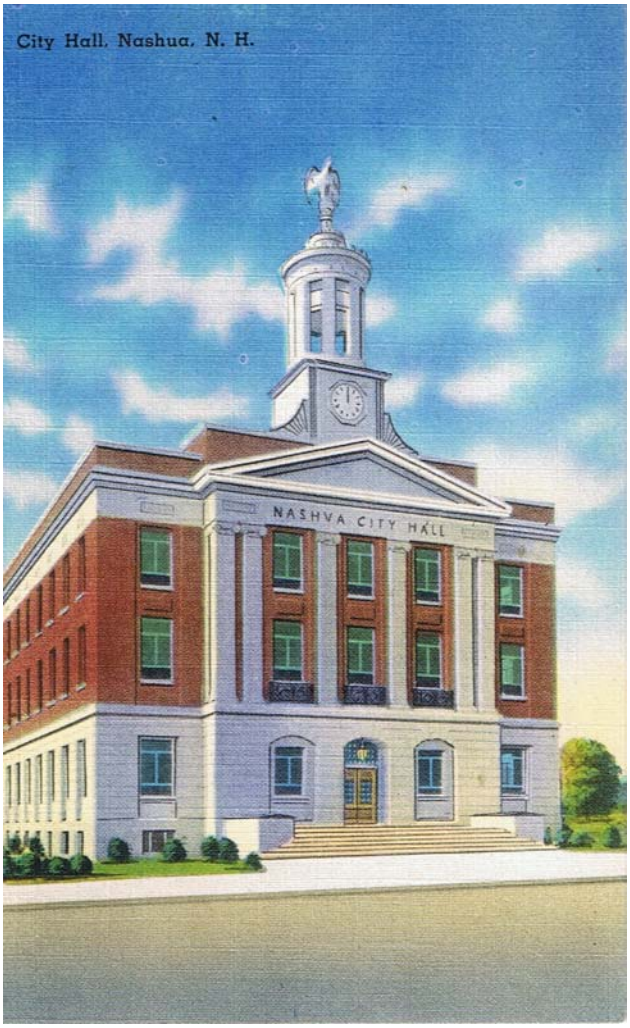
Annual Report
of the



City of Nashua, New Hampshire

154th Municipal Government Report

2007

154th MUNICIPAL

GOVERNMENT REPORT

FISCAL YEAR

JULY 1, 2006 – JUNE 30, 2007

Office of the City Clerk

Paul R. Bergeron, City Clerk

Patricia E. Lucier, Deputy City Clerk

Printed by: Ralph B. Jackson

Cover photo: Linen postcard, City Hall, Nashua, NH, made by Tichnor Bros. Inc., Boston, MA and published by F.P. Trow News Agency, Nashua.

INFORMATIONAL STATISTICS

October 26, 1673:	The General Assembly of Massachusetts granted a Charter to the Township of Dunstable.
April 4, 1746:	The Province of New Hampshire granted a Charter to the Township of Dunstable (in New Hampshire.)
December 15, 1836:	Name of Dunstable changed to Nashua.
January 23, 1842:	Nashua divided. Nashville: North Side of River Nashua: South Side of River
1843:	Town Hall completed
1853:	Nashville united with Nashua and received City Charter

SEAL OF THE CITY

The seal of the City of Nashua shall consist of a circular disk, upon the outer edge of which shall be inserted the words "TOWNSHIP OF DUNSTABLE, 1673," and upon the bottom of the disc the words "CITY OF NASHUA, 1853." In the foreground shall be an anvil and hammer, a plough, a bale of goods, a regulator and a horn of plenty.

Across the center of the disc shall be represented a bridge and train of railroad cars; in the background shall be a cotton mill and iron foundry. In the upper center shall be two clasped hands. The whole to be enclosed in a laurel wreath.

INTERPRETATION

Laurel - symbolized victory,
the conquest of the wilderness
Dunstable became a plantation in 1673
Nashua was incorporated as a city in 1853
The clasped hands symbolize the union of
Nashua and Nashville
The articles in the foreground symbolize the chief occupations and leading industries of Nashua.

"No ground of support for the Executive will ever be so sure as a complete knowledge of their proceedings by the people…"

Thomas Jefferson to George Washington, 1793

The 2006 – 2007 Municipal Government Report for the City of Nashua has been compiled through the efforts of your local city officials, to serve as a permanent record of the past year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report. We hope you find this report informative and interesting.

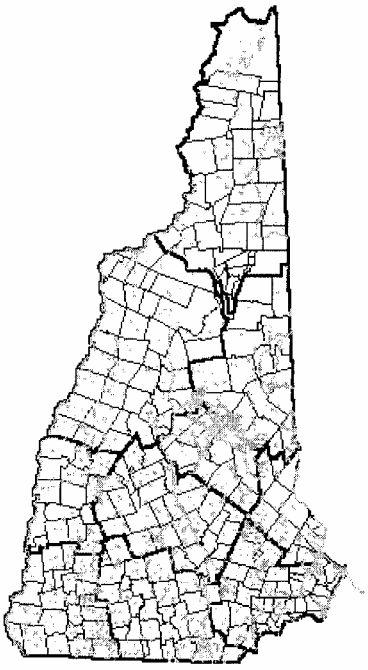
In addition to FY07 department reports, the 2007 Municipal Annual Report includes some images of Nashua's historical landmarks, many from the period of 1930 – 1945. These images are reproductions of linen postcards which were the principal type of postcard produced in American from about 1930 through 1945.

"Linen postcards are easily identifiable by the type of high rag card stock they were printed on which was produced with a linen finish; a textured pattern distinguished by parallel and intersecting lines resembling linen cloth. The face of the card was the textured side and the reverse was smooth just like other postcards. Due to the use of this paper, linen postcards could be printed with brighter inks creating vibrantly colored images making them a huge advancement over the earlier white border postcards. Linen postcards' heyday was from the years of the 1930's, when they were introduced, through 1945. They were the principal kind of postcard made during this time because of emerging equipment. It allowed production of linen postcards to be more economical in view of the fact that printing costs in Europe were becoming prohibitive because of tariffs. In the beginning, linens maintained the white border look along the edges of the card. Gradually disappearing as manufacturers started printing the image all the way to the card's edge."[1] The majority of linen postcard production ended around 1939 with the advent of the color "chrome" postcard. However, a few linen firms (mainly Southern) published until well into the late 50s."[2] Postage required in this era? A one cent stamp.

We welcome your questions and comments regarding any of the material contained in this report. Feel free to call us at 589-3010 or e-mail us at cityclerkdept@nashuanh.gov

Paul R. Bergeron
City Clerk

[1] *Linen Postcards: A Growing Obsession*, Charles Hopkins, http://www.ezilon.com/articles/articles/6061/1/Linen-Postcards:-A-Growing-Obsession
[2] *Linen Era (1930 – 1945 (1960?)),* Stefano Neis, http://www.geocities.com/Heartland/Meadows/2487/pchistory.htm.

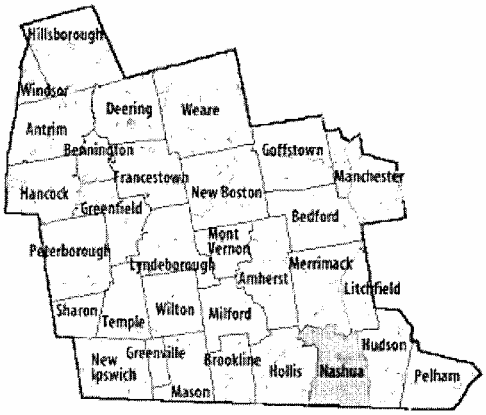


Nashua, NH

Community Contact	**City of Nashua** **Katherine Hersh, Community Development Director** **229 Main Street, PO Box 2019** **Nashua, NH 03061-2019**
Telephone	**(603) 589-3098**
Fax	**(603) 589-3119**
E-mail	**mayoroffice@ci.nashua.nh.us**
Web Site	**www.nashuanh.gov**
Municipal Office Hours	**Monday through Friday, 8 am - 5 pm**
County	**Hillsborough**
Labor Market Area	**Nashua NH-MA NECTA Division, NH Portion**
Tourism Region	**Merrimack Valley**
Planning Commission	**Nashua Regional**
Regional Development	**Gateway Industrial Development Corp.**
Election Districts	
US Congress	**District 2 (All Wards)**
Executive Council	**District 5 (All Wards)**
State Senate	**District 12 (Wards 1, 2, 5, & 9), and 13 (Wards 3, 4, 6, 7, & 8)**
State Representative	**Hillsborough County Districts 20 (Ward 1), 21 (Ward 2), 22 (Ward 3), 23 (Ward 4), 24 (Ward 6), 25 (Ward 7), and 26 (Wards 5, 8, & 9)**

Incorporated: 1746

Origin: Originally part of a 1673 grant to Edward Tyng of Dunstable, England, the 200 square mile area, called Dunstable, included Nashua, Tyngsboro MA, and all or part of ten other towns. In 1741, Dunstable was cut in half when the Massachusetts-New Hampshire border was established. The northern half kept the name Dunstable. In 1836 the town took the Nashua River's name, a Nashaway Indian word for "beautiful river with a pebbly bottom" and "land between two rivers." In 1842, the town was divided again, with the section north of the Nashua River incorporated as Nashville. The two sections rejoined when Nashua was incorporated as a city in 1853. Nashua became a manufacturing center, powered by the Middlesex Canal which connected the Merrimack River to Boston.

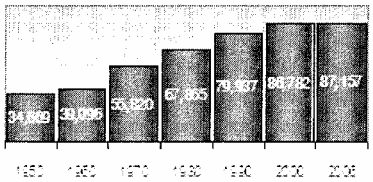


Hillsborough County

Villages and Place Names: Nashville Historic District, French Hill, Crown Hill, North End.

Population, Year of the First Census Taken: 632 residents in 1790

Population Trends: Nashua ranked first in numeric population change, totaling 52,113 over 50 years, from 34,669 in 1950 to 86,782 in 2000. The largest decennial percent change was 43 percent between 1960 and 1970; the smallest, nine percent between 1990 and 2000. The 2006 Census estimate for Nashua was 87,157 residents, which ranked second among New Hampshire's incorporated cities and towns.



Population Density, 2006: 2,834.4 persons per square mile of land area, the second highest among the cities and towns. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.

Economic & Labor Market Information Bureau, NH Employment Security, 2007. Community Response Received **08/22/07**

All information regarding the communities is from sources deemed reliable and is submitted subject to errors, omissions, modifications, and withdrawals without notice. No warranty or representation is made as to the accuracy of the information contained herein. Specific questions regarding individual cities and towns should be directed to the community contact.

MUNICIPAL SERVICES

Type of Government	**Mayor & Council**
Budget: Municipal Appropriations, 2007	**$215,735,815**
Budget: School Appropriations, 2007	**$80,791,428**
Zoning Ordinance	**1930/06**
Master Plan	**2002**
Capital Improvement Plan	**Yes**
Industrial Plans Reviewed By	**Planning Board**

Boards and Commissions

Elected: **Aldermen; School; Public Works; Fire**

Appointed: **Planning; Conservation; Library; Cemetery; Zoning; Business & Industrial Dev; Housing Authority**

Public Library **Nashua Public**

EMERGENCY SERVICES

Police Department	**Full-time**
Fire Department	**Full-time**
Town Fire Insurance Rating	**2**
Emergency Medical Service	**Municipal**

Nearest Hospital(s)	Distance	Staffed Beds
Southern NH Medical Center, Nashua	**Local**	**188**
St. Joseph Hospital, Nashua	**Local**	**208**

UTILITIES

Electric Supplier	**PSNH**
Natural Gas Supplier	**KeySpan**
Water Supplier	**Pennichuck Water Works**
Sanitation	**Municipal**
Municipal Wastewater Treatment Plant	**Yes**
Solid Waste Disposal	
Curbside Trash Pickup	**Municipal**
Pay-As-You-Throw Program	**No**
Recycling Program	**Voluntary Curbside**
Telephone Company	**Verizon**
Cellular Telephone Access	**Yes**
Cable Television Access	**Yes**
Public Access Television Station	**Yes**
High Speed Internet Service: Business	**Yes**
Residential	**Yes**

PROPERTY TAXES *(NH Dept. of Revenue Administration)*

2006 Total Tax Rate (per $1000 of value)	**$17.20**
2006 Equalization Ratio	**95.2**
2006 Full Value Tax Rate (per $1000 of value)	**$16.20**

2006 Percent of Local Assessed Valuation by Property Type

Residential Land and Buildings	**69.8%**
Commercial Land and Buildings	**28.4%**
Public Utilities, Current Use, and Other	**1.9%**

HOUSING SUPPLY *(NH Office of Energy and Planning)*

2006 Total Housing Units	**36,735**
2006 Single-Family Units	**16,812**
Residential Permits, Net Change of Units	**81**
2006 Multi-Family Units	**19,033**
Residential Permits, Net Change of Units	**67**
2006 Manufactured Housing Units	**890**

DEMOGRAPHICS *(US Census Bureau)*

Total Population	Community	County
2006	**87,157**	**402,789**
2000	**86,782**	**382,384**
1990	**79,937**	**336,549**
1980	**67,865**	**276,608**
1970	**55,820**	**223,941**

Census 2000 Demographics

Population by Gender

Male **42,775** Female **43,830**

Population by Age Group

Under age 5	**5,644**
Age 5 to 19	**17,735**
Age 20 to 34	**18,734**
Age 35 to 54	**27,055**
Age 55 to 64	**7,395**
Age 65 and over	**10,042**
Median Age	**35.8 years**

Educational Attainment, population 25 years and over

High school graduate or higher	**86.6%**
Bachelor's degree or higher	**31.5%**

ANNUAL INCOME, 1999 *(US Census Bureau)*

Per capita income	**$25,209**
Median 4-person family income	**$61,102**
Median household income	**$51,969**
Median Earnings, full-time, year-round workers	
Male	**$43,893**
Female	**$29,171**
Families below the poverty level	**5.0%**

LABOR FORCE *(NHES – ELMI)*

Annual Average	1996	2006
Civilian labor force	**45,430**	**49,816**
Employed	**43,654**	**47,880**
Unemployed	**1,776**	**1,936**
Unemployment rate	**3.9%**	**3.9%**

EMPLOYMENT & WAGES *(NHES – ELMI)*

Annual Average Covered Employment	1996	2006
Goods Producing Industries		
Average Employment	**12,804**	**9,869**
Average Weekly Wage	**$908**	**$1,539**
Service Providing Industries		
Average Employment	**32,126**	**37,295**
Average Weekly Wage	**$488**	**$756**
Total Private Industry		
Average Employment	**44,930**	**47,165**
Average Weekly Wage	**$608**	**$919**
Government (Federal, State, and Local)		
Average Employment	**3,779**	**4,516**
Average Weekly Wage	**$720**	**$1,047**
Total, Private Industry plus Government		
Average Employment	**48,709**	**51,681**
Average Weekly Wage	**$617**	**$931**

n = indicates that data does not meet disclosure standards

Economic & Labor Market Information Bureau, NH Employment Security, 2007. Community Response Received **08/22/07**

EDUCATION AND CHILD CARE

Schools students attend: **Nashua operates grades K-12** District: **SAU 42**
Career Technology Center(s): **Wilbur Palmer Voc. Tech. Center, Hudson; Milford HS; Nashua HS North** Region: **16**

Educational Facilities	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	12	4	3	10
Grade Levels	P K 1-5	6-8	9-12	K 1-12
Total Enrollment	5,378	3,076	4,258	2,482

NH Licensed Child Care Facilities, 2007: Total Facilities: **65** Total Capacity: **4,180**

Nearest Community/Technical College: **Nashua**
Nearest Colleges or Universities: **Daniel Webster; Rivier; Thomas More**

LARGEST BUSINESSES	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
BAE Systems North America	Tactical communications/surveillance	4,000+	
Southern NH Medical Center	Health care	1,000+	
St. Joseph Hospital & Trauma Center	Health care	1,000+	
City of Nashua	Municipal services	1,000+	
Hewlett-Packard	Computer software	500+/-	
Oxford Health Plans	Health insurance plan provider	500+/-	
Oracle Corporation	Software services provider	250+	
Skillsoft	Internet-based training courses & software	250+	

TRANSPORTATION *(distances estimated from city/town hall)*

Road Access US Routes **3**
State Routes **101A, 111, 111A, 130, 101A Bypass**
Nearest Interstate, Exit **Everett Tpk., Exits 1 - 8; I-93, Exit 3**
Distance **Local access; 11 miles**

Railroad **Boston & Maine**
Public Transportation **Yes**

Nearest Public Use Airport, General Aviation
Boire Field, Nashua Runway **5,501 ft. asphalt**
Lighted? **Yes** Navigation Aids? **Yes**
Nearest Airport with Scheduled Service
Manchester-Boston Regional Distance **18 miles**
Number of Passenger Airlines Serving Airport **8**

Driving distance to select cities:

Manchester, NH	**18 miles**
Portland, Maine	**106 miles**
Boston, Mass.	**43 miles**
New York City, NY	**234 miles**
Montreal, Quebec	**276 miles**

COMMUTING TO WORK *(US Census Bureau)*

Workers 16 years and over

Drove alone, car/truck/van	**83.5%**
Carpooled, car/truck/van	**9.2%**
Public transportation	**1.5%**
Walked	**2.5%**
Other means	**0.7%**
Worked at home	**2.7%**
Mean Travel Time to Work	**24.7 minutes**

Percent of Working Residents:

Working in community of residence	**47%**
Commuting to another NH community	**26%**
Commuting out-of-state	**26%**

RECREATION, ATTRACTIONS, AND EVENTS

- X Municipal Parks
- X YMCA/YWCA
- X Boys Club/Girls Club
- X Golf Courses
- X Swimming: Indoor Facility
- X Swimming: Outdoor Facility
- X Tennis Courts: Indoor Facility
- X Tennis Courts: Outdoor Facility
- X Ice Skating Rink: Indoor Facility
- X Bowling Facilities
- X Museums
- X Cinemas
- X Performing Arts Facilities
- X Tourist Attractions
- X Youth Organizations (i.e., Scouts, 4-H)
- X Youth Sports: Baseball
- X Youth Sports: Soccer
- X Youth Sports: Football
- X Youth Sports: Basketball
- X Youth Sports: Hockey
- Campgrounds
- X Fishing/Hunting
- X Boating/Marinas
- Snowmobile Trails
- X Bicycle Trails
- Cross Country Skiing
- Beach or Waterfront Recreation Area
- Overnight or Day Camps

Nearest Ski Area(s): **Pat's Peak**

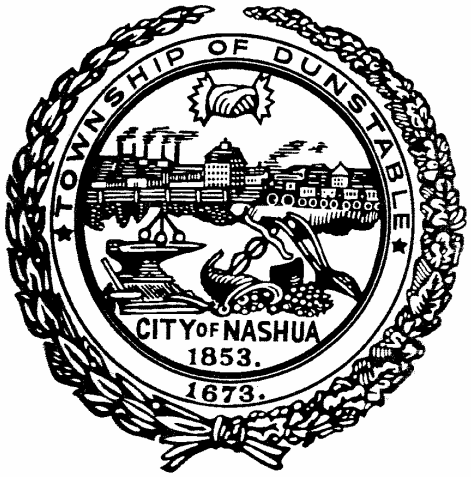
Other: **Holiday Stroll; Summer Fun Series; Indoor Rock Climbing; Indoor Sky Jumping**

Economic & Labor Market Information Bureau, NH Employment Security, 2007. Community Response Received **08/22/07**

CITY OF NASHUA
NEW HAMPSHIRE

Comprehensive Annual Financial Report

For The Fiscal Year Ended June 30, 2007



Prepared by:
The Financial Services Division

Carol A. Anderson
CFO/Comptroller

City of Nashua, New Hampshire
Comprehensive Annual Financial Report
For the Fiscal Year Ended June 30, 2007

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INTRODUCTORY SECTION

City of Nashua

Office of the Chief Financial Officer
229 Main Street - Nashua, NH 03060

(603) 589-3171
Fax (603) 589-3168

December 18, 2007

To the Citizens of the City of Nashua and the Board of Aldermen:

It is our pleasure to present the Comprehensive Annual Financial Report (CAFR) for the City of Nashua, New Hampshire, for the fiscal year ended June 30, 2007. Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with management. To the best of our knowledge and belief, the report accurately presents the City's financial position and the results of operations in all material respects in accordance with generally accepted accounting principles (GAAP). All disclosures necessary to enable the reader to gain an accurate understanding of the City's financial activities have been included.

This CAFR presents the City's financial statements as required by the *Governmental Accounting Standards Board (GASB) Statement No. 34,* which established a new financial reporting model for state and local governments. It also complies with *GASB Statement No. 44,* which "identified the specific information required by the statistical section standards and set forth the overarching objectives of statistical section information. The statistical section provides crucial data to many different kinds of consumers of governmental financial information, ranging from municipal credit analysts to state legislators, city council members, oversight bodies, and citizen and taxpayer organizations." (www.gasb.org/news) The CAFR covers all funds that, by law or other fiduciary obligation, the City administers. These include, but are not limited to, funds for the City of Nashua, the Nashua School District, and the component unit, Nashua Airport Authority.

The CAFR is presented in three main sections; introductory, financial and statistical. The introductory section includes this transmittal letter, the City's organizational chart, a listing of principal officials and a map that shows the location of the City of Nashua within the State of New Hampshire. The financial section contains the independent auditor's report; Management's Discussion and Analysis (MD&A); government-wide financial statements of net assets and activities; governmental, proprietary and fiduciary fund financial statements; and supplementary statements and schedules for non-major governmental funds, the general fund and enterprise funds. The statistical section includes selected financial and demographic information generally presented on a multi-year basis. This letter of transmittal is intended to complement MD&A and should be read in conjunction with it.

History and Government

The City of Nashua encompasses an area of thirty-two square miles in Hillsborough County along the Merrimack River in Southern New Hampshire. It is approximately thirty-four miles northwest of Boston, Massachusetts, and eighteen miles south of Manchester, New Hampshire. Nashua was part of the settlement of Dunstable, Massachusetts, until the division line between Massachusetts and New Hampshire was settled in 1741. It was then known as Dunstable, New Hampshire, until its name was changed to Nashua in 1836.

The pioneers of Dunstable arrived in the 1600s originating from England to settle on grants of land. The livelihood of the community at that time was farming and mercantile/commercial trade. The settlement period continued into the 1700s as sawmills and gristmills were established to harness the many streams and brooks throughout the town. The late-1700s were a significant period for the region due to construction of the 27.75 mile-long Middlesex Canal System linking the Merrimack River to Charlestown-Boston. Direct water access to Boston markets immensely increased trade opportunities.

During the 1800s, two massive mills were established by harnessing waterpower via the canal systems. Metal manufacturing, iron industries and other heavy industries were often established as ancillary and support businesses to the large mills. Railroads built throughout the region in the mid-1800s dramatically reduced the general expense of travel and transportation of goods.

The *City Charter* was issued by the State of New Hampshire and signed by Governor Noah Martin on June 28, 1853. It was not until a new charter was written in 1913 that the current form of government was adopted. (The Nashua History Committee. 1978. *The Nashua Experience.* Canaan, New Hampshire: Phoenix Publishing) The Mayor and fifteen-member Board of Aldermen, as the chief executive and legislative officers of the City, are responsible for the prudent administration of the City's affairs in accordance with the laws set forth in the *City Charter.*

Municipal Services

The City provides services such as police and fire protection; refuse disposal; sewer services and highway, street, and sidewalk maintenance. It maintains forty-nine athletic fields, seven ice skating rinks, three outdoor swimming pool complexes, and twenty-two tennis courts. The City also preserves 965 acres of park sites including Holman Stadium, a 4,500-seat open-air stadium. The stadium is used for sports, concerts and other City sponsored events. It is also the home of the Nashua Pride, members of the Canadian-American Association of Professional Baseball (CanAm League). The Pride has brought recognition to Nashua by winning the championship of The Atlantic League of Professional Baseball in 2000 and the CanAm League championship in 2007.

Nashua is fortunate to have a municipal airport, Boire Field. It is located in the northwest corner of the city on 396 acres of land that the Nashua Airport Authority leases from the City. The Authority was created by State Statute in 1961 and is "tasked with setting policy and procedures to operate the airport for the City of Nashua in conjunction with the rules and regulations of the Federal Aviation Administration (FAA) and New Hampshire Department of Transportation, Division of Aeronautics." (www.nashuaairport.com)

The City is responsible for providing education to its citizens in compliance with requirements established by the State of New Hampshire. Public education is offered for grades kindergarten through twelve; providing a comprehensive program of general education, business, and college preparatory courses. An elected nine-member School Board manages the school district's affairs with fiscal autonomy on certain matters; however, the School Board does not represent an autonomous governmental unit independent from the City of Nashua. Financial management and reporting, as well as the issuance of debt obligations, are the City's responsibility.

Financial Structure and Management

In accordance with the *City Charter and Code of Ordinances*, the Financial Services Division is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse; and to ensure that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable, but not absolute, assurances that these objectives are attained. The cost of reasonable assurances recognizes that:

1. The cost of control should not exceed the benefits.
2. The valuation of costs and benefits requires management's judgment.

Single Audit - As a recipient of federal and state funds the City is required to undergo a yearly single audit in conformity with the provisions of the *Single Audit Act Amendments of 1996* and U.S. Government Office of Management and Budget's Circular A-133, *Audits of States and Local Governments and Non-Profit Organizations.* The City is also responsible for implementing an adequate internal control structure to ensure compliance with the rules and regulations of these funds. This internal control structure is subject to ongoing and/or periodic evaluation by management and the external audit firm retained by the City for this purpose. Information related to this single audit including a Schedule of Expenditures of Federal Awards; findings and recommendations; and auditor's reports on the internal control structure and compliance with applicable laws and regulations is available in a separately issued single audit report. The results of the single audit for the fiscal year ended June 30, 2007, provided no instances of material weakness in the City's internal control structure.

Enterprise Operations - The City's enterprise operations are comprised of Wastewater Utilities and the Solid Waste Fund. Wastewater is fully self-supported by user fees. These fees were reduced by 27% in fiscal year 2003 due to a projected surplus and a renegotiated rate for the Combined Sewer Overflow (CSO) Consent Decree. CSO projects and mandated operational cost are expected to be approximately $58 million over the next ten years. Certain aspects of CSO projects are eligible for a New Hampshire Department of Environmental Services (NHDES) 20% grant. The City expects to utilize existing unrestricted net assets, the NHDES State Revolving Loan Fund Program, potential General Obligation Bonds, and a potential user fee rate increase to fund CSO projects. A rate study has been planned to ensure that the Wastewater Utility does not operate at a deficit. The Solid Waste Fund receives a transfer from the general fund to cover a portion of the cost of residential solid waste collection and disposal. This transfer is funded by property taxes and supplements the cost of collection and disposal for approximately 33,400 tons of residential solid waste.

Debt Administration - The City has approximately $600,000 of authorized unissued debt, excluding unissued balances of refunding bonds authorized and enterprise activities. It is expected that all of this authorized debt will be rescinded due to favorable financing terms and grants received after the bonds had been authorized. There is approximately $130 million of general obligation debt for the school district. The school bonds are eligible for grant reimbursement payments equal to 30% of project costs, payable annually over the life of bonds issued for this purpose.

Credit Rating - The City's solid financial position, strong tax base growth, diverse economy, and manageable debt burden were cited as key factors in the Aa2 and AA+ credit rating assigned by Moody's and Standard & Poor's, respectively, in 2005 and 2006.

Moody's stated, "General fund balance has grown annually for almost 10 years. This continues the positive trend that has marked a significant improvement from the fiscal stress of the early and mid-1990s when a large number of tax appeals resulted in successive operating deficits, leaving the city with General Fund balance of negative $6 million by 1994. Stability has been achieved through a combination of continued tax base growth and strong corrective measures on the part of management. These include the creation of a reserve for tax appeals that is supplemented annually, as well as a policy of maintaining unreserved fund balance at a minimum of 5% of budgeted expenditures and county pass-through taxes combined." Standard & Poor's also cited above-average wealth and income levels, high market value per capita, and limited additional debt needs as additional justification for the favorable rating.

Debt limitations are discussed in MD&A and the statistical section.

Cash Management - General fund and enterprise fund cash is invested at several New Hampshire banking institutions and the New Hampshire Deposit Investment Pool in accordance with the directives set forth in the City's adopted investment policy. This policy is reviewed and approved by a finance committee, comprised of the Mayor and seven appointed members of the Board of Aldermen. The policy has several objectives which include, but are not limited to, risk, liquidity, income, maturity and diversification. All funds are fully collateralized through a joint custody account at the Federal Reserve Bank. The City requires collateral on all investments in the form of U.S. government obligations at no less than 102% in excess of the face value of the investment unless funds are marked to market. Commercial insurance coverage for amounts in excess of FDIC limits in the form of surety bonds issued by approved insurance corporations may be considered. The average yield for general fund investments during fiscal year 2007 was 4.6%, an increase of 15% over fiscal year 2006.

The City's trust funds must be invested pursuant to the provisions in the *State of New Hampshire's Revised Statutes Annotated Section 31:25*. The objective of the investment policy is to receive a return that is sufficient to meet the obligations of the fund while remaining within those guidelines.

Summary of Financial Position and Operations-General Fund

The general fund cash balance has remained relatively unchanged over the past several fiscal years, with adjustments for the school capital reserve fund and due to/due from accounts. The most significant sources of city revenue continue to be property taxes, followed by the State

Enhanced Education Grant and motor vehicle revenue. Overall, city revenue and the collection of taxes remained strong and stable. Tax collections stated as a percent of the current levy were 98.9%, comparable to the prior year level of 99.1%. The City has been successful in negotiating payment plans for taxpayers unable to meet their property tax obligations. It is an aggressive, yet fair plan, and benefits both the City and taxpayers. A ten-year comparison of property tax collection rates is available in the statistical section.

The State Enhanced Education Grant was reduced by approximately $2.3 million in fiscal year 2006, a 9% decrease over fiscal year 2005, and remained at this level for fiscal year 2007. The state increased Nashua's allocation of the grant by over $7.4 million, more than 30%, for fiscal year 2008. The grant remains the city's most challenging revenue concern as it has such a significant impact on the City budget and can provide considerable tax rate relief.

The City of Nashua challenged the *2005 New Hampshire Laws Chapter 257* as the education funding bill. The filing was initially in Supreme Court, but later directed to Superior Court on an expedited basis. *Chapter 257* provides funding to schools based on four types of aid and revenue from the Statewide Enhanced Education Tax. Overall, Nashua's petition included four general claims. Another group of communities also filed claims against *Chapter 257*. On March 8, 2006, the Superior court issued an order declaring *Chapter 257* unconstitutional due to the State's failure to determine the cost of an adequate education; define adequate education and enact a constitutional accountability system.

Motor vehicle revenue exceeded budgeted levels but actual revenue decreased 3.6% from fiscal year 2006. The decrease in revenue from the prior fiscal year was primarily due to fewer auto dealer rebates and year-end promotions. Surrounding communities are experiencing this decrease as well.

The City's total fund balance position at the end of fiscal year 2007 was $34.8 million; approximately $1.5 million was designated for tax stability purposes. See MD&A for further discussion.

2007 Budget

Double-digit rate increases in health insurance and retirements costs place a burden on the entire budget. Refer to MD&A for more detailed information.

Budget Control Charter Amendment - The City's budget must adhere to the Budget Control Charter Amendment passed by voters in 1993. (See MD&A for details.) It allows for certain exemptions voted upon annually by the Board of Aldermen. The fiscal year 2007 budget came in under the cap of 2.8% and no exemptions were made. The fiscal year 2008 budget that was passed in May 2007 also came in under the spending cap.

Economic Conditions and Outlook

The housing market has always been an indicator of a region's economy. The losses suffered on subprime mortgage loans have reverberated across the entire real estate market throughout the country. Properties are remaining on the market longer than in the recent past and homeowners are often forced to decide on whether or not to accept an offer that may be 10% to 15% below

their asking price. This has caused a slight shift of the tax burden from residential properties to commercial properties. The City will continue to assess the impact on overall property values.

While national and state economic growth remains relatively stable, cost increases in benefits and the shift of the tax burden from residential to commercial indicate a challenging economic environment for fiscal year 2008. There is a positive note in the fiscal outlook due to the increase of the state education funding that Nashua has received for fiscal year 2008.

The City of Nashua continues to grow, reinvent and reinvigorate itself in response to changing economic trends and challenges. It continues to remain a regional retail hub and an emerging force in a regional center for healthcare services. Software development, telecommunications, robotics and medical devices have become key industries in recent years.

The City has recently completed the Downtown Master Plan, the East Hollis Street Master Plan, the Economic Development Plan and the Consolidated Plan. These and other plans form the basis for public and private development decisions, budgetary decisions and future investment.

There is little land available in the City for new development; therefore, redevelopment and rehabilitation of existing sites has become more prevalent and kept the City on the forefront of economic, technological and social change. Current sites, the Downtown Riverfront Walkway and Rotary Common, each present their own unique challenges and opportunities. Other key redevelopment sites include housing developments for families and individuals of all types, sizes and income levels throughout the City. Some of these sites target home-ownership opportunities for working families, affordable rental housing for working families, housing and condominiums for active adults aged fifty-five and over and affordable elderly housing. The first new market-rate housing in downtown in decades was completed in fiscal year 2007 and several units have already been sold.

The City actively pursues all available funding opportunities and has been quite successful with federal funding, EPA Brownfields Assessment Funds, Community Development Block Grants, private donations and bonding.

Transportation is essential to the viability of a community and the quality of life of its citizens. The City makes significant investments and plays an active supporting role in infrastructure improvements, extensions, expansions and transit. The transit system is a proven success and is looking to expand its service routes. An extension of the MBTA commuter line from the Lowell/Boston area to Nashua, possibly further north, remains under consideration at Federal, State, and local levels. Commuter bus service between Nashua and Boston began in February 2007 and has developed a steady local ridership base.

All of the aforementioned issues coalesce to provide a solid, strong, and diverse fiscal and economic atmosphere for the City and its citizens.

Awards

The City of Nashua has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for its CAFR for the fiscal years ended June 30, 2005 and June 30, 2006. In order to

receive this prestigious award the report must be easily readable and efficiently organized, the contents must conform to program standards, and it must satisfy both generally accepted accounting principles and applicable legal requirements. The award is presented to government units and public employee retirement systems whose CAFRs achieve the highest standards in government accounting and financial reporting.

The Certificate of Achievement is valid for a period of one year only. We believe that this CAFR conforms to the standards required for the certificate and will be submitting it to the GFOA for review.

Acknowledgements

The preparation and publication of this CAFR would not have been possible without the unsurpassed dedication and hard work of the entire staff of the Financial Services Division. The team effort was second to none. It required contributions and cooperation from many departments throughout the City and we are truly grateful for their efforts. We would also like to thank the Board of Aldermen for their continued support of the highest standards of professionalism in the management of the City's finances.

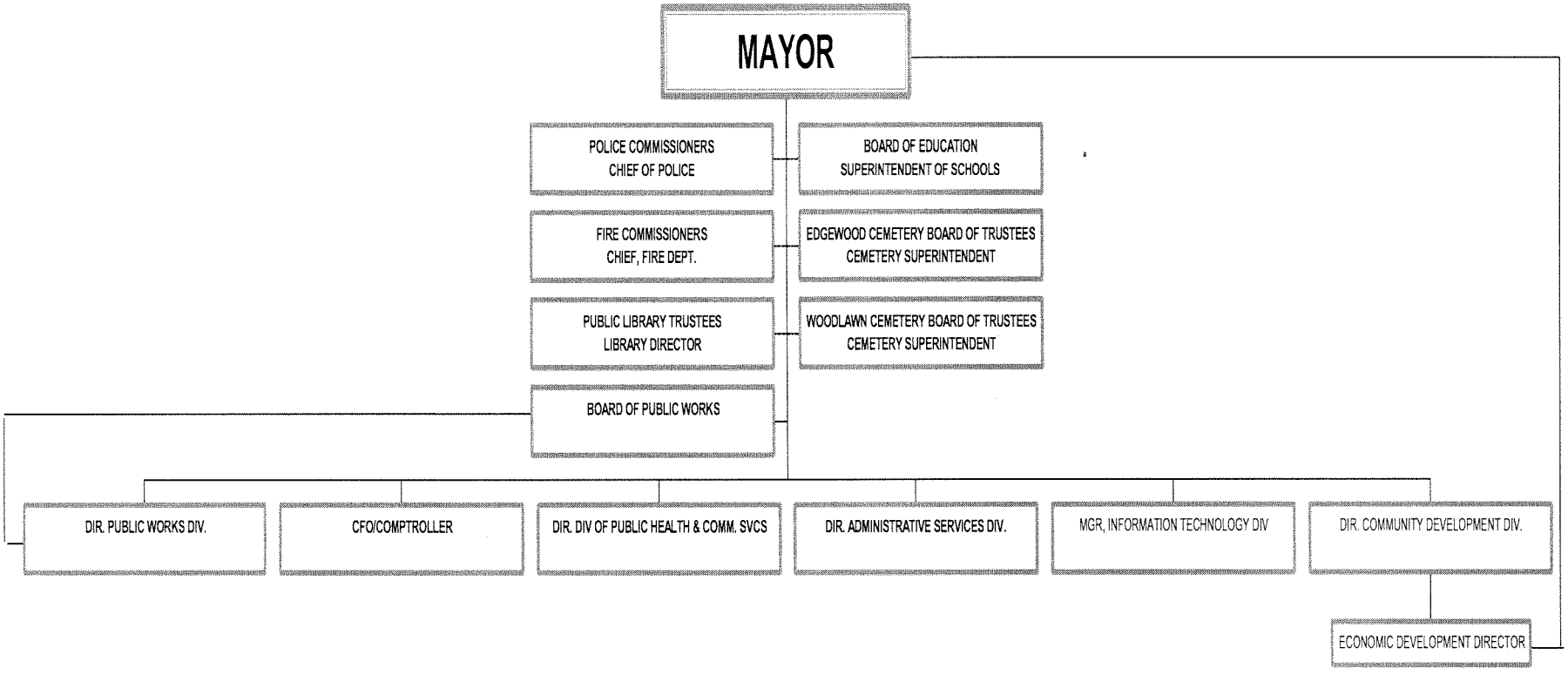
Respectfully submitted,

Bernard A. Streeter
Mayor

Carol A. Anderson
Chief Financial Officer

CITY OF NASHUA

ADMINISTRATIVE/EXECUTIVE STRUCTURE



CITY OF NASHUA, NEW HAMPSHIRE
LIST OF PRINCIPAL OFFICIALS
FISCAL YEAR 2007

MAYOR

BERNARD A. STREETER

ALDERMEN AT LARGE

DAVID ROOTOVICH, PRESIDENT	JAMES R. TOLLNER, VICE PRESIDENT
STEVEN A. BOLTON	DAVID W. DEANE
BRIAN McCARTHY	FRED S. TEEBOOM

WARD ALDERMEN

MARK S. COOKSON	WARD 1	ROBERT A. DION	WARD 6
RICHARD LaROSE	WARD 2	RICHARD P. FLYNN	WARD 7
DANIEL RICHARDSON	WARD 3	DAVID MacLAUGHLIN	WARD 8
MARC W. PLAMONDON	WARD 4	GREGORY WILLIAMS	WARD 9
MICHAEL J. TABACSKO	WARD 5		

CITY OF NASHUA, NEW HAMPSHIRE
DIVISION AND DEPARTMENT HEADS
FISCAL YEAR 2007

MAYOR	Bernard A. Streeter
LEGAL	
Corporation Counsel	David R. Connell
Deputy Corporation Counsel	Stephen Bennett
BOARD OF ALDERMEN	
Aldermanic Legislative Manager	Susan Lovering
ADMINISTRATIVE SERVICES DIVISION	
Administration Services Director	Maureen Lemieux
City Clerk	Paul R. Bergeron
Human Resources Manager	Vacant
Risk Manager	Maureen Lemieux (Acting)
Purchasing Manager	Janice Tremblay
Chief Assessor	Angelo Marino
Information Technology	John Barker
FINANCIAL SERVICES DIVISION	
Chief Finance Officer/Comptroller	Carol Anderson
Treasurer/Tax Collector	David G. Fredette
Accounting/ Compliance Manager	Cindy Bielawski
Compensation Manager	Doreen Beaulieu
Deputy Treasurer/ Deputy Tax Collector	Ruth Raswyck
POLICE DEPARTMENT	
Chief	Timothy Hefferan
Deputy Chief, Executive Officer	Donald Conley
Deputy Chief	Wayne MacDonald
FIRE DEPARTMENT	
Chief	Brian Morrissey
Assistant Fire Chief of Operations	Keith Anderson

DIVISION OF PUBLIC HEALTH
AND COMMUNITY SERVICES

Director	Mary Nelson
Manager, Community Health	Vacant
Manager, Environmental Health	Michael Tremblay
Welfare Officer	Robert Mack

PUBLIC WORKS DIVISION

Director	Richard Seymour
City Engineer	Stephen Dookran
Superintendent, Parks	Nicholas Caggiano
Superintendent, Recreation	June Caron
Superintendent, Streets	Scott Pollock
Superintendent, Traffic	Wayne R. Husband
Superintendent, Solid Waste	Richard Reine
Superintendent, Wastewater Treatment	Mario Leclerc

COMMUNITY DEVELOPMENT DIVISION

Director	Kathy Hersh
Manager, Planning Department	Roger Houston
Manager, Urban Programs	Scott Slattery
Economic Development Director	Vacant
Building Department Manager	Vacant
Code Enforcement Department Manager	Laura Games

PUBLIC LIBRARIES

Director	Joseph Dionne
Assistant Director, Library	Thomas Corbett

SCHOOL DEPARTMENT

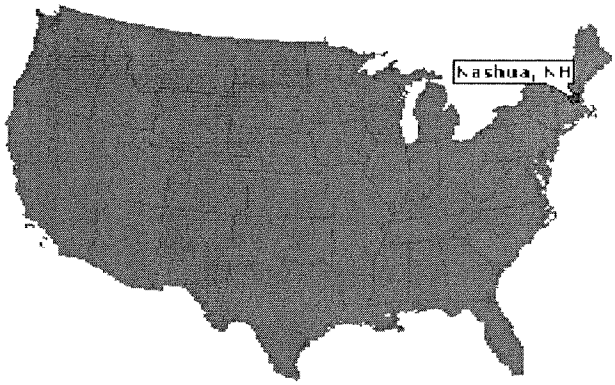
Superintendent	Chris Hottel (Interim)
Assistant Superintendent, Instruction	Richard LaSalle
Assistant Superintendent, Administration	John Nelson
Business Administrator	Mark Conrad

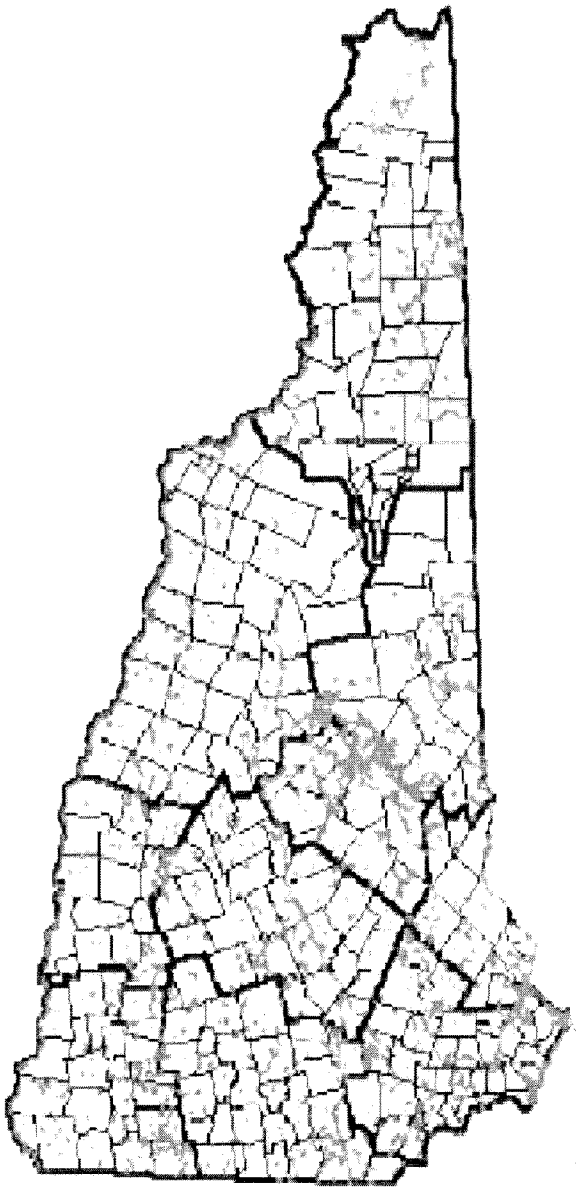
CEMETERIES

Superintendent – Edgewood and Suburban	Jeffrey Snow
Superintendent – Woodlawn	David Campbell

CITY OF NASHUA, NH

Geographic Location





The Government Finance Officers Association
of the United States and Canada

presents this

AWARD OF FINANCIAL REPORTING ACHIEVEMENT

to

Financial Services Division

City of Nashua, New Hampshire

The Award of Financial Reporting Achievement is presented by the Government Finance Officers Association of the United States and Canada to those governmental units whose annual reports achieve the highest standards of government financial reporting. A Certificate of Achievement is presented to those governmental units whose annual reports are judged to adhere to program standards and represent the highest levels of government financial reporting.

Executive Director

Date June 29, 2003

FINANCIAL SECTION

MH&Co

Melanson Heath & Company, PC
Certified Public Accountants
Management Advisors

102 Perimeter Road
Nashua, NH 03063-1301
Tel (603) 882-1111 Fax (603) 882-9456
www.melansonheath.com

INDEPENDENT AUDITORS' REPORT

To the Mayor and Board of Aldermen
City of Nashua, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2007, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Nashua's management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the Nashua Airport Authority Component Unit as of June 30, 2007 and for the year then ended. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the component unit, is based solely on the report of the other auditors.

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

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, as of June 30, 2007, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Additional Offices:
Andover, MA Manchester, NH Greenfield, MA Ellsworth, ME

The management's discussion and analysis on the following pages and the pension information on page 81 is not a required part of the basic financial statements but is supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on them.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Nashua, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied by us in the audit of the basic financial statements and, in our opinion, based on our audit, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical section have not been subjected to the auditing procedures applied by us in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued our report dated December 14, 2007 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 14, 2007

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the City of Nashua, we offer readers of the City of Nashua's financial statements this narrative overview and analysis of the financial activities of the City of Nashua for the fiscal year ended June 30, 2007. **All amounts, unless otherwise indicated, are expressed in thousands of dollars.**

A. FINANCIAL HIGHLIGHTS

- The assets of the City of Nashua exceeded its liabilities at the close of the most recent fiscal year by $ 251,754 (net assets). Of this amount, $ 46,096 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors. See part C. Government-wide Financial Analysis for explanation.

- The government's total net assets increased by $ 20,841. This change is comprised of increases of $ 18,577 and $ 2,264 in Governmental and Business-Type Activities, respectively.

- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of $ 81,695, an increase of $ 16,653 in comparison with the prior year. (This increase is discussed in Part D. Financial Analysis of the Government's Funds). Approximately 69% or $ 56,575 is the total unreserved fund balance, broken down as follows: $ 3,000 is designated in the General Fund for abatement contingency, $ 150 for interest repayment, and $ 1,503 for school bonded debt; $ 24,693 is for Special Revenue Funds; $ 3,134 for Capital Projects Funds, and $ 711 is for Permanent Funds. The remaining $ 23,384 is the General Fund undesignated, unreserved fund balance.

- At the end of the current fiscal year, unreserved fund balance (designated and undesignated) for the general fund was $ 28,037 or 14% of total general fund expenditures.

- The City of Nashua's total debt (Bonds and Notes) decreased by $ 10,164 during the current fiscal year. Factors causing the net decrease were $ 23,079 in debt retirement, a new debt issue of $ 10,555, and debt refunding of 2,360.

B. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis are intended to serve as an introduction to, and explanation of, the basic financial statements. The City of Nashua's basic financial statements comprise three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial state-

ments. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The government-wide financial statements are designed to provide readers with a broad overview of the City of Nashua's finances in a manner similar to a private-sector business.

The statement of net assets presents information on all the City of Nashua's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the City of Nashua is improving or deteriorating.

The statement of activities presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both government-wide financial statements distinguish functions of the City of Nashua that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The government activities of the City of Nashua include general government, public safety, streets, education, economic development, and culture and recreation. The business-type activities of the City of Nashua include Wastewater and Solid Waste activities.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City of Nashua, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All the funds of the City of Nashua can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds. Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for

governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The City of Nashua maintains approximately 25 individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the general fund. Data from all the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

The City of Nashua adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

Proprietary funds. The City of Nashua maintains two different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City of Nashua uses enterprise funds to account for its Wastewater and Solid Waste operations. Internal service funds are an accounting device used to accumulate and allocate costs internally among the City of Nashua's various functions. The City of Nashua uses an internal service fund to account for its self-insured program. Because this service predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the Wastewater and Solid Waste operations, both of which are considered to be major funds of the City of Nashua.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. (i.e., Public Works Pension Fund, Scholarship Funds, etc.) Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City of Nashua's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other information. In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information concerning the City of Nashua's progress in funding its obligation to provide pension benefits to its employees.

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

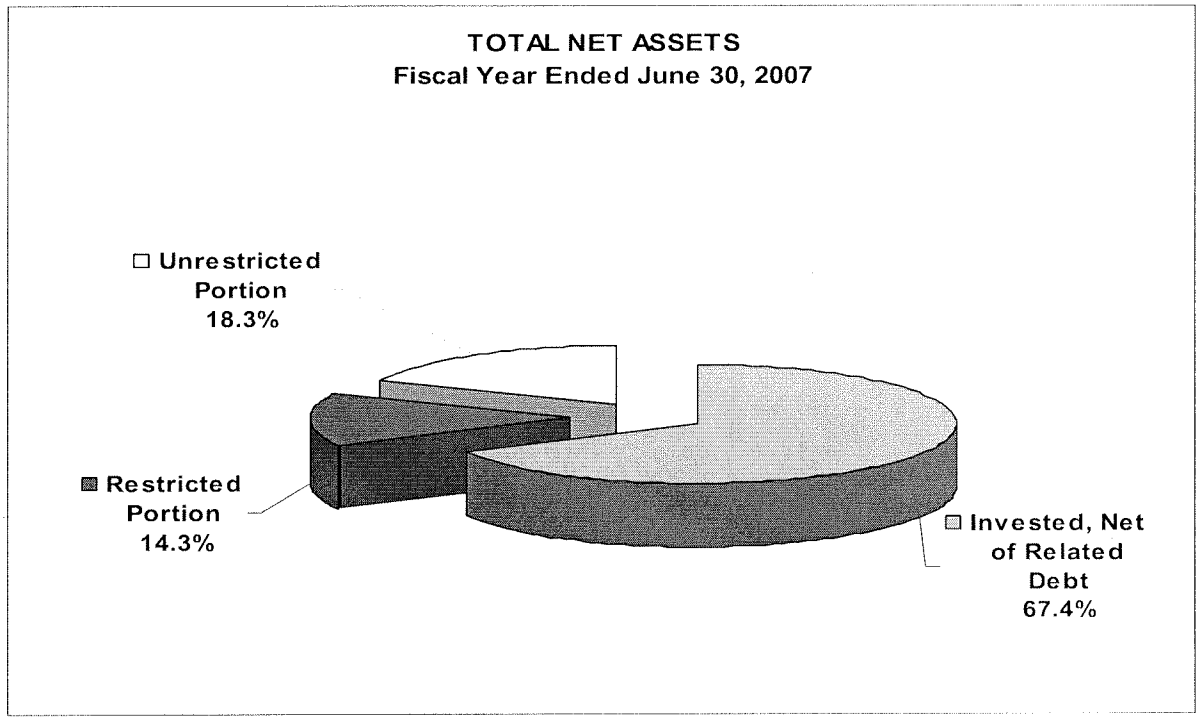
NET ASSETS AT JUNE 30, 2006 AND 2007

	Governmental Activities		Business-Type Activities		Total	
	2006	2007	2006	2007	2006	2007
Current and other assets	$ 182,846	$ 204,929	$ 30,684	$ 20,531	$ 213,530	$ 225,460
Capital assets	238,711	236,056	101,473	112,390	340,184	348,446
Total assets	421,557	440,985	132,157	132,921	553,714	573,906
Long-term liabilities outstanding	179,144	181,691	35,394	32,834	214,538	214,525
Other liabilities	105,884	104,188	2,381	3,440	108,265	107,628
Total liabilities	285,028	285,879	37,775	36,274	322,803	322,153
Net assets:						
Invested in capital assets, net of related debt	71,330	75,372	81,468	94,271	152,798	169,643
Restricted	30,981	33,678	1,733	2,336	32,714	36,014
Unrestricted	34,218	46,056	11,182	40	45,400	46,096
Total net assets	$ 136,529	$ 155,106	$ 94,383	$ 96,647	$ 230,912	$ 251,753

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the City of Nashua, assets exceeded liabilities by $ 251,753 at the close of the most recent fiscal year.

As depicted in the chart below, the largest portion of the City of Nashua's net assets ($ 169,642, or 67%) reflects its investment in capital assets (e.g., land, buildings, machinery and equipment), less any related debt used to acquire those assets that is still outstanding. The City of Nashua uses its capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City of Nashua's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the City of Nashua's net assets ($ 36,015, or 14%) represents resources that are subject to external restrictions on how they may be used (i.e. grants, contributions, etc.). The remaining balance of unrestricted net assets ($ 46,096) may be used to meet the government's ongoing obligations to citizens and creditors.



At the end of the current fiscal year, the City of Nashua is able to report positive balances for the government as a whole, as well as for its separate governmental and Wastewater activities. The Solid Waste activity reported a deficit in unrestricted and total net assets. (See Business-type activities for explanation.) The same situation held true for the prior fiscal year.

There is $ 2,336 in restricted net assets reported in connection with the City of Nashua's business-type activities, which is the regulatory set-aside for the closure of the Phase I Lined Landfill.

CHANGES IN NET ASSETS

	Governmental Activities		Business-Type Activities		Total	
	2006	2007	2006	2007	2006	2007
Revenues:						
Program revenues:						
Charges for services	$ 10,946	$ 9,291	$ 13,160	$ 11,896	$ 24,106	$ 21,187
Operating grants and contributions	45,251	46,221	-	-	45,251	46,221
Capital grants and contributions	7,106	8,486	3,189	849	10,295	9,335
General revenues:						
Property taxes	146,928	154,449	-	-	146,928	154,449
Motor vehicle	12,078	11,643	-	-	12,078	11,643
Grants and contributions not restricted to specific programs	5,696	6,174	-	-	5,696	6,174
Other	5,686	6,195	1,134	1,895	6,820	8,090
Total revenues	233,691	242,459	17,483	14,640	251,174	257,099
Expenses:						
General government	10,708	10,634	-	-	10,708	10,634
Police	22,064	22,211	-	-	22,064	22,211
Fire	18,427	17,919	-	-	18,427	17,919
Water fire protection services	1,634	1,781	-	-	1,634	1,781
Education	123,623	125,136	-	-	123,623	125,136
Public works	10,523	9,968	-	-	10,523	9,968
Health and human services	3,294	3,959	-	-	3,294	3,959
Culture and recreation	7,240	6,671	-	-	7,240	6,671
Community development	5,838	6,316	-	-	5,838	6,316
Communications	1,004	1,031	-	-	1,004	1,031
Interest and costs	7,702	6,612	-	-	7,702	6,612
Intergovernmental	9,233	9,242	-	-	9,233	9,242
Wastewater services	-	-	10,776	9,432	10,776	9,432
Solid waste services	-	-	5,836	5,444	5,836	5,444
Total expenses	221,290	221,480	16,612	14,876	237,902	236,356
Increase in net assets before transfers and permanent fund contributions	12,401	20,979	871	(236)	13,272	20,743
Transfers	(1,389)	(2,500)	1,389	2,500	-	-
Permanent fund contributions	7	98	-	-	7	98
Increase in net assets	11,019	18,577	2,260	2,264	13,279	20,841
Net assets - beginning of year	125,510	136,529	92,123	94,383	217,633	230,912
Net assets - end of year	$ 136,529	$ 155,106	$ 94,383	$ 96,647	$ 230,912	$ 251,753

Governmental activities. Governmental activities for the year resulted in a change in net assets of $ 18,577. The key elements of this change are as follows:

General fund revenues exceeding expenditures	$ 5,095
Transfer to Solid Waste Enterprise fund	(2,500)
Debt service principal payments exceeding depreciation exp	1,058
Current year revenue used for acquisition of capital assets	3,664
Special Revenue Funds revenues in excess of expenditures	1,728
Permanent Funds revenues exceeding expenditures	2,425
Internal Service Fund revenues exceeding expenditures	6,402
Other	705
Total	$ 18,577

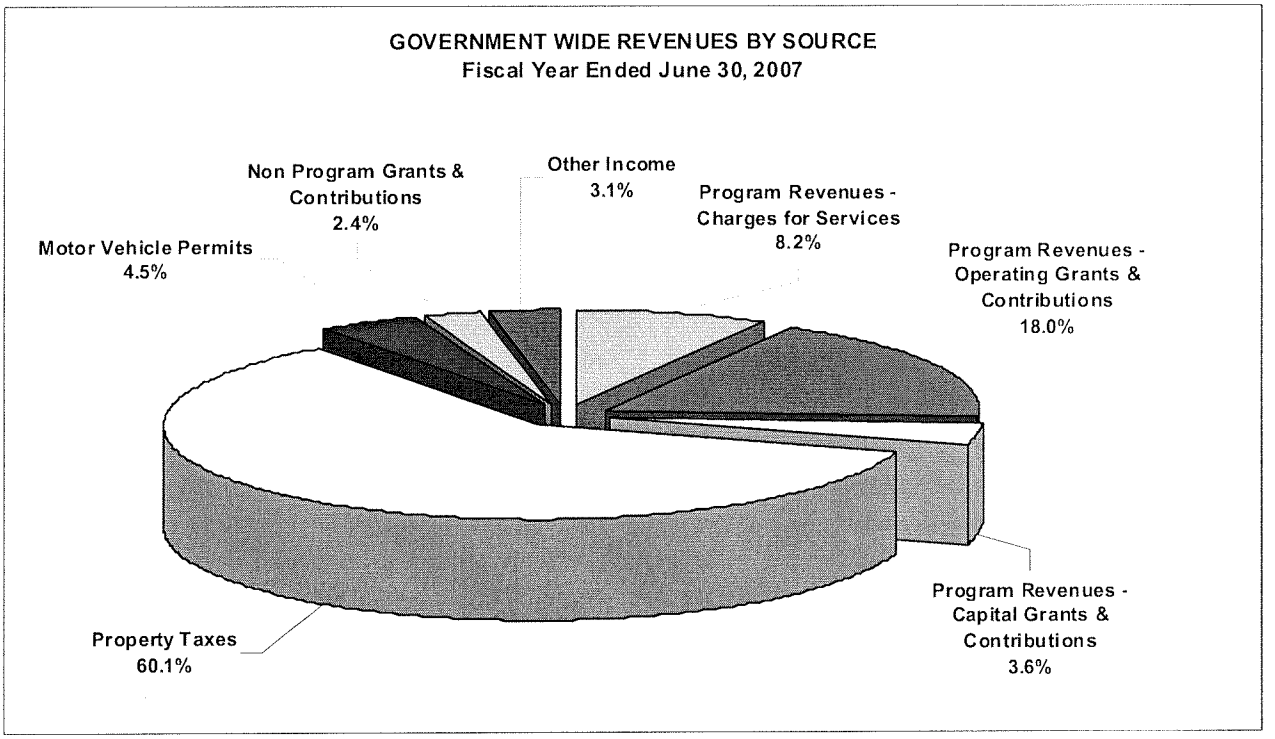
Business-type activities. Business-type activities overall increased the City of Nashua's net assets by $ 2,264 ($ 1,321 for the Wastewater Fund and $ 943 for the Solid Waste Fund). The end of year net assets is comprised of $ 105,123 for the Wastewater Fund, and $ (8,476) for the Solid Waste Fund.

- The sewer user fee is structured to generate several million in revenues per year to fund combined sewer overflow (CSO) abatement. The City's CSO project, mandated by the EPA, is expected to cost approximately $ 70 million through FY2016. See Part D. Proprietary Funds for further detail on the Wastewater Fund.

- The Solid Waste Disposal activity continues to operate at a deficit. The City has supplemented Solid Waste operations through property taxation for the past three years for the residential costs of collection and disposal. There is no separate fee charged to the City's residential population. The City anticipates that this funding method will continue through FY2009, after which other funding options will be considered.

  The total net asset deficit of $ (8,476) is primarily due to the fund's high percentage of non-capital (landfill closure) related debt, as well as the GAAP (generally accepted accounting principals) requirement to record closure and post closure care liability (the amount the City would be required to spend should the landfill cease operations).

The chart below identifies the government wide revenues by source:



D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

As noted earlier, the City of Nashua uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of the City of Nashua's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the City of Nashua's financing requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of $ 81,696, an increase of $ 16,653 in comparison with the prior year. Key factors in the overall fund balance increase are excess of revenues and/or other funding sources over expenditures in the general fund of $ 3,077, in Special Revenue Funds of $ 1,772, in Capital Project Funds of $ 9,624 (includes bond issuance of $ 10,555), and in Permanent Funds of $ 2,180.

Approximately 69% ($ 56,575) of the $ 81,696 total combined ending fund balances constitutes unreserved fund balance. Included in this amount is:

- $ 3,000 designated for Abatement Contingency
- $ 1,503 designated for School Bonded Debt
- $ 150 designated for Interest Rebate
- $ 24,693 for Special Revenue Funds, including School Capital Res Fund
- $ 3,134 for Capital Project Funds
- $ 711 for Permanent Funds
- $ 23,384 General Fund unreserved/undesignated

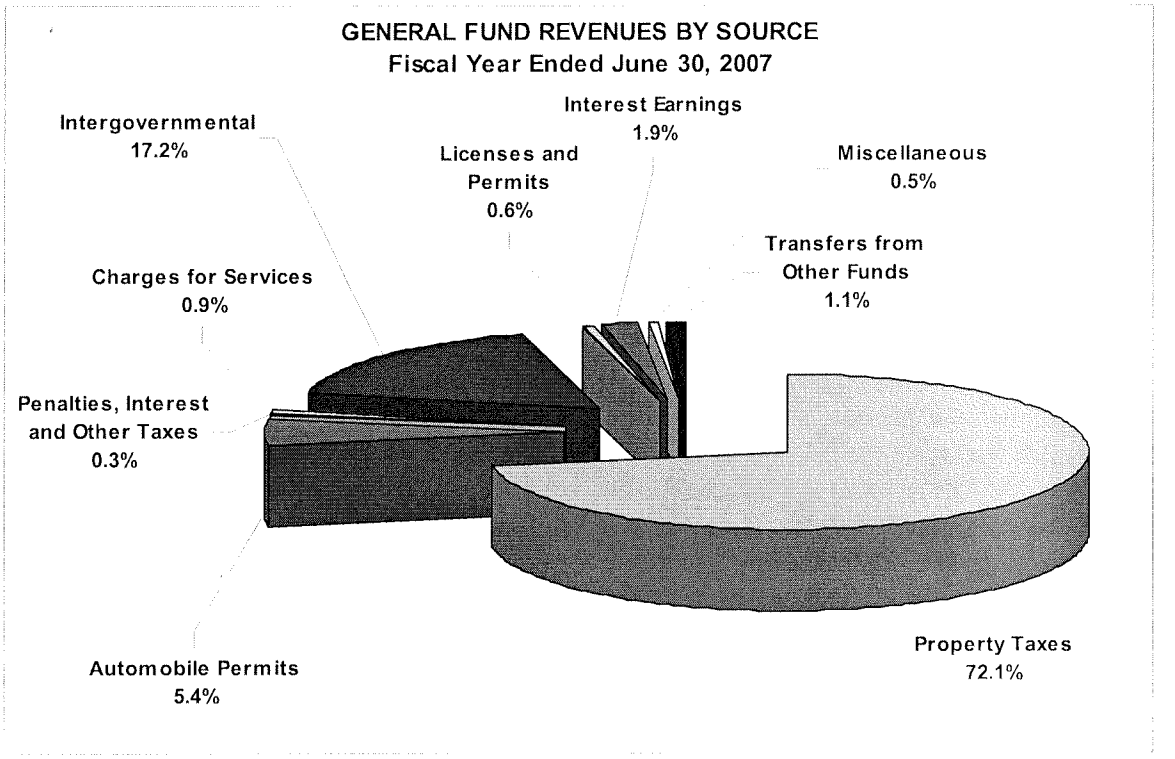
The remainder of fund balance ($ 25,121) is reserved to indicate that it is not available for new spending because it has already been committed (1) to liquidate contracts and purchase orders of the prior period ($ 4,238), (2) to be used as a funding source for the subsequent budget (i.e., escrows 500's and 600's) ($ 4,741), (3) for perpetual permanent funds ($ 15,933), and (4) for other restricted purposes ($ 209).

The general fund is the chief operating fund of the City of Nashua. At the end of the current fiscal year, unreserved/undesignated fund balance of the general fund was $ 23,384, while total fund balance reached $ 34,846 (reserved for encumbrances $ 1,859, escrows $ 4,741, and for tax deed and inventory $ 209. In addition, $ 3,000 is designated for abatement contingency (potential prior year property tax abatements), $ 150 for interest repayment, and $ 1,503 for School bonded debt.

As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved fund balance (inclusive of amounts designated for contingency, etc.) represents 14% of total general fund expenditures, while total fund balance (inclusive of amounts reserved for encumbrances, escrows, capital improvements, etc.) represents 17% of that same amount.

The total fund balance for the City of Nashua's general fund increased by $ 3,078 during the current fiscal year. Key factors in this change include excess revenues of $ 3,256, unexpended current year and prior year appropriations of $ 2,036, an increase in reserve for encumbrances/escrows from the prior year of $ 2,280, and usage of $ 4,500 in fund balance which was designated for the fiscal year 2006 tax rate (for FY2007 budget).

The chart below identifies the sources of revenues by function for the General Fund.



Proprietary funds. The City of Nashua's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail.

Unrestricted net assets of the enterprise funds at the end of the year amounted to $ 40. The total growth in net assets was $ 2,264.

The Wastewater Fund unrestricted net assets decreased from the previous fiscal year by $11,575 (from $25,038 at 6/30/06 to $13,463 at 6/30/07). This decrease is the result of several millions of dollars of unrestricted net assets being invested in major sewer projects (mandated by the EPA) such as the Primary Clarifier Rehab and the Wet Weather Treatment Facility. The City plans to undergo a rate study to ensure the rate structure is sufficient to meet the ongoing operating and capital costs, including the approximate $58 million of remaining EPA mandated sewer projects. The rate study will identify various financing options to sustain the long-term viability of the system.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

The following reconciles the City's Adopted Budget with the "Original Budget" columns of the Budget and Actual Financial Statements page 40 and the Budget and Actual Detail Schedule pages 99-100.

Total Adopted Budget	$ 202,406
Plus: County appropriations	9,242
Plus: Appropriation to Solid Waste department	2,500
Total Original Budget, per Financial Statements/Schedules	$ 214,148

There were two supplemental appropriations during the fiscal year relating to unanticipated/excess revenues:

- $ 534 in excess Special Education Catastrophic aid revenue was appropriated into the expendable trust fund for Special Education.
- $ 17 in unanticipated revenues from sale of vehicles at state auction was appropriated into the Capital Equipment Reserve Fund.

The following reconciles the "Original Budget" columns with the "Final Budget" columns:

Total Original Budget, per Financial Statements/Schedules	$ 214,148
Plus: Supplemental Appropriations	551
Total Final Budget, per Financial Statements/Schedules	$ 214,699

Other significant revenue surpluses include Auto Permits ($ 742) and Interest on Investments ($ 2,046).

Significant appropriation surpluses at fiscal year end include:

- Police Department surplus of $ 694 due to unfilled positions/staff turnover.
- City-wide electricity and heating fuel surpluses of $ 931, due to lower than anticipated utility rates in FY07, as well as less overall usage due to a relatively mild winter.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. The City of Nashua's investment in capital assets for its governmental and business-type activities as of June 30, 2007 amounts to $ 348,446 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment, park facilities, roads, and bridges. The total increase in the City of Nashua's investment in capital assets for the current fiscal year was $ 8,261, a 1% increase for governmental activities and an 11% increase for business-type activities.

Major capital asset events during the current fiscal year included the following:

Governmental Activities:

- $ 847 - Cotton Transfer Bridge construction - project nearing completion
- $ 2,849 - 11 Riverside Street Bus Garage construction - project substantially complete

Business-type Activities:

- $ 1,637 - Farmington Rd Sewer Project - project substantially complete
- $ 508 - Ash St Sewer Rehab Project - project nearing completion
- $ 2,191 - Primary Clarifier Rehab Project - project under construction
- $ 9,612 - Wet Weather Treatment Facility - project under construction

CITY OF NASHUA'S
CAPITAL ASSETS AS OF JUNE 30, 2007 AND 2006
(net of depreciation)

	Governmental Activities		Business-Type Activities		Total	
	2006	2007	2006	2007	2006	2007
Land	$ 24,433	$ 24,433	$ 232	$ 232	$ 24,665	$ 24,665
Buildings and system	161,889	173,976	25,906	24,273	187,795	198,249
Machinery and equipment	14,835	12,861	36,578	41,273	51,413	54,134
Infrastructure	19,390	19,404	27,650	28,909	47,040	48,313
Construction in progress	18,164	5,382	11,107	17,703	29,271	23,085
Total	$ 238,711	$ 236,056	$ 101,473	$ 112,390	$ 340,184	$ 348,446

The City's policy regarding developer installed infrastructure is as follows: Sewer pipes are capitalized in the year of installation, whereas storm drains are capitalized in the year that the road is formally accepted as a city-owned road. If a storm drain is installed in the current year on a city-owned road, then the drain is depreciated over its expected life of 50 years. If a road becomes accepted in the current year, all storm drains under the road are depreciated over 46 years, assuming that the average number of years for road acceptance is four years.

Additional information on the City of Nashua's capital assets can be found in the footnotes to the financial statements.

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt (bonds and notes) outstanding of $ 191,207 all of which was debt backed by the full faith and credit of the government.

CITY OF NASHUA'S
OUTSTANDING DEBT AS OF JUNE 30, 2007 AND 2006
General Obligation Bonds, Notes and BAN's

	Governmental Activities		Business-Type Activities		Total	
	2006	2007	2006	2007	2006	2007
Bonds and notes	$ 170,678	$ 162,833	$ 30,692	$ 28,373	$ 201,370	$ 191,206

The City issued net new debt of $ 1,914 during the current fiscal year, comprised of a new bond issue of $10,555 and a bond anticipation note retirement of $8,641. The new debt of $1,914 was for funding the 11 Riverside St Project.

In December 2006, the City refunded $54,860 of bonded debt resulting in a cash flow savings of $2,712, and an economic gain of $2,129. See "Notes to Financial Statements" for further detail.

The City of Nashua maintains an "AA+" rating from Standard & Poor's and Fitch, and an 'Aa2' rating from Moody's for general obligation debt. As reflected in the City's official statement and statement from Moody's Investors Services, "...the rating of 'Aa2' reflects the City's solid financial position, strong tax base growth, diverse economy and manageable debt burden."

State statutes limit the amount of general obligation debt a governmental entity may issue to 3% City or 7% School of its total assessed valuation. The City of Nashua imposed more restrictive limits at 2% City and 6% School. The current total debt limitation for the City of Nashua is $ 788,960 which is significantly in excess of the City of Nashua's outstanding general obligation debt, currently at $ 162,833. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. The City's debt burden is below average at 1.7%, and 1.3% when the state reimbursement is applied. Sewer and Solid Waste debt of $ 28,373 is not subject to limitation.

Additional information on the City of Nashua's long-term debt can be found in the footnotes to the financial statements.

G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

- The unemployment rate for the City of Nashua at June 2007 is 4.0%, which is a slight increase from a rate of 3.5% from a year ago. This compares to the State's average unemployment rate of 3.7% and the national average rate of 4.5%.

- On November 2, 1993, the voters adopted an amendment to the City Charter, proposed by an initiative petition, which limits annual budget increases. The amendment provides in part as follows in paragraph 56-c:

> "In establishing a combined annual municipal budget, the Mayor and the Board of Aldermen shall assume an increase in the current budget only in an amount equal to the current fiscal year budget, increased by a factor equal to the average of the changes in the Consumer Price Index-Urban (CPI-U) of the three (3) calendar years immediately preceding budget adoption, as published by the U.S. Bureau of Labor Statistics."

