</u>	<u>—</u>	<u>—</u>	<u>25,679</u>
Total revenue	<u>3,167,501</u>	<u>3,185,355</u>	<u>—</u>	<u>5,303</u>	<u>3,190,658</u>

**HANOVER SCHOOL DISTRICT
COMBINED STATEMENT OF REVENUE AND EXPENDITURES
AND CHANGES IN FUND BALANCE
FOR THE YEAR ENDED JUNE 30, 1981**

	General Fund Budget	General Fund Actual	Special Reserve Fund Principal	Income	Totals (Memo- randum Only)
EXPENDITURES:					
Instructional services -					
Regular Education Program	688,997	686,062	—	—	686,062
Special programs	74,280	90,007	—	—	90,007
	<u>763,277</u>	<u>776,069</u>	<u>—</u>	<u>—</u>	<u>776,069</u>
Supporting services -					
Pupils, including					
lunch program	16,023	15,813	—	—	15,813
Instructional staff	51,483	46,992	—	—	46,992
General administration	25,843	18,061	—	—	18,061
School administration	145,204	152,636	—	—	152,636
Operations and maintenance	150,360	142,778	—	—	142,778
Transportation	76,577	79,442	—	—	79,442
	<u>465,490</u>	<u>455,722</u>	<u>—</u>	<u>—</u>	<u>455,722</u>
Community services	100	27	—	—	27
Building improvements	11,200	7,030	—	—	7,030
Debt service	168,718	168,636	—	—	168,636
Total expenditures	<u>1,408,785</u>	<u>1,407,484</u>	<u>—</u>	<u>—</u>	<u>1,407,484</u>
EXCESS OF REVENUES OVER EXPENDITURES	1,758,716	1,777,871	—	5,303	1,783,174

**HANOVER SCHOOL DISTRICT
COMBINED STATEMENT OF REVENUE AND EXPENDITURES
AND CHANGES IN FUND BALANCE (Continued)
FOR THE YEAR ENDED JUNE 30, 1981**

	General Fund		Special Reserve Fund		Totals (Memo- randum Only)
	Budget	Actual	Principal	Income	
OTHER FINANCING SOURCES (USES):					
Transfers in -					
Special Reserve Fund (Note 5)	20,000	20,266	—	—	20,266
Dresden School District share of principal and interest	29,018	29,018	—	—	29,018
High School installment payment (Note 4)	109,716	109,716	—	—	109,716
Transfers out -					
Dresden School District assessment	(1,903,772)	(1,903,772)	—	—	(1,903,772)
S.A.U. 22 assessment	(61,622)	(61,622)	—	—	(61,622)
Other	—	(1,500)	—	—	(1,500)
General Fund (Note 5)	—	—	(14,793)	(5,473)	(20,266)
	<u>(1,806,660)</u>	<u>(1,807,894)</u>	<u>(14,793)</u>	<u>(5,473)</u>	<u>(1,828,160)</u>
EXCESS OF EXPENDITURES AND OTHER FINANCING USES OVER REVENUE AND OTHER FINANCING SOURCES	(47,944)	(30,023)	(14,793)	(170)	(44,986)
FUND BALANCE, June 30, 1980	47,944	60,623	60,117	465	121,205
FUND BALANCE, June 30, 1981	\$ —	\$ 30,600	45,324	295	76,219

The accompanying notes to financial statements are an integral part of this statement.

**HANOVER SCHOOL DISTRICT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1981**

1. *Summary of significant accounting policies:*

Basis of presentation - The financial statements have been prepared on the modified accrual basis of accounting in accordance with generally accepted accounting principles, and, in compliance with governmental accounting and reporting guidelines. These guidelines were revised by the National Council on Governmental Accounting (NCGA) effective for fiscal years ended after June 30, 1980. Revenue is recognized when it becomes measurable and available as net current assets. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include accumulated unpaid sick pay (Note 5) and principal and interest on long-term debt which is recognized when due.

A general fixed asset account group has not been reported as required by generally accepted accounting principles, since records of the cost of fixed assets are not maintained.

Fund accounting - Financial activities are recorded in the individual funds or group of accounts described below, each of which is deemed to be a separate accounting entity. The financial affairs and operations of each fund are accounted for in separate self-balancing accounts which represent the fund's assets, liabilities, equity, revenue and expenditures.

General Fund - This is the primary operating fund, transactions related to revenues obtained and used for those services traditionally provided by a school district, which are not accounted for in other funds, are accounted for in the General Fund.

Special Reserve Fund - This Fund consists of the balance of the payment (\$311,700) received by the District from the Norwich School District in the creation of the Dresden School District in 1963. The principal is being transferred to the General Fund in yearly amounts of approximately \$16,000 together with interest on the remaining principal. (See Note 5.)

Long-term Debt Account Group - Unmatured long-term bond obligations are accounted for in the Long-term Debt Group of Accounts.

Inventories - Supplies of materials are expensed as they are acquired.

Investments - Investments are stated at cost.

Pension plans - The School District's employees are covered under mandatory state-sponsored, retirement plans which are funded on a current basis. Pension expense for the year ended June 30, 1981 was \$20,168. The excess, if any, of the actuarially computed value of vested benefits over the total pension fund assets is not available.

Budget - Budget figures are presented in accordance with total appropriations voted and subsequently revised and approved by the State of New Hampshire.

2. *Cash - General Fund:*

The cash balance at June 30, 1981 is the result of the following transactions on the Treasurer's books:

Cash overdraft, July 1, 1980	\$ (160)
Total receipts	<u>3,452,160</u>
	3,452,000
Less- School board orders paid	<u>3,420,356</u>
Cash on hand, June 30, 1981	<u><u>\$ 31,644</u></u>

3. *Bonds payable:*

Bonds payable consisted of the following at June 30, 1981:

	<i>Amount Due From Other Districts</i>	<i>Total Debt</i>
High School Serial Bonds, 3.25%, 20-year, dated October 1, 1964, interest payable June 1 and December 1, principle payable \$30,000 each June 1 through 1979, then \$35,000 each June 1 through 1983 with a final payment of \$34,000 on June 1, 1984. Dresden School District is responsible for 100% of the interest on this bond and 70% of the principal payments which amounted to \$30,155 during the year	\$ 72,800	\$104,000
Grade School Serial Bonds, 6.00%, 20-year, dated April 1, 1970, interest payable April 1 and October 1, principal payable \$80,000 each April 1 through 1986, then \$85,000 each April 1 through 1990	—	<u>740,000</u>
	<u>\$72,800</u>	<u><u>\$844,000</u></u>

Principal payments on this indebtedness over the next five years will be as follows:

1981-82	\$24,500	\$115,000
1982-83	24,500	115,000
1983-84	23,800	114,000
1984-85	—	80,000
1985-86	—	80,000

4. Sale of Frances C. Richmond School:

At a special meeting of the Hanover School District on July 15, 1974, it was voted to sell the Frances C. Richmond School to the Dresden School District. The price of \$658,300 is to be paid within a period of not more than six years from the date of the sale. The payment schedule established by the Dresden School District calls for payment to be made in six equal installments, beginning with the 1975-76 fiscal year. The final installment of \$109,716 was received during the 1980-81 fiscal year.

5. Contingencies:

Special Reserve Fund - As indicated in Note 1, the principal of the Special Reserve Fund consists of the balance remaining from the 1963 payment to the District by the Norwich School District in conjunction with the establishment of the Dresden School District. The District voted in 1963 to "hold and invest such sums for the purpose of creating a capital reserve for the payment of existing debts or for such other purposes as the District may hereafter vote". Counsel for the District has indicated that they are of the opinion that this Special Reserve Fund does not meet the requirements of New Hampshire state law pertaining to the establishment of a "capital reserve" fund. Therefore, it is possible that it may be necessary that the balance of the fund be transferred to the General Fund currently, although this fund has been operated in accordance with the intentions of the voters, as expressed in 1963.

Accrued sick leave - The District estimates that employees have accrued sick leave time of approximately \$160,000. While such accumulation is material in total, the effect on any one year is immaterial, and therefore, is not reflected on the financial statements until the sick leave is actually taken.