The amendment further provides in paragraph 56-d, for limitations on total, or any part of, principal and interest payments which may be exempted from the limitation as defined in paragraph 56-c upon an affirmative vote of two-thirds of the members of the Board of Aldermen. This decision shall be made annually.

For purposes of the FY07 budget, the 3-year average as defined above was 2.8%. The FY07 operating budget was a 3.5% decrease in appropriations as adopted and a tax rate increase of 5.4%. The allowable increase for FY08 is 3.1%. The overall FY08 operating budget had an increase of 2.7%, with a tax rate increase of 1.2%.

A significant revenue source has been the State Education Adequacy Grant, which in FY07 was $ 23,866 (level with FY06). The Grant increased substantially in FY08 to $ 31,303, allowing the City to minimize the FY07 tax rate increase without the need for utilizing available fund balance.

The City has 15 union contracts. Seven of these contracts have expired and are currently being renegotiated. Of the remaining eight, all are in effect through June 30, 2009, except School Paraprofessionals through 8/31/2008, and School Food Service through 8/31/2011.

All of the above-mentioned factors were considered when preparing the City of Nashua's budget.

During the current fiscal year, unreserved/undesignated fund balance in the general fund increased to $ 23,384. It is intended that this use of available fund balance will assist with stabilizing future tax rate increases while maintaining the required 7.5 % minimum level as established by ordinance.

H. PROPOSED ACQUISITION OF WATER SYSTEM

At a special election held on January 14, 2003, the voters of the City authorized the City to acquire the privately owned water systems serving the City and other municipalities. The water system serving the City and certain other municipalities is currently owned by Pennichuck Water Works, Inc., a subsidiary of the Pennichuck Corporation ("Pennichuck"). Two other subsidiaries of Pennichuck own the water systems serving other New Hampshire municipalities.

Initial negotiations between the City and Pennichuck for the purchase of the water systems by the City ended in January 2004 without reaching an agreement.

The City is currently pursuing an eminent domain taking of the water systems. Any eminent domain taking of the water systems must be determined to be in the public interest by the state Public Utilities Commission (the "PUC"), and the PUC is the entity charged with determining the value of the water systems that would have to be paid by the City in order to carry out the taking. Thus far the PUC has ruled that the statute allows the City to take the water systems owned by Pennichuck Water Works, Inc. if the PUC ultimately determines it to be in the public interest. The PUC has also ruled that the statute does not allow the City to take water systems owned by other subsidiaries of Pennichuck.

Hearings were originally scheduled in early January 2006. Following two days of trial, the parties agreed to a 6 month stay in order to explore settlement and the possible acquisition of the entire company by the City. The negotiations were not successful and the PUC rescheduled the trial, which was conducted in September 2007. The case has been fully briefed and is awaiting decision, expected in the first quarter of 2008. The PUC must determine whether the City will be permitted to take some or all of Pennichuck Waterworks, Inc. and if so, the value of the assets taken. Any taking of the water systems by the City would ultimately need to be approved by a two-thirds vote of the Board of Aldermen.

Pennichuck filed a lawsuit on February 4, 2004 challenging the City's legal authority to take the water systems by eminent domain. This lawsuit was dismissed by the Hillsborough County Superior Court, and the New Hampshire Supreme Court has upheld the dismissal. In addition, Pennichuck filed a suit for monetary damages it claims to have incurred as a result of the City's actions to acquire the water systems, alleging over five million dollars in damages. This suit was dismissed in part by the United States District Court for the District of New Hampshire, and the balance of the claims were dismissed by the Hillsborough County Superior Court as premature because of the ongoing proceedings before the Public Utilities Commission.

Under state law, the City would be required to finance any taking of the water systems by the issuance of special obligation revenue bonds secured by and payable from revenues of the water systems. Although no final decisions regarding the manner in which it would govern the water systems have been made, the City intends to operate the system through an operation and maintenance contract and a management oversight contract. The City's expectation is that it would establish and operate the system in a manner, and set rates at a level, sufficient to result in the water systems being a self-supporting enterprise that is financially independent from the other operations and funds of the City.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the City of Nashua's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Chief Financial Officer

City of Nashua

229 Main Street

Nashua, New Hampshire 03061

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2007

	Primary Government			
	Governmental Activities	Business-Type Activities	Government Wide Total	Component Units
ASSETS				
Current:				
Cash and short-term investments	$ 137,559,796	$ 30,382,289	$ 167,942,085	$ 80,360
Investments	18,158,663	-	18,158,663	550,000
Receivables, net of allowance for uncollectibles:				
Property taxes	17,714,052	-	17,714,052	-
User fees	-	2,999,779	2,999,779	1,179
Departmental and other	1,900,438	-	1,900,438	-
Intergovernmental	12,054,964	-	12,054,964	32,526
Loans	426,601	-	426,601	-
Internal balances	12,963,994	(12,963,994)	-	-
Due from external parties - fiduciary funds	9,973	-	9,973	-
Other assets	936,344	2,352	938,696	-
Total current assets	201,724,825	20,420,426	222,145,251	664,065
Noncurrent:				
Other assets	3,204,259	110,430	3,314,689	-
Capital assets being depreciated, net of accumulated depreciation	206,239,654	94,454,702	300,694,356	4,313,599
Capital assets not being depreciated	29,815,931	17,935,167	47,751,098	1,995,474
Total non-current assets	239,259,844	112,500,299	351,760,143	6,309,073
TOTAL ASSETS	440,984,669	132,920,725	573,905,394	6,973,138
LIABILITIES				
Current:				
Accounts payable	7,539,844	1,358,032	8,897,876	34,263
Retainage payble	272,466	1,204,059	1,476,525	-
Accrued liabilities	17,691,668	877,266	18,568,934	727
Unearned revenues	78,409,330	-	78,409,330	15,469
Other	273,417	-	273,417	-
Current portion of long-term liabilities:				
Bonds and notes payable	12,111,062	2,311,477	14,422,539	-
Compensated absences	1,600,000	31,176	1,631,176	-
Capital leases	26,208	295,650	321,858	-
Other	325,834	-	325,834	-
Total current liabilities	118,249,829	6,077,660	124,327,489	50,459
Noncurrent:				
Bonds and notes payable	150,722,431	26,061,868	176,784,299	-
Compensated absences	12,652,983	315,218	12,968,201	89,853
Capital leases	-	233,513	233,513	-
Other	4,252,952	3,585,410	7,838,362	-
Total non-current liabilities	167,628,366	30,196,009	197,824,375	89,853
TOTAL LIABILITIES	285,878,195	36,273,669	322,151,864	140,312
NET ASSETS				
Invested in capital assets, net of related debt	75,371,785	94,270,446	169,642,231	6,309,073
Restricted for:				
Grants and other statutory restrictions	14,982,966	-	14,982,966	-
Capital projects	2,052,568	2,336,365	4,388,933	-
Permanent funds:				
Expendable	710,518	-	710,518	-
Nonexpendable	15,933,118	-	15,933,118	-
Unrestricted	46,055,519	40,245	46,095,764	523,753
TOTAL NET ASSETS	$ 155,106,474	$ 96,647,056	$ 251,753,530	$ 6,832,826

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2007

			Program Revenues		
	Expenses	Indirect Cost Allocation	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions
Primary Government					
Governmental Activities:					
General government	$ 10,634,275	$ 7,441	$ 904,182	$ 2,454,677	$ -
Police	22,210,688	116,657	1,417,615	1,405,033	-
Fire	17,918,642	81,455	41,571	174,879	266,445
Water fire protection services	1,781,355	-	-	-	-
Education	125,136,253	5,796,722	3,982,594	36,184,432	3,306,536
Public works	9,968,194	126,458	853,065	1,424,308	1,055,271
Health and human services	3,959,298	-	257,735	1,296,669	-
Culture and recreation	6,671,417	185,981	608,880	276,111	187,965
Community development	6,316,105	133,242	1,225,355	3,004,524	3,669,822
Communications	1,031,116	163,861	-	-	-
Interest and costs	6,611,817	(6,611,817)	-	-	-
Intergovernmental	9,241,763	-	-	-	-
Total Governmental Activities	221,480,923	-	9,290,997	46,220,633	8,486,039
Business-Type Activities:					
Wastewater services	9,431,492	-	8,355,360	-	848,793
Solid waste services	5,444,335	-	3,540,753	-	-
Total Business-Type Activities	14,875,827	-	11,896,113	-	848,793
Total primary government	$ 236,356,750	$ -	$ 21,187,110	$ 46,220,633	$ 9,334,832
Component unit					
Nashua Airport Authority	$ 779,538	$ -	$ 513,933	$ -	$ 339,529

General Revenues, permanent fund contributions and transfers:
- Property taxes
- Auto permits
- Penalties, interest and other taxes
- Grants and contributions not restricted to specific programs
- Investment income
- Miscellaneous

Permanent fund contributions

Transfers in (out)

Total general revenues, contributions and transfers

Change in Net Assets

Net Assets:

Beginning of year

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets			
Primary Government			
Governmental Activities	Business-Type Activities	Total	Component Units
$ (7,282,857)	$ -	$ (7,282,857)	$ -
(19,504,697)	-	(19,504,697)	-
(17,517,202)	-	(17,517,202)	-
(1,781,355)	-	(1,781,355)	-
(87,459,413)	-	(87,459,413)	-
(6,762,008)	-	(6,762,008)	-
(2,404,894)	-	(2,404,894)	-
(5,784,442)	-	(5,784,442)	-
1,450,354	-	1,450,354	-
(1,194,977)	-	(1,194,977)	-
-	-	-	-
(9,241,763)	-	(9,241,763)	-
(157,483,254)	-	(157,483,254)	-
-	(227,339)	(227,339)	-
-	(1,903,582)	(1,903,582)	-
-	(2,130,921)	(2,130,921)	-
(157,483,254)	(2,130,921)	(159,614,175)	-
-	-	-	73,924
154,449,099	-	154,449,099	-
11,642,585	-	11,642,585	-
865,462	-	865,462	-
6,173,967	784,155	6,958,122	-
4,335,585	1,111,187	5,446,772	26,388
995,117	-	995,117	-
98,353	-	98,353	-
(2,500,000)	2,500,000	-	-
176,060,168	4,395,342	180,455,510	26,388
18,576,914	2,264,421	20,841,335	100,312
136,529,560	94,382,635	230,912,195	6,732,514
$ 155,106,474	$ 96,647,056	$ 251,753,530	$ 6,832,826

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2007

	General	School Capital Reserve Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and short-term investments	$ 119,648,464	$ 7,775,987	$ 10,135,344	$ 137,559,795
Investments	-	-	18,158,664	18,158,664
Receivables, net of allowance for uncollectibles:				
Property taxes	18,360,498	-	-	18,360,498
Departmental and other	1,763,554	-	137,968	1,901,522
Intergovernmental	-	-	11,151,496	11,151,496
Loans	-	-	426,601	426,601
Due from other funds	17,463,588	-	10,918,229	28,381,817
Other assets	31,717	-	-	31,717
TOTAL ASSETS	$ 157,267,821	$ 7,775,987	$ 50,928,302	$ 215,972,110
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable	$ 4,487,661	$ -	$ 862,850	$ 5,350,511
Accrued liabilities	4,543,656	-	788,362	5,332,018
Taxes levied in advance	78,409,330	-	-	78,409,330
Deferred revenues	1,745,945	-	6,231,240	7,977,185
Due to other funds	32,961,964	-	3,972,178	36,934,142
Other liabilities	273,417	-	-	273,417
TOTAL LIABILITIES	122,421,973	-	11,854,630	134,276,603
Fund Balances:				
Reserved for:				
Encumbrances and continuing appropriations	6,599,505	-	2,378,810	8,978,315
Reserved for perpetual permanent funds	-	-	15,933,118	15,933,118
Other specific purposes	209,150	-	-	209,150
Unreserved:				
Designated	4,653,333	-	-	4,653,333
Undesignated, reported in:				
General fund	23,383,860	-	-	23,383,860
Special revenue funds	-	7,775,987	16,917,009	24,692,996
Capital projects funds	-	-	3,134,217	3,134,217
Permanent funds	-	-	710,518	710,518
TOTAL FUND BALANCES	34,845,848	7,775,987	39,073,672	81,695,507
TOTAL LIABILITIES AND FUND BALANCES	$ 157,267,821	$ 7,775,987	$ 50,928,302	$ 215,972,110

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

RECONCILIATION OF TOTAL GOVERNMENTAL FUND BALANCES TO NET ASSETS OF GOVERNMENTAL ACTIVITIES IN THE STATEMENT OF NET ASSETS

JUNE 30, 2007

Total governmental fund balances	$ 81,695,507
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	236,055,585
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	8,234,206
• Internal service funds are used by management to account for health insurance and workers' compensation activities. The assets and liabilities of the internal service funds are included in the governmental activities in the Statement of Net Assets.	10,015,404
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(2,859,738)
• Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds. This amount is reported net of deferred assets.	(178,034,490)
Net assets of governmental activities	$ 155,106,474

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2007

	General	School Capital Reserve Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Property taxes	$ 154,220,109	$ -	$ 268,045	$ 154,488,154
Auto permits	11,642,585	-	-	11,642,585
Penalties, interest and other taxes	627,032	-	623,221	1,250,253
Charges for services	1,831,314	-	5,082,854	6,914,168
Intergovernmental	36,769,708	-	21,147,787	57,917,495
Licenses and permits	1,203,915	-	-	1,203,915
Interest earnings	4,151,623	354,434	3,239,606	7,745,663
Miscellaneous	1,005,745	-	168,226	1,173,971
Contributions	-	-	539,057	539,057
Total Revenues	211,452,031	354,434	31,068,796	242,875,261
Expenditures:				
Current:				
General government	51,093,267	-	109,320	51,202,587
Police	14,920,270	-	2,423,794	17,344,064
Fire	13,068,849	-	484,612	13,553,461
Water fire protection services	1,781,355	-	-	1,781,355
Education	81,504,499	-	14,728,520	96,233,019
Public works	8,126,930	-	562,723	8,689,653
Health and human services	2,149,131	-	1,224,329	3,373,460
Culture and recreation	4,580,604	-	540,862	5,121,466
Community development	1,322,027	-	7,846,020	9,168,047
Communications	228,044	-	-	228,044
Debt service				
Principal	12,118,441	-	-	12,118,441
Interest and issuance cost	6,222,224	-	-	6,222,224
Intergovernmental	9,241,763	-	-	9,241,763
Total Expenditures	206,357,404	-	27,920,180	234,277,584
Excess (deficiency) of revenues over expenditures	5,094,627	354,434	3,148,616	8,597,677
Other Financing Sources (Uses):				
Issuance of bonds	-	-	10,555,000	10,555,000
Transfers in	2,320,287	-	2,162,534	4,482,821
Transfers out	(4,337,325)	(400,000)	(2,245,496)	(6,982,821)
Total Other Financing Sources (Uses)	(2,017,038)	(400,000)	10,472,038	8,055,000
Change in fund balance	3,077,589	(45,566)	13,620,654	16,652,677
Fund Balance, July 1, 2006	31,768,259	7,821,553	25,453,018	65,042,830
Fund Balance, June 30, 2007	$ 34,845,848	$ 7,775,987	$ 39,073,672	$ 81,695,507

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

RECONCILIATION OF THE STATEMENT OF REVENUES EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2007

NET CHANGES IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS	$ 16,652,677
• Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:	
Capital outlay purchases, net of loss on disposal	8,559,118
Depreciation	(11,060,080)
• Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue.	(793,773)
• The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets:	
Issuance of debt, net of refunding	(10,555,000)
Repayment of capital leases	25,169
Repayments of debt, net of refunding	12,118,440
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(389,593)
• Some expenses reported in the Statement of Activities, such as compensated absences, do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds.	(2,382,225)
• Internal service funds are used by management to account for health insurance and workers' compensation activities. The net activity of internal service funds is reported with Governmental Activities.	6,402,181
CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES	$ 18,576,914

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

STATEMENT OF REVENUES AND OTHER SOURCES, AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2007

	Budgeted Amounts			
	Original Budget	Final Budget	Actual Amounts	Variance with Final Budget Positive (Negative)
Revenues and Other Sources:				
Taxes	$ 154,328,057	$ 154,328,057	$ 154,328,057	$ -
Auto permits	10,900,000	10,900,000	11,642,585	742,585
Penalties, interest and other taxes	543,731	543,731	627,032	83,301
Charges for services	1,771,865	1,771,865	1,831,314	59,449
Intergovernmental	36,129,438	36,663,582	36,769,707	106,125
Licenses and permits	1,003,950	1,003,950	1,203,915	199,965
Interest earnings	2,106,000	2,106,000	4,151,623	2,045,623
Miscellaneous	879,431	896,351	1,005,745	109,394
Transfers in	1,985,730	1,985,730	2,040,579	54,849
Other sources	4,500,000	4,500,000	4,500,000	-
Total Revenues and Other Sources	214,148,202	214,699,266	218,100,557	3,401,291
Expenditures and Other Uses:				
General government	54,581,928	54,965,112	54,709,586	255,526
Police	15,444,204	15,608,155	14,914,193	693,962
Fire	12,716,995	13,045,738	13,025,189	20,549
Water fire protection services	1,801,000	1,781,355	1,781,355	-
Education	80,711,178	81,261,178	80,900,338	360,840
Public works	9,924,220	10,099,628	9,958,445	141,183
Health and human services	2,735,088	2,675,088	2,604,620	70,468
Culture and recreation	4,744,820	4,864,487	4,755,118	109,369
Community development	1,353,235	1,338,585	1,311,674	26,911
Communications	260,841	260,841	218,497	42,344
Debt service	19,854,481	18,354,481	18,340,664	13,817
Intergovernmental	9,241,763	9,241,763	9,241,763	-
Transfers out	778,449	1,202,855	1,202,855	-
Total Expenditures and Other Uses	214,148,202	214,699,266	212,964,297	1,734,969
Excess of revenues and other sources over expenditures and other uses	$ -	$ -	$ 5,136,260	$ 5,136,260

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2007

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
ASSETS				
Current:				
Cash and short-term investments	$ 27,737,987	$ 2,644,302	$ 30,382,289	$ -
User fees, net of allowance for uncollectibles	2,549,822	449,957	2,999,779	-
Due from other funds	1,732,750	982,742	2,715,492	21,526,292
Other assets	-	2,352	2,352	450,820
Total current assets	32,020,559	4,079,353	36,099,912	21,977,112
Noncurrent:				
Capital assets being depreciated, net	82,997,851	11,456,851	94,454,702	-
Capital assets not being depreciated	17,703,462	231,705	17,935,167	-
Other	110,430	-	110,430	-
Total noncurrent assets	100,811,743	11,688,556	112,500,299	-
TOTAL ASSETS	132,832,302	15,767,909	148,600,211	21,977,112
LIABILITIES				
Current:				
Accounts payable	1,231,386	126,646	1,358,032	2,189,334
Retainage payable	1,204,059	-	1,204,059	-
Due to other funds	15,679,486	-	15,679,486	-
Accrued liabilities	383,293	493,973	877,266	9,772,374
Current portion of long-term liabilities:				
Bonds and notes payable	1,037,691	1,273,786	2,311,477	-
Compensated absences	15,256	15,920	31,176	-
Capital leases	-	295,650	295,650	-
Total current liabilities	19,551,171	2,205,975	21,757,146	11,961,708
Noncurrent:				
Bonds and notes payable	8,004,266	18,057,602	26,061,868	-
Compensated absences	154,254	160,964	315,218	-
Capital leases	-	233,513	233,513	-
Landfill closure and post closure	-	3,585,410	3,585,410	-
Total noncurrent liabilities	8,158,520	22,037,489	30,196,009	-
TOTAL LIABILITIES	27,709,691	24,243,464	51,953,155	11,961,708
NET ASSETS				
Invested in capital assets, net of related debt	91,659,357	2,611,089	94,270,446	-
Restricted for capital projects	-	2,336,365	2,336,365	-
Unrestricted	13,463,254	(13,423,009)	40,245	10,015,404
TOTAL NET ASSETS	$ 105,122,611	$ (8,475,555)	$ 96,647,056	$ 10,015,404

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2007

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
Operating Revenues:				
Charges for services	$ 8,354,834	$ 3,393,983	$ 11,748,817	$ -
Contributions	-	-	-	30,473,485
Other	526	146,770	147,296	8,277,933
Total Operating Revenues	8,355,360	3,540,753	11,896,113	38,751,418
Operating Expenses:				
Salaries and wages	2,517,473	2,385,355	4,902,828	-
Operating expenses	3,043,753	1,241,545	4,285,298	33,657,645
Depreciation	3,409,069	1,020,400	4,429,469	-
Total Operating Expenses	8,970,295	4,647,300	13,617,595	33,657,645
Operating Income (Loss)	(614,935)	(1,106,547)	(1,721,482)	5,093,773
Nonoperating Revenues (Expenses):				
Intergovernmental	611,891	172,264	784,155	271,452
Investment income	936,231	174,956	1,111,187	1,036,956
Interest expense	(461,197)	(797,035)	(1,258,232)	-
Total Nonoperating Revenues (Expenses), Net	1,086,925	(449,815)	637,110	1,308,408
Income (Loss) Before Transfers	471,990	(1,556,362)	(1,084,372)	6,402,181
Capital contributions	848,793	-	848,793	-
Transfers in	-	2,500,000	2,500,000	-
Change in Net Assets	1,320,783	943,638	2,264,421	6,402,181
Net Assets at Beginning of Year	103,801,828	(9,419,193)	94,382,635	3,613,223
Net Assets at End of Year	$ 105,122,611	$ (8,475,555)	$ 96,647,056	$ 10,015,404

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2007

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
Cash Flows From Operating Activities:				
Receipts from customers and users	$ 8,028,537	$ 3,393,818	$ 11,422,355	$ 40,170,971
Payments to vendors	(3,013,267)	(1,209,692)	(4,222,959)	(33,147,358)
Payments to employees	(2,293,479)	(2,347,870)	(4,641,349)	-
Net Cash Provided By (Used For) Operating Activities	2,721,791	(163,744)	2,558,047	7,023,613
Cash Flows From Noncapital Financing Activities:				
Payments under interfund loan agreements	14,245,994	(44,992)	14,201,002	(8,332,021)
Transfers	-	2,500,000	2,500,000	-
Intergovernmental subsidy	611,891	172,264	784,155	271,452
Net Cash Provided By Noncapital Financing Activities	14,857,885	2,627,272	17,485,157	(8,060,569)
Cash Flows From Capital and Related Financing Activities:				
Acquisition and construction of capital assets	(14,056,014)	(86,431)	(14,142,445)	-
Contributions	848,793	-	848,793	-
Principal payments on bonds and leases	(1,044,775)	(1,542,265)	(2,587,040)	-
Interest expense	(461,197)	(797,035)	(1,258,232)	-
Net Cash (Used For) Capital and Related Financing Activities	(14,713,193)	(2,425,731)	(17,138,924)	-
Cash Flows From Investing Activities:				
Investment income	936,231	174,956	1,111,187	1,036,956
Net Change in Cash and Short-Term Investments	3,802,714	212,753	4,015,467	-
Cash and Short-Term Investments, Beginning of Year	23,935,273	2,431,549	26,366,822	-
Cash and Short-Term Investments, End of Year	$ 27,737,987	$ 2,644,302	$ 30,382,289	$ -
Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:				
Operating income (loss)	$ (614,935)	$ (1,106,547)	$ (1,721,482)	$ 5,093,773
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	3,409,069	1,020,400	4,429,469	-
Changes in assets and liabilities:				
User fees	65,624	(132,322)	(66,698)	-
Other assets	36,414	(1,568)	34,846	14,180
Accounts payable	223,994	37,485	261,479	496,107
Accrued liabilities	(398,375)	(14,613)	(412,988)	1,419,553
Other liabilities	-	16,849	16,849	-
Landfill closure liability	-	16,572	16,572	-
Net Cash Provided By (Used For) Operating Activities	$ 2,721,791	$ (163,744)	$ 2,558,047	$ 7,023,613

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2007

	Pension Trust	Private Purpose Trust Funds	Agency Funds
ASSETS			
Cash and short-term investments	$ 1,420,355	$ 210,382	$ 523,128
Investments	-	4,182,351	-
Fixed income securities	10,537,092	-	-
Equities	16,959,601	-	-
Mutual funds	1,689,084	-	-
Due from other funds	25,881	26,716	15,892
Other assets	179,673	488	-
Total Assets	$ 30,811,686	$ 4,419,937	$ 539,020
LIABILITIES AND NET ASSETS			
Accounts payable	$ 15,819	$ 39,138	$ -
Other liabilities	28,678	-	539,020
Due to other funds	-	78,462	-
Total Liabilities	44,497	117,600	539,020
NET ASSETS			
Total net assets held in trust for pension benefits and other purposes	30,767,189	4,302,337	-
Total Liabilities and Net Assets	$ 30,811,686	$ 4,419,937	$ 539,020

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2007

	Pension Trust Fund	Private Purpose Trust Funds
Additions:		
Contributions:		
Employers	$ 660,768	$ -
Plan members	660,768	-
Other	-	76,208
Total contributions	1,321,536	76,208
Investment Income:		
Dividend and interest	3,469,687	533,719
Total Investment income	3,469,687	533,719
Total additions	4,791,223	609,927
Deductions:		
Benefit payments to plan members and beneficiaries	1,653,801	129,175
Administrative expenses	171,125	41,614
Total deductions	1,824,926	170,789
Net increase	2,966,297	439,138
Net assets held in trust:		
Beginning of year	27,800,892	3,863,199
End of year	$ 30,767,189	$ 4,302,337

See notes to financial statements.

1. Summary of Significant Accounting Policies

The accounting policies of the City of Nashua (the City) conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The following is a summary of the more significant policies:

A. *Reporting Entity*

The government is a municipal corporation governed by an elected Mayor and Board of Aldermen. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2007, it was determined that the Nashua Airport Authority met the required GASB-14 criteria of component units.

B. *Government-Wide and Fund Financial Statements*

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the nonfiduciary activities of the primary government. For the most part, the effect of interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. Likewise, the *primary government* is reported separately from certain legally separate *component units* for which the primary government is financially accountable.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual govern-

mental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

C. *Measurement Focus, Basis of Accounting, and Financial Statement Presentation*

Government-Wide Financial Statements

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as *program revenues* include (1) charges to customers or applicants for goods, services, or privileges provided, (2) operating grants and contributions, and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes and excises.

Fund Financial Statements

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The government reports the following major governmental fund:

- The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

- The *School Capital Reserve* was used to account for resources set aside to assist with the debt service requirements on the school construction bonds. The fund was closed in fiscal year 2005, and

re-opened in fiscal year 2006, per a vote of the Board of Mayor and Aldermen.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989 generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

The government reports the following major proprietary funds:

- Waste Water enterprise fund that accounts for the resources and cost associated with the City's wastewater treatment.
- Solid Waste enterprise fund that accounts for the resources and costs associated with the City's landfills.

The self-insured employee health program is reported as an internal service fund in the accompanying financial statements.

The *pension trust fund* accounts for the activities of the Board of Public Works Employees Contributory Retirement System, which accumulates resources for pension benefit payments to qualified employees. No separate issue financial statement is available.

The private-purpose trust fund is used to account for trust arrangements, other than those properly reported in the pension trust fund or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.

D. *Cash and Short-Term Investments*

Cash balances from all funds, except those required to be segregated by law, are combined to form a consolidation of cash. Cash balances are invested to the extent available, and interest earnings are recognized in the General Fund. Certain special revenue funds and fiduciary funds segregate cash, and investment earnings become a part of those funds.

Deposits with financial institutions consist primarily of demand deposits, certificates of deposits, and savings accounts. A cash and investment pool is maintained that is available for use by all funds. Each fund's portion of this pool is reflected on the combined financial statements under the caption "cash and short-term investments". The interest earnings attributable to each fund type are included under investment income.

For purpose of the statement of cash flows, the proprietary funds consider investments with original maturities of three months or less to be short-term investments.

E. *Investments*

State and local statutes place certain limitations on the nature of deposits and investment available. Deposits in any financial institution may not exceed certain levels within the financial institution. Non-fiduciary fund investments can be made in securities issued by or unconditionally guaranteed by the U.S. Government or agencies that have a maturity of one year or less from the date of purchase and repurchase agreements guaranteed by such securities with maturity dates of no more than 90 days from the date of purchase.

Investments for the Contributory Retirement System and Trust Funds consist of marketable securities, bonds and short-term money market investments. Investments are carried at market value.

F. *Interfund Receivables and Payables*

Transactions between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due from/to other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the non-current portion of interfund loans).

Advances between funds are offset by a fund balance reserve account in applicable governmental funds to indicate the portion not available for appropriation and not available as expendable financial resources.

Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as "internal balances".

The government-wide statement of activities eliminates transfers as reported within the segregated governmental and business-type activities columns. Only transfers between the two columns appear in this statement.

G. *Inventories*

Inventories are valued at cost using the first-in/first-out (FIFO) method. The costs of governmental fund-type inventories are recorded as expenditures when purchased rather than when consumed. No significant inventory balances were on hand in governmental funds.

H. *Capital Assets*

Capital assets, which include property, plant, equipment and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than $ 15,000 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Property, plant and equipment of the primary government, as well as the component units, is depreciated using the straight-line method over the following estimated useful lives:

Assets	Years
Buildings	40
Building improvements	20 - 40
Infrastructure	7 - 60
Vehicles	3 - 8
Machinery and equipment	5 - 20
Computer equipment	3 - 5

I. *Compensated Absences*

It is the government's policy to permit employees to accumulate earned but unused vacation and sick pay benefits. All vested sick and vacation pay is accrued when incurred in the government-wide, proprietary and fiduciary fund financial statements. A liability for these amounts is reported in governmental funds only if they have matured, for example, as a result of employee resignations and retirements.

J. *Long-Term Obligations*

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net assets.

K. *Fund Equity*

In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

L. *Use of Estimates*

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

2. Stewardship, Compliance and Accountability

A. *Budgetary Information*

The Mayor presents an operating and capital budget for the proposed expenditures of the fiscal year commencing the following July 1. The budget, as enacted by the Board of Aldermen, establishes the legal level of control and specifies that certain appropriations are to be funded by particular revenues. The original budget is amended during the fiscal year at Board of Aldermen meetings as required by changing conditions. The Financial Services Department may transfer appropriations between operating categories within departmental budgets at the request of department heads, but expenditures may not legally exceed budgeted appropriations in total.

Formal budgetary integration is employed as a management control device during the year for the General Fund and Proprietary Funds. Effective budgetary control is achieved for all other funds through provisions of the New Hampshire statutes.

At year-end, appropriation balances lapse, except for certain unexpended capital items and encumbrances which will be honored during the subsequent year.

B. *Budgetary Basis*

The General Fund final appropriation appearing on the "Budget and Actual" page of the fund financial statements represents the final amended budget after all reserve fund transfers and supplemental appropriations.

C. *Budget/GAAP Reconciliation*

The budgetary data for the general and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial statements, the results of operations of the general fund are presented in accordance with budgetary accounting principles to provide a meaningful comparison with budgetary data.

The following is a summary of adjustments made to the actual revenues and other sources, and expenditures and other uses, to conform to the budgetary basis of accounting.

General Fund	Revenues and Other Financing Sources	Expenditures and Other Financing Uses
Revenues/Expenditures (GAAP basis)	$ 211,452,031	$ 206,357,404
Other financing sources/uses (GAAP basis)	2,320,287	4,337,325
Subtotal (GAAP Basis)	213,772,318	210,694,729
Adjust tax revenue to accrual basis	106,688	-
Reverse effect of activity appropriated in prior years	(278,449)	(278,449)
Reverse beginning of year appropriation carryforwards from expenditures	-	(1,683,587)
Add end of year appropriation carryforwards to expenditures	-	4,231,604
Recognize use of fund balance as funding source	4,500,000	-
Budgetary basis	$ 218,100,557	$ 212,964,297

In addition, adjustments were made to the enterprise funds to conform to the budgetary basis, primarily for the omission of depreciation expense which is not budgeted, the inclusion of principal debt service and capital expenses which are budgeted expenses.

D. Deficit Fund Equity

The following funds had total fund equity/net asset deficits at June 30, 2007:

Nonmajor Governmental Funds:	
School Grants	$ (836)
Proprietary Funds:	
Solid Waste	$ (8,475,555)

The governmental fund's deficits will be funded with future bond proceeds. The City is developing a plan to address the deficit in the Solid Waste Fund.

3. Cash and Investments

A. *Custodial Credit Risk*

Custodial credit risk for deposits is the risk that in the event of a bank failure, the deposits may not be returned. The custodial credit risk for investments is the risk that, in the event of a failure of the counterparty (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party.

Custodial Credit Risk - Deposits. Custodial credit risk is the risk that in the event of a bank failure, the City's deposits may not be returned to it. RSA 48:16 limits "deposit in any one bank shall not at any time exceed the sum of its paid-up capital and surplus, exception that a city with a population in excess of 50,000 is authorized to deposit funds in a solvent bank in excess of the paid-up capital surplus of said bank." The City's deposit policy for custodial credit risk is to fully insure.

As of June 30, 2007, the City's entire bank balance was fully insured and collateralized.

Custodial Credit Risk - Investments. Custodial credit risk for investments is the risk that in the event of a failure of the counterparty (e.g. broker-dealer) to a transaction, a government will not be able to recover the value of the investment or collateral securities that are in the possession of another party. The City does not have a formal policy for custodial credit risk.

Investments at June 30, 2007 included the following (in thousands):

U.S. Treasury Obligations	$ 4,687
U.S. Government Agencies	8,044
Corporate Bonds	7,071
Common Equities	31,190
Other	1,870
Total	$ 52,862

B. *Credit Risk*

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. State law employs the prudent person rule whereby investments are made as a prudent person would be expected to act, with discretion and intelligence, to seek reasonable income, preserve capital, and, in general, avoid speculative investments. The City's Investment Policy is to minimize credit risk by limiting investments to the safest types of securities, pre-qualifying institutions and diversifying the portfolio.

C. *Concentration of Credit Risk*

The City places no limit on the amount the City may invest in any one issuer. The City does not have an investment in one issuer, other than U.S. Treasury Bonds and Notes, greater than 5% of total investments.

D. *Interest Rate Risk*

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The City does not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Information regarding the quality and maturity dates of fixed income securities is as follows (in thousands):

	Total	Average Duration	Average Rating
U.S. Treasury Obligations	$ 4,687	3.32	AAA
U.S. Government Agencies	8,044	2.99	AAA
Corporate Bonds	7,071	2.69	A1
Total	$ 19,802		

E. Foreign Currency Risk

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The City does not have policies for foreign currency risk.

4. Taxes Receivable

The City bills property taxes semi-annually, in May and November. Property tax revenues are recognized in the fiscal year for which taxes have been levied to the extent that they become available, i.e., due or receivable within the current fiscal year and collected within the current period or within 60 days of year-end.

Property taxes billed and collected in advance of the year for which they are levied, are recorded as a prepaid tax liability.

Property taxes are due by July 1 and December 1. At the time of tax sale, in March of the next year, a lien is recorded on the property at the Registrar of Deeds. If the property taxes (redemptions) are not paid within two years of the tax sale date, the property is conveyed to the City by deed and subsequently sold at public sale.

Taxes receivable at June 30, 2007 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2007	$ 16,139
Levy of 2006	1,464
Levy of 2005	528
Levy of 2004	143
Prior and other	86
Total	$ 18,360

5. Allowance for Doubtful Accounts

The receivables reported in the accompanying entity-wide financial statements reflect the following allowances for doubtful accounts (in thousands):

Property taxes	$ 646

6. Intergovernmental Receivables

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2007.

7. Interfund Fund Receivables/Payables

Although self-balancing funds are maintained, most transactions flow through the general fund. In order to obtain accountability for each fund, interfund receivable and payable accounts must be utilized. The following is an analysis of the June 30, 2007 balances in interfund receivable and payable accounts:

	Due From Other Funds	Due To Other Funds
Funds:		
General fund	$ 17,463,588	$ 32,961,964
Nonmajor Governmental Funds:		
Police grants	68,488	63,057
Fire grants	6,657	13,006
Community health and services grants	83,482	77,638
Parks and recreation grants	77	2,819
Transit grants	-	181,411
CDBG/Home grants	-	173,595
CD Division grants	457,971	3,482
Homeland security grants	24,378	76,304
Other city grants	25,718	-
Food services	290,936	-
School grants	13,733	2,573,575
City revolving funds	3,609,114	70,928
School revolving funds	1,553,326	-
Expendable trust reserve	-	140,180
Other expendable trust funds	337,440	167,427
Fire projects	194,306	-
Public works projects	1,102,317	139,223
Community development projects	126,874	186,743
School department projects	2,866,127	-
Other projects	118,028	-
Cemetery permanent funds	39,232	98,553
Library permanent funds	25	3,324
Other permanent funds	-	913
Enterprise funds:		
Waste water	1,732,750	15,679,486
Solid waste	982,742	-
Internal service fund:		
Self-insurance	21,526,292	-
Fiduciary fund types:		
Pension trust	25,881	-
Private purpose	26,716	78,462
Agency	15,892	-
Total	$ 52,692,090	$ 52,692,090

8. Capital Assets

Capital asset activity for the year ended June 30, 2007 was as follows (in thousands):

	Beginning Balance	Net Increases	Decreases	Ending Balance
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	$ 212,389	$ 17,853	$ -	$ 230,242
Infrastructure	35,593	2,192	-	37,785
Machinery and equipment	32,596	1,296	(1,489)	32,403
Total capital assets, being depreciated	280,578	21,341	(1,489)	300,430
Less accumulated depreciation:				
Buildings and improvements	(50,500)	(5,766)	-	(56,266)
Infrastructure	(16,203)	(2,178)	-	(18,381)
Machinery and equipment	(17,761)	(3,116)	1,335	(19,542)
Total accumulated depreciation	(84,464)	(11,060)	1,335	(94,189)
Total capital assets, being depreciated, net	196,114	10,281	(154)	206,241
Capital assets, not being depreciated:				
Land	24,433	-	-	24,433
Construction in progress	18,164	4,985	(17,767)	5,382
Total capital assets, not being depreciated	42,597	4,985	(17,767)	29,815
Governmental activities capital assets, net	$ 238,711	$ 15,266	$ (17,921)	$ 236,056

	Beginning Balance	Net Increases	Decreases	Ending Balance
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	$ 40,703	$ 62	$ -	$ 40,765
Land improvements	11,285	-	-	11,285
Infrastructure	47,407	2,229	-	49,636
Machinery and equipment	27,853	398	(204)	28,047
Storm drains	27,976	6,061	-	34,037
Total capital assets, being depreciated	155,224	8,750	(204)	163,770
Less accumulated depreciation for:				
Buildings	(24,779)	(1,131)	-	(25,910)
Land improvements	(1,303)	(564)	-	(1,867)
Infrastructure	(19,757)	(970)	-	(20,727)
Machinery and equipment	(13,865)	(1,143)	204	(14,804)
Storm drains	(5,386)	(621)	-	(6,007)
Total accumulated depreciation	(65,090)	(4,429)	204	(69,315)
Total capital assets, being depreciated, net	90,134	4,321	-	94,455
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	11,107	14,451	(7,855)	17,703
Total capital assets, not being depreciated	11,339	14,451	(7,855)	17,935
Business-type activities capital assets, net	$ 101,473	$ 18,772	$ (7,855)	112,390

Depreciation expense was charged to functions of the City as follows (in thousands):

Governmental Activities:		
General government	$	207
Police		670
Fire		551
Education		6,018
Public works		1,808
Culture and recreation		521
Heath and human services		13
Community development		469
Communications		803
Total depreciation expense - governmental activities	$	11,060
Business-Type Activities:		
Waste water	$	3,409
Solid waste		1,020
Total depreciation expense - business-type activities	$	4,429

9. Accounts Payable

Accounts payable represent additional 2007 expenditures paid after June 30, 2007.

10. Deferred Revenue

Governmental funds report deferred revenue in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period.

The balance of the General Fund deferred revenues account is equal to the total of all June 30, 2007 receivable balances, except real and personal property taxes that are accrued for subsequent 60-day collections.

11. Anticipation Notes Payable

The following summarizes activity in notes payable during fiscal year 2007:

	Balance July 1, 2006	New Issues	Repayments	Balance 6/30/2007
Senior Center Renovation	$ 2,400,000	$ -	$ (2,400,000)	$ -
Police HVAC	325,000	-	(325,000)	-
Acquisition 50 East Hollis	450,000	-	(450,000)	-
Riverwalk	1,135,000	-	(1,135,000)	-
Fire station	3,756,265	-	(3,756,265)	-
Replace Police HVAC	575,000	-	(575,000)	-
Total	$ 8,641,265	$ -	$ (8,641,265)	$ -

12. Capital Lease Obligations

The City is the lessee of certain equipment under capital leases expiring in 2008. Future minimum lease payments under the capital leases consisted of the following as of June 30, 2007 (in thousands):

	Governmental Fund Types	Business-Type Funds
2007	$ 27	$ 316
2008	-	243
Total minimum lease payments	27	559
Less amount representing interest	(1)	(30)
Present Value of Minimum Lease Payments	$ 26	$ 529

13. Long-Term Debt

A. *General Obligation Bonds and Notes*

The City issues general obligation bonds and notes to provide funds for the acquisition and construction of major capital facilities. General obligation bonds and notes have been issued for both governmental and business-type activities. General obligation bonds and notes currently outstanding are as follows:

Governmental Activities:	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2007
Parking garage - Garden and Elm St.	11/9	5.24%	$ 227,482
Public improvements-City	11/11	5.24%	389,975
Public improvements-School (1997)	11/12	5.24%	1,576,320
Refunding elem. school/admin bldg. renovation	7/12	5.48%	2,822,500
Refunding bond for school component	7/14	3.66%	2,259,184
Refunding bond for Arts and Science	7/14	3.66%	548,316
Refunding bond for Shady Lane	7/14	3.66%	674,715
Lake St. fire station/comm. system	1/14	4.33%	2,145,000
Amherst St. school renovations	10/9	4.5 - 7.5%	705,000
School land acquisition	10/9	4.5 - 7.5%	1,050,000
Athletic fields-City	10/9	7.50%	150,000
Southwest quadrant land acquisition	10/9	7.50%	390,000
Citywide communication towers	9/10	5.10%	1,000,000
Library automation	9/10	5.10%	100,000
NPD hwtr add'l & renov	9/10	5.10%	800,000
NPD CAD system	9/10	5.10%	500,000
Highway and sidewalk construction	9/10	5.10%	240,000
Athletic field-school	9/10	5.10%	800,000
High school construction	9/10	5.10%	9,660,000
High school planning	9/10	5.10%	340,000
School construction	7/12	4.73%	11,630,000
Holman stadium Series C	7/13	6.10%	1,300,000
Refunding for Dr. Crisp/bicentennial	11/16	2.0 - 4.0%	3,434,072
Refunding for fairgrounds	11/16	2.0 - 4.0%	3,414,956
Refunding for New Searles	11/16	2.0 - 4.0%	53,657
Refunding for fairgrounds/jr. high	11/16	2.0 - 4.0%	53,657
Refunding for ridge road	11/16	2.0 - 4.0%	53,657
Departmental equipment - buses	3/14	2.5 - 5.0%	132,500
Land acquisition	3/14	2.5 - 5.0%	187,500
Parking facility	3/13	2.0 - 5.0%	775,000
School	3/24	2.0 - 5.0%	39,245,000
Refunding Amherst St School	11/16	2.0 - 4.0%	2,580,670
Refunding school land acq.	11/16	2.0 - 4.0%	3,843,350
Refunding athletic field.	11/16	2.0 - 4.0%	548,780
Refunding SW land acq.	11/16	2.0 - 4.0%	1,427,200
Refunding Lake St fire station	7/18	3.72%	762,900
Refunding comm system	7/18	3.72%	738,300
Refunding citywide comm towers	7/20	3.78%	2,588,100
Refunding library automation	7/20	3.78%	259,165
Refunding NPD htr add'l & renv	7/20	3.78%	2,070,475
Refunding CAD system	7/20	3.78%	1,293,600
Refunding hwy & sidewalk constr	7/20	3.78%	585,217
Refunding Holman Stadium Series A	7/21	3.97%	2,527,500
Refunding athletic field-school	7/20	3.78%	2,059,900
Refunding high school constr	7/20	3.78%	24,926,643
Refunding high school planning	7/20	3.78%	880,700
Refunding school constr Series A	7/21	3.86%	18,527,500
Senior Center	7/26	3.95%	2,378,810

(continued)

(continued)

Governmental Activities:	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2007
Police HVAC system (1)	7/26	3.93%	322,090
Police HVAC system (2)	7/26	3.96%	570,050
Fire - land acquisition	7/26	3.95%	446,000
Fire station	7/26	3.98%	3,728,150
Nashua riverwalk	7/26	3.95%	1,124,650
Bus garage	7/26	3.98%	1,985,250
Total Governmental Activities			$ 162,833,491

Business-Type Activities:	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2007
Solid Waste Disposal Fund:			
Refunding bonds	7/15	3.66%	$ 177,336
Landfill expansion and closure	2/18	4.22%	2,021,779
Landfill expansion and closure	4/21	4.46%	6,152,344
Multisite landfill - old Nashua	1/23	3.98%	378,389
Multisite landfill - atherton park	1/23	3.73%	72,000
Multisite landfill - roussel/gardner	5/23	3.73%	1,236,929
Multisite landfill - shady lane	5/23	3.73%	187,700
Multisite - Lincoln Park	7/24	3.69%	6,738,268
Multisite - Engineering	7/24	3.72%	946,011
MSW Landfill Closure	7/24	3.69%	1,420,632
Total Solid Waste Disposal Fund			$ 19,331,388
Waste Water Treatment Fund:			
Refunding bonds	11/11	5.24%	$ 1,825,018
Refunding bonds	11/11	5.24%	86,205
Refunding bonds	7/15	3.66%	542,500
Refunding sewer component	7/15	3.66%	130,449
Sludge digester	8/20	4.16%	6,457,785
Total Waste Water Treatment Fund			$ 9,041,957
Total Enterprise Fund Bonds and Notes Payable			28,373,345
Grand Total			$ 191,206,836

B. *Future Debt Service*

The annual principal payments to retire all general obligation long-term debt (bonds and notes) outstanding as of June 30, 2007 are as follows:

Governmental	Principal	Interest	Total
2008	$ 12,111,062	$ 7,045,238	$ 19,156,300
2009	12,260,646	6,283,962	18,544,608
2010	12,221,828	5,787,992	18,009,820
2011	11,864,346	5,268,914	17,133,260
2012	11,649,833	4,775,676	16,425,509
2013 - 2017	53,715,776	16,616,290	70,332,066
2018 - 2022	41,990,000	5,881,324	47,871,324
2023 - 2027	7,020,000	538,088	7,558,088
Total	$ 162,833,491	$ 52,197,484	$ 215,030,975

Business-Type Activities	Principal	Interest	Total
2008	$ 2,311,476	$ 1,143,327	$ 3,454,803
2009	2,296,893	1,045,695	3,342,588
2010	2,290,712	947,902	3,238,614
2011	2,098,193	854,989	2,953,182
2012	2,097,705	766,821	2,864,526
2013 - 2017	8,741,917	2,718,118	11,460,035
2018 - 2022	6,901,778	1,035,298	7,937,076
2023 - 2027	1,634,671	116,293	1,750,964
Total	$ 28,373,345	$ 8,628,443	$ 37,001,788

C. *Bond Authorizations*

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2007 are as follows:

Purpose	Amount
Replacement of bus fleet	$ 187,500
Land purchase	212,500
Holman stadium	50,000
Downtown parking renovations	55,000
Senior center expansion	21,190
Police HVAC	2,910
Acquisition 50 east hollis	4,000
Riverwalk construction	10,350
Fire station construction	28,115
Police HVAC	4,950
11 Riverside Street	14,750
Refunding 9/01	5,645,000
Refunding 4/04	14,295,000
Total	$ 20,531,265

D. Changes in General Long-Term Liabilities

During the year ended June 30, 2007, the following changes occurred in long-term liabilities (in thousands):

	Equals Total Balance 7/1/06	Additions	Reductions	Total Balance 6/30/07	Less Current Portion	Long-Term Portion 6/30/07
Governmental Activities						
Bonds payable	$ 162,037	$ 67,775	$ (66,979)	$ 162,833	$ 12,111	$ 150,722
Compensated absences	14,117	1,407	(1,271)	14,253	1,600	12,653
Capital leases	51	-	(25)	26	26	-
Other:						
Unamortized bond premium	2,939	1,966	(326)	4,579	326	4,253
Totals	$ 179,144	$ 71,148	$ (68,601)	$ 181,691	$ 14,063	$ 167,628

	Equals Total Balance 7/1/06	Additions	Reductions	Total Balance 6/30/07	Less Current Portion	Long-Term Portion 6/30/07
Business-Type Activities						
Bonds and notes payable	$ 30,692	$ -	$ (2,319)	$ 28,373	$ 2,311	$ 26,062
Compensated absences	319	59	(31)	347	31	316
Capital leases	814	-	(285)	529	296	233
Other:						
Landfill closure and post-closure	3,568	17	-	3,585	-	3,585
Totals	$ 35,393	$ 76	$ (2,635)	$ 32,834	$ 2,638	$ 30,196

E. *Debt Refundings*

1. Advance Refunding of January 15, 1999

On December 15, 2006, the City issued general obligation bonds in the amount of $ 1,501,200 with interest rates ranging from 3.500% to 5.000% to advance refund $ 1,525,000 serial bonds with interest rates ranging from 4.400% to 4.700%. The serial bonds mature January 15, 2015 through January 15, 2019 and are callable on January 15, 2009. The general obligation bonds were issued at a true interest cost of 3.8574%. $ 1,555,823 of the net proceeds from the issuance of the general obligation bonds were used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on January 15, 2009. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by $ 95,301, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of $ 48,688.

Defeased debt still outstanding at June 30, 2007 is $ 2,145,000.

2. Advance Refunding of September 15, 2000

On December 15, 2006, the City issued general obligation bonds in the amount of $ 34,663,800 with interest rates ranging from 3.500% to 5.000% to advance refund $ 33,555,000 serial bonds with interest rates ranging from 4.800% to 5.375%. The serial bonds mature September 15, 2011 through September 15, 2020 and are callable on September 15, 2010. The general obligation bonds were issued at a true interest cost of 3.8976%. $ 35,755,607 of the net proceeds from the issuance of the general obligation bonds were used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on September 15, 2010. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by $ 1,813,522, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of $ 1,349,828.

Defeased debt still outstanding at June 30, 2007 is $ 13,440,000.

3. Advance Refunding of January 15, 2002 Series A

On December 15, 2006, the City issued general obligation bonds in the amount of $ 21,055,000 with interest rates ranging from 3.500% to 5.000% to advance refund $ 19,780,000 serial bonds with interest rates ranging from 5.000% to 5.500%. The serial bonds mature July 15, 2013 through July 15, 2021 and are callable on July 15, 2012. The general obligation bonds were issued at a true interest cost of 3.9796%. $ 21,686,998 of the net proceeds from the issuance of the general obligation bonds were used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on July 15, 2012. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by $ 803,221, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of $ 730,432.

Defeased debt still outstanding at June 30, 2007 is $ 11,630,000.

14. Landfill Closure and Postclosure Care Costs

State and Federal laws and regulations require the City to place a final cover on its landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site for thirty years after closure. Although closure and postclosure care costs will be paid only near or after the date that the landfill stops accepting waste, the City reports a portion of these closure and postclosure care costs as a liability in the financial statements in each period based on landfill capacity used as of each balance sheet date.

The $ 3,585,410 reported as landfill closure and postclosure care liability at June 30, 2007 is comprised of $ 1,701,000 of postclosure care cost for the MSW Landfill, and $ 1,884,410 in closure and postclosure care costs for the new Phase I Lined Landfill (based on the use of 55% of the estimated capacity of this landfill). The City expects to close the Phase I Lined Landfill in 2009. The City will recognize the remaining estimated cost of closure and postclosure care of this landfill as the remaining capacity is filled. The actual life of the landfill may be longer due to recycling efforts. Actual cost may be higher due to inflation, changes in technology, or changes in regulations.

After completion of all phases of landfill expansion, the total landfill life expectancy, at the current fill rate, should exceed 25 years.

15. Restricted Net Assets

The accompanying entity-wide financial statements report restricted net assets when external constraints from grantors or contributors are placed on net assets.

Permanent fund restricted net assets are segregated between nonexpendable and expendable. The nonexpendable portion represents the original restricted principal contribution, and the expendable represents accumulated earnings which are available to be spent based on donor restrictions.

16. Reserves and Designations of Fund Equity

"Reserves" of fund equity are established to segregate fund balances which are either not available for expenditure in the future or are legally set aside for a specific future use. Fund "designations", which are not legally required segregations, have also been established to indicate tentative plans for future financial utilization.

The following types of reserves and designations are reported at June 30, 2007:

Reserved for Encumbrances and Continuing Appropriations - An account used to segregate that portion of fund balance committed for expenditure of financial resources upon vendor performance.

Reserved for Perpetual Permanent Funds - Represents the principal of the nonexpendable trust fund investments. The balance cannot be spent for any purpose; however, it may be invested and the earnings may be spent.

Reserved for Other Specific Purposes - Represents the amount of fund balance reserved for tax deeded property.

Unreserved - Designated - Represents the amount of fund balance management has set aside for future items including: School bonded debt $ 1,503,333, potential future abatements $ 3,000,000, and potential arbitrage $ 150,000.

17. Commitments and Contingencies

Outstanding Lawsuits - There are several pending lawsuits in which the City is involved. The City's management is of the opinion that the potential future settlement of such claims would not materially affect its financial statements taken as a whole.

Grants - Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time, although the City expects such amounts, if any, to be immaterial.

18. Post-Employment Health Care and Life Insurance Benefits

The City's employee contracts provide for health care and life insurance benefits to retirees, their dependent, or their survivors. These benefits are provided through the City's group plans. The cost of these benefits are included in the total cost of benefits for both active and retired employees. The number of participants currently eligible to receive benefits, and cost of benefits for retirees, their dependents, or their survivors for the year ended June 30, 2007 was approximately 4,337, and the City's estimated cost was $ 1,482,000.

19. Contributory Retirement System

The City follows the provisions of GASB Statement No. 27, *Accounting for Pensions for State and Local Government Employees,* with respect to the employees' retirement funds.

New Hampshire Retirement System

A. Plan Description

Substantially all non-public works employees are members of the New Hampshire Retirement System. The City contributes to the New Hampshire Retirement System (the "System"), a cost-sharing, multiple-employer defined benefit pension plan administered by the state retirement board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Revised Statutes Annotated 100-A: 41a of New Hampshire Law assigns the system the authority to establish and amend benefit provisions of the plan and grant cost-of-living increases. The System issues a publicly available financial report which can be obtained through the New Hampshire Retirement System at 4 Chenell Drive, Concord, New Hampshire 03301-8509.

B. Funding Policy

Plan members are required to contribute between 5% and 9.30% of annual covered compensation to the pension plan. The City makes annual contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100-A: 16, and range from 3.7% to 14.36% of covered compensation. The City's contributions to the

System for the years ended June 30, 2007, 2006, and 2005 were $ 6,230,122, $ 6,379,102, and $ 5,237,102, respectively, which were equal to its annual required contributions for each of these years.

Public Works Employees' Retirement System

C. *Plan Description and Contribution Information*

All public works employees of the City are members of the Public Works Employees Retirement System (the System), a single employer defined benefit PERS. Eligible employees must participate in the System. The pension plan provides pension benefits, and death and disability benefits to employees reaching age 60, provided they have accumulated 10 years of service. A City ordinance passed in 1947 established the System which is administered by a five-member Board of Trustees. Amendments to benefit provisions are made by the Board of Trustees with the concurrence of the Board of Aldermen. The Public Works Employees Retirement System does not issue independent financial statements.

Membership of each plan consisted of the following at July 1, 2006, the date of the latest actuarial valuation:

Retirees and beneficiaries receiving benefits	75
Terminated plan members entitled to but not yet receiving benefits	-
Active plan members	167
Total	242
Number of participating employers	1

The City employees each contribute 9.15% of their base salary, as specified by ordinance. The City's contribution is determined by the actuarial valuation.

D. *Summary of Significant Accounting Policies*

Basis of Accounting - Contributory retirement system financial statements are prepared using the accrual basis of accounting. Plan member contributions are recognized in the period in which the contributions are due.

Employer contributions are recognized when due and the employer has made a formal commitment to provide the contributions. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan.

Method Used to Value Investments - Investments are reported at fair value.

E. *Significant Actuarial Assumptions*

Significant actuarial assumptions are as follows:

Valuation date	07/01/2006
Actuarial cost method	Entry Age Actuarial Cost
Amortization method	Level dollar
Remaining amortization period	15
Asset valuation method	5-year smoothed asset value
Actuarial assumptions:	
Investment rate of return	7.25%
Projected salary increase	4.00%

20. Self Insurance

The City self-insures against claims for workers compensation, general liability, property, unemployment and employee health coverage. Annual estimated requirements for claims are provided in the City's annual operating budget.

Health Insurance

The City contracts with insurance carriers for claims processing. Under the terms of the insurance coverage, the employee is only liable for the cost sharing premiums and co-pays. The City retains the risk to $ 200,000 and maintains excess insurance for claims that exceed $ 200,000. The claims liability represents an estimate of claims incurred but unpaid at year end, based on past historical costs and claims paid subsequent to year end.

General Liability/Workers' Compensation

The City is self-administered for claims processing of the City's workers' compensation, property, and casualty programs. The workers' compensation, property, and casualty liabilities represent an estimate of future costs based on historical analysis of similar claims.

Changes in the aggregate liability for general liability and health claims for the current and prior fiscal years are as follows:

	Year Ended June 30, 2007	Year Ended June 30, 2006
Claims liability, beginning of year	$ 8,352,821	$ 7,415,395
Claims incurred/recognized	33,657,645	32,505,633
Claims paid	(32,238,092)	(31,568,207)
Claims liability, end of year	$ 9,772,374 *	$ 8,352,821

* This liability is considered to be all current.

21. Risk Management

The government is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the government carries commercial insurance. There were no significant reductions in insurance coverage from the previous year and have been no material settlements in excess of coverage in any of the past three fiscal years.

John M. Hunt Home

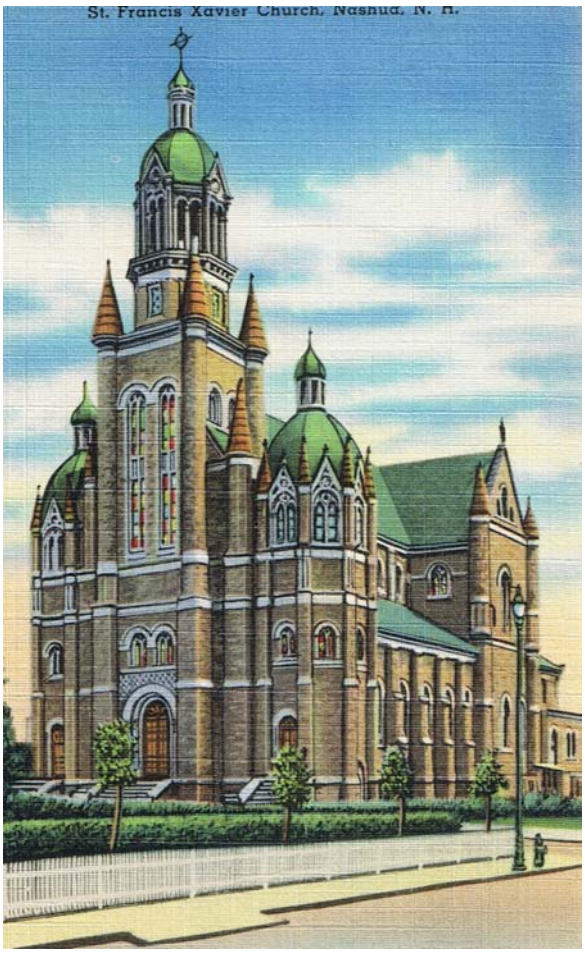
Linen postcard. American Art Post Card Co., Boston. "C.T. ART. Colortone." Made by Curt Tech & Co., Inc. Chicago.

Mary E. Hunt Home

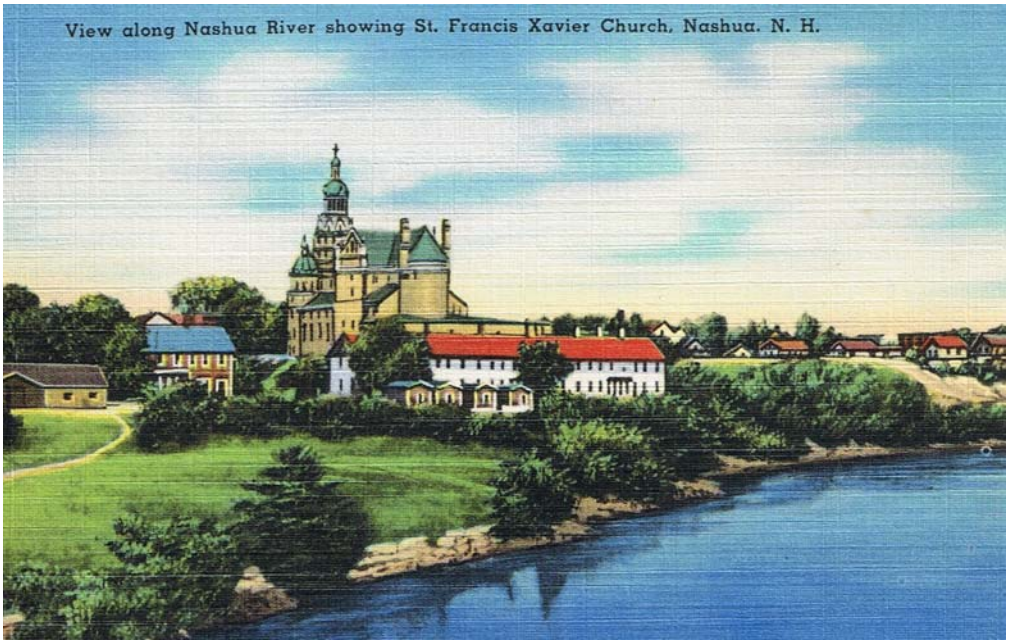
"Lusterchrome" postcard. Made by Tichnor Bros., Inc, Boston. Published by F.P. Trow News Agency, Nashua.

NASHUA AIRPORT AUTHORITY FOOTNOTES

St. Francis Xavier Church



Linen postcards. “Tichnor Quality Views” made by Tichnor Bros., Inc. Boston. Published by F.P. Trow News Agency, Nashua.



NASHUA AIRPORT AUTHORITY

NOTES TO FINANCIAL STATEMENTS

June 30, 2007 and 2006

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Nashua Airport Authority ("the Authority") conform to accounting principles generally accepted in the United States of America for local governmental units, except as indicated hereinafter. The following is a summary of significant accounting policies.

1. Financial Reporting Entity

   The Authority was established on August 27, 1961 by legislative act as a separate legal entity. The Authority is located at Boire Field in Nashua, New Hampshire and provides air traffic control services as well as airplane tie-down rentals. The Authority meets the criteria as a component unit of the City of Nashua, New Hampshire ("the City"). Such criteria includes appointment of the board of directors by the Major of the City, debt service guarantees by the City, inclusion of the Authority's employees in the City's retirement system (New Hampshire Retirement System) and budgetary appropriations from the City.

2. Basis of Accounting

   The financial statements are presented on the accrual basis of accounting, wherein revenues are recognized when earned and expenses are recognized when incurred. Government Accounting Standards Board ("GASB") Statement No. 20 requires proprietary activities to apply all GASB pronouncements as well as Financial Accounting Standards Board ("FASB") pronouncements issued on or before November 30, 1989, unless these pronouncements conflict or contradict GASB pronouncements. The Authority has elected not to apply FASB pronouncements issued after November 30, 1989.

3. Estimates

   The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actually results may differ from those estimates. Significant estimates include the depreciation expense.

4. Assets, Liabilities, and Net Assets

   Investments - Investments are recorded at their fair value. Certificates of deposit with a maturity of greater than ninety days from the date of issuance are included in investments.

Accounts Receivable - At June 30, 2007 and 2006, accounts receivable includes unpaid tie-down fees and land lease rental fees. An allowance for estimated uncollected receivables is not deemed necessary as of June 30, 2007 or 2006.

Capital Assets - Capital assets are recorded at cost. Depreciation is recorded using the straight-line method over the estimated useful lives of the related assets. Estimated useful lives are as follows:

	Years
Land improvements	5 - 25
Buildings and improvements	10 - 39
Equipment	3 - 30

Compensated Absences - Employees earn vacation and sick leave as they provide services. Employees earn 1.25 sick days per month and may accumulate up to a maximum of ninety days sick leave. Any unused sick leave will be paid only upon retirement. Vacation amounts accrue according to length of employment. Up to 50% of total eligible vacation days may be carried forward to the next year. The current portion of the liability for compensated absences represents amounts payable within one year.

5. Revenues and Expenses

Operating Revenues and Expenses - Operating revenues and expenses for the Authority are those that result from providing services and producing and delivering goods in connection with its principal ongoing operations. Operating expenses include the cost of sales and services, administrative expenses, and depreciation on capital assets. It also includes all revenue and expenses not related to capital and related financing or investing activities.

Capital Contributions - Funds received from other governments for the purpose of constructing assets are recorded as capital contributions.

NOTE 2 - CASH AND INVESTMENTS

Cash and investments as of June 30, 2007 and 2006 are classified in the accompanying financial statements as follows:

	2007	2006
Statement of Net Assets:		
Cash and cash equivalents	$ 80,360	$ 168,991
Investments	550,000	500,000
Total cash and investments	$ 630,360	$ 668,991

Cash and investments at June 30, 2007 and 2006 consist of the following:

	2007	2006
Cash on hand	$ 100	$ 100
Deposits with financial institutions	630,260	668,891
Total cash and investments	$ 630,360	$ 668,991

The Authority's investment policy requires that deposits and investments be made in New Hampshire based financial institutions that are participants in one of the federal depository insurance programs. The Authority limits its investments to demand deposits, money market accounts, and certificates of deposit.

Custodial Credit Risk

Custodial credit risk for deposits is the risk that in the event of a bank failure, the Authority's deposits may not be returned to it. The Authority's deposits with financial institutions are fully insured and collateralized.

NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consists of receivables due from various federal and state funding. All receivables are considered collectible in full and will be received within one year. A summary of the principal items of intergovernmental receivables as of June 30, 2007 and 2006 is as follows:

	2007	2006
State and federal share of Federal Aviation Administration projects	$ 32,526	$ 19,109

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the year ended June 30, 2007 and 2006:

	Balance 07/01/06	Additions	Reductions	Balance 06/30/07
Capital assets, not being depreciated:				
Land	$ 1,995,474	$ -	$ -	$ 1,995,474
Construction in progress	427,099	181,167	(608,266)	-
Total capital assets, not being depreciated	2,422,573	181,167	(608,266)	1,995,474
Other capital assets:				
Land improvements	5,460,145	537,429	-	5,997,574
Buildings and improvements	1,463,708	46,759	-	1,510,467
Equipment	648,243	287,253	-	935,496
Total other capital assets at historical cost	7,572,096	871,441	-	8,443,537
Less accumulated depreciation for:				
Land improvements	(2,865,177)	(220,694)	-	(3,085,871)
Buildings and improvements	(514,926)	(39,033)	-	(553,959)
Equipment	(452,333)	(37,775)	-	(490,108)
Total accumulated depreciation	(3,832,436)	(297,502)	-	(4,129,938)
Total other capital assets, net	3,739,660	573,939	-	4,313,599
Total capital assets, net	$ 6,162,233	$ 755,106	$ (608,266)	$ 6,309,073

	Balance 07/01/05	Additions	Reductions	Balance 06/30/06
Capital assets, not being depreciated:				
Land	$ 1,995,474	$ -	$ -	$ 1,995,474
Construction in progress	137,158	289,941	-	427,099
Total capital assets, not being depreciated	2,132,632	289,941	-	2,422,573
Other capital assets:				
Land improvements	5,460,145	-	-	5,460,145
Buildings and improvements	1,460,718	2,990	-	1,463,708
Equipment	640,928	7,315	-	648,243
Total other capital assets at historical cost	7,561,791	10,305	-	7,572,096
Less accumulated depreciation for:				
Land improvements	(2,645,513)	(219,664)	-	(2,865,177)
Buildings and improvements	(477,246)	(37,680)	-	(514,926)
Equipment	(415,964)	(36,369)	-	(452,333)
Total accumulated depreciation	(3,538,723)	(293,713)	-	(3,832,436)
Total other capital assets, net	4,023,068	(283,408)	-	3,739,660
Total capital assets, net	$ 6,155,700	$ 6,533	$ -	$ 6,162,233

NOTE 5 - PENSION PLAN

1. Plan Description

   The Authority contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. The plan provides service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 4 Chenell Drive, Concord, New Hampshire 03301.

2. Funding Policy

   Covered general employees are required to contribute 5.0% of their covered salary and the Authority is required to contribute at an actuarially determined rate. The Authority's contribution rate was 6.81% of covered payroll for general employees during the year ended June 30, 2007 and 2006. The Authority contributes 100% of the employer cost for general employees.

   Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The Authority's contributions to the NHRS for the years ending June 30, 2007, 2006, and 2005, were $ 13,642, $ 12,824, and $ 11,062, respectively, equal to the required contributions for each year.

NOTE 6 - OPERATING LEASE

The Authority leases the land from the City of Nashua, New Hampshire under a master lease commencing October 8, 1974. The lease expires December 31, 2047. The rent for the term of the lease is $ 1.

The Authority subleases a portion of this land pursuant to twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2007 and 2006, estimated yearly lease income is $ 224,247 and $ 203,498, respectively.

The Authority also leases the control tower under terms of a lease, which expires August 13, 2020. The rent for the term of the lease is $ 1.

NOTE 7 - NET ASSETS

Unrestricted net assets as of June 30, 2007 and 2006 is as follows:

	2007	2006
Designated for –		
Capital improvements/equipment	$ 550,000	$ 250,000
Project capital improvements/equipment	45,123	95,449
Safety related expenditures	3,178	3,132
	598,301	348,581
Undesignated	(74,548)	221,700
	$ 523,753	$ 570,281

NOTE 8 - CONTINGENCIES

1. Litigation

   Authority officials estimate that any potential claims against the Authority, which are not covered by insurance, are immaterial and would not affect the financial position of the Authority.

2. Federal Grants

   The Authority participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of expenses which may be disallowed by the granting agency cannot be determined at this time, although the Authority expects such amounts, if any, to be immaterial.

NOTE 9 - SUBSEQUENT EVENTS

During August 2007, the Authority was awarded a grant from the Federal Aviation Administration for an environmental assessment. The total estimated cost of the project is $ 400,000 and is to be funded with federal funds ($ 380,000), state funds ($ 10,000) and local funds ($ 10,000).

CITY OF NASHUA, NEW HAMPSHIRE
PUBLIC WORKS EMPLOYEES RETIREMENT SYSTEM
REQUIRED SUPPLEMENTARY INFORMATION

Schedules of Funding Progress and Employer Contributions

The following schedules are presented in accordance with the Governmental Accounting Standards Board Statement 25.

Schedule of Funding Progress:

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (a - b)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b - a)/c]
06/30/01	$ 21,772,296	$ 22,674,418	$ (902,122)	96.0%	$ 6,762,252	(13.3%)
06/30/03	$ 21,189,323	$ 25,920,563	$ (4,731,240)	81.7%	$ 7,088,854	(66.7%)
06/30/05	$ 24,815,269	$ 30,380,730	$ (5,565,461)	81.7%	$ 7,523,058	(74.0%)
06/30/06	$ 26,908,901	$ 32,653,431	$ (5,744,530)	82.4%	$ 7,328,287	(78.4%)

Schedule of Employer Contributions:

Year Ended June 30	Annual Required Contribution	Percentage Contributed
2002	$ 630,871	100%
2003	637,391	100%
2004	679,643	100%
2005	683,137	100%
2006	687,094	100%
2007	660,768	100%

See Independent Auditors' Report.

Nashua Memorial Hospital

Linen postcards. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F.P. Trow News Agency, Nashua.

St. Joseph's Hospital

Combining Financial Statements

NON-MAJOR GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for resources obtained and expended for specified purposes and restricted by law or local action.

Special Revenue Funds are established for the following purposes:

- Police Grants: to account for federal and State grants for the Police Department.
- Fire Grants: to account for federal and State grants for the Fire Department.
- Community Health and Services Grants: to account for federal and State health and human services grants.
- Parks and Recreation Grants: to account for federal and State parks and recreation grants.
- Transit Grants: to account for federal and State transportation grants.
- CDBG/Home Grants: to account for the Community Development Block and HOME grants.
- Community Development Division Grants: to account for the federal and State grants for the Community Development Department.
- Homeland Security Grants: to account for federal and homeland security grants.
- Other City Grants: to account for all other City grants.
- Food Services: to account for the School Department's Food Service Program.
- School Grants: to account for the School Department's federal, State and local grants.
- City Revolving Funds: to account for the City's revolving funds.
- School Revolving Funds: to account for the School Department's revolving funds, other than Food Service.

- Expendable Trust Reserve Funds: to account for the City's Capital and Non-Capital Reserve Funds.

- Other Expendable Trust Funds: to account for other City's Trust Funds.

CAPITAL PROJECT FUNDS

Capital Project Funds are established to account for resources obtained and expended for the acquisition of major capital facilities or equipment other than those employed in the delivery of services accounted for in Enterprise Funds.

The current funds were established for the following purposes:

- Fire Projects: to account for Fire Department Capital Projects.

- Public Works Projects: to account for Public Works Department Capital Projects.

- Community Development Projects: to account for Community Development Department Capital Projects.

- School Department Projects: to account for School Department Capital Projects.

- Other Projects: to account for Other Capital Projects.

PERMANENT FUNDS

Permanent Funds are established to account for certain assets held by the City in a fiduciary capacity as trustee. The following is a description of City Permanent Funds:

- Cemetery Permanent Funds: to account for the City's Cemetery Funds.

- Library Permanent Funds: to account for the City's Library Funds.

- Other Permanent Funds: to account for Other Nonexpendable Funds.

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2007

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
ASSETS				
Cash and short term investments	$ -	$ -	$ -	$ -
Investments	-	-	-	-
Departmental and other receivables	6,853	-	-	-
Intergovernmental receivables	792,030	215,157	413,117	719,392
Loans receivable	-	-	-	-
Due from other funds	68,488	6,657	83,482	77
Total Assets	$ 867,371	$ 221,814	$ 496,599	$ 719,469
LIABILITIES AND FUND EQUITY				
Liabilities:				
Accounts payable	$ 752	$ 12,438	$ 117,164	$ 45,004
Accrued liabilities	4,980	106	5,429	-
Deferred revenue	760,991	187,221	280,551	671,569
Due to other funds	63,057	13,006	77,638	2,819
Total Liabilities	829,780	212,771	480,782	719,392
Fund Equity:				
Reserved for encumbrances	298,756	26,496	-	31,003
Reserved for perpetual permanent funds	-	-	-	-
Unreserved:				
Undesignated				
Special revenue funds	(261,165)	(17,453)	15,817	(30,926)
Capital project funds	-	-	-	-
Permanent funds	-	-	-	-
Total Fund Equity	37,591	9,043	15,817	77
Total Liabilities and Fund Equity	$ 867,371	$ 221,814	$ 496,599	$ 719,469

Special Revenue Funds				
Transit Grants	CDBG/Home Grants	Community Development Division Grants	Homeland Security Grants	Other City Grants
$ -	$ -	$ -	$ -	$ -
-	-	-	-	-
-	-	-	-	-
312,180	1,329,277	1,003,945	274,845	-
-	-	426,601	-	-
-	-	457,971	24,378	25,718
$ 312,180	$ 1,329,277	$ 1,888,517	$ 299,223	$ 25,718
$ 56,221	$ 58,540	$ 24,781	$ 34,057	$ -
2,782	3,723	-	5,478	-
57,413	1,093,419	978,300	182,217	-
181,411	173,595	3,482	76,304	-
297,827	1,329,277	1,006,563	298,056	-
-	356,205	279,658	-	-
-	-	-	-	-
14,353	(356,205)	602,296	1,167	25,718
-	-	-	-	-
-	-	-	-	-
14,353	-	881,954	1,167	25,718
$ 312,180	$ 1,329,277	$ 1,888,517	$ 299,223	$ 25,718

(continued)

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
ASSETS				
Cash and cash equivalents	$ -	$ -	$ -	$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	83,238	18,354
Intergovernmental receivables	105,429	5,260,979	8,625	218,596
Loans receivable	-	-	-	-
Due from other funds	290,936	13,733	3,609,114	1,553,326
Total Assets	$ 396,365	$ 5,274,712	$ 3,700,977	$ 1,790,276
LIABILITIES AND FUND EQUITY				
Liabilities:				
Accounts payable	$ 82,095	$ 260,803	$ 34,408	$ 24,009
Accrued liabilities	3,830	464,646	16,769	6,299
Deferred revenue	-	1,976,524	43,035	-
Due to other funds	-	2,573,575	70,928	-
Total Liabilities	85,925	5,275,548	165,140	30,308
Fund Equity:				
Reserved for encumbrances	-	178,927	130,289	9,432
Reserved for perpetual permanent funds	-	-	-	-
Unreserved:				
Undesignated				
Special revenue funds	310,440	(179,763)	3,405,548	1,750,536
Capital project funds	-	-	-	-
Permanent funds	-	-	-	-
Total Fund Equity	310,440	(836)	3,535,837	1,759,968
Total Liabilities and Fund Equity	$ 396,365	$ 5,274,712	$ 3,700,977	$ 1,790,276

Special Revenue Funds			Capital Project Funds		
Expendable Trust Reserve Funds	Other Expendable Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
$ 3,555,449	$ 5,343,426	$ 8,898,875	$ -	$ -	$ -
1,772,736	916,938	2,689,674	-	-	-
24,753	1,350	134,548	-	-	-
-	-	10,653,572	-	187,758	310,166
-	-	426,601	-	-	-
-	337,440	6,471,320	194,306	1,102,317	126,874
$ 5,352,938	$ 6,599,154	$ 29,274,590	$ 194,306	$ 1,290,075	$ 437,040
$ -	$ 5,984	$ 756,256	$ -	$ 64,071	$ 40,731
-	1,855	515,897	-	-	58,066
-	-	6,231,240	-	-	-
140,180	167,427	3,543,422	-	139,223	186,743
140,180	175,266	11,046,815	-	203,294	285,540
-	-	1,310,766	-	901,251	161,088
-	-	-	-	-	-
5,212,758	6,423,888	16,917,009	-	-	-
-	-	-	194,306	185,530	(9,588)
-	-	-	-	-	-
5,212,758	6,423,888	18,227,775	194,306	1,086,781	151,500
$ 5,352,938	$ 6,599,154	$ 29,274,590	$ 194,306	$ 1,290,075	$ 437,040

(continued)

(continued)

	Capital Project Funds		
	School Department Projects	Other Projects	Subtotal
ASSETS			
Cash and cash equivalents	$ -	$ -	$ -
Investments	-	-	-
Departmental and other receivables	-	-	-
Intergovernmental receivables	-	-	497,924
Loans receivable	-	-	-
Due from other funds	2,866,127	118,028	4,407,652
Total Assets	$ 2,866,127	$ 118,028	$ 4,905,576
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts payable	$ -	$ 82	$ 104,884
Accrued liabilities	214,399	-	272,465
Deferred revenue	-	-	-
Due to other funds	-	-	325,966
Total Liabilities	214,399	82	703,315
Fund Equity:			
Reserved for encumbrances	-	5,705	1,068,044
Reserved for perpetual permanent funds	-	-	-
Unreserved:			
Undesignated			
Special revenue funds	-	-	-
Capital project funds	2,651,728	112,241	3,134,217
Permanent funds	-	-	-
Total Fund Equity	2,651,728	117,946	4,202,261
Total Liabilities and Fund Equity	$ 2,866,127	$ 118,028	$ 4,905,576

Permanent Funds				
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	Total Nonmajor Governmental Funds
$ 580,377	$ 620,375	$ 35,717	$ 1,236,469	$ 10,135,344
11,892,355	3,488,345	88,290	15,468,990	18,158,664
3,400	20	-	3,420	137,968
-	-	-	-	11,151,496
-	-	-	-	426,601
39,232	25	-	39,257	10,918,229
$ 12,515,364	$ 4,108,765	$ 124,007	$ 16,748,136	$ 50,928,302
$ -	$ 70	$ 1,640	$ 1,710	$ 862,850
-	-	-	-	788,362
-	-	-	-	6,231,240
98,553	3,324	913	102,790	3,972,178
98,553	3,394	2,553	104,500	11,854,630
-	-	-	-	2,378,810
12,160,618	3,651,452	121,048	15,933,118	15,933,118
-	-	-	-	16,917,009
-	-	-	-	3,134,217
256,193	453,919	406	710,518	710,518
12,416,811	4,105,371	121,454	16,643,636	39,073,672
$ 12,515,364	$ 4,108,765	$ 124,007	$ 16,748,136	$ 50,928,302

CITY OF NASHUA, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures, and Changes in Fund Equity

Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2007

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
Revenues:				
Property taxes	$ -	$ -	$ -	$ -
Penalties, interest and other taxes	-	-	-	-
Charges for services	-	-	-	-
Intergovernmental	754,608	339,255	747,265	94,116
Investment income	5,873	-	42	-
Miscellaneous:	15,000	-	5,976	-
Contributions	46,185	-	8,500	-
Total Revenues	821,666	339,255	761,783	94,116
Expenditures:				
Current:				
General government	-	-	-	-
Police	843,042	-	-	-
Fire	-	356,136	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	761,854	-
Culture and recreation	-	-	-	94,066
Community development	-	-	-	-
Total Expenditures	843,042	356,136	761,854	94,066
Excess (deficiency) of revenues over expenditures	(21,376)	(16,881)	(71)	50
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Transfers in	38,692	17,915	-	-
Transfers out	(4,038)	(19,115)	-	-
Total Other Financing Sources (Uses)	34,654	(1,200)	-	-
Net change in fund balance	13,278	(18,081)	(71)	50
Fund Equity, beginning	24,313	27,124	15,888	27
Fund Equity, ending	$ 37,591	$ 9,043	$ 15,817	$ 77

Special Revenue Funds				
Transit Grants	CDBG/Home Grants	Community Development Division Grants	Homeland Security Grants	Other City Grants
$ -	$ -	$ -	$ -	$ -
-	-	-	-	-
344,779	-	820	-	-
1,502,329	1,779,998	219,029	798,477	2,900
-	-	9,412	1,168	-
(885)	-	4,000	-	-
-	-	-	-	-
1,846,223	1,779,998	233,261	799,645	2,900
-	-	-	-	6,169
-	-	-	269,606	-
-	-	-	78,013	-
-	-	-	-	-
-	-	-	-	16,902
-	-	-	450,859	
-	-	-	-	5,200
2,196,848	1,775,998	157,103	-	-
2,196,848	1,775,998	157,103	798,478	28,271
(350,625)	4,000	76,158	1,167	(25,371)
-	-	-	-	-
361,885	-	153,814	-	-
(33,947)	(5,000)	(60,000)	-	(6,163)
327,938	(5,000)	93,814	-	(6,163)
(22,687)	(1,000)	169,972	1,167	(31,534)
37,040	1,000	711,982	-	57,252
$ 14,353	$ -	$ 881,954	$ 1,167	$ 25,718

(continued)

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
Revenues:				
Property taxes	$ -	$ -	$ 268,045	$ -
Penalties, interest and other taxes	-	-	623,221	-
Charges for services	2,540,032	-	946,120	1,251,103
Intergovernmental	1,909,880	8,730,824	504,273	194,595
Investment income	11,388	-	26,629	-
Miscellaneous:	-	-	77,786	493
Contributions	-	-	-	-
Total Revenues	4,461,300	8,730,824	2,446,074	1,446,191
Expenditures:				
Current:				
General government	-	-	4,381	-
Police	-	-	1,068,775	-
Fire	-	-	22,338	-
Education	4,485,857	8,744,556	-	689,506
Public works	-	-	-	-
Health and human services	-	-	9,784	-
Culture and recreation	-	-	316,749	-
Community development	-	-	11,535	-
Total Expenditures	4,485,857	8,744,556	1,433,562	689,506
Excess (deficiency) of revenues over expenditures	(24,557)	(13,732)	1,012,512	756,685
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	(475,987)	-
Total Other Financing Sources (Uses)	-	-	(475,987)	-
Net change in fund balance	(24,557)	(13,732)	536,525	756,685
Fund Equity, beginning	334,997	12,896	2,999,312	1,003,283
Fund Equity, ending	$ 310,440	$ (836)	$ 3,535,837	$ 1,759,968

Special Revenue Funds			Capital Project Funds		
Expendable Trust Reserve Funds	Other Expendable Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
$ -	$ -	$ 268,045	$ -	$ -	$ -
-	-	623,221	-	-	-
-	-	5,082,854	-	-	-
-	29,696	17,607,245	-	362,620	3,177,922
290,508	373,789	718,809	32,115	36,218	46,807
-	63,934	166,304	-	-	-
-	386,019	440,704	-	-	-
290,508	853,438	24,907,182	32,115	398,838	3,224,729
-	49,434	59,984	-	-	-
-	4,725	2,186,148	-	-	52,412
-	-	456,487	28,125	-	-
-	573,970	14,493,889	-	-	-
-	79,346	96,248	-	401,747	64,728
-	1,061	1,223,558	-	-	-
-	101,449	517,464	-	-	-
-	4,100	4,145,584	-	-	3,700,436
-	814,085	23,179,362	28,125	401,747	3,817,576
290,508	39,353	1,727,820	3,990	(2,909)	(592,847)
-	-	-	4,174,150	-	5,488,710
516,920	890,263	1,979,489	-	-	143,000
(198,199)	(1,045,250)	(1,847,699)	-	(10,020)	(100,000)
318,721	(154,987)	131,790	4,174,150	(10,020)	5,531,710
609,229	(115,634)	1,859,610	4,178,140	(12,929)	4,938,863
4,603,529	6,539,522	16,368,165	(3,983,834)	1,099,710	(4,787,363)
$ 5,212,758	$ 6,423,888	$ 18,227,775	$ 194,306	$ 1,086,781	$ 151,500

(continued)

(continued)

	Capital Project Funds		
	School Department Projects	Other Projects	Subtotal
Revenues:			
Property taxes	$ -	$ -	$ -
Penalties, interest and other taxes	-	-	-
Charges for services	-	-	-
Intergovernmental	-	-	3,540,542
Investment income	-	7,860	123,000
Miscellaneous:	-	-	-
Contributions	-	-	-
Total Revenues	-	7,860	3,663,542
Expenditures:			
Current:			
General government	-	-	-
Police	-	185,234	237,646
Fire	-	-	28,125
Education	234,631	-	234,631
Public works	-	-	466,475
Health and human services	-	-	-
Culture and recreation	-	-	-
Community development	-	-	3,700,436
Total Expenditures	234,631	185,234	4,667,313
Excess (deficiency) of revenues over expenditures	(234,631)	(177,374)	(1,003,771)
Other Financing Sources (Uses):			
Issuance of bonds	-	892,140	10,555,000
Transfers in	-	40,045	183,045
Transfers out	-	-	(110,020)
Total Other Financing Sources (Uses)	-	932,185	10,628,025
Net change in fund balance	(234,631)	754,811	9,624,254
Fund Equity, beginning	2,886,359	(636,865)	(5,421,993)
Fund Equity, ending	$ 2,651,728	$ 117,946	$ 4,202,261

Permanent Funds				
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	Total Nonmajor Governmental Funds
$ -	$ -	$ -	$ -	$ 268,045
-	-	-	-	623,221
-	-	-	-	5,082,854
-	-	-	-	21,147,787
1,954,456	429,227	14,114	2,397,797	3,239,606
1,922	-	-	1,922	168,226
97,931	-	422	98,353	539,057
2,054,309	429,227	14,536	2,498,072	31,068,796
49,336	-	-	49,336	109,320
-	-	-	-	2,423,794
-	-	-	-	484,612
-	-	-	-	14,728,520
-	-	-	-	562,723
-	-	771	771	1,224,329
-	20,845	2,553	23,398	540,862
-	-	-	-	7,846,020
49,336	20,845	3,324	73,505	27,920,180
2,004,973	408,382	11,212	2,424,567	3,148,616
-	-	-	-	10,555,000
-	-	-	-	2,162,534
(287,777)	-	-	(287,777)	(2,245,496)
(287,777)	-	-	(287,777)	10,472,038
1,717,196	408,382	11,212	2,136,790	13,620,654
10,699,615	3,696,989	110,242	14,506,846	25,453,018
$ 12,416,811	$ 4,105,371	$ 121,454	$ 16,643,636	$ 39,073,672

Detail and Combining Budget and Actual Schedules

CITY OF NASHUA, NEW HAMPSHIRE

Detail Schedule of Revenues and Other Financing Sources -
Budget and Actual - General Fund

For the Year Ended June 30, 2007

	Original Budget	Final Budget	Actual	Variance With Final Budget
Property Tax	$ 154,328,057	$ 154,328,057	$ 154,328,057	$ -
Auto permits	10,900,000	10,900,000	11,642,585	742,585
Penalties, interest and other taxes:				
Interest and cost on redemption	200,000	200,000	199,169	(831)
Nashua Housing Authority	130,000	130,000	116,182	(13,818)
Interest on taxes	200,000	200,000	289,379	89,379
Other	13,731	13,731	22,302	8,571
Total Penalties, interest and other taxes	543,731	543,731	627,032	83,301
Charges for services:				
Financial services	21,000	21,000	25,363	4,363
City clerk	87,550	87,550	86,023	(1,527)
Police	127,000	127,000	117,209	(9,791)
Fire	18,910	18,910	40,865	21,955
Health and welfare	212,500	212,500	245,870	33,370
Parks and recreation	298,995	298,995	291,669	(7,326)
Parking	727,000	727,000	723,907	(3,093)
Cemeteries	106,410	106,410	105,503	(907)
Libraries	14,500	14,500	16,987	2,487
School	158,000	158,000	177,918	19,918
Total Charges for services	1,771,865	1,771,865	1,831,314	59,449
Intergovernmental:				
State adequacy grant	23,866,124	23,866,124	23,866,124	-
State aid - buildings	3,128,881	3,128,881	3,306,536	177,655
Special education	1,000,000	1,534,144	1,534,144	-
Medicaid	900,000	900,000	819,204	(80,796)
Block grant	2,426,926	2,426,926	2,426,932	6
Meals and room tax	3,405,341	3,405,341	3,405,341	-
Highway	1,341,047	1,341,047	1,303,007	(38,040)
Other	61,119	61,119	108,419	47,300
Total Intergovernmental	36,129,438	36,663,582	36,769,707	106,125
Licenses and permits:				
Financial services	232,000	232,000	271,525	39,525
City clerk	79,100	79,100	93,608	14,508
Police	2,450	2,450	1,900	(550)
Public works	9,500	9,500	7,578	(1,922)
Planning	255,900	255,900	332,204	76,304
Building	425,000	425,000	497,100	72,100
Total Licenses and permits	1,003,950	1,003,950	1,203,915	199,965
Interest	2,106,000	2,106,000	4,151,623	2,045,623
Miscellaneous:				
Cable TV franchise	650,000	650,000	691,842	41,842
Other	229,431	246,351	313,903	67,552
Total Miscellaneous	879,431	896,351	1,005,745	109,394
Transfers In:				
Transfers from other funds	1,985,730	1,985,730	2,040,579	54,849
Total Transfers In	1,985,730	1,985,730	2,040,579	54,849
Other Financing Sources:				
Use of fund balance	4,500,000	4,500,000	4,500,000	-
Total Other Financing Sources	4,500,000	4,500,000	4,500,000	-
Total	$ 214,148,202	$ 214,699,266	$ 218,100,557	$ 3,401,291

CITY OF NASHUA, NEW HAMPSHIRE

Detail Schedule of Expenditures and Other Financing Uses
Budget and Actual - General Fund

For the Year Ended June 30, 2007

	Original Budget	Final Budget	Actual	Variance With Final Budget
General Government:				
Mayor	$ 271,886	$ 271,886	$ 263,519	$ 8,367
Legal	367,489	392,489	392,489	-
Board of Aldermen	154,822	154,822	154,945	(123)
Civic and Comm. activities	1,104,638	1,104,638	1,074,037	30,601
Telecommunications	205,000	205,000	198,589	6,411
Pensions	13,495,795	13,495,795	13,434,236	61,559
Insurance	30,580,485	30,580,485	30,563,708	16,777
Administrative services	132,199	133,699	133,778	(79)
Financial services	1,254,057	1,274,268	1,265,440	8,828
City Clerk	360,582	360,582	359,711	871
Human resources	224,960	233,375	221,067	12,308
Purchasing	303,520	304,310	298,150	6,160
Building maintenance	368,582	380,633	361,779	18,854
Assessors	477,002	475,502	465,968	9,534
Hunt building	29,355	32,855	30,066	2,789
Information technology	747,321	827,321	801,531	25,790
GIS	77,865	77,865	77,859	6
Computers - city wide	83,702	83,702	83,689	13
Cemeteries	414,708	414,708	385,159	29,549
Contingencies	1,410,460	31,746	14,435	17,311
Capital	2,517,500	4,129,431	4,129,431	-
Total General Government	54,581,928	54,965,112	54,709,586	255,526
Police	15,444,204	15,608,155	14,914,193	693,962
Fire	12,716,995	13,045,738	13,025,189	20,549
Water fire protection	1,801,000	1,781,355	1,781,355	-
Education	80,711,178	81,261,178	80,900,338	360,840
Public Works:				
Street lighting	682,300	682,300	664,354	17,946
PW Division and Engineering	734,089	884,089	835,422	48,667
Street department	5,133,585	5,136,453	5,115,011	21,442
Traffic department	695,717	718,257	695,243	23,014
Parking lots	128,529	128,529	98,761	29,768
Solid waste	2,500,000	2,500,000	2,500,000	-
Emergency management	50,000	50,000	49,654	346
Total Public Works	9,924,220	10,099,628	9,958,445	141,183
Health and Human Services:				
Community services	268,501	268,501	244,871	23,630
Community health	259,164	259,164	242,458	16,706
Environmental health	321,155	397,155	391,587	5,568
Welfare administration	286,268	286,268	283,664	2,604
Welfare costs	1,600,000	1,464,000	1,442,040	21,960
Total Heath and Human Services	2,735,088	2,675,088	2,604,620	70,468
Culture and recreation:				
Parks and recreation	2,613,298	2,726,601	2,686,291	40,310
Public libraries	2,131,522	2,137,886	2,068,827	69,059
Total Culture and Recreation	4,744,820	4,864,487	4,755,118	109,369
Community Development	1,353,235	1,338,585	1,311,674	26,911
Communications	260,841	260,841	218,497	42,344
Debt Service:				
Principal	12,118,439	12,118,439	12,141,227	(22,788)
Interest and cost	7,736,042	6,236,042	6,199,437	36,605
Total Debt Service	19,854,481	18,354,481	18,340,664	13,817
Intergovernmental	9,241,763	9,241,763	9,241,763	-
Transfers out	778,449	1,202,855	1,202,855	-
Total	$ 214,148,202	$ 214,699,266	$ 212,964,297	$ 1,734,969

Enterprise Funds

Enterprise Funds were established to account for activities that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the activity be self-supporting based on user charges.

The City of Nashua has the following Enterprise Funds:

Waste Water Fund: To account for the operation of sewer treatment plants, pumping stations and sewer lines.

Solid Waste Fund: To account for the operation of the City's landfill and solid waste disposal.

CITY OF NASHUA, NEW HAMPSHIRE

Schedule of Revenues and Expenses -
Budget and Actual

Enterprise Funds

For the Year Ended June 30, 2007

	Waste Water Fund		
	Final Budget	Actual (Budgetary Basis)	Variance
Operating Revenues:			
Charges for services	$ 8,332,100	$ 8,355,359	$ 23,259
Total Operating Revenues	8,332,100	8,355,359	23,259
Operating Expenses:			
Personnel	2,421,571	2,517,473	(95,902)
Non-personnel	2,994,465	2,784,280	210,185
Capital	6,680,000	6,680,000	-
Debt service	1,494,867	1,479,776	15,091
Total Operating Expenses	13,590,903	13,461,529	129,374
Operating Income (Loss)	(5,258,803)	(5,106,170)	152,633
Nonoperating Income and (Expenses):			
Grants income	1,097,605	611,891	(485,714)
Investment income	615,000	936,231	321,231
Contributions	85,000	848,792	763,792
Other	-	-	-
Total Nonoperating Revenues (Expenses)	1,797,605	2,396,914	599,309
Income (Loss) Before Contributions and Transfers	(3,461,198)	(2,709,256)	751,942
Transfers from other funds	-	-	-
Use of retained earnings	3,461,198	3,461,198	-
Net Income	$ -	$ 751,942	$ 751,942

Solid Waste Fund		
Final Budget	Actual (Budgetary Basis)	Variance
$ 3,021,756	$ 3,393,983	$ 372,227
3,021,756	3,393,983	372,227
2,312,955	2,385,355	(72,400)
1,724,261	1,203,210	521,051
-	-	-
2,381,158	2,355,870	25,288
6,418,374	5,944,435	473,939
(3,396,618)	(2,550,452)	846,166
281,527	172,264	(109,263)
-	50,503	50,503
-	-	-
26,618	54,260	27,642
308,145	277,027	(31,118)
(3,088,473)	(2,273,425)	815,048
2,500,000	2,500,000	-
588,473	588,473	-
$ -	$ 815,048	$ 815,048

FIDUCIARY FUNDS

AGENCY FUND

Agency Funds are established to account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others.

Agency Fund represents monies held in escrow from developer in the City.

CITY OF NASHUA, NEW HAMPSHIRE

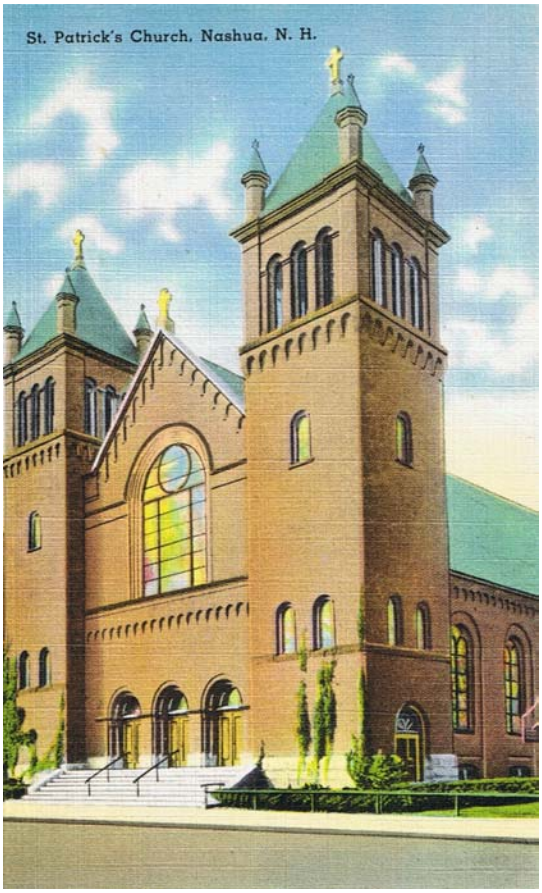
Combining Statement of Changes in Assets and Liabilities

Agency Fund

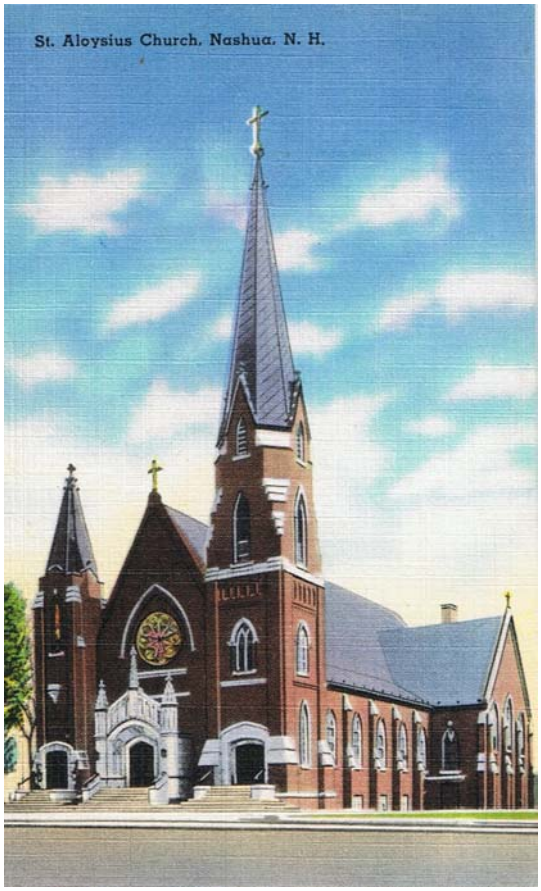
For the Year Ended June 30, 2007

Developer Escrows	Balance July 1, 2006	Additions	Deductions	Balance June 30, 2007
Assets - due from other funds	$ 366,981	$ 247,834	$ (91,687)	$ 523,128
Assets - cash and short-term investments	142,494	278,048	(404,650)	15,892
Total Assets	$ 509,475	$ 525,882	$ (496,337)	$ 539,020
Liabilities - other liabilities	$ 509,475	$ 525,882	$ (496,337)	$ 539,020

St. Patrick's Church



St. Aloysius Church



Linen postcards. "Tichnor Quality Views." Made by Tichnor Bros, Inc., Boston. Published by F.P. Trow News Agency, Nashua.

First Congregational Church

CITY OF NASHUA, NEW HAMPSHIRE

STATISTICAL SECTION

The City of Nashua comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

	Page
Financial Trends *These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.*	108
Revenue Capacity *These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.*	115
Debt Capacity *These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.*	120
Demographic and Economic Information *These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.*	124
Operating Information *These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.*	126

City of Nashua, New Hampshire

Net Assets by Component

Last Ten Fiscal Years (1)
(accrual basis of accounting)

	Fiscal Year					
	2002	2003	2004	2005	2006	2007
Governmental Activities						
Invested in capital assets, net of related debt	$ 34,389,244	$ 41,900,074	$ 48,407,254	$ 58,679,109	$ 71,330,362	$ 75,371,785
Restricted	23,980,967	22,562,881	25,984,094	26,595,733	30,981,554	33,679,170
Unrestricted	34,874,932	42,736,195	43,554,836	36,099,549	34,217,644	46,055,519
Total governmental activities net assets	93,245,143	107,199,150	117,946,184	121,374,391	136,529,560	155,106,474
Business-type activities						
Invested in capital assets, net of related debt	58,168,953	76,085,896	76,948,532	77,780,283	81,467,773	94,270,446
Restricted	507,788	514,562	645,407	1,168,612	1,732,999	2,336,365
Unrestricted	13,352,050	12,083,201	13,511,556	13,173,740	11,181,863	40,245
Total business-type activities net assets	72,028,791	88,683,659	91,105,495	92,122,635	94,382,635	96,647,056
Primary government						
Invested in capital assets, net of related debt	92,558,197	117,985,970	125,355,786	136,459,392	152,798,135	169,642,231
Restricted	24,488,755	23,077,443	26,629,501	27,764,345	32,714,553	36,015,535
Unrestricted	48,226,982	54,819,396	57,066,392	49,273,289	45,399,507	46,095,764
Total primary government net assets	$ 165,273,934	$ 195,882,809	$ 209,051,679	$ 213,497,026	$ 230,912,195	$ 251,753,530

Data Source:
Audited Financial Statements

Notes:
(1) The City will continue to annually report information until this schedule includes 10 fiscal years.
(2) Roads & sidewalks retroactive to 1980 were reported in FY2006 (compliant with GASB 34 requirements)

City of Nashua, New Hampshire

Change in Net Assets
Last Ten Fiscal Years (1)
(accrual basis of accounting)

	Fiscal Year					
	2002	2003	2004	2005	2006	2007
Expenses						
Governmental activities: (3)						
General government	$ 9,444,094	$ 10,508,757	$ 11,304,737	$ 9,553,394	$ 11,147,538	$ 10,634,275
Police	16,972,562	18,750,664	20,106,190	22,693,536	23,070,949	22,210,688
Fire	12,673,106	13,951,084	16,519,202	18,303,777	19,193,738	17,918,642
Water Supply/Hydrants	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047	1,781,355
Education	92,042,342	103,478,605	112,640,113	123,124,413	127,629,646	125,136,253
Public Works	9,897,360	9,539,821	8,421,769	11,020,903	10,893,022	9,968,194
Health and Human Services	3,175,105	3,829,848	3,823,235	3,858,967	3,454,063	3,959,298
Culture and Recreation	5,732,589	6,309,324	6,707,659	7,430,362	7,605,481	6,671,417
Community Development	4,694,751	5,458,052	5,684,745	6,116,347	5,935,757	6,316,105
Communications	277,198	565,646	1,069,301	1,079,047	1,003,608	1,031,116
Interest and Costs	6,859,007	7,436,384	7,144,014	8,731,875	7,702,676	6,611,817
Intergovernmental	9,472,306	9,574,285	9,418,474	9,177,447	9,233,128	9,241,763
Total governmental activities expenses	172,912,772	191,082,818	204,565,016	222,865,256	228,503,653	221,480,923
Business-type activities:						
Wastewater services	8,436,092	8,390,920	8,486,194	9,073,077	10,776,209	9,431,492
Solid waste services	4,260,877	4,365,834	5,507,278	5,647,914	5,836,163	5,444,335
Total business-type activities expenses	12,696,969	12,756,754	13,993,472	14,720,991	16,612,372	14,875,827
Total primary government expenses	$ 185,609,741	$ 203,839,572	$ 218,558,488	$ 237,586,247	$ 245,116,025	$ 236,356,750
Program Revenues						
Governmental activities:						
Charges for services (2) (3)						
General government	$ 567,341	$ 575,152	$ 580,771	$ 935,305	$ 1,021,847	$ 904,182
Police	1,595,125	1,733,365	1,802,347	2,390,822	2,675,975	1,417,615
Fire	68,630	23,654	70,888	698,107	806,487	41,571
Education	2,808,327	3,181,108	4,674,823	7,236,032	7,912,683	3,982,594
Public Works	569,406	570,057	822,147	1,089,298	1,173,293	853,065
Health and Human Services	327,235	243,853	324,435	440,211	437,627	257,735
Culture and Recreation	245,420	533,911	328,602	782,640	955,609	608,880
Community Development	939,526	1,186,442	1,358,939	1,244,787	1,342,026	1,225,355
Total charges for services	7,121,010	8,047,542	9,962,952	14,817,202	16,325,547	9,290,997
Operating grants and contributions	43,189,954	45,027,118	46,005,977	43,783,950	45,251,496	46,220,633
Capital grants and contributions	7,806,468	5,051,672	8,269,307	3,880,643	7,105,541	8,486,039
Total governmental activities program revenues	58,117,432	58,126,332	64,238,236	62,481,795	68,682,584	63,997,669
Business-type activities:						
Wastewater services	10,961,185	10,092,100	8,869,848	8,689,711	8,696,732	8,355,360
Solid Waste services	3,483,707	2,988,737	2,924,621	3,163,578	4,463,357	3,540,753
Total charges for services	14,444,892	13,080,837	11,794,469	11,853,289	13,160,089	11,896,113
Operating grants and contributions	-	-	-	-	-	-
Capital grants and contributions (4)	882,405	1,328,547	3,804,177	1,267,772	3,189,482	848,793
Total business-type activities program revenues	15,327,297	14,409,384	15,598,646	13,121,061	16,349,571	12,744,906
Total primary government program revenues	$ 73,444,729	$ 72,535,716	$ 79,836,882	$ 75,602,856	$ 85,032,155	$ 76,742,575
Net (Expenses)Revenue						
Governmental activities	$ (114,795,340)	$ (132,956,486)	$ (140,326,780)	$ (160,383,461)	$ (159,821,069)	$ (157,483,254)
Business-type activities	2,630,328	1,652,630	1,605,174	(1,599,930)	(262,801)	(2,130,921)
Total Primary government net expense	$ (112,165,012)	$ (131,303,856)	$ (138,721,606)	$ (161,983,391)	$ (160,083,870)	$ (159,614,175)
General Revenues and Other Changes in Net Assets						
Governmental activities:						
Property tax	$ 119,230,622	$ 125,767,506	$ 130,912,139	$ 139,413,702	$ 146,928,299	$ 154,449,099
Auto Permits	11,130,499	11,255,201	11,542,180	11,934,156	12,078,138	11,642,585
Penalties, interest and other taxes	-	989,372	876,278	791,830	1,032,775	865,462
Grants and contributions not restricted to specific programs	6,117,730	4,305,876	5,166,853	5,397,605	5,696,471	6,173,967
Investment income	2,864,387	2,740,353	1,671,273	4,068,578	5,093,220	4,335,585
Miscellaneous	2,484,172	1,418,409	770,980	3,847,232	1,393,811	995,117
Transfers, net	23,117	-	(25,000)	(1,750,010)	(1,388,652)	(2,500,000)
Permanent fund contributions	93,919	140,186	159,111	108,575	6,825	98,353
Total governmental activities	141,944,446	146,616,903	151,073,814	163,811,668	170,840,887	176,060,168
Business-type activities:						
Grants and contributions not restricted to specific programs (4)						784,155
Investment income	1,038,563	895,397	791,662	867,060	1,134,149	1,111,187
Transfers, net	(23,117)	-	25,000	1,750,010	1,388,652	2,500,000
Total business-type activities	1,015,446	895,397	816,662	2,617,070	2,522,801	4,395,342
Total primary government	$ 142,959,892	$ 147,512,300	$ 151,890,476	$ 166,428,738	$ 173,363,688	$ 180,455,510
Change in Net Assets						
Governmental activities	$ 27,149,106	$ 13,660,417	$ 10,747,034	$ 3,428,207	$ 11,019,818	$ 18,576,914
Business-type activities	3,645,774	2,548,027	2,421,836	1,017,140	2,260,000	2,264,421
Total primary government	$ 30,794,880	$ 16,208,444	$ 13,168,870	$ 4,445,347	$ 13,279,818	$ 20,841,335

Data Source
Audited Financial Statements

Notes:
(1) The City will continue to annually report information until this schedule includes 10 fiscal years.
(2) In FY05 and FY06, "Charges for Services" includes employee benefit witholdings.
(3) Beginning in FY07, employee benefit witholdings are netted against the appropriate function's expenses rather than included with "Charges for Services".
(4) Beginning in FY07, State Aid Grants were reclassified from Program Revenues to General Revenues, per GFOA recommendation.

City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

		Fiscal Year									
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
General Fund											
Reserved	(1)	$ 3,911,601	$ 6,280,195	$ 4,835,161	$ 5,616,028	$ 5,641,057	$ 7,326,048	$ 5,025,464	$ 12,620,998	$ 4,526,670	$ 6,808,655
Unreserved	(2)	8,730,883	9,744,969	12,958,455	12,803,503	19,100,322	22,075,884	23,523,522	31,812,193	27,241,589	28,037,193
Total General Fund		$ 12,642,484	$ 16,025,164	$ 17,793,616	$ 18,419,531	$ 24,741,379	$ 29,401,932	$ 28,548,986	$ 44,433,191	$ 31,768,259	$ 34,845,848
Other Governmental Funds											
Reserved	(3)	$ 301,093	$ 1,361,012	$ 908,706	$ 3,840,261	$ 22,007,957	$ 17,825,857	$ 16,580,070	$ 19,290,527	$ 21,388,586	$ 18,311,928
Unreserved:											
Special Revenue Funds	(3)(4)	1,526,419	2,145,729	3,381,917	3,791,512	29,647,742	30,281,823	32,692,008	12,250,621	23,410,292	24,692,996
Capital Project Funds	(5)	(1,474,472)	(855,691)	(4,359,923)	33,133,127	20,858,017	(15,472,616)	9,972,489	3,588,482	(12,114,644)	3,134,217
Permanent Funds	(4)(6)	N/A	N/A	N/A	N/A	337,678	357,309	424,084	498,499	590,337	710,518
Total Other Funds		$ 353,040	$ 2,651,050	$ (69,300)	$ 40,764,900	$ 72,851,394	$ 32,992,373	$ 59,668,651	$ 35,628,129	$ 33,274,571	$ 46,849,659

Data Source
Audited Financial Statements

Notes:
(1) FY2005 - $8 million is reserved for School Capital Reserve Fund
(2) FY2005 - $11 million is designated for FY06 tax rate; $4 million for FY07/08 School bonded debt
(3) FY2006 - Reclassified $7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds
(4) Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model.
(5) Prior to FY02, capital projects with a positive fund balance were reported as reserved (FY02 and subsequent years as unreserved). For this report, these fund balances have been reclassified to unreserved fund balance to maintain consistency throughout the ten-year period.
(6) In FY02 - FY04, the total fund balance of permanent funds were reported as unreserved; beginning in FY05, only the expendable portion is reported as unreserved. For this report, FY02 - FY04 fund balances have been reclassified to conform to the current year presentation.

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds (1)

Last Ten Fiscal Years

(modified accrual basis of accounting)

		Fiscal Year									
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Revenues											
Taxes		$107,084,846	$113,206,546	$ 96,191,243	$101,501,814	$118,254,190	$126,036,366	$131,745,073	$139,504,354	$146,864,377	$154,488,154
Licenses and Permits	(2)	9,270,854	9,883,674	10,451,045	11,401,194	12,285,295	12,089,340	12,583,432	13,354,800	13,234,555	12,846,500
Penalties, interest and other taxes	(3)					710,766	989,372	1,369,998	1,245,376	1,357,033	1,250,253
Intergovernmental		18,119,661	17,968,079	42,658,229	44,644,503	54,230,537	53,398,218	56,288,906	53,353,723	54,956,875	57,917,495
Charges for services		5,478,125	5,199,711	5,735,700	3,908,081	6,596,808	7,004,198	6,211,920	6,446,565	6,846,669	6,914,168
Interest earnings	(3)					3,044,125	2,865,742	1,654,012	3,809,685	4,153,022	7,745,663
Miscellaneous		5,805,306	6,046,875	6,281,953	11,361,111	2,275,514	1,036,942	3,002,599	3,993,579	1,282,935	1,173,971
Contributions						1,444,563	1,226,678	2,752,805	917,206	1,149,442	539,057
Total revenues		145,758,792	152,304,885	161,318,170	172,816,703	198,841,798	204,646,856	215,608,745	222,625,288	229,844,908	242,875,261
Expenditures by Function											
General government		24,701,368	25,481,383	25,961,537	27,419,461	26,442,878	30,941,856	34,582,618	39,852,087	47,642,841	51,202,587
Public safety		20,577,424	22,598,407	24,059,557	25,885,036	25,894,620	27,819,182	30,509,895	31,445,464	37,722,214	30,897,525
Water supply/hydrants		1,616,236	1,621,061	1,631,739	1,655,316	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047	1,781,355
Education		63,710,961	67,002,001	72,528,994	74,911,429	121,118,039	128,469,056	116,891,981	102,184,295	98,086,304	96,233,019
Public Works		6,881,571	7,345,078	7,665,906	8,023,078	7,619,794	8,012,161	9,551,499	9,862,103	9,536,606	8,689,653
Health and human services		1,535,827	1,596,425	1,474,687	1,690,764	3,011,467	3,453,652	3,388,734	3,162,482	2,687,438	3,373,460
Culture and recreation		3,135,538	3,399,062	4,559,390	4,022,175	9,554,230	5,698,051	5,547,512	5,386,417	5,436,393	5,121,466
Community development		984,977	1,022,009	1,064,765	2,130,090	8,903,820	5,007,414	5,846,253	6,416,732	11,396,347	9,168,047
Communications		-	-	-	-	1,292,397	528,054	270,219	279,964	246,026	228,044
Miscellaneous		-	-	-	-	155,274	-	-	-	-	-
Debt service											
Principal		3,599,180	3,565,190	3,728,090	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441
Interest		2,417,481	2,581,878	3,031,300	5,520,875	6,399,691	7,615,223	7,300,046	8,450,677	7,779,830	6,222,224
Intergovernmental		8,078,687	7,832,839	8,337,561	9,014,834	9,472,306	9,574,285	9,418,474	9,177,447	9,233,129	9,241,763
Capital Outlay	(4)	6,776,710	7,522,244	21,517,735	36,918,179	3,888,311	-	-	-	-	-
Total expenditures		144,015,960	151,567,577	175,561,261	201,668,987	233,235,929	238,454,269	234,715,249	229,031,596	243,474,745	234,277,584
Excess of revenues											
Over(under) expenditures		1,742,832	737,308	(14,243,091)	(28,852,284)	(34,394,131)	(33,807,413)	(19,106,504)	(6,406,308)	(13,629,837)	8,597,677
Other Financing Sources (Uses)											
Bond proceeds		-	6,150,000	15,327,000	67,180,000	43,095,000	-	46,510,000	-	-	10,555,000
Transfers in		3,147,095	1,299,520	1,993,392	8,197,358	7,055,955	4,638,708	5,861,446	25,066,009	15,512,898	4,482,821
Transfers out		(5,161,936)	(2,506,138)	(3,947,699)	(5,064,959)	(9,709,394)	(6,029,763)	(7,441,610)	(26,816,019)	(16,901,550)	(6,982,821)
Total other financing sources (uses)		(2,014,841)	4,943,382	13,372,693	70,312,399	40,441,561	(1,391,055)	44,929,836	(1,750,010)	(1,388,652)	8,055,000
Net Change in fund balances		$ (272,009)	$ 5,680,690	$ (870,398)	$ 41,460,115	$ 6,047,430	$ (35,198,468)	$ 25,823,332	$ (8,156,318)	$ (15,018,489)	$ 16,652,677
Debt Service as a percentage of non-capital outlay expenditures		4.38%	4.27%	4.39%	6.07%	8.11%	8.96%	8.36%	8.99%	8.59%	8.26%

Data Source
Audited Financial Statements

Notes:
(1) Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre-GASB 34 reporting model.
(2) Includes Auto Permits
(3) Prior to FY02, recorded under Miscellaneous revenues
(4) Capital Outlay redistributed among applicable functions in FY03 and subsequent years

City of Nashua, New Hampshire

Expenditures and Other Financing Uses by Department and Budget Category, General Fund

Last Ten Fiscal Years

(modified accrual basis of accounting)

		Fiscal Year									
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Expenditures and Other Financing Uses by Department											
Financial Services		$ 830,052	$ 960,888	$ 1,002,332	$ 1,103,934	$ 1,115,601	$ 1,474,645	$ 1,307,268	$ 1,307,535	$ 1,322,705	$ 1,236,659
Administrative Services	(1)	1,810,000	2,062,128	2,569,932	2,481,554	2,821,687	2,994,877	2,967,180	2,945,436	2,788,574	1,991,401
Information Technology	(1)										784,969
Misc General Government	(2)	19,914,227	19,611,305	20,948,234	22,510,533	22,290,203	26,254,134	30,188,418	35,367,963	43,233,659	47,080,238
Police		9,852,450	10,575,352	11,449,012	12,395,410	13,178,009	13,979,968	14,669,482	15,484,532	15,062,015	14,920,270
Fire		9,028,402	10,174,484	10,877,679	11,858,662	10,638,749	11,665,411	13,001,349	13,254,721	13,876,296	13,068,849
Water Supply/Hydrants		1,616,236	1,621,061	1,631,739	1,655,316	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047	1,781,355
Community Health and Welfare		1,012,577	1,061,971	1,094,196	1,306,848	2,513,649	2,945,896	2,853,574	2,547,088	2,301,368	2,149,131
Street Department		4,792,467	5,190,595	5,014,638	5,021,330	4,375,314	5,053,235	5,336,956	6,000,921	5,156,101	4,923,751
Parks and Recreation		1,481,027	1,675,335	1,909,734	2,076,107	2,324,547	2,878,759	2,636,535	2,748,857	2,672,691	2,539,850
Other Public Works		2,024,085	2,124,483	2,086,825	2,101,301	2,156,388	2,343,385	3,004,428	2,836,774	3,140,497	3,203,179
Community Development Division		956,318	1,022,009	1,064,765	1,111,225	1,269,021	1,866,674	1,466,087	1,497,368	1,432,102	1,322,027
Public Libraries		1,612,393	1,660,101	1,749,153	1,789,157	2,118,188	2,201,879	2,170,235	2,213,977	2,249,446	2,040,754
Other		-	-	-	-	113,732	166,105	262,258	279,964	246,026	228,044
Capital Outlay	(3)	990,457	1,451,218	1,764,284	2,962,975	3,888,311					
Transfers Out		4,557,356	2,418,281	3,943,102	4,891,896	8,422,638	3,417,359	4,594,382	4,206,670	11,696,153	4,337,325
Total City Departments		60,478,047	61,609,211	67,105,625	73,266,248	78,898,389	78,922,675	86,183,728	92,466,994	106,811,680	101,607,803
Education (includes transfers out)		56,370,064	59,189,930	63,924,831	65,661,187	68,044,222	75,430,823	79,070,809	82,140,051	82,965,529	81,504,499
Debt service											
Principal		3,599,180	3,565,190	3,728,090	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441
Interest		2,417,481	2,581,878	3,031,300	5,520,875	6,399,691	7,615,223	7,300,046	8,450,677	7,779,830	6,222,224
Total Debt Service		6,016,661	6,147,068	6,759,390	9,998,625	14,210,441	17,270,210	16,982,487	19,489,417	19,853,400	18,340,665
Intergovernmental		8,078,687	7,832,839	8,337,561	9,014,834	9,472,306	9,574,285	9,418,474	9,177,447	9,233,129	9,241,763
Total expenditures (includes transfers out)		$ 130,943,459	$ 134,779,048	$ 146,127,407	$ 157,940,894	$ 170,625,358	$ 181,197,993	$ 191,655,498	$ 203,273,909	$ 218,863,738	$ 210,694,730
Expenditures as a percentage of total											
City Departments		46.2%	45.7%	45.9%	46.4%	46.2%	43.6%	45.0%	45.5%	48.8%	48.2%
Education		43.0%	43.9%	43.7%	41.6%	39.9%	41.6%	41.3%	40.4%	37.9%	38.7%
Debt service		4.6%	4.6%	4.6%	6.3%	8.3%	9.5%	8.9%	9.6%	9.1%	8.7%
Intergovernmental		6.2%	5.8%	5.7%	5.7%	5.6%	5.3%	4.9%	4.5%	4.2%	4.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenditure Percentage Change											
City Departments		11.0%	1.9%	8.9%	9.2%	7.7%	0.0%	9.2%	7.3%	15.5%	-4.9%
Education		2.8%	5.0%	8.0%	2.7%	3.6%	10.9%	4.8%	3.9%	1.0%	-1.8%
Debt service		5.1%	2.2%	10.0%	47.9%	42.1%	21.5%	-1.7%	14.8%	1.9%	-7.6%
Intergovernmental		-2.9%	-3.0%	6.4%	8.1%	5.1%	1.1%	-1.6%	-2.6%	0.6%	0.1%
Total		6.2%	2.9%	8.4%	8.1%	8.0%	6.2%	5.8%	6.1%	7.7%	-3.7%

Data Source

Audited internal City of Nashua Financial Statements and Audited Financial Statements

Notes:

(1) Information Technology seperated from Administative Services division in FY07

(2) Includes City-wide employee health and pension benefits

(3) Capital Outlay redistributed among applicable departments/divisions in FY03 and subsequent years

City of Nashua, New Hampshire

Combined Enterprise Funds Revenue, Expenditures, Other Financing Sources and Uses and Change in Total Net Assets
Last Ten Fiscal Years

Fiscal Year	Revenue and Other Financing Sources: Intergovernmental	Charges for Services	Other	Transfers In	Total	Expenses & Other Financing Uses: Operations & Maintenance	Depreciation	Interest Expense	Transfers Out	Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
2007	$ 784,155	$ 11,748,817	$ 2,107,276	$ 2,500,000	$ 17,140,248	$ 9,188,126	$ 4,429,469	$ 1,258,232	$ -	$ 14,875,827	$ 2,264,421	N/A	$ 96,647,056
2006	2,813,045	13,050,184	1,620,491	1,400,652	18,884,372	10,609,849	4,607,965	1,394,558	-	16,612,372	2,260,000	N/A	94,382,635
2005	885,303	11,793,107	1,309,711	1,750,010	15,738,131	8,593,849	4,496,904	1,630,238	-	14,720,991	1,017,140	N/A	92,122,635
2004	2,693,496	11,770,493	1,926,319	25,000	16,415,308	8,674,040	4,104,296	1,215,136	-	13,993,472	2,421,836	N/A	91,105,495
2003	770,532	13,055,609	1,478,640	-	15,304,781	8,055,246	3,465,155	1,236,353	-	12,756,754	2,548,027	N/A	88,683,659
2002	656,042	14,369,824	1,339,994	-	16,365,860	7,623,736	2,752,945	1,358,369	985,036	12,720,086	3,645,774	N/A	72,028,791
2001	270,573	16,401,044	1,327,812	93,877	18,093,306	8,582,676	2,773,061	507,440	2,225,417	14,088,594	4,004,712	1,097,356	67,753,714
2000	292,367	14,917,504	951,747	-	16,161,618	7,715,877	2,639,929	518,705	-	10,874,511	5,287,107	1,803,569	62,612,646
1999	343,477	14,243,330	740,927	387,730	15,715,464	7,356,895	2,580,453	548,291	-	10,485,639	5,229,825	927,573	56,649,270
1998	-	9,578,805	941,176	796,378	11,316,359	10,673,180	2,534,207	612,884	-	13,820,271	(2,503,912)	463,996	50,491,872

Includes Wastewater and Solid Waste funds

Wastewater Fund Revenue, Expenditures, Other Financing Sources and Uses and Change in Fund Equity
Last Ten Fiscal Years

Fiscal Year	Revenue and Other Financing Sources: Intergovernmental	Charges for Services	Other	Transfers In	Total	Expenses & Other Financing Uses: Operations & Maintenance	Depreciation	Interest Expense	Transfers Out	Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
2007	$ 611,891	$ 8,354,834	$ 1,785,550	$ -	$ 10,752,275	$ 5,561,226	$ 3,409,069	$ 461,197	$ -	$ 9,431,492	$ 1,320,783	N/A	$ 105,122,611
2006 (1)	2,756,730	8,650,837	1,352,495	-	12,760,062	6,661,219	3,605,550	509,440	6,000	10,782,209	1,977,853	N/A	103,801,828
2005	827,607	8,655,136	1,209,184	-	10,691,927	4,842,464	3,577,215	653,398	-	9,073,077	1,618,850	N/A	101,823,975
2004	2,619,424	8,869,848	1,861,535	25,000	13,375,807	4,320,947	3,484,478	680,769	-	8,486,194	4,889,613	N/A	100,205,125
2003 (2)	710,089	10,092,100	1,378,834	-	12,181,023	4,498,465	3,141,829	750,626	-	8,390,920	3,790,103	N/A	95,315,512
2002 (3)	525,662	10,961,185	1,106,699	-	12,593,546	4,194,512	2,502,042	777,619	978,571	8,452,744	4,140,802	N/A	77,418,568
2001 (4)	206,378	10,936,879	1,182,604	-	12,325,861	5,488,147	2,539,800	352,366	-	8,380,313	3,945,548	1,083,135	75,397,314
2000 (4)	226,738	10,519,868	942,896	-	11,689,502	4,403,531	2,412,368	389,176	-	7,205,075	4,484,427	1,234,247	70,329,631
1999	244,840	10,810,425	725,243	-	11,780,508	4,245,239	2,380,495	412,629	-	7,038,363	4,742,145	566,078	65,738,257
1998	-	6,501,289	845,231	-	7,346,520	4,114,156	2,362,554	454,017	-	6,930,727	415,793	463,996	60,430,034

Solid Waste Fund Revenue, Expenditures, Other Financing Sources and Uses and Change in Fund Equity
Last Ten Fiscal Years

Fiscal Year	Revenue and Other Financing Sources: Intergovernmental	Charges for Services	Other	Transfers In	Total	Expenses & Other Financing Uses: Operations & Maintenance	Depreciation	Interest Expense	Transfers Out	Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
2007	$ 172,264	$ 3,393,983	$ 321,726	$ 2,500,000	$ 6,387,973	$ 3,626,900	$ 1,020,400	$ 797,035	$ -	$ 5,444,335	$ 943,638	N/A	$ (8,475,555)
2006	56,315	4,399,347	267,996	1,400,652	6,124,310	3,948,630	1,002,415	885,118	6,000	5,842,163	282,147	N/A	(9,419,193)
2005	57,696	3,137,971	100,527	1,750,010	5,046,204	3,751,385	919,689	976,840	-	5,647,914	(601,710)	N/A	(9,701,340)
2004	74,072	2,900,645	64,784	-	3,039,501	4,353,093	619,818	534,367	-	5,507,278	(2,467,777)	N/A	(9,099,630)
2003	60,443	2,963,509	99,806	-	3,123,758	3,556,781	323,326	485,727	-	4,365,834	(1,242,076)	N/A	(6,631,853)
2002 (5)	130,380	3,408,639	233,295		3,772,314	3,429,224	250,903	580,750	6,465	4,267,342	(495,028)	N/A	(5,389,777)
2001	64,195	5,464,165	145,208	93,877	5,767,445	3,094,529	233,261	155,074	2,225,417	5,708,281	59,164	14,221	(7,643,600)
2000	65,629	4,397,636	8,851	-	4,472,116	3,312,346	227,561	129,529	-	3,669,436	802,680	569,322	(7,716,985)
1999	98,637	3,432,905	15,684	387,730	3,934,956	3,111,656	199,958	135,662	-	3,447,276	487,680	361,495	(9,088,987)
1998 (6)	-	3,077,516	95,945	796,378	3,969,839	6,559,024	171,653	158,867	-	6,889,544	(2,919,705)	-	(9,938,162)

Data Source
Audited Financial Statements

Notes:

(1) Operations & Maintenance expenses include a one-time charge of $1,017,225 for asbestos contaminated soil removal
(2) Storm drains were reclassified from General infrastructure to Wastewater Fund infrastructure
(3) (4) Beginning Fund Balance restated due to correction of prior accrual (3), or capitalization of additional or removal of fixed assets (4)
(5) Landfill Regulatory Closure Fund, Solid Waste Loan Repayment Fund, and Solid Waste Equipment Reserve Fund were reclassified from Trust Funds to Solid Waste Enterprise Fund
(6) Operations & Maintenance expenses include $4.2 million in current year and prior year (previously understated) landfill closure costs.

City of Nashua, New Hampshire

General Government Tax Revenues by Source
Last Ten Fiscal Years

Fiscal Year	Property Taxes	Current Use Penalties	Railroad Tax	Boat Tax	Yield Tax	Payment in Lieu of Tax	Excavation Tax	Tax Interest & Penalties	Total
2007	$ 155,423,332	$ 284,840	$ 7,731	$ -	$ 13,535	$ 116,182	$ 1,037	$ 488,548	$ 156,335,205
2006	147,765,609	462,380	7,786	-	11,506	121,350	-	416,798	148,785,429
2005	140,333,946	246,830	6,486	-	4,614	126,508	984	406,407	141,125,776
2004	133,508,298	248,890	10,858	-	3,752	137,746	645	474,388	134,384,577
2003	127,223,114	720,438	15,479	-	2,277	175,489	2,520	795,883	128,935,201
2002	119,019,053	391,420	5,330	2,143	-	181,975	1,853	519,464	120,121,238
2001	110,561,790	654,938	5,702	5,111	26,279	238,722	10,908	421,140	111,924,590
2000	104,864,447	182,340	5,199	5,056	3,254	300,628	7,770	471,421	105,840,114
1999	114,771,080	243,300	5,691	3,309	816	297,048	40,110	595,894	115,957,246
1998	107,541,919	143,440	5,220	3,490	-	282,184	-	659,035	108,635,287

Data Source
Audited Internal Financial Statements

City of Nashua, New Hampshire

Property Tax Levies and Collections
Last Ten Fiscal Years

Fiscal Year	Property Tax Levied for Fiscal Year	Collected within the Fiscal Year of the Levy		Lien Amount Balance at Fiscal Year End of Levy Year	Subsequent Tax lien Collections	Balance at end of Current Fiscal year	Total Collections to Date		Number of Parcels		
		Amount	% of Levy				Amount	% of Levy	in Levy	Liened	% Liened
2007	$156,687,784	$154,976,500	98.9 %	$1,711,284	$236,234	$1,475,050	$155,212,734	99.1 %	27,446	539	2.0 %
2006	148,834,769	147,558,424	99.1	1,276,345	754,988	521,357	148,313,412	99.6	27,000	460	1.7
2005	140,619,078	139,086,811	98.9	1,532,267	1,389,676	142,591	140,476,487	99.9	26,824	421	1.6
2004	133,099,408	132,036,240	99.2	1,063,168	1,027,221	35,947	133,063,461	100.0	26,778	419	1.6
2003	127,036,624	125,750,773	99.0	1,285,851	1,269,463	16,388	127,020,236	100.0	26,698	471	1.8
2002	119,172,751	118,059,296	99.1	1,113,455	1,107,004	6,451	119,166,300	100.0	26,642	482	1.8
2001	110,643,001	109,564,111	99.0	1,078,890	1,078,214	676	110,642,325	100.0	26,525	453	1.7
2000	104,578,925	103,433,416	98.9	1,145,509	1,145,509	-	104,578,925	100.0	26,335	441	1.7
1999	114,594,697	112,889,655	98.5	1,705,042	1,705,042	-	114,594,697	100.0	26,212	472	1.8
1998	108,000,873	106,065,026	98.2	1,935,847	1,935,847	-	108,000,873	100.0	25,659	591	2.3

Data Source
Audited Internal Financial Statements, Property Tax Warrants and Reports of Tax Lien Executions
Once a lien is executed a taxpayer has 2 years and 1 day to redeem the taxes before a Deed may be executed

City of Nashua, New Hampshire

Assessed and Estimated Full Value of Real Property
Last Ten Fiscal Years

Fiscal Year	Local Assessed Value (1) Residential	Commercial/ Industrial	Utilities	Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per $1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
2007	$6,520,190,304	$2,651,715,145	$174,690,180	$9,346,723,689	$175,974,650	$9,170,749,039	$16.21	$9,714,255,257	95.2 %
2006	6,472,850,667	2,666,131,229	173,339,680	9,312,321,576	158,734,700	9,153,586,876	15.33	9,297,862,943	99.2
2005	4,838,753,300	2,261,291,015	172,475,900	7,272,520,215	121,364,150	7,151,156,065	18.59	8,440,901,750	86.2
2004	3,489,423,200	1,964,785,883	148,146,200	5,602,355,283	90,503,875	5,511,851,408	22.69	8,023,468,897	69.8
2003	3,434,889,300	1,935,736,174	144,138,500	5,514,763,974	78,932,475	5,435,831,499	21.86	7,370,090,989	74.8
2002	3,382,541,900	1,885,837,010	142,733,900	5,411,112,810	79,098,375	5,332,014,435	20.75	6,539,029,408	82.7
2001	3,331,678,600	1,846,939,246	133,810,400	5,312,428,246	78,532,175	5,233,896,071	19.65	5,578,503,984	95.2
2000	2,577,549,500	1,446,539,974	127,843,600	4,151,933,074	78,439,575	4,073,493,499	23.89	4,959,174,740	83.7
1999	2,536,856,700	1,402,387,716	125,073,600	4,064,318,016	69,222,325	3,995,095,691	26.72	4,389,471,992	92.6
1998	2,370,615,400	1,288,173,892	120,582,700	3,779,371,992	73,389,600	3,705,982,392	26.96	3,842,097,095	98.4

Data Sources
(1) State MS-1 Report of Assessed Values, and NHDRA website to conform with final Residential values
(2) NH Department of Revenue Administration's annual Equalization Survey including Utilities and Railroad

City of Nashua, New Hampshire

Principal Taxpayers
Current Year and Nine Years Ago

Taxpayer	Type of Business	Fiscal Year 2007 Assessed Value	Rank	Percentage of Total Assessed Value	Fiscal Year 1998 Assessed Value	Rank	Percentage of Total Assessed Value
Pheasant Lane Realty TR	Shopping Mall	$ 145,731,096	1	1.59 %	$ 94,500,000	1	2.55 %
Aimco Royal Crest-Nashua LLC	Apartment Complex	79,587,500	2	0.87	33,162,800	5	0.89
Public Service Co of NH	Utility	65,368,100	3	0.71	48,553,600	3	1.31
Pennichuck Water Works Inc	Water Distributor	64,471,100	4	0.70	40,127,800	4	1.08
Public Service Co of NH	Utility	62,371,400	5	0.68	-	0	-
Compaq Computer Company (1)	Computer Manufacturer	49,021,900	6	0.53	22,269,400	7	0.60
BAE Systems info & Elec System	Electronics Manufacturer	48,752,900	7	0.53	-	0	-
Demoulas, Telemachus A Trustee	Retail Grocers	42,234,900	8	0.46	24,730,200	0	0.67
Flatley, John & Gregory Stoyle	Office /Land/Apts/Retail	39,221,300	9	0.43	-	9	-
Energy North Natural Gas Inc.	Utility	37,862,100	10	0.41	32,907,300	6	0.89
Thomas J. Flatley	Office /Land/Apts/Retail	-	-	-	64,939,300	2	1.75
Hi Point Realty	Real Estate	-	-	-	23,227,200	6	0.63
Somerset Apartments	Apartments	-	-	-	5,379,200	10	0.15
Nashua Oxford Associates	Real Estate	-	-	-	15,086,200	8	0.41
Vickery Realty	Realty Investor	-	-	-	13,292,400	9	0.36
Total Principal Taxpayers		634,622,296		6.92 %	323,675,400		11.28 %
Total Net Assessed Taxable Value		$ 9,170,749,039			$ 3,705,982,392		

Data Source
City of Nashua Tax Warrant

Notes:
(1) Compaq Computer Co.formerly known as Digital Equipment Corp.

City of Nashua, New Hampshire

Property Tax Rates per $ 1,000 of Assessed Value
Direct and Overlapping Governments
Last Ten Fiscal Years

	City Direct Rates							Overlapping Rate		
Fiscal Year	City	Budgetary Use of Fund Balance	Total City	Local School	State School	Total School	Total Direct	County	Total	Estimated Full Value Rate
2007	$ 6.17	$ 4,500,000	$ 6.17	$ 7.70	$ 2.34	$ 10.04	$ 16.21	$ 0.99	$ 17.20	$ 16.20
2006	5.06	(1) 19,004,860	5.06	7.77	2.50	10.27	15.33	0.99	16.32	16.02
2005	6.80	8,250,000	6.80	8.33	3.46	11.79	18.59	1.26	19.85	16.75
2004	8.88	5,400,000	8.88	7.91	5.90	13.81	22.69	1.68	24.37	16.63
2003	8.51	3,265,000	8.51	7.36	5.99	13.35	21.86	1.74	23.60	17.29
2002	7.82	1,125,000	7.82	6.76	6.17	12.93	20.75	1.75	22.50	18.21
2001	6.64	3,500,000	6.64	7.45	5.56	13.01	19.65	1.70	21.35	19.90
2000	8.48	1,000,000	8.48	8.22	7.19	15.41	23.89	2.01	25.90	21.09
1999	8.96	600,000	8.96	17.76	-	17.76	26.72	1.93	28.65	N/A
1998	9.33	-	9.33	17.63	-	17.63	26.96	2.14	29.10	N/A

Data Source
NH State Department of Revenue Administration

Notes:
(1) $8 million of this amount offsets an $8 million appropriation in FY06 to re-establish a school Capital Reserve Fund

* Data for the current calendar year from the NH Department of Revenue Administration, Property Appraisal Division, was not available at time of going to press

City of Nashua, New Hampshire

Utility Fund Net Budget, Billable Volumes and Rates
Last Ten Fiscal Years

Fiscal Year	Amount to be Raised by Rates	Billable Volume Used for Setting Rates	Rates per HCF
	Sewer	Sewer (3)	Sewer
2007	$ 8,250,000	5,058,196,721	$ 1.22
2006	8,158,000	5,001,790,164	1.22
2005	8,165,000	5,006,081,967 *	1.22
2004	10,110,000	6,198,590,164	1.22
2003	9,990,000	6,125,016,393	1.22
2002	10,589,000	4,742,857,485	1.67
2001	10,506,000	4,705,681,437	1.67
2000	11,405,000	5,108,347,305	1.67
1999	6,450,000	2,888,982,036	1.67
1998	6,394,000	2,863,899,401	1.67

Data Source
City of Nashua Budget and Budget Resolutions

Notes:
* Volumes based on revenue divided by rate per 100 cu. Ft.