Litigation - The prime contractor repairing the Ray School roof is making a claim against the District for recovery of \$13,035 in unexpected costs. While a resolution of such claims in favor of the plaintiff is possible, the District feels that such an outcome is not probable.

SCHOOL ADMINISTRATIVE UNIT #22
Report of the 1981-82 Salaries
to be paid by
State and Local School Districts

	<i>State</i>	<i>Local</i>
Superintendent	\$2,500.00	\$36,660.00
Assistant Superintendent	1,804.00	27,843.00
Director of Accounting	<u>1,804.00</u>	<u>18,716.00</u>
Total	\$6,108.00	\$83,219.00

Breakdown of Local Contributions

	<i>Percent</i>	<i>Amount</i>
Dresden	44.830	\$37,307.00
Hanover	24.512	20,399.00
Lyme	10.553	8,782.00
Orford	8.761	7,291.00
Norwich	<u>11.344</u>	<u>9,440.00</u>
Total	100.000	\$83,219.00

**HANOVER SCHOOL DISTRICT
ANALYSIS OF
PROPOSED BUDGET APPROPRIATION**

	<i>1981-82</i>	<i>1982-83</i>
Basic Instruction	\$ 482,629	\$ 539,947
Instructional Services	2,485	2,270
Curriculum & Staff Development	8,856	9,416
Media Services	46,095	47,059
Field Trips	510	1,050
Total For Instruction	<u>\$ 540,575</u>	<u>\$ 599,742</u>
Fringe Benefits	118,030	129,759
Total For Instruction & Fringe Benefits	<u>\$ 658,605</u>	<u>\$ 729,501</u>
Special Education	97,279	94,989
Health Services	12,993	13,870
School Administration	54,472	60,556
Pupil Transportation	85,100	93,220
School Milk Program	4,800	4,000
Heat & Utilities	44,050	40,700
Plant Operation & Maintenance	131,054	131,282
School District Services	11,600	12,320
SAU 22 Central Office	68,497	73,199
Tuition Payment to Dresden	243,770	221,520
Debt Service	162,780	156,843
Contingency	10,000	15,000
Grand Total	<u>\$1,585,000</u>	<u>\$1,647,000</u>

Tax Impact Summary

	<i>1981-82</i>	<i>1982-83</i>
Total Expenditures	\$1,585,000	\$1,647,000
Non-Tax Revenue	<u>216,821</u>	<u>210,876</u>
To Be Raised from Taxes	1,368,179	1,436,124
Less Business Profits Tax	142,133	129,341
Property Tax Impact	<u>\$1,226,046</u>	<u>\$1,306,783</u>

**HANOVER SCHOOL DISTRICT
BERNICE A. RAY SCHOOL
INSTRUCTIONAL STAFF, 1981-82**

(Date indicates first year employed by District)

Ann G. Atwood, Grade 5	1963
Shirleigh L. Barnes, Kindergarten	1968
Marilyn W. Black, Art	1969
Ruth L. Brown, Grade 2	1955
Donna G. Butler, Music	1977
Jenifer M. Decker, Grade 5	1976
Sara W. DeMont, Grade 1	1978
Louise D. Derrick, Grade 1	1974
Katharine Z. Eaton, Kindergarten	1981
Deborah A. Franzoni, Physical Education	1974
Glenna E. Giveans, Learning Center	1979
Elaine K. Hawthorne, Grade 3	1965
Cynthia W. Hayes, Grade 5	1977
Pamela K. Hunt, Grade 3	1979
Jean M. Keene, Media Generalist	1970
Frances W. Kelsey, Grade 4	1969
Joan S. Kidder, Resource Center	1975
Bernard D. Lambek, Grade 4	1981
Nancy H. Miles, Learning Center	1975
Anne E. Maroney, Grade 3	1981
Marc L. Moss, Grade 4	1979
John E. Mullens, Grade 3	1981
Alice L. Nintzel, Grade 2	1979
Janice M. O'Donnell, Physical Education	1979
Sharon S. Poulin, Grade 2	1976
Lois C. Roland, Learning Specialist	1975
Sigrid A. Salmela (leave of Absence)	1974
Anne W. Silberfarb, Learning Disabilities Specialist	1975
Margaret C. Thoms, Pre-First Grade	1975
Shirley K. Westhead, Grade 4	1966
John C. Wilde, Grade 5	1972
Bertha L. Woodward, Grade 1	1959

MEDICAL STAFF, 1981-82

Jane B. Graham, Nurse	1966
William E. Boyle, M.D., Doctor	1981

**COMPARATIVE YEARLY ENROLLMENTS
FOR OCTOBER FIRST OF EACH YEAR**

	<i>K</i>	<i>Pre- First</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>Total</i>
1970	78		95	100	94	122	96	116	701
1971	94		88	90	94	98	115	91	670
1972	60		112	93	91	97	101	116	670
1973	71		71	110	91	93	100	98	634
1974	91		78	69	107	97	91	104	637
1975	64		90	81	67	105	95	95	597
1976	66		78	77	79	64	106	105	575
1977	59		78	89	77	83	66	106	558
1978	68		71	75	89	82	80	67	532
1979	48		71	67	74	94	90	90	534
1980	52	15	50	71	71	73	92	91	515
1981	50	13	56	51	76	75	76	87	484

**ANNUAL REPORT
OF THE
DRESDEN
SCHOOL DISTRICT
1981**

1981 DRESDEN ANNUAL REPORT

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DRESDEN SCHOOL DISTRICT SCHOOL DISTRICT OFFICERS

School Board

	<i>Term Expires</i>
Susan F. Boyle	1984
Ann D. Bradley	1982
John M. Curtis	1983
John L. Dunn, Chairman	1983
Mary Ann Harris, Secretary	1983
Leslyn Hayden	1984
Emily M. Mead	1984
Brian E. Pattison, Vice-Chairman	1982
Susanna C. Reed	1982
Douglas A. Rupert	1984
Fay T. Sorenson	1982

Jonathan N. Brownell, Moderator
 Shirley K. Griggs, Clerk
 Sybil B. Williamson, Treasurer
 Robert R. Costello, Auditor
 William P. Davis, Auditor
 Errol L. Heisser, Auditor
 Hugh Watson, Superintendent of Schools
 Lawrence E. Cornell, Assistant Superintendent
 Jeanette I. Cook, Administrative Assistant
 William H. Moorman, Director of Accounting
 Eugene A. Roddy, Coordinator of Special Education
 Velma B. Saire, Principal, Dresden Schools
 Linwood H. Bean, Associate Principal, Hanover High School
 Patricia M. Davenport, Assistant Principal,
 Frances C. Richmond School

**WARRANT FOR ANNUAL MEETING
OF THE
DRESDEN SCHOOL DISTRICT
Hanover, New Hampshire
Norwich, Vermont**

The legal voters of the Norwich (Vermont) Town School District and the legal voters of the Hanover (New Hampshire) School District are hereby notified and warned to meet at the Hanover High School Auditorium in Hanover, New Hampshire, on Thursday, the eleventh day of March, 1982, at 7:30 in the evening for the purpose of holding the Annual Meeting of the Dresden School District and for the purpose of transacting the following business:

ARTICLE 1. To elect a Moderator, a Clerk, and a Treasurer, each to serve for a term of one year, and one Auditor, to serve for a term of three years.

ARTICLE 2. To elect by written ballot the at-large member of the School Board to serve for a term of one year.

NOTE: The polls will open at 7:45 P.M. for the purpose of voting under this article and will close at 10:30 P.M. or one-quarter hour after completion of voting on the last article in the warrant, whichever is later, unless the District agrees to keep the polls open to a later hour.

ARTICLE 3. To see what sum of money the District will appropriate for the support of its schools and for other lawful expenses for the fiscal year beginning July 1, 1982, and to authorize the application against such appropriation of the estimated income of the District, the balance to be apportioned between and raised by the Hanover School District and the Norwich Town School District, in accordance with the legislation authorizing the District and with the Articles of Agreement.

ARTICLE 4. To see if the District will vote to authorize the School Board to establish a contingency fund as part of the regular school district budget and to raise and appropriate Thirty-four Thousand Dollars (\$34,000.00) for this purpose.

ARTICLE 5. To see if the District will authorize the School Board to apply for and accept grants and aid from the United States, the State of New Hampshire, the State of Vermont, and any agency or municipality thereof, or from private corporations and individuals for the construction, maintenance, reconstruction, operation, and financing of its schools, and to do any and all things necessary in order to avail the District of such aid and cooperation, or to take any other action relative thereto.

ARTICLE 6. To transact any other business that may legally come before this meeting.

Given under our hands and the seal of the District this second day of February, 1982.

Susan F. Boyle
John M. Curtis
Mary Ann Harris, Secretary
Emily M. Mead
Susanna C. Reed

Ann D. Bradley
John L. Dunn, Chairman
Leslyn Hayden
Brian E. Pattison, Vice Chairman
Douglas A. Rupert
Fay T. Sorenson
DRESDEN SCHOOL BOARD

Shirley K. Griggs, Clerk, Dresden School District

A True Copy, Attest:

Shirley K. Griggs, Clerk, Dresden School District

**MINUTES OF ANNUAL MEETING
DRESDEN SCHOOL DISTRICT
Thursday, March 12, 1981
Tracy Hall, Norwich, Vermont**

The 1981 Annual Meeting of the Dresden School District was called to order at 7:40 p.m., Thursday, March 10, 1981, at Tracy Hall, Norwich, Vermont by Moderator Jonathan N. Brownell. The warrant was read by the Clerk, proper posting of the warrant in Hanover, New Hampshire and Norwich, Vermont, having been confirmed by Dresden School Directors Mary Ann Harris and Catherine A. Girard, respectively. Present were approximately 180 Dresden School District voters, and Dresden Board of School Directors Mary Ann Harris, Chairman, John L. Dunn, Vice-Chairman, Fay T. Sorenson, Secretary, Ann D. Bradley, John M. Curtis, Catherine A. Girard, Emily M. Mead, Richard E. Nordgren, Brian E. Pattison, Susanna C. Reed, Susan F. Boyle. Also present were Superintendent of Schools Hugh Watson, Dresden Principal Velma Saire, Hanover High School Associate Principal Linwood Bean, Director of Plant Donald Campbell, Administrative Assistant Jeanette Cook, Assistant Superintendent Lawrence Cornell, Richmond School Assistant Principal Patricia Davenport, Secretary to the Superintendent Karen Kendall, Director of Accounting William Moorman, Athletic Director Glyn Reinders, Director of Special Education Eugene Roddy, District Legal Counsel John Stebbins, Jr.

ARTICLE 1: The following officers were elected for the terms listed, the Clerk having been directed to cast a single ballot for each candidate after each nomination was moved by Emily Mead, with seconds by John Curtis, the motions being passed by unanimous voice votes:

- Moderator, for one year Johnathan N. Brownell
- Clerk, for one year Shirley K. Griggs
- Treasurer, for one year Sybil B. Williamson
- Auditor, for three years Errol L. Heisser

ARTICLE II: Richard Nordgren moved that the polls remain open until 10:30 p.m., or one-quarter hour after completion of voting on the last article in this warrant, whichever is later. His motion was duly seconded by John Curtis, and passed by unanimous voice vote, whereupon the Moderator declared the polls open for election of Dresden Board of School Directors Member-at-Large.

ARTICLE III: Catherine Girard moved to pass over Article III. Her motion was duly seconded, whereupon she advised the meeting that authority to appoint a deputy treasurer was felt by counsel not to be provided for in the relevant Inter-state Compact, and that action to authorize such an appointment at the annual meeting would not be legal. The motion to pass over Article III was thereupon voted.

ARTICLE IV: Mary Ann Harris moved that the District appropriate the sum of *Three Million Five Hundred Fifty Thousand Dollars* (\$3,550,000.00) for the support of its schools and for other lawful expenses for the fiscal year beginning July 1, 1981, and to authorize the application against such appropriation of the estimated income of the District, the balance to be apportioned between and raised by the Hanover School District and the Norwich Town School District, in accordance with the legislation authorizing the District and with the Articles of Agreement. Her motion was duly seconded by John Curtis. Mrs. Harris presented an overview of events and expenditures for the past year, mentioning that renovation at Hanover High School had been completed, and that having an acting principal for both the middle school and the high school had served the district well. She stated that the open campus policy at the high school had been revised slightly, with freshman students now remaining on campus, a requirement supported by parents of those students. She also mentioned the advantages to be expected from the establishment of curriculum coordination throughout the system.

During presentation of the budget for the coming year, Mrs. Harris noted that although costs were higher in nearly all areas, strenuous efforts had been made to limit increases as much as possible without sacrificing quality of education. She stated that all payments have been completed for transfer of the Richmond School to the Dresden School District. She mentioned that total institutional costs had been increased by approximately 12 percent, while the allotment for student activities, including athletics, had increased 20 percent. This, combined with higher fuel costs for inter-scholastic athletic trips, prompted a number of comments from those assembled concerning the active inter-scholastic sports program.

Charles M. McKenna, Jr., reported for the Dresden Finance Committee, of which he is chairman. He stated that the committee felt that the relatively high pay schedule for teachers and the high budgetary output for school programs needed particularly close scrutiny. He also spoke of the committee's feeling that although their recommended 7½ percent increase had been exceeded by 4 percent, the members did not feel that further reduction could be safely made at that juncture. With the above reservations, he noted, the committee had approved the proposed budget, but recommended that a sum of \$5,000.00 be earmarked for a study of school programs by an outside consultant. The Dresden Finance Committee report is attached.

Lucy Bridges requested that a written ballot be used for voting on money matters at the meeting. Seeing at least 20 hands in support of her request, the Moderator declared that a vote on the budget would be by written ballot.

James Rubens then moved that the sum to be appropriated for the support of the Dresden Schools be decreased by \$50,000.00 to a sum of \$3,500,000. His motion was duly seconded from the floor. Mr. Rubens supported teachers' salaries at the current level, but suggested that cuts from the athletic budget could serve to reduce intolerably high taxes in both communities. In response to a query from William Ballard, John Curtis stated that over 40 percent of students were involved with athletics in a typical season, and that approximately 65 percent of the student population is involved over the course of the academic year. He noted further that a no-cut system was used to encourage participation. Mr. Bean, in response to another question, stated that only about \$5,000 was spent on tennis, a sport involving relatively few individuals, and that in many of those low-participation sports, equipment was purchased by individuals, minimizing the cost of the district. He intimated that elimination of those sports would have minimal impact on the

budget. Mr. Reinders added that \$6,000 to \$8,000 is raised annually by students and supporters to augment the school district budget, and that spectators at football, basketball, and hockey varsity games are charged admission fees.

Wynnefred Willard, Barbara Payson, and Mr. Ballard declared that they would oppose the amendment, Mrs. Payson cautioning the voters that approving the amendment in order to cut down on athletic program expenses would be advisory only, and that the Board of School Directors would make final decisions on how the budgetary cuts would be apportioned.

James Maloney and Mr. Rubens joined Mr. Ballard in requesting that the athletic program be closely scrutinized, to see if the emphasis placed on it is compatible with an academic program of high quality, given budgetary considerations. Mr. McKenna and Harry Greiger, also a member of the Dresden Finance Committee, reiterated that this is also the desire of the committee.

Superintendent Hugh Watson spoke in favor of the budget as presented, mentioning the many restraints on reducing budget items, including inflation rate, the necessity of a teacher's worth being reflected in salary increases, and rising costs of items such as fuel and health insurance. He expressed appreciation that a high degree of cooperation from staff had allowed for careful review by the principal and the superintendent, as well as by advisory groups of parents and community members.

There being no further discussion, the Moderator called for a ballot vote on the amendment, which failed 63 yes, 115 no, with three invalid votes cast.