City of Nashua, New Hampshire

Nashua's Share of the Hillsborough County Tax Apportionment

Last Ten Fiscal Years

(based on percentage of equalized value)

Total Equalized Values			
Tax Year	Nashua	County	Nashua's %
2006	$ 9,714,255,257	$ 45,453,407,212	21.371900 %
2005	9,297,862,943	44,045,516,136	21.109669
2004	8,440,901,750	39,756,319,650	21.231598
2003	8,023,468,897	35,772,416,479	22.429206
2002	7,370,090,989	31,483,236,852	23.409572
2001	6,539,029,048	27,607,114,973	23.686028
2000	5,578,503,984	23,505,650,009	23.732609
1999	4,959,174,740	20,552,599,405	24.129185
1998	4,389,471,992	18,295,319,120	23.992323
1997	3,842,097,095	16,555,541,089	23.207318

Apportionment of County Tax Levy				
Fiscal Year	County Tax Levy	Nashua's Share(1)	Nashua's Share $ Change	Nashua's Share % Change
2007	$ 43,779,760	$ 9,241,763	$ 8,635	0.09 %
2006	43,487,679	9,233,128	55,681	0.6
2005	40,917,396	9,177,447	(241,027)	(2.6)
2004	40,233,427	9,418,474	(155,811)	(1.6)
2003	40,421,656	9,574,285	101,979	1.1
2002	39,912,619	9,472,306	457,472	5.1
2001	37,360,711	9,014,834	677,273	8.1
2000	34,750,952	8,337,561	504,722	6.4
1999	33,751,589	7,832,839	(245,848)	(3.0)
1998	34,521,411	8,078,687	(244,979)	(2.9)

Notes:

(1) Percentage based previous tax year

City of Nashua, New Hampshire

Ratios of Long Term Debt Outstanding and Legal Debt Limits
Last Ten Fiscal Years

		Fiscal Year									
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Debt at June 30											
General Obligation Debt											
City Depts.		$ 6,817,417	$ 12,309,177	$ 14,951,557	$ 27,018,957	$ 29,598,357	$ 27,868,094	$ 27,565,652	$ 25,742,467	$ 23,901,229	$ 32,970,385
School Dept.		36,669,640	33,762,690	42,719,220	93,354,070	126,294,636	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111
Total General Fund		43,487,057	46,071,867	57,670,777	120,373,027	155,892,993	146,664,726	184,314,243	174,110,503	162,036,933	162,833,496
Solid Waste Fund (1)											
General Obligation Debt		405,000	380,000	350,000	320,000	295,000	291,802	262,893	233,982	205,391	177,336
State Revolving Loan Funds		4,095,256	6,775,887	8,649,263	14,652,893	18,420,047	21,517,224	21,505,447	21,576,755	20,400,320	19,154,055
Wastewater Fund											
General Obligation Debt		7,352,943	6,708,133	6,151,223	5,781,973	5,462,007	4,908,472	4,332,865	3,750,515	3,167,677	2,584,171
State Revolving Loan Funds		850,501	2,613,734	7,629,488	9,225,408	8,764,138	8,302,867	7,841,597	7,380,326	6,919,056	6,457,788
Total Enterprise Funds		12,703,701	16,477,754	22,779,974	29,980,274	32,941,192	35,020,365	33,942,802	32,941,580	30,692,444	28,373,350
Total Debt at June 30		$ 56,190,758	$ 62,549,621	$ 80,450,751	$ 150,353,301	$ 188,834,185	$ 181,685,091	$ 218,257,045	$ 207,052,083	$ 192,729,377	$ 191,206,846
Base Value for Debt Limits		$ 3,835,370,229	$ 4,380,906,659	$ 4,950,626,085	$ 5,568,875,454	$ 6,667,788,319	$ 7,505,206,241	$ 8,167,360,524	$ 8,584,525,785	$ 9,438,642,749	$ 9,861,998,165
Legal Debt Limits (% of Base Value)											
City - 2%	(2)	76,707,405	87,618,133	99,012,522	111,377,509	133,355,766	150,104,125	163,347,210	171,690,516	188,772,855	197,239,963
School - 6%	(2)	230,122,214	262,854,400	297,037,565	334,132,527	400,067,299	450,312,374	490,041,631	515,071,547	566,318,565	591,719,890
Debt Against Legal Debt Limits											
City Depts.		6,817,417	12,309,177	14,951,557	27,018,957	29,598,357	27,868,094	27,565,652	25,742,467	23,901,229	32,970,385
School Dept.		36,669,640	33,762,690	42,719,220	93,354,070	126,294,636	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111
Exempt from Legal Debt Limits		12,703,701	16,477,754	22,779,974	29,980,274	32,941,192	35,020,365	33,942,802	32,941,580	30,692,444	28,373,350
Total Debt at June 30		$ 56,190,758	$ 62,549,621	$ 80,450,751	$ 150,353,301	$ 188,834,185	$ 181,685,091	$ 218,257,045	$ 207,052,083	$ 192,729,377	$ 191,206,846
Unused Capacity of Legal Debt Limits											
City Depts.		$ 69,889,988	$ 75,308,956	$ 84,060,965	$ 84,358,552	$ 103,757,409	$ 122,236,031	$ 135,781,558	$ 145,948,049	$ 164,871,626	$ 164,269,578
School Dept.		193,452,574	229,091,710	254,318,345	240,778,457	273,772,663	331,515,742	333,293,040	366,703,511	428,182,861	461,856,779
% of Legal Debt Limits Used											
City Depts.		8.9%	14.0%	15.1%	24.3%	22.2%	18.6%	16.9%	15.0%	12.7%	16.7%
School Dept.		15.9%	12.8%	14.4%	27.9%	31.6%	26.4%	32.0%	28.8%	24.4%	21.9%

Data Source
Audited Financial Statements
N.H. Department of Revenue Administration

Notes:
(1) Excludes $3,375,000 in BANS issued 1/1996 for Landfill Closure; matured 10/1997. Subsequently financed through State Revolving Loan funds.
(2) City imposed more restrictive limits (2% City; 6% School) than state statute allows (3% City; 7% School)

City of Nashua, New Hampshire

Ratios of Outstanding Debt by Debt Type
Last Ten Fiscal Years

Fiscal Year	Governmental Activities - General Obligation Debt: City Depts.	School Dept.	Total	Less Est. State School Aid	Tax Supported Debt	% of Net Debt to Assessed Value	Tax Supported Debt per capita
2007	$ 32,970,385	$ 129,863,111	$ 162,833,496	$ 38,958,933	$ 123,874,563	1.3 %	$ 1,361
2006	23,901,230	138,135,705	162,036,935	41,440,712	120,596,224	1.3	1,336
2005	25,742,467	148,368,036	174,110,503	44,510,411	129,600,092	1.4	1,483
2004	27,565,652	156,748,591	184,314,243	47,024,577	137,289,666	1.9	1,571
2003	27,868,094	118,796,632	146,664,726	35,638,990	111,025,736	2.0	1,282
2002	29,598,357	126,294,636	155,892,993	37,888,391	118,004,602	2.2	1,363
2001	27,018,957	93,354,070	120,373,027	28,006,221	92,366,806	1.7	1,067
2000	14,951,557	42,719,220	57,670,777	12,815,766	44,855,011	0.9	563
1999	12,309,177	33,762,690	46,071,867	10,128,807	35,943,060	0.9	451
1998	6,817,417	36,669,640	43,487,057	11,000,892	32,486,165	0.8	408

Fiscal Year	Business-Type Activities - General Obligation Debt: Solid Waste Fund	Wastewater Fund	Total	Less Est. State Aid	Net Debt	Net debt per capita	% of Personal Income
2007	$ 19,331,391	$ 9,041,959	$ 28,373,350	$ 3,741,531	$ 24,631,819	$ 271	0.8 %
2006	20,605,711	10,086,733	30,692,444	4,077,918	26,614,526	295	0.9
2005	21,810,738	11,130,842	32,941,580	4,407,242	28,534,338	326	1.0
2004	21,768,340	12,174,462	33,942,802	4,611,726	29,331,076	336	1.1
2003	21,809,026	13,211,339	35,020,365	4,823,170	30,197,195	349	1.2
2002	18,715,047	14,226,144	32,941,191	4,716,734	28,224,458	326	1.2
2001	14,972,893	15,007,381	29,980,274	4,498,766	25,481,509	294	1.1
2000	8,999,263	13,780,711	22,779,974	3,656,069	19,123,906	240	1.0
1999	7,155,887	9,321,867	16,477,754	2,579,962	13,897,792	174	0.7
1998	4,500,256	8,203,444	12,703,700	2,090,714	10,612,986	133	0.6

Fiscal Year	Total Primary Government	Less State Aid	Net Debt	% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income
2007	$ 191,206,846	$ 42,700,464	$ 148,506,382	1.6 %	$ 1,632	4.8 %
2006	192,729,379	45,518,630	147,210,749	1.6	1,631	5.0
2005	207,052,083	48,917,653	158,134,430	1.7	1,809	5.7
2004	218,257,045	51,636,304	166,620,741	2.3	1,906	6.4
2003	181,685,091	40,462,160	141,222,931	2.6	1,631	5.8
2002	188,834,184	42,605,124	146,229,060	2.7	1,688	6.3
2001	150,353,301	32,504,987	117,848,315	2.2	1,361	5.3
2000	80,450,751	16,471,835	63,978,917	1.2	803	3.2
1999	62,549,621	12,708,769	49,840,852	1.2	626	2.6
1998	56,190,757	13,091,606	43,099,151	1.1	541	2.4

Data Sources:
Audited Financial Statements
U.S. Census Bureau
Assessors Department MS-1 Report

City of Nashua, New Hampshire

Computation of Overlapping Debt
Hillsborough County Long Term Debt
Last Ten Fiscal Years

End of Fiscal Year	Net General Obligation Debt Outstanding (1)	Percentage Applicable to Government (2)	Amount Applicable to Government
2007	$ -	21.371900 %	$ -
2006	-	21.109669	-
2005	-	21.231598	-
2004	-	22.429206	-
2003	-	23.409572	-
2002	1,445,500	23.686028	34,238,154
2001	2,982,000	23.732609	70,770,640
2000	4,609,500	24.129185	111,223,478
1999	6,327,300	23.992323	151,806,623
1998	8,169,882	23.207318	189,601,050

Data Source
(1) Hillsborough County Audited Financial Statements at fiscal year end including interest, does not include leases
(2) NH Department of Revenue Administration

City of Nashua, New Hampshire

Demographic Statistics
Last Ten Fiscal Years

Fiscal Year	Population (1)	Median Family Income (1)	Per Capita Income (1)	City (2) Unemployed	City (2) Labor Force	Unemployment Rates (2) City	Unemployment Rates (2) State of NH	Unemployment Rates (2) US
2007	90,998 (3)	$ 83,006 (4)	$ 34,014 (4)	1,990	50,209	4.0 %	3.7 %	4.5 %
2006	90,276 (3)	80,211 (4)	32,731 (4)	1,971	49,800	4.0	3.4	4.7
2005	89,560	79,087 (4)	31,999 (4)	2,067	49,413	4.2	3.6	5.1
2004	88,297	78,900 **	30,016	2,499	49,210	5.1	3.9	5.5
2003	87,411	77,800 **	28,317	2,732	49,032	5.6	4.4	6.0
2002	87,996 (3)	71,100 **	26,878	2,583	49,177	5.3	4.5	5.8
2001	87,298 (3)	68,300 **	25,671	1,487	48,971	3.0	3.4	4.7
2000	86,605	64,100 **	25,209 (5)	1,414	48,770	2.9	2.7	4.0
1999	83,900	61,102 *	23,792	141,780	47,260	3.0	2.8	4.2
1998	83,209	59,600 **	23,021	123,890	47,650	2.6	2.9	4.5

Data Sources

(1) Trended amounts based on 1990 and 2000 US Census information.
(2) US Bureau of Labor Statistic - calendar year annual averages not seasonally adjusted. Reflects calendar year ending during fiscal year.
(3) Trended based on 2000 US Census information and 0.8% population increase estimate
(4) "Editor & Publisher Market Guide", The Editor & Publisher Co.
(5) Based on information provided by City of Nashua's Economic Development Department

Notes:

* NH Employment Security
** HUD User Policy Development and Research Information Service

City of Nashua, New Hampshire

Principal Employers
Current Year and Nine Years Ago

Taxpayer	Type of Business	2007 Employee	2007 Rank	2007 Percentage of Total City Employment	1998 Employee	1998 Rank	1998 Percentage of Total City Employment
BAE Systems *	Aerospace/ Electronics	2,700	1	5.17 %	2,800	2	5.99 %
Nashua School District	Schools	2,001	2	3.83	2,296	3	4.91
Southern New Hampshire Medical Center	Hospital	2,170	3	4.16	1,382	6	2.96
St. Joseph Hospital and Trauma Center	Hospital	1,919	4	3.67	1,027	7	2.20
Hewlett Packard **	Computer	1,123	5	2.15	4,000	1	8.56
City of Nashua	City Government	794	6	1.52	714	8	1.53
Amphenol ***	Backplane Connection Systems	728	7	1.39	1,609	4	3.44
US Post Office ****	Postal Service	541	8	1.04	550	9	1.18
Federal Aviation Administration	Air Traffic Control	480	9	0.92	500	10	1.07
Oxford Health Plan	Health Insurance	300	10	0.57	1,550	5	3.32
Total Principal Employers		12,756		24.43 %	16,428		35.14 %
Total City Employment		52,220			46,750		

Data Source
New Hampshire Business Review - Book of Lists

* Previously identified as Sanders, a Lockeed Martin Company
** Previously identified as Compaq Computer Corp. (CPQ)
*** Previously identified as Teradyne Connection Systems Inc.(TER)
**** Information provided by US Postal authorities in Nashua

City of Nashua, New Hampshire

Operating Indicators by Function
Last Ten Fiscal Years

Function		Fiscal Year									
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Finance											
Taxable property parcels assessed		26,212	26,335	26,525	26,642	26,698	26,778	26,824	27,062	27,151	27,446
Property transfers processed	**	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,379
Motor vehicles registered		84,782	86,086	85,662	88,618	90,156	90,746	89,328	89,816	90,503	87,985
Planning - Inspection Division											
Building Inspections		9,199	9,253	8,979	8,958	9,813	10,022	10,250	***	8,405	7837
Estimated construction value in millions		77.2	84.0	88.1	253.8	159.5	68.8	103.6	***	125	164
Police (1)											
Physical arrests	****	3,892	4,346	4,476	3,668	3,850	3,902	4,199	4,116	4,495	4,188
Traffic violations	****	3,507	5,336	5,755	5,786	6,513	7,230	10,176	21,140	24,003	16,989
Parking violations		***	***	25,001	24,360	28,432	37,030	38,499	31,967	34,257	28,170
Fire and Rescue											
Calls answered		6,136	6,050	6,081	6,723	6,353	6,733	7,007	7,373	7,801	7,691
Emergency Responses		3,015	2,840	2,665	3,151	3,107	3,356	3,528	3,689	3,777	3,940
Fires extinguished		370	396	301	367	326	281	329	304	300	317
Number of inspections conducted		97	83	68	60	76	52	50	27	66	104
Emergency medical responses		2,180	2,840	2,560	2,239	2,222	2,354	2,563	2,726	2,875	3,025
Public Works											
Refuse collected (tons) (2)		77,069	75,374	81,845	73,978	72,389	65,883	64,547	55,157	54,475	59,325
Recycling (tons) (3)		11,541	7,532	9,791	10,662	10,845	13,199	13,979	10,878	11,200	9,106
Streets resurfaced (miles)		8.7	5.9	6.0	11.9	13.1	10.8	10.4	8.3	7.9	10.2
Potholes repaired		***	***	***	***	***	753	1,152	818	717	1,024
Public Library											
Items in collection		215,875	220,549	220,679	223,469	*230,000	*240,000	*245,000	257,147	243,724	240,496
Items circulated		414,308	374,064	347,167	346,345	359,251	434,286	559,411	657,413	692,939	731,274
Welfare/assistance - General Assistance		325,280	373,604	389,630	511,716	1,356,287	1,900,474	1,679,242	1,360,418	1,281,992	1,044,358
Number of contacts		4,516	4,121	3,947	3,671	5,913	7,621	8,613	9,817	12,066	11,268
Applicants		1,400	1,389	1,438	1,333	1,849	2,145	2,117	2,052	5,206	2,232
Interviews		***	***	***	***	***	5,919	5,348	5,332	5,206	5,182
Assisted cases		2,044	2,044	2,093	2,044	3,977	4,737	4,099	3,476	3,693	3,427
Sewage System:											
Daily average treatment (millions of gallons)		14.4	12.7	13.8	16.2	11.5	12.7	11.9	12.9	14.2	12.1

Data Source
Various city departments

Notes:
(1) Calendar year ending during the fiscal year
(2) Refuse consists of Residential, Commercial, and Industrial Municipal Solid Waste (MSW) by Calendar Year; 2005 data is Year-to-Date through October.
(3) Recycling consists of Mixed Paper, Mixed Containers, Scrap Metal, Soft Yard Waste, Auto Tires and Batteries by Calendar Year; 2005 data is Year-to-Date through October.

* Based on an estimate due to change in data gathering process
** Based on an estimate per the City of Nashua, Assessing Department
*** Data unavailable for these years
**** Police department data based on calendar year

City of Nashua, New Hampshire

Capital Asset Statistics by Function
Last Ten Fiscal Years

Function	Fiscal Year									
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	35	35	35	35	35	35	35	35	35	35
Fire and Rescue										
Number of stations	7	7	7	7	7	7	7	7	7	7
Number of ladder trucks	4	4	4	4	4	4	4	4	4	4
Number of pumpers	8	8	8	8	8	8	8	8	8	8
Number of support vehicles	25	25	25	25	25	25	25	25	25	25
Community Services - Public Works										
Miles of streets	*	*	*	*	*	*	*	322	322	322
Miles of storm drains	*	*	*	*	*	*	*	130.0	130.8	131.0
Number of traffic lights	73	76	76	76	76	78	78	80	84	85
Number of bridges	18	18	18	18	18	18	18	19	19	19
Community Services - Culture and Recreation:										
Number of Parks	46	46	46	47	47	47	48	49	49	49
Park acreage	572	572	632	632	632	632	632	632	632	632
Playgrounds	24	24	24	24	24	24	24	24	24	24
Baseball fields	27	27	27	27	27	27	27	27	27	27
Softball fields	12	12	12	12	12	12	12	12	12	12
Football fields	3	3	3	3	3	3	3	3	3	3
Soccer fields	14	14	14	14	14	14	14	14	14	14
Swimming pools	3	3	3	3	3	3	3	3	3	3
Tennis courts	17	17	17	17	17	17	17	17	17	17
Sewage System:										
Miles of sanitary sewers	*	*	*	*	*	*	*	285.0	285.3	285.7
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	20,814	21,032	21,246	21,497	21,689	21,902	22,120	22,349	22,408	22,669
Average Daily Flow (MGD)	14.4	12.7	13.8	16.2	11.5	12.7	11.9	12.9	14.2	12.1
Maximum daily capacity of treatment (MGD) dry weather	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Maximum daily capacity of treatment (MGD) wet weather	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Education										
Elementary School Buildings	12	12	12	12	12	12	12	12	12	12
Middle School Buildings	3	3	3	3	3	4	4	4	4	4
High School Buildings	1	1	1	1	1	2	2	2	2	2

Data Source
Various city departments

* Data unavailable for these years

City of Nashua, New Hampshire

City Government Employees by Division - Full Time Equivalents
Last Ten Fiscal Years (1)

Division	Fiscal Year 2000	2001	2002	2003	2004	2005	2006	2007
General Government								
Mayor's Office	4.6	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Legal	5.0	5.0	5.0	5.0	5.0	4.9	4.9	4.9
Board of Aldermen	1.6	1.6	1.8	1.8	1.8	1.8	1.8	1.8
	11.2	11.6	11.8	11.8	11.8	11.6	11.6	11.6
Financial Services	30.9	30.8	31.8	30.8	30.5	31.0	30.6	31.4
Administrative Services								
Administrative Services	1.0	0.9	1.6	1.9	1.5	1.9	1.9	1.9
City Clerk	8.5	8.5	7.5	6.8	7.0	7.0	7.0	7.0
Human Resources	3.8	3.9	3.9	3.9	3.9	3.9	3.9	3.9
Purchasing	5.0	5.0	5.0	4.0	4.0	4.0	4.0	4.0
Building	4.0	4.6	4.6	5.6	5.6	5.6	5.6	5.6
Risk Management	4.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0
Assessing	10.0	12.0	11.0	12.0	10.0	11.0	11.0	11.0
Information Technology	6.0	7.0	10.0	10.0	8.0	9.0	9.0	
Total Administrative Services	42.3	46.9	48.6	49.1	44.0	47.4	47.4	38.4
Information Technology								* 13.0
Protection of Life & Property								
Police	218.6	219.4	232.6	236.9	236.9	238.9	240.0	248.0
Fire	173.5	178.0	178.0	178.0	181.6	181.6	176.0	174.0
Total Protection of Life & Property	392.1	397.4	410.6	414.9	418.5	420.5	416.0	422.0
Division of Health & Community Services								
Community Services	5.5	6.1	7.1	7.1	8.6	7.5	7.8	7.8
Community Health	14.3	12.8	16.6	13.4	11.3	10.4	8.6	10.4
Environmental Health	7.0	6.0	5.6	6.0	6.0	6.0	6.0	7.0
Welfare	4.4	4.5	5.5	6.0	8.0	7.8	6.9	7.9
Total Division of Health & Comm. Services	31.1	29.5	34.8	32.6	33.9	31.6	29.3	33.1
Public Works								
Admin/Engineering	14.0	16.0	19.0	19.0	18.0	19.0	16.0	17.0
Parks & Recreation	26.0	28.0	26.0	28.0	29.0	29.0	29.0	27.0
Streets	77.0	71.0	65.0	67.0	63.0	61.0	56.0	59.5
Traffic	9.0	9.0	9.0	9.0	8.0	10.0	10.0	10.0
Parking	2.0	-	-	1.0	2.0	2.0	1.0	1.0
Wastewater	28.0	28.0	26.0	28.0	30.0	31.0	35.0	31.0
Solid Waste	40.0	40.0	39.0	39.0	37.0	33.0	33.0	31.5
Total Public Works	196.0	192.0	184.0	191.0	187.0	185.0	180.0	177.0
Community Development (2)								
Community Development	2.0	1.0	2.0	2.0	2.0	2.4	2.3	2.3
Planning	18.6	18.0	8.0	8.0	8.0	7.6	7.6	8.0
Economic Development	-	1.0	1.0	1.0	1.0	1.4	1.4	-
Urban Programs	5.0	6.0	6.0	6.0	6.0	6.0	6.0	7.0
Building	-	-	9.0	9.0	10.0	10.0	10.0	10.0
Code Enforcement	-	-	3.0	3.0	3.0	3.0	3.0	3.0
Total Community Development	25.6	26.0	29.0	29.0	30.0	30.4	30.3	30.3
Economic Development								** 0
Public Services								
Edgewood Cemetery	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Woodlawn Cemetery	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0
Total Public Services	8.0	8.0	8.0	8.0	8.0	7.0	8.0	8.0
Library	49.2	48.9	50.7	50.4	47.5	48.5	45.8	45.8
Education								
Teachers	775.0	790.0	795.0	821.0	830.0	838.0	821.0	824.0
Other staff	741.0	744.0	786.0	849.0	839.0	867.0	856.0	850.0
Total Education	1,516.0	1,534.0	1,581.0	1,670.0	1,669.0	1,705.0	1,693.0	1,674.0
Total All Functions	2,302.3	2,325.0	2,390.1	2,487.5	2,480.2	2,518.0	2,492.0	2,471.6
Percent of Total								
General Government	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Financial Services	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%	1.3%
Administrative Services	1.8%	2.0%	2.0%	2.0%	1.8%	1.9%	1.9%	1.6%
Protection of Life & Property	17.0%	17.1%	17.2%	16.7%	16.9%	16.7%	16.7%	17.1%
Division of Health & Community Services	1.4%	1.3%	1.5%	1.3%	1.4%	1.3%	1.2%	1.3%
Public Works	8.5%	8.3%	7.7%	7.7%	7.5%	7.3%	7.2%	7.2%
Community Development	1.1%	1.1%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
Public Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Library	2.1%	2.1%	2.1%	2.0%	1.9%	1.9%	1.8%	1.9%
Education	65.8%	66.0%	66.1%	67.1%	67.3%	67.7%	67.9%	67.7%
Total	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%

Data Source
Budgeted Positions per City of Nashua Budget. Full time equivalent based on 40 hours per week.

Notes:
(1) Data prior to FY2000 not available at this time.
(2) Community Development Division was reorganized in FY02

* Information Technology was established as a new Division during FY2007
** Economic Development was established as a direct report to the Office of the Mayor during FY2007

City of Nashua, New Hampshire

Student/Teacher Statistical Information
Last Ten Fiscal Years

	Fiscal Year									
	1998	1999	2000	2001	2002	2003	2004	2005(1)	2006	2007
Student Enrollment:										
Elementary	7,890	7,875	7,828	7,706	7,456	7,227	7,028	5,702	5,469	5,378
Middle School	2,803	2,927	3,084	3,086	3,096	3,233	3,230	3,287	3,240	3,076
High School	2,407	2,543	2,638	2,729	2,867	2,997	3,081	4,236	4,274	4,258
Total	13,100	13,345	13,550	13,521	13,419	13,457	13,339	13,225	12,983	12,712
Teacher FTEs (2):										
Elementary	413	416	419	420	420	417	415	359	339	340
Middle School	184	188	198	201	201	213	213	215	214	214
High School	123	131	139	145	147	155	164	226	230	230
District-wide	15	16	19	24	28	36	38	38	38	40
Total	735	751	775	790	795	821	830	838	821	824

Notes:

(1) Reflects the transition of 6th grade moving from elementary to middle school and 9th grade moving from middle to high school
(2) The distribution among teachers by grade level is an estimate

City of Nashua, New Hampshire

School Department Operating Statistics
Last Ten Fiscal Years

Fiscal Year	Operating Budget (1)	Debt Service (1)	Total Budget	Enrollment	Cost per Pupil	Percentage Change	Teaching Staff	Pupil/ Teacher Ratio
2007	$ 80,791,428	$ 16,377,196	$ 97,168,624	12,712	7,644	-0.6 %	824	15.4
2006	83,101,595	16,776,199	99,877,794	12,983	7,693	4.3	821	15.8
2005	81,545,643	16,014,196	97,559,839	13,225	7,377	9.7	838	15.8
2004	76,210,800	13,455,535	89,666,335	13,339	6,722	3.2	830	16.1
2003	73,763,630	13,869,625	87,633,255	13,457	6,512	10.1	821	16.4
2002	68,656,687	10,735,676	79,392,363	13,419	5,916	9.9	795	16.9
2001	65,888,289	6,905,650	72,793,939	13,521	5,384	7.9	790	17.1
2000	63,283,491	4,312,545	67,596,036	13,550	4,989	2.7	775	17.5
1999	60,002,069	4,798,034	64,800,103	13,345	4,856	6.6	751	17.8
1998	54,971,388	4,722,602	59,693,990	13,100	4,557	0.4	735	17.8

Data Source
Budget information from City Adopted Budget and non-financial information provided by the School Department.

Notes:
(1) Budget is for the General Fund only and excludes grant funds and food services.

SAMPLING OF IMPORTANT HISTORICAL EVENTS IN THE HISTORY OF NASHUA

1859:	First graduating class at Nashua High School.
1885, April 14:	Nashua Horse Railway started.
1886, Fall:	Electric Lights installed in stores only.
1887:	First Electric Street Railway Service Electrified.
1895, Aug. 13:	Street Railway Service Electrified.
1910:	City Farm sold, became Nashua Country Club.
1913, Sept. 3:	Nashua White Way Installed.
1917:	Spring Street School destroyed by fire.
1919:	Dedication of new High School on Spring Street.
1920:	Playground opened on South Common.
1922:	Daniel Webster Highway opened.
1924:	Main Street widened from West Pearl to Hollis Street.
1924:	Nashua Main Street Bridge destroyed by fire.
1925:	New Main Street Bridge built.
1928:	Nashua celebrated 75th Anniversary as a City.
1930, May 4:	Crown Hill fire.
1932:	Nashua Street Railway Service discontinued.
1934, July 19:	Police Radio installed.
1936, March 19:	Flood.
1937:	Holman Stadium dedicated.
1937, Nov. 19:	Teletype System installed.
1938, Sept. 20:	Hurricane and Flood.
1944, April 11:	Main Street widened from Main Street Bridge to the Southerly line of Montcalm Building.
1945:	Airport dedicated at Boire Field.
1946:	Parking meters installed.
1946:	Federal Public Housing for Veterans of World War II (80 units).
1947:	Merrimack River flood control project completed.
1949:	Dike-Pump House.

1949:	South of Lake Street Pump House.
1950:	Main Street widened on Westerly side, from West Hollis Street to Mulberry Street.
1953:	Nashua Centennial Celebration.
1954, Aug. 31:	Hurricane "Carol".
1954, Sept. 11:	Hurricane "Edna".
1954, Nov. 12:	"Red Wing Express" (Montreal to Boston), wrecked at Bridge Street Crossing, near Union Street - one killed, twenty-one injured.
1956, March 16/19:	"Twin Blizzards".
1956, April 8:	"Blizzard" (one death).
1956, April 10:	Fire Alarm Whistle silenced.
1957, Feb. 4:	N.H. National Guard Armory destroyed by fire.
1958, Jan. 7:	Twenty-one inch blizzard (one death).
1958, Jan. 16:	Sixteen-inch blizzard.
1958, January:	Widening of Main Street bottleneck started (West Side).
1959:	Widening of Main street Bridge Southerly, completed.
1959, March 8:	Dedication of New National Guard Armory.
1960, Sept. 1:	Chandler Library opened; formally dedicated on October 10th.
1961, Jan. 30:	Twenty-five inch blizzard (one death).
1962:	Vagge Village, 50 unit Housing for Elderly.
1963:	Federal Aviation Agency (Boston Center) opened.
1963:	New Post Office completed.
1964, Nov. 16:	New lights installed in business district.
1965:	Memorial Monument to President Kennedy installed in front of City Hall.
1965, Oct. 26:	Lyons Field dedicated (Marshall Street).
1965, Nov. 9:	Gardner Field dedicated (Bowers Street).
1966:	Federally Subsidized Housing, Ledge Street, 30 units.
1966, Feb. 1:	Ward boundaries changed.
1967, June 17:	St. Joseph Hospital dedicated.
1967, June 30:	B&M ends passenger train service to Nashua.

1968, March 13:	Gift of $800,000 by Eliot Carter for new library.
1968, June 9:	Unveiling and dedication of Nashua Firemen's Relief Association Monument on Stark Square.
1969:	Veteran's Memorial Field dedicated.
1969, Nov. 25:	Second gift of $300,000 by Eliot Carter for new Library.
1970:	Old Post Office demolished.
1970, Sept. 15:	Veterans Memorial Bridge dedicated (cost $1.6 million).
1970, Sept. 15:	Taylor Falls Bridge closed.
1971, June 28:	Hunt Memorial Building listed in National Register of Historic Places.
1971, Sept. 26:	Nashua Public Library dedicated.
1971:	New Communications Center, Nashua Police Department (cost $87,000).
1971, Nov. 2:	Voting machine used for first time in Municipal Election.
1972:	Ward boundaries changed.
1972, May 21:	Florence Speare Memorial Building dedicated.
1972, Aug. 8:	One-way traffic plan adopted.
1973, July 19:	Sagamore Point Bridge opened.
1973, July 20:	Hunt Building rededicated Hunt Memorial Building.
1973, Sept. 19:	Roussel Memorial Field dedicated.
1974, December:	New bridge opened to traffic (replacement for Taylor Falls Bridge).
1975:	Nashua N.H. Foundation permanently displays historic Mill Bell.
1975, July 4:	Laying of Cornerstone - New High School.
1976, July 13:	Dedication of Bicentennial Monument to Revolutionary War Soldiers in Bicentennial Park.
1977:	City receives one million dollar grant from EDA to build new Police Station, Public Works Garage, Court House and Parking Garage.
1977, Sept. 7:	Dedication of Richard Belanger Gymnasium (Nashua High School Gym).
1977, Oct. 2:	Dedication of Library Media Center at Bicentennial Elementary School to Assistant Superintendent Emma Nicol.

1977, November:	Main Street Amenities (first phase).
1978, Feb. 7:	Record 27-inch snowfall paralyzes city.
1978, Feb. 18:	President Carter's visit to Nashua for Town Meeting with area High School students. President Carter presented Key to the City in box specially made in Santa Rosa with inscription carved by laser beam.
1978, July:	Second phase of Main Street Amenities Program.
1978, August:	Statue of Major General John G. Foster relocated.
1978, Oct. 25:	1903 Time Capsule at Foster Square opened for the first time in 75 years, and a new capsule sealed and placed next to the relocated statue of Major General John Gray Foster.
1978, Nov. 24:	Municipal Parking Garage opened to the public.
1979, March 5:	Nashua District Courthouse and Municipal Parking Garage dedicated.
1979, May:	Mine Falls Park Project recipient of 1979 N.H. Outstanding Civil Engineering Achievement Award: pedestrian bridge selected by the American Society of Civil Engineers for an Award of Merit by the American Institute of Steel Construction.
1979, May 18:	Police Station and BPW Garage dedicated.
1979, Sept. 30:	Amherst Street School Gym dedicated to Tony Marandos.
1980, Jan. 28:	Passenger rail service between N.H. and Boston begun.
1980, April 17:	Abbott-Spalding House listed in National Register of Historic Places.
1980:	North Little League ball field near Amherst Street School named for the late Robert H. Murray, Sr., former major league baseball star.
1980, Aug. 20:	Demolition of Arlington Street School started; demolition completed September 17,1980.
1980, August:	Dedicated Xavier House, 34 unit Housing for the Elderly.
1980, October:	Nashua Jewish Community marks 20th anniversary of opening of Raymond Street Temple.
1981, May 3:	Dr. Norman Crisp School dedicated (Arlington Street).
1981, May 22:	Arel Manor Dedicated, Housing for Elderly with 110 units.
1981, June:	Temple Street School and James B. Crowley School closed.
1981, July 30:	Laton House celebrates 100th Anniversary.
1981:	Indian Head National Bank marks 130th Anniversary.

1981:	Main Street United Methodist Church celebrates Sesquicentennial Anniversary.
1981, Sept.:	Demolition of Public Works Garage on East Hollis Street begun.
1982:	Nashua Telegraph celebrates its Sesquicentennial.
1982:	Goodwill Building, corner Main and E. Pearl Streets, renovated; now known as City Plaza.
1982	Paper Box Co. Building, corner E. Hollis and Dearborn Streets; renovated for Matthew Thornton Health Clinic.
1983, Dec. 20:	A three-year lease was signed bringing the Double AA Baseball League to Nashua, permitting the Holyoke Millers to become the Nashua Angels for the 1983 Eastern League Season.
1983	Senior Center, 70 Temple Street, dedicated.
1983	Youth benefactor Lawrence C. Elliott's statue dedicated at City Plaza, Main Street.
1983, April 7:	Rededication of the newly renovated Nashua City Hall.
1983, April 7:	Dedication of the Freedom Shrine by the Exchange Club of Nashua to the City of Nashua.
1983, Nov. 4:	Temple Street Manor, former Temple Street Elementary School, now 43 units of Housing for the Elderly, dedicated.
1984:	Nashua Pirates replaced the Nashua Angels in becoming the Double AA Baseball team in the Eastern League.
1984, April:	Street light conversion begun.
1984, July 15:	Hellenic Circle dedicated (junction Walnut, Chestnut, and Central Streets).
1984, Sept. 15:	City Bus, Nashua's new transit system, began operations.
1984, Sept. 25:	Alan Soifert Playground at Mine Falls Park dedicated.
1985, July 20:	Dedication of maintenance and office building at Nashua Municipal Airport to Airport Manager Kenneth Howe.
1985, Sept. 25:	Hurricane "Gloria".
1985, Sept. 26:	Dedication of the Roby Park, Spit Brook Road.
1985, Nov. 29:	Elm Street Garage dedication.
1985, Dec. 1:	Elm Street Garage officially opened.
1985, Dec. 11:	Power began flowing from the new Mines Falls Hydro-Electric Plant.

1986, July:	Nashua, the only city or town in New Hampshire to computerize the Vehicle Registration process.
1986, July:	The Pheasant Lane Mall opened (150 stores).
1986, July 12:	J.F. Kennedy statue returned to its original location in front of City Hall.
1986, Aug. 21:	Dedication of the Park Recreation Building on 100 Concord Street, Nashua, NH.
1986, September:	Rededication of Deschenes Oval, Railroad Square.
1986, Sept. 28:	Dedication of Playing Fields at Mine Falls Park to Marine Sgt. Allen H. Soifert.
1986, November:	Rededication of Elm Street Junior High School Auditorium.
1987, Jan.18:	Nashua Center for the Arts officially transferred to local developer John Stabile.
1987, February:	New transit fleet for the City Bus Company arrives.
1987, March:	Conveyance of the former James B. Crowley School to the Nashua Adult Learning Center, Inc.
1987, March:	Arts & Science Center changes its name to the Nashua Center for the Arts.
1987, April:	Lights installed at soccer and softball fields at Mine Falls Park.
1987, April 1:	Residence Tax repealed.
1987, April 26:	John P. Howe and Sally Howe Bixby gave a Gift of Land on Broad Street to be known as the "Howe Wildlife Sanctuary".
1987, May:	Ground breaking ceremonies for the new Junior High School on Henri Burque Highway.
1987, July 19:	Money Magazine designated Nashua and its surrounding communities as the most livable area in the United States. Nashua #1 City.
1987, Sept. 8:	Sister City relationship established with An Sung, South Korea.
1987, Sept. 17:	200th Anniversary of the United States Constitution.
1987, Sept. 17:	Dedication of Veterans Memorial at Woodlawn Cemetery.
1987, Sept. 17:	Dedication of Constitution Plaza and Constitution Garden at Main and Spring Streets.
1987, Sept. 19:	Planting and dedication of Constitutional Tree at Greeley Park by the Girl and Boy Scouts of Nashua.

1987, Oct. 27:	Ground breaking for Secondary Sewerage Treatment Plant sewerage facility.
1987, Oct. 28:	Dedication and official opening of the play lot at Roby Park.
1987, Oct. 29:	Unveiling of painting by Nashua Artist James Aponovich in City Hall rotunda.
1988, July 7:	Delegates from An Sun County, South Korea, Sister City to Nashua, visited Nashua.
1988, Sept. 18:	Pennichuck Junior High School dedicated (208 Manchester Street).
1988, Oct. 26:	Unveiling of 2nd painting by Nashua artist John Aponovich in the City Hall rotunda.
1988, Oct. 26:	Volunteer Recycling Program started in the City of Nashua.
1988, Dec. 28:	Relocation of the Central Bus Transfer Station to the area between City Hall and Garden Street.
1989, Jan. 15:	Clocktower Place opened.
1989, January:	Demolition of Spring Street Junior High School completed. Work begun on the new Superior Court on Spring Street location.
1989, June:	Renovation of City Hall Annex, 2nd Floor, completed.
1989, July 1:	Korean War Veteran Memorial.
1989, July 30:	Rededication of Fields Grove Park.
1990, April 22:	20th Anniversary Earth Day Celebration.
1990, June 12:	Board of Aldermen authorized the sale of the Nashua District Court House to the State of New Hampshire.
1990, Nov. 27:	Designated Martin Luther King Jr.'s Birthday as a Municipal Holiday to be observed on the third Monday in January each year.
1990, Dec. 1:	The Nashua City Bus Contract was awarded to the Greater Nashua Transportation Services, Inc.
1991, Jan. 15:	Wetlands Legislation approved by Nashua Voters in Special Referendum Election.
1991, June 12:	Mt. Auburn Associates prepared a strategic plan for the future for the City of Nashua and the Greater Nashua Chamber of Commerce.
1991, November:	City Vehicle Registration Office began issuing license plate decals for State of New Hampshire.

1992, Jan. 31:	City Clerk's Office relocated to Elm Street side of City Hall.
1992, Feb. 18:	New Ward Boundaries were established.
1992, May 13:	Amherst Street School celebrated its 100th Anniversary.
1992, November:	City of Nashua Received "1st Place" award for excellence in Annual Reports by the New Hampshire Municipal Association.
1993, Jan. 12:	Created Hunt Memorial Building Restoration Fund.
1993, January:	Regional Roundtable established.
1993:	SARA Title III Regional Meeting and Conference with EPA.
1993, Nov. 2:	Budget Control Charter Amendment and Approval of Salaries and Collective Bargaining Agreements of the Nashua School District approved by Nashua voters by Referendum Question.
1994, April 26:	Dedication of Libby Field (lower field at Lincoln Park) in recognition of Linda Libby.
1994, May 10:	Dedication of Matt Dube Field (Baseball Field at St. Andrew's Playground) in recognition of his courage, hope and inspiration.
1994, June 1:	Nashua Memorial Hospital changed its name to Southern New Hampshire Regional Medical Center.
1994, Aug. 15:	100th Anniversary Celebration - Amherst Street Fire Station.
1995, March:	American Stage Festival leased Center for The Arts Building at 14 Court Street.
1996, June 14:	Olympic Torch Celebration.
1997, April 8:	Named two city entrances into Holman Stadium in recognition of the 50th Anniversary of the Nashua Dodgers Baseball Team's Celebrated Players Roy Campanella and Don Newcombe.
1997, June 11:	NASHUA #1 CITY - Nashua named most livable city in America by Money Magazine for second time in ten years.
1998, Feb. 27:	Professional Baseball Agreement - Nashua Pride Professional Baseball , LLC.
1998, May 26:	Mayor established "MILLENNIUM CELEBRATION COMMITTEE."
1998, Dec. 8:	Recall Election for the Office of Mayor.
1999, Jan. 12:	Recall Run-off Election for the Office of Mayor.
1999, June 8:	Adopted the 1999 Nashua Recreation Plan.

1999, Dec. 14:	"David W. Deane Skate Park" named.
2000, May 19:	Ground broken for Nashua High School North.
2000, June 14:	"Nashua Heritage Rail Trail" named. Officially opened November 8, 2000.
2000, September:	Nashua Pride professional baseball team brings home the Atlantic League Championship.
2001, March:	Pennichuck Junior High School Roof Collapses Walnut Street Oval named "Hellenic Circle.
2001, May 19:	Dedication of a bronze and iron statue depicting a French-American mother and child at Le Parc de Notre Renaissance Francaise off Water Street. Christopher R. Gowell, sculptor.
2001, September 7:	An estimated 2,800 fans attended opening night at Stellos Stadium. Motta Field's state-of-the-art synthetic turf receives great reviews, but Nashua's football team falls to Concord, 21 – 14.
2001, September 11:	Attack on the World Trade Center shocks city and nation.
2002	New Ward Boundaries established. NH Legislature unable to agree on new lines for House and Senate Districts. As a result, NH Supreme Court establishes new legislative districts. Court discovers that 2000 U.S. census tracts in New Hampshire did not properly follow all cities' ward lines and establishes at-large House Districts in many cities. Nashua further amends boundaries in Wards 4, 6, 7 and 8 at November 2002 election.
2002, August:	Curtain falls on American Stage Festival, 14 Court Street, after 31 years of professional theater. The company moved from its Milford home, along the banks of the Souhegan, to Nashua in 1999.
2002, September 3:	First day of school at Nashua High School – North. The $70 million school off Broad Street will house juniors and seniors for two years while the former high school, now named Nashua High School – South, is renovated.
2003:	Nashua celebrates its 150th birthday as a city: 1853 – 2003.
2004:	Nashua opens second public high school for grades 9 – 12.
2005:	Mayor Bernard A. Streeter files suit to put a stop to Mayoral Recall Election, a process authorized under provisions in the 1913 city charter. Superior Court issues an injunction to prevent the special election and voids the recall provision, citing modern state laws governing municipal authority.

2005: Batesville Casket Company announces the closing of its Nashua operations, putting 200 people out of work. Teradyne Connection Systems cuts 200 workers in January and another 100 in December.

Joseph Giuliano, Superintendent of Schools, announces plans to retire.

2006: Heavy rains over Mother's Day weekend created flooding that washed out roadways and bridges and flooded homes in Nashua and surrounding communities.

State abolished the use of tollbooth tokens on New Year's Day 2006. The tokens, which depicted the Old Man of the Mountain on one side, were phased out following the introduction of E-Z pass detectors.

Democrats took control of both chambers in the State Legislature for the first time since 1874. Democrats were elected to Nashua's two State Senate seats and 24 of 28 seats in the State Legislature.

YMCA, Temple Street

Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F.P. Trow News Agency, Nashua.

MAYOR AND BOARD OF ALDERMEN
2006 – 2007

First row, left to right (seated): Alderman-at-Large David Deane; Alderman-at-Large Fred Teeboom; Ward Nine Alderman Gregory Williams; Ward Three Alderman Daniel Richardson; Ward One Alderman Mark S. Cookson; Ward Five Alderman Michael Tabacsko; Ward Seven Alderman Richard P. Flynn; and Ward Four Alderman Marc W. Plamondon.

Second row, left to right (standing): Corporate Counsel David Connell; Ward Two Alderman Richard LaRose; Alderman-at-Large Brian S. McCarthy; Alderman-at-Large Steven A. Bolton; Alderman-at-Large James R. Tollner, Vice-President; Mayor Bernard A. Streeter; Alderman-at-Large David Rootovich, President; Ward Six Alderman Robert A. Dion; Ward Eight Alderman David MacLaughlin; Treasurer/Tax Collector David Fredette; City Clerk Paul R. Bergeron.

——— MUNICIPAL GOVERNMENT ———
2006-2007

MAYOR

Honorable Bernard A. Streeter
Elected at the November 4, 2003
Municipal Election for a Four-Year Term

PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large David Rootovich
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2007

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large James R. Tollner
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2007

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms

Terms Expire December 31, 2007:

Brian S. McCarthy	65 Musket Drive
James R. Tollner	1 Sequoia Circle
David Rootovich	5 Shelton Street

Terms Expire December 31, 2009:

Steven A. Bolton	4 Kyle Drive
David W. Deane	56 Manchester Street
Fred Teeboom	24 Cheyenne Drive

WARD ALDERMEN

Ward 1	Mark S. Cookson	18 Inca Drive
Ward 2	Richard LaRose	36 Charlotte Avenue
Ward 3	Daniel Richardson	70 Berkeley Street
Ward 4	Marc W. Plamondon	78 Elm Street
Ward 5	Michael Tabacsko	5 Federal Hill Road
Ward 6	Robert A. Dion	266 Pine Street
Ward 7	Richard P. Flynn	12 Charlton Circle
Ward 8	David MacLaughlin	4 Heritage Village Dr., #104
Ward 9	Gregory Williams	34 Shingle Mill Drive

CLERK OF THE BOARD: Paul R. Bergeron, City Clerk
Patricia E. Lucier, Deputy City Clerk

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

STANDING COMMITTEES: 2006 – 2007

Budget Review Committee	Deane (CH), Teeboom (VC), Tollner, Cookson, Williams, Flynn, Richardson
Finance Committee	Bolton (VC), Teeboom, Deane, Dion, Richardson, Flynn
Human Affairs	Plamondon (CH), Tollner (VC), LaRose, MacLaughlin, Tabacsko
Infrastructure	Dion (CH), Plamondon (VC), Cookson, Deane, McCarthy
Planning & Economic Development	McCarthy (CH), Bolton (VC), LaRose, Cookson, Tabacsko
Personnel/Administrative Affairs	Tollner (CH), Dion (VC), Richardson, MacLaughlin, Williams
Joint Special School Bldg	Bolton, McCarthy, Deane, Flynn, MacLaughlin, Plamondon, Williams, Tabacsko, LaRose

SPECIAL LIAISON COMMITTEE MEMBERSHIP

Board of Education. . . . .Cookson, Teeboom (Alt)
Board of Fire Commissioners . . . .Tollner, Plamondon (Alt)
Board of Health . . . .Bolton, Tabacsko (Alt)
Board of Public Works . . . .Deane, Plamondon (Alt)
BPW Pension. . . . .Deane, Flynn (Alt)
Business & Industrial Development Authority.....Rootovich
Cable TV Advisory Board. . . . .Teeboom, McCarthy (Alt)
Capital Equipment Reserve Fund . . . .Rootovich
Capital Improvements. . . . .Bolton, McCarthy (Alt)
Child Care Advisory Commission. . . . .LaRose, Tabacsko (Alt)
Continuum of Care.....LaRose, Plamondon (Alt)
Conway Ice Rink Commission . . . .Rootovich, Tollner (Alt)
Ethics Review Committee . . . . .Richardson, Cookson (Alt)
Ethnic Awareness Committee . . . .LaRose, Plamondon (Alt)
Green Team . . . .LaRose
Historic District Commission . . . .Williams, Richardson (Alt)
Housing Authority. . . . .Tollner, Dion (Alt)
Hunt Building Board of Trustees.....LaRose, Bolton (Alt)
Hunt Legacy. . . . .Rootovich
IRA F. Harris Legacy Fund Trustees . . . .Rootovich
Library Board of Trustees. . . . .Rootovich
Merrimack Valley Water District.....McCarthy, Rootovich (Alt)
Nashua Association for the Elderly Board of Directors.....Flynn
Nashua City Planning Board.....LaRose, Cookson (Alt)
Nashua Regional Planning Comm.....McCarthy, Dion, Bolton (Alt), Plamondon (Alt)
Pennichuck Sp. Water Comm. . . ..LaRose, Cookson, Teeboom, McCarthy, Tabacsko
Pride Work Group.....Cookson, Richardson, Tabacsko
Review & Comment Commission . . . .Cookson, Plamondon (Alt)
Senior Center Building Committee.....Deane, Flynn (Alt)
Station 4 Building Committee.....Deane, Plamondon (Alt)
Transit Advisory Committee . . . .Dion, Richardson (Alt)

BOARD OF EDUCATION: 2006-2007

MICHAEL CLEMONS	177 KINSLEY STREET	03060	889-2704
RICHARD DOWD	8 ASCOT PARK	03063	598-3528
DENNIS HOGAN	51 PINE HILL AVE	03064	883-3485
JOHN D. “JACK” KELLEY	12 SKYLINE DRIVE	03062	880-4083
EDWINA KWAN	48 CATHEDRAL CIRCLE	03063	886-5740
MARY ANN MELIZZI-GOLJA	2 AMBLE ROAD	03062	888-9765
KIMBERLY SHAW	14 SWEET WILLIAM CIR.	03062	882-2845
THOMAS L. VAUGHAN	6 KEVIN ROAD	03062	888-0984
SANDRA ZIEHM	147 CHESTNUT STREET	03060	883-2882

BOARD OF PUBLIC WORKS: 2006-2007

DONALD J. DYER	16 RADCLIFFE DRIVE	03062	882-2880
DANIEL L. GAGNON	13 COURTLAND STREET	03064	881-8632
JAMES L. HALL	32 PRESCOTT STREET	03064	881-9693
TIMOTHY LAVOIE	22 DODGE STREET	03064	595-2050

FIRE COMMISSION: 2006 – 2007

PAUL A. GARANT	60 BARTEMUS TRAIL	03063	897-0812
BRUCE A. LAUGHTON	62 GILLIS STREET	03060	889-7073
DAVID LAVOIE	5 WATERSEDGE DRIVE	03063	881-9398
EDWARD P. MADIGAN	4 WESTRAY DRIVE	03062	888-3775
RICHARD A. SOUCY	254 LAKE STREET	03060	883-5207

CITY ELECTION OFFICIALS
2006 – 2007
MODERATORS

WARD 1	PATRICIA A. CHADWICK	43 INDIAN ROCK ROAD	03063	880-8759
WARD 2	VACANT			
WARD 3	ARTHUR L. BARRETT, JR.	73 WALDEN POND DRIVE	03064	882-6796
WARD 4	DAVID H. DAVIS	9 MIAMI STREET	03064	883-9087
WARD 5	PATRICIA D. ALLAN	107 SHORE DRIVE	03062	595-2757
WARD 6	MADELEINE ROUSSEAU	21 WADLEIGH STREET	03060	883-7638
WARD 7	VACANT		03060	
WARD 8	JOSEPH TARANTO	160-118 DAN. WEBSTER HWY	03060	
WARD 9	MARK F. AVERY	5 WESTRAY DRIVE	03062	888-9415

WARD CLERKS

WARD 1	MARY K. POSTON	14 BIBLE WAY	03063	886-0067
WARD 2	WILLIAM A. MARSHALL	15 WATSON STREET	03064	882-5211
WARD 3	DIANE J. GRIFFITH	19 STARK STREET	03064	595-7445
WARD 4	SHIRLEY L. SANTERRE	ONE CLOCKTOWER PLACE #529	03060	882-7000
WARD 5	JEAN E. FORTIER	1070 WEST HOLLIS STREET	03062	883-9130
WARD 6	IRENE WHITMORE	348 LAKE STREET	03060	880-1391
WARD 7	VALERIE A. DENAULT	48 BURKE STREET	03060	882-6523
WARD 8	MARGARET ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
WARD 9	ANN A. CORBETT	168 SEARLES ROAD	03062	888-6088

CITY ELECTION OFFICIALS
2006 – 2007
WARD SELECTMEN

WARD 1	NICHOLAS DAHL	6 INDIAN ROCK ROAD	03063	
	ELAINE DORGAN	1 BIRCH HILL DRIVE	03063	883-0310
	BROOKS THOMPSON	36 LUTHERAN DRIVE	03063	886-1476
WARD 2	VACANT			
	TERESA MOLER	88 CANNONGATE RD	03064	883-9114
	ANN MORAN	21 DANBURY ROAD	03064	883-0127
WARD 3	MARTHA P. BARRETT	73 WALDEN POND DR.	03064	882-6796
	HENRY KLEMENTOWICZ	101 WELLINGTON ST.	03064	595-9896
	A. DAVID PIERCE	13 MANCHESTER ST.	03064	882-9853
WARD 4	JAMES BARNETT	2 BEECH STREET	03060	889-7396
	CLARENCE KRAMMES	6 MT. VERNON STREET	03060	883-2860
	HENRY LABINE, JR.	1 PERRY AVENUE	03060	882-4702
WARD 5	NELSON S. ALLAN	107 SHORE DRIVE	03062	595-2757
	ANNE HOSTAGE	14 ROSEMARY COURT	03062	882-5844
	PAUL PELLERIN	2 HAWTHORNE LANE	03062	886-1162
WARD 6	R. JAY CORBIN	7 STEVENS STREET	03060	880-9287
	VACANT			
	JOHN MADIGAN	29 VICTOR AVENUE	03060	888-1679
WARD 7	JUNE M. CARON	24 MONTGOMERY AVE.	03060	594-3367
	EDWARD JEAN	70 MARSHALL STREET	03060	889-1452
	ANNE M. SIROIS	57 NEWBURY STREET	03060	882-9505
WARD 8	GENE ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
	ANDREW P. CERNOTA	129 SHELLEY DRIVE	03062	888-3449
	ERIC SCHNEIDER	19 STANLEY LANE	03062	888-6810
WARD 9	EVELYN DAILEY	18 NIGHTINGALE ROAD	03062	889-0023
	PATRICIA MOREAU	5 GAGNON CIRCLE	03062	882-6393
	KAY POTFORA	102 CONANT ROAD	03062	888-0653

THE COMMON COUNCIL AND BOARD OF ALDERMEN

Under the City's first Charter of 1853, the Mayor and Aldermen sat as one board, with the Mayor presiding. Though the Mayor exercised "general supervision" over the affairs of the new city, the executive powers of Nashua rested with the full Board which possessed all the powers that town Selectmen had under state law, except as otherwise provided by the Charter. The Common Council had the "power to make all such salutary and needful by-laws…and make, establish, publish, alter, modify, amend or repeal ordinances, rules, regulations and by-laws…" In addition, the Council oversaw city property and finances, had the power to construct drains and sewers, had all power and authority vested in boards of health, and provided for the appointment or election of city officials and fixed their compensation. The 1853 Charter was significantly amended by the voters in 1914. Effective January 1, 1915, the Council was abolished and the Board of Aldermen became the legislative authority. The Mayor remained the chief executive officer, but he was granted veto power over the Board's actions. The Mayor retained the right to introduce legislation, but he would no longer preside over the Board's meetings; the Board elected a President for that purpose. The final meeting of the Common Council was held on December 15, 1914.

PRESIDENTS, BOARD OF COMMON COUNCIL

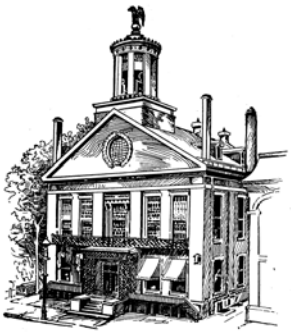
1853	Aaron F. Stevens	1880	Charles W. Stevens
1854	Edward Spalding	1881	Guy W. Latham
1855	David A.G. Warner	1882	Isaac C. Johnson
1856	Samuel C. Crombie	1883	Isaac C. Johnson
1857	Ivory Harmon	1884	Charles E. Cummings
1858	George L. White	1885	Charles R. McQuesten
1859	Josiah M. Fletcher	1886	Fred C. Anderson
1860	Josiah M. Fletcher	1887	Charles T. Lund
1861	Jonathan Parkhurst	1888	Albert H. Bailey
1862	Jacob D. March	1889	Henry P. Whitney[1]
1863	Theodore H. Wood	1890	Frank P. Rideout
1864	Henry Holt	1891	Fletcher W. Burnham
1865	John G. Kimball	1892	Lester F. Thurber
1866	John G. Kimball	1893	Frank L. Kimball
1867	Charles D. Copp	1894	William D. Swart
1868	William B. Buell	1895 – 1896	William D. Swart
1869	Benjamin Fletcher Jr.	1897 – 1898	Edward H. Wason
1870	Eugene F. Whitney	1899 – 1900	Charles O. Murray
1871	Edwin W. Johnson	1901 – 1902	Warren H. Prichard
1872	Thomas H. Pinkham	1903 – 1904	Warren H. Prichard
1873	Loring Farnsworth	1905 – 1906	Moses L. Truel
1874	Timothy B. Crowley	1907 – 1908	James H. Connor
1875	Edgar B. Burke	1909 – 1910	Harry A. Gregg
1876	James H. Dunlap	1911 – 1912	John F. Shea
1877	Alfred Chase	1913	Frederick A. Collins[2]
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton[3]
1879	James A. Merrill		

[1] elected on 33rd ballot
[2] resigned November 4, 1913
[3] elected November 4, 1913

PRESIDENTS, BOARD OF ALDERMEN

1920-1921	Fred E. Taggart	1962-1963	Henry J. Fortin
1922-1925	Edwin Morey	1964-1967	Francis LaFlamme
1926-1927	Wilbert Blanchard	1968-1971	Maurice L. Arel
1928-1929	Henry A. Lagasse	1972-1975	Donald L. Ethier
1930-1931	Walter E. Grant	1976-1977	Alice L. Dube
1932-1933	Charles H. Parker	1978-1979	Donald L. Ethier
1934-1935	Walter E. Grant	1980-1981	Donald C. Davidson
1936-1937	Joseph A.Therriault	1982-1985	Thomas B. Kelley
1938-1939	Eugene H. Lemay[4]	1986-1987	Carl Andrade
1939	Joseph E. Houde[5]	1988-1991	Thomas B. Kelley
1940-1941	Edward R. Benoit	1992-1993	Philip J. Grandmaison
1942-1943	Walter B. Mason	1994-1995	Joyce L. Arel
1944-1945	Edward R. Benoit	1996-1997	Claire McGrath
1946-1947	Lester H. Burnham	1998-1999	David G. Fredette
1948-1949	Henry J. Ouellette	2000-2001	Katherine E. Hersh[6]
1950-1953	Conrad H. Bellavance	2001	Steven A. Bolton[7]
1954-1955	Michael J. Dell Isola	2002-2003	David Rootovich
1958-1959	Wilfred Pelletier	2004-2005	Brian S. McCarthy
1960-1961	Thomas J. Leonard Jr.	2006-2007	David Rootovich

[4] elected Mayor February 14, 1939
[5] elected February 14, 1939
[6] resigned August 14, 2001
[7] elected August 14, 2001



Nashua's First City Hall

Completed in 1843, Nashua's first Town – then City – Hall was located on the east side of Main Street near the site of the County Records Building on Temple Street, built in 1866.

The architectural lines were incorporated into the present-day City Hall, which was constructed at 229 Main Street. The dedication of the new "Nashua City Hall and Police Station" was held on November 20 and 21, 1939. According to the Dedication Program, the total cost of the new facility was $370,000. $166,500 of this amount was a grant from the United States Government under the Roosevelt Administration's work relief programs. The Dedication Program also projected that the "Estimated revenue from (the) sale of (the) old City Hall and Municipal Building by (the) Finance Committee" would be $125,000.

The sketch of Nashua's first City Hall (right) appeared in the Municipal Report for the Year Ending 1902. The image on the left is from the Library of Congress Prints and Photographs Division. (LC-D4-16239, c. 1903, Detroit Publishing Co.)

Country Club, Nashua

Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston
Published by F. P. Trow News Agency, Nashua

MAYORS OF NASHUA

1.	Joseph Baldwin	1853-1854	28.	Joseph Howard	1895-1896
2.	Freeman S. Rogers	1855-1856	19.	Jason E. Tolles	1897-1900
3.	Thomas Gillis	1857	30.	Milton A. Taylor	1901-1902
4.	Albin Beard	1858-1859	31.	Jeremiah J. Doyle	1903-1904
5.	Aaron W. Sawyer	1860	32.	Andros B. Jones	1905-1906
6.	George Bowers	1861	33.	Albert Shedd	1907-1910
7.	Hiram T. Morrill	1862-1863	34.	William H. Barry	1911-1914
8.	Edward Spalding	1864	35.	James B. Crowley	1915-1919
9.	Virgil C. Gilman	1865	36.	Henri A. Burque	1920-1923
10.	Gilman Scripture	1866-1867	37.	Eaton D. Sargent	1924-1927
11.	George Bowers	1868	38.	William F. Sullivan	1928-1933
12.	Jotham D. Otterson	1869-1870	39.	Alvin A. Lucier	1934-1937
13.	Dana Sargent	1871	40.	Frank A. McMaster	1938-1939
14.	Seth D. Chandler	1872	41.	Eugene A. Lemay	1939-1945
15.	Frank A. McKean	1873-1874	42.	Oswald S. Maynard	1946-1949
16.	George H. Whitney	1875	43.	Hugh Gregg	1950
17.	Charles Williams	1876-1877	44.	Claude E. Nichols	1951
18.	William H. Cook	1878	45.	Lester H. Burnham	1952-1957
19.	Charles Holman	1879-1880	46.	Mario J. Vagge	1958-1965
20.	Benjamin Fletcher, Jr.	1881-1882	47.	Dennis Sullivan	1966-1977
21.	Alfred Norton	1883-1884	48.	Donald C. Davidson	1977
22.	John A. Spalding	1885	49.	Maurice L. Arel	1977-1984
23.	James H. Tolles	1886-1888	50.	Thomas J. Leonard	1984
24.	Charles H. Burke	1889-1890	51.	James W. Donchess	1984-1991
25.	William H. Beasom	1891-1892	52.	Rob Wagner	1992-1995
26.	Williams Hall	1893	53.	Donald C. Davidson	1999-1999
27.	Thomas Sands	1894	54.	Bernard A. Streeter	2000-2007

STATE OF THE CITY ADDRESS OF MAYOR BERNARD A. STREETER
February 20, 2007

Thank you all for attending this, my 8th State of the City Address. First I would like to acknowledge the members of our city government, elected, appointed and key staff and division heads who are here this evening. I think that they and those who are not here are the backbones of our city government, and deserve not only my, but everyone's recognition.

Almost 90,000 people live in our city, and I'd bet not many know how hard these elected and appointed officials work, many, many times without recognition or thanks. They don't take compensatory time off when they attend late night meetings, and so forth. This evening I am personally thanking them all for making our city the great city it is.

A State of the City address usually re-caps what went on during the previous year and what the future holds for the up-coming year. This evening I'm taking the liberty of doing things a little bit differently. In addition to looking at what happened in 2006, I thought I should review some of our accomplishments over the past 7 years.

My Administrative Assistant Claire Rioux, who is sitting right in front of me has put up with me for the past 7-plus years suggested I should mention what I said in my first "State of the City Address"…what was promised and then delivered. Politicians make many promises but delivering on those promises are many-times extremely difficult.

In 1999, I was elected on a platform of change. The voters wanted their government to be more open, more civil and more responsive to their needs. They wanted sustained economic growth, they wanted their parks and playgrounds free from toxic wastes, and they wanted their schools to continue to be top-notch. They also wanted more work-force housing, they wanted our downtown to become more vibrant, and they wanted more concern at City Hall regarding taxes.

During the past 7 years we also reached out to the young people of our community. I mention the youth of our city and this evening/morning and I'd like to cite 2 excellent examples of young people who make our city a better place to live. Both of them are active members of the Nashua Boys & Girls Club; Terrance Hart, please stand.

Terrance Hart, age 15, is a 10th grade student at Nashua High South. He has been actively involved in our city for the last 4 years. As part of the Keystone Club, Terrance has helped facilitate and organize activities and events for the club's younger members, including the Halloween and Christmas parties. He organized games for the Summer Expo. for over 300 young people, as well as being an active participant in our city's Summer Fun program.

Terrance is also a member of the Step Teams at both the Boys & Girls Club and Nashua High South. He and his fellow Step Team members have entertained at Summer Fun, as well as numerous other community events. Over the past 4 years, Terrance has also participated in other community service projects including the National Make a Difference Day as well as the United Way's Youth Day of Caring. And he has also worked to beautify our city by improving the cleanliness and safety of city parks and playgrounds. Because of his outstanding Club service, Terrance Hart has become a leader among his peers, a positive role model for younger members, and he certainly has made a difference in the lives of everyone he has touched. Thank you very much Terrance.

Danelis Alayho, please stand. Danelis is 16. She is a sophomore at Nashua High School South. I am told she is quiet in nature; she does have a very steady work ethic when it comes to community service, and has taken many leadership roles in both the community and at the Boys & Girls Club. She too, like Terrance, has improved our city in a number of areas, including the safety and cleanliness of our playgrounds, as well as volunteering to run activities at City events including the Fairy Tale Festival, Children's Day, and special events at Los Amigos Park.

This summer, Danelis participated in the local National Night Out to Take Back the Streets Against Violence program. At the annual Nashua Goes Back to School event, she acted as a translator for families who were unable to speak English. Danelis graduated from the Club's Toastmasters Public Speaking program and is very active in the arts participating in the Club's Step Team along with Terrance.

I am told, and I can speak tonight that she is dependable, trustworthy, and an extremely hard worker. She is an asset to both the Boys & Girls Club as well as the greater Nashua community. Thank you Danelis.

Getting back to our accomplishments during the past 7 years; as many of you know we made the city's web site more user and business-friendly most recently with a partnership with CGI promoting the city, local businesses and indicates very strongly why folks should live, work or shop here. We formed partnerships with our city's non-profits such as ServiceLink, a statewide network that links seniors and adults with

resources making it easier for them to stay in their homes. We also held a series of business and ethnic roundtables focusing on all areas of our city including the Rt. 101-A corridor, the Daniel Webster Highway, our institutions of higher education and just as importantly our downtown.

We formed the first Mayor's Task Force on Seniors, and we formed a Task Force on Affordable and Work-Force Housing, under the leadership of Donnalee Lozeau.

As you know we are in the process of acquiring Pennichuck Water Works. We want to keep our water company local, we want to protect in perpetuity what is left of our precious watershed protection land, and we want to keep our water rates as low as possible.

I also established the city's first Mayor's Veterans Council, and as part of my veterans' initiative, I enlisted the support of another Nashua citizen deserving of recognition. Dr. Griffin Dalianis, a city, state and national leader in veteran's affairs, is with us this evening. Grif, please stand. Dr. Dalianis, a U.S. Air Force disabled veteran, serves as Chair of the Mayor's Veterans Council along with having the distinction of serving as the N. H. Civilian Aide to the Secretary of the Army, holding the rank of General. Grif is Commander of Nashua DAV Post #7 and also serves as Chief of Staff to the National DAV Commander. In addition he serves as Chair of the National Veterans Administration Committee on Rehabilitation, and incidentally also serves as Chair of the Nashua Airport Authority.

When he served in the N. H. Legislature; he was the founding Chair of the N. H. State Legislative Military Veterans Association. He also served with distinction on the Nashua Planning Board, and last year he was named Red Cross Military Hero of the Year. General Dalianis, we salute you!

In the Public Works area, we worked with the EPA and convinced them to re-negotiate our combined sewer overflow Consent Order, which reduced our city's costs by $100 million dollars. We cleaned up, and by cleaning up I mean we removed toxic wastes from 24 of our city's parks making them safe for our city's youth. We established the Roby Park Handicapped Tot Lot, the first of its type in the city. We started the Fairy Tale Festival, which has become a signature event presented as part of our annual award-winning SummerFun program. This event promotes literacy, and in the past 7 years we have given more than 5,000 books purchased by local businesses to inner-city children.

We also computerized the Nashua Public Library, the busiest library in Northern New England

We worked very closely with the Nashua Airport Authority as it continues to be the busiest general aviation airport in New England. We forged a closer relationship with the New Hampshire Department of Health & Human Services, which resulted in more than $3 million dollars in state and federal dollars coming to our city to strengthen our public health capabilities.

As an example our Division of Public Health and Community Services received in excess of $500,000 last year alone that were used to improve our public health infrastructure as well as our ability to respond to public health emergencies.

We worked hard to increase federal government grants for Commuter Rail, Mine Falls Park, Rotary Common, as well as market-rate and low-income housing, as was mentioned our CSO's and our downtown.

Frankly, if we did nothing else I believe we have enriched the lives of seniors and teens alike, when we saw the return of a movie theatre to our city.

Now let's get into the "health" of our city as of today.

If I were a doctor I'd say our city's health is excellent. When you consider financials, public protection, public works and infrastructure, public and environmental health, and our cultural and educational assets such as our library and our schools, you quickly realize we are a quality community.

Let's talk about where we are from an economic development perspective. Today there are more than 52,000 people gainfully employed in our city compared to 46,600 just 10-years ago. However, when you look at the city's top 10 employers including BAE, both hospitals, city and school employees, HP, Oxford Health, and the former Teradyne (now Amphenol), there has been a sizable shift downward. This year 28% or 14,500 employees work for our city's top 10 employers compared to more than 18,000 or 39% 10 years ago. I think this tells you something about the changing demographics of our city's employers. While our larger companies are employing fewer employees, at the same time more employees are working for smaller more diversified companies including retail.

Another economic statistic is the fact that in the past 10 years while our population has increased from 82,000 to almost 90,000, our median family income has also risen from $59,600 in 1997 to over $80,000 annually. Thanks to a well-educated and abundant workforce, a favorable tax climate, a vigorous economic development effort by City Hall, excellent transportation infrastructure including good roads and runways, the availability of office and industrial space, and business-friendly city and state governments, companies are still choosing to locate or expand here. For example in 2006, Axsys Technologies brought 200 new jobs to our city. The new Viega Training Center opened in September. This center, the first of its kind to be developed in our country, will train contractors and trades people to use and install their innovative plumbing, heating and snow melting systems.

Viega will bring an estimated 1,700 hundred people a year into our City from all over the country for week-long training sessions. They will be staying in our hotels, dining in our restaurants and shopping in our stores. Harvey Industries, another construction related business, also opened a new state-of- the-art showroom and distribution center in the former IPBM plant on Northeast Boulevard. Ezenia, a leading provider of high tech products for government networks located here and eGovernment relocated its corporate headquarters here from Burlington, MA. In addition, Peregrine Semiconductor, a supplier of advanced micro-controllers and semi-conductors, opened their New England Design Center here in Nashua off Amherst St.

Along with these other high profile firms came a number of retail and service businesses including Sky Venture, 2 new Walgreen's stores, a Pet-Smart, Stone Cold Creamery, and Tallulah Rose. We also saw 2 near-Eastern restaurants opening: Seven Hills, a new Turkish Restaurant on Factory Street and Mezza, a Lebanese bistro, on Elm Street, as well as Chunky's Movie Theater, adjacent to the Nashua Mall, which incidentally is also the state's largest restaurant with 1,000 seats. These businesses have brought hundreds of new jobs into our city.

According to the most recent figures, unemployment is down to 3.2% from 3.6% at this same time last year.

Let's look briefly at the fiscal health of our city as we enter 2007. Our excellent financial health, guided by our CFO Carol Anderson, has been affirmed by both our auditors and the nation's 2 major bond-rating agencies. We have a $17.5 million-dollar unreserved, undesignated fund balance for Fiscal Year 2006 that represents 8.6% of the total of City, net-school and County appropriations. This is a significant increase over FY-05 when we saw a 6.8% percentage increase.

From a budget perspective, we realized significant savings or surpluses in this fiscal year totaling $2.5 million dollars. These savings including $1.6 million dollars in the school department budget alone in spite of doomsday predictions and extremely irresponsible threats by our former school superintendent who said that there were going to be 175 layoffs that never materialized.

Let's look at the school district for a second. This evening I would like to focus on the Nashua Technology Center, located at both high schools. Both campuses offer Career and Technical Courses such as Pre-Engineering 1 and 2, as well as financial services courses sponsored by the National Academy of Finance.

The South Campus offers a variety of career and trades courses in the fields of Electrical, Machining, Computer-assisted Drafting and Design, Health and Early Childhood as well as HVAC, Video Production and Broadcasting, and Computer Networking. The North Campus offers courses in Graphic Communications and Printing, Automotive Technology, Culinary Arts, Biotechnology, Cosmetology, and Hospitality and Tourism. I mention these because our school district not only excels on

the academic side of elementary and secondary education but also provides our young people with potential careers if they choose not to go on to higher education.

Getting back to the financial arena, we also realized considerable savings by the repayment of the City's debt that exceeded the depreciation of our assets by almost three-quarters of a million dollars. We priced $67.6 million dollars of general obligation new money and refinanced bonds in December. This saved our City $1.4 million dollars this fiscal year and an additional $1.2 million dollars in savings will be realized over the remainder of the bond terms.

We again received a Double A-Plus rating from Standard & Poor's due in part to: a diverse local economy, above average wealth and income levels, a high market value per-capita, and a very favorable City financial position and just as importantly a manageable debt burden.

We also completed several capital projects including: the construction and completion of the East Hollis St. Fire Station and a new Senior Activity Center. We saw another senior housing project built by Southern New Hampshire Services adjacent to the Senior Center. The purchase and rehabilitation of the former Storage Computer Company building on Riverside Street into Public Works administrative offices and Police Department storage is now complete. We are in the process of relocating the city's Transit System bus garage from a leased facility to Riverside Drive into a new state of the art 18,000 square foot transit garage.

Other ongoing capital projects include: several major sewer construction projects as part of our CSO program, the Police Department's HVAC system and the North Riverfront Promenade.

We also have made great progress on our Informational Technology Highway. For example, last year brought positive change for city Information Technology as we added a new IT Director John Barker, and in recognition of the importance of this role, it is now a city division reporting directly to me as Mayor. New IT tools and technologies have been developed such as our improved City website, which generated over a million hits in the last 12 months alone. We also added a Public, Education & Government Community Access TV Manager's position that will lead our efforts to expand Government programming and to help launch our Educational channel.

An improved automated Fire Dispatch system was also implemented by IT. And in collaboration with the Chamber of Commerce, WI-FI will come to our Downtown this Spring. We now have wireless networking in City Hall and we are looking forward to a web-based motor vehicle renewal system this year.

In spite of these accomplishments, if you listen to a small-handful of vocal uninformed critics, you would think that our city is out of control when it comes to budgeting and spending and especially the number of employees it takes to run our great city. Here's another fact you may find interesting. From a personnel standpoint, for the past 7 years the over 3,000 employee complement of city and school employees rose by only 174, and 161 of these were within the school district. In other words the number of city government employees, exclusive of schools, rose by only 13 in the last 7 years.

In spite of a lot of political rhetoric to the contrary, we have only added 13 new employees to city government, and we continue to provide quality and timely services to our growing citizenry. This makes us the envy of cities our size throughout our nation.

Let's look at some of the other things our city has reason to be proud of: We are the 27th safest city in the nation thanks to an outstanding Police Department. headed by Chief Hefferan and an equally outstanding Fire Department. headed by Chief Hatfield.

According to Expansion Management Magazine our city enjoys the nation's number-one "Overall Standard of Living". Last year the book "The Best Place to Raise Your Family" ranked Nashua as one of the best cities in the US; and Money Magazine continues to recognize us by ranking Nashua 87th in our country's top 750 cities in which to live.