Brief discussion of the main motin followed. William Lingelbach, Acting Principal of the Marion Cross Elementary School, expressed the view that experienced mature teachers are necessary for high standards of education to be maintained, and that care should be exercised in retaining a suitable percentage of seasoned faculty. A ballot vote on the appropriation motion was then called for by the Moderator, and the motion was passed, 134 yes, 36 no, with two invalid votes cast in a written ballot.

ARTICLE V: John Dunn moved that the District authorize the School Board to establish a contingency fund as part of the regular school district budget and to raise and appropriate *Thirty Thousand Dollars* (\$30,000.00) for this purpose. His motion was duly seconded by John Curtis. Dr. Dunn explained that the amount to be authorized would provide for an outside evaluation of the school program, as suggested by the Dresden Finance Committee. The motion was passed by a strong voice vote, with four dissenting votes.

ARTICLE VI: Susan Boyle moved that the District authorize the School Board to apply for and accept grants and aid from the United States, the State of New Hampshire, the State of Vermont, and any agency or municipality thereof, or from private corporations and individuals for the construction, maintenance, reconstruction, operation, and financing of its schools, and to do any and all things necessary in order to avail the District of such aid and cooperation, or to take any other action relative thereto. Her motion was duly seconded by Emily Mead. There was no discussion, and the motion was passed unanimously by voice vote.

ARTICLE VII: Ann Bradley respectfully moved that the School District extend its thanks to Fay Sorenson and Robert B. McCarthy for their outstanding service to the Dresden School District. Her tribute to those individuals reads as follows:

Fay Sorenson has served the Dresden School District during the past year as the at-large member. She has worked to become knowledgeable in all aspects of school boardsmanship and has ably served as Board secretary. Her sincere interest in quality education and in all areas of school life have been valuable assets to the Board and to the District.

WHEREAS, Robert B. McCarthy has served as Principal of Hanover High School from 1972 to 1980 and has provided leadership to students and faculty as teacher, administrator and friend,

And has initiated and seen to completion the renovation of Hanover High School, has developed The Council as a meaningful and respected liaison between students and administration, has facilitated the development of alternative learning experiences for students, has encouraged and enabled open communication within the faculty, has worked unceasingly to respond to concerns of parents and the School Board, has distinguished himself in the educational community as the author of numerous articles, and further, has participated actively in the life of the Hanover community through his church and civic organizations,

THEREFORE, BE IT RESOLVED that the Dresden School District recognizes his unusual contributions of time, care, and concern for the students, faculty and parents of the District and extends sincere best wishes for continued success and happiness in new and different responsibilities.

John Dunn respectfully moved that a similar tribute to Harold H. Lary be acted on. His tribute to Mr. Lary reads as follows:

I move that the Dresden School District extend very special thanks to Harold H. Lary for his twenty-four years of service as an English teacher at Hanover High School. He will be remembered as a skillful teacher and as a dear friend by generations of students and athletes.

The Moderator then declared the motions passed by acclamation.

Ballot voting for the election of the Board of School Directors member-at-large continued, with the Moderator declaring the polls closed at 10:30 p.m. The ballots having been duly counted, the Moderator announced the following results:

Fay Sorenson	121
David Roberts	65
Charles McKenna, Jr.	2
Lucy Bridges	1
Anthony Farrell	1
Katrina Foley	1
Catherine Girard	1
A. Alexander Hyde	1
invalid ballots	<u>3</u>
Total ballots cast	196

(including 3 absentee ballots)

The Moderator declared Fay Sorenson the winner, then declared the annual meeting adjourned at 10:45 p.m.

Respectfully submitted,

Shirley K. Griggs, Clerk
Dresden School District

March 11, 1981

Mrs. Mary Ann Harris
Chairman
Dresden School Board
Hanover, New Hampshire

Re: *Dresden Finance Committee Report
on the Dresden District Budget*

Dear Mary Ann:

The Dresden Finance Committee has, over the past three years, consistently been of the opinion that the Dresden District operates at a higher cost-per-student than is required. And, although attempts have been made during this time to cut back on spending, the committee feels that more needs to be done.

This year, the Finance Committee recommended that instructional cost per student and all other costs, excepting debt service, increase no more than 7½ %. The increase in the proposed budget is about 11.5%, roughly 4% higher than the 7½ % guideline. In dollars this amounts to approximately \$112,000 above the Finance Committee guideline.

The Finance Committee's recommendation of 7½ percent was not intended to represent the final stage in the process of reducing Dresden costs, but rather was advanced as another small step in the process. Only a portion of this small step was taken.

In reviewing the budget with the Board, it became clear after certain budget items had been cut that in the short time available for budget review, prior to making necessary commitments for the next school year, further budget cuts would probably not be responsible. It became quickly apparent that further reductions in Dresden operating costs could only come after careful consideration of two major cost items: programs and teachers salaries.

In consideration of their major financial impact, the Finance Committee felt that the Board needed to take a new close look at both these areas. It appeared to the Finance Committee that although it was clear that program content and method of operating were significant contributors to the high cost of Dresden education, it was not clear that these programs were achieving the intended results and producing value for the dollar spent or that there was any real understanding of or investigation into lower cost alternatives which might produce the same or better results. Toward this end the Finance Committee has recommended that the Board undertake a serious investigation of Dresden programs, and that they employ qualified persons outside the area to accomplish this work.

Dresden teachers salaries and benefits are considerably higher than those in the surrounding region or for that matter in the twin state area. The Finance Committee has communicated its concern for the higher teacher cost to the Board previously and this topic has been the subject of much discussion between the Board and the Committee.

The Finance Committee recommends that in the coming months the Board re-evaluate the step and track schedule and determine relatively high pay schedule, higher than any other in the state of New Hampshire. The step and track system has levels which go beyond those of other school systems. This has the effect of attracting teachers to the area and inducing them to stay. The second is that most of the teachers in the Dresden system are at the high end of the salary schedule. This has been the result of past Board policy to fill vacancies with experienced teachers who are brought into the system relatively high up on the salary schedule.

The Finance committee recommends that in the coming months the Board re-evaluate the step and track schedule and determine what levels of compensation are needed to employ teachers in the Dresden system within the context of the regional marketplace. In addition, the Finance Committee recommends that the Board continue its recently adopted policy of replacing retiring or leaving teachers with teachers near the low end of the step and track system, and that this policy be continued into the future for the purpose of achieving a relatively even spread of teachers over the entire step and track schedule.

It is with the above reservations that the Finance Committee approves the proposed budget.

The Finance Committee wishes to thank Dr. Hugh Watson and Dr. Velma Saire and their staffs, and in addition you and the members of your Board for the spirit of cooperation and support provided us in our work. We look forward to continuing our work with you during the coming year.

Sincerely,

Charles M. McKenna, Jr.
Chairman
Dresden Finance Committee

Arthur E. Allen
William J. Breed
Cary P. Clark

Harry L. Greiger
Emily M. Mead
Douglas A. Rupert

G. Philip Schroedel
Benjamin Thompson
Edward C. Wilberding

DRESDEN SCHOOL DISTRICT ANNUAL REPORT

During the past year the Dresden School Board has met regularly every second Tuesday of the month, at 7:30 P.M. in the Frances C. Richmond School multi-purpose room. Additional meetings and workshops were held on fourth Tuesdays as needed. The Board has met as a whole with Selectmen of the two towns to discuss matters of common concern and coordinate planning. The Board also met four times with the School Boards of Lyme and Orford as the Board of School Administrative Unit 22, the employer of our Superintendent, Dr. Hugh Watson, and his staff. In addition, Board members have served as liaison representatives to town committees, met regularly on board subcommittees, and attended workshops and meetings sponsored by the New Hampshire School Boards Association. Board member Ann D. Bradley has completed a term as president of that association.

The Board, school personnel and students, and the community have been pleased with the administrative reorganization begun in 1980-81, and the Board has continued it. Dr. Velma B. Saire is serving ably as Principal of the entire Dresden School District, assisted by Associate Principal Linwood H. Bean in Hanover High School and Assistant Principal Patricia M. Davenport in the Frances C. Richmond School.

Vera S. LaClair retires this year after 19 years of service teaching Home Economics. Her contribution will be missed by students and staff.

Two of the three stages of the renovation of the athletic fields have been completed, the soccer and field hockey fields. The field hockey field was the 1981 project and was the most extensive portion. Considerable cutting back of the bank, filling and grading were required to enlarge and level the field. The 1982 and final part will be the up-grading of the football-baseball field. All portions of this project are being financed under the single appropriation granted by the voters in April, 1980.

An important fundamental activity of the Board this year has been evaluation. We feel that the students, staff, and community are generally satisfied with the education provided by the middle and high schools. Spurred by the Dresden Finance Committee, we are trying to find out if we are providing that education as economically as possible. With data provided by the Educational Research Service, Inc., of Arlington, Virginia, we have been able to compare ourselves to a number of similar districts nationwide. With money provided by the 1981 District Meeting, we have con-

tracted with the Center for Educational Field Services at the University of New Hampshire, in Durham, for a more specific study of our school operation, to be done this spring. Their findings will be interpreted by the Board in the light of the aspirations of our community.

An even more comprehensive, but less financially oriented, study is being undertaken by the staff and administration of the high school as they prepare for evaluation by the New England Association of Colleges and Secondary Schools. An intensive self-evaluation is under way this year, with input from students, Board, and community. A statement of the basic philosophy of the school has been developed as the foundation of this effort. Next year we will be visited by a team of professionals, providing a skilled outside evaluation of our school, hopefully leading to continuation of our accreditation.

At the high school two changes have been approved for the 1982-83 school year. Beginning with the incoming freshman Class of 1986, the distribution criteria for graduation have been changed to require each student to earn at least one credit in any combination of courses in the fine and practical arts. The social studies department has completed its course development for the third year social studies graduation requirement which applies to the Class of 1984 and succeeding classes. The course will focus on modern America and its relationships with other world powers.

The Frances Richmond School's Student Council has become an effective part of student life and an opportunity for students to actively learn and practice citizenship skills. In implementing this year's district goals emphasis has been given to developing and strengthening study skills. At the sixth grade level this has been formalized by the use of the National Association of Secondary Schools Principals' Study Skills Program.

The negotiations with the Hanover Education Association discussed in last year's report were completed to the general satisfaction of the Board and the teachers. The new contract runs through June, 1983. Considerable time and effort has been spent by the Board, administration, and our attorneys defending the District's interests before the New Hampshire Public Employees Labor Relations Board in actions brought by the Association with the help of the New Hampshire Education Association regarding individual contracts. We seek to maintain appropriate local community control over the employment of beginning teachers. Our contract with our service personnel, represented by the American Federation of State, County & Municipal Employees, NFL-CIO, ends June 30, 1982. Negotiations are under way for a new contract. Professional arbitration has been necessary for one personnel

problem under the present contract.

The Board wishes to express its deep appreciation to Dartmouth College for continuing to allow, through grants-in-aid, qualified Hanover High School students to enroll in college courses, and for frequently providing athletic facilities. The Board notes with pleasure the continuing activities of the Friends of the Hanover-Norwich Schools, whose fund drives provide support for pilot and innovative projects by our teachers. Also recognized with great appreciation are the enormous number of person-hours contributed by School Volunteers whose interest and skills enrich the daily experience of our students. The large contribution of skill, energy, and enthusiasm given by the students, teachers, and administrators of the Dresden System is gratefully acknowledged.

Finally, the Board thanks the voters and taxpayers of Norwich and Hanover for their support. We look forward to representing them in the coming year overseeing the management of the Dresden School District.

Susan F. Boyle
Ann D. Bradley
John M. Curtis
John L. Dunn, Chairman
Mary Ann Harris, Secretary
Leslyn Hayden
Emily M. Mead
Brian E. Pattison, Vice Chairman
Susanna C. Reed
Douglas A. Rupert
Fay T. Sorenson
DRESDEN SCHOOL BOARD

REPORT OF THE DRESDEN SCHOOL DISTRICT AUDITORS

We have met with the Certified Public Accountants retained by the Dresden School District and have reviewed with them the results of their audit for the year ended June 30, 1981.

As elected auditors for the Dresden School District, we find the audit of the District's financial statements by Smith, Batchelder & Rugg for the year ended June 30, 1981 as represented in their audit certificate dated August 26, 1981 to be satisfactory in all respects.

Respectfully submitted,

Robert R. Costello

William P. Davis

Errol L. Heisser

AUDITORS

DRESDEN SCHOOL DISTRICT

To the School Board and Voters of
Dresden School District:

We have examined the combined balance sheet of Dresden School District as of June 30, 1981, and the related combined statement of revenues, expenditures and changes in fund balances for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The District has not maintained a record of its general fixed assets and, accordingly, a statement of general fixed assets, required by generally accepted accounting principles, is not included in the financial statements.

In our opinion, except that the omission of the statement of general fixed assets described in the preceding paragraph results in an incomplete presentation, the financial statements referred to above present fairly the financial position of Dresden School District as of June 30, 1981, and the results of its operations and changes in its fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

Smith, Batchelder & Rugg

Hanover, New Hampshire
August 26, 1981

DRESDEN SCHOOL DISTRICT COMBINED BALANCE SHEET - JUNE 30, 1981

	General	Hanover High School Building Fund	Hanover High School Athletic Field Fund	Jeremiah Ice Hockey Fund	Donald Waiter Bruce Prize Fund	Stringed Instrument Fund	Long-term Debt Account Group	Totals (Memo- randum Only)
ASSETS:								
Cash	\$62,691		\$115,542	\$2,025	\$1,000	\$—	\$—	\$ 181,258
Accounts receivable	4,731							4,731
Due from other districts								
Due from other funds	31,735							31,735
Amount to be provided for retirement of general long-term debt						371		371
Total assets	<u>\$99,157</u>	<u>\$115,542</u>	<u>\$2,025</u>	<u>\$1,000</u>	<u>\$371</u>		<u>2,694,616</u>	<u>2,694,616</u>
LIABILITIES AND FUND BALANCES:								
Contracts payable	\$—							\$ 49,123
Accounts payable	20,359							71,296
Due to other funds	371							371
Unexpended project balances (Note 6)	449							449
Notes and bonds payable (Note 5)							2,694,616	2,694,616
Total liabilities	<u>—</u>	<u>100,060</u>					<u>2,694,616</u>	<u>2,815,855</u>
Commitments and contingencies (Note 4)								
Fund balances	<u>77,978</u>		<u>15,482</u>	<u>2,025</u>	<u>1,000</u>	<u>371</u>		<u>96,856</u>
Total liabilities and fund balances	<u>\$99,157</u>	<u>\$—</u>	<u>\$115,542</u>	<u>\$2,025</u>	<u>\$1,000</u>	<u>\$371</u>	<u>\$2,694,616</u>	<u>\$2,912,711</u>

The accompanying notes to financial statements are an integral part of this statement.