One reason we score so well in national rankings is the efforts of the many volunteers who devote their time and talents to make our city the great city it is. This evening I would like to mention 2 individuals who have made a difference in our community with their heavy involvement in civic endeavors. The first is Marqy Studer. I understand she is working this evening, and was unable to be here, but those of you who know Marqy know what she has done. Marqy Studer serves as Chair of Nashua's Livable Walkable Communities; a local organization dedicated to making our city and more importantly our downtown neighborhoods both livable and walkable is a true Nashua Gem. Marqy moved to Nashua in 2001, and at the urging of Community Development Director, Kathy Hersh, she has become a driving force within the Greater Tree Streets area. She is dedicated to the Nashua Heritage Rail Trail as well as Livable Walkable Communities along with the many programs they provide. As an unpaid volunteer, she donates endless hours a week to these projects.

She addresses issues such as inadequate lighting, safe street crossings, traffic calming, graffiti, code violations, broken windows, litter, open space, pedestrian access routes and neighborhood pride. Our city is a far better place because of Marqy's dedication. Thank you, Marqy.

Another citizen who has made a difference in the area of the performing arts in our city is Dennis Schneider. Dennis is in Paris this week, but I believe his wife Kerry is with us this evening. Please stand Kerry.

Dennis is a consultant for high-tech clients and formerly served as President & CEO of Ariel Corporation of New Jersey. He and Kerry have lived here in Nashua for the past 25 years. During that time Dennis has distinguished himself in both the professional and non-professional theatre as a volunteer technical director, technical advisor, lighting designer and approved technician for literally hundreds of theatrical groups including The Actorsingers, Peacock Players, Stage One Productions, The Palace Theatre, Northern Ballet Theatre, Nashua High School North and in auditoriums from Plainfield, New Jersey to Crested Butte, Colorado to name but a few.

In addition, Dennis has over the years acquired an inventory of over $100,000 dollars in theatre equipment that he provides on a free loaner basis to many organizations including our own 14 Court Street, where a good portion of the lighting system has been on loan to the city since the days of the former American Stage Festival. Dennis has also received numerous N. H. Theatre Awards for Outstanding Technical Achievement, Best Lighting Design, and Best Set Design.

He is a life member of the Actorsingers, and also serves as a member of the Keefe Auditorium Commission and the 14 Court St. Commission. Kerry, please thank Dennis for his years of dedicated service to community and professional theatre.

And in conclusion, we should all be very proud that we live in a city where volunteerism is so important. Our city is a great city and equally so is our state where our residents pay less of their income in state and local taxes than any other state in the nation, and as many of you know we were just named as the nation's Most Livable State, based on our quality of life. It doesn't get much better than that!

It takes all of us to make a great city. I want to thank all of you who are playing vital roles in our on-going success including you members of the Board of Aldermen, but just as importantly my dedicated division heads including CFO Carol Anderson, Corporation Counsel Dave Connell, Public Works Director Rick Seymour, Public Health Director Mary Nelson, Librarian Joe Dionne, Community Development Director Kathy Hersh, Treasurer Dave Fredette, City Clerk Paul Bergeron, Chief Hefferan and Hatfield – also I.T. Director Barker, and someone who has done double duty since I have been Mayor, and I frankly I couldn't have done it without her, and that is Maureen Lemieux Administrative Services Director and our Budget Director. We as a City should be very proud that these dedicated men and women and our youth have chosen to serve our citizens in this fashion. With that Mr. President and members of the Board of Aldermen, city staff, and citizens of our great city, as I conclude my 2007 State-of-the-City Address, it is my pleasure and honor to served you as your Mayor.

Thank you.

RESOLUTIONS

Passed by the

BOARD OF ALDERMEN

July 1, 2006

through

June 30, 2007

R-06-73
AMENDING THE USE OF FY2006 CDBG FUNDS APPROVED FOR MARGUERITE'S PLACE AND AUTHORIZING THE TRANSFER OF $12,185 FY2006 CDBG CONTINGENCY FUNDS TO MARGUERITE'S PLACE

The preceding Resolution was passed June 27, 2006
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
July 5, 2006

R-06-80
RELATIVE TO THE TRANSFER OF $5,750 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 575-59100 "MISCELLANEOUS SERVICES" TO PAY FOR AN APPRAISAL OF THE HUNT MEMORIAL BUILDING

R-06-82
RELATIVE TO THE TRANSFER OF $10,000 FROM ACCOUNT 545-97020 "WELFARE COSTS, RENT PAYMENTS" INTO ACCOUNT 505-81079 "CIVIC & COMMUNITY ACTIVITIES – NPCC – REVOLVING LOAN FUND"

R-06-96
APPROVING A FIVE-YEAR AGREEMENT WITH THE HUMANE SOCIETY OF GREATER NASHUA CORPORATION FOR ANIMAL IMPOUNDMENT CARE AND MAINTENANCE SERVICES

R-06-97
APPROVING A TWO-YEAR AGREEMENT WITH PRINT GRAPHICS OF MAINE FOR PRINTING AND MAILING OF PROPERTY TAX, WASTEWATER AND MOTOR VEHICLE BILLS

The preceding Resolutions were passed July 11, 2006
David Rootovich, President
Approved July 12, 2006
Bernard A. Streeter, Mayor

R-06-62
RELATIVE TO THE TRANSFER OF $67,500 FROM EXPENDABLE TRUST FUND ACCOUNT 981-5326 "PORTABLE CLASSROOMS" AND $5,605 FROM ACCOUNT 308-83063-0-6212-6106-00-00 INTO ACCOUNT 681-34 "CAPITAL IMPROVEMENT - SCHOOL PORTABLE CLASSROOMS

R-06-76
ESTABLISHING POLLING TIMES FOR THE STATE PRIMARY ELECTION ON SEPTEMBER 12, 2006 AND THE STATE GENERAL ELECITON ON NOVEMBER 7, 2006

R-06-86
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $1,250 OBTAINED FROM THE SAM'S CLUB FOUNDATION INTO SPECIAL REVENUE ACCOUNT #331-6206 "SAM'S CLUB FOUNDATION 2006"

R-06-87
RELATIVE TO THE TRANSFER OF $51,000 FROM ACCOUNT 553-11911 "STREET DEPARTMENT – PAYROLL, TRANSFER TO TRUST FUNDS", $45,000 FROM ACCOUNT 553-59160 "STREET DEPARTMENT – SNOW PLOWING SERVICES, OUTSIDE", AND $10,000 FROM ACCOUNT 553-59168 "STREET DEPARTMENT – STREET REPAIRS, CONTRACTUAL", INTO ACCOUNT 953-5329 "DPW SNOW REMOVAL TRUST FUND"

R-06-88
RELATIVE TO THE TRANSFER OF $58,656 FROM FY07 ACCOUNT 596-86580 "CONTINGENCY RETIREMENTS – CITY" INTO VARIOUS ACCOUNTS

R-06-89
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $91,523.95 INTO SPECIAL REVENUE ACCOUNT #341-6445 "REGIONAL PANDEMIC PLAN GRANT"

R-06-90
AUTHORIZING THE MAYOR TO APPLY FOR AND ACCEPT A HUD SPECIAL ECONOMIC DEVELOPMENT INITIATIVE GRANT IN THE AMOUNT OF $396,000 FOR THE NASHUA DOWNTOWN RIVERFRONT OPPORTUNITY PROGRAM

R-06-93
RELATIVE TO THE TRANSFER OF $80,000 FROM FY07 ACCOUNT 591-86011 "CONTINGENCY – IT MANAGER" INTO ACCOUNT 522-11429 "IT MANAGER, INFORMATION TECHNOLOGY".

R-06-98
RELATIVE TO THE TRANSFER OF $120,264 FROM ACCOUNT 372-7007 "NASHUA CONSERVATION FUND" INTO ACCOUNTS TO FUND A NATURAL RESOURCES INVENTORY, RAIL TRAIL ACQUISITION, AND COSTS ASSOCIATED WITH THE LOVEWELL'S POND CONSERVATION EASEMENT

R-06-99
HONORING NEERAJ SIRDESHMUKH IN TAKING SECOND PLACED AT THE NATIONAL GEOGRAPHIC BEE IN WASHINGTON, D.C.

The preceding Resolutions were passed August 8, 2006
David Rootovich, President
Approved August 14, 2006
Bernard A. Streeter, Mayor

R-06-49
RELATIVE EDUCATION AND SPECIAL EDUCATION

The preceding Resolution was passed August 8, 2006
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
August 16, 2006

R-06-108
RELATIVE TO THE TRANSFER AND APPROPRIATION OF $3,500 FROM ACCOUNT 522-12082 "IT DEPARTMENT – OF $25,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 502-51030 "OUTSIDE COUNSEL SERVICES" FOR ADDITIONAL SERVICES IN THE SUPREME COURT APPEAL OF THE EDUCATIONAL FUNDING LITIGATION AUTHORIZED BY R-05-238

The preceding Resolution was passed August 22, 2006
David Rootovich, President
Approved August 23, 2006
Bernard A. Streeter, Mayor

R-06-06
RELATIVE TO THE TRANSFER OF $75,000 FROM ACCOUNT 533-33010 "WATER, FIRE PROTECTION SERVICES" AND $75,000 FROM ACCOUNT 591-86005 "CONTINGENCY-GENERAL" INTO ACCOUNT 551-59187 "SPECIAL CONTRACT SERVICES" FOR THE PURPOSE OF FUNDING STUDIES TO RESOLVE OUTSTANDING ISSUES RELATED TO THE 2003 BROAD STREET PARKWAY CONCEPT

R-06-94
DESIGNATION OF CENSUS TRACTS 105, 106, 107 AND 108 AS A "COMMUNITY REINVESTMENT AND OPPORTUNITY ZONE"

R-06-95
CHANGING THE NAME OF A PORTION OF INTERVALE STREET BETWEEN BITIRNAS STREET AND FAIRMOUNT STREET TO "NORTH INTERVALE STREET"

R-06-100
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $9,375 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #332-6322

R-06-101
RELATIVE TO THE TRANSFER OF $29,491 FROM ACCOUNT 596-86580 "CONTINGENCY RETIREMENTS – CITY" INTO ACCOUNT 531-11558 "POLICE PATROLMAN, MASTER"

R-06-102
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF $250,000 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #331-6213 “HOMELAND 2005 RADIO COMMUNICATIONS”

R-06-103
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $504 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, INTO SPECIAL REVENUE ACCOUNT 331-6223 “DWI PATROL 2006”

R-06-104
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $2,000 FROM CONWAY ARENA INTO SPECIAL REVENUE ACCOUNT #352-6521

R-06-105
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $3,837 INTO SPECIAL REVENUE ACCOUNT #341-6427 FROM THE NEW HAMPSHIRE ENDOWMENT FOR HEALTH

R-06-106
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF TRANSPORTATION ENHANCEMENT FUNDS IN THE AMOUNT OF $362,496 AND AUTHORIZING THE ACQUISITION OF RAIL PARCELS IDENTIFIED AS TAX LOTS 32-55, 32-56, AND 38-96

R-06-109
RELATIVE TO THE TRANSFER AND APPROPRIATION OF $3,500 FROM ACCOUNT 522-12082 “IT DEPARTMENT – PROGRAMMER PART TIME” INTO ACCOUNT 522-57005 “IT DEPARTMENT – COMPUTER CONSULTANT SERVICES”

R-06-111
RELATIVE TO THE TRANSFER OF $40,045 FROM ACCOUNT 591-86005 “GENERAL CONTINGENCY” INTO CAPITAL PROJECT ACCOUNT 731-3706 “POLICE HVAC”

The preceding Resolutions were passed September 12, 2006
David Rootovich, President
Approved September 13, 2006
Bernard A. Streeter, Mayor

R-06-113
AUTHORIZING THE TRANSFER OF $52,939 FROM FY 2006 CDBG CONTINGENCY FUNDS TO THE SENIOR CENTER

R-06-114
AUTHORIZING THE ACCEPTANCE AND APPROPRIATION OF ANY GRANTS LESS THAN $5,000 APIECE THAT MAY BECOME AVAILABLE FROM THE STATE OF NEW HAMPSHIRE, FOR THE PERIOD JULY 1, 2006 THROUGH JUNE 30, 2007

R-06-116
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $10,000 FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT #332-6308 TO OPERATE A REGIONAL JUVENILE FIRE INTERVENTION PROGRAM

R-06-117
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $18,000 FROM HILLSBOROUGH COUNTY AS WELL AS CONTRIBUTIONS FROM AREA TOWNS AND OTHER MISCELLANEOUS REVENUES INTO SPECIAL REVENUE ACCOUNT 341-6406 “MEDIATION COMMUNITY EDUCATION SERVICES”

The preceding Resolutions were passed September 26, 2006
James Tollner, Vice President
Approved September 26, 2006
Bernard A. Streeter, Mayor

R-06-112
AUTHORIZING THE TRANSFER OF $8,879 FROM FY2006 CDBG CONTINGENCY FUNDS TO THE HUNT MEMORIAL BUILDING

R-06-115
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $500 FROM TARGET INTO SPECIAL REVENUE ACCOUNT #331-6239 “TARGET DONATION ACCOUNT”

The preceding Resolutions were passed September 26, 2006
James Tollner, Vice President
Approved September 28, 2006
Bernard A. Streeter, Mayor

R-06-110
URGING THE STATE DELEGATION TO PURSUE CORRECTION OF INEQUITY OF MUNICIPAL LIABILITY IN NEW HAMPSHIRE RETIREMENT SYSTEM

R-06-118
RELATIVE TO THE USE OF HOME INVESTMENT PARTNERSHIP FUNDS FOR THE HARBOR HOMES, INC. 46 SPRING STREET VETERANS’ HOUSING PROJECT

R-06-119
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $40,175 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 331-6241 “NH DRUG TASK FORCE 2007” AND THE TRANSFER OF $13,400 FROM ACCOUNT 590-23597-6123 “PRIOR YEAR ESCROW – POLICE GRANTS” INTO SAID SPECIAL REVENUE ACCOUNT

The preceding Resolutions were passed October 24, 2006
David Rootovich, President
Approved October 26, 2006
Bernard A. Streeter, Mayor

R-06-120
AUTHORIZING “NASHUA GREEK COMMUNITY” TO ADOPT THE PORTION OF THE NASHUA HERITAGE RAIL TRAIL LOCATED BETWEEN ELM STREET AND BEECH STREET

R-06-123
RELATIVE TO THE TRANSFER OF THE SUM OF $1,500 FROM ACCOUNT 519-94005 “ASSESSORS – CONFERENCES AND SEMINARS” AND APPROPRIATION INTO ACCOUNT 511-94010 “ADMINISTRATIVE SERVICES – EDUCATIONAL ASSISTANCE”

R-06-124
RELATIVE TO THE TRANSFER OF $3,500 FROM ACCOUNT 591-86005 “GENERAL CONTINGENCY” INTO ACCOUNT 520-53100 “HUNT BUILDING CONTRACT SERVICES”

R-06-125
RELATIVE TO THE TRANSFER OF $32,237 FROM ACCOUNT 596-86580 “CONTINGENCY RETIREMENTS – CITY” INTO ACCOUNT 552-11052 “SUPERINTENDENT OF RECREATION”

The preceding Resolutions were passed November 14, 2006
David Rootovich, President
Approved November 15, 2006
Bernard A. Streeter, Mayor

R-06-134
EXTENDING CONGRATULATIONS TO THE BOY SCOUTS WHO HAVE ACHIEVED THE RANK OF EAGLE SCOUT

R-06-135
HONORING MOOREMART

R-06-136
HONORING JUNE CARON

R-06-142
RENAMING THE COTTAGE AVENUE PLAYGROUND “JUNE CARON PARK”

R-06-122
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF $4,000 FROM THE STATE OF NEW HAMPSHIRE, NH COUNCIL ON THE ARTS AND $4,000 IN MATCHING FUNDS, INTO SPECIAL REVENUE ACCOUNT #373-7019 TO PROVIDE FUNDS TO CITY ARTS NASHUA, A NON-PROFIT ORGANIZATION, TO HIRE A PART-TIME DIRECTOR

The preceding Resolutions were passed November 28, 2006
David Rootovich, President
Approved November 29, 2006
Bernard A. Streeter, Mayor

R-06-129
AUTHORIZING THE TRANSFER OF $400 FROM ACCOUNT 374-07118-7223-7106 “CDBG FY06 POLICE ATHLETIC LEAGUE (PAL) – BUILDING RENOVATIONS” AND $1,653 FROM ACCOUNT 374-07990-7224-7106 “CDBG FY06 – CONTINGENCY” INTO ACCOUNT 374-07118-02223-7107 “PAL BUILDING RENOVATIONS – FENCE REPLACEMENT”

The preceding Resolutions were passed November 28, 2006
David Rootovich, President
Approved November 30, 2006
Bernard A. Streeter, Mayor

R-06-131
RELATIVE TO THE TRANSFER OF $3,391 FROM ACCOUNT 596-86580 “CONTINGENCY – RETIREMENTS, CITY” INTO ACCOUNT 575-11400 “LIBRARY ASSISTANT”

R-06-132
AUTHORIZING THE RELEASE OF THE CITY’S REVERSIONARY INTEREST IN PROPERTY AT 34 SARGENT AVENUE

R-06-133
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS UNION, LOCAL 1044, AFT, AFL-CIO, UNIT B (PARAPROFESSIONALS) THROUGH AUGUST 31, 2008

R-06-143
HONORING NASHUA MARINES

R-06-145
RELATIVE TO THE ACCEPTANCE OF A VAN FROM MERRIMACK VALLEY ASSISTANCE

The preceding Resolutions were passed December 12, 2006
David Rootovich, President
Approved December 13, 2006
Bernard A. Streeter, Mayor

R-06-141
AUTHORIZING THE ACCEPTANCE OF TWO EASEMENTS AND ENTERING INTO A RAILROAD LICENSING AGREEMENT FOR TWO 42-INCH OUTFALL PIPES, ONE CONVEYING DISCHARGE FROM COMBINED SEWER OVERFLOW 3 AND THE OTHER CONVEYING BROOK FLOWS AND STORM DRAIN DISCHARGE, BEING INSTALLED AS PART OF THE CSO 3 (FARMINGTON ROAD) OUTFALL RECONSTRUCTION PROJECT

The preceding Resolution was passed December 28, 2006
David Rootovich, President
Approved December 29, 2006
Bernard A. Streeter, Mayor

R-06-130
RELATIVE TO THE ACCEPTANCE AND APPORPRIATION OF $20,000 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF RESOURCES AND ECONOMIC DEVELOPMENT, DIVISION OF PARKS AND RECREATION INTO SPECIAL REVENUE ACCOUNT #352-6518 “NASHUA RIVERFRONT PARK AT COTTAGE AVE.”

R-06-137
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $7,986.55 OBTAINED FROM THE FEDERAL BUREAU OF JUSTICE ASSISTANCE INTO SPECIAL REVENUE ACCOUNT #331-6243 “BJA 2005 BULLETPROOF VEST PARTNERSHIP GRANT”

R-06-138
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $7,350 OBTAINED FROM THE FEDERAL BUREAU OF JUSTICE ASSISTANCE, INTO SPECIAL REVENUE ACCOUNT #331-6244 “BJA 2006 BULLETPROOF VEST PARTNERSHIP GRANT”

R-06-139
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO $50,000 FROM THE NEW HAMPSHIRE DEPARTMENT OF SAFETY, BUREAU OF EMERGENCY MANAGEMENT INTO SPECIAL REVENUE ACCOUNT #332-6323 FOR THE PURPOSE OF CONDUCTING A WEAPONS OF MASS DESTRUCTION EXERCISE

R-06-140
RELATIVE TO THE TRANSFER OF $2,868 FROM ACCOUNT 596-86580 "CONTINGENCY RETIREMENTS – CITY" INTO ACCOUNT 553-11759 "STREETS – TRUCK DRIVER"

R-06-144
RELATIVE TO THE TRANSFER OF $28,709 FROM ACCOUNT 596-86580 "CONTINGENCY RETIREMENTS – CITY" INTO ACCOUNT 531-11900 "POLICE PAYROLL ADJUSTMENTS"

R-06-149
EXTENDING THE PERIOD FOR EXPENDITURE OF "REGIONAL PANDEMIC PLAN GRANT" FUNDS FROM FEBRUARY 28, 2007 TO JUNE 30, 2007

The preceding Resolutions were passed January 9, 2007
David Rootovich, President
Approved January 16, 2007
Bernard A. Streeter, Mayor

R-07-154
RELATIVE TO THE TRANSFER OF $400,000 FROM ACCOUNT 592-85993 "BONDED DEBT TRANSFERS" INTO ACCOUNT 699-07 "WATER SUPPLY ACQUISITION"

The preceding Resolution was passed January 15, 2007
David Rootovich, President
Approved January 17, 2007
Bernard A. Streeter, Mayor

R-06-146
RELATIVE TO THE TRANSFER OF $3,000 FROM ACCOUNT 308-83057-6106 "PROPERTY AND CASULATY FUND – TRAINING" INTO ACCOUNT 308-94010-6106 "PROPERTY AND CASULATY FUND – EDUCATION ASSISTANCE"

R-06-147
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $8,212 RECEIVED FROM PUBLIC SERVICE COMPANY OF NH

R-06-148
ORDER TO REPAIR, RAZE OR REMOVE HAZARDOUS BUILDING LOCATED AT 20 ALMONT STREET, NASHUA, NEW HAMPSHIRE

R-07-158
HONORING BETTE R. LASKY

R-07-159
HONORING LINDA BRETZ

R-07-160
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS JR. MIDGETS FOOTBALL TEAM

The preceding Resolutions were passed January 23, 2007
David Rootovich, President
Approved January 25, 2007
Bernard A. Streeter, Mayor

R-07-155
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BORAD OF POLICE COMMISSIONERS AND U.A.W. PROFESSIONAL EMPLOYEES OF NASHUA, NEW HAMPSHIRE POLICE DEPARTMENT, LOCAL #2232 THROUGH JUNE 30, 2009

R-07-156
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF NASHUA, NEW HAMPSHIRE AND INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), LOCAL #2232, CLERICAL AND TECHNICAL UNIT THROUGH JUNE 30, 2009

R-07-157
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE BOARD OF TRUSTEES OF THE CITY OF NASHUA, NEW HAMPSHIRE AND INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), LOCAL #2232, PROFESSIONAL UNIT THROUGH JUNE 30, 2009

The preceding Resolutions were passed January 23, 2007
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
January 31, 2007

R-07-165
RELATIVE TO THE TRANSFER OF $350,000 FROM ACCOUNT 592-85993 "BONDED DEBT TRANSFERS" INTO ACCOUNT 699-07 "WATER SUPPLY ACQUISITION"

The preceding Resolution was passed February 7, 2007
David Rootovich, President
Approved February 7, 2007
Bernard A. Streeter, Mayor

R-07-150
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $2,097 FROM NEW HAMPSHIRE CELEBRATES WELLNESS INTO SPECIAL REVENUE ACCOUNT 371-7024 “LIVABLE WALKABLE COMMUNITIES – NHCW”

R-07-161
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $63,125 FROM THE DEPARTMENT OF JUSTICE, STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6245 “DOMESTIC VIOLENCE UNIT 2007 FUNDS”

R-07-162
ESTABLISHING AN EXPENDABLE TRUST FUND AND AUTHORIZING ACCEPTANCE OF CONTRIBUTIONS FROM DEVELOPERS TO THE FUND FOR CITY-WIDE DATA COMMUNICATION IMPROVEMENTS

The preceding Resolutions were passed February 13, 2007
David Rootovich, President
Approved February 14, 2007
Bernard A. Streeter, Mayor

R-06-121
TERMINATING THE “CONSTRUCTION OF A NEW HIGH SCHOOL AND RENOVATIONS AND EXPANSION OF THE EXISTING HIGH SCHOOL” PROJECT FUNDED BY BONDS UNDER RESOLUTION 99-236; RESERVING CERTAIN FUNDS FOR SPECIFIED PURPOSES; AND TRANSFERRING UNEXPENDED APPROPRIATIONS AND BOND PROCEEDS FROM ACCOUNTS #781-3773 “NASHUA SENIOR HIGH SCHOOL NORTH PROJECT”, AND #781-3774 “NASHUA SENIOR HIGH SCHOOL SOUTH PROJECT”, TO ACCOUNT #781-3775 “HVAC REPLACEMENT LEDGE/FAIRGROUNDS/CHARLOTTE AVENUE”

The preceding Resolution was passed February 27, 2007
David Rootovich, President
Approved February 28, 2007
Bernard A. Streeter, Mayor

R-07-153
RELATIVE TO THE TRANSFE OF $150,119 FROM ACCOUNT 596-86580 “CONTINGENCY RETIREMENTS – CITY” INTO VARIOUS ACCOUNTS

R-07-164
RELATIVE TO THE DISPOSITION OF CERTAIN TAX-DEEDED PROPERTY IDENTIFIED AS LAND AND BUILDINGS AT 10 EAST PEARL STREET (SHEET 35Q, LOT 39Q)

R-07-166
APPROVING THE COST ITEMS OF A SIDEBAR AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS UNION, LOCAL 1044, AFT, AFL-CIO, UNIT C – SECRETARIES

R-07-167
AUTHORIZING THE TRANSFER OF $3,500 FROM FY2007 CDBG CONTINGENCY FUNDS INTO ACCOUNT 374-07436-7107 “CDBG FY07 – FRENCH ILL CRIME WATCH”

R-07-168
RELATIVE TO THE TRANSFER OF $4,737 FROM ACCOUNT 596-86580 “CONTINGENCY RETIREMENTS – CITY” INTO ACCOUNT 531-11900 “POLICE PAYROLL ADJUSTMENTS”

R-07-169
NAMING THE LOWER LIGHTED FIELD AT LINCOLN PARK “RONALD JACKSON FIELD”

R-07-170
RELATIVE TO THE TRANSFER OF $76,000 FROM ACCOUNT 545-97020-6840 “WELFARE COST RENT PAYMENTS” INTO ACCOUNT 543-53075 “ENVIRONMENTAL HEALTH PROFESSIONAL SERVICES” FOR THE PURPOSE OF SURVEILLANCE, LARVACIDING AND EMERGENCY ADULTICIDING IN THE CITY OF NASHUA

R-07-175
EXTENDING CONGRATULATIONS TO THE FAIRGROUNDS MIDDLE SCHOOL BOYS BASKETBALL TEAM

The preceding Resolutions were passed March 13, 2007
David Rootovich, President
Approved March 14, 2007
Bernard A. Streeter, Mayor

R-07-172
RELATIVE TO THE TRANSFER OF $49,368 FROM ACCOUNT 596-86580 “CONTINGENCY RETIREMENTS – CITY” INTO VARIOUS ACCOUNTS

R-07-176
RELATIVE TO THE TRANSFER OF $143,780 FROM ACCOUNT 596-86580 "CONTINGENCY RETIREMENTS – CITY" AND $5,222 FROM ACCOUNT 996-5330 "CITY RETIREMENT TRUST FUND", INTO VARIOUS ACCOUNTS

R-07-178
ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT DONATIONS FOR THE OFFICE OF ECONOMIC DEVELOPMENT HIGH TECH EXPO

R-07-179
ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT DONATIONS FOR THE INTERNATIONAL BIKE RACE FESTIVAL

The preceding Resolutions were passed March 27, 2007
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
April 4, 2007

R-07-171
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $97,569.00 INTO SPECIAL REVENUE ACCOUNT #341-6429 "CITIES READINESS INITIATIVE (CRI) GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES AND THE STATE OF NEW HAMPSHIRE BUREAU OF EMERGENCY MANAGEMENT

R-07-182
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE NEW HAMPSHIRE DIVISION OF PUBLIC HEALTH SERVICES INTO SPECIAL REVENUE ACCOUNT 342-6498 "CHILDHOOD LEAD POISONING PREVENTION GRANT"

R-07-183
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE NEW HAMPSHIRE DIVISION OF PUBLIC HEALTH SERVICES INTO #342 SPECIAL REVENUE ACCOUNTS FOR DISEASE CONTROL PROGRAM SERVICES

R-07-184
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE NEW HAMPSHIRE DIVISION OF PUBLIC HEALTH SERVICES INTO #342 SPECIAL REVENUE ACCOUNTS FOR DISEASE CONTROL PROGRAM SERVICES

The preceding Resolution was passed April 10, 2007
David Rootovich, President
Approved April 17, 2007
Bernard A. Streeter, Mayor

R-07-174
AUTHORIZING THE ACCEPTANCE OF LAND OFF INDIAN ROCK ROAD IDENTIFIED AS LOT 1573 ON PLAN #33897 FROM SECOND GENERATION PROPERTIES L.P. AND JOTE REALTY, LLC, FOR STORM WATER DETENTION REQUIRED BY SUBDIVISION APPROVAL ON LAND LOCATED OFF INDIAN ROCK ROAD

R-07-185
RECOGNIZING AARP TAX AIDE

The preceding Resolutions were passed April 10, 2007
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
April 18, 2007

R-07-173
AUTHORIZING THE TRANSFER OF $2,000 FROM FY2007 CDBG CONTINGENCY FUNDS TO THE AREA AGENCY FOR DEVELOPMENTAL SERVICES

R-07-192
AUTHORIZING ACCEPTANCE OF AN EASEMENT AND GRANT OF A RELEASE TO RELOCATE SEWER AND DRAIN EASEMENTS ON LAND AT 61 PENNICHUCK STREET IDENTIFIED AS SHEET 49, LOT 49

The preceding Resolutions were passed April 24, 2007
David Rootovich, President
Approved April 26, 2007
Bernard A. Streeter, Mayor

R-07-190
APPROVING A THREE-YEAR AGREEMENT AND TWO OPTIONAL ONE-YEAR EXTENSIONS WITH MELANSON HEATH & COMPANY FOR AUDITING SERVICES WITH PAYMENTS NOT TO EXCEED THE FOLLOWING IN EACH FISCAL YEAR: FY07 $105,000, FY08 $106,000, FY09 $108,000, FY10 $108,000 AND FY11 $110,000

The preceding Resolutions were passed April 24, 2007
David Rootovich, President
Approved April 28, 2007
Bernard A. Streeter, Mayor

R-07-187
AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR 2008

The preceding Resolution was passed April 24, 2007
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
May 2, 2007

R-07-180
RELATIVE TO THE ADOPTION OF FISCAL YEAR 2008 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL, ENTERPRISE, AND SPECIAL REVENUE FUNDS

R-07-181
ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

R-07-196
HONORING SAMITA MOHANASUNDARAM FOR RECEIVING THE ALEXANDRA SCOTT BUTTERFLY AWARD

R-07-200
RELATIVE TO THE TRANSFER OF $6,790 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT #517-75023-7013 "BUILDING MAINTENANCE – GENERAL BUILDINGS & GROUNDS – 14 COURT ST."

The preceding Resolutions were passed May 8, 2007
David Rootovich, President
Approved May 9, 2007
Bernard A. Streeter, Mayor

R-07-194
RELATIVE TO THE TRANSFER OF $16,000 FROM ACCOUNT 505-81008 "CIVIC & COMMUNITY ACTIVITIES – FUNDING FOR THE ARTS" INTO VARIOUS ACCOUNTS

R-07-195
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $500 INTO SPECIAL REVENUE ACCOUNT #341-6489 FROM DELTA DENTAL OF NEW HAMPSHIRE

R-07-198
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF HOMELAND SECURITY FUNDS IN THE AMOUNT OF $150,000 OBTAINED FROM THE NEW HAMPSHIRE DEPARTMENT OF SAFETY, BUREAU OF EMERGENCY MANAGEMENT, INTO SPECIAL REVENUE ACCOUNT #331-6246

R-07-203
RELATIVE TO THE TRANSFER AND APPROPRIATION OF $9,995 FROM ACCOUNT 515-11447 "HUMAN RESOURCES MANAGER" INTO ACCOUNT 516-68045 "PURCHASING DEPARTMENT – VEHICLES" TO REPLACE MAIL MESSENGER VEHICLE

The preceding Resolutions were passed May 22, 2007
David Rootovich, President
Approved May 23, 2007
Bernard A. Streeter, Mayor

R-07-204
RELATIVE TO THE TRANSFER OF $750,000 FROM ACCOUNT 592-85993 “BONDED DEBT TRANSFERS” INTO ACCOUNT 699-07 “WATER SUPPLY ACQUISITION”

The preceding Resolution was passed May 30, 2007
David Rootovich, President
Approved May 30, 2007
Bernard A. Streeter, Mayor

R-07-189
AMENDING THE LEASE AGREEMENT FOR CITY-OWNED LAND AT 15 RIVERSIDE STREET WITH NASHUA ICE SKATING CENTER COP. RELATIVE TO PROPERTY TAXES ON CONWAY ARENA LAND AND BUILDING

R-07-191
AUTHORIZING THE EXCHANGE OF A CITY-OWNED PARCEL ON PALM STREET (LOT 83-112), APPROXIMATELY 8,250 SQUARE FEET, FOR A PARCEL ON ASH STREET (A PORTION OF LOT 83-48), APPROXIMATELY 8,255 SQUARE FEET, OWNED BY PALM VIEW CROSSING, LLC; AND AUTHORIZING ACCEPTANCE OF A PEDESTRIAN EASEMENT BETWEEN PALM STREET AND PINE STREET FROM PALM VIEW CROSSING, LLC

R-07-193
ESTABLISHING TWO EXPENDABLE TRUST FUNDS, ONE FOR APPROPRIATIONS AND THE OTHER FOR DONATIONS, FOR PROJECTS DESIGNED TO REDUCE FOSSIL FUEL USE AND GREENHOUSE GAS EMISSIONS IN CITY FACILITIES AND APPROPRIATING $20,000 INTO ONE FUND BY TRANSFER FROM ACCOUNT 534-32020 “ELECTRICITY, STREET LIGHTING”

The preceding Resolutions were passed June 12, 2007
David Rootovich, President
Approved June 13, 2007
Bernard A. Streeter, Mayor

R-07-197
RELATIVE TO THE USE OF HOME INVESTMENT PARTNERSHIP FUNDS BY AHEPA 35 INC. FOR AN AFFORDABLE HOUSING PROJECT LOCATED AT 681 W. HOLLIS STREET

R-07-201
AUTHORIZING ACCEPTANCE AND APPROPRIATION OF A GRANT OF $54,204 FROM THE NEW HAMPSHIRE STATE DEPARTMENT OF TRANSPORTATION AND THE TRANSFER OF $13,550 FROM ACCOUNT 671-24 “LAND USE ORDINANCE RE-WRITE” AND APPROPRIATION INTO ACCOUNT 371-7031 “RAIL TRAIL ACQUISITION” AS ADDITIONAL FUNDS FOR THE ACQUISITION OF THE RAIL PARCELS AUTHORIZED BY RESOLUTION 06-106

R-07-202
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $29,740.00 INTO SPECIAL REVENUE ACCOUNT #341-6447 “REGIONAL PANDEMIC PLAN GRANT II”

R-07-214
EXTENDING CONGRATULATIONS TO THE NASHUA HIGH SCHOOL SOUTH GIRLS LACROSSE TEAM FOR THEIR 2007 STATE CHAMPIONSHIP

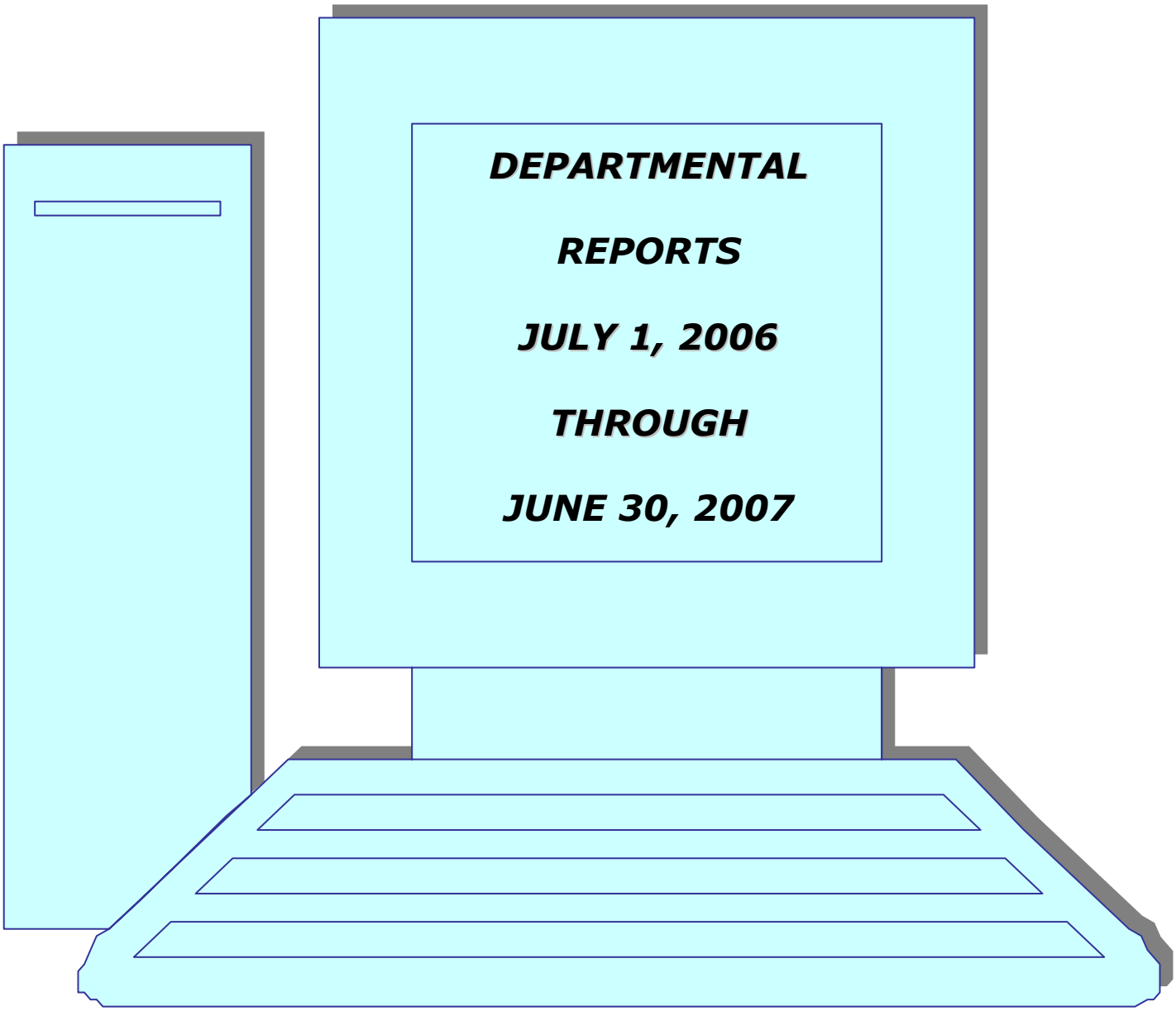
R-07-217
ESTABLISHING POLLING TIMES FOR THE MUNICIPAL MAYORAL PRIMARY ELECTION ON SEPTEMBER 11, 2007

R-07-221
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $2,500.00 INTO SPECIAL REVENUE ACCOUNT #341-6430 “HEART HEALTH PROJECT”

The preceding Resolutions were passed June 26, 2007
David Rootovich, President
Approved June 28, 2007
Bernard A. Streeter, Mayor

Main Street Looking South

Linen postcard. “Tichnor Quality Views. Made by Tichnor Bros., Inc., Boston. Published by F.P. Trow News Agency, Nashua


DEPARTMENTAL
REPORTS
JULY 1, 2006
THROUGH
JUNE 30, 2007

ADMINISTRATIVE SERVICES

Director, Administrative Services Division	**Maureen Lemieux**
Administrative Services Specialist	**Diane Sweeney**

BOARD OF ASSESSORS

Marylou Blaisdell, Chair
Dominic D'Antoni
Dr. Kevin Moriarty

The duty of the Board of Assessors is to see that department policies are in compliance with the laws and regulations of the State Department of Revenue Administration. The Board is ultimately responsible for all assessments and must review all applications for abatement. Regularly scheduled meetings of the Board are held the second and fourth Thursday of each month at 8:15 AM p.m. The meetings are open and public, but appointments are required for appearance before the Board and can easily be made by calling the department staff at 589-3040. Accommodating appointments at times other than Thursdays will be made if and when necessary.

ASSESSORS OFFICE

Chief Assessor	**Angelo Marino**
Deputy Assessor/Appraiser VI	**Robert Lakeman**
Appraiser III	**Douglas Dame**
Appraiser II	**Gary Turgis**
Appraiser I	**Gregory Turgis**
Assessing Administrative Specialist III	**Louise Brown**
Department Coordinator	**Cheryl Walley**
Deeds Specialist	**Becky Schrader**
Plans/New Accounts Specialist	**Noreen Duxbury**
Data Collector	**Vacant**

Nashua's proximity to Boston's cultural influence, the New Hampshire/Maine coastline the White Mountains, a good highway system, and some of the most highly respected industrial, educational and medical facilities in the world, has contributed to its continued growth. Also, the one million square foot Pheasant Lane Mall with 150 retail shops, a variety of retail shopping areas and plazas, fine restaurants, and excellent schools make Nashua an extremely attractive place to live or visit.

The City offers exemptions for the elderly, the blind, the disabled, building improvements for the handicapped, certain handicapped veterans, certain wood-burning furnaces, solar energy and wind-powered energy systems. The tax credit for veterans who qualify is $500. The tax credit for veterans who have a 100% permanent and total service-connected disability is $2,000.

GIS DEPARTMENT

GIS Coordinator	**Angelo Marino**
GIS Technician II	**Pamela Andruskevich**

The GIS Department (Geographic Information Systems) is responsible for developing and maintaining electronic geographic information in the City. In 1998, the City began this project by digitizing the current sewer and Assessor's maps and creating a base map of features which includes roadways, buildings, watercourses, topography, telephone poles, parking lots, driveways, fences, walls, hydrants and transmission lines. Since that time, the City has added digital aerial photographs, zoning, voting wards, cellular towers and a multitude of other data layers. Geographic data development has continued to grow in the City and utilization by City departments is at an all time high. The City provides this information both internally and externally through its web based products making access to City officials and the public through internet browsers.

Started as an ad hoc committee with members from all departments, the GIS Department has grown to include a full time technician and a part time coordinator. The past year has seen new applications deployed to several different departments including Police, Fire, Public Health, Community development and Community Services. In 2004, the GIS Department deployed a new Electronic Field Study program to allow all departments access to a newly developed digital photographic imaging system which has greatly enhanced the City's efforts in Homeland Security. Electronic Field Study is also widely utilized in most City departments.

OFFICE OF THE CITY CLERK

City Clerk	**Paul R. Bergeron, CA, NHCCC**
Deputy City Clerk	**Patricia E. Lucier, NHCCC**
Deputy Voter Registrar	**Susan Waye**
Vital Statistics Clerks	**Susan Miele**
	Becky Schrader
	Colette Trempe
	Esperanza Ward

Dog Licensing

Over 7,000 dogs were licensed in 2006 – 2007. $6,827 was collected in fines from owners of dogs who failed to license their pets. Licenses are required by the state, and fees are set forth in state law. The license fee in Nashua is $7.50 for a spayed or neutered dog or a puppy between 4 months and 7 months old; and $10.00 for a dog over 7 months old that has not been spayed or neutered. An owner of a dog who is 65 years of age or older is entitled to register one dog for $3.00. $2.00 from each $7.50 or $10.00 license issued is forwarded to the state to support animal population control.

Uniform Commercial Credit Code filings
Effective July 1, 2001, state laws relating to lien filings changed as New Hampshire moved to adopt and implement the National Model Act for UCC Revised Article 9. Town and city clerks no longer receive filings or changes for UCC's. The only new filings to be accepted by the City Clerk are hospital liens, town/city tax liens on manufactured housing, changes to any of these liens, and terminations for UCC's already on file with the City Clerk. These changes impacted revenues. Although the Secretary of State forwards cities and towns a portion of UCC filing fees now made with that office, Nashua's financing statement recording revenues, which were at $35,439 in FY01, have steadily declined to approximately 55% of what they were six years ago. Revenues appear to be leveling, however, and financing statement recordings brought in $19,200 in FY07.

Vital Records
In recent years, Nashua has issued more marriage licenses per year than any other city or town in the State of New Hampshire. A number of factors contribute to this activity: the City's growth; a 1997 change in state which allows a marriage license application to be filed in the office of any New Hampshire city or town clerk – not just the city or town where the applicants live or are to be married; a location near the state line; a location convenient to couples working in the area; and an internal policy that enables couples to obtain their licenses on the day of application. Nashua ranks second in the state in the issuance of all other vital records.

The State of Massachusetts' repealed its requirement for blood tests prior to the issuance of a marriage license, effective January 28, 2005. Each Massachusetts community sets the fee for a marriage license; those fees range between $4.00 and $15.00. In NH, fees for the issuance of vital records are established under state law. The fee for a Marriage License is $45 (RSA 457:29) of which $38 is forwarded to the NH Department of Health and Human Services to support the Domestic Violence Grant Program (RSA 173:B-15). Only $7 of the Marriage License fee is retained by the City of Nashua.

Not surprisingly, given the repeal of Massachusetts' blood test requirement and that state's lower marriage license fee, Nashua experienced a decline in FY05 marriage license applications. Revenue for marriage licenses in FY05 was $6,808, down from $7,164 in FY04. Although we anticipated that revenue from this source would continue a downward turn during FY06, revenues surprisingly increased in FY06 by 18.7% over FY05 to $8,082. In FY07, revenues amounted to $7,710. We project that marriage license revenues will stabilize or increase going forward.

A certified copy of a vital record event (birth, marriage, death) is $12. Of this amount, $8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:23. Only $4 of the certified record fee is retained by the City of Nashua. Revenues from certified copies of birth, death and marriage records remained level with those of the preceding year: $56,165.50 in FY06 vs. $56,689.00 in FY05.

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1920	466	585	786	28,379
1921	426	464	853	
1922	434	393	814	
1923	485	410	789	
1924	418	435	870	
1925	426	485	800	
1926	408	462	812	
1927	447	426	749	
1928	418	498	757	
1929	417	518	708	
1930	410	485	699	31,463
1931	418	589	685	
1932	350	546	677	
1933	432	662	636	
1934	442	713	648	
1935	426	699	655	
1936	444	650	625	
1937	441	742	628	
1938	409	602	659	
1939	410	445	636	
1940	345	479	661	32,927
1941	410	532	755	
1942	399	586	874	
1943	413	447	876	
1944	411	441	793	
1945	375	564	789	
1946	414	951	1114	
1947	458	879	1347	
1948	464	795	1247	
1949	423	694	1192	
1950	470	665	1133	34,669
1951	448	692	1263	
1952	457	680	1179	
1953	418	649	1181	
1954	449	612	1232	
1955	484	616	1236	
1956	470	667	1318	
1957	492	624	1410	
1958	511	652	1447	
1959	494	649	1384	
1960	486	560	1437	39,096
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1964	554	670	1689	
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	55,820
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	67,865
1981	665	942	2167	
1982	665	1044	2227	
1983	753	923	2197	
1984	676	974	2308	
1985	720	1010	2595	
1986	665	916	2676	
1987	765	921	2874	
1988	690	900	3017	
1989	682	899	3059	
1990	704	827	2993	79,662
1991	684	732	2758	
1992	727	711	2638	
1993	735	702	2650	
1994	730	747	2608	
1995	709	795	2572	
1996	735	753	2455	
1997	728	755	2416	
1998	740	663	2282	
1999	597	629	2257	
2000	670	662	2411	86,605
2001	649	721	2256	
2002	595	629	2356	
2003	562	595	2117	
2004	594	583	2129	(resident births: 1042)
2005	583	563	2147	(resident births: 1052)
2006	579	547	3027	(resident births:1003)
2007	604	561	2918	(resident births: 948)

Elections

Help America Vote Act

The Federal Help America Vote Act of 2002 (HAVA) mandated nationwide changes in election procedures and systems, partially in response to election problems experienced in some states during the 2000 Presidential Election. Federal law also mandated that State HAVA Planning Committees include the chief election officer of each state's two largest voting districts. As such, the Nashua City Clerk was serves on the NH HAVA State Plan Committee.

In 2006, all New Hampshire cities and towns were required to migrate their voter registration records to a statewide voter registration database. While cities and towns continue to register voters, in their respective towns, and manage their own checklists, the statewide database allows local registrars to identify voters who were previously registered in another New Hampshire town and thereby notify those towns that the voter should be removed from their checklist. The conversion process was labor intensive as many of the data fields created in the statewide database were non-existant in municipal voter registration systems or did not migrate accurately. In addition, voter addresses had to be changed to conform to statewide 911 and post office standards.

Also in 2006, the Secretary of State's Office unveiled an Accessible Voting System intended to provide assistance to some disabled voters. The system allows voters to dial-in to a central location and, through a series of audio prompts, use a telephone keypad to scroll through a ballot and vote for candidates in the various races on the ballot. Reception of the AVS system, as it is called, has been positive.

2006 State Elections

The official results for the 2006 State Primary and General Elections begin on the next page. I would like to take this opportunity to acknowledge the hard work of our 45 elected Ward officials, 36 appointed Ballot Inspectors, 18 Voter Registrars, and our Board of Registrars. These election officials begin arriving at the polls by 5 a.m. and stay as late as 10:30 p.m. In addition, I want to express my appreciation to the schools that host our polling places – the administrators, faculty and staff are always gracious hosts; to Public Works personnel who respond to our frequent requests to remove inappropriate political signage; to the Street Department employees who set-up and tear-down our voting booths; to all other municipal employees who have pitched in to assist our staff with the numerous calls for voter information; and to the local print and broadcast media for their efforts to educate voters about the candidates and our electoral process. I would also like to thank the Mayor and the Board of Aldermen for their support of the city's programs pertaining to the conduct of elections and registration of city voters. Our voting process would not run smoothly without their dedication.

Paul R. Bergeron
City Clerk

September 12, 2006 -- Official Results -- State Primary Election

	1	2	3	4	5	6	7	8	9	TOTAL
GOVERNOR										
John Lynch - D	232	155	184	102	162	170	181	174	148	**1508**
"Jim" Coburn - R	183	119	160	94	122	145	138	165	132	**1258**
US CONGRESS										
Paul W. Hodes - D	203	143	173	87	139	152	157	148	130	**1332**
Charles Bass - R	195	122	202	103	125	160	130	199	135	**1371**
Robert A. Danderson - R	42	29	36	14	30	33	34	15	27	**260**
Mary Maxwell - R	22	12	16	14	17	19	19	32	16	**167**
EXECUTIVE COUNCILOR										
Debora B. Pignatelli - D	213	146	174	95	156	154	174	162	142	**1416**
"Dave" Wheeler - R	212	138	181	101	133	156	153	165	145	**1384**
SHERIFF										
Harold Wheeler - D	185	124	152	82	126	136	147	135	131	**1218**
James R. Gaudet - R	27	19	29	15	21	30	31	37	21	**230**
James A. Hardy - R	164	103	153	68	103	128	108	91	96	**1014**
Bob Malboeuf - R	44	21	22	12	30	21	21	38	27	**236**
COUNTY ATTORNEY										
Marguerite Lefebvre Wageling - R	206	133	181	92	134	149	141	152	134	**1322**
COUNTY TREASURER										
Christopher C. Pappas - D	182	170	155	84	125	144	156	137	128	**1281**
David G. Fredette - R	216	148	198	94	137	185	154	184	143	**1459**
REGISTER OF DEEDS										
Charles T. Mooskian - D	175	127	152	86	124	134	153	132	127	**1210**
Judith A. MacDonald - R	216	140	198	104	142	160	158	184	144	**1446**
REGISTER OF PROBATE										
Doreen Lopez - D	182	126	149	90	122	133	151	130	125	**1208**
"Bob" Rivard - R	207	138	186	98	137	158	150	172	136	**1382**
COUNTY COMMISSIONER										
Michael Clemons - D	186	128	154	94	132	142	161	139	131	**1267**
Rhona M. Charbonneau - R	215	137	196	101	138	159	152	171	133	**1402**

September 12, 2006 -- Official Results -- State Primary Election

STATE SENATE - DISTRICT 12	1	2	5	9	
"Dave" Gottesman - D	216	145	146	138	**645**
Nancy W. Wall - R	207	132	132	131	**602**

STATE SENATE - DISTRICT 13	3	4	6	7	8	
"Joe" Foster - D	157	81	129	156	149	**672**
Tom Alciere - R	31	24	22	27	29	**133**
Dennis C. Hogan (write-in) - R	202	100	150	167	211	**830**

STATE REPRESENTATIVE - 1 (3)	1	2	3	4	5	6	7	8	9
Anthony P. Matarazzo - D	180								
Eric P. Rochette - D	162								
Ruth Ginsburg - D	187								
Paul "PG" LaFlamme, Jr. - R	188								
Carl W. Seidel - R	191								
M. Dean Tipa - R	134								

STATE REPRESENTATIVE - 2 (3)	2
Roberto C. Fuentes - D	108
Paul L. Hackel - D	109
Suzanne Harvey - D	143
Michael A. Balboni - R	118
Michael Christopher - R	112
Elenore "Casey" Crane - R	122

STATE REPRESENTATIVE - 3 (3)	3
Lori A. Movsesian - D	150
Cindy Rosenwald - D	154
David L. Smith - D	148
John "Jay" Clair - R	132
Sean Clair (write-in) - R	24
Paul Harrington - R	163

September 12, 2006 -- Official Results -- State Primary Election

	1	2	3	4	5	6	7	8	9	TOTAL
STATE REPRESENTATIVE - 4 (3)										
Seth Marshall - D				73						
David E. Cote - D				86						
Mary Gorman - D				73						
STATE REPRESENTATIVE - 6 (3)										
David B. Campbell - D						119				
Jane Clemons - D						127				
Jeffrey P. Fontas - D						105				
Kenneth E. Ziehm - R						143				
Robert C. Breslin - R						98				
STATE REPRESENTATIVE - 7 (3)										
William Bonnice (write-in) - D							22			
Peter R. Cote - D							143			
Claudette R. Jean - D							148			
"Danny" Keating - D							111			
Edith Hogan (write-in) - R							46			
William Bonnice (write-in) - R							17			
STATE REPRESENTATIVE 5, 8, 9 (10) - D										
Andrew J. Edwards - D										316
Alexander Gallichon - D										286
John "Jack" Kelley - D										340
Angeline A. Kopka - D										344
Bette R. Lasky - D										384
Carolyn M. Lisle - D										282
Juan C. Munoz - D										278
Michael B. O'Brien, Sr. - D										302
Joan H. Schulze - D										312
Kimberly C. Shaw - D										312

September 12, 2006 -- Official Results -- State Primary Election

WARDS	1	2	3	4	5	6	7	8	9	TOTAL
STATE REPRESENTATIVE										
5, 8, 9 (10) - R										
Nelson S. Allan - R										330
Lawrence Artz - R										320
Albert C. Cernota - R										367
Donald J. Dyer - R										354
Robert Ferreira - R										308
"Bea" Francoeur - R										385
Diane Lothrop - R										309
William E. Mosher - R										326
Barry Palmer - R										325
Pamela G. Price - R										380

WARDS	1	2	3	4	5	6	7	8	9	TOTAL
Absentee Ballots Cast										
Democratic	4	2	1	4	0	0	4	3	3	**21**
Republican	2	3	6	8	3	5	3	5	1	**36**
Names on Checklist										
Republican	1774	1550	1292	617	1481	974	994	1397	1424	**11503**
Democratic	1712	1326	1449	1205	1502	1509	1382	1317	1503	**12905**
Undeclared	2285	2020	2025	1487	2376	1837	1626	2086	2430	**18172**
Total	5771	4896	4766	3309	5359	4320	4002	4800	5357	**42580**
Ballots Cast										
Republican	277	186	278	148	183	239	218	280	189	**1998**
Democratic	237	168	200	109	183	177	189	182	163	**1608**
Total	514	354	478	257	366	416	407	462	352	**3606**

November 7, 2006 -- Official Results -- State General Election

	1	2	3	4	5	6	7	8	9	TOTAL
GOVERNOR										
John Lynch - D	2524	1889	1912	1032	1995	1688	1565	1741	2111	**16457**
"Jim" Coburn - R	843	748	588	290	783	471	520	676	768	**5687**
US CONGRESS										
Paul W. Hodes - D	1859	1366	1375	793	1445	1239	1180	1328	1529	**12114**
Charles Bass - R	1430	1211	1074	482	1266	864	841	1055	1300	**9523**
"Ken" Blevens - L	43	41	51	36	49	39	45	28	35	**367**
EXECUTIVE COUNCILOR										
Debora B. Pignatelli - D	2104	1519	1609	875	1624	1430	1337	1528	1826	**13852**
"Dave" Wheeler - R	1161	1043	828	416	1018	684	686	825	988	**7649**
SHERIFF										
Harold Wheeler - D	1629	1201	1228	743	1265	1151	927	1142	1399	**10685**
James A. Hardy - R	1444	1233	1071	501	1292	877	203	1035	1228	**8884**
COUNTY ATTORNEY										
Marguerite Lefebvre Wageling - R	1706	1378	1295	594	1439	998	1064	1186	1426	**11086**
COUNTY TREASURER										
Christopher C. Pappas - D	1568	1192	1241	740	1224	1083	980	1113	1311	**10452**
David G. Fredette - R	1533	1253	1079	508	1335	970	940	1068	1319	**10005**
REGISTER OF DEEDS										
Charles T. Mooskian - D	1479	1060	1141	686	1125	1027	877	1026	1226	**9647**
Judith A. MacDonald - R	1578	1343	1136	551	1393	968	1012	1109	1366	**10456**
REGISTER OF PROBATE										
Doreen Lopez - D	1601	1184	1183	753	1266	1105	975	1091	1328	**10486**
"Bob" Rivard - R	1412	1186	1075	485	1230	891	906	1025	1230	**9440**
COUNTY COMMISSIONER										
Michael Clemons - D	1710	1225	1280	801	1345	1223	1072	1179	1426	**11261**
Rhona M. Charbonneau - R	1368	1195	1020	456	1180	808	852	1007	1199	**9085**

November 7, 2006 -- Official Results -- State General Election

STATE SENATE - DISTRICT 12	1	2	5	9	
"Dave" Gottesman - D	2079	1484	1574	1673	**6810**
Nancy W. Wall - R	1221	1074	1154	1115	**4564**

STATE SENATE - DISTRICT 13	3	4	6	7	8	
"Joe" Foster - D	1379	818	1219	842	1382	**5640**
Dennis C. Hogan - R	1065	460	887	1170	964	4546

STATE REPRESENTATIVE - 1	1	2	3	4	5	6	7	8	9
Anthony P. Matarazzo - D	**1803**								
Eric P. Rochette - D	**1599**								
Ruth Ginsburg - D	**1803**								
Paul "PG" LaFlamme, Jr. - R	1470								
Carl W. Seidel - R	1328								
M. Dean Tipa - R	1010								

STATE REPRESENTATIVE - 2	2
Roberto C. Fuentes - D	1120
Paul L. Hackel - D	**1204**
Suzanne Harvey - D	**1466**
Michael A. Balboni - R	1095
Michael Christopher - R	980
Elenore "Casey" Crane - R	**1214**

STATE REPRESENTATIVE - 3	3
Lori A. Movsesian - D	**1464**
Cindy Rosenwald - D	**1521**
David L. Smith - D	**1427**
John "Jay" Clair - R	865
Sean Clair - R	734
Paul Harrington - R	861

STATE REPRESENTATIVE - 4	4
Seth Marshall - D	**823**
David E. Cote - D	**885**
Mary Gorman - D	**873**

November 7, 2006 -- Unofficial Results -- State General Election

	1	2	3	4	5	6	7	8	9	TOTAL
STATE REPRESENTATIVE - 6										
David B. Campbell - D						**1289**				
Jane Clemons - D						**1336**				
Jeffrey P. Fontas - D						**1134**				
Kenneth E. Ziehm - R						776				
Robert C. Breslin - R						672				
STATE REPRESENTATIVE - 7										
"Danny" Keating - D							875			
Peter R. Cote - D							**1157**			
Claudette R. Jean - D							**1207**			
William Bonnice - R							635			
Edith Hogan - R							**966**			

STATE REPRESENTATIVE - 5, 8, 9	Nov. 7	Recount
John "Jack" Kelley - D	3844	**3835**
Angeline A. Kopka - D	3998	**4008**
Bette R. Lasky - D	4331	**4341**
Carolyn M. Lisle - D	3410	**3411**
Juan C. Munoz - D	3305	3294
Michael B. O'Brien, Sr. - D	3612	**3611**
Joan H. Schulze - D	3852	**3847**
Kimberly C. Shaw - D	3711	**3712**
Andrew J. Edwards - D	3558	**3558**
Alexander Gallichon - D	3289	3287
Diane Lothrop - R	2871	2888
William E. Mosher - R	2740	2753
Barry Palmer - R	2882	2893
Pamela G. Price - R	3397	**3400**
Nelson S. Allan - R	2824	2881
Lawrence Artz - R	2837	2839
Albert C. Cernota	2920	2937
Donald J. Dyer	3178	3085
Robert Ferreira	2723	2723
"Bea" Francoeur - R	3367	**3377**

November 7, 2006 -- Official Results -- State General Election

Question 1										
Yes	2776	2197	1795	1003	2153	1661	1522	1988	2362	**17457**
No	380	320	337	239	390	350	255	320	391	**2982**
Question 2										
Yes	1796	1508	1207	732	1460	1064	934	1391	1657	**11749**
No	1132	855	772	431	922	799	681	764	933	**7289**
WARDS	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	
Absentee Ballots Cast	165	108	123	60	128	98	109	110	134	**1035**
Voter Registration - Start	5820	4920	4799	3322	5360	4335	4033	4704	5250	**42543**
New Voter Registrations	190	214	196	153	145	150	143	230	153	**1574**
Voter Registration - Closing	6010	5134	4995	3475	5505	4485	4176	4934	5403	**44117**
Ballots Cast -- Total	3565	2764	2670	1417	2951	2291	2225	2563	3036	**23482**
Unofficial:										
Straight Ticket - Democratic	762	630	587	397	539	590	466	607	637	**5215**
Straight Ticket - Republican	418	433	286	133	389	249	265	409	441	**3023**

HUMAN RESOURCES DEPARTMENT

Human Resources Manager	**Daniel Guerrette**
Human Resources Analyst II	**Barbara Cote**
Human Resources Analyst I	**Gary Diaz**
Human Resources Generalist, P/T	**Diane Denning**

The mission of the Human Resources Department is to ensure that the standards of employment are applied in a fair and equitable manner to all employees and applicants in accordance to all applicable State and Federal rules and regulations. In addition, Human Resources provides comprehensive administrative support through personnel policies, professional development programs and general activities to all City departments consistent with organizational objectives.

The duties and responsibilities of Human Resources include, but are not limited to, recruitment, employee relations, budgeting, forecasting, staff development, staffing analysis, job classification, performance evaluation, and the implementation of programs, which further enhance the services rendered to the City of Nashua and its citizens. One of the primary goals is to ensure that all policies and procedures governing employment are implemented in a fair and equitable manner.
Human Resources has continued in its role as an active member of the City's Negotiating Team in collective bargaining with AFSCME (DPW), the UAW Professional Unit, the UAW Clerical/Technical Unit, Nashua Public Library Employees, Fire Department (IAFF), the UAW Police Unit, the Nashua Police Patrolman's Association, and the Nashua Police Communications Union.

During this year, the Human Resources Department has continued to manage, coordinate and/or track a comprehensive Professional Development Program to further enhance the abilities of City employees to continue to meet the operational needs of the City of Nashua in an effective and efficient manner. Several departments continue to ensure their respective employees are trained either through in-house efforts or through outside sources. The Nashua Police Department and Nashua Fire Rescue provide comprehensive programs to address issues related to public safety and issues related to supervisory and managerial positions in the public sector. Our training goals for fiscal year 2008 continue to be to train staff in several areas and to continue to build on the Professional Development Program, which is a key element in a continuing effort to assist our employees in their efforts to provide the best service possible to Nashua and her citizens.

The on-going process of conducting an assessment of the Position Description Forms (PDFs) for citywide positions has continued. HR is continuing to ensure that all PDFs accurately reflect the duties and responsibilities of each position. The results of this effort have proven to be very beneficial to both city managers and HR in the classification, recruitment, and daily management processes.

Regarding recruitment during this fiscal year, 3,644 applications for employment were reviewed and processed by Human Resources. These applications for employment do not include those applications received by the Public Library, the Police Department for Uniformed/Sworn Police positions, and the Nashua School District. Human Resources posted a total of 69 job postings for the public, 59 job postings for employees and 175 persons were hired. The Human Resources website continues to experience a phenomenal degree of interest in employment with the City. This approach to recruitment has not only enabled us to attract a much larger number of applicants but also provides a more experienced and diversified pool of candidates as well.

The total number of persons (excluding the School Department) employed as regular full-time or regular part-time employees by the City of Nashua as of June 30, 2007 was 768. The total number of positions funded for fiscal year 2007 was 843.

PURCHASING DEPARTMENT

Purchasing Manager	**Janice A.Tremblay, C.P.M.**
Purchasing Agent II	**Mary Sanchez**
Purchasing Agent I	**Carole Gaffney**
Printing Technician	**Ralph B. Jackson**
Mail Messenger	**Carole Gaffney**

During FY2007, the department processed almost 3600 purchase orders. Seventy-one sealed bid requests were handled through this office, supporting our Public Works projects including CSO work, Wastewater Treatment Facility renovations, Mine Falls renovations, vehicle purchases, and continuing renovations at the Hunt Memorial Building and city fire stations.

Our on-line posting of bid requests and specifications has proven to be a popular tool for potential bidders to reference. Current bids are posted and the information is updated when the bids are opened. Finally, contract awards are recorded as a matter of public record.

Ralph Jackson, the city Print Shop Technician, continues to provide cost effective, timely printing and graphics services to all city departments. Annual activity continues to exceed 4 million ink impressions and includes this City Annual Report, the City budget, and an assortment of printed items, forms and reports. Our service to provide color printing and copying has enabled City departments to obtain quick turnaround on projects at substantially lower costs than outsourcing.

BUILDING MAINTENANCE

Building Manager	**Ron E. Jenkins**
Custodian III	**Ed Williams**
Custodian II	**Edward S. Leary**
Custodian I	**Robert Fernandes**
Custodian I (Part Time)	**Steve Bibbo**

Our Building Manager and day-time Custodian continue to spend many hours at the City-owned buildings at 14 Court Street, 18 Mulberry St, 36 Arlington St and 6 Main Street. Support at these buildings includes plumbing, fire safety, electrical and HVAC issues.

During this year we replaced a number of heat valves and thermostats in City Hall for increased heating efficiency; replaced the fire panel and twelve pull stations to the latest models for increased safety in City Hall; and replaced the fire panel and warning strobes at 14 Court Street.

COMMUNITY DEVELOPMENT DIVISION

Director	**Katherine Hersh, AICP**
Business Coordinator	**Jean Lyons**
Clerk-Typist	**Jill Prince**

Mission

The mission of the Community Development Division (CDD) is to guide the City of Nashua and its citizens in its pursuit of a clear vision for its future and to provide the framework and mechanisms for the city and private sector to implement that vision.

Brownfields

The division continues to have the professional services of a Brownfields Program Manager, who provides technical environmental expertise on all environmental issues with regard to contaminated sites; is responsible to assure the best technical decisions by the City regarding contaminated sites; and provides technical expertise to the City on redevelopment strategies. The Program Manager is the Division's liaison to the NH Department of Environmental Services (NH DES), US Environmental Protection Agency (US EPA) and other agencies for all environmental issues. The Program Manager is also responsible for planning, implementing, tracking, and reporting all activities associated with US EPA funded Brownfields grants, to assist in pursuance of additional grant funding, and to manage other projects as appropriate.

In FY07 the Brownfields Program Manager continued to work to advance the City's Brownfields Program by maintaining and enhancing relationships among State and local agencies, community organizations, and other public and private entities to promote the redevelopment of Brownfield sites. The Brownfields Program Manager continued

to provide environmental oversight for the cleanup and redevelopment of the Dow Chemical site and monitored the status of several other privately owned hazardous waste sites including the Mohawk Tannery, Beazer East, Beebe Rubber, and the former Levesque Security Oil site.

One specific city-owned property, the Boiler House and Coal Storage building, was the focus of environmental and redevelopment assessments during FY07. The Brownfields Program Manager spearheaded the efforts to collaborate with the NH DES to develop a plan to clean up the site. She continued to work with the US EPA and NH DES to assess the potential risks at city-owned properties containing asbestos and initiated the soil remediation project at the public library to reduce exposure risks to asbestos. Using funds from a 2005 EPA Brownfields grant, she oversaw environmental assessments performed at the Rotary Common Park as part of the City's due diligence process for obtaining the property from the NH DOT. The Brownfields Program Manager was also successful in obtaining an additional $400,000 in Brownfields grant money from the US EPA through a nationally competitive application process.

Senior Activity Center/Elderly Housing Complex

The Senior Activity Center/Elderly Housing Project was a joint project among the City, the Nashua Association for the Elderly and Southern NH Services to build a new 24,000 square foot senior center with 43 units of affordable elderly housing. The official groundbreaking was held in September 2005. The new Senior Activity Center officially opened in August 2006, and seniors moved into the new 43 housing units at the same time. Over the course of the fall, winter and spring, the Division of Public Works worked on the Seniors Walk, a section of the Riverwalk along the length of the Senior Activity Center and the elderly housing. The Walk will be completed in fall 2007.

Nashua Riverfront Redevelopment at Jackson Falls

The section of Riverwalk from Main Street adjacent to Peddler's Daughter to the east end of the Jackson Falls project was completed in FY 2007. This public and private investment in Downtown Nashua, along with the opening of Peddler's Daughter, has helped to bring people north over the Nashua River and has added to the dynamics of Downtown.

Riverwalk Dedication

From left to right: Jay Minkarah, Economic Development Director; Bernie Streeter, Mayor; Katherine Hersh, Community Development Director; David Rootovich, President, Board of Aldermen

Rotary Common
The City has envisioned the reclamation of the former International Paper Box Machine Company (IPBM), located on Main Street at Salmon Brook, for many years. In response to urging by the City, the property was purchased by the NH Department of Transportation as mitigation for the expansion of the F.E. Everett Turnpike. Representatives from the Division met with the NH DOT Commissioner Carol Murray in 2003 with a concept of creating a park at the degraded site. In FY05 the Rotary Club of Nashua chose this project to celebrate the 100th anniversary of Rotary International. They donated $100,000 toward the park and were successful in convincing Congressman Charles Bass to fund the division's request at the level of $250,000. The project is a joint effort between CDD and the DPW. CDD is responsible for the planning and DPW is responsible for the construction. The park has a rich industrial history, which triggered substantial archeological review. This delayed the start of the project. Thanks to diligent efforts throughout FY07 by both DPW and CDD, construction of Phase 1 is expected to begin in Fall 2007 and be completed in Spring 2008.

Commuter Rail
Significant progress occurred in the City and State's quest to reinstate Commuter rail to the State of NH through Nashua. The Division, in collaboration with Governor Lynch's office, the Nashua Regional Planning Commission, and the NH Department of Transportation, was instrumental in the passage of legislation to form the NH Rail Transit Authority and legislation to form a study committee to address the liability issue. The CDD Director is representing the City on the Rail Transit Authority. Negotiations continue with Pan Am Railways to formulate and finalize agreements needed to implement commuter rail.

CODE ENFORCEMENT DEPARTMENT

Manager	**Laura Games, Esquire**
Code Enforcement Officer	**Thomas Malley**
Code Enforcement Officer	**Nelson Ortega**

Mission
The mission of the Code Enforcement Department is to assure compliance with city housing and zoning ordinances in order to protect the health and safety of the community, to protect the environment, to maintain property values and to promote an aesthetically pleasing environment.

Highlights of Fiscal Year 2007
During the period July 1, 2006 to June 30, 2007 the department had the following enforcement activity:

- Housing – Approximately 3245 inspections were conducted with 2178 warnings/ violations being issued.
- Zoning/Building/Site Plan – More than 518 violations were issued. Of these 518, four required prosecution.

Activities Directly Related to Goals

- Increase zoning and site plan enforcement responsibilities of Code Enforcement Officers. Code Enforcement Officers continue to:
  - Investigate illegal used car sales along Main Street
  - Address alleged illegal apartments and prohibited signage
- Endeavor to be as proactive and efficient as possible in investigating and addressing code enforcement issues.
  - The Code Enforcement Department continues to conduct drive-by inspections for zoning violations. If a building starts to look dilapidated, an inspection for housing code violations is scheduled.
- Continue to work with other departments and agencies to coordinate enforcement actions and to create innovative resolutions whenever necessary (Environmental Health, Police, Fire, Assessing and Public Works).
  - Code Enforcement worked with the New Hampshire Department of Environmental Services in coordinating Wetland and Wetland Buffer enforcement actions on the local level.
  - The Department provided technical support to the City's Legal Department regarding outstanding litigation.
  - One Code Enforcement Officer continued to participate in the Code Team Detail with Environmental Health and the Police Department on Fridays for most of FY07. However, since the Police Officer that was assigned full time for community policing was reassigned, we no longer have this resource to assist with safety concerns, serving District Court Summonses, etc.
  - The Code Enforcement Department also continues to work with Community Services when a building may be condemned and ordered vacated so that if people may be homeless as a result of the condemnation, appropriate resources will be made available if necessary.
  - The Department also works with the Solid Waste and Assessing Departments to resolve zoning and building issues

Kitchen with Trash

Dilapidated Building

Bad Wiring

- Increase public awareness regarding zoning, housing and building code restrictions through the media, public information brochures, neighborhood meetings and personal contact.
  - Code Enforcement currently participates in the Tree and Ledge Streets Community Revitalization Partnership Program. This is a cooperative effort between Urban

Programs, the Police Department and the general community that seeks to revitalize this area through increasing economic opportunities, expanding home ownership and reducing crime through cooperative, coordinated services from both the public and private sectors.