**DRESDEN SCHOOL DISTRICT
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 1981**

	General Fund		Hanover High School Building Fund		Hanover High School Athletic Field Fund		Jeremiah Ice Hockey Fund		Donald Walter Bruce Prize Fund		Stringed Instrument Fund		Totals (Memo-randum Only)
	Budget	Actual											
REVENUES:													
Local sources -													
Tuition - private	\$ 15,474	\$ 26,460	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ 26,460
Earnings on investments	11,500	3,951	9,173	13,120	272	157	26,673						
Other	6,500	27,817	5,540	3,214	--	--	36,942						
	33,474	58,228	14,713	16,334	272	157	90,075						
State sources -													
Restricted grants in aid	97,845	76,343	--	--	--	--	76,343						
Federal sources -													
Revenue in lieu of taxes	12,000	7,500	--	--	--	--	7,500						
Restricted grants in aid	15,680	51,064	--	--	--	--	51,064						
	27,680	58,564	--	--	--	--	58,564						
Total revenues	158,999	193,135	14,713	16,334	272	157	224,982						

EXPENDITURES:						
Instructional services-						
Regular education programs	1,290,922	1,287,987	—	—	—	1,287,987
Special education programs	130,746	124,413	—	—	—	124,413
Student activities	77,578	76,836	—	—	—	76,836
	<u>1,499,246</u>	<u>1,489,236</u>	—	—	—	<u>1,489,236</u>
Supporting services -						
Pupils including						
nutrition	110,082	128,242	—	—	—	128,242
Media services	87,812	85,185	—	—	—	85,185
Other instructional staff	21,977	17,782	—	—	—	17,782
General administration	21,450	14,321	—	—	—	14,321
School administration	479,790	511,133	—	—	—	511,133
Operation and maintenance	430,215	438,972	—	—	—	438,972
Transportation	28,242	31,155	—	—	—	31,155
	<u>1,179,568</u>	<u>1,226,790</u>	—	—	—	<u>1,226,790</u>
Community services	775	—	—	—	—	—
Facilities acquisition & construction services	20,500	23,836	—	179,852	—	203,688
Debt services (Note 5)	315,415	317,540	—	—	—	317,540
Contingencies	25,000	—	—	—	—	—
Total expenditures	<u>3,040,504</u>	<u>3,057,402</u>	—	<u>179,852</u>	—	<u>3,237,254</u>

(Continued)

**DRESDEN SCHOOL DISTRICT
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES (Continued)
FOR THE YEAR ENDED JUNE 30, 1981**

	General Fund		Hanover High School Building Fund	Hanover High School Athletic Field Fund	Jeremiah Ice Hockey Fund	Donald Walter Bruce Prize Fund	Stringed Instrument Fund	Totals (Memorandum Only)
	Budget	Actual	Fund	Fund	Fund	Fund	Fund	
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(2,881,505)	(2,864,267)	14,713	(163,518)	272	157	371	(3,012,272)
OTHER FINANCING SOURCES (USES):								
Proceeds from sale of bonds (Notes 1 & 5)	—	—	—	179,000	—	—	—	179,000
Transfers in -								
Appropriations:								
Hanover School District	1,903,772	1,903,772	—	—	—	—	—	1,903,772
Norwich School District	821,686	821,686	—	—	—	—	—	821,686
Tuition from other districts	379,762	413,033	—	—	—	—	—	413,033
From Building Fund (Note 1)	—	49,363	—	—	—	—	—	49,363
From other funds	—	1,187	—	—	—	—	—	1,187
For special programs	—	10,700	—	—	—	—	—	10,700

Transfers out - S.A.U. 22 assessment	(116,976)	(116,976)	—	—	—	—	—	—	(116,976)
Hanover School District Debt Service (Note 5)	(29,018)	(29,018)	—	—	—	—	—	—	(29,018)
Norwich School District Debt Service (Note 5)	(6,329)	(6,329)	—	—	—	—	—	—	(6,329)
Final Richmond School installment payment	(109,716)	(109,716)	—	—	—	—	—	—	(109,716)
To General Fund (Note 1)	—	—	(49,363)	(272)	(329)	(586)	(586)	(50,550)	
EXCESS OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	2,843,181	2,937,702	(49,363)	(272)	(329)	(586)	(586)	3,066,152	
FUND BALANCES, July 1, 1980	(38,324)	73,435	(34,650)	—	(172)	(215)	(215)	53,880	
FUND BALANCES, June 30, 1981	38,324	4,543	34,650	2,025	1,172	586	586	42,976	
	\$ —	\$ 77,978	\$ —	\$ 2,025	\$ 1,000	\$ 371	\$ 371	\$ 96,856	

The accompanying notes to financial statements are an integral part of this statement.

DRESDEN SCHOOL DISTRICT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1981

1. *Summary of significant accounting policies:*

Basis of presentation - The financial statements have been prepared on the modified accrual basis of accounting in accordance with generally accepted accounting principles, and in compliance with governmental accounting and reporting guidelines. These guidelines were revised by the National Council on Governmental Accounting (NCGA), effective for fiscal years ended after June 30, 1980.

Revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include accumulated unpaid sick pay (Note 4) and the principal and interest on long-term debt which is recognized when due.

A general fixed asset account group has not been reported as required by generally accepted accounting principles, since records of the cost of fixed assets are not maintained.

Fund accounting - Financial activities are recorded in the individual funds or group of accounts described below, each of which is deemed to be a separate accounting entity. The financial affairs and operations of each fund are accounted for in separate, self-balancing accounts which represent the fund's assets, liabilities, equity, revenues and expenditures.

General Fund - Transactions related to revenues obtained and used for those services traditionally provided by a school district, which are not accounted for in other funds, are accounted for in the General Fund.

Hanover High School Building Fund - This fund has been established to record the activity associated with the renovation of Hanover High School as approved by the voters on June 7, 1978 at the reconvened Dresden School District meeting. The project has been completed and the balance in the fund turned over to the General Fund.

Hanover High School Athletic Field Fund - This fund is for the improvement, reconstruction and alteration of athletic fields on the Hanover High School site, approved by the voters at the District Meeting of April 7, 1980.

Long-term debt account group - Unmatured long-term bond obligations are accounted for in the long-term debt group of accounts.

Miscellaneous funds - Income from these funds is to be transferred to the General Fund and expended for the intended purposes by the General Fund.

Inventories - Supplies of materials are expensed as they are acquired.

Pension plans - The School District's employees are covered under mandatory state-sponsored, retirement plans which are funded on a current basis. Pension expense for the year ended June 30, 1981 was \$29,409. The excess, if any, of the actuarially computed value of vested benefits over the total pension fund assets is not available.

Budget - Budget figures are presented in accordance with appropriations voted and subsequently revised and approved by the State of New Hampshire.

2. *Cash - General Fund:*

The cash balances at June 30, 1981 are the result of the following transactions on the Treasurer's books:

Cash on hand, July 1, 1980	\$ 55,686
Total receipts	<u>3,509,795</u>
	3,565,481
Less- School Board orders paid	<u>3,503,040</u>
Cash on hand, June 30, 1981	<u>\$ 62,441</u>

3. *Deferred revenue:*

The School District received \$26,836 in 1975 from the State of Vermont toward the purchase of the Frances C. Richmond School. This payment represents one-half of the total aid of \$53,671 to be provided by Vermont. This aid is being recognized over a six-year period beginning in 1975-76 corresponding to the term of the promissory note payable to the Hanover School District. The last portion of the deferred revenue was recognized in the year ended June 30, 1981.

4. *Commitments and contingencies:*

Accrued sick leave - The District estimates that employees have accrued sick leave time of approximately \$350,000. While such accumulation is material in total, the effect on any one year is immaterial and, therefore, is not reflected in the financial statements. Since it is very unlikely that all the accrued sick leave would be taken in the same year, sick leave is expensed as it is taken.

5. *Notes and bonds payable:*

The Dresden School District is liable for various notes and bonds detailed below. Following the listing of the debt is a description of the purpose and authorization for each note or bond (see references).