- Code Enforcement also participates with the French Hill Crime Watch group and addresses housing and zoning issues brought to our attention by the group.
- The Code Enforcement Department continues to increase public awareness regarding housing and zoning ordinances by distributing educational brochures on Housing Code Enforcement, Nashua's Sign Laws, Land Use Restrictions in Residential Zones and Code Enforcement Services. In addition, an appropriate brochure is sent out with each Notice of Violation.
- Code Enforcement attends neighborhood meetings, gives informational presentations and distributes educational material after working hours whenever requested.

- Continue to work with Urban Programs and social service agencies to help solve housing code problems.
  - The Department continues to refer persons in need of financial resources in order to fix up their properties to the Urban Programs Department, Neighborhood Housing Services of Greater Nashua and Greater Nashua Habitat for Humanity. The Department also continues to refer persons who need other assistance to the appropriate social service agency.

NASHUA CITY PLANNING BOARD (NCPB)

Chair	**(Resigned December 2006) Bette Lasky**
	(As of January 2007) Ken Dufour
Vice Chair	**William P. Slivinski**
Secretary	**Robert H. Canaway**
Member	**Steve Farkas**
Member	**Hugh F. Moran**
Member	**George Torosian**
Mayor's Representative Member	**Malcolm (Mike) Lowe**
Ex-Officio Member	**Mayor Bernard A. Streeter**
Ex-Officio Member	**Steve Dookran, City Engineer**
Aldermanic Representative Ex-Officio	**Richard LaRose, Alderman**
Alternate Aldermanic Representative Ex-Officio	**Mark Cookson, Alderman**

Overview

The NCPB is a City Board comprised of appointed and ex-officio members charged with assessing various City policies and programs. The Board advises the Board of Aldermen regarding public facilities and capital projects or improvements and formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are primary responsibilities of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans for the subdivision of land, and all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments.

Summary
During Fiscal Year 2007, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Michael Yeomans, Richard Sawyer, Christine Webber, Angela Vincent and Christopher Sullivan), reviewed and approved 20 subdivisions and 80 site plans and amendments. Through these subdivisions the Planning Board approved a total of 46 residential lots and 6 non-residential lots. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees. Bette Lasky, a planning board member for 17 years, retired in December 2006. Bette had dutifully served as Chair of the Planning Board for the previous 10 years and will be missed by all who worked with her.

PLANNING DEPARTMENT

Planning Director	**Roger L. Houston, AICP, ICC**
Development Review Team	
Deputy Manager Development Review	**Michael Yeomans, AICP**
Department Coordinator	**Christine Webber**
Zoning and Land Use/Sign Permit Team	
Deputy Manager Zoning	**Carter Falk, AICP**
Administrative Assistant II, Zoning	**Linda Panny**
Planner I	**Marcia Wilkins**
Planning & Environmental Team	
Deputy Planning and Environment Manager	**Richard Sawyer, AICP, ASLA** (Resigned April 2007)
Planner III	**Angela Vincent, AICP** (Resigned October 2006)
Planner II	**Christopher Sullivan, ASLA**

(As of December 2006)

Mission
The mission of the Planning Department is to provide the regulatory framework and leadership to guide the city in the process and maintenance of its vision and support of its respective boards and commissions.

Overview
The Nashua Planning Department experienced another robust economic year in Fiscal Year 2007 with numerous plan approvals, construction activity, significant implementation of the Master Plan, continued implementation of the Land Use Code, and lastly, the annual Capital Improvements Plan.

The Planning Department provides technical expertise and services in an advisory capacity as staff to the Nashua City Planning Board (NCPB), the Zoning Board of Adjustment (ZBA), Capital Improvements Committee (CIC), Nashua Historic District Commission (HDC), and the Nashua Conservation Commission (NCC).
In addition to its regular daily functions and responsibilities including assistance to citizens, landowners and developers, the Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies during FY 07:

Staff Reports
The Department completed 107 detailed reports or reviews on site plans, minor site plans and subdivision plans for the NCPB. The applicable reports are delivered to the Planning Board prior to the meeting date. This process gives the Board better information to assist them in their decision process. The Department prepared ZBA reports on use variances to aid in their decision process. The Department processed 142 ZBA applications for variances, special exceptions, rehearing requests and equitable waiver.

Capital Improvements Program
The Department is the primary agency responsible for providing staff support to the Capital Improvements Committee, which coordinates and prepares the Capital Improvements Budget and Six-year Plan. The Capital Improvements Committee is a subcommittee of the NCPB established by City Charter, Chapter 77a that annually recommends a fiscal year capital improvements program outlining long-range needs and anticipated expenditures. The Planning Director serves as a voting member of this Committee pursuant to City Charter.

Bond Rating Preparation
The most current statistics available were compiled by the Director and the planning staff in preparation of Nashua's Official Statement including history, population, economy, planning and development, housing costs, employment base, largest employers, retail sales, unemployment, building permits, and state tax receipts. This information and that contained in the Capital Improvements Plan were contributing factors in the City obtaining a favorable interest rate on its bond issues and saving the City on interest payments.

Transportation
The Department continues to be an active member of the Nashua Area Transportation Study (NATS) Technical Advisory Committee. This committee membership consists of representatives from the region's municipalities and the state/federal transportation departments.

Land Use and Sign Permits
The Zoning and Development Review Teams reviewed 1016 land use permits and 127 sign permits as part of the land use sign permit process, in addition to responding to numerous telephone inquiries and requests for information. The permits are reviewed

for conformance to subdivision, site plan and zoning approvals, as well as the land use ordinances under the Department's jurisdiction.

Jackson Falls Project on Nashua River Downtown
The Department continues to play a key role with the Economic Development Department in determining appropriate reuse of this parcel and proposed a financing mechanism to make it a reality. A 22-unit residential building was approved this fiscal year. This project will lead the way to completion of a riverfront walk system as envisioned since the 1990 Downtown Master Plan and subsequent plans. An Irish Pub called the "Peddler's Daughter" opened in June 2005 in the former Goodale's Bicycle Shop (also known as the former "Car House"). The approved site plan shows the walkway being cantilevered from the former Goodale's Bicycle Shop. The project was issued it first certificate of occupancy early in 2007.

Permit Software
The Department continues to provide key assistance in the process of working with the consultant and the Information Technology Department on the continued implementation and fine tuning of the CityView permit software system for the Department and the entire Community Development Division.

Special Projects
The Department provided technical assistance to the Division Director in the Rotary Park project on South Main Street. The design and the construction of the project are programmed to commence in next fiscal year.

The Department assumed the responsibility of completing the Cotton Transfer Bridge project previously started by the Urban Programs Department. This restoration and rehabilitation of this former cotton transfer bridge provides a key future pedestrian link across the Nashua River. It also serves to preserve a unique structure within the Historic Mill Yard National Register of Historic Places. The Department secured additional easements from Clocktower Place I and II residential project and had them accepted. The City also secured the ownership of the bridge and commenced bid for construction of the project. Construction started in January 2007 and it is anticipated to be completed in November 2007.

Cotton Transfer Bridge
(aka Pratt Truss Bridge)

URBAN PROGRAMS DEPARTMENT

Scott Slattery	**Manager**
Sheila O'Riordan	**Deputy Manager, Grants and Finance** (Resigned Feb 2007)
John Slebodnick	**Project Administrator**
Robert Rice	**Project Administrator**
Linda Jeynes	**Urban Programs Support Specialist**
Mark Sousa	**Transit Manager**
Louise Woodworth	**Transit Financial Coordinator** (As of April 2007)

Mission

The mission of the Urban Programs Department (UPD) is to provide financial and technical resources to individuals and local groups to improve living conditions and access to job and resources, primarily for those of lower income and those with disabilities.

Background/Overview

The activities of the Urban Programs Department are principally targeted to the following, reflecting the mandates of the Federally-funded programs which the department administers:

- Affordable and decent, safe housing for families, elderly and those with special needs
- Emergency shelter for the homeless
- Capital Improvements and Operating Support for organizations that support low and moderate income individuals and families within Nashua
- Zero interest deferred loans to owner-occupied single and multi-family dwellings in the city for capital and emergency improvements
- Facilities and services to provide education, job training, health, nutrition, and recreational assistance to those in need

The Department focuses its efforts on inner-city neighborhoods and the downtown, to assist in revitalizing them and to eliminate substandard housing and blighting influences. Many activities are accomplished with cooperation and participation of other City agencies and departments, such as the Public and Environmental Health, Public Works, and Building and Planning Departments, the Nashua Housing Authority, and numerous local non-profit organizations. Additionally, the Department oversees the operation of the Nashua Transit System (NTS), consisting of CityBus, Citylift and Access to Jobs services.

Personnel Changes

Fiscal Year (FY) 2007 saw some minor changes in Urban Programs personnel.

- Deputy Manager Grants and Finance Sheila O'Riordan resigned her position as of February 2007
- Administrative Assistant Linda Jeynes was promoted to Urban Programs Support Specialist
- Louise Woodworth was hired into the position of Transit Department Financial Coordinator

Statistical Highlights

The Department oversaw expenditures totaling $3,119,307 in FY 2007, compared to $3,471,401 in FY 2006. Over 85% of these funds were from sources other than the City. Community Development Block Grant (CDBG) funds in the amount of $1,097,107 were expended in FY 2007. This figure includes HUD appropriations, re-programmed funds and program income associated with CDBG. This figure is in comparison to $820,401 in FY 2006. The transit system operated at a cost of $2,022,200 in FY 2007 compared to $1,997,000 in FY 2006. (These figures include capitalized maintenance to comply with National Transit Database reporting requirements.) $128,000 was expended on transit planning and items associated with operation of the system during FY 2007.

Of the total cost for FY 2007 ($2,150,000), 18% was covered using City funds. The Federal Transit Administration covers up to 50% of operating costs and 80% of eligible preventive maintenance, capital and planning costs for small, urbanized areas such as the City of Nashua. Other funding sources include the State of NH Department of Transportation, State Department of Health and Human Services, the NH Bureau of Elderly and Adult Services, and neighboring towns such as Hudson and Merrimack. Revenue is also generated through on-board advertising contracts, contracts with human service agencies and universities and rental of the Transit Center on Elm Street.

In addition to these annual service delivery costs, FY 2007 transit staff provided financial/regulatory and construction management for the City's $6,400,000 Riverside Municipal Complex project. Of the total project cost, $4,950,000 was for development of a Transit administration/operating facility and construction of a bus garage at this site. The volume of housing rehabilitation, including the HOME program, was $521,315 in FY 2007, compared to $554,021 in FY 2006.

Community Development Block Grant (CDBG)

Public Facilities

Greater Nashua Habitat for Humanity

In FY 2007, the $5000 in CDBG appropriations left over from the Habitat project at 51 Whitney Street were re-allocated for 7½ Ridge Street for an engineering study of the site and corresponding retaining wall for the construction of a single family home.
It is the intention of Habitat to apply for opportunities acquisition funding through the Housing Improvement Program (HIP) for funding for the Ridge Street site demolition and site preparation. An RFP (request for proposal) was being developed at the end of the fiscal year with the intent of having engineering done on the site and demolition of the existing structure scheduled for the fall of 2007.

Area Agency for the Developmentally Disabled

UPD staff designed the specifications for the construction of an interior handicapped ramp at the agency's group home at 12 Upstone Drive. The project was awarded $5800 in FY 2007. Bids for the project exceeded that amount and the Board of Aldermen allocated an additional $2000 from the contingency fund for this project.

Boys and Girls Club of Greater Nashua
$35,000 was awarded to the Boys and Girls Club of Greater Nashua for the roof replacement at the Club at 47 Grand Avenue. Urban Programs staff developed a specification manual, publicly bid and awarded a contract for the roof replacement. The roof was replaced during the fiscal year.

Girls Inc.
$30,000 was awarded to Girls Inc. for the heating system renovation at the agency's location at 27 Burke Street. Additionally, other improvements made to the facility using this award included the replacement of ceiling tiles and roof drainage pipe and insulation of the gymnasium, ceiling and classrooms. The project was completed during the fiscal year.

Harbor Homes Inc.
A CDBG grant of $35,000 was awarded for the development of housing for homeless veterans at 46 Spring Street. The project was completed during the fiscal year and is presently occupied by homeless veterans and their families.

Nashua Soup Kitchen and Shelter, Inc.
In FY 2007, UPD staff designed and bid out work for the roof replacement at the agency's administrative offices at 42 Chestnut Street. The job was bid out, specifications developed and a contract was awarded. The roof replacement is expected to be completed early in FY08.

Hunt Memorial Library Building
The Hunt Memorial Library Building, now used for a number of community activities, is located in the Railroad Square Redevelopment Area. Along with private renovation efforts in this area, the City has made a substantial commitment to eliminating conditions that affect public health and safety.

Funding was approved for remediation of groundwater infiltration, which has caused mold and mildew problems affecting public health and safety. Also authorized were funds for replacing the obsolete heating system and the addition of air conditioning, to make the building habitable during summer months and reduce mold and mildew problems. In FY 2007, re-pointing of the upper tower brickwork was completed.

Community Council
$50,000 was awarded to and installation completed at Community Council of Nashua (CCN) for Phase 3 of the central air conditioning. Community Council's goal is to help keep patients in the community by offering effective outpatient treatment as an alternative to hospitalization. CCN has also been successful in helping consumers find and keep employment. CCN works collaboratively with the City of Nashua Public Health Department on disaster response and they recently added a program to assist individuals involved in the City's Court Diversion system. This year, CCN expanded their outpatient hours to improve access to services for consumers.

Adult Learning Center
The final phase of renovations at 4 Lake Street for the Adult Learning Center (ALC) multi-year grant was put out to bid and specifications developed for the replacement of the heating system at the agency. During the fiscal year, the ALC requested and was granted a change in the use of funds from a myriad of issues at the location to replacing the heating system. Bids for the project were substantially higher than anticipated, thus necessitating the change in the use of funds.

Nashua Center for the Multiply Handicapped
During FY 2007, $20,000 was granted to the Nashua Center for the Multiply Handicapped for converting a current storage and conference area into offices and adding a storage shed off the rear of the building to accommodate an increased need for services and space. The project is expected to be completed during FY08.

The Plus Company
$6000 was awarded for replacing carpets at the agency's 62 Harbor Avenue location, a residential group home for individuals with developmental disabilities. The project was put to public bid and is expected to be completed in September 2007.

The Greater Nashua Dental Connection
The Greater Nashua Dental Connection was awarded $9293 for renovating their space at 31 Cross Street. UPD staff met with agency staff and developed a specification manual for the project which is expected to go out to bid in the fall of 2007.
Human Services Program Support

Nashua Soup Kitchen and Shelter, Inc.
The Nashua Soup Kitchen and Shelter (NSKS) was awarded $52,000 to assist with their operating costs. The NSKS is a private non-profit organization with a grassroots base of support. A volunteer board of directors, made up of members of the community, governs the agency. Approximately half of the board members reside in Nashua. The agency's target population for service includes poor and homeless individuals and families. Services include daily meals, homeless shelter, emergency food baskets, furniture, and household items, financial assistance, employment advocacy, Hispanic outreach, case management and transitional housing services.

The Soup Kitchen's stated mission is: "To provide shelter and food to those in need. The overall objective of the agency is to advocate, create and operate programs and services that promote dignity and self-sufficiency for those served. To ensure that basic needs are addressed, the Nashua Soup Kitchen and Shelter is committed to joining with others in a community-wide ethic of caring."

Specific services include emergency shelter for homeless men, women and families with children, which include advocacy and case management to assist shelter residents to move into permanent housing. Beds for homeless men are provided at the Ash Street Shelter. Beds for homeless women and families with children are provided at both the Kinsley Street and Ash Street Shelters. The crisis in available affordable

housing has made it much more difficult for families and individuals who become homeless to leave the shelter. High rents and very low vacancy rates in Nashua have greatly increased the length of stay at the shelters.

Greater Nashua Council on Alcoholism
$17,440 was awarded to the Greater Nashua Council on Alcoholism (GNCA) to assist with operating costs. GNCA is a non-profit corporation established in 1983 to increase public awareness of alcoholism and other substance addiction; and to plan, develop and coordinate community programs to fight addiction. The mission statement is to "Provide the care to enable the alcohol and/or other drug addicted person to recover in order to become a functioning member of society." The specific program objectives are:

1) To provide confidential direct services for the alcohol and drug affected person including crisis intervention, social detoxification, case management, referral to treatment, transitional housing, and outpatient counseling
2) To provide supportive and caring services to the significant others and families involved
3) To facilitate the recovery process by providing adequate resources to ensure that no one is denied services because of inability to pay
4) To provide education and awareness programs for all age groups in the community about the damage of alcohol and other drug abuse on the whole family structure
5) To maintain a central alcohol and drug information and resource center where anyone can call or stop by for confidential help.

Provision of service to clients varies in degree and intensity. GNCA begins providing case management services to individuals at their first contact with the agency and continues providing services for as long as there is a relationship with the client.

Nashua Area Health Center
$29,500 in CDBG Funds was granted to the Nashua Area Health Center. Formerly known as the Neighborhood Health Center, this agency was acquired by Lamprey Health Care in September 2000. It and its predecessor organizations have served the Nashua community for over thirty years. The agency continues to provide low-cost, comprehensive primary health care services to low/moderate Nashua citizens who either lack medical insurance or are under-insured. Bilingual staff is available in all departments of care. Urban Programs staff continues to serve on the advisory committee for the Health Center.

Nashua Area Health Center (NAHC) is the only provider of comprehensive family-oriented primary care in greater Nashua with a sliding fee scale based on the individual's ability to pay. With the addition of child health services, NAHC is working closely with the Nashua Public Health Department and Home Health and Hospice Care (area providers of state-funded well-child services) to develop integrated coordinated services to best meet the needs of the clients and avoid duplication of efforts.

Boys and Girls Club of Greater Nashua
During FY 2007, the Boys and Girls Club of Greater Nashua received $14,800 for their continued Hispanic outreach program in the city. Since 1971, the Boys and Girls Club

of Greater Nashua has been serving our community's youth with a variety of programming opportunities and services.
Anti-Crime Programs

Crime Watch Groups
During FY 2007, the Nashua Livable Walkable Communities continued with the development of a neighborhood watch in the Tree and Ledge Street neighborhoods. Presently there are monthly crime watch meetings that are attended by local residents, members of the Nashua Police Department, Urban Programs Department, non-profit groups and members of the faith-based community.

The Tree and Ledge Street crime watch group was awarded $7000 for the implementation of their programs. $3500 of this appropriation was to cover eligible administrative expenses and the remaining $3500 for program service delivery costs.
Additionally, $3500 was awarded from the contingency fund to the French Hill Crime Watch group for support of their activities that mirrors the efforts of the Tree and Ledge Street group.

AmeriCorps Volunteers in Service to America (VISTA)
$20,000 was allocated to the AmeriCorps Volunteers in Service to America (VISTA) project. The VISTA members are implementing a neighborhood revitalization program known as the “The Tree Streets Initiative”. This program which began during the fiscal year seeks to connect with neighborhood residents, non-profit groups, the faith-based community and other entities to revitalize the Tree Streets neighborhoods.
The initial phases of this project included development of a physical and resident survey of the targeted neighborhood, analysis of the data received, and the development of a sustainable plan that addresses neighborhood concerns. Results of the survey included residents concerns over crime, drugs, parking and a lack of meaningful activities for neighborhood youth.

FY 2007 also saw the planning of the “1st Annual Nashua Multi-Cultural Festival” which will feature area musicians, dance, crafts and food representing many cultures from the Nashua area. The Festival is scheduled for August 2007.
Affordable Housing

HOME Rental Housing Program
Starting with FY 2004, the City of Nashua received a direct allocation of HOME funds from HUD. HOME projects meet the objectives of the program and conform to the intent as defined in the Consolidated Plan. In the past, the City had received a sub-allocation of HOME funds from the New Hampshire Housing Finance Authority.
This Fiscal Year, construction was completed on the Harbor Homes Inc. Buckingham Place project – a downtown 20-unit rental housing development for homeless Veterans and their families at 46 Spring Street. The project was awarded $250,000 in HOME funds.

Construction began on Neighborhood Housing Services of Greater Nashua's 2 Shattuck Street project which is converting a former daycare center into 6 units of family rental housing. This project, which is expected to be completed in the fall of 2007, received $450,000 in City of Nashua HOME funds.

Neighborhood Housing Services of Greater Nashua
$50,000 was awarded to Neighborhood Housing Services of Greater Nashua (NHSGN) during FY 2007 for the purpose of support and operations the agency's "Campaign for Homeownership" first time home buyers courses and related materials.
Additionally, $35,000 was awarded to NHSGN in FY 2007 for developing affordable family rental housing. A location was identified for the project; however due to costs associated with the location, it was abandoned and the agency expects to identify a new location to develop this housing.

Housing Improvement Program – Single Family
This program provides deferred payment loans to low-income owner occupants of single-family homes in targeted neighborhoods. Repairs include replacement of major systems, roofing, siding, asbestos removal, window replacement, plumbing repairs and other necessary upgrades. Renovations to 3 single-family residences amounted to $10,305 in FY 2007 expenditures.

Housing Improvement Program – Multi-Family
This program provides deferred payment loans to low-income owner occupants of two- to four-family homes in targeted neighborhoods. Repairs include replacement of major systems, roofing, siding, asbestos removal, window replacement, plumbing repairs and other necessary upgrades. This year's activities included renovations in 6 units within two properties, which were funded with $68,929 of CDBG monies

Lead Hazard Reduction
The City was awarded a $1,000,000 EDI grant from HUD in 2003 to develop affordable housing. The EDI grant includes a component for lead hazard reduction, which enabled the City to continue assisting landlords and homeowners in removing lead hazards from the rental housing stock that is typically occupied by low and moderate income households. The EDI grant is also being used for other projects, leading to safe and decent affordable housing opportunities for the City's low- and moderate-income households.

The department, through its licensed, lead-risk assessor, a licensed lead contractor and a licensed training provider, continues to serve the community with technical assistance, project evaluation and design and construction monitoring. As previously described, lead abatement projects were performed at 3 units of rental housing and adjacent common areas during FY 2007.

<u>Youth</u>
Police Athletic League
The Police Athletic League (PAL) was awarded emergency contingency funds in the

amount of $2053 for a chain link fence in the rear of the building to replace the existing deteriorated one that had fallen to significant disrepair causing a safety issue for the children the PAL center serves.

Memorial Park Junior Field Renovation
Funds were allocated for the renovation of the Memorial Park Junior Field to include replacing existing fencing and providing improvements to the playing fields. This project is now scheduled to get underway in 2008.

Nashua Youth Council
The Nashua Youth Council was awarded $45,000 as part of a multi-year grant for major renovations, structural repairs and construction of a new handicapped entrance to the agency's facility at 112 West Pearl Street. The City further agrees to grant the Youth Council $45,000 in the next two fiscal years for completion of the above referenced project.

Economic Development

Railroad Square Redevelopment
During the past several years Nashua's CDBG Historic Building Façade Restoration Program has served as a noteworthy catalyst for encouraging increased private reinvestment and improvement within the urban blighted area known as Railroad Square. Façade and commercial signage redesign improvements have been carried out on several structures in past years. The presence and application of CDBG funding for building and public space improvements has positively and tangibly resulted in a renewed appreciation and valuing of the physical components of this long-disadvantaged inner-city district. The resulting gentrification however has already resulted in an out-migration of many who were able to call Railroad Square their home. For those who remain, and for those moving in, life in Railroad Square has become safer, cleaner, healthier, prouder, and optimistically vibrant.

This past year, the Community Development Division continued to work closely with developers, consultants, City staff, the Great American Downtown organization and others to complete the City's part of the proposed Nashua River Promenade/Jackson Falls project. The project has resulted in the restoration of the former Goodale's building and its redevelopment into an upscale Irish Pub and restaurant, completion of a five-story, 22-unit luxury condominium development to the east of the existing building, and completion of a section of the Riverwalk that extends along the north shore of the Nashua River from the Main Street bridge to the far eastern edge of the property. The Community Development Division continues to work with the owners of the relevant properties to complete the Riverwalk. The project is expected to stimulate further revitalization of the Railroad Square area and implement important goals of the City's adopted Downtown Master Plan. CDBG funds were applied to design of the Riverwalk and used to leverage investment in the façade restoration.

Economic Development Activities
Economic development activities undertaken during the FY included improvements to the Riverfront/Railroad Square area of the city and the continuation of the MicroCredit program delivered by the New Hampshire Community Loan Fund through which jobs were made available to low or moderate-income persons.

City of Nashua Transit System (NTS)

Bus Garage
In March 2007, Nashua Transit Staff moved into the completed bus garage and administration offices at 11 Riverside Street. The garage, an 18,100 square foot state-of-the-art facility allows staff to service, maintain and store all of the Transit fleet under one roof. The facility allows maintenance staff to service our fleet in 3 service bays. Staff can also fuel and wash each vehicle indoors.

The administration building houses all administrative staff as well as Transit dispatch. The City of Nashua has committed two full-time personnel to work 100% of their time on Transit and they moved into their section in June 2007. This move allows all Transit staff to work in one location to further enhance Nashua Transit.

Ridership Continues to Grow
Ridership continues to grow at a steady pace. There will be at least one new route introduced in November 2008. Ridership will continue to grow as fuel costs increase, enhanced service continues, as well as enhanced safety and security.

U-Pass Program Gains Momentum
Rivier College and NH Technical College continued their partnership with NTS. Both colleges increased their sponsorship of the U-Pass program and talks are underway with Daniel Webster College. The program affords students unlimited ridership upon presentation of their college identification card. This program has greatly increased ridership with youth and has provided an ongoing positive relationship with two local community partners. The U-Pass program is funded by the schools' student activities funds.

Ride Guides
Last year the NTS Ride Guide went through a format transformation that has proven to be quite popular. The new format is newspaper-style, cheaper to print but offering more print area. Among the compliments received were the easy-to-follow schedules and interesting information about the history of the NTS. We also discovered the format allows more efficient and less expensive modification and updating, allowing us to share the most relevant information with the ridership community with each reprinting.

Summer Youth Pass Program
In 2005, Nashua Transit initiated a new program to increase ridership of youth throughout the summer months. Youth were offered a summer bus pass, with unlimited rides, for a discounted price. The Nashua School Department, municipal swimming

pools, and the Nashua Public Library worked in coalition with NTS to distribute flyers to all students nearing the end of the school year. The program brought youth the opportunity to access many activities and jobs throughout the summer months. This successful program was continued in 2007 and is expected to be an annual offering.

ABCD Youth Group
The ABCD group, which is focused primarily on local youth involved in the court system, utilized the Nashua Transit Summer Youth Passes as a form of recognition to youths involved in the system who have achieved positive goals. Travel training was provided to any person not familiar with the bus schedules and system. Nashua Transit continues to work closely with the ABCD group, attending monthly meetings and assisting in any areas of transportation.

What's Blue and Yellow with designs on Green?
During FY 2006, the NTS explored and implemented ways to reduce the negative environmental impacts of transportation. Currently, our entire fleet uses Bio-Diesel fuel at a ratio of 95-5%. In the fall of 2008, that ratio will grow to 80-20% split diesel and Bio-Diesel. Procurement of replacement vans, scheduled for spring of 2008, will specify non-diesel fuel systems.

Working with the NH Department of Environmental Services, the transit system has participated in anti-idling trainings and strategies, and provided free public transportation on "air quality alert" days, as measures to reduce further deterioration of the quality of our environment. Onboard advertising space has been dedicated to providing public education on environmental issues.

Also, the design and construction of the Riverside Municipal Complex incorporated numerous 'green' design elements to ensure energy conservation and maximize opportunities to utilize environmentally friendly materials and practices. Transit staff is represented on the City's "Green Team", a community-wide committee dedicated to increasing environmental awareness and identifying environmentally protective solutions.

<u>Continuum of Care</u>

Urban Program staff participates in the Greater Nashua Continuum of Care monthly meetings and serves on the Executive Committee, the Ending Homelessness Committee and the GAPS Analysis Committee, which are sub-committees of the Continuum. This year, the Staff helped carry out the process for the annual homeless census for the region on January 23-24, 2007. They also carried out a quarterly homeless census sampling representative agencies. Staff participated in the "Project Homeless Connect" in December 2006. City staff also worked with the Continuum members to prepare the SuperNOFA application (the funding application to HUD that brought approximately $1.6 million to the community this year) and helped implement strategies for the region's 10-year plan to end homelessness. Over the years, CDGB funds have been granted to several homeless providers in the City for operations funds, as well as capital improvement projects.

NASHUA CONSERVATION COMMISSION

Chair	**Linda Bretz**
	(Resigned February 2007)
	Melvin Meyer
	(As of February 2007)
Vice Chair	**Mark Newhall**
Clerk	**Richard Gillespie**
Treasurer	**Nicholas Frasca**
Commissioner	**Karen Archambault**
	(Resigned December 2006)
Alternate	**Peter Temperino**
Planning Liaison	**Angela Vincent**
	(Resigned October 2006)
	Christopher Sullivan
	(As of December 2006)
Aldermanic Liaison	**David Mac Laughlin**

Overview

The Nashua Conservation Commission (NCC) mission is to protect Nashua's natural and watershed resources as stipulated in NH RSA Chapter 36A and in the City of Nashua Wetland Ordinance.

Major Activities of Fiscal Year 2007

The commission reviewed approximately 20 new applications that entailed disturbance of city wetlands or wetland buffers. These ranged from minimal activity such as a request to cut down dead trees in a wetland buffer to a 10-acre major commercial development impacting wetlands. A typical request included an initial conceptual presentation, a visit by the Commission to the site in question, and a follow-up meeting at which the commission decides on its recommendation to the Zoning Board of adjustment and, if applicable, to New Hampshire Department of Environmental Services (DES). Subsequent monitoring of approved projects has usually been done periodically by a designated commissioner.

The Natural Resources Inventory (NRI), contracted to Moosewood Ecological Services in Fiscal Year 2006, was reviewed, edited and printed early in 2007. The commission held multiple closed sessions to evaluate various properties within the city for possible purchase as conservation land. The NRI has been an important tool in making these assessments.

NASHUA GREEN TEAM

Executive Committee Members
Janice Tremblay – Chair
Angela Vincent – Vice-Chair
Bruce Buttrick – Clerk
Denis Gleeson - Treasurer

On June 13, 2006, the Nashua Green Team was born through passage of Ordinance 06-09 - Establishing the Nashua Green Team. On that day, the Board of Aldermen renewed Nashua's commitment to reduce our carbon footprint by stating that, "In continued pursuit of the city's goals to reduce greenhouse gas emissions, increase energy efficiency, decrease air pollution, and reduce energy expenditures as first adopted by the city in Resolution 01-271, the Nashua Green Team for the City of Nashua is hereby established."

The Green Team serves as an advisory committee to the Mayor, Board of Aldermen, and Division Directors providing guidance on how to become more energy efficient in the City. The Team is comprised of appointed representatives from city departments, public officials, businessmen, citizens, and environmental experts. The purpose of the Team is to develop an action plan to achieve these goals and a framework by which environmentally responsible decisions should be made. The Green Team will work to implement the action plan and to provide continued evaluation and report the progress of the city in meeting these goals.

The Green Team was extremely active in 2007. In addition to appointing members, adopting bylaws, and electing an executive committee, the Team has been working hard to raise awareness in the City of Nashua about climate change activities. Over the past year, the Green Team accomplished the following:

- Launched an Anti-Idling Campaign with over 65 signs posted at schools, daycares and private businesses
- Held the 1st Annual Energy Fair at Greeley Park on August 12, 2006
- Published the 1st Green Team newsletter on 100% recycled cotton paper
- Coverage in the *Nashua Telegraph*, *Boston Globe* and NHPR for Anti-Idling Campaign and other Green Team events and programs
- Presented Green Team process and progress at various conferences and workshops
- Worked with The Nature of Things School to develop a "Green" Bulletin board for City Hall
- Drafted a resolution to establish an Energy Conservation Revolving Trust Fund for the City (in progress as of writing of this report)
- Sponsored a City-wide mandatory recycled paper purchasing policy
- Worked with Community Development Division and IT to program department printers to duplexing option

- Developed a first draft of the Nashua Energy Action Plan
- Investigated biodiesel use in City vehicles

The Green Team meetings, held on the 3rd Thursday of the month at 3:30pm in City Hall Auditorium, are open to the public – all are welcome to attend. Public participation and input is always welcome!

NASHUA CITY PLANNING BOARD (NCPB)

Chair	**Bette Lasky** (Resigned December 2006) **Ken Dufour** (As of January 2007)
Vice Chair	**William P. Slivinski**
Secretary	**Robert H. Canaway**
Member	**Steve Farkas**
Member	**Hugh F. Moran**
Member	**George Torosian**
Mayor's Representative Member	**Malcolm (Mike) Lowe**
Ex-Officio Member	**Mayor Bernard A. Streeter**
Ex-Officio Member	**Steve Dookran, City Engineer**
Aldermanic Representative Ex-Officio	**Richard LaRose, Alderman**
Alternate Aldermanic Representative Ex-Officio	**Mark Cookson, Alderman**

Overview

The NCPB is a City Board comprised of appointed and ex-officio members charged with assessing various City policies and programs. The Board advises the Board of Aldermen regarding public facilities and capital projects or improvements and formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are primary responsibilities of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans for the subdivision of land, and all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments.

Summary

During Fiscal Year 2007, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Michael Yeomans, Richard Sawyer, Christine Webber, Angela Vincent and Christopher Sullivan), reviewed and approved 20 subdivisions and 80 site plans and amendments. Through these subdivisions the Planning Board approved a total of 46 residential lots and 6 non-residential lots. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees. Bette Lasky, a planning board member for 17 years, retired in December 2006. Bette had dutifully served as Chair of the Planning Board for the previous 10 years and will be missed by all who worked with her.

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair	**Sean Duffy**
Vice Chair, Acting Secretary	**Jonathan Currier**
Secretary	**Susan Douglas** (Resigned September 2006)
Member	**Claire McHugh** (Appointed March 2007, Resigned September 2007)
Member	**Robert Carlson** (Appointed March 2007)
Alternate	**Robert Shaw**
Alternate	**Richard Rondeau** (Resigned August 2006)
Alternate	**Jeffrey Anderson** (Resigned April 2007)
Alternate	**Normand Tremblay** (Resigned March 2007)

Overview

Appointed by the Mayor, the Zoning Board of Adjustment is comprised of city residents to hear and decide requests for variances, special exceptions and appeals of administrative decisions from the Zoning Ordinances. The Zoning Board also serves as the appeal body to decisions rendered by the Historic District Commission. The Zoning Board meets in public session twice monthly except in December, when it meets once.

Summary:

In Fiscal Year 2007, the Zoning Board of Adjustment considered:

	Requests	*Denied*	*Granted*
Variances	87	15	72
Use Variance	14	4	10
Special Exceptions	28	3	25
Rehearing	10	9	1
Appeals	2	1	1
Equitable Waivers	1	1	0

FINANCIAL SERVICES DIVISION

OFFICE OF THE CHIEF FINANCIAL OFFICER

Chief Financial Officer/Comptroller	**Carol A. Anderson**
Compliance/Trust Coordinator	**Lynn Thibodeau**
Financial Services Coordinator	**Mo Qamarudeen**

TREASURER/TAX COLLECTOR

Treasurer/Tax Collector	**David G. Fredette**
Traffic Violations Coordinator	**Judy Miele**
Administrative Assistant	**Sandra Desharnis**
Deputy Treasurer/ Deputy Tax Collector	**Ruth E. Raswyck**
DPW Billing Accountant	**Denise Lieberman**
DPW Collections Accountant	**Heidi Slosek**
Customer Service Representative	**Sylvie Corriveau**
Revenue Coordinator	**Susan Martinelli**
Revenue/Service Specialist	**Dawn M. Roy**
Supervisor, Motor Vehicle Registrations	**Nancy Naples**
Motor Vehicle Registration Coordinator	**Janet Durand**
Motor Vehicle Clerk II – FT	**Deborah Martel**
Motor Vehicle Clerk – FT	**Patricia Morse**
Motor Vehicle Clerk – FT	**Laura Diaz**
Motor Vehicle Clerk – FT	**Paulette Morgan**
Motor Vehicle Clerk – PT	**Flor Largy**
Motor Vehicle Clerk – PT	**Sharon Chase**
Motor Vehicle Clerk – FT	**Claire Berthiaume**

ACCOUNTING/COMPLIANCE

Accounting/Compliance Manager	**Rose Evans**
Deputy Manager, Accounting Compliance	**Rean Lam**
Accountant/Auditor	**Patricia A. Lyons**
Admin. Assistant/Payroll Operations Specialist (PT)	**Jean E. Roth**

ACCOUNTS PAYABLE

Accounts Payable Supervisor	**Bernice Diggins**
Accounts Payable Clerk	**Fleurette Rioux**
Accounts Payable Clerk	**Naomi Patch**
Accounts Payable Clerk	**Patricia Deforte**

COMPENSATION

Compensation Manager	**Doreen Beaulieu**
Payroll Analysts II	**Julie Marchese**
Payroll Analysts II	**Sue Hill-McCarthy**

The Financial Services Department consists of three distinct segments:

- TREASURY/COLLECTIONS
  (Treasury, Tax/Collections, Motor Vehicle and Traffic Violations)
- FINANCIAL REPORTING/COMPLIANCE
  (Accounting, Audit/Compliance, Accounts Payable)
- COMPENSATION
  (Payroll, related Administration and programming)

Treasury/Collections/Motor Vehicle & Traffic Violations

Treasury is responsible for processing all the "City's cash deposits" and investment of City funds. The Treasurer is responsible for investing the City's capital, maintaining banking relationships and disbursement of City obligations. The Chief Financial Officer and the city Treasurer are responsible for the management of the City's debt. The City maintained their financial outlook from rating agencies. The rating agencies continue to express a positive outlook for the City of Nashua. As recent as December 2007 our bond rating is 'AA+' with a long-term rating and stable outlook, from Standard & Poor's rating services. Standard & Poor's rating reflects the city's diverse local economy, wealthy tax base growth, above average wealth and income levels, favorable financial position, and manageable debt burden.

Tax/Collections has the responsibility to bill and collect in excess of 54,892 property tax bills and approximately 89,000 wastewater bills. In addition, this unit also collects solid waste tipping fees and various fees/payments generated by special requirements. The unit is responsible for the collection and processing of the revolving loan fund administered by the city. The tax office is also responsible for issuing liens on property for late taxes and in FY 07 we placed 539 liens, which was increase of 79 from the previous year.

Motor Vehicle and Traffic Violations' primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2007, the city registered over 87,000 vehicles. The parking violations bureau continues to see a high number of parking fines being issued and collected. The city has continued to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect a strong collection process of parking fines. The city issued over 28,000 parking tickets during FY2007.

The City of Nashua pioneered the mail-in vehicle registration system whereby renewal notices are mailed mid-month prior to the registration month. Again this year we have experienced long lines at City Hall with residents waiting to register motor vehicles at the end and beginning of each month. To avoid these lines, we encourage residents to mail in renewal papers. The City requires that all parking violations be paid prior to registration of any motor vehicle. In addition, the City has been cooperating with area towns in a reciprocal agreement to deny registration of any Nashua resident's motor vehicle with outstanding parking violations in other communities.

More recently the Treasurer's office has been working closely with our Information Technology Division on an E-payment plan that will include the use of credit/debit cards and on-line payments throughout the city in appropriate departments. Included in this plan is the purchase of new software for our Motor Vehicle Registration Unit that will allow us to be on-line with the State of New Hampshire's DMV. We look forward to offering additional customer payment options in late FY 08.

Financial Reporting/Compliance

This segment is responsible for the accounting of all City expenditures including, tax-supported and fee-based appropriations, bond proceeds, federal/state/county grants, gifts and trust expenditures. It is inclusive of reporting, auditing and accounts payable functions for the City of Nashua culminating in bi-monthly warrants, and monthly and year-end financial reports.

Additional responsibilities include the preparation of the annual budget, which for FY08, including the Enterprise Funds, was approximately $222,000,000. Melanson Heath & Company, PC, conducted the FY '08 external audit. Each fiscal year, the City of Nashua has strived to improve its overall financial operation and position.

The ***Accounts Payable*** function, as a separate function, processes all City obligations (exclusive of the School Department). Accounts Payable produces the bi-monthly warrants & vendor checks for both the city and school departments.

The ***Compliance*** function has added increased oversight of the City's financial resources. It results in greater accountability for all Divisions for their allocated funds. This is a critical function that will additionally result in the development of strong fiscal policies and procedures. With the growth in the annual budget, capital expenditures and bonding, grant awards, and trust and reserve funds, this function will experience more demands for compliance with federal, state, county and local rules and regulations. This function will be required to expand in order to meet that demand.

Compensation

This segment is responsible for the compensation of approximately 2,500 employees, inclusive of all City and School District employees. Responsibility includes administration of and compliance with regulations relating to all payroll deductions inclusive of taxes, pensions, garnishments, union dues, etc. This segment plays an integral role in the collective bargaining process, including cost analysis and agreement implementation. It provides and analyzes payroll and payroll-related data for the City's annual budgetary process. Further, it provides and maintains the related database programming and ensures the accuracy of data entered. Programming for Human Resources is also incorporated into this function.

SUMMARY INVENTORY OF VALUATION – 12/06, FY2007

LAND	$2,348,766,260
BUILDINGS	6,823,267,249
PUBLIC UTILITIES:	
WATER	64,319,200
GAS	39,147,180
ELECTRIC	71,223,800
TOTAL VALUATION BEFORE EXEMPTIONS	$9,346,723,689
EXEMPTIONS ALLOWED:	
BLIND	($4, 298,700)
ELDERLY	(161,891,950)
SOLAR/WIND POWER	(124,000)
SCHOOL DINING/DORMITORY/KITCHEN	(300,000)
PHYSICALLY HANDICAPPED	(758,200)
TOTALLY & PERMANENTLY DISABLED	($8,601,800)
TOTAL EXEMPTIONS ALLOWED	($175,974,650)
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	$9,170,749,039
LESS PUBLIC UTILITIES	(174,690,180)
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	$8,996,058,859

STATEMENT OF FY2007 BUDGET APPROPRIATIONS***

GENERAL GOVERNMENT	$46,180,115
FINANCIAL SERVICES	1,254,057
ADMINISTRATIVE SERVICES	2,819,554
PROTECTION OF LIFE AND PROPERTY	31,012,127
PUBLIC HEALTH & COMMUNITY SERVICES	2,735,088
PUBLIC WORKS DIVISION	9,415,133
PUBLIC SERVICES DIVISION	414,708
COMMUNITY DEVELOPMENT	1,370,266
PUBLIC LIBRARIES	2,131,522
SCHOOL DEPARTMENT	80,791,428
CONTINGENCY (all)	1,410,460

C.E.R.F.	500,000
BONDED DEBT SERVICE	19,854,481
CAPITAL IMPROVEMENTS	2,517,500
SOLID WASTE DISPOSAL	6,418,374
WASTE WATER CAPITAL PROJECT	4,500,000
SEWERAGE DISPOSAL SYSTEM	6,910,903
TOTAL FY '07 ADOPTED BUDGET	$220,235,716

STATEMENT OF FY 07 REVENUES

FINANCIAL SERVICES	$19,947,526
CITY CLERK'S OFFICE	173,650
PURCHASING DEPARTMENT	500
BUILDING MAINTENANCE	800
ASSESSORS	6,000
HUNT BUILDING	2,000
POLICE DEPARTMENT	131,250
FIRE DEPARTMENT	18,960
COMMUNITY HEALTH DEPARTMENT	12,000
ENVIRONMENTAL HEALTH DEPARTMENT	106,525
WELFARE DEPARTMENT	100,000
PUBLIC WORKS AND ENGINEERING	50,719
PARKS AND RECREATION	283,845
STREET DEPARTMENT	1,367,255
PARKING LOTS	727,000
CEMETERIES	322,640
COMMUNITY DEVELOPMENT DIVISION	685,400
PUBLIC LIBRARIES	12,700
SCHOOL DEPARTMENT	29,167,401
MISCELLANEOUS	857,500
SOLID WASTE DISPOSAL	3,918,374
SEWARAGE DISPOSAL SYSTEM	13,590,903
	$71,482,948
	=========

PROPERTY TAXES ASSESSED 12/06 FY07

1) TOTAL APPROPRIATIONS (INCLUDES INDIRECT SCHOOL COSTS)	$220,235,716
2) LESS REVENUES (see note a)	(71,482,948)
3) OVERLAY (ABATEMENT ACCOUNT)	1,531,453
4) HILLSBOROUGH COUNTY TAX	9,241,763
5 WAR SERVICE CREDITS	1,468,600
6) FUND BALANCE APPLIED	(4,500,000)
7) AMOUNT TO BE RAISED FROM TAXES	$156,494,584
(not adjusted per DRA)	==========

(a) Revenue prior to DRA adjustments

TAX RATE HISTORY

C/Y	MUNICIPAL	COUNTY	SCHOOL	TOTAL
2007	6.73	1.01	7.39	17.40 (1)
2006	6.17	0.99	10.04	17.20
2005	5.06	0.99	10.27	16.32 (R)
2004	6.80	1.26	11.79	19.85 (R)
2003	8.88	1.68	13.81	24.37
2002	8.51	1.74	13.35	23.60
2001	7.82	1.75	12.93	22.50
2000	6.64	1.70	13.01	21.35 (R)
1999	8.48	2.01	15.41	25.90
1998	8.96	1.93	17.76	28.65
1997	9.33	2.14	17.63	29.10
1996	9.39	2.30	18.51	30.20
1995	9.07	2.20	18.68	29.55
1994	9.14	2.15	17.61	28.90
1993	8.04	2.32	17.74	28.10
1992	7.89	2.48	17.92	28.30 (R)
1991	11.42	3.59	26.19	41.20
1990	11.23	3.59	23.98	38.80
1989	10.04	3.47	21.79	35.30
1988	8.36	2.83	19.41	30.60
1987	8.65	2.17	17.58	28.40
1986	9.20	2.03	16.77	28.00
1985	9.78	1.85	15.57	27.20
1984	9.28	1.73	16.69	26.70
1983	9.09	1.72	15.19	26.00
1982	9.20	1.50	14.90	25.60
1981	8.40	1.20	14.10	23.70 (R)
1980	19.40	3.30	35.00	57.70
1979	17.40	3.20	34.20	54.80
1978	18.60	2.70	33.50	54.80
1977	18.20	2.20	32.10	52.20

(1) Reflects FY 08 tax rate for calendar year 2007 (R) Revaluation year

HISTORY OF ASSESSED VALUATION

CALENDAR YEAR	VALUATION	
2007	$9,281,224,534	
2006	$8,996,058,859	
2005	$8,980,391,935	(R)
2004	$6,978,813,265	(R)
2003	$5,363,848,408	
2002	$5,435,992,099	
2001	$5,331,857,935	
2000	$5,251,008,071	(R)
1999	$4,073,784,799	
1998	$3,399,095,691	
1997	$3,705,861,192	
1996	$3,565,468,405	
1995	$3,555,575,845	
1994	$3,508,873,595	
1993	$3,463,299,556	
1992	$3,482,583,656	(R)
1991	$2,238,774,141	
1990	$2,250,401,251	
1989	$2,230,037,778	
1988	$2,218,194,400	
1987	$2,089,387,100	
1986	$1,981,794,500	
1985	$1,839,854,100	
1984	$1,697,638,650	
1983	$1,606,277,150	
1982	$1,535,149,600	
1981	$1,495,814,600 (R)	

(R) Revaluation year

LONG-TERM DEBT

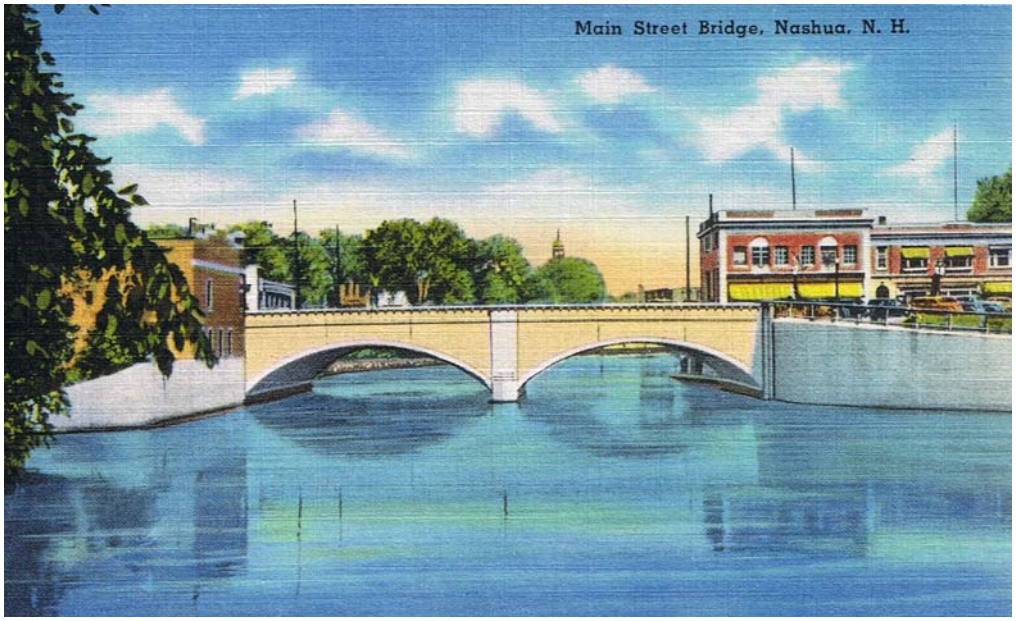
The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long-Term debt. The City customarily issues 20-year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. Under a special act applicable to the City, the general debt limit of the City is 2.00% of its base valuation of $9,281,224,534 as last determined by the State Board of Taxation. Debt for school purposes is excluded from the general debt limit. Under a special act applicable to the school, school debt is subject to a limit of not more then 6% of the above described base valuation. State-prescribed statutory debt limits under RSA 33:4-a are higher than those allowed under the special act applicable to the City. At the end of FY'07, the City had long-term debt of $129,863,111 for school related projects, $32,970,385 for City, $177,336 for Solid Waste Disposal and $2,584,171 for the Waste Water Treatment Plant.

CITY OF NASHUA TRUST FUNDS

The City of Nashua has over 100 trust funds with a combined market value as of June 30, 2007 of over $73.7 million. The purpose of some these funds include scholarship awards for Nashua High School students, perpetual care for the City's cemeteries, capital equipment purchases, cultural enrichment for the City's citizens, and books for Nashua Public Library. The city's trust funds must be invested pursuant to the provisions in RSA 31:25. Information regarding this and other state statutes concerning trust funds may be obtained from the Charitable Trusts Unit of the Department of Justice in Concord, New Hampshire.

The City is required to file annual reports with the Department of Charitable Trusts and the Department of Revenue Administration. The required reports, the MS 9 & 10, state the purpose of each trust fund, the date of its creation, and the fund's earnings and expenditures during the year. These reports are required for the charitable trusts that the City holds in custody but do not include trusts such as pension funds, impact fees, and funds that the City receives as the beneficiary of trusts held by other entities.

Main Street Bridge



Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F.P. Trow News Agency.

NASHUA FIRE RESCUE

NASHUA FIRE RESCUE COMMISSIONERS
Edward Madigan, Chairman
Paul Garant, Vice Chairman
Bruce Laughton, Clerk
Richard Soucy
David Lavoie

CHIEF	**Brian W. Morrissey**
ASSISTANT CHIEF	**Keith E. Anderson**
DEPUTY CHIEFS	**John Allison, Michael O'Brien**
	Daniel Cronin, Steven Galipeau
EXECUTIVE ASST.	**Earlene Davis**
ADMIN. ASST.	**Anne-Marie Boucher**

Departments and Divisions

Engine 1	**15 Amherst Street**
Engine 2	**177 Lake Street**
Engine 3	**124 Spit Brook Road**
Engine 4	**70 East Hollis Street**
Engine 5	**98 Pine Hill Road**
Engine 6	**2 Conant Road**

Administration	**70 East Hollis Street**
Fire Alarm Division	**38 Lake Street**
Mechanical Divison	**2 Conant Road**
Fire Marshal	**177 Lake Street**
Training/Safety	**177 Lake Street**

NASHUA FIRE RESCUE COMMISSIONERS

Edward Madigan, Chairman	**Bruce Laughton, Clerk**
Paul Garant, Vice Chairman	**Richard Soucy**
	David Lavoie

Chief	**Brian W. Morrissey**
Assistant Chief	**Keith E. Anderson**
Deputy Chiefs	**John Allison, Michael O'Brien**
	Daniel Cronin, Steven Galipeau
Executive Assistant	**Earlene Davis**
Administrative Assistant	**Anne-Marie Boucher**

Departments and Divisions

Engine 1	**15 Amherst Street**
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Administration	**70 East Hollis Street**
Fire Alarm Division	**38 Lake Street**
Mechanical Divison	**2 Conant Road**
Fire Marshal	**177 Lake Street**
Training/Safety	**177 Lake Street**

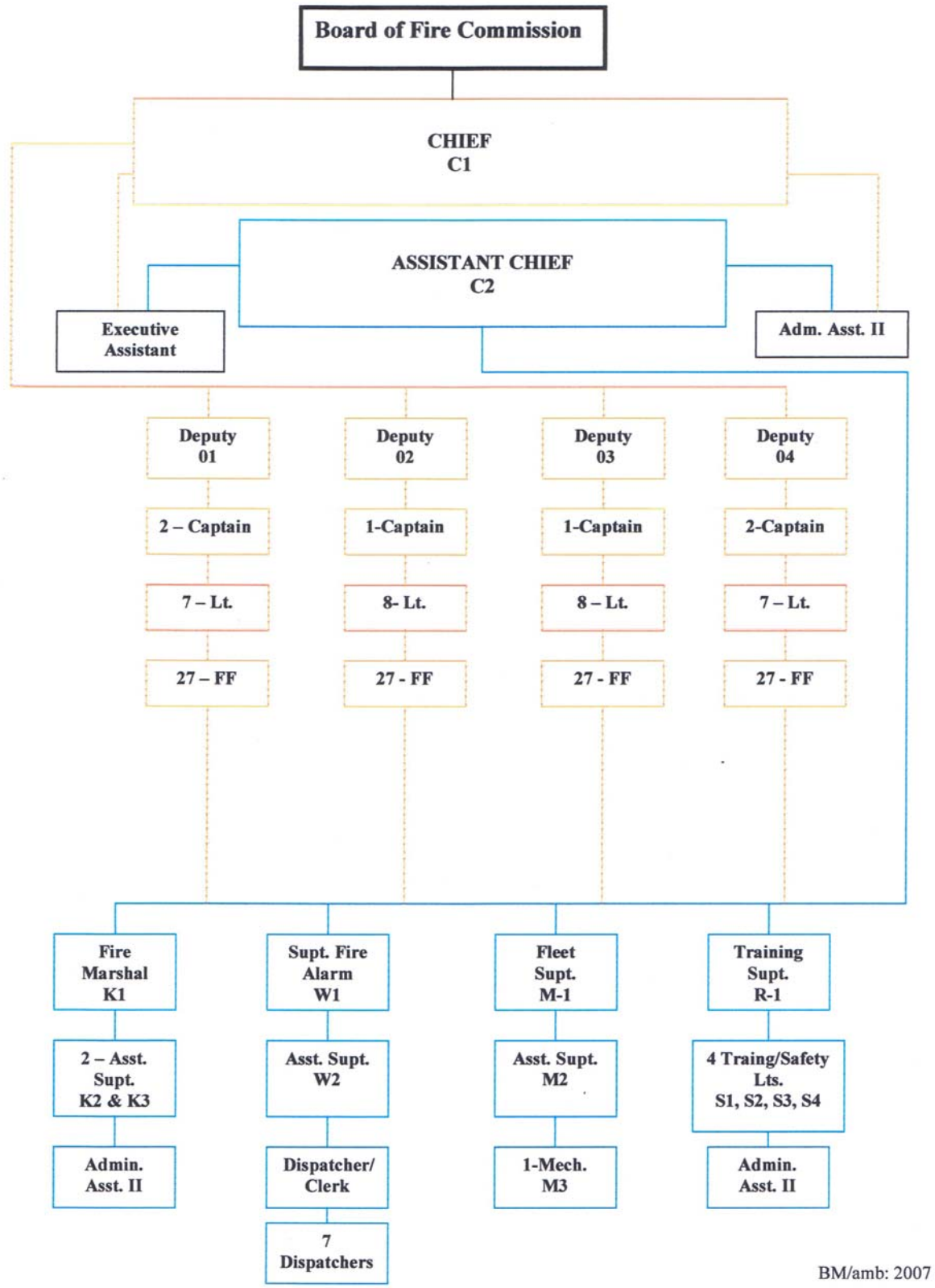
Mission Statement

It is the mission of Nashua Fire Rescue to protect life, property, and safeguard the quality of our environment by providing effective emergency and support services related to fire suppression, emergency medical response, specialized rescues and hazardous materials mitigation.

Nashua Fire Rescue will take a pro-active role, in reducing the impact of such emergencies, by providing programs related to public education, risk reduction, fire, and injury prevention, community relations, disaster planning, and operational training.

All services provided will be delivered in the most efficient and effective manner to meet the needs of our internal and external customers.

Approved (1/8/2007): Nashua Board of Fire Commissioners


Board of Fire Commission
CHIEF
C1
ASSISTANT CHIEF
C2
Executive Assistant
Adm. Asst. II
Deputy 01
Deputy 02
Deputy 03
Deputy 04
2 – Captain
1-Captain
1-Captain
2-Captain
7 – Lt.
8- Lt.
8 – Lt.
7 – Lt.
27 – FF
27 - FF
27 - FF
27 - FF
Fire Marshal K1
Supt. Fire Alarm W1
Fleet Supt. M-1
Training Supt. R-1
2 – Asst. Supt. K2 & K3
Asst. Supt. W2
Asst. Supt. M2
4 Traing/Safety Lts. S1, S2, S3, S4
Admin. Asst. II
Dispatcher/ Clerk
1-Mech. M3
Admin. Asst. II
7 Dispatchers
BM/amb: 2007

Nashua Fire Rescue - Department Roster (eff. 09-18-2007)

Chief Brian Morrissey — Assistant Chief Keith Anderson

Deputy Chiefs

	Dep	O'Brien Sr, Michael	Dep	Galipeau, Steven	T Dep	Cronin, Daniel	Dep Allison, John
	Group 1		Group 2		Group 3		Group 4

Amherst Street Fire Station

T	Lt	Teague, Daniel	*TD	Lt Proulx, Mark	*D	Lt Barrows, Robert	*T Capt Cote, Michael
T	Lt	Kirk, James		Lt Vermette, Mark	T	Lt Stowers, Anthony	TD Lt Buxton, Steve
TD	Pvt	Duclos, Michael		Pvt Migneault, Michael		Pvt Fitz, Robert	TD Pvt DuVarney, Michael
*	Pvt	Makarawicz, Keith		Pvt Lajoie, Peter	*TD	Pvt Labrecque, Raymond	Pvt Perault, Matthew
	Pvt	Pimental, Manuel	*D	Pvt Martinage, Scott		Pvt Nelson, Patrick	*T Pvt Soucy, Paul
	Pvt	Telgen, Glen		Pvt Battistelli, Eric	D	Pvt Haynes, Mark	D Pvt Flynn, Stephen
	Pvt	Saunders, Troy		Pvt Drugan, Greg		Pvt Rapsis, Douglas	Pvt Surette, Michael
	Pvt	Phillips, Steven		Pvt -- Open --		Pvt -- Open --	Pvt House, Brian

Training / Safety

T	Lt	Carrigan, Scott		Lt. Allison, Jeffrey	TD	Lt Simard, Matthew	Lt Kass, Michael

Lake Street Community Fire Station

TD	Capt	MacDonald, Glen	*T	Lt Wyatt, Richard	T	Lt Soucy, Timothy	TD Lt Bartlett, Russell
*T	Lt	Conway, Richard	T	Lt Breda, Byron	T	Lt Borneman, Alan	TD Lt Araujo, John
TD	Pvt	Wholey, Mark	*TD	Pvt Frazier, John	T	Pvt McAllister, John	T Pvt Cote, Stephen
	Pvt	Wilkins, Richard	D	Pvt Parzych, Matthew	*T	Pvt Labrecque, Kyle	TD Pvt Bollengier, James
*T	Pvt	Douzanis, James	T	Pvt Anderson Jr., Keith	TD	Pvt Harrington, Brian	T Pvt Anderson, Wayne
T	Pvt	Desjadon, Darren	TD	Pvt Dias, Christopher	T	Pvt Pouliot, Adam	Pvt Rapaglia, Mark
D	Pvt	LaFleur, Michael	TD	Pvt Oleksak, William	TD	Pvt Robert, David	Pvt Farrar, Timothy
	Pvt	Shea, William		Pvt Douzanis, Andrew	TD	Pvt Sassak, David	Pvt Worcester, Gerald

Spitbrook Road Fire Station

	Lt	Conti, Fred	*TD	Lt Crowell, Richard	T	Capt Walker, George	T Lt Bianchi, Robert
T	Lt.	Perault, David	T	Lt Kolden, Erik		Lt Murtagh, Gary	T Lt Cote, Douglas
TD	Pvt	Hall, Roger	*	Pvt Lacombe, Michael		Pvt Deslauriers, Judith	* Pvt Parlon, Lawrence
D	Pvt	Paris, John		Pvt Petrain, Timothy		Pvt Mitchell, Joseph	Pvt Flagler, Alex
	Pvt	Melchionne, Michael		Pvt Sice, Michael		Pvt Lambert, Jason	D Pvt Conway, Stephen
	Pvt	Curran, Michael		Pvt Scire, Robert		Pvt Rioux, Chad	Pvt Carter, Mark
	Pvt	Marquis, Timothy		Pvt Dionne, Nicholas		Pvt Stepney, Nicholas	Pvt Campbell, William
	Pvt	-- Open --		Pvt -- Open --		Pvt Silva, Scott	Pvt -- Open --

East Hollis Street Fire Station [Crown Hill]

	Lt	Ricard, Ronald	T	Lt Wilson, Gordon	*	Lt Deslauriers, Donald	T Capt Rhodes, Brian
*	Pvt	Cote, John		Pvt Maynard, Timothy	*	Pvt Lamb, Gary	TD Pvt Collishaw, Peter
	Pvt	Koser, Ronald	*	Pvt Chacos, Thomas J	*T	Pvt Belanger, Keith	Pvt Mobley, Scott
	Pvt	Johansson, Michael	D	Pvt Hebert, Cyrus		Pvt Poloski, Jared	Pvt Wholey, Thomas

Pine Hill Road Fire Station [Airport]

TD	Capt	Gerhard, Karl	T	Lt Atkinson, William	TD	Lt Tremblay, Eric	TD Lt Perault, Thomas
	Pvt	Quimby, Sage	T	Pvt Wyman, Jessica	T	Pvt Varney, Jason	Pvt Farrar, Cory
D	Pvt	Armstrong, Nathan		Pvt Nielson, Glenn	*T	Pvt Doherty, Daniel	* Pvt Patti, Anthony
	Pvt	Deslauriers, Donald		Pvt Leighton, Ryan		Pvt -- Open --	Pvt Rioux, Justin

Conant Road Fire Station

*T	Lt	Finnerty, Thomas	*T	Capt Kerrigan, Kevin	T	Lt Lingley, Thomas	*T Lt Bernier, Richard
	Pvt	Bronson, Gregory	*T	Pvt Sage, Ronald		Pvt Reed, Julian	* Pvt Henry, Steven
	Pvt	Tapply, Mark	*	Pvt Sullivan, Michael		Pvt Sewade, Shane	Pvt Weeks, Todd
	Pvt	O'Brien Jr, Michael		Pvt DeRubbio, Anthony		Pvt Petrain, Anthony	Pvt -- Open --

Support Services

Exec. Admin. Asst. Earlene Davis ~~ Admin. Asst. II Anne-Marie Boucher

Fire Marshal	Training/Safety Division	Mechanical	Fire Alarm/Communications	
FM Wood, Richard	[T] Supt Freire, Joseph	Supt Stepney, Thomas	Supt Scire, Robert	A/S Adams, Craig
Insp/Invest Brouillette, Charlene	Admin. Asst. II Mary McLaughlin	Asst Supt Pichette, Phillip	Rafferty, John	Sullivan, Jennifer
Insp/Invest Bautista, Cynthia		Mechanic Powell, David	Audette, Jeremy	Marquis, Kelly
Admin. Asst. II Morse, Brenda			Cahill, Jennifer	Murphy, Eric
			Hill-Filteau, Sharyn	

General Information
In review, FY07 was a very challenging year at Nashua Fire Rescue. Effective July 1, 2007 seven positions were eliminated due to reduced budget appropriations. That reduction caused a significant change in the organizational structure within the Fire Rescue Department.

The primary responsibilities of the Department include suppression and prevention of fires, pre-hospital emergency medical care, vehicle extraction, water or ice related emergencies. Department members routinely participate in fire suppression and emergency medical training also additional training is conducted in Homeland Security areas including technical and specialized equipment. Fire personnel participate in city wide inter-agency drills to assure the coordination of the various resources in times of emergency conditions.

Accomplishments
In July of 2006 the 1928 vintage Fire Station at 38 Arlington Street was closed and a new facility was opened at 70 East Hollis Street. Engine Company 4, the Shift Deputy and Fire Department Administration now occupy this facility.

Working closely with the City IT Division NFR introduced new Computer Aided Dispatch software from IMC. This system was deployed in January of 2007 and all apparatus was outfitted with mobile data terminals for real time information availability.

During September of 2006 the City Fire Marshalls Office was relocated to 177 Lake Street

Personnel Changes
During FY07 Ten members of Nashua Fire Rescue retired including Chief Roger Hatfield, Assistant Chief Mike Mansfield, Firefighters Ralph Cote, Robert Evans, Lee Farrar, George Gagnon, Mike Murphy, David Smith, Rodney Towne, and George Weigand. Three members resigned to pursue other opportunities - Training Superintendent Robert Leuci Jr., Lieutenant Robert Buxton and Firefighter Neil Carter.

FIRE ALARM COMMUNICATIONS

Superintendent	**Robert Scire**
Assistant Superintendent	**Craig Adams**
Senior Fire Dispatcher Clerk/Trainer	**Jeremy H Audette**
Senior Fire Dispatcher	**John Rafferty**
Senior Fire Dispatcher	**Jennifer Cahill**
Senior Fire Dispatcher	**Jennifer Sullivan**
Senior Fire Dispatcher	**Sharyn Hill**
Senior Fire Dispatcher	**Kelly Marquis**
Fire Dispatcher	**Eric Murphy**

The Fire Alarm and Communications division act to further the goals of the Nashua Fire Rescue and the agency's mission. The scope of Fire Alarm and Communications has only increased in recent years with advances in technology and responding to our many customers needs. The communications division is staffed by eight dispatchers, staffing two dispatchers on duty at all times 24 hours, 7 days a week. The communications division received over 7,278 911 calls from Concord and Laconia call centers. Overall 5% of all calls received by communications are for information such as directions, times of city events and other general queries. Communications dispatched a total of 7,522 incidents in which personnel responded.

The communications division handles all requests for services, emergency or non-emergent, dispatching Fire and Emergency Services. With advances in technology requests for services come in numerous ways from Enhanced 911, Municipal Fire Alarm boxes, Voice Over Internet Protocol [VOIP], Private Alarm monitoring companies and other agencies to name just a few. Beginning on January 3 of this year the communications division began using IMC for dispatch and record keeping. Communications had begun data entry and preparation for this cut over since the spring of 2006. "Going live" with IMC was a culmination of work with the Nashua Fire Marshal's office, the city's IT department, Nashua Police department, the city's radio technician and communications. Dispatch has connectivity with responders providing preplan information, hazard alerts, past call activity, inspection and violation reports for every location in the city. Mobile Data Terminals provide shift commanders with real time status information in their own vehicles. Dispatchers utilizing the IMC software are able to better track every type of request for services, providing a level of reporting to Administration and other Division previous unheard of. Upgrades and maintenance of the IMC software and equipment including updates are completed each month.

The communications division is also responsible for the content of the Fire Departments web site, maintaining the 911 Master Street Address Guide and answering 911 Addressing and Location discrepancies. In conjunction with City of Nashua Assessing, Planning and Engineering departments' requests for new street names and addressing concerns are handled.

The Fire Alarm division provides inspection and review services in conjunction with the Nashua Fire Marshal's office. All building plans are inspected to comply with the National Fire Protection Agency and Americans with Disabilities Act. Fire Alarm also completes a final inspection for every fire alarm system in the city, this inspection includes each and every reporting and alerting device to be tested to ensure it is operating properly.

Fire Alarm is also tasked with maintaining and servicing the City of Nashua municipal cable plant. This cable plant includes Municipal Fire Alarm Cable, Computer and Data networking cable and an expanding Fiber Optic Cable network. Technicians in the Fire Alarm division are the front line for troubleshooting network and computer problems, and triaging major problems and working with the City's IT department.

The municipal Fire Alarm cable plant is over 25 miles in length, connecting 243 Street Fire Alarm Boxes and 578 Master Fire Alarm boxes contained within 21 separate circuits. Master Fire Alarm boxes are purchased by building owners and connect that location with direct reporting to Communications. This division also receives requests to move existing cables at the request of PSNH or Verizon. The municipal Fire Alarm system is required to be tested and portions are tested each week until all circuits have been tested.

The computer and data networking cable plant stretches over 15 miles connecting to practically every municipal building in the City. This cable plant is the backbone of a data network that is currently being expanded to include Fiber Optic Cable. This cable plant is also used by the traffic department for signaling.

Fire Alarm headquarters at 38 Lake St also houses the City's Radio Technician. Fire Alarm provides assistance to this department to maintain and monitor the City of Nashua's citywide radio system. Fire alarm technicians test and prepare a constant rotation of portable radio batteries for all Fire department responders. Communications houses the MOSCAD monitor a computer system that links all sites of the citywide radio system and reports any faults or equipment issues. The IMC mobile data terminals operate over VHF radio frequencies and Fire Alarm was responsible to prepare and obtain FCC licensing for mobiles and Base Station. The alarm division helped to deploy the Statewide Interoperability radio system with neighboring communities from Department of Homeland Security grants.

The Fire Alarm division works extensively with outside vendors as project manager and the supervising entity for city projects. Some of these projects include overseeing Fiber Optic installation, telephone system installations and transition from other sites and overseeing HVAC work in stations. Fire Alarm was task with telephone and data wiring of the new East Hollis Street fire station, installation of remote door timers and chimes.

Fire Alarm Communications:

- 7, 278 – 911 Calls received
- 7,522 – Dispatched Fire Incidents
- 5,655 – Additional Rockingham Ambulance Incidents w/o Fire Department response
- Monitors 35 Active radio channels 24 hours a day
- Monitors Citywide Radio System infrastructure

Fire Alarm Municipal Cable Plant:

- Over 25 miles
- 243 Street Fire Alarm Boxes
- 578 Master Fire Alarm Boxes
- 21 Separate circuits
- Connected to Communication providing real time alarm reporting

City of Nashua Data Networking Cable Plant:

- Over 15 Miles
- Connecting all municipal buildings to IT
- Traffic signaling

Respectfully Submitted,

Robert Scire
Superintendent of Fire Alarm
Nashua Fire Rescue

Jeremy H Audette
Dispatcher Clerk Trainer
Nashua Fire Rescue

Nashua Fire Rescue Events Summary

In the reporting period from July 1, 2006 thru June 30, 2007, the Nashua Fire Rescue logged 7,522 incidents. Of these, 349 incidents were fires. On January 1, 2007 the department deployed new Computer Aided Dispatch software which included Mobile Data Terminals in all of the emergency response vehicles. Although all incidents are of great concern to our customers, notable incidents from a Fire Rescue prospective are the multiple alarms requiring additional resources to control.