	<i>Total</i>	<i>Dresden Share</i>
Norwich School Serial Bonds, 3.25%, 20-year, dated October 1, 1964, interest payable June 1 and December 1, principal payable \$15,000 each June 1 through 1983 with a final payment of \$13,000 on June 1, 1984. Dresden contributes 37.48% of the yearly servicing of these bonds (A)	\$ 43,000	\$ 16,116
Hanover High School Serial Bonds, 3.25%, 20-year, dated October 1, 1964, interest payable June 1 and December 1, principal payable \$35,000 each June 1 through 1983, with a final payment of \$34,000 on June 1, 1984. Dresden contributes 70% of the yearly principal payment with the balance paid by the State of New Hampshire (A)	<u>104,000</u>	72,800
	<u>\$147,000</u>	
Dresden School District, New Hampshire - Vermont Serial Bonds, 6%, 20-year, dated December 1, 1974, interest payable June 1 and December 1, principal payable \$65,000 each December 1 through 1985, then \$60,000 through 1994 (B)		865,000
Unsecured note, due to bank, 5%, dated September 15, 1976, interest payable March 15 and September 15, principal payable \$4,200 each September 15 through 1986 (C)		25,200
Dresden School District General Obligation Bonds, 5.60%, 20 year, dated June 1, 1979, interest payable December 1 and June 1, principal payable \$75,000 each June 1 through 1998, with a final payment of \$50,000 on June 1, 1999 (D)		1,325,000
Dresden School District, 6.75%, promissory note, payable in 40 quarterly installments of \$5,875, plus interest, first payment due July 15, 1980, through 1990 (D)		211,500
Dresden School District, 5.75%, promissory note, payable in 10 annual installments of \$17,900, plus interest, beginning June 30, 1981 (E)		<u>179,000</u>
Total Dresden long-term debt, June 30, 1981		<u>\$2,694,616</u>

5. *Notes and bonds payable (continued):*

(A) *Norwich and Hanover School Districts bonds* - In accordance with the legislation and other agreements setting up the Dresden School District, Dresden is responsible for providing the debt service on Hanover and Norwich serial bonds.

(B) *Frances C. Richmond School renovation* - At a special meeting of the Dresden School District on July 22, 1974, the School Board was authorized to borrow \$1,257,355 under the New Hampshire - Vermont Inter-state School Compact for the renovation, reconstruction and alteration of the Frances C. Richmond School and Hanover High School.

(C) *Thompson Terrace fields* - Bank notes payable to finance the development of the Thompson Terrace property. The Bureau of Outdoor Recreation approved federal matching assistance of \$46,000 for the project, which has been received by the District.

(D) *High School renovation* - At the March 9, 1978 Dresden School District meeting, as reconvened on June 7, 1978, it was voted to appropriate the sum of \$1,488,937 for the improvement, reconstruction and alteration of the Hanover High School building and for the acquisition of instructional equipment related hereto. It was further voted that such appropriation be raised by borrowing through the issuance of notes or bonds in accordance with the New Hampshire - Vermont Inter-state School Compact. At the special Dresden School meeting of October 29, 1979, the voters appropriated additional monies for extra renovations.

(E) *Athletic field improvement* - At the April 7, 1980 Dresden School District special meeting, it was voted to appropriate the sum of \$179,000 for the improvement, reconstruction and alteration of athletic fields on the Hanover High School site. It was further voted that such appropriation be raised by borrowing through the issuance of notes or bonds in accordance with the New Hampshire - Vermont Inter-state School Compact.

Principal payments on this indebtedness over the next five fiscal years will be as follows:

	<i>To Other District</i>	<i>Total</i>
1981-82	\$30,122	\$215,722
1982-83	30,122	215,722
1983-84	28,672	214,272
1984-85	—	185,600
1985-86	—	185,600

6. *Unexpended project balances:*

The District receives monies from the Federal and State governments, as well as from other funds and other local sources for specific purposes, the receipt of which is recorded in the General Fund. In some cases, the project or special purpose expenditures have not fully utilized the funding, resulting in an unexpended project balance.

**DRESDEN SCHOOL DISTRICT
Contingency Fund Expenditures, 1980-81**

Hanover High School:	
Fire Alarm System for gymnasium	\$3,425.00
Two oil pumps	1,300.00
Frances C. Richmond School:	
Water pump	1,224.60
Both Schools:	
Fuel Oil	<u>4,186.00</u>
Total	\$10,135.60

**DRESDEN SCHOOL DISTRICT
ANALYSIS OF
PROPOSED BUDGET APPROPRIATION**

	<i>1981-82</i>	<i>1982-83</i>
Instruction	\$1,654,143	\$1,752,203
Special Education	155,292	163,545
Guidance Services	117,486	134,053
Curriculum and Staff Development	21,844	23,140
Media Services	111,195	116,745
Student Activities	128,410	142,085
Health Services	16,584	17,710
School Administration	230,953	249,166
Heat and Utilities	190,915	202,715
Operation and Maintenance	379,573	408,503
Vocational Tuition and Transportation	25,975	28,125
School District Services	15,450	18,970
SAU 22 Central Office	125,275	139,381
School Milk Program	8,000	8,000
New England Association Evaluation	—	5,000
Debt Service	368,905	356,659
Contingency	<u>30,000</u>	<u>34,000</u>
Grand Total	\$3,580,000	\$3,800,000

Tax Impact Summary

	<i>1981-82</i>	<i>1982-83</i>
Total Expenditures	\$3,580,000	\$3,800,000
Non-Tax Revenue	<u>637,906</u>	<u>683,852</u>
To Be Raised from Taxes	\$2,942,094	\$3,116,148
Norwich Tax Impact	915,936	923,315
Hanover Tax Impact	2,026,158	2,192,833

**DRESDEN SCHOOL DISTRICT
HANOVER HIGH SCHOOL
INSTRUCTIONAL STAFF, 1981-82**

(Date indicates first year employed by the District)

K. Sandra Anderson, French	1969
Diane E. Forsyth Andreas, Business Education	1980
Lillian K. Bailey, Reading Specialist	1948
Marilyn M. Blight, Media Generalist	1981
Deborah B. Boettiger, English	1975
Cynthia Cook Bognolo, Latin	1972
Charles W. Bohi, Social Studies	1971
Gary E. Bohrer, Industrial Technology	1975
Harry H. Braeuler, Foreign Languages Coordinator	1965
Constance E. Carey, Mathematics	1978
Marilyn A. Cate, Guidance Counselor	1976
Katherine W. Chase, Latin	1981
William R. Cogswell, Interim Coordinator, Mathematics	1963
Susan N. Cohen, English	1980
Stanley P. Crane, Mathematics	1981
Hayward B. Crewe, English	1967
Elizabeth Ann Crisp, English	1980
Ford A. Daley, Dresden Plan Coordinator	1964
Joel B. Dalton, Mathematics	1965
Cornelis (Keith) J. deLange, German and French	1975
Warren D. DeMont, Science Coordinator	1968
Mary Norman D. Dickerson, Mathematics	1980
Neil C. Duprey, French	1967
Clarke P. Dustin, Guidance Counselor	1964
James W. Eakin, Learning Specialist	1981
Deborah L. Ells, Mathematics	1978
Martha T. Esersky, Social Studies	1978
Heddy L. Fantl, German	1973
Debbie J. Hauri, Science	1981
Barbara P. Hirai, Science	1976
James F. Hunt, English	1968
John E. Hutchins, Science (Sabbatical)	1966
Mary H. Hutchins, Mathematics	1967
Douglas H. Jenisch, Social Studies	1969
Kathleen L. Jesseman, Music	1981
David G. Johnson, Industrial Technology Coordinator	1972
Bruce M. Koloseike, Science	1971
James L. Kreinbring, School Youth Counselor	1976
Patricia J. Lang, Business Education	1972
Peter A. Lange, Art	1978

John E. Lincoln, English	1980
Frank Miles, Jr., Social Studies Coordinator	1969
Patricia L. Minter-Powell, French	1981
J. Richard Murphy, Science	1967
William N. Murphy, Social Studies	1961
Richard O. Norman, Mathematics	1967
Glyn E. Reinders, Athletic Director, Physical Education	1977
Crista R. Renza, English	1981
Dale F. Rowe, Science	1961
John K. Scanlon, Vocational Counselor	1981
Valjeane O. Trumpower, English Coordinator	1973
Reeve C. Williams, Social Studies	1970
Barbara E. Zeck, Learning Specialist	1980

**DRESDEN SCHOOL DISTRICT
FRANCES C. RICHMOND SCHOOL
INSTRUCTIONAL STAFF, 1981-82**

(Date indicated first year employed by the District)