- 50 Temple Street, early morning 2ND alarm fire found in a third floor bedroom. Fire was contained to area of origin and a family pet rescued.
- 68 Lake Street, early morning 2nd alarm fire with smoke showing upon arrival. Mother and daughter suffered minor burns treated at local hospital.
- 24 Morgan Street, heavy fire showing upon arrival progressed to 2nd alarm. A 2 ½ story wood frame building multi-family with fire on the second floor.
- 310 Brook Village Road, department responded to fire alarm activation and found smoke condition throughout building. A three story apartment building with fire located in 2nd floor electrical fire extending into walls, escalated to 2nd alarm.
- 6 Canal Street, heavy fire showing upon arrival, required 3rd alarm displacing several families. Several residents treated for severe burns and a minor injury to firefighter on scene.
- 120 Ledge Street, smoke and fire showing upon arrival from second floor. Quickly progressed to 2nd alarm, two civilians injured attempting to check building.

In addition to the fire incidents the Nashua Fire Rescue also responded to:

- 522 Hazardous Material incidents
- 3,880 Rescue incidents

TYPES OF INCIDENTS FOR FISCAL YEAR 2007
(7/1/06 - 6/30/07)

FIRE EXPLOSION	
Structure Fires	114
Outside of Structural Fires	20
Chimney Fires	5
Furnace	10
Vechicle Fires	44
Tree, Brush, Grass Fires	75
Refuse Fires	36
Explosion, No After-Fire	11
Outside Spill, Leave with Ensuing Fires	1
Fire, Explosion, insufficient ino avial to classify	1
Sub Total	**317**

OVERPRESSURE RUPTURE	
Steam Rupture	1
Air, Gas Rupture	7
Overpressure Rupture, Not Classified above	6
Overpressure Rupture, Insufficient Info.	1
Sub Total	**15**

RESCUE CALL	
Inhalator Call	0
Emergency Medical Call	3025
Medical Assist - assiste EMS	80
Autobmobile Accident	572
Lock-In	13
Search Land	3
Search Water/Ice	5
Extraction	47
Assist the Occupant	115
Rescue Call no classified above	72
Rescue Call insuffieicent info.	8
Sub total	**3940**

HAZARDOUS CONDITION, STANDBY	
Spill, Leak with no Ignition	138
Carbon Monoxide Problem	89
Explosive, Bomb Removal	0
Excessive Heat	17
Power Line Down	56
Arching, Shorted Electrical Equipment	142
Aircraft Standby	48
Chemical Emergency	6
Haz Condition, standby not classified above	26
Haz Condition insufficient info	46
Sub Total	**568**

SERVICE CALL	
Lock-Out	67
Water Evacuation	80
Smoke, Odor Removal	28
Animal Rescue	7
Assist Police	30
Unauthorized Burning	58
Cover Assignment	38
Assist Occupant	90
Service Call not classified above	542
Service Call insufficient info avail	27
Sub Total	**967**

GOOD INTENT CALL	
Food on Stove	117
Smoke Scare	78
Wrong Location	3
Controlled Burning	6
Vicinity Alarm	6
Steam, other Gas Mistake for Smoke	11
Returned in Service before arrival	46
Good Intent Call, not classified above	73
Good Intent Call, insufficient info	49
Sub Total	**389**

FALSE CALL	
Malicious, Mischievous False Call	156
Bomb Scare, No Bomb	1
System Malfunction	619
Unintentianal	437
False Call no classified above	73
False Call insufficient info	13
Sub Total	**1299**

OTHER SITUATION FOUND	
Type of situation found not classified above	46
Blanks	94
Sub Total	**140**

MUTUAL AID	
Received	8
Given	29
Other	19
Sub Total	**56**

TOTOAL INCIDENTS	**7691**

MECHANICS DIVISION

Superintendent /Mechanic	**Thomas Stepney**
Assistant Superintendent/Mechanic	**Phillip Pichette**
Mechanic	**David Powell**

The mechanical division consists of 3 mechanics, (1 superintendent and 2 mechanics). They are responsible for the repairs and preventative maintenance of all pieces of equipment for Nashua Fire Rescue.

Vehicles

Operations
8 Engines
4 Ladder trucks
2 Forestry Trucks
1 Ford Excursion – Deputy Chief
1 Crown Victoria - Chief
1 Ford Explorer – Assistant Chief

Fire Marshal's Office
2 Ford Explorer – Fire Marshal
Fire Inspector/Investigator
1 Windstar Fire Inspector/Investigator
1 Ford Van Field Investigative Unit
1 Safety Trailer Education Trailer

Fire Alarm
1 Ford Truck – Superintendent/ Assistant Superintendent
1 Bucket Truck
1 Cable Trailer

Mechanics Division
3 Ford Pick-Ups – Used by all in department for various duties and plowing & sanding.
1 Air Unit
1 Air Trailer
1 Below grade trailer

Training/Safety & Special Operations Division
1 Ford Excursion – Superintendent
1 Ford Expedition – Training Safety Officers
1 Cube Van – Dive Equipment
1 Boat Trailer
2 Dive Boats
2 Hazardous Materials Vehicles
1 Decon Trailer

On a weekly basis the following is completed:

Operational checks on 7 generators through out the department.
Perform as needed any repairs on the apparatus.

On a 3 month rotation the following is completed:

All 8 Engines and 4 Ladder Trucks come thru the mechanical division for preventative maintenance service. This requires 2 men, 6 to 8 hours per vehicle to complete. The division also handles all repairs as needed, (motor overhauls, brakes, fuel pump repairs, aerial ladder hydraulics, etc.)

Maintenance for 115 SCBA Units, (self contained breathing apparatus). This involves replacement of batteries, visual inspection. A yearly service test is performed along with any repairs as needed.

On a yearly basis:

- All vehicles come through for inspections and registrations.
- Yearly preventative maintenance is performed on all generators.
- All lawn & snow blowers are serviced.
- Rescue tools, (nozzles, hand tools, Jaws of Life, etc, chainsaws, etc,).

Mechanical Division is also responsible to maintain and respond with the Air Unit Truck and Trailer to any fire or dive rescue to enable any repairs to equipment and to refill SCBA's for the firefighters.

During the winter months, the Mechanical division is responsible for the plowing and snow removal along with sanding 7 buildings throughout the city.

FIRE MARSHAL'S DIVISION

Fire Marshal	**Richard Wood**
Investigator/Inspector	**Charlene Brouillette**
Investigator/Inspector	**Cynthia Bautista**
Administrative Assistant	**Brenda Morse**

The Fire Marshal's Office function is to support the Mission of Nashua Fire Rescue through innovative, effective, and efficient Community Risk Reduction service. Most community problems, including fire and injury are multi-faceted and in many cases extend beyond the borders of the community.

The Fire Marshal's Office played a lead role in Nashua Fire Rescue's transition to a completely new Dispatching, Reporting, and Recordkeeping software system. As the "Keeper of Record" for all incident, inspection, and permitting reports, the Fire Marshal's Office was a front row participant in the setup, training, administration, and transition to this new system. This new system allows us for the first time, to integrate our Dispatch, Inspection, Permits, and Incident Reporting system into the same database, which allows all personnel access to this valued information at the touch of a key. In addition, the implementation of Mobile Data terminals in the Fire Department Vehicles provides this data at the scene where it is needed the most. In addition, this new system allows us to track information in a way that was not possible before, the results of which you will see below. Though we only went "live" with the system January 3rd the ease and ability of this integrated system allows us to better track our service deliver.

Below we have broken our responsibilities into three basic functional areas. We hope you find the new format easier to use and understand. Thank you again for allowing us the opportunity to serve the citizens of Nashua

New Construction Review, Permits, Fire Inspection, and Code Enforcement

We continue to provide the community with Fire and Life Safety Code review of building projects, review and inspection of fire detection and protection systems, inspectional services, permitting, and code enforcement, which have traditionally been the backbone of the services we provide. We believe the results of these proactive efforts are a major contributing factor to the relatively low incidence of major fires. We are proud to provide these services to the citizens and businesses of Nashua

New Construction

242	Building Permit Applications Reviewed
89	Fire System Permits Reviewed
143	New Building Inspections Made

Inspections

404	Places of Assembly
35	Schools
39	Day Cares
71	Foster Homes
12	Health Care Facilities
102	Residential
139	Business Occupancies
64	Mercantile (Retail)
2	Industrial Plants
1	Storage Occupancies
19	Fire Suppression Systems
125	Fire Hazards
149	Other Inspections

Permits & Fire Reports

188	Fire Protection Systems Permits
367	Places of Assembly
40	Storage of Hazardous Materials
5	Blasting
11	Abandon/Removal of U.G. Tanks
17	Fireworks
63	Shows (Carnivals, Circuses, etc.)
64	Fire Reports to Insurance Companies
3	Environmental Searches

$49705.85 – Income Received from Permits, Reports, Grants, etc.

Meetings

645 Meetings Attended

Fire Investigation Unit

The Nashua Fire Marshal's Office provides fire Origin and Cause determination services for fires which occur in the City of Nashua. These services require all Fire Marshal's Office uniform personnel to be highly trained in determining the Origin (where) and the Cause (how) fires are ignited. This expertise requires skills in Criminal Justice, Fire Science, Human Relations, as well as frequent interaction with Law Enforcement, the Hillsborough County Attorney's Office, the Insurance Industry, and the Justice system.

Fire Investigations

57 Fires
106 Juvenile Firesetter Interventions
62 Other Investigations

Public Education/Injury Prevention

As a result of staffing reductions, we were forced to reevaluate our service delivery and pair down our Public Education/Injury Prevention programs. This resulted in the virtual abolishment of the Risk Watch Program, a comprehensive injury prevention program for youth. This program had been delivered in public and private 4th grade classrooms throughout the city. This program was delivered primarily with volunteer support from the Nashua Firefighters Union

Grant monies have allowed us to continue to provide limited public education/injury programming. Our Regional Juvenile Fire Intervention Program continues to receive glowing reviews from other participating agencies and program attendees. We continue to use our robotic dog and fire truck, Patches and Pumper, as well as Sparky the Fire Dog as valuable public education tools. Patches and Pumper have been enormously popular with both children and adults.

In January 2005 we added a safety-training trailer to our stable of public education props. The trailer is a replica of a single-family home with a living room, kitchen, and bedroom. We have the ability to simulate smoke conditions and other unsafe conditions found in the home to all age groups. This has greatly improved the quality and impact of our risk reduction programs.

Purchased with Federal Grant funds, we continue to work collaboratively with our Fire and Injury Prevention local partner communities to enhance the regional reach of our programming.

Regional Juvenile Fire Intervention Program
Our Regional Juvenile Fire Intervention Program is a collaborative effort between Nashua Fire Rescue, Nashua Police, The Youth Council, Fire Departments from seven surrounding communities, and others. The program serves youth who have been involved in fire misuse and other related problem behaviors. We consider our program to be the most comprehensive and one of the best currently offered in the State of NH

We have approached this as a Community problem not a Fire problem. Juvenile fire misuse impacts the entire community. This issue also knows no municipal boundaries. For these reasons we work collectively with Amherst, Brookline, Hollis, Hudson, Milford, Merrimack, and Pelham to identify and provide a network of resources to connect youth and their families for proper intervention.

These programs have been provided with zero impact on our budget. We have been able to accomplish this as the result of this years grant in the amount of $10,000 from the Hillsborough County Incentive fund, volunteer labor, and cooperative agreements with other agencies and communities.

We encourage you to learn more about these programs by visiting out web site at http://www.nashuafire.com.

Fire Prevention Services for the Public

20 Talks Given
7 Press Releases for Fires
4 Public Education Meetings
11 Evacuation Planning
20 Evacuation Drills
50 Other – Fire Guard, Safety house, Patches, Public Education

Requests for Information

4075 Information Given

Engine Company Activities

1 Woodstove Inspections 5 Single Family Smoke Detector Inspections
8 Multi-Family Homes Inspections 111 Tours of Fire Stations by Groups
2843 # of People in Tours
4 Other
107.75 Hours – Total Time Spent on Prevention Activities

Respectfully submitted,

Richard W. Wood
Fire Marshal

TRAINING/SAFETY DIVISION

Superintendent of Training/Safety	**Joseph Freire, Jr.**
Administrative Assistant II	**Mary McLaughlin**
Group 1 Training/Safety Lieutenant	**Scott Carrigan**
Group 2 Training/Safety Lieutenant	**Jeffrey Allison**
Group 3 Training/Safety Lieutenant	**Matthew Simard**
Group 4 Training/Safety Lieutenant	**Michael Kass**

The Training/Safety Division is tasked with 2 primary missions:

1. Coordination, oversight, and delivery of skill maintenance, recertification, recruit, and new skills training for Operations personnel;
2. Oversight of operational safety and accident investigation for Nashua Fire Rescue.

Skills maintenance training is primarily managed through a company level, monthly training objectives program. Monthly lesson plans are developed by the Training/Safety staff for the four primary response categories (Fire, EMS, Haz Mat, and Technical Rescue). Company Officers utilize these plans to deliver the required training. The staff of the Training/Safety Division provide whatever logistical or instructional support that is required.

Recertification/licensing training is required in several areas, including EMS/CPR dive rescue/boat, hazardous materials, and confined space. In several instances, outside vendors and State of NH agencies are utilized for the specific knowledge and skills that they provide. In other instances, in-house resources are utilized to provide training. All efforts are coordinated by the Division's staff.

New skills training follows a model similar to that used in recertification training. When appropriate, outside vendors are utilized. In all other instances, internal resources are used. A constant effort is made to offset training costs by identifying and obtaining appropriate grant monies. The Division is also responsible for providing a "Recruit Academy" for new hires. Delivery of this program is dependent upon the department's hiring cycle.

Division personnel assist Incident Commanders with the safety function during emergency operations. The function is very dynamic, with scene conditions driving specific incident requirements. In addition to these emergency scene responsibilities, Division personnel also investigate reported accidents/injuries in an effort to identify and eliminate preventable causes.

Existing NFR Certification Levels

Firefighter I	171
Firefighter II	156
Firefighter III	124
Scuba Open Water	45
Scuba Adv. Open Water	20
Scuba PS Rescue Diver	22
Scuba-Divemaster	2
Moving Water Diver	26
NH Safe Boater	143
Rapid Deployment SAR/R	40
Ice Dive SAR/R	37
LG Area Search Diver	41
Confine Space Rescue	171
Rescue Systems I	9
EMS Provider License	154
CPR	171
First Responder	58
EMT Basic	63
EMT Intermediate	27
EMT Paramedic	6
Auto Defibrillator	179
Manual Defibrillator	6
PHTLS	5
ACLS	5
Haz-Mat Awareness	171
Haz Mat Operations	171
Haz-Mat Decon	141
Haz-Mat Technician	95
Haz-Mat Incident Manager	7
Radiation Monitoring	51
Emer. Resp. to Terrorism	98
Driver Operator Pumps	33
Driver Operator Aerial	1
Driver Operator All Vehicle	24
NAPD Fire App. Operation	37
Fire Officer I	56
Fire Officer II	54
Incident Command	171
Fire Instructor I	58
Fire Instructor II	5
Fire Instructor III	4
Fire Instructor IV	2
State Instructor	10
NHFST Ed Meth Instructor	1
NHFST ICS Instructor	5
FF Safety and Survival	137
CPR Instructor	4
EMT Instructor	3
Haz-Mat A/O Instructor	3
Haz-Mat Decon Instructor	3
Haz-Mat Tech Instructor	3
Emerg. Veh. Driv. Inst.	1
Ed Meth for Co. Officer	23
Fire Inspector	4
Arson Awareness	128
Emerg. Medical Dispatch	4
PS Dispatcher I	9
PS Dispatcher II	2
IMSA Level 1	1
IMSA Level 2	1
Executive Fire Officer	1
Associate Degree	50
Bachelor Degree	10
Masters Degree	1

Facilities

The Nashua Training Ground Facility, located on West Hollis Street, continues to be widely used throughout the year. All NFR Companies, various other city divisions, and mutual aid departments utilize this facility on a weekly and monthly basis. NFR presently has over 50 agencies that use our drill yard. The Training Props that are in use are: Burn building, roof ventilation simulator, confined space rescue simulator, drafting/pump test prop, and a variety of transportation containers for hazardous materials training.

The Nashua Training Division Classroom, located at 177 Lake Street, is very active with different meetings, seminars, and classes. Our classroom has been scheduled to provide the following range of services:

NFR day training	Other city/state agency meetings
Other agency night training	NFR meetings
NFR night training	Seminars
Testing	Haz Mat Programs

The scheduled training breakdown for Nashua Fire Rescue during FY/2007 represents over 36,000 training man hours. Our efforts will continue to ensure that all training programs provide high quality training opportunities in a controlled, safe environment.

Nashua Manufacturing Company

Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F. P. Trow News Agency, Nashua

DIVISION OF PUBLIC HEALTH AND COMMUNITY SERVICES

Mission
Nashua's Division of Public Health and Community Services promotes and protects the public's health and well being through a holistic approach to health and wellness for the community. This is accomplished through ensuring access to resources through collaboration with other departments and agencies, education, enforcement, disease prevention and health promotion, emergency preparedness and leadership.

Division Director	**Mary S. Nelson**
Deputy Director/Epidemiologist	**Paul Etkind DrPH, MPH**
Medical Director	**Natacha Villamia Sochat, MD** (Hired 10/1/06)
Medical Director	**Alexander Granok MD** (Hired 3/7/06)
Financial Coordinator	**Louise Woodworth/Susan Miele**
Childcare/Grant Coordinator	**Christina Lister**
Health Program Specialist	**Jocelyn Villiotti** (Hired 3/30/06)
Regional Public Health Preparedness Coordinator	**Donna Arias** (Hired 2/22/06)
Community Health Nurse Manager	**Bobbie Bagley, BSN, MPH**
Environmental Health Manager – Health Officer	**Michael Tremblay**
Welfare Manager – Welfare Officer	**Robert Mack**
Mediation Coordinator	**Sandra Mulcahy**

Departments within the Division: Childcare, Community Health, Environmental Health, and Welfare (including the Mediation Program)

Board of Health Members

Dr. Anthony Storace, Chair
Dr. Donald Levi, Member
Dr. Peter Klementowicz, Member
Steven A. Bolton, Aldermanic Liaison
Michael J. Tabacsko, Aldermanic Liaison-Alternate

The Board provides guidance to the professional staff on matters of public health and is kept informed of ongoing activities with monthly reports from senior departmental staff. The Board of Health met on a regular basis throughout the year to review statistics and trends relevant to public health and disease prevention. Priorities for the upcoming year will include: public health programs as they apply to chronic and acute disease prevention, public health preparedness, and community based public health programs. Meetings of the Board are open to the public and generally occur on the second Wednesday of the month from 12:00 to 1:30 PM at 18 Mulberry Street.

Ongoing Division Activities

Division staff continues to actively participate in the work of the following groups:

- New Hampshire Department of Health and Human Services Public Health Preparedness Steering Committee
- New Hampshire Department of Health and Human Services Communicable Disease Epidemiology and Control Committee
- New Hampshire Environmental Health Association
- New Hampshire Public Health Association
- New Hampshire Public Health Network Points of Contact Committee
- New Hampshire Immunization Advisory Committee
- New Hampshire Hospital Association Emergency Preparedness Advisory Group
- New Hampshire Comprehensive Cancer Control Planning Collaborative
- New Hampshire Childhood Lead Poisoning Advisory Committee
- New Hampshire Asthma Steering Committee
- New Hampshire Health Officers Association
- New Hampshire Local Welfare Administrators' Association
- New Hampshire HIV Community Planning Group
- New Hampshire Citizen's Corps
- New Hampshire Conflict Resolution Association
- Healthy NH 2010
- Granite State Immunization Project
- Greater Nashua Medical Reserve Corps
- Greater Nashua Continuum of Care (Homelessness and housing issues)
- Greater Nashua Healthy Community Collaborative
- Greater Nashua Regional Public Health Preparedness Advisory Committee
- Greater Nashua Domestic Violence Coordinating Council
- Local Emergency Preparedness Committee and associated sub-committees
- Board of Director's and Community Assessment Committee, United Way of Greater Nashua
- Mayor's Ethnic Awareness Committee
- Nashua Task Force on Alcohol and Other Drugs
- Parents and Children Together (PACT) Planning Committee
- Hispanic Health Network
- St. Joseph's Hospital Institutional Review Board
- United States Interagency Council on Homelessness (Region 1)
- National Association of County and City Health Official's Infectious Disease Prevention and Control Work Group
- Operation Brightside (Anheuser Busch funding for civic projects)

The Division of Public Health and Community Services continues to focus on providing community-based public health services based upon the 10 essential public health services, as established by the American Public Health Association. These services are conducted through a process of assessment of the range of health promotion and disease prevention services and what are the unmet needs; assurance that such services are the highest quality possible; and, policy development that ensures quality

health promotion and disease prevention activities. Additionally, the Division strives to contain welfare costs, and integrate environmental health and community health services with other city departments. Division staff collaborates with other departments in several activities. One example is the “Oscar Team,” in which Environmental Health Specialists link with law enforcement and building code enforcement personnel to conduct focused housing inspections. Additionally, the Community Health staff partner with law enforcement personnel in several outreach and education programs targeting intravenous drug use and sexually transmitted disease prevention. Division staff provides services to other city departments and employees such as providing conflict resolution training and flu vaccinations. The Division is also expanding public health preparedness capacity. That is discussed in another section of this report.

CHILD CARE SERVICES

Childcare/Grant Coordinator: Christina Lister

The Child Care Services Office, established in 1987, continues with its objective to facilitate the continuation of quality, affordable, childcare programs within the city of Nashua, NH, and to support families in the balance of their work and family lives.

The Coordinator is responsible for participating in local and statewide initiatives which enhance and expand child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and, providing technical assistance to potential and existing providers of early care and education programs.

The Child Care Services Office:

- Offers child care resource and referral services to parents in the community
- Assists providers with the technical support in their professional endeavors
- Supports the activities of the Nashua Early Childhood Care and Education Network, and the Greater Nashua Early Childhood Education Consortium
- Collaborates with the Nashua Child Care Advisory Commission in its ongoing activities
- Identifies supply of and demand for early childhood resources
- Provides ongoing child care provider workshops
- Recruits new child care providers

The Child Care Advisory Commission of Nashua, NH consists of a fifteen-member panel. The Commission is appointed by the Mayor, and meets monthly at the Health and Community Services Division. It is the Commission's responsibility to heighten the public perception of childcare as a professional, family support service, and as an essential component of Nashua's economic success. The Commission is also tasked with supporting the position of the Child Care Services Coordinator in the recommendation of public policy regarding the facilitation of the development of childcare programs in Nashua.

Child Care Advisory Commission:

Kathy Bolton, *Chair*	**Michael Vaccaro**	**Louise Mermer**
Deborah Root	**Kathy Nelson**	**Clara Levesque**
Michael Tremblay	**Lyn Nelson**	**Beth Todgham**
Dorothy Rodrigues	**Pastor Robert Odierna**	**Mary Ann Melizzi-Golja**
Alderman Richard Larose	**Karen Harris**	**Awilda Muniz**
Alderman Kathryn Vitale		

COMMUNITY HEALTH DEPARTMENT

Chief Public Health Nurse	**Bobbie Denise Bagley, RN, BSN, MPH** (Hired 12/1/06)
Public Health Nurse II	**Chris Caron, RN, BSN, MED**
Public Health Nurse II	**Nancy Bissell, RN, BSN**
Public Health Nurse II	**Betty Wendt, RN, BSN**
Public Health Nurse II	**Sandra Feliciano, RN, ASN**
Public Health Nurse II (PT)	**Joan Cote, RN**
Public Health Nurse II (PT)	**Sarah Wesley-Horan, RN, ASN**
Nurse Practitioner (PT)	**Joanne Pomeranz, RN, FNP**
Alcohol and Drug Counselor (PT)	**Al Matkowsky, MA, LADC**
Bilingual Outreach Worker (PT)	**Consuelo Hebra**
Bilingual Outreach Worker (PT)	**Luis Porres**
Outreach Worker	**Luis Cruz** (Resigned 11/1/06)
Outreach Worker	**Hagbard Lars Arneson, AAS, Human Services** (Hired 4/30/07)
Outreach Worker (PT)	**Karen Mills**
Laboratory Testing Personnel (PT)	**John Lethbridge, MS**
Administrative Assistant	**Susan Lapointe** (Took position in Welfare Department 7/10/06)
Administrative Assistant	**Susan Miele** (Hired 8/06; took position as Finance Coordinator 4/1/07)
Administrative Assistant	**Dawn Michaud** (Hired 6/4/07)

The Nashua Community Health Department (NCHD) is dedicated to promoting and preserving public health for all citizens. The Department seeks to achieve its mission through the utilization of a holistic approach to the individual, family and community regardless of race, creed, color, sex, age, political affiliation or belief, religion, sexual orientation, handicap, disability or gender.

The NCHD works in conjunction with other health and human service agencies, both locally and statewide, to deliver the Core Public Health Functions; *Assessment, Policy Development and Assurance* in the City of Nashua. The key components of the core functions are:

- Monitor health status to identify community health problems
- Diagnose and investigate health problems and health hazards in the community
- Inform, educate, and empower people and the community about health issues
- Mobilize community partnerships to identify and solve problems
- Enforce laws and regulations that protect health and ensures safety
- Link people to needed personal health services and assure the provision of health care when unavailable
- Evaluate accessibility and quality of personal and population based health services

The staffing of the NCHD is primarily supported by funds received from the City of Nashua. In addition, the NCHD receives grant funding from the New Hampshire Department of Health and Human Services (NH DHHS) to support the following public health programs: HIV Counseling and Testing, HIV Prevention, STD Counseling and Testing, Tuberculosis (TB) Prevention, Lead Poisoning Prevention, and Immunization. The NCHD implements these population-based programs to prevent and control disease. This report describes the services provided by the NCHD during the fiscal period of July 1, 2006-June 30, 2007.

Communicable Disease Investigation

The Nashua Public Health Nurses and Epidemiologist play a vital role in controlling disease outbreaks that can pose a threat to the public's health. Under New Hampshire Public Health Law RSA 141-C, the NCHD is tasked with and works collaboratively with the NH DHHS to investigate reportable diseases and implement disease control measures to locate, contain, treat and or eradicate an identified threat posing risk to the community. From July 1, 2006 through June 30, 2007, there were 355 reportable communicable disease cases* reported to the NCHD.

Public Health and Community Services Building
18 Mulberry Street

Reportable Communicable Diseases

Communicable Disease	Cases
Aeromones	1
Campylobacter	12
Cryptosporidiosis	4
E. Coli 0517	5
E. Coli	3
Ehrlichiosis	1
Giardia	7
Hepatitis A	11
Hepatitis B	28
H. Influenza	3
Influenza	1
Invasive Strep Pneumonia	12
Latent TB Infection (LTBI)	58
High Risk LTBI	6
Legionellosis	1
Lyme	45
Malaria	1
Measles	1
Meningitis	5
MRSA	1
Mumps	1
Norovirus Outbreaks	10
Pertussis	15
Rubella	1
Salmonella	15
Severe Viral Illness	2
Shingles	2
Streptococcal Pneumonia	3
Tuberculosis	1
Suspect Tuberculosis	8
Vancomycin Resistant Enterococci(VRE)	12
Varicella	79
Total	355

* Does not include Sexually Transmitted Diseases (STD's)

Immunization

Immunization clinics are provided by the NCHD to improve health standards and to prevent diseases in individuals, families and the community. The NCHD provided immunization services to 342 children whose ages ranged from birth to18 years. Two

hundred and twenty (220) were between the ages of 13-18 years. Twenty (20) were under the age of 24 months, and one hundred and two (102) were ages 2-12 years of age. Immunization clinics were offered on Tuesday afternoons from 3:30 PM-6:30 PM and on Friday mornings from 8:30 AM-10:30 AM, resulting in 252 services hours this year.

- Staffing for these clinics averaged from two to three public health nurses and at a minimum, one bilingual, bicultural outreach worker paid for by Immunization Program funds.
- Three hundred and fifty-six (356) non- English Vaccine Information Statements (VIS) sheets were distributed during clinics. The majority of the non- English VIS's distributed were in the following languages: Spanish (287), Portuguese (23), Vietnamese (19), Chinese (10), French (10), Korean (5) and Russian (2).
- The majority of families requiring interpretation services spoke Spanish. Adult family members, outreach staff, nurses, and the language line were utilized to bridge the linguistic gap.
- The total number of hours needed for interpretation services was 70.5 hours, which is an increase of 22.7% from last year.

Influenza Vaccine:

The NCHD offered 48 influenza clinics between the months of November and April at 21 different sites throughout the Nashua Area. One successful and creative effort of outreaching to high-risk adults was accomplished through providing influenza vaccine to clients who utilized the STD/HIV clinical services and by offering vaccine to clients who sought assistance through the Welfare Department.

- Nine hundred and thirty-one (931) doses of influenza vaccine were given out to adults over the age of 19 years.
- Seventy-eight (78) influenza shots were given to children from 6 months through 18 years.

The Immunization Program Coordinator and other NCHD staff have also been involved in Clinical Assessment Software Application (CASA) audits of day cares and schools.

- Sixteen (16) childcare sites had their immunization records assessed by the public health nurses. Fifteen (15) of the childcare sites had immunization compliance rates above 80%.
- Eight hundred and nineteen (819) kindergarten students in fourteen (14) elementary schools in the City of Nashua had their immunization records assessed for compliance with the State of NH Immunization law.
- Of the 819 kindergarten students, seven hundred and eighty-two (782) immunization records were assessed and entered into the Co-CASA program. Seven hundred and fifty-two (752) kindergarten students were in compliance with State of NH immunization laws. The audit demonstrated that 96% of the kindergarten students who had their immunization records assessed were in compliance with the State of NH Immunization law.

The NCHD has sponsored and been an active partner in the Nashua Immunization Coalition. The coalition's mission is to promote the importance of immunizations throughout the lifespan. A variety of community and medical agencies throughout the Greater Nashua area are involved in the Coalition. The Coalition has provided newspaper articles featuring information on immunizations during the year.

Educational Programs:
The NCHD provided educational opportunities for the public as well as for medical professionals in the area.

- Six educational opportunities for health care professionals were offered in the form of web casts, presentations and in-services.
- The titles included: *Epidemiology and Prevention of Vaccine Preventable Diseases, Sessions I-IV; Gardasil*, presented by Merck, *Vaccine Administration and Immunization Update* and several in-services to physician practices on *It's Not Just the Pox, Anymore*.
- A total of ninety-four (94) health care professionals attended these events.

HIV Prevention Program
The NCHD has been providing HIV Prevention activities in the City of Nashua for over twenty years. Interventions have included; Street Outreach Activities, providing care services through the HIV Care Clinic at the NCHD, and using the Mobile Van for HIV Prevention efforts. The NCHD no longer provides care services, but continues to provide prevention interventions through street outreach and mobile van outreach efforts. Over the past two years, a new intervention, *Safety Counts*, has been implemented at the NCHD. The NCHD completed the second year of the Safety Counts Program that is designed to focus on the injecting drug using population and is funded by the Department of Health and Human Services HIV/STD Section. The program uses the behavioral change model to promote the implementation of risk and harm reduction activities to prevent the spread of HIV infection, AIDS and Hepatitis C among intravenous drug users and their partners.

Twenty individuals completed the Safety Counts program this fiscal year. The NCHD Licensed Alcohol and Drug Counselor offered Comprehensive Risk Counseling Services (CRCS) and Individual Risk Reduction Counseling (IRRC) to an average of 17.5 clients each quarter. Over 70 clients received services provided by the LADC through this program. Challenges identified this year included lack of support services for clients and the overwhelming demand of treatment for this population of newly addicted persons.

Staff of the NCHD presented on the Safety Counts Program at the National HIV Leadership Conference in Louisiana this year.

Tuberculosis (TB) Program
The NCHD is contracted by the DHHS TB Program to provide surveillance, investigation and treatment of active tuberculosis and latent tuberculosis infection. Fifty-seven (57) Mantoux skin tests were administered this year. This number is down significantly in comparison to last year's number of 210 as a result of changing the criteria for skin

testing. The NCHD only administers the Mantoux skin test to individuals who are at high risk or have been exposed to active tuberculosis disease. Those individuals who test positive are interviewed and further assessed for risk factors to identify possible exposure to active tuberculosis. The Public Health Nurses provide case management to individuals identified as high-risk and those with latent tuberculosis infection to assure clients are evaluated by a primary care provider, receives a chest x-ray and prophylactic treatment to prevent the development of tuberculosis disease.

STD/HIV Counseling and Testing Program

The STD/HIV Counseling and Testing Program provides counseling, testing, education and treatment for sexually transmitted diseases. Vaccine for Hepatitis A and/or B is administered to eligible clients. There were a total of 923 individuals who received STD/HIV Counseling and Testing services during the fiscal year period of July1, 2006 through June 30, 2007. Counseling and Testing Services are also provided during mobile van outreach efforts in the community.

Childhood Lead Poisoning Prevention Program

NCHD staff works in collaboration with the State Childhood Lead Poisoning Prevention Program providing case management to children living in Nashua with reported elevated blood lead levels over 10mcg/dl. Case management ranges from letters, to phone calls, to home visits and inspections with Environmental Health and the Community Health Department. During this reporting year, 10 children with elevated blood lead levels were reported having elevated blood levels between 10-19 mcg/dl. There was three child reported with a blood lead level reading of 20 mcg/dl. The Lead Program participates in a Statewide Advisory Group, which meets quarterly, and meets with the Nashua Lead Action Committee.

Emergency Preparedness/City Readiness Initiative/Internal Preparedness

Staff of the NCHD participated in activities for emergency preparedness by attending meetings, developing Job Action Sheets and participating in several table top and drill activities as conducted by the Community Services Division.

Future Community/Public Health Initiatives

In the coming years, the NCHD will continue its traditional focus on surveillance and monitoring of communicable diseases, the prevention of infectious diseases and providing services through the clinic based programs and population based programs. The NCHD will also continue to be more active in health promotion and disease prevention programs related to more chronic diseases. There will be additional challenges as the NCHD continues to move in this direction. The Department will continue to collaborate with all Departments within the Division, with other City and State agencies, and community partners within the local, regional and state public health system to protect the publics' health against non-traditional public health threats such as bioterrorism and emerging diseases.

PUBLIC HEALTH PREPAREDNESS AND EPIDEMIOLOGY PROGRAM

Recognition of the important role that Public Health has in preventing and preparing for emergencies of all kinds, be they natural or man-made, has been growing in the past several years. This Division has responded to that recognition by investing time, personnel and effort to into planning and training to prevent, respond to, moderate, and recover from the effects of various kinds of emergencies. Nashua has taken the philosophy of "preparing for the usual is preparing for the unusual." It is actively involved in using the resources being made available for such preparedness activities by strengthening its basic public health resources. There are four major areas that Division staff engaged in order to improve on delivering services in the face of an emergency: Data Collection and Management, Planning and Training, Regionalization, and Professional Connections. In addition to these, the Division was "home" to two major adjuncts to preparing for and responding to emergencies: the Medical Reserve Corps, and the Disaster Behavioral Health Response Team (DBHRT).

Data Collection and Management

Programs cannot be developed or evaluated without data. Significant efforts to improve upon the data flow into the Division occurred during the past year. Communicable disease information, clinic visits, and outreach activities are some of the measurable indicators. Attention was paid to how we can expand upon current capacities and move into health promotion and disease prevention in areas beyond the traditional local health department focus on communicable diseases. In this past year, there were several major activities:

- The Communicable Disease Case Log was routinely reviewed to assess the timeliness and quality of case investigations as well as to look for evidence of case clustering, which might indicate an outbreak. More QA measures are being instituted for these purposes.
- A new case management system was developed and was put "on-line" in January of 2006. This new system will enable us to conduct more sophisticated analyses of the investigations as well as analyses of the epidemiology of infectious diseases in Nashua. It is still in its testing phase now.
- A review of the data relating to environmentally- and lifestyle-mediated diseases was conducted in order to see what exists that can be used to inform programs as well as what gaps exist that need to be filled in order to inform prevention programs.
- An MOU has been instituted with the State to routinely provide the City with quarterly disease summaries of various categories of diseases.
- Informal surveys of possible data sources to describe the extent of problems such as asthma, hepatitis C and oral health issues have begun.
- People coming to the Division for clinical and welfare services are now being periodically asked to respond to surveys designed to capture what they think are the major health issues of the community.
- In collaboration with the Environmental Health and Community Health Departments, the Epidemiologist is now part of the Incident Response Team, a multi-disciplinary group that responds immediately to possible disease outbreak situations.

Planning and Training

Preparation begins with planning that involves all stakeholders.

- An internal planning group, with representation of each Department within the Division, met weekly throughout the year.
- The original Smallpox Response Plan was revised to be an All-Hazards Response Plan that moves us away from a "one plan for each emergency" situation.
- An appendix to the All Hazards Plan that deals with the specifics of a pandemic flu outbreak was developed.
- The Public Health and Medical Care portion of the City's Emergency Operations Plan was updated.
- Division staff meets monthly with the city's Emergency Managers as well as with the Local Emergency Planning Committee, to coordinate our activities with broader ones occurring in the area.
- A Continuity of Operations Plan (COOP) is in development for the Division, and the concept has been promoted to social service agencies and businesses as well.. This is designed to anticipate how services could continue to be provided if we lost key parts of our infrastructure due to an emergency.
- Memoranda of Understanding (MOU's) between the City and the other area communities were initiated in order to facilitate regional planning activities.
- External advisory committees for Media/Public Information and Workgroup Surge Capacity met regularly. Pre-event messages for pandemic flu, outbreaks of diseases that may actually be intentional releases of biologic weapons, and some natural disasters were developed.
- A Regional Pandemic Influenza Plan for the Greater Nashua area was developed.
- Several public meetings were held to discuss the potential of a worldwide flu epidemic. Two Town Meetings were held in Nashua. One was conducted entirely in Spanish. A forum was held by the Greater Nashua Chamber of Commerce, and lectures were given to the Nashua Leadership Group, the NAACP, and other community groups.

Planning needs to be combined with trainings:

- Plans were initiated to conduct large-scale clinics to deliver vaccines or medications in the event of emergencies.
- Staff served as evaluators of a state-wide drill focusing on this type of event.
- Plans were initiated to hold table top exercises for a regional Isolation and Quarantine Plan as well as for a regional Risk Communication Plan.
- Division staff went to the FEMA training institute in Anniston, AL for NIMS training.
- The Medical Director served as an evaluator to a drill at the Centers for Disease Control and Prevention in Atlanta, GA.
- Division staff received training in providing public information during emergencies.
- Funds were made available to support trainings and conference attendance for area Health Officers and nurses.

Regionalization

Any public health emergency is not likely to be confined to the borders of one city or town. It is most likely to be a regional or statewide event. As such, the Public Health Preparedness Grant that the City receives from the State specifies that Nashua take the lead in promoting the development of the region's public health infrastructure:

- The Division's Regional Public Health Coordinator worked with the 13 communities of the Greater Nashua Public Health network to strengthen the public health infrastructure of the region to improve upon its ability to respond as a region to public health emergencies through the development of MOUs and regional emergency response plans.
- The Greater Nashua Regional Public Health Preparedness Advisory Committee, which is composed of elected officials, public safety officials, medical and social service professionals and other interested people, met bi-monthly. Issues related to public health preparedness were discussed at these meetings.
- A flu clinic was held in Pelham with Division support as an effort to develop the capacity of the smaller area communities to hold mass vaccination clinics in the event of an emergency. A supply of vaccine was purchased for this purpose and trainings in establishing and conducting mass clinics were held prior to actual clinics.

Professional Connections

The Division is represented on a number of local and statewide advisory groups dealing with a variety of infectious disease, environmental health and general public health issues. Membership provides a mechanism for learning more about the epidemiology of various diseases and conditions extant in New Hampshire. It also offers the Division opportunities to explain to various professional groups how the systems being created and used at the local level in Nashua can complement those at the regional and state levels. A partial list of such groups is below. Other organizations will be listed under the different departments of the Division:

- National Association of County and City Health Officials (NACCHO) sub-committees on Immunizations and on Pandemic Flu Planning
- Communicable Disease Epidemiology and Control Committee (CDECC, including the Steering Committee)
- Childhood Lead Paint Poisoning Prevention Advisory Group
- New Hampshire HIV/STD Community Planning Group
- Healthy New Hampshire 2010 Advisory Group
- New Hampshire Health Officers Association
- New Hampshire Public Health Network Points of Contact Committee
- Statewide Pandemic Flu Planning Committee
- Granite State Immunization Partnership
- New Hampshire Immunization Advisory Group
- Bio-monitoring Steering Committee
- Environmental Public Health Tracking Project
- Greater Nashua Healthy Community Coalition
- Nashua Area Health Advisory Committee
- Nashua Medical Reserve Corps

- Nashua Local Emergency Preparedness Coalition
- Childcare Advisory Commission of Nashua
- NH Hospital Preparedness Advisory Group
- St. Joseph Hospital Institutional Review Board

Medical Reserve Corps and Disaster Behavioral Health Response Team
The Division became the home to two important adjuncts to public health preparedness activities. The Medical Reserve Corps (MRC) is a group of medical professionals who have volunteered to participate in emergency response activities. They are one answer to the problem of "surge capacity," when it is anticipated that medical resources will be stretched beyond capacity because of the increased demand for services that will be created by an emergency. The Corps meets monthly and provides training via lectures and staffing at events.

The Disaster Behavioral Health Response Team (DBHRT) is another important adjunct to health preparedness activities. This group of volunteer behavioral health counselors is ready for deployment in the event of emergencies. They concentrate on ensuring the mental and emotional well-being of the first responders. They also are available to swiftly conduct needs assessments of the mental and emotional health of the victims of emergencies. The grant for this activity was moved to the Division this year.

ENVIRONMENTAL HEALTH DEPARTMENT

Michael Tremblay	**Health Officer/Environmental Health Manager**
Heidi Peek	**Deputy Health Officer**
Howard Price	**Environmental Health Specialist II**
Casey Mellin	**Environmental Health Specialist I**
Keira Delude	**Laboratory Director**
Linda Alukonis	**Office Manager/Environmental Health Technician**
Sheli Dookran	**Summer Intern**

FOOD SERVICE:

Routine food service establishment inspections	1104
Food service establishment re-inspections	21
Food service establishment site visits	248
Food service plan reviews	30
Temporary Licenses	32

OTHER:

Pools/spas inspection	94
Pools/spas sampled	225
State food samples collected	48
Indoor air quality visit	1
Demolition site checks	8
Septic system visits	56
Code team visits	36

Health facility inspection	1
Lead testing	2
Birds collected	27 (9 Positive for WNV)
Rabies specimens submitted to State lab for testing	30 (1 Positive)
Childcare inspections	22
Foster home inspections	14
Private school inspections	12
Mosquitoes collected for testing	2031

MEETINGS:

Board of Health Meetings	7
Public Health Network	1
Division Meetings	14
Meetings with Telegraph on Food Service Program	5
Asbestos meeting with city, state, EPA	
Disaster drill planning	7
Asthma Steering Committee meeting	
PH&CS Division Staff meeting with Community Development	
ESF-8 State	2
Meetings on EEE, WNV and Lyme Disease	2
Preparedness meetings	24
Asthma meetings	2
Division Plan Meeting	
NH Health Officers	3
Brownfields Task Force	1
Childcare Commission	7
Mayor's meetings	6
LEPC	7
Annual lights out after school event	
Endowment for Health	
Department Staff Meetings	15
Budget Meetings	6
Greater Nashua Regional Public Health Advisory	2
CRI Budget review	
Outbreak team meetings	11
Bio-terrorism Operation Meeting	
Cities Readiness Initiative	2
ESF-8 Nashua	3
Hepatitis C	
Minority Health	
Aldermanic Budget Presentation	
NH Food Safe Alliance	2
Division Safety Meeting	
CLIA Audit	
Farmer's Market Meetings	
State Emergency Preparedness Conference	
Developing local public health agency standards and workforce competence	

Seminars and Trainings:
Human Resources
ServSafe Training presentation by staff.
Rivier College Pandemic Flu Tabletop.
Student Intern
Mass Casualty Training (3-1/2 hrs) held at the Police Department.
Presentation to Rivier College Nursing Students on role of Environmental Health Dept.
State inservice on Communicable Disease.
Arboviral Seminar in Massachusetts.
Statewide Food Defense Tabletop Conference in Concrd.
Radio talk show presentation on ticks and mosquitoes.
Participation in City Health Fair.
Two NH Health Officers Annual Trainings.
ICS
EEE & WNV presentation to Public Works Department.
Lead Proficiency Testing.
Three POD trainings were held.
Two day conference in Warwick, RI on First Response strategies and Protocols for Water
Utility and Public Health Staff.
Public Health Institute Classes.
School closing tabletop in Manchester, NH.
Radio Training Sessions

Keira Delude and Linda Alukonis were recipients of an Achievement Award for successfully completing all 5 trainings courses at the NH Institute for Local Public Health Practice (a total of 102 classroom based training hours).

The Environmental Health Department was extremely busy with the addition of many new food service establishments, change of ownerships and temporary food service establishments. Ongoing surveillance in the areas of EEE and WNV are being continued. The city has this year hired Dragon Mosquito Control Inc., to conduct a mosquito control program (surveillance and larviciding) to reduce the threat of EEE and WNV. Funding to conduct spraying in areas of concern is available as part of the contract should positive mosquitoes or human cases be recorded and a public health treat be determined.

Of growing concern this year has been the number of bed bug complaints being made to the department. Staff is providing information to those who have complained on how to control and eliminate the problem. Staff has also worked with landlords and housing agencies.

The department continues to play an active role in the emergency preparedness field. Participation in tabletop exercises, planning meetings, drills and training courses for all staff has taken place.

WELFARE DEPARTMENT

Manager/Welfare Officer	**Robert Mack**
Senior Case Technician	**Karen Emis-Williams**
Case Technician	**Cynthia Newell**
Case Technician	**Rute Ferreira**
Case Technician	**George Barrett**
Intake Worker/Accounting Clerk	**Therese Charest**
Mediation Coordinator	**Sandra Mulcahy**
Administrative Assistant I	**Susan Lapointe**

The City Welfare Department provides general assistance according to RSA 165 to those who are poor and unable to sustain themselves.

The following is a comparison for FY 2006 and FY 2007 for the City of Nashua Welfare Department:

	FY 2006	***FY2007***
Total Contacts	12,066	11,268
Total Applications	2,240	2,232
Total Interviews	5,206	5,182
Total Cases	1,433	1,334
Total Clients who received Assistance	3,693	3,427

As can be seen through the statistics, the need for General Assistance has been extreme. Various factors that impact the General Assistance Budget may include, but are not limited to, changes in current market rents and housing expense (lack of affordable housing and rental subsidies), local unemployment rates, increased cost of gasoline, cost of general goods, utility costs, cost of medications, client access to mainstream resources (including Medicare D insurance and other social services in the community) and changes in State of New Hampshire benefits through the Department of Health & Human Services.

	FY 2006	***FY2007***
Shelter	$957,707.62	$766,767.98
Medical	$185,947.19	$137,951.11
Fuel	$85,259.76	$91,846.58
Food/Maintenance	$53,077.03	$47,792.48
Totals	$1,281,991.60	$1,044,358.15

Municipal members of the New Hampshire Local Welfare Administrators' Association also reported continued need for assistance demonstrated in statistics and costs similar to those experienced in Nashua.

The Welfare Department continues to work with the Greater Nashua Continuum of Care [GNCOC] to address the homelessness issues, as well as coordinate services/resources with local agencies to meet the basic needs of City Welfare recipients. In collaborative efforts with many community partners in the GNCOC the Welfare Department continues working on action steps identified in *A HOME FOR EVERYONE: A Plan to End Homelessness in Greater Nashua*, which is being implemented under the direction of the Ending Homelessness Committee and has been chaired by the Welfare Officer. The Welfare Department assisted approximately 85 families (totaling116 adults and 150 children) and 106 individuals with emergency motel placements and/or shelter referrals throughout fiscal year 2007. The Welfare Department continued working closely with the Nashua Soup Kitchen & Shelter and other providers to move many individuals and families into shelter placements from temporary emergency motel placements.

The due diligence of the Case Technicians and administrative support staff has proven to be cost effective and has reduced the need for General Assistance from the City in some instances by directing applicants to alternative resources, even while the department caseload remains high.

NASHUA MEDIATION PROGRAM

The Nashua Mediation Program, as part of the City of Nashua Division of Public Health & Community Services (DPHCS) offers conflict resolution services to families in the Greater Nashua community. While it operates as an independent program, the Nashua Mediation Program falls under the Welfare Department in the DPHCS organization chart and receives administrative support from the Welfare Department Administrative Assistant I. In its twenty-fourth year, the Nashua Mediation Program is well established in the community with a solid referral base through professional referral sources including schools, mental health professionals, police departments, the courts, social service agencies and clergy.

In fiscal year 2007, the Nashua Mediation Program provided conflict resolution services to 436 juveniles and their families from Greater Nashua including Amherst, Brookline, Hollis, Hudson, Litchfield, Merrimack, Nashua and Pelham, the majority of those residing in the City of Nashua. In addition to the support from the City of Nashua, the program receives funds from city and town contributions and a grant from New Hampshire Department of Health & Human Services and Hillsborough County Incentive Funds.

Program Coordinator, Sandy Mulcahy, is in her eighth year with the program. Since beginning her tenure as Program Coordinator for the program, the numbers of clients served has increased. Ms. Mulcahy has implemented regularly scheduled workshops to

provide continuing education opportunities for volunteer mediators. These workshops are sometimes opened to interested members of the community and to staff within the Division of Public Health & Community Services. Ms. Mulcahy manages and administers all activities of the mediation program, including grant writing and reporting, training and supervision of volunteer mediators and presenting workshops for the community.

Parent-child or family mediation services are provided free of charge by utilizing a pool of 80 highly trained volunteers from the community. All Volunteer Mediators have successfully completed a 60-hour training and 20-hour internship and attend continuing education workshops. The program complies with the training standards recommended by the New Hampshire Conflict Resolution Association (NHCRA) and the New Hampshire Standards for Parent-Child Mediation. The program also partners with the New Hampshire Department of Correction's, assisting with the Victim-Offender Dialogue (VOD) program for victims/survivors of crime that are seeking to have a dialogue with their offender. Marital Mediation services assist couples in working out the terms of their divorce or separation in a non-adversarial manner and are provided for a fee.

In addition to mediation services, the program offers education services in conflict resolution to schools, agencies and community groups. Nashua Mediation works with area schools to introduce peer mediation programs and provide consultation to peer mediation coordinators in the schools and train students. Other education services include workshops in conflict resolution and family communication skills for parents and students in area schools and youth programs. The program has facilitated conflict resolution training for Nashua City Departments and has confidentially mediated conflicts within City Departments and for employees and their families.

The Nashua Mediation Program participates in various inter-agency and community groups that share the commitment to building healthy individuals and healthy communities. The program actively participates on the Greater Nashua Domestic Violence Coordinating Committee, the Nashua Task Force on Alcohol and Other Drugs, the PACT (Parents and Children Together) Conference through the Nashua School District, Network (child abuse prevention), and the Nashua Goes Back to School committee and the New Hampshire Conflict Resolution Association.

The Program Coordinator is actively involved with emergency preparedness activities of the Division. Ms. Mulcahy is a member of the DPHCS internal preparedness committee and participates in citywide tabletop exercises and mock disaster drills. She has done advanced training as part of the State of New Hampshire Disaster Behavioral Health Response Team (DBHRT) and is the facilitator for the Division's DBHRT grant.

The Nashua Mediation Program continues to be an important and integral part of the community as an education, prevention and diversion program designed to strengthen family relationships by reducing conflict and encouraging the development of improved communication and problem-solving skills.

NASHUA PUBLIC LIBRARY

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Assistant Director **Thomas B. Corbett/Susan M. Deschenes** (June 2007)

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Susan M. Deschenes, Asst. Director
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Music/Art/Media Department
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Lisa L. Mungovan, Library Assistant
Rachael L. Pilla, Library Page
Dina Akel, Library Page

Security
William J. Allison, Security Guard
Roger V. Allen, Security Assistant

Linda M. Dougherty, Asst. Librarian

Technical Services
Margaret L. Gleeson, Librarian
Gloria E. Maduzia, Asst. Librarian
Helen E. Bonenfant, Library Asst.
Holly A. Sullivan, Library Assistant
Amanda C. Archambault, Library Page

The Mission, Purposes, and Activities of the Nashua Public Library

The Nashua Public Library's mission is to provide educational, informational, and recreational service for the entire Nashua community. Books, magazines, audiovisual sources, reference sources, and other forms of communication media are intended to offer people a public forum representative of all points of view. The library seeks to acquire, make available, preserve, and service materials in all fields of knowledge. The library advocates selection of materials which promote the interests of all races, genders, sexual orientations, and religious creeds. The library serves the needs of preschool children, school children, young adults, adults, business personnel, artists, and more with its broad collection and many community-sponsored programs.

Our library, the community's information center, also serves these educational, informational, and recreational needs through computerized information services and library or community-sponsored programs. The intent of such programs is to provide an unbiased public forum for the concerns and interests of the entire Nashua community. The library's objective is to adequately serve all the citizens of Nashua.

A substantial collection of constantly changing, diverse material must be acquired in response to the needs of preschool children, handicapped people, the elderly, business, and municipal personnel. The library also serves the continuing educational needs of adults no longer in school, especially those seeking information relating to their employment, household management, family and child development, and the encouragement of a positive attitude toward the world of books and learning for themselves and their children.

Adapted from Minutes of Library Board of Trustees Meeting
June 12, 1978

Once again, I would like to take this opportunity to sincerely thank the staff of the Nashua Public Library for all their hard work in making this kind of success possible. This staff has done a remarkable job and clearly delivers the very best public library service to the people of Nashua.

Here are some of the actions the Board of Trustees took this past year:

At the meeting of October 3, 2006 we appointed Alison Zaya, Reference Librarian, General Adult Services Department and Lisa Mungovan, Full-Time Library Assistant, Music/Art/Media Department. That same meeting we accepted the resignation of Joel Burdette, Reference Librarian, General Adult Services; Kathy Shepard, Full-Time Library Assistant, Circulation Department and Linda Pilla, Full-Time Library Assistant, Music/Art/Media Department. At the meeting of November 13, 2006, we accepted the resignation of Thomas Corbett, Assistant Director, Administration Department and promoted Paul Lacroix, Part-Time IT Technician, Administration Department.

At the meeting of December 5, 2006, we promoted Judy Bates, Part-Time Library Assistant, Circulation Department.

At the meeting of January 2, 2007, we accepted the resignation of Joseph Lestrange, Full-Time Library Assistant, Music/Art/Media Department.

At the meeting of March 13, 2007, we promoted Amanda Archambault, Part-Time Library Assistant, Technical Services Department and re-assigned Steven Lowe, Full-Time Library Assistant, Music/Art/Media Department

At the meeting of April 3, 2007 we appointed Susan Deschenes, Assistant Director, Administration Department and Caroline Kutcher, Full-Time Library Assistant, Circulation Dept./General Adult Services

By a joint convention of the Board of Trustees and the Board of Aldermen, Ms. Pauline Desautels was appointed in 2007 to fill the unexpired term vacated by Ms. Mary Nelson, who resigned the previous fall. I want to thank the following Trustees for their years of service and dedication to our library: David K. Pinsonneault, 16 years; Linda Laflamme, 8 years; Maurice L. Arel, 22 years; Kathleen Veracco, 6 years; and Christopher Hodgdon, 3 years.

We also thank Mayor Streeter for his leadership and the Board of Aldermen for their support in helping us achieve our goals and fulfill our mission of service.

Respectfully submitted
Arthur L. Barrett Jr., Chairman of the Board of Trustees

Nashua Public Library Trust Funds

Fund Name	Market Value as of 6/30/06	Principal Inc/Dec. FY06/07	Market Value as of 6/30/07
Avard	$ 2,985.62	$ 285.18	$ 3,270.80
Bloomfield	389,236.51	37,177.70	426,414.21
Burbank	266,110.65	25,417.40	291,528.05
Chandler	302,254.07	28,869.63	331,123.70
Clancy	33,762.63	3,224.82	36,987.45
Constitution	3,971.81	379.37	4,351.18
Cramer	15,887.18	1,517.45	17,404.63
Fairfield	5,163.33	493.17	5,656.50
Harkaway	1,191.54	113.80	1,305.34
Harris	39,718.01	3,793.63	43,511.64
Hickey	7,943.60	758.73	8,702.33
Hunt	23,433.63	2,238.24	25,671.87
Hussey	35,349.03	3,376.34	38,725.37
Jacquith	1,191.54	113.80	1,305.34
Locke	115,976.60	11,077.44	127,054.04
Nesmith	27,033.38	2,582.07	29,615.45
Rose	12,907.47	1,232.85	14,140.32
Smith	9,532.34	910.48	10,442.82
Stearns	2,357,661.13	225,190.75	2,582,851.88
Zylonis	370,409.30	35,379.43	405,788.73
	$4,021,719.37	$384,132.28	$4,405,851.65

DIRECTOR'S REPORT

Thanks to all our patrons and staff for helping us to once again achieve the highest circulation in the library's history! Here's a review of the year department by department.

Children's Department

Circulation of children's books and materials increased overall by an impressive margin of 10 percent, jumping from 183,572 items in FY2006 to 202,061 items in FY2007.

Participants in the "Treasure Reading" pirate-themed Summer Reading Program totaled 312, a slight decrease from the 381 participants we had in FY2006 but a rowdy crowd nevertheless. In August of 2006 we hosted the third annual "Nashua Goes Back to School" evening with a door count of 1,510 children and parents crowding into the Children's Room to be greeted by and receive school supplies from the principals of 18 public and two private schools. Another highly successful program held in August 2006 was fairy-house building with author Tracy Kane. Eighty-four children, parents and garden enthusiasts enjoyed this creative program.

A new program, “Bilingual Storytime,” led by Spanish-speaking attorney Marisol Garcia, was started in January 2007 on Saturday mornings at 11 a.m. Only one family attended in January but by May we were averaging 27 to 30 participants at each monthly storytime. Plans are being made to add Chinese, French, Indian, and Polish storytimes to our line-up.

In April 2007 we opened up our room to the Nashua Youth Council and hosted their annual Child Safety Rally with approximately 130 people attending. The Youth Council was delighted and I am sure we will be hearing from them again in 2008.

Also, we once again hosted the Summer Reading Kick-Off with the librarians from the Nashua School District and 250 students and their families attended to hear about the upcoming program and listen to the upbeat music of musician Steve Blunt.

In FY2007 our extremely popular Babies and Books program was held every Thursday morning at 10 a.m. for babies ages 13 to 24 months of age and again at 11 a.m. for birth to 12 months. During this time we held 92 storytimes and enjoyed the toothless grins of 4,933 babies and their happy parents. This program is a great opportunity for socialization for many young families, and new friendships are being made each week.

Overall in FY2007, the staff of the Children’s Room enthusiastically provided the Nashua community with 805 quality children’s programs, with 40,007 residents and nonresidents being served.

Circulation Department

The library’s circulation increased by 6 percent, amounting to almost 40,000 more checkouts over the previous fiscal year, for a total of 731,274, or on average 2,190 checkouts per day. The number of people visiting the library increased by 2 percent, about 8,000 more visits, for a total of 379,000, or on average 1,130 visits per day. More than 52,000 requests were processed, on average 155 per day.

Many new book displays were featured, including monthly “color” displays (i.e., books with icy blue covers in January, pink in February, yellow in March, etc.), a Hindi display, Black History, Women’s History, environmental topics, recently deceased authors, author anniversaries, special current events, Oprah’s picks, and novels that have been made into film. The color-book displays have proven to be among the most popular with customers, topped only by novels that have been made into film.

The Circulation Department began promoting Library Elf, a free online service that allows customers to manage their loans and holds. Features include special advance notification (email warnings that material will soon be due), overdue email notices, and hold notification (by either email or text message).

The fiction and biography collections have been weeded aggressively by circulation staff, to accommodate future plans for expansion into the East Wing. Toward the end of the fiscal year, the circulation staff worked extra hard through migration of the online library catalog to an application service provider, shouldering technical difficulties with decorum and fielding queries from frustrated customers. All in all, it was a busy and rewarding fiscal year.

Community Services

The library held its fifth annual community-wide reading program, One City, One Book, in FY2007. The chosen book, *Zorro* by Isabel Allende, circulated approximately 280 times from the library during the year. Related library programs included book discussions, a fencing demonstration, and a screening of the silent film *The Mark of Zorro* to live piano accompaniment.

The most popular adult programs of the year continued to be concerts, but humorist Rebecca Rule's afternoon of New Hampshire stories and a program entitled "Understanding the Middle East" were also well-attended.

The closing of the Chandler Memorial Library meant the loss of four meeting rooms, which increased demand for rooms at the main library. Several meeting groups had to move their regular meetings elsewhere as a result.

The Live Homework Help service was heavily promoted this year, through presentations at PTO meetings, teacher orientations, the school district PACT conference, and other publicity. All staff also received hands-on training in use of the service. From September through June, use averaged 122 sessions per month.

In response to a customer survey, the library increased public awareness of nearby parking options through Web ads and free raffles for City of Nashua electronic parking cards.

Improved technology at the local access government TV channel allowed the library to promote its services on the air through attractive slides designed by the media services coordinator.

The iBrowse brand was developed and integrated throughout the library Web site, providing attractive, unifying kid, teen, and adult logos for online databases, librarian-recommended Web sites, and Live Homework Help.

Outreach Services

The Outreach Services van served an average of about 170 customers at 69 different stops during FY2007. Of those stops, approximately 43 percent were to private residences of homebound individuals; 25 percent to facilities like nursing homes, assisted living centers, and subsidized senior apartment complexes; and 32 percent to daycare centers and schools. Outreach Services circulation grew by 13 percent this year.

A small collection of VHS videos was created for outreach customers, including vintage films and musicals that many elderly customers enjoy.

Children's Room staff continued to bring story hours and puppet shows to schools and daycare centers who participated in the Outreach program.
Music, Art, and Media

Our media circulation increases continue, with declining circulation of magnetic media (video and audiocassettes) offset by double-digit circulation increases in our DVD and CD circulation. DVD circulation continues to lead the way, with almost 6,000 titles available resulting in over 150,000 circulations for FY2007. We continue to add diversity and depth to our DVD collection, with emphasis on classic, critically acclaimed, foreign films (including our very popular Bollywood film collection); nonfiction; and documentaries, in addition to our very popular new releases. At the same time we are discarding worn and low-circulation VHS videocassettes to accommodate our growing DVD collection.

Circulation of audiobooks on CD increased 22 percent from a year earlier. In September 2006 the library joined with the New Hampshire State Library and about 20 other New Hampshire libraries to form the New Hampshire Downloadable Audiobook Consortium offering downloadable digital audiobooks to borrowers for use on computers and CD and MP3 players. Nashua's audiobook listeners have enthusiastically accepted downloadable audiobooks, and the library led the way in circulation, borrowing 10 percent of the statewide total. By the end of FY2007 the consortium had grown to 98 New Hampshire libraries.

Our Web-based museum-pass system, which allows customers to schedule and book passes from home, continues to be successful, and we now have over 3,500 museum-pass borrowers. The Friends of the Library generously provided us with funding to offer library passes to the New England Aquarium. This latest pass has proven to be one of our most popular.

The General Adult Services Department continued to expand its electronic service offerings this past year. Thanks to a new form, customers could now submit interlibrary loan requests online. Approximately one quarter of interlibrary loan requests for library customers are now being submitted online. Similarly, 417 general reference questions were submitted through an online form and answered via email.

The reference staff also started an interactive blog in which librarians highlighted library materials and services on nearly a daily basis. Blog entries discussed new books, computer classes, local history materials, articles available in the library's databases and much, much more. Readers of the blog also submitted comments to several entries, thus creating an online dialog.

Thanks to new instructional classes and enhanced marketing efforts by library staff, library customers increasingly accessed the library's electronic databases. Over 70,000 searches were performed in the library's most extensive periodicals database, and over 43,000 searches were conducted in the library's primary newspaper and obituaries databases. Usage of these latter databases increased by 230 percent!

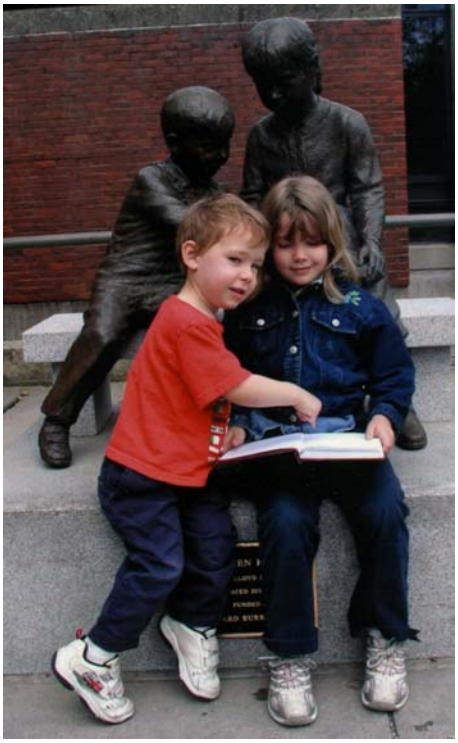
Finally, the general adult services department offered 214 computer classes this year, up from 201 last year. New classes included Online Job Hunting, Advanced Microsoft Word and Advanced Google. The most popular classes were Computer Basics (149 attendees,) Microsoft Word (142 attendees), and Microsoft Excel (112 attendees.)

Security Department

We have been reminding skateboarders that our Plaza is not an appropriate place for their favorite activity. Our two Security Guards are now wearing uniforms, which make them more apparent to customers who need their assistance. And, finally, we have installed additional security cameras to prevent any inappropriate behavior in or outside the library.

Technical Services Department

With the help of the IT department, the Technical Services Department completed an inventory of all major collections, in spite of delays due to equipment failures and customization issues. Other recent projects include cataloging and storage of certain Hunt Room and professional collections.



We are using a new service, Better World Books, to discard books that can no longer be used by our customers. Better World Books helps the environment and provides a service for others at the same time.

We discarded 900 videocassettes from the Music, Art, and Media collection because of decreased demand. Many of these went to the public school libraries where they can still be used, and some went to the Adult Learning Center and the CareNet agency.

Technology

The two biggest pieces of news were the introduction of digital audio books in September of 2006, and the transfer of locally hosted Horizon Integrated Library System to remotely hosted Horizon in June of 2007. Also, we devoted considerable time to installing statistics gathering tools for our electronic databases.

Nashua Public Library Activities Indicators

	FY05/06	FY06/07
Adult Services		
Number of community groups meeting in Library	142	148
Number of meetings in library by community groups	1,284	909
Computer classes	201	214
Computer class attendance	864	814
Number of programs for adults	222	170
Plaza Pics/special events audience	8,813	8,137
Children's Services		
Number of puppet shows	351	313
Puppet show audience	17,730	16,683
Number of story hours	268	326
Story hour audience	13,544	17,145
Arts and craft classes	44	43
Arts and craft participants	623	690
Group visits to Children's Room	53	40
Group visit participants	1,874	1,146
School programs/book talks	59	36
School program participants	1,613	1,261
Special programs	60	47
Special program participants	4,061	3,082
Outreach Services		
Van stops	66	69
Customers	150	170

Library Program Budget

PROGRAM	DESCRIPTION	FY05/06	FY06/07
6367	Administration	383,119	409,850
7301	Operations Support	111,232	81,350
7302	Book & Resource Selection	264,420	246,563
7303	Bookmobile Services	63,287	37,095
7304	Business Services	89,223	0.00
7305	Chandler Memorial/Ethnic Center	42,845	6.00
7306	Children's Services	164,931	183,326
7307	Circulation Services	291,067	289,572
7308	General Reference	175,528	267,582
7309	Music, Art, Media Services	197,710	189,582
7310	Technical Services/Cataloging	178,985	189,655
7311	General Operations/Plant Maintenance	86,279	82,550
7312	Utilities	126,251	154,391
	TOTALS	$2,243,840	$2,131,522

Friends of the Library

The Friends of the Nashua Public Library supported several significant events and special programs in 2007. In addition to annual memberships, fundraising efforts included book sales in October and April, the sale of canvas tote bags and note cards with a print depicting the library, and the sale of the book *Nashua Then and Now*.

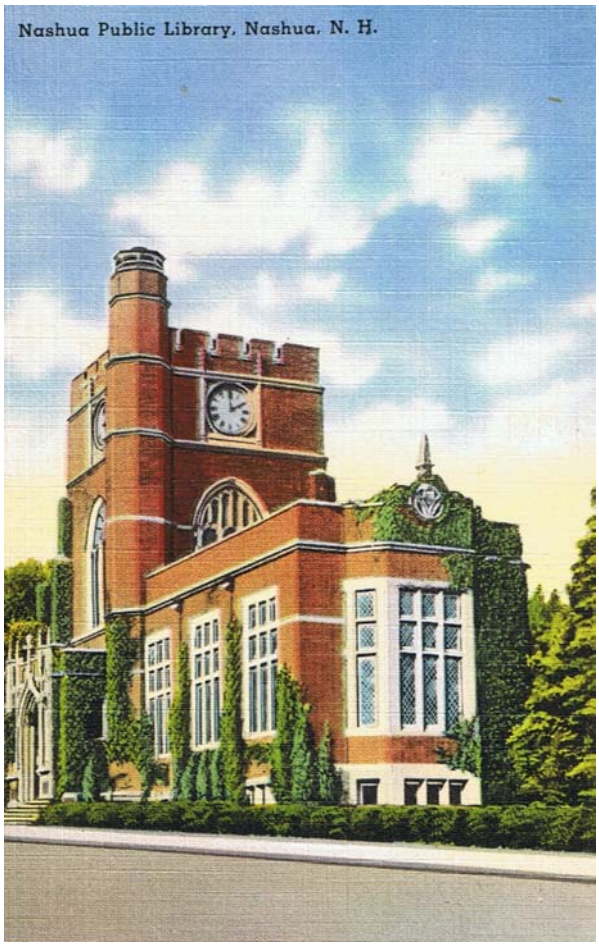
Friends-sponsored events in 2007 included two New Hampshire Humanities Council presentations ("Camp Stark: New Hampshire's World War II German Prisoner of War Camp" and "Surveillance in a Post 9/11 World"); the presentation "From Chaos to Sanity: Cutting the Clutter"; support of the Live Homework Help promotion; Plaza Pics at Greeley Park and other film events; the garden edging on the grounds of the library; parking cards for raffles; support of the teen summer reading program; museum passes to the Boston Aquarium and the Christa McAuliffe Planetarium; and, most recently, support of the Books for Babies program, which will give each baby born to a Nashua resident the opportunity to receive a free book.

The Friends look forward to expanding their fundraising events in 2008 and in turn providing the library with more enhanced programs.

Library Circulation Statistics

Adult	
Fiction	126,464
Non-Fiction	87,514
Magazines	22,052
Total	236,030
Teen	
Fiction	11,255
Magazines	750
Media	1,258
Total	13,263
Children's	
Fiction	165,928
Nonfiction	40,947
Magazines	600
Media	5,074
Puppets	1,604
Total	214,153
Adult Media	
VHS	59,525
Audiocassettes	8,409
DVD	152,763
CD Music	29,241
CD Audiobooks	14,714
Downloadable Audio	1,942
Art Prints	42
Equipment	23
Museum Passes	1,169
Total	267,828
TOTAL CIRCULATION	**731,274**
Reference/Noncirculating	
Reserves	52,128
Materials ordered and cataloged	16,136
Reference Questions (Adult, Children's, and Music/Art/Media)	29,927
Interlibrary Loan by NPL	1,488
Interlibrary Loan for NPL	1,213
Microform Use	1,850
Internet Use	N/A
EBSCO Database Searches	70,349

Nashua Public Library



Above: former location of the Nashua Public Library. Below: Library Hill – Hunt Library, First Congregational Church, Tavern. Linen postcard images. "Tichnor Quality Views." Made by Tichnor Bros., Boston. Published by F. P. Trow News Agency.

A Sampling of Events @ your library

Art
Advent of Abstract Painting
An Evening with Georgia O'Keefe
Art Walk Nashua

Children
Bilingual Storytime
Children's Poetry in Libraries Day
Family Concert: Sol y Canto
Healthy No-Cook Snacks
Juggler Bill Ross
Jungle Encounters
Magician Eddie Gardner
My Parent and I Beginner Knitting
Nashua Chamber Orchestra Concert
Singer Amy Conley
The Silly Singing Pirate Show
Theater of Life Puppets: Mystery of Queen Lake
Tricky Tom's Treasure Hunt and Cunning Carl's Costume Cove

Concerts
Boston Ballet Saxophone Quartet
Nashua Symphony Orchestra Chamber Players
Pianist Gregg Pauley
Scott Sanchez, Classical Guitar
Jerry Bergonzi Jazz Quartet
New Hampshire Jazz Orchestra
Taylor Haskins Jazz Quartet
Atwater-Donnelly
The Kennedys
Criollo Clasico
Two Old Friends

Fishing
Angling in the Smile of the Great Spirit
Fishing Where You Are
Ice Fishing With Kids
Kayak Fishing
Secrets of Boston Harbor

History
Camp Stark: New Hampshire's World War II German Prisoner-of-War Camp
Galileo Galilei: The Starry Messenger
Here Comes the American Bride
The History of Clocks
The Nashua Experience: The Sequel
Understanding the Middle East

Literature
Author Visit: James Patrick Kelly
Better Than a Poke in the Eye
Book Discussion*: A Theory of Relativity*
Book Discussion: *The Namesake*
Book Discussion: *War Is a Force That Gives Us Meaning*
Book Discussion: *Year of Wonders: A Novel of the Plague*
Poetry Reading: New Hampshire Poet Laureate Patricia Fargnoli
Poets Unbound: 10 Years into the Journey

Teens
Belly Dancing With Zahira
Beyond Driver Ed: Safety and the New Driver
Dance Dance Revolution
Get Active With Books
Give Me an "A": Live Homework Help
Teen Advisory Group
Teen Anime Club

Technology
Downloading Audiobooks @ your library
Surveillance in the Post 9-11 World
Web 2.0

Nashua Reads: *Zorro*
Book Discussion: *Zorro*
Fencing Demonstration

Spanish History
Silent Film: *The Mark of Zorro*

NASHUA POLICE DEPARTMENT

POLICE COMMISSIONERS
Thomas A. Maffee, Chairman
Thomas J. Pappas, Clerk
William H. Barry III,

Chief of Police	**Donald F. Conley**
Deputy Chief, Uniform Operations	**Wayne J. MacDonald**
Deputy Chief, Operations	**Peter J. Theriault**

MISSION STATEMENT
The Nashua Police Department strives to improve the quality of life in our community and to protect people and property in partnership with the citizens of Nashua.

FACILITIES

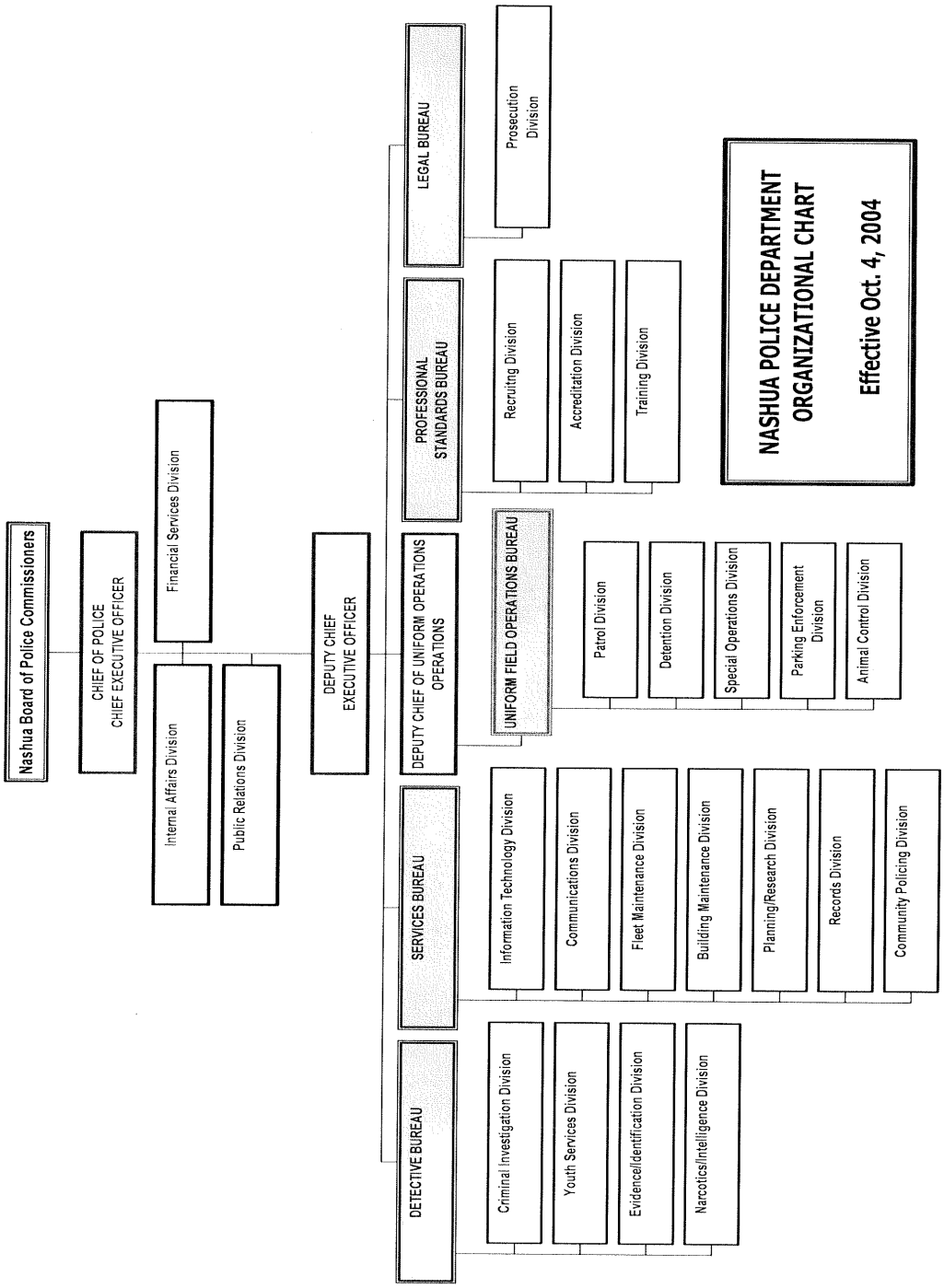
The Department facility is comprised of one headquarters building and four (4) Community Policing Centers scattered throughout the City of Nashua.

Central St. Community Policing Center	594-3631
Railroad Square Comm. Policing Center	594-3543
Maplewood Community Policing Center	891-2069
Brook Village Comm. Policing Center	891-5501
Pine Street Training Facility	
Riverside Drive Storage Facility	

Photo by Leslie O'Shaughnessy Studios

DEPARTMENT'S TOTAL SWORN & CIVILIAN COMPLEMENT

CLASSIFICATION OF PERSONNEL	BUDGET AUTHORIZED	ACTUAL (As of 6/07)
Sworn Personnel		
Chief of Police	1	1
Deputy Chief Executive Officer	1	1
Deputy Chief of Police	1	1
Captains	7	7
Lieutenants	9	9
Sergeants	22	22
Grant Sergeant, Domestic Violence Unit		1
Patrolmen	132	118
Grant Patrolmen, Domestic Violence Unit		1
Sworn Evidence Specialist, PT	1	1
Sworn Senior Relations Officer, PT	1	0
Prisoner Transport Officers, PT	2	2
Totals:	177	164
Non-Sworn Members		
Animal Control Officer	1	1
Parking Enforcement Specialist II	4	3
Parking Enforcement Specialist II, PT	1	1
Merit Employees		
FT Merit Employees	3	2
PT File Clerk	1	1
UAW Union Employees		
FT UAW Employees	8	7
PT Police Attorney	1	1
Domestic Violence Advocate (Grant)	1	1
Teamsters Union Employees		
FT Teamsters Employees	27	24
Detention Specialist, PT	2	1
Outside Detail Specialist, PT	1	1
PT Accreditation	1	1
FT DV Secretary	1	1
Communications Division Union		
Dispatchers & Shift Leaders	10	5
Communications Technicians I & II	9	6
Total Civilian Positions Combined:	71	56
Grand Totals:	248	220


Nashua Board of Police Commissioners
CHIEF OF POLICE
CHIEF EXECUTIVE OFFICER
Internal Affairs Division
Financial Services Division
Public Relations Division
DEPUTY CHIEF
EXECUTIVE OFFICER
DETECTIVE BUREAU
Criminal Investigation Division
Youth Services Division
Evidence/Identification Division
Narcotics/Intelligence Division
SERVICES BUREAU
Information Technology Division
Communications Division
Fleet Maintenance Division
Building Maintenance Division
Planning/Research Division
Records Division
Community Policing Division
DEPUTY CHIEF OF UNIFORM OPERATIONS
OPERATIONS
UNIFORM FIELD OPERATIONS BUREAU
Patrol Division
Detention Division
Special Operations Division
Parking Enforcement Division
Animal Control Division
PROFESSIONAL
STANDARDS BUREAU
Recruitng Division
Accreditation Division
Training Division
LEGAL BUREAU
Prosecution Division
NASHUA POLICE DEPARTMENT
ORGANIZATIONAL CHART
Effective Oct. 4, 2004

MUTUAL AID DEPARTMENTS

The Nashua Police Department has in effect current written Mutual Assistance Agreements with the following area police departments:

Photos by Leslie O'Shaughnessy Studios

Brookline, NH, Police Department
Hollis, NH, Police Department
Hudson, NH, Police Department
Litchfield, NH, Police Department
Merrimack, NH, Police Department
Milford, NH Police Department
Pelham, NH, Police Department
Tyngsboro, MA, Police Department

GOALS AND OBJECTIVES FOR 2007

GOALS: A goal is a general statement of accomplishment. It is non-specific and must be 1) result oriented; and 2) State what you want to accomplish (not how). These must be consistent with the mission statement.

OBJECTIVES: Objectives are: 1) observable; 2) have a sense of reality; 3) are within your control; 4) are measurable. Contain action verbs.

ACTION PLANS: Action Plans answer the questions: Who, What, How.

GOAL #1

INCREASE TRAFFIC ENFORCEMENT EFFICIENCY AND EFFECTIVENESS.

OBJECTIVES

1.1 Use the Department's Analyst to identify high traffic corridors in the city for directed enforcement.

1.1.1 Use the Department's Analyst and IMC data to provide statistics of areas where accidents occur in the city.

1.1.2 Utilize the Department's Analyst to compare statistics from IMC to citizen complaints received by the Traffic Unit, which are traffic related type complaints
1.1.3 Utilize the Department's grant writer to ascertain if there are any federal or state monies available to purchase traffic enforcement equipment.

1.2 *Increase DWI enforcement and public awareness of the dangers of drinking and driving.*

1.2.1 Issue press releases pertaining to enforcement activities and examples of the dangers of drinking and driving.
1.2.2 Utilize the Department's Analyst to review DWI statistics to assist directed DWI patrols.
1.2.3 Utilize federal and state grant monies to fund directed patrols and DWI checkpoints.
1.2.4 Partner with the NH Department of Safety in enforcing DWIs patrols.

1.3 *Increase the number of officers specifically dedicated to the Traffic Unit based on statistical needs.*

1.3.1 The UFOB Captains will augment the Traffic Unit based on the analysis of traffic data for the enforcement of motor vehicle laws.

GOAL #2

EXPLORE THE FEASIBILITY OF RECONFIGURING THE PRESENT SYSTEM OF PATROL SECTORS TO A ZONE COVERAGE PHILOSOPHY.

OBJECTIVES:

2.1 *Explore a reconfiguration of the present system of patrol sectors to a zone coverage philosophy.*

2.1.1 Utilize the crime analysis to compile statistics for each sector during 2006.
2.1.2 Divide the City up into zones based upon geography and volume of work, eliminating the current patrol sector system to increase coverage in needed areas to determine the number of units to be assigned to a certain zone.
2.1.3 Modify CAD and RMS to accompany the changes.
2.1.4 Select a patrol shift for a three-month trial and assessment.
2.1.5 Record information of specialty units deployed to a specific area.
2.1.6 Record occurrences that require an officer to be reassigned to analyze data to determine whether it had a positive or negative effect.

2.2 *Patrol supervisors to redirect patrol officers to areas designated as problems areas.*

2.2.1 Shift sector officers to areas that have been identified as having a high percentage of crime or police contact.
2.2.2 Assign officers to specialized details in these high crime areas, i.e., bicycle patrols, foot patrols, plain clothes patrols, or the POP Unit.
2.2.3 Record information as to when and the purpose for redeploying officers or specialty units to specific areas.
2.2.4 Record and analyze data when officers are reassigned to specific areas to determine if the reassignment was effective, either positively or negatively.

2.3 *Designate a full-time Crime Analyst*

2.3.1 Hire an individual to fill the position of Crime Analyst who has had previous experience.
2.3.2 Use the Crime Analyst to analyze statistics to determine crime trends.
2.3.3 Develop better communication between patrol shifts for sharing information.
2.3.4 Utilize patrol sergeants to meet regularly with patrol officers to discuss issues within their area of responsibility.

GOAL #3

REDUCE VIOLENT CRIME THROUGH THE IDENTIFICATION AND PREVENTION OF GANG ACTIVITY

OBJECTIVES

3.1 *Maximize the use of information recorded through IMC.*

3.1.1 Further develop the Crime Analyst position to produce current and accurate information on increases in criminal activity.
3.1.2: Develop a training program for supervisory personnel to enable supervisory personnel to immediately access information on criminal activity or to identify target locations.

3.2 *Enhance public awareness violent crimes within the city.*

3.2.1 Continue to issue press releases to the mass media pertaining to the violent crimes.
3.2.2 Utilize the Department web site to disseminate information on violent crime in a specific neighborhood.
3.2.3 Utilize the community policing efforts to disseminate information from the Department to the communities being affected. Encourage community input through the use of the Crime Line, NPD web site, Neighborhood Watch programs, and community leaders.

3.3 *Maximize partnerships to reduce violent crime and gang activity.*

3.3.1 Utilize UFOB and specialty units within UFOB such as the POP Unit, Motorcycle Unit, Bike Unit, and grants such as the ODP Block Grant and the Street Sweeper Grant. Target specific areas of the city with higher concentration of violent crime and gang activity.

3.3.2 Collaborate with other law enforcement agencies to address appropriate needs to include Probation and Parole, the Liquor Commission, and police agencies in an effort to identify repeat offenders and suspects involved in violent crime.

3.3.3 Utilize the POP Unit to continue and expand its efforts to identify gang activity and members.

3.3.4 Assess the need of establishing a gang unit that would work with UFOB and the Detective Bureau to identify repeat offenders and to identify target locations and investigate possible RICO offenses.

3.4 *Disseminate information obtained on violent crime and/or gang activity.*

3.4.1 The Crime Analyst position can produce current and accurate information on any increases in criminal activity or target locations with multiple offenses.

3.4.2 Provide department wide training on gang crime trends and identification of gang members.

3.4.3 Produce and disseminate bulletins to sworn officers identifying offenders, types of crimes, and locations of offenses.

GOAL # 4

INCREASE SWORN PERSONNEL TO MAXIMUM AUTHORIZED STRENGTH.

OBJECTIVES:

4.1 *Increase recruiting efforts.*

4.1.1 Accept applications from and test certified officers continually throughout the year.

4.1.2 Utilize recent NPD academy graduates with recruiting efforts through contacts with other recent graduates.

4.1.3 Increase efforts in recruiting military personnel through the military's separation unit.

4.2 *Develop a more efficient interview process.*

4.2.1 Schedule and conduct initial oral board/screening phase immediately after the written exam/physical agility phase.

4.2.2 Implement an initial oral board/screening phase to immediately eliminate "not to standard" candidates allowing more time to spend on qualified candidates.
4.2.3 Immediately schedule secondary interview on the same day candidates pass initial interview.
4.2.4 Immediately begin conducting secondary interviews after the completion of all initial interviews.
4.2.5 Chief/Deputy Chief will conduct the third interview and provide the conditional offer at their discretion prior to the background investigation.

4.3 *Increase efficiency of background investigations.*

4.3.1 Temporarily assign additional qualified personnel to the Recruiting Division to assist in conducting background investigations.

DEPARTMENT GRANT ACTIVITIES

The Department received in excess of $300,000.00 in grants for law enforcement personnel, functions, and equipment. These funds allowed the Department to focus efforts in areas such as gang interdiction, violence against women, Police Athletic League, hazardous devices, traffic safety, Drug Task Force, and Homeland Security.

Photo by Leslie O'Shaughnessy Studios

SPECIALIZED TEAM RESOURCES

Accident Reconstruction Unit
The function of the Accident Reconstruction Unit is to complete thorough investigations of automobile collisions that involve serious bodily injury, death, or other collisions involving unusual circumstances.

Animal Control Division
The Animal Control Division's responsibilities include assisting the public with animal-related problems or nuisance wildlife.

Bicycle Unit

The Bicycle Patrol Unit shall be responsible for maintaining an ongoing awareness of the community's needs and attempt to build an atmosphere of mutual respect and trust between the community and the Department. Duties include enforcement of parking and traffic law regulations, selective enforcement patrols and surveys, traffic direction and control at vehicle accidents/fire scenes, crowd control, and may be used as a first responder to complaints that require immediate response where the Bicycle Unit's mobility is needed.

Canine Unit

The Canine Unit shall be responsible for performing general police duties in protecting life and property, enforcing State, Federal, and local ordinances, and to assist in all aspects of police work. The Unit may be required to track or locate missing persons, patrol high crime areas, assist patrol officers when conducting searches of buildings, detention & apprehension of criminals, and responding to serious or violent crimes in progress.

Ceremonial Unit

The Ceremonial Unit is responsible for representing the Nashua Police Department at formal occasions, such as City and State functions, Presidential details, and official funerals as assigned.

Crisis Negotiation Unit

The function of the highly skilled Crisis Negotiation Unit is to intervene through negotiation with persons in crisis. The Unit is utilized for hostage incidents, barricaded subjects, high-risk suicide attempts, high risk warrants, mental health warrants, and conflict resolution. In addition, the Unit is the primary source for information and intelligence for tactical units and command officers in a critical incident. The primary function of the Unit is the peaceful resolution through negotiation of the critical incident. The Unit can also be utilized tactically to assist the SRT Unit if needed.

Crime Scene Unit

The Crime Scene Unit is equipped with a Crime Scene Van. This van contains all the equipment necessary for the processing of major crime scenes and is available as a command or transport vehicle in an emergency situation. In addition to lights & sirens, it is outfitted with Halogen lighting that can be utilized to illuminate a fairly large area.

Dive Team -Search and Recovery Unit

The Dive Team shall have the duty and responsibility of handling those instances where underwater search and recovery are required to cope with particularly crucial situations. Duties include performing search and recovery of stolen property and search and recovery of bodies.

Domestic Violence Unit

Formed in 1997 in response to the recognition that Domestic Violence is a serious problem and is costing lives. The Domestic Violence Unit strives to assist victims of domestic violence get the assistance needed to stop the abuse. Our goal is to break the cycle of violence, by not only assisting the victims but also holding the offender accountable. This mission is being accomplished through patience and persistence. The Nashua Police Department's Domestic Violence Unit strives to work with and educate the victims, train the officers, and aggressively prosecute the offenders. The Unit's Victim/Witness Advocate takes the time to explain the court process to the victim and ensure that their questions and concerns are addressed. The Advocate maintains contact with the victim throughout the process and beyond. The police officer assigned to the Unit is responsible for ensuring that any and all evidence necessary for prosecution is obtained. The officer also conducts follow-up investigations involving matters related to Domestic Violence. Additionally the Domestic Violence Unit is responsible for training the members of the Nashua Police Department in matters surrounding Domestic, Sexual Violence and Stalking. The Domestic Violence Unit also gives presentations to outside organizations on these issues. These organizations include the citizen's police academy, civic organizations, schools and religious groups.

Forensic Artists

The Nashua Police Department has members trained in forensic artistry. Forensic art is a law enforcement artistic technique used in the identification, apprehension, or conviction of wanted persons. Though drawing skills are important parts of composite art, the real challenge is in the ability to interview and relate to a victim or witness. The purpose is to successfully gather, interpret and illustrate the information obtained from the victim's memory.

Photo by Leslie O'Shaughnessy Studios

Hazardous Device Unit

The Hazardous Device Unit is responsible for maximum efficiency of operation and safety of persons concerned in all situations involving hazardous devices. Preservation of human life is of paramount concern to all public safety agencies and individuals for the safe disposal of explosive hazards. Duties include collection and preservation of evidence. The HDU works with other Departmental Units utilizing the bomb robot to locate, monitor, and contact dangerous and violent persons.

Motorcycle Unit

The Motorcycle Unit shall be responsible for providing enforcement of motor vehicle violations, traffic direction and control at vehicle accidents/fire scenes, and crowd control. The Unit may be used as a first responder to complaints that require an immediate response where the Unit's mobility is needed.

Polygraph Unit

The Nashua Police Department has members trained in polygraph science.

Problem Oriented Policing Unit

The Problem Oriented Policing Unit (POP) is responsible for identifying problems within the community, along with determining and implementing the solution. The Unit is proactive and includes both plainclothes and uniformed assignments.

Parking Enforcement Unit.

The Parking Enforcement Division is responsible for the enforcement of Nashua ordinances and State statutes governing parking infractions.

Photography Unit

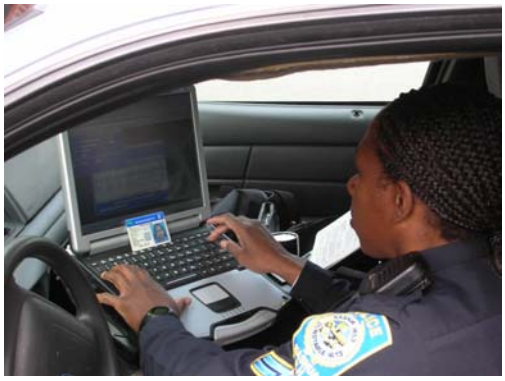
The Nashua Police Department has members trained in crime scene photography.

Special Reaction Team

The Special Reaction Team is a unit made up of specially trained officers whose purpose is to handle instances when weaponry or other tactical skills are required to cope with: the capture, incapacitation, or elimination of a sniper; protection of VIPs; barricaded and/or armed fugitives; suppressing hostage situations and rescuing hostages; search and arrest warrants where armed resistance is likely; and any other duties as assigned by the Chief of Police.

Traffic Enforcement Unit

The purpose of the Traffic Enforcement Unit is to enhance traffic enforcement efforts by adopting a proactive policy with the implementation of a highly visible and motivated unit to facilitate the safe and lawful movement of vehicular and pedestrian traffic throughout the community.



OFFENSES

as determined by National Incident Based Reporting methods

	TOTALS
MURDER / NON-NEGLIGENT MANSLAUGHTER	1
KIDNAPPING / ABDUCTION	26
FORCIBLE RAPE	24
FORCIBLE SODOMY	13
SEXUAL ASSAULT WITH AN OBJECT	19
FORCIBLE FONDLING	47
ROBBERY	57
AGGRAVATED ASSAULT	152
SIMPLE ASSAULT	1,359
INTIMIDATION	306
ARSON	30
BURGLARY / BREAKING AND ENTERING	348
PURSE-SNATCHING	3
POCKET-PICKING	11
SHOPLIFTING	504
THEFT FROM BUILDING	436
THEFT FROM COIN-OPERATED MACHINES	5
THEFT FROM MOTOR VEHICLE	382
THEFT OF MOTOR VEHICLE PARTS	131
ALL OTHER LARCENY	424
MOTOR VEHICLE THEFT	143
COUNTERFEITING / FORGERY	101
FALSE PRETENSES / SWINDLE	202
CREDIT CARD / AUTOMATIC TELLER	158
IMPERSONATION	38
WELFARE FRAUD	1
WIRE FRAUD	1
EMBEZZLEMENT	27

STOLEN PROPERTY OFFENSES 55
DESTRUCTION / DAMAGE / VANDALISM 1,258
DRUG / NARCOTIC VIOLATIONS..... 427
DRUG EQUIPMENT VIOLATION 4
INCEST 20
STATUTORY RAPE..... 71
PORNOGRAPHY / OBSCENE MATERIAL..... 14
PROSTITUTION..... 1
WEAPON LAW VIOLATIONS 20
BAD CHECKS 11
DISORDERLY CONDUCT 319
DRIVING UNDER THE INFLUENCE 209
DRUNKENNESS..... 6
FAMILY OFFENSES, NONVIOLENT..... 51
LIQUOR LAW VIOLATIONS 99
RUNAWAY 267
TRESPASS OF REAL PROPERTY 206
ALL OTHER OFFENSES (EXCEPT TRAFFIC)1,055
TRAFFIC, TOWN BY-LAWS, MISC. 2,251

TOTALS 11,293

NASHUA POLICE DEPARTMENT SUMMARY
July 1, 2006 - June 30, 2007
Fiscal Year 2007

CALLS FOR SERVICE LOGGED	80,612
PERSONS ARRESTED	4,142
DWI ARRESTS	There were 209 persons charged with DWI
DRUG ARRESTS	There were 316 persons charged with Drug Offenses
TRAFFIC ACCIDENTS	Accident Calls dispatched: 3,854
	State Accident reports: 2,177

DIVISION OF PUBLIC WORKS

BOARD OF PUBLIC WORKS
Mayor Bernard Streeter, Chairman
Commissioner Dan Gagnon, Vice-Chair
Commissioner Don Dyer
Commissioner Jim Hall
Commissioner Tim Lavoie
Aldermanic Liaison David Deane

DIVISION OFFICIALS

Director of Public Works	**Richard Seymour**
City Engineer	**Stephen Dookran**

SUPERINTENDENTS

Superintendent, Wastewater	**Mario Leclerc**
Superintendent, Solid Waste	**Jay Marcotte**
Superintendent, Street Department	**Scott Pollock**
Superintendent, Parks & Recreation	**Nick Caggiano**
Superintendent, Traffic & Parking	**Wayne Husband**

The Division of Public Works continues to explore, new, more efficient methods to deliver services to the citizens of Nashua.

ENGINEERING DEPARTMENT

In FY 07, the City Engineering Department provided services related to the design and construction of public works projects, and the review and coordination of private development projects that impact city infrastructure. The Department also managed the annual city street paving and sidewalk programs, the ongoing combined sewer overflow (CSO) program, certain highway, parks and stormwater projects as well as the issuance of residential sewer permits, and provided survey and construction inspection services.

SEWER AND STORMWATER PROGRAMS

United States Environmental Protection Agency (EPA) Combined Sewer Overflow (CSO) Consent Decree: Work progressed on various elements required by the Consent Decree to meet the schedule as set forth in the document and as reported to the EPA on a quarterly basis. In FY 07, a discrepancy regarding the sizing of the screening and disinfection facility was discovered and discussions were started with the EPA on the proper resolution of this issue and possible modifications to the Consent Decree.

Wet Weather Flow Treatment Facility:
The Department managed the construction of the Wet Weather Flow Treatment Facility which started in FY 07. The completed facility will increase the capacity of the wastewater treatment facility from 50 million gallons per day to 110 million gallons per day to handle high wet weather flows and reduce CSOs. Construction is scheduled to extend into FY09. Methuen Construction performed the construction and Metcalf and Eddy provided construction engineering services.

North Facilities Power System Upgrades:
The design of the North Facilities Power System Upgrades at the Wastewater Treatment Facility was started. Malcolm Pirnie was hired to provide a master plan for the electric utility service, standby power and distribution facilities and to design the power system for the Wet Weather Flow Treatment Facility. Final design efforts of a 1,500 kW generator to provide primary power for the Wet Weather Flow Treatment Facility and to replace the existing north generator will extend into FY 08 with construction scheduled for completion in FY 09.

Screening and Disinfection Facility:
In FY 07, the preliminary design of the Screening and Disinfection Facility was started by S E A Consultants. A discrepancy regarding the sizing of the facility was discovered and discussions on the proper size of the facility were held with the EPA. The project was placed on hold until a resolution with the EPA is determined.

Wastewater Treatment Facility Primary Clarifiers Rehabilitation Project:
The Department managed the construction for the rehabilitation of the Primary Clarifiers. The work continued with the repair of four of the five primary clarifier tanks being completed in FY 07. Construction is scheduled to extend into FY08. Methuen Construction performed the construction and Metcalf and Eddy provided construction engineering services.

Contract 4C CSO 3 (Farmington Road) Outfall Reconstruction:
The design by Fay Spofford and Thorndike of two replacement outfalls, one for discharge from CSO Structure #003 and the other for stormwater and brook flow, was completed in August 2006. Construction by D&C Construction began in October 2006 and was completed in April 2007.

Ledge Street Sewer Replacement and Sewer Separation:
In FY 07, the Ledge Street Sewer Rehabilitation construction project reached final completion. This project included approximately 1,800 LF of sewer replacement on Ledge Street, High Street and West Pearl Street as well as approximately 3,000 LF of new storm drain installed on Ledge Street and on side streets. Park Construction performed the work and Camp Dresser & McKee provided construction engineering services.

Ash Street Area Sewer Rehabilitation Project:
In FY 07, the construction of the Ash Street Area Sewer Rehabilitation project by Cape Ann Equipment was completed. This project included 2,902 LF of sewer replacement on Lake Street, Ash Street, Nevada Street and Elm Street and 203 LF of new drain pipe in Ash Street. Construction began May 20, 2006 and was substantially complete by November 2006.

Kinsley Street Sewerage Improvements:
Design by the Department of the Kinsley Street Sewerage Improvements Project was completed and a contractor, Hudson Paving and Excavation was selected for the construction. The project includes 1,177 LF of sewer replacement on Kinsley Street from Vine Street to Hanover Street. Construction is scheduled for completion in 2007.
Stormwater EPA Phase II NPDES MS4 Permit

The 2007 Annual Report was submitted in April 2007. Tasks completed include continued application of catch basin markers as a part of the public education program, continued installation of wetland buffer markers and about 2,400 letters sent to abutters of wetland areas.

Gilson Road Culvert:
The Department designed a project for the replacement of twin 24-inch culverts on Gilson Road.

Gettysburg Drive Drainage Improvements:
As part of a roadway reconstruction project, the Department designed and contracted the construction of 313 LF of new drain pipe in Gettysburg Drive.

PARK PROJECTS

Rotary Common:
The Department played a major role in the preliminary design for the future Rotary Common Park located at 315 Main Street.

Mine Falls Park Phase II Improvements:
The Department managed the design for the restoration of the Mine Falls Dam Gatehouse based on the recommended improvements included in the Historic Preservation Study. This design is being performed by Louis Berger.

Mine Falls Park Phase III Improvements:
The design by McFarland-Johnson for park-wide Phase III improvements was completed in May. Construction documents for bridge repairs and the installation of a new bridge at North 7th Street were completed.

ROADWAY PROJECTS

Annual Paving Program:
The Department managed the annual paving program which included paving 53,718 LF of streets as listed below.

Street	Limits of work	Length, FT
Apache Rd	Indian Rock Rd - End	1,090
Beasom St	Concord St - Edson St	1,623
Beauview Ave	Hooker St - Charlotte St	1,185
Burnette St	E. Dunstable Rd - Lawndale Ave	500
Charlotte Ave	Manchester St - Meade St	1,700
Courtland St	Concord St - Manchester St	1,130
E. Hollis St	Marshall St - Allds St	1,050
Edson St	E. Stark St - End	1,050
Elm St	Belmont St - Kinsley St	928
Flagstone Dr	Cypress Ln - High Pine Ave	660
Hills Ferry Rd	Concord St - Syracuse + 200'	1,490
Hudson St	Commercial St - East Hollis St	400
Kinsley St	Vine St- Main St	1,820
Lille Rd	Shelly Dr - End	1,220
Lutheran Dr	Broad St - Durham St	2,950
Lynde St	Rockland St - Webster St	270
Manchester St	Ferry St - Preserve Dr	2,550
Meadowbrook	Harris Rd - Palisade Dr	860
Mt Pleasant St	Concord St - Manchester St	360
Newburg Dr	Conant Rd - Dead End	2,160
Northwood Dr	Dunloggin Dr - Cypress Ln	2,990
Otterson St	Elm St - Chestnut St	680
Palisade Dr	Harris Rd - Harris Rd	2,030
Pearson Ave	Main St - End	280
Peele Rd	Shelly Dr - Erion Dr	2,560
Princeton Rd	Hills Ferry Rd - Roby Rd	700
Ridge Rd	Governor's Lane-Quinton Drive	2,200
Roby Rd	Concord St - LaFrance St	700
Rockland St	Lynde St - Elliott St	237
Stark St	Concord St - Reservoir Rd	1,575
Syracuse Rd	Hills Ferry Rd to No. 10	460
Tenby Dr	Harris Rd to - 66 Driveway	1,315
Timberline Dr	East Dunstable Rd - Collier Ct	1,740
Tinker Rd	Manchester St- Biscaynne Parkway	700
Tinker Rd	Tuckerwood Ct - Rt 3 overpass approach	630
Vespa Ln	Monza Rd - Valiant Ln	2,200

W. Hollis St	Gary St - Marina Dr + 116'	3,440
Wakefield Dr	Robinhood Rd - Nottingham Dr	945
West Prescott St	Bennett St - End	300
Wood St	Laton St - End	2,620
Yale Rd	Princeton Rd - Colgate Rd	420
	Total	53,718

Annual Sidewalk Design and Construction:
The Department completed the design of the FY 07 program which consisted of 2,500 LF of sidewalks on the south side of Lake Street in three segments as follows: Nagle Street to Pine Street, Labine Street to Almont Street, and Main Dunstable Road to Kingston Drive. Construction of sidewalks on Whitford Road and Harris Road under the FY 05 program was also completed.

D.W. Highway Improvements:
This project includes CMAQ-funded roadway and signal improvements as well as TE-funded sidewalk improvements. The project did not receive favorable construction bids and was split into two phases, traffic and roadway. The first phase, traffic, is being implemented by the Traffic Department.

Route 101A Widening and Improvements:
The Department managed the preliminary engineering design of this municipally managed project that is funded with 80% federal and 20% state sources. The project limits are from Somerset Parkway to Celina Avenue. Sixty percent of the design was completed during this period.

Allds Street Guardrail:
The Department completed the design of this project which includes new guardrail, fence and sidewalks.

Broad Street Parkway Study
The Nashua Regional Planning :Commission was hired to perform a study on outstanding issues related to the 2003 concept that proposes a two-lane highway.

RIGHT-OF-WAY IMPROVEMENTS BY PRIVATE DEVELOPMENT

Plan Review and Inspection:
During FY 07, the Department reviewed and approved 50 site and subdivision plans for sewers, drains, street improvements and public access. The Department continued its inspection of construction in public right-of-way to verify that work was completed in accordance with the approved plans and specifications.

Public Street Construction:
Crestwood Lane, Forsythia Drive, and Conant Road (relocated) were completed and accepted by the Board of Aldermen.

Public Sewers Installed by Private Developers:
Contractors working for developers installed approximately 2,124 linear feet of new public sewers in the following locations:

Street	Length, ft
Montclair Drive	527
Cox Street, cross country	345
Gilson Road, cross country	700
Donna Street	248
Morse Avenue, cross country	132
West Adelaide Street, cross country	172
Total	2,124

Storm Drains Installed by Private Developers:
Contractors working for developers installed approximately 754 LF of public storm drains in the following locations:

Street	Length, ft
Montclair Drive	290
New Dunstable Road	124
Donna Street	229
61 Pennichuck Street, cross country	111
Total	754

PERMITS
The Engineering Department issued a total of 319 Residential Wastewater Service Permits.

PARKS & RECREATION DEPARTMENTS

The City of Nashua has over 800 acres of park and recreation land which includes 35 athletic fields, 3 outdoor swimming pools, 16 tennis courts, 7 ice skating rinks, 24 horseshoe pits, 8 outdoor basketball courts, 23 play lots and playgrounds.

Summer Camps:
The Parks and Recreation Department ran 35 summer camp programs and 11 adult and youth tennis lesson sessions. There were approximately 1,600 boys and girls, ages 4 to 17, who attend the camps and approximately 75 youths and adults who attend the tennis lessons.

Adult Softball Leagues:
There are approximately 11 Adult Softball Leagues and 3 Cricket Leagues who utilize City fields during the spring and summer months.

Event Trips:
2 to New York City, 2 to Foxwoods, 1 to Medieval Manor and 3 to Red Sox games, 2 to Mohegan Sun Resort and Casino and 1 Fall Foliage Trip

Special Activities:
There were 12 homes that participated in the Annual Halloween House Decorating Contest. The Halloween Fright Night which was made possible by a donation from the Conway family again this year, and approximately 2,500 youngsters took part in this free event at Greeley Park.

SummerFun:
This is the 34th year of SummerFun and approximately 57 concerts, movies and events were staged at Greeley Park and satellite locations.

Summer Pool Season:
Pools opened on June 22 and closed August 24. This year, swimming lesson registration forms were available on line and allowed parents to register their children without having to come to the pool and stand in line. Swimming lessons were provided for children and adults with approximately 500 participants.

Basketball Program:
Approximately 1,600 children from age 7-18 participated in the City's Basketball Program.

Holman Stadium:
New carpet was put down in the suites, new flooring was installed in the club house, and a new handrail was installed in the children's play area.

The Victory Gardens at Greeley Park provide citizens with a place to grow flowers and vegetables. Currently we have about 40 people on the waiting list to acquire a garden.

Shade Tree Program:
The City planted 20 trees throughout the City as part of the Shade Tree Program.

Beautification Program:
Flowers were planted in 27 locations as well as in planters along Factory and West Pearl Street, bridge boxes on the Main Street bridge and tree grates along Main Street. Nashua was the recipient of the Beautification Award presented by the Arborist Association, and an award ceremony was held in Concord in April.

Three department employees retired this year. Gary Caron with 35 years of service, June Caron with 40 years of service, and Kevin Butterworth with 33 years of service.

Projects:

- Senior Center Irrigation and Landscaping
- Cottage Avenue Park
- Rail Trail Adoptee Signage Package
- Mine Falls Softball Field Renovations
- Mine Falls Park Field 6 Renovation

Purchases:

- 2 ¾ Ton Pick Up Trucks
- 2007 Chevy Silverado
- Power Grader and Drag Screen
- Utility Vehicle
- 60” Turf Aerator

Fountain in Greeley Park

Linen postcard. “Tichnor Quality Views.” Made by Tichnor Bros., Inc., Boston.
Published by F. P. Trow News Agency, Nashua.

MINE FALLS PARK ADVISORY COMMITTEE

Peter Testa, Chairman
James Laliberte, Vice Chairman
Jodie Michon, Secretary
Dick Gillespie, Conservation Commission Representative
Shern Sewell
Michele Cummins
Matt Dalianis
Steven Davis
Paul Keegan
Sean Neary
Mark Soucy

2007 has been an outstanding year of progress for Mine Falls Park, the Mine Falls Park Advisory Committee, and the Park/Rec Department. Many factors finally came together to allow the Gate House Project to get underway and the new North 7th Street bridge to arrive on a very snowy day. Countless hours of planning, engineering and obtaining the proper permits were spent by the City Engineers, Steve Dookran, and Amy Gill. Park Superintendent Nick Caggiano was inspirational in planning for and moving these projects toward completion. He quickly resolved the asbestos problem that was discovered when core drillings were done for the bridge foundation. Once this was done, the repair work on the other bridges could be accomplished. Now all the bridges in the park have been repaired. Some required extensive work, other bridges only minor repairs. We have been notified that all of the requirements for the HUD II grant have been met and the restoration work is ready to begin on the historic Gate House.

The MFPAC held six successful Trail Days this year. Some of the projects were:

1. The successful re-routing of the Rhododendron Trail onto a safer path. The detour part of the trail was widened and smoothed out. The closed off portion was replanted with various shrubs and signs were placed at the site warning of the closure.
2. The famous Fire Tree was cut down!
3. The badly damaged light poles along the path from the Lincoln Park entrance to South High School were removed.
4. Trash was picked up and removed from the trails, under the highway, in the parking lots and in the canal and Cove areas.
5. Committee members and lots of volunteers installed color-coded and numbered signs on trees approximately 100 feet apart on major trails so they could be pinged for a new GPS safety system that was installed in the Park. It is connected to the Police and Fire Departments. If you have an emergency you can call for help using a cell phone and the color and number of the sign that you are at.
6. The MFPAC purchased First Aid Kits and walkie talkies for use in the Park on Trail Days. This made communication much better and improved safety.
7. We are attempting to close off a dangerous but exciting bike trail near the power plant. So far any attempt we have made has been thwarted by the bikers. We have a new plan to institute that will permanently close this trail.
8. With the help of the Trail Wright Organization on a very hot August day we built a large stone filled metal bag that was sewn together and placed in a badly eroded trail area at South High School. In addition to this gabeon, three check dams

were installed above the gabeon. The problem is that the drainage from all the South High parking lots (which contain dirt, oil and debris) is funneled to a large cement pipe that drains directly into Mill Pond. During the late August downpours, the force of the water coming from the parking lot tore out check dams and damaged the gabeon. With help from City Engineer Amy Gill, we hope to come up with a solution.

9. Nick Caggiano along with the MFPAC initiated a plan to have the invasive weed plants in the Mill Pond and canal treated. Nick spent many frustrating hours herding this proposal through the regulatory groups at both the state level and the national level only to have the plan shot down at the very last moment by the NH Fish and Game Department. We are back at the drawing board and planning for next year.
10. The MFPAC became certified in CPR and First Aid by the Red Cross.
11. Two college age seasonal workers were hired to work in Mine Falls Park to keep it in good condition during the busy months of April through September. This has been a major help to the committee.
12. Sara Tone designed a new logo for the park that will be used on all park signage, letterheads and maps.
13. Steve Davis, a committee member, took on a major task for us this year. He convinced six local businesses to sponsor our Trail Days. Each business would provide us t-shirts with their logo on the front and Mine Falls Trail Day stenciled on the back. In addition to the shirt, each business provided five $25 gift cards that were given out to volunteers in a drawing at the end of the Trail Day. The Trail Day volunteers appreciated this reward. We appreciated Steve's work as it attracted volunteers.
14. Michelle Cummins, a MFPAC member, created a map that showed the Park in its entirety. She then divided the areas up into work areas and assigned a committee member to each area. The committee member would ask for volunteers from the group that showed up to help on that day to work in the assigned area. It was an efficient and very productive format to achieve our goal for the day.
15. The volunteers worked hard lugging stone dust, coconut, logs, telephone poles, and rocks in order to repair all of the trails in the park. Thank you!

The members of the Mine Falls Advisory Committee are a very dedicated and hard working group as you can tell by the accomplishments made in the Park this year. Special thanks go to Park/Rec Superintendent Nick Caggiano and City Engineer Amy Gill for their help and dedication. As a group we would like to express our sincere thanks to all the volunteers that dedicated so much of their time to help keep the Park in tip top shape and also, to the members of Nashua North HS, South HS, and Bishop Guertin HS National Honor Societies who showed up ready, willing and able to preserve the Gem of Nashua – Mine Falls Park. Enjoy!

Peter Testa, Chairman

STREET DEPARTMENT

Department statistics:

- Total miles of streets in Nashua – 300
- Total miles of sidewalks in Nashua – 210
- Total lane miles of streets in Nashua that are plowed per event – 750

During fiscal 2007, the Street Department provided many needed services to the residents of the City of Nashua.

- Street maintenance work included the patching of potholes, the sweeping of the streets and the repair of many manholes and catch basins
- The sweeping program included over 6000 manhours of sweeping with 4 full size sweepers and one sidewalk sweeper for the business district, schools and sidewalks
- The Department offered a special spring clean up as in the past and over 84 homes took advantage of this program

New sidewalks were constructed or existing sidewalks replaced in FY2007 on the following locations by the Street Department: Winter Street, Baldwin Street, Brook Street, Locust Street, McKean Street, Montgomery Ave, West Otterson Street and Bramble Drive.

The winter of 2006-2007 had its first snow on December 8, 2006 and it ended with the last snow on April 15, 2007. The Department responded to 21 winter events with a total of 47 inches of snow for the season.

During FY 2007 two employees of the Street Department retired. Kevin Smith and Harold Freeman retired from the position of Truck Driver.

Awards:
Dan Lavoie, an employee of the Street Department, received an award of Master of Road Scholar for training during FY2007. The award was through the University of New Hampshire, Technology Transfer Center.

Spring Flooding:
The Street Department assisted the city with spring flooding between April 15 and 20, 2007. Sand bags and temporary dams were installed. Areas experiencing flooding included Brinton Landing, Lock Street, Tampa Street and Peach Drive.

Sweeper Fire:
Sweeper #97047 experience an engine compartment fire during May of 2007 and was a total loss. A replacement sweeper was ordered during July of 2007

Projects:
The Street Department completed many projects during FY2007. A partial list is as follows:

- Wall caps were replaced at Holman Stadium
- Following the ice storm of January, over 450 brush removal service orders were completed
- A new entrance ramp was installed at the Senior Center on Temple Street
- A sight distance project was completed on Trombley Terrace at the intersection with Main Dunstable Road
- An improved CCTV monitoring project was installed at the Street Department to improve security and reduce costs
- The Street Department installed over 80 wetlands markers at various locations in conjunction with the Conservation Commission
- The Street Department in conjunction with the paving program installed thousands of feet of asphalt berm. One of the areas with the greatest amount of work included Indian Rock Road.

TRAFFIC & PARKING

The Traffic Department provides engineering, traffic signal operation, signing, pavement marking, and parking related support to the citizens, Board of Public Works and other elected officials.

The Parking Department maintains the City's parking assets, including the management of both municipal parking garages, all parking meters, and 13 parking lots. The Parking Staff is responsible for managing and maintaining the City's two municipal parking garages, weekly parking meter coin collection, fielding complaints regarding faulty meters and making the necessary parking meter repairs. They also assist with the snow removal efforts of the City's surface parking lots and garage roofs.

The Traffic Engineering staff services are as follows:

- Provides technical review of all private development plans that are presented to the Nashua Planning Board
- Provides recommendations to the Aldermanic Committee on Infrastructure regarding traffic and parking related ordinances and safety issues that involve traffic signs, pavement markings, parking meters and other traffic control devices
- Provides support on transportation engineering projects within the City such as Broad Street Parkway, Daniel Webster Highway, Amherst Street widening, and Broad Street
- The Traffic Signal Operations staff provide "in-house" traffic signal maintenance and repair. They also handle other electrical issues related to traffic, such as the school zone flashing yellow signs, the lighting on Main Street and the wiring of the Nashua River fountain located downtown. This year we have 85 signalized intersections, 57 are on our coordinated "MIST" system

- Other duties the traffic staff performs include voting booth set-up and take down (twice per each election), special events coordination, and maintenance and storage of the City's Changeable Message Signs (CMS's), handling banners over Main Street for City events.
- The Traffic Department assisted the Street Department with snow plowing, repaired/replaced mailboxes damaged by City plows
- The Pavement Marking and Signing Operations staff maintains the City's traffic signage and pavement markings. They are also responsible for implementing new traffic related City Ordinances as they are passed.

Traffic & Parking Major Projects and Purchases:

- Painted "RED" crosswalks in all the City's school zone areas.
- Completed our pavement-marking contract - $52K.
- Reviewed the necessary transportation improvements that would be necessary to mitigate for potential traffic impacts associated with the Nashua Landing Project on the Daniel Webster Highway.
- Awarded Phase I (traffic signal work) of the CMAQ Daniel Webster Highway Transportation Improvement Project to A&D/Highway Tech. Continue to work with project abutters that might be impacted by these improvements. The plan is to begin construction of Phase II (roadway construction) in the Spring 2008.
- Purchased a John Deer Gator vehicle to assist the Parking Department with meter collections and repairs.
- Assisted the Engineering Department with the Amherst Street (101-A) transportation improvement project.
- Parking Garage Study was completed by Desman Associates and presented as a Capital Improvement Project.

SOLID WASTE DEPARTMENT

The Solid Waste Department provides safe and efficient solid waste management services for residents and businesses of Nashua in the areas of recycling, solid waste, and hazardous waste, through the curbside collection of most residential trash, recycling and seasonal soft yard wastes; the operation of the Four Hills Landfill and Nashua Recycling Center; drop-off events at the household hazardous waste / small quantity generator waste collection center; and various other environmental and engineering functions specific to solid and hazardous waste and the management of other closed landfills in the City.

Statistics:
Collection program for trash, soft yard wastes and recycling:
Residences served: approximately 22,000 households

Annual Municipal Solid Waste (MSW) and Construction and Demolition (C+D) for 2006
Both Residential and Commercial
Total: 82,097 tons

Annual Recycling Diversion for 2006.
Totals include Soft Yard Waste, Paper, Co-mingle, Scrap Metal, Propane Tanks.
Total: 13,051 tons

	2000	2001	2002	2004	2005	2006	2007
Residential Stickers (8/30)	8,000	9,561	8,624	10,741	12,409	12,886	12,125
Commercial Stickers (8/30)	669	657	698	751	546	596	532

Accomplishments:
Nashua hosted an annual regional recycling conference in June 2007; attendees at the Northeast Resource Recovery Association Conference were able to tour the Four Hills Landfill and to see Automated and Semi-Automated collection.

The Solid Waste Department worked with the Nashua Garden Club on the eighth annual compost bin sale; more than 700 composters have been distributed, with an estimated diversion of nearly 400 tons from the Landfill to a useful soil amendment.

Successfully implemented phase I design of enhanced security and surveillance system utilizing closed circuit TV at the Solid Waste and Streets Departments.

Successfully implemented new scale software system. This gives the Department enhanced operations with up to date software and tracking capabilities. It also allows for the first time in the City of Nashua, payments to be paid with both debit and credit card.

On July 1, 2007, The State of New Hampshire placed a ban on all video display devices including all televisions, computer monitors, LCDs and plasma screens greater than 4 inches. The Solid Waste Department is expanding to the collection of most electronic goods including cell phones, VCR's, DVD's and other non-monitor electronic goods. Events will be held on the 3rd Saturday of every month in the fiscal year. This service is for Nashua Residents only and a 2007 Solid Waste permit is required to participate.

Landfill Closure Project:

- Worked cooperatively with Algonquin Power Systems on the installation of 4 new vertical wells to provide higher quality landfill gas to the power generation plant at the Four Hills Landfill.

Staff Training and Certification:

- 6 staff members currently hold State certification as Asbestos Workers (4) and as Asbestos Supervisors (2)
- 10 Staff members currently hold State of New Hampshire Landfill Operators license that are reinstated annually.
- 6 staff members currently hold Hazardous Waste Site Worker certification. Four have 24 Hour 29 CFR 1920.120 and two have 40 hour 29 CFR 1920.120.
- 2 Staff members hold Management of Landfill Operations (MOLO) certifications.

Major Projects:

- Worked with NH DES on the permit modification and waiver request related to setback requirements for the secure lined landfill.
- Conducted seven collections of hazardous waste from residents and small businesses in the Nashua Region Solid Waste Management District.
- Completed comprehensive Title V air modeling and testing protocols, with a demonstration of compliance for regulated toxic air pollutants to meet national ambient air quality standards.
- Submitted final design for the Phase II Lined Landfill to the State of New Hampshire Department of Environmental Services (DES). Pending approval, construction is scheduled for the spring of 2008 and operations are expected to start early 2009.
- The Solid Waste Department has expanded its recycling program efforts by adding used antifreeze, fluorescent light bulbs, hard and soft cover books, tapes, dvd's, cassettes, all batteries and video's along with the new electronics recycling events.
- Working with recycling vendors to implement single stream recycling. This will allow residents to mix there recyclables for curbside pick up. Construction for the single stream compactors is schedule for the fall of 2007.
- Working with recycling vendors to implement a new construction and demolition (C+D) diversion program. The Solid Waste Department receives 80,000 tons of waste a year. C+D is approximately 12,000+/- tons of that waste stream and is almost all recyclable. By diverting this material from the City Landfill, we are not only saving valuable landfill air space, we are also reusing the material to produce various products.

WASTEWATER TREATMENT FACILITY

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 4.6 Billion Gallons. The average daily flow was 12.6 million gallons per day (MGD), with a one-day maximum of 49.6 MGD and a one-day minimum of 7.0 MGD. The total amount of septage received from Hudson and Nashua was 369,000 gallons. (Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.)
The total flow from Hudson was 513 million gallons and the total Merrimack flow was 35 million gallons.

The facility generated 3.6 million pounds of dry biosolids. Biosolids are managed under a contract with White Mountain Resources Management Inc. (RMI) of Ashland NH. RMI transports the biosolids to farms and reclaiming operations as a soil amendment.

The laboratory staff performed over 24,200 analyses on approximately 7,800 samples. The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 110 industrial inspections and industrial discharge sampling events.

The total number of employees was 30.

The staff responded tirelessly during the flooding events of April 2007. Rainfall records indicated that 13.4 inches of rain fell during April. The facility met all of its permit requirements through this difficult time, again thanks to the staff's knowledge and dedication.

Projects and Purchases:
Our engineering firm, Metcalf and Eddy, is providing construction oversight of the cornerstone of the Long Term Control Plan; the wet weather treatment facility. The project was awarded to Methuen Construction with an anticipated completion date of July 2008. An influent pumping station, sedimentation basins and enlarged chlorination basins are the major components.

Plans are underway to replace the North auxiliary generator. This unit is in excess of forty years old and is not capable of delivering the necessary power requirements for the wet weather treatment expansion.

Work has reached substantial completion on the primary clarifier rehab project. This included replacement of solids collection and removal equipment, protective concrete coatings and aluminum covers and an odor control system.

Several enhancements were incorporated into the City's sewer pumping stations. These included telemetering redundancy and ultrasonic level controls.

The facility continued its participation in water quality initiatives by performing coliform analysis for the Pennichuck Brook Watershed Association, the Nashua River Watershed Association and the Souhegan River Association.

Improvements to the Supervisory Control and Data Acquisition (SCADA) system are continuing. This technology improves plant performance and enables operators to perform adjustment and modifications from a remote location.

There were also SCADA initiatives for the City's sewer pumping stations. This will give the staff members' additional data to troubleshoot alarms.

The maintenance staff rebuilt the return activated sludge pumps and overhauled the influent pumps.

Numerous repairs were initiated to our heating system, including the replacement of leaky heater cores to the rebuilding of steam traps.

A new dissolved oxygen control system was installed. This will enable the operations staff to closely monitor the oxygen levels in the aeration basins resulting is lower energy costs.

Replacement sewer castings and covers were purchased to replace the sub-standard triangular covers. This is an annual effort in conjunction with the street paving program. The lab purchased a replacement autoclave. The unit had exceeded its useful life and replacement parts were no longer available.

A replacement BOD5 incubator was purchased. This apparatus is used to perform analysis on the waste stream to report efficiencies of process' and document results for the regulatory community.

The lab staff incorporated a new analysis method for bacteria. This new method enables multiple sets of analysis and minimizes errors associated with sterilization of bench equipment.

Atmospheric monitoring equipment was upgraded. This ensures that worker safety is not compromised by inferior or faulty equipment.

Certification:
Two collection system staff members were successful in upgrading certification levels.
Three operations staff members were successful in upgrading certification levels also.
One lab member was successful in upgrading her certification level.

This type of effort improves knowledge transfer and the information base to better serve the citizens of Nashua.

Nashua School District

Mission Statement
The Nashua School District, in partnership with the community, is committed to providing a quality education to all students in a safe, nurturing, and motivating environment, and is dedicated to helping students become lifelong learners and responsive, productive members of a rapidly changing society.

A Message from the Superintendent
October 2006

Dear Parents and Residents of Nashua,

During 2006-2007, I am happy to report that students in the Nashua School District recorded important successes in many areas, from the state championship in girls' lacrosse to achieving adequate yearly progress in all district subgroups under the state's mandated testing program, to a record number of advanced placement students at the high schools. In addition, the district undertook new and exciting initiatives to help teachers ensure student success and achievement. At Amherst Street Elementary School, for example, an AYP facilitator worked with grade-level teams to map out new ways of reviewing data on student progress. At Mt. Pleasant and Fairgrounds Elementary, the Reading First grant enabled teachers to study student progress in reading more closely than ever to bring individual instruction to students who need extra help. At Fairgrounds Middle School, a new program to identify students in danger of failing and to require after-school remediation with parental support helped to raise grades for a broad population of students.

Our efforts to ensure a safe and friendly climate at all of our schools this year included programs such as Challenge Day in the spring at Nashua South High School. This event brought a hundred students together to exchange frank views and ideas about ethnic and gang problems in the city. With the participation of many individuals and community groups, the event became a landmark that the district will use again this coming year to open discussion among students, parents, staff and the community to ensure that communication takes place. This kind of event, along with others based in real-life learning and simulations, such as PACTT [Parents and Children Together with Teachers] and Exchange City, helps us toward our goal of educating our students to be responsible citizens in a diverse society.

The school district and Board of Education reached out this past year to our city leaders, to the Mayor and Board of Aldermen, and to the community in constructing a budget process that took place with the participation of key citizens. The presentation of budgetary needs and performance standards in an open forum helped build confidence among our citizens that the school district's financial needs are rational and well-grounded.

The district continued to address class sizes as an important ingredient in student success. Elementary class sizes continued to hover in the average range of 20-21, while secondary classes remained at an average of 25-27. Our planning and review at the end of the year has enabled us to project that these numbers at the secondary level will be lower in the 2008-2009 school year. Beyond the traditional day classrooms, our programs at the Nashua Adult and Community Education center have grown. During 2006-2007, the Adult Education program issued 87 high school diplomas, up from 25 during the previous year. Enrollment in the summer school program was over one thousand, and the number of day students taking alternative credit make-ups rose significantly. These statistics are precursors of a growing demand in Nashua and throughout the state for alternative ways to gain a high school diploma.

One of the most important aspects of the school district is the open communication between and among our students, our parents, our staff and our community. I know that as Superintendent I place a high value on the organizations I meet with regularly, the teachers who comprise the Superintendent's Cabinet, the parents and civic-minded people who form the Key Communicators, the PTO Presidents, the school Principals, and the students who come forward to share their views. It is this participatory sharing that has made 2006-2007 a great year, and that will make this coming year even greater.

Sincerely,
Christopher Hottel
Superintendent

A Message from the President of the Board of Education

Dear Parents and Residents of Nashua,

The 2006-2007 school year was a very successful one as new programs and initiatives helped the district make strides in achieving the No Child Left Behind (NCLB) adequate yearly progress. Our teachers and administrators are to be commended for their excellent work with students and the successes shown in the various measurement tests conducted. Leading the District during this past year is our new Superintendent Mr. Christopher Hottel. Chris has re-structured the central office staff, which focuses the various positions toward common District goals and objectives. The re-structuring also saved dollars in administrative cost. Chris had been serving as our Assistant Superintendent before accepting the new leadership role.

Your Board of Education has had many challenges over the past two years and I believe is now focused on providing the leadership necessary to ensure a quality education for all students. The Boards role is very difficult and time consuming and each and every member is dedicated to the students and staff in the district. The Board has also taken great strides to ensure a closer working relationship with the Mayor and the Board of Aldermen, as the conflicts of the past were counter-productive to the education of students here in Nashua. We ask for your support as we move forward.

The Board and the District struggle with the challenges of complying with State and federally mandated, yet inadequately funded programs. The district has done very well to try and meet these requirements with the funding available. The No Child Left Behind (NCLB) federal mandate, while a very worthy goal, can only be fully achieved if the federal government helps local communities, such as Nashua, to fund the costs associated with these programs. Schools that fail to meet adequate yearly progress are listed as failing, even if the majority of students in most classifications have met or exceeded the proscribed levels. The impacts caused by failing schools cause increased costs to the district as we must comply with the corrective actions mandated by these laws. With tight local budgets we must be very careful in our budgeting process to ensure we cover all our costs. In this past year we have adopted a new Program Based Budgeting that allows more participation of schools and staff in the budget process. Budgets are developed from the bottom up to ensure all programs are adequately evaluated and budgeted.

The State of New Hampshire just recently passed a new mandate whereby students must stay in school until they are 18. While the state will not enforce this law immediately, this drives cost in the area of teachers and classrooms required to service the needs of these additional students, who should be in school, but in the past opted out to pursue employment. These additional costs are not covered by the State and local districts must look to their budgets to fund these costs. The impact may not be immediate, but future budgets will show the effect.

The City of Nashua should be proud of their school system. We have quality facilities and even more importantly, quality staff. Our teachers, para-professionals and administrators are very highly qualified and very dedicated. These teachers, paras and school administrators put in many hours above what they get paid for to ensure your children receive the education they deserve. Also, I'd like to thank the many volunteers in the school system, as we could not do what we do without their help. Children are our future and we must provide them with the knowledge to be successful in life. That is what we're all here for and that is why we all put in the many extra hours; to make sure each and every child in the City of Nashua has a chance to learn and succeed in life.

Sincerely,
Richard Dowd
President, Board of Education

Awards and Honors
The Nashua School District sees the following awards and honors as further testimonial to the capabilities of our school community members. We are proud of their accomplishment and we salute them.

Charlotte Avenue Elementary School
Emily Sanford and Delsi Farren, third graders, had their poems and posters selected among hundreds as winners of the New England EPA 35th Annual Paul G. Keough Earth Artists Program.

Louise DuBois, teacher, was named the 2007 Lions Club Teacher of the Year.

Ledge Street Elementary School
Susana Yordan Middleton, bilingual social worker working with the ELL and Title I programs, won the first annual Latino Leadership Award, presented by Governor John Lynch and members of the Governor's Advisory Commission on Latino Affairs.

New Searles Elementary School
New Searles Destination Imagination Team won first place at the Regional Meet, first place at the State Meet, and traveled to the Global Finals in May 2007 in Knoxville, Tennessee.

First Lego League Team won first place in the November 2006 Tournament, and was the winner of the Nano Quest Challenge.

Elm Street Middle School
Spencer Nelson, 8th grader, was selected as one of seven NH Scholastic Art National Silver Award recipients. Spencer's sculpture, Monster House, was exhibited last summer as part of the National Student Art Exhibition of The Scholastic Art & Writing Awards at the Reeves Contemporary Gallery in New York City.

Nano Monkeys, Lego League Team, coached by teacher Jennifer Gaffney, placed second in the distinguished Lego League Championship's Award. Nano Monkey teammates are Pooja Karnane, Craig King, Anjana Mangalat, and Taylor McCormack.

Fairgrounds Middle School
FMS Boys' Basketball Team, coached by teacher Charles Gray, defeated Amherst Middle School 49-47 to win the NH Tri-County regular season and post-season championship. Team members are: Matt Auger, Patrick Bolton, Luke Beliveau, Bobby Cordaro, Jesus Cortes, Cameron Covert, David Drummand, Robbie Flanagan, Angel Gomez, Caleb Joseph, Patrick O'Keefe, Mark Pearson, Garret Rabasco, Rob Rocheleau, Chris Thistle, and Quoizell Thompson.

Pennichuck Middle School
Dylan Clark, Tim Dacey, Vanessa Gil, Emma Healey, Caitlin McLellan, Katherine Murray, Josh Nicholas, and Amber Stumpf, submitted illustrations to the NH Philharmonic web site and were published as part of the Peter and the Wolf Project.

Nashua High School North
Seth Bailey and David Kwan, students, were selected to the NH Jazz All-State Festival.

Natalie Carr and Katrina Reid, students, were recognized by NH Scholastic Art Awards for achievement in portfolio excellence.

Vince Eckstein, Arthur Erb, Joshua Enxing, Jennifer Hauser, and Paul Wiele, students and Earth Science Bowl team members, placed third last spring in the Regional Science Bowl at the University of Connecticut.

Samita Mohanasundaram, freshman, was named last spring the winner of the Third Annual Alexandra Scott Butterfly Award, created by Volvo Cars of North America.

Maureen O'Leary, junior member of the Girls' Swim Team, won the girls 100-yard butterfly at the NHIAA Swimming and Diving Championship at UNH.

Ryan Janz, senior, was named NH's Junior Chef of the Year by the Southern NH Chapter of the American Culinary Federation Professional Chefs of NH.

Sarah Gilbert, social studies teacher, was selected last spring to take part in The Gilder Lehrman Institute of American History at Stanford University.

Martha Ouellette, administrative assistant, was certified and recognized by the National Association of Educational Office Professionals.

Diane Savage, science teacher, was named winner of the 2007 "No Bell" Award. Each year the senior class members of the National Honor Society vote for an outstanding teacher who leads students, communicates enthusiasm and response for the subject taught, inspires students to develop a hunger for learning, and serves as a role model for students.

Amy Woods, social studies teacher, was selected by the National Endowment for the Humanities, as one of 30 educators across the nation to participate in a 3-week summer program: Touch the Past: Archaeology of the Upper Mississippi River Valley.

Nashua High School South
Sammy Alexanian, Nick Aquino, Seth Baney, Ashley Barchus, David Callahan, Jackie Dube, Megan DuVarney, Jackie Frasier, Maryalice Gill, Travis Jourdain, Kelly LaVallee, Jon Moreau, Andy Nyren, Shawn Paquin, Mike Poirer, Mandy Rogers, Dan Root, Briana Salas, Bobby Sano, Prescott Titus, Lauren Treacy, and Dan Watson, students, placed first or second at the DECA (Distributive Education Clubs of America) State Competition and qualified for the national competition in Orlando, Florida.

Patrick Chaney, Amanda Hamilton, Stephanie Swanson, and Krithika Venkatesh, students, were recognized by NH Scholastic Art Awards for achievement in portfolio excellence.

Martina Devlin, senior, was named as the 2007 Boys and Girls Club Youth of the Year.

Andrew Lamb, senior, and Bailey Libby, junior, were awarded Awards in Excellence in Acting at the NH Educational Theatre Guild Drama Festival. In addition, Panther Players was recognized with an Award in Excellence in Ensemble Acting.

Kimberley Poor, Tamika Brinson, Nathaniel Chartier, Shaina Schwartz, Alexandra Socha, Brook Luers, and James Coughlin were selected to the NH Jazz All-State Festival.

Southside, the school store, was awarded the gold level of certification by the National DECA, Distributive Education Clubs of America.

Tattle, literary magazine, won the 2006 National Council of Teachers of English (NCTE) recognition of excellence.

Renee Swartz, secretary, won the NH Association of Educational Office Professional of the Year Award.

Nashua School District Officials

Board of Education

Richard Dowd, President
Edwina Kwan, Clerk
Michael Clemons
Dennis Hogan
John “Jack” Kelley
Mary Ann Melizzi-Golja
Kimberly Shaw
Thomas Vaughan
Sandra Ziehm

Administration
Christopher Hottel, Superintendent of Schools
Edward Hendry, Associate Superintendent
James Mealey, Chief Operating Officer
Althea Sheaff, Executive Director, Curriculum & Instruction
Janet Valeri, Principal, Amherst Street Elementary School
Kyle Langille, Principal, Bicentennial Elementary School
John Richard, Principal, Birch Hill Elementary School
Christine Breen, Principal, Broad Street Elementary School
Susan Nelson, Principal, Charlotte Avenue Elementary School
Jane Quigley, Principal, Dr. Crisp Elementary School
Chuck Healey, Principal, Fairgrounds Elementary School
Charles Katsohis, Principal, Ledge Street Elementary School
Christopher Gosselin, Principal, Main Dunstable Elementary School
Bruce Geer, Principal, Mt. Pleasant Elementary School
William Pimley, Principal, New Searles Elementary School
Philip Schappler, Principal, Sunset Heights Elementary School
Patricia Place, Principal, Alternative Middle School
Mike Fredericksen, Interim Principal, Elm Street Middle School
John Nelson, Principal, Fairgrounds Middle School
Paul Asbell, Principal, Pennichuck Middle School
David Ryan, Principal, Nashua High School North
Jennifer Seusing, Principal, Nashua High School South

Nashua High School North
Class of 2007 Top Ten

Valedictorian	Camille Chicklis	Williams College
Salutatorian	Timothy Walant	Bentley College
3.	Jesse Turiel	Syracuse University
4.	Erin McHugh	Grove City (PA) College
5.	Megan Stubblefield	Clark University
6.	Claire Lawes	Gordon College
7.	Laura Duston	Babson College
8.	Lauren Campbell	University of New Hampshire
9.	Rachel Labitt	Dartmouth College
10.	Brittney Sullivan	Roger Williams University

Nashua High School South
Class of 2007 Top Ten

Valedictorian	Alexa Kaklamanos	Bentley College
Salutatorian	Samantha Swanson	Washington University in St. Louis
3.	Farhan Quasem	Cornell University
4.	Abigail Montine	Providence College
5.	Hilary Potter	St. Anselm College
6.	Hilary Cheng	Dartmouth College
7.	Amanda Rogers	Boston University
8.	Michael Weitz	Boston College
9.	Maryalice Gill	College of the Holy Cross
10.	Nicole Reder	McGill University

NHS South Girls Lacrosse Team Wins Class L Championship
Congratulations to Coach Lindsay Maynard, Assistant Coach Katie Ditolla, and the NHS South Girls Lacrosse Team for winning the state championship in June 2007, defeating Souhegan High School 10-7 in Manchester.

We salute seniors Maryalice Gill, Jennifer Gorsuch, Elizabeth Haftel, Alyssa Johnson, Allison Morgan, and Amanda Rogers. In addition, we congratulate teammates Mary Ann Collins, Samantha Cormier, Elizabeth Cote, Corynne Dignan, Jana Drummand, Jessica Drummand, Jennifer Dudevoir, Stephanie Haftel, Sarah Keeler, Meghan Kelley, Liane Lippert, Courtney Merritt, Lindsay Morrison, Elizabeth Pastor, and Kaila Twomey.

Nashua School District at a Glance

Student Enrollment, as of 9-19-07 12,539

2nd Largest School District in the State

Number of Employees 2060

Number of Teachers 1007

Number of 2008 National Merit Commended and Semifinalist Scholars
NHS North 4
NHS South 2

Percent of Student Receiving Free/Reduced-Price Meals 30.76%

Percent of ELL (English Language Learners) 922 (grades 1 through 12)

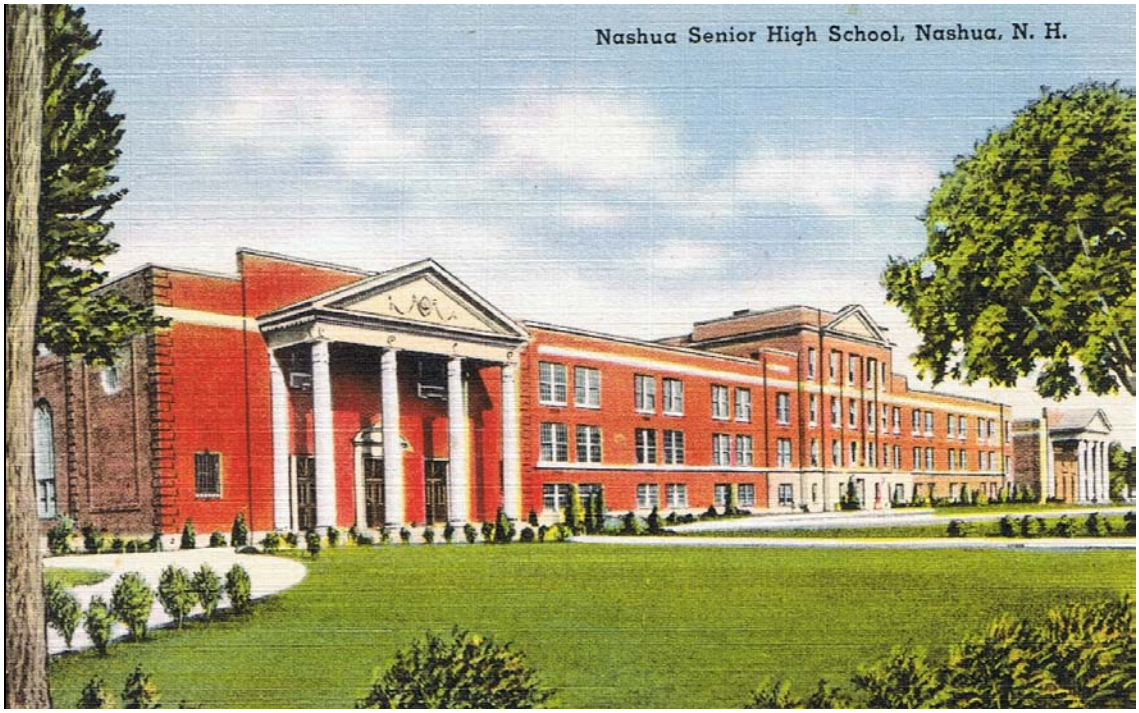
Number of Special Education Students 2075

SAT Results (2007 results)	Critical Reading	Math	Writing
National Average	502	515	494
NH Average	521	521	512
NHS North Average	494	503	489
NHS South Average	507	513	495

Number of Class of 2007 Graduates	
NHS North	409
NHS South	406
Adult and Community Education Program	87

Percent of Students Pursuing Post-Secondary Education	
NHS North	79%
NHS South	76%

Nashua Senior High School



Former Nashua High School. Linen postcard image. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston. Published by F. P. Trow News Agency, Nashua.

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