Ronald N. Bailey, South Team, Science	1966
Henry K. Becker, East Team, Mathematics	1970
Scott D. Butchart, French	1977
Sarah A. Carver, North Team, Mathematics	1979
Norman F. Chapman, East Team, Social Studies	1966
Nancy H. Cressman, West Team, English	1981
Bruce A. Curtis-McLane, West Team, Social Studies	1975
Ellen DiPaola, Learning Specialist	1980
Susan C. Hastings, Home/School Liaison	1973
Mildred J. Hayes, South Team, English	1951
Deborah L. Hicks, French	1981
John J. Jestude, Counselor	1976
Eileen R. Kell, North Team, English	1977
Nancy Leavitt-Chaney, East Team, English	1980
George E. Merrill, Physical Education	1970
Christine S. Petroseмоло, North Team, Science	1978
Alfred A. Ponce, Jr., South Team, Mathematics	1970
Janet P. Rae, Art	1974
Virginia A. Rankin, Media Generalist	1977
Herbert R. Roland, West Team, Mathematics	1971
Kathleen K. Shepherd, Learning Specialist	1979
Richard L. Starr, Woodworking	1972
Terry F. Thompson, East Team, Science	1972
Frank R. Thoms, North Team, Social Studies	1962
Charles L. Townsend, West Team, Science	1970
Roger F. Wilson, South Team, Social Studies	1959

SHARED STAFF

John C. Carter, Music and Director of Bands	1977
Helen E. Goodwin, Music	1952
Janice L. Hall, Home Economics Coordinator	1971
Charles O. Hunnewell III, Physical Education	1965
Vera S. LaClair, Home Economics	1963
Dorothy E. Merriman, Physical Education	1955
Margaret E. Thickman (leave of Absence)	1978

MEDICAL STAFF

Constance S. Klefos, Nurse	1970
William E. Boyle, Jr., M.D., Doctor	1981

DRESDEN SCHOOL DISTRICT COMPARATIVE YEARLY ENROLLMENTS FOR OCTOBER FIRST OF EACH YEAR

<i>Year</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>Total</i>
1970	143	161	155	155	130	133	877
1971	150	148	159	149	150	131	887
1972	137	151	158	163	160	147	916
1973	161	142	170	155	170	148	946
1974	153	160	162	164	168	161	968
1975	156	151	171	158	170	183	989
1976	125	153	168	173	165	173	957
1977	154	132	165	165	178	185	979
1978	160	149	146	161	160	175	951
1979	115	164	171	152	167	157	926
1980	143	124	178	179	158	165	944
1981	145	135	140		164	147	903

HANOVER HIGH SCHOOL 1981 GRADUATES

- Lisa Lynn Abele
- ** Robert Alan Arkowitz
- Dana Richard Aulis
- John Allden Barr
- C. Miken Bean
- Paula Jean Bergeron
- David R. Berryman
- Rainer Betz
- Misty Marie Blanchette
- Gerard Felix Bohlen
- David H. Bradley, Jr.
- Yves Edward Bradley
- William Janney Bresee
- Breana Rebecca Brodsky
- Anna M. Brown
- Richard B. Byrne
- Edward Bernard Carter, Jr.
- Paul Cameron Cate
- Martha Diane Chamberlain
- Charles Sumner Charman III
- Donna Leigh Close
- Charles A. Clouser
- David George Cogswell
- Calen B. Colby
- Paul Joseph Colligan
- Lori Lyn Cowan
- Stephen John Croy
- Michael J. Cummings
- ** Jeanine Marie Cucuel
- ** Timothy Lord Davis
- Pamela Colleen Dennis
- Christopher Colt Dickey
- Cheryl Ann Dixon
- * Barbara Terese Donovan
- Pi Downsborough
- Kimberley Marie Dyke
- * Derek Mastin Eaton
- John R. Emery III
- Kim Anita Farnham
- * Mary Patricia Farrell
- Elizabeth Ann Fenton
- ** Alan John Flint
- * Janet Elaine Foley
- ** Craig Cone Freeman
- Katherine Anne Friedman
- Elizabeth Anne Gardner
- Brooks C. Garrity
- Jonathan Paul Gerber
- Jerry J. Gernhard
- * John Spalding Gilbert
- John Perry Goldsmith
- Michael Perry Goodrich
- Heidi Sue Goodwin
- Tammo Alexander Goudsmit
- Leslie Howell Graham
- Sherrie-Lou Haslett
- Kathryn Haugen
- ** Leslyn Joy Hayden
- Michael Lynwood Heisser
- Aaron Christophe Hill
- * Paula Gail Howey
- Jonathan Case Ingoldsby
- Robert Paul Jacobson
- * Anne Therese Johnson
- Maureen Ellen Kavanagh
- Todd Whitney Keenhold
- Eileen Theresa Kelly
- Thomas J. Kendall
- John Newell Kidder, Jr.
- Lynette Sylvia King
- Ellen Merritt Kitchel
- Connie L. Labine
- Heidi Raye LaRoche
- Denyse Lauziere
- Alison Leaton
- Richard N. Lee
- Anne-Marie Lemal
- ** Brian H. Lincoln
- Jennifer Colleen Lloyd
- Nancy Fontaine Logan
- * Roderick Tracy Long
- Kristin Gardiner Lucas
- ** V. Joseph Lunardini
- Robert Joseph Lyons
- S. Scott MacDonald
- Susan Schon MacKay

Alair MacLean	Greg Scott Rollins
Mark F. Maloney	Peter W. Runstadler, III
William Edwin Mann	* Katherine Joan Rupert
Mark Andrew Manuel	Lori Lynn Sandler
Erik Edwin Maurer	Graham John Sellers
Ian McCarthy	Daniel T. Smith, III
Robert Bernard McCarthy, Jr.	Debra D'Ann Smith
* Lisa Ann McCleery	Jennifer Chapin Smith
Charles Felix McGrath	Michael A. Snelling
Alexander G. McMillan	Daniel Allen Soderberg
Dana Reed McMullan	** Heidi Rebecca Sokol
Lowell Joseph McPherson, Jr.	* Peter Dewey Sorenson
Alexandra Meacham	Emily Kay Sterrett
Pan Michael L. Meibers	Susan Polly Stevens
* Fiona Jane Mellor	Colleen Gayle Stevenson
David P. Moulton	Lisa Magee Stinson
Gregory R. Moulton	Joseph E. Stone
** Kirsten Tanya Munck	Ethel D. Stout
Theologia Nanopoulos	David Charles Strickler
** Elizabeth Anne Nelson	Carolyn Strohbehn
Laurie Ann Nelson	Kari Ann Sutherland
Loretta Mae Nelson	Michelle Marie Tetreault
Stephen Hannon Noble	Lauri Jean Thompson
Juanita Paz Ochoa	Linda VanDuren
** James Nicholas Olmsted	Stephanie Ann Vogel
Elenita Louise Pacillo	Peter N. Wallis
Marion Young-Me Park	Duncan Pepper Watson
Anne Elise Peacock	Janet Lenna Webb
Ranson Wayne Perry	Lisa Ann Webster
Sarah Steinkamp Pierce	** James Joseph West
** John Waslaw Pietkiewicz	Galen Putnam Whipple
Jeanne Marie Plante	Jeffrey Williamson
* Robert Brown Porter	Wayne W. Wilmott
Joshua Bryant Powers, III	** Katherine Frances Wolff
Natalie Louise Purcell	Debra Ann Woodward
William John Quinn	Ann Marie Wright
* Balvinder Kaur Rakha	** James Joseph Wright
Robin Gwynnaeth Ramsay	James David Yukica
Jolene Scott Reynolds	
Thomas Rich	** High Honors
** James Kirkland Roberts	* Honors
** Leslie Anne Robinson	

SCHOLASTIC RECOGNITION

Valedictorians

James Olmsted

James West

Salutatorian

Heidi Sokol

SENIOR CLASS COMMITTEE

Robert Arkowitz

Martha Chamberlain

Lisa Gardner

Robert McCarthy

Annie Nelson

Dave Strickler

Bob Porter

Bill Quinn

Graham Sellers

Susie Stevens

Lisa Stinson, Chairperson

CLASS MARSHALLS

Charlie Charman

Tim Davis

Kristie Lucas

INDE EDITORS

John Gilbert

Heidi Sokol

Annie Nelson

BROADSIDE EDITORS

Leslie Robinson

Kathy Wolff

