# Annual Report of the City of Nashua New Hampshire

152nd Municipal Government Report

2005

# *152nd MUNICIPAL*

# *GOVERNMENT REPORT*

## *FISCAL YEAR*

## *JULY 1, 2004 – JUNE 30, 2005*

***Office of the City Clerk***

***Paul R. Bergeron, City Clerk***

***Patricia E. Lucier, Deputy City Clerk***

***Printed by: Ralph B. Jackson***

## 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.<br>Nashville: North Side of River<br>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.

*"Let us develop the resources of our land, call forth its powers, build up its institutions, promote all its great interest, and see whether we also, in our day and generation, may not perform something worthy to be remembered."*

Daniel Webster (1782 – 1852)
New Hampshire Lawyer, Statesman

The 2004 – 2005 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 that you will find this report interesting and informative.

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

Paul R. Bergeron
City Clerk

# *DEDICATION*

The City of Nashua lost a number of friends and benefactors between July 1, 2004 and June 30, 2005. All of the individuals named below made a difference to the City and to the people who live, work, study, and play here. Without a doubt, there are many more neighbors and friends, civic and community leaders who contributed in many ways, who do not appear below. We acknowledge all with a sense of pride and tribute and thank them for all they did for the City and its residents.

**2004**

Maurice "Maury" R. Parent (72), radio and television personality – August 19

Philip McLaughlin (91), retired Nashua Police Captain – September 13

Art Bazdanes (48), Bishop Guertin H.S. coach, teacher and assistant principal October 29

Joseph Sakey (79), longtime City Librarian – November 22

Albert Guerette (87), Crown Hill grocer – December

**2005**

Bruce Govostes (60), Nashua District Court Bailiff – March 12

Rev. Msgr. T. Joseph McDonough (83), Pastor of St. Patrick Parish (1975 – 1997) – March 14

Anne Warren (49), Supervisor of Music, Art and Media Department at Nashua Public Library – March 20

Army Sgt. Angelo Lozado, Jr. (36), during combat operations in Ar Ramadi April 16

Albert N. Paul (86), retired Nashua Deputy Fire Chief – April 29

Robert G. St. Laurent (71), insurance agency founder, Director of Boys & Girls Club of Greater Nashua, active in community organizations – June 6

Virginia "Ginny" L. Bowden (26), NH Developmental Disabilities Council chairwoman – June 11

# CITY OF NASHUA, NEW HAMPSHIRE

## Comprehensive Annual Financial Report

## For The Fiscal Year Ended June 30, 2005

## 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, 2005

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# INTRODUCTORY SECTION

# City of Nashua

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

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Fax (603) 589-3209


November 25, 2005

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, 2005. 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 is required of all CAFRs prepared for fiscal years beginning after June 15, 2005. Although the City was not required to comply with *GASB 44* until fiscal year 2006, we chose to do so because the additional information provided is invaluable. "*Statement 44* 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); basic government-wide financial statements of net assets and activities; governmental, proprietary and fiduciary financial statements; and supplementary statements and schedules for non-major governmental funds, the general fund, and non-major 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 32 square miles in Hillsborough County along the Merrimack River in Southern New Hampshire. It is approximately 34 miles northwest of

Boston, Massachusetts, and 18 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. But 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 are the chief executive and legislative officers of the City. They 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; and maintains 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. The City also maintains 49 athletic fields, 7 ice skating rinks, 3 outdoor swimming pool complexes, and 22 tennis courts.

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 is leased by the City to the Nashua Airport Authority. 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, 2005, provided no instances of material weakness in the City's internal control structure.

**Discussion of Infrastructure Asset Accounting** - *GASB 34* required governmental units to include all capital assets in their annual audits beginning with fiscal year 2002. The CAFR also includes all infrastructure assets in addition to capital assets, except retroactive roads and sidewalks that will be recorded, as required, in fiscal year 2006. The City chose to depreciate all capital assets using the straight-line method.

**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 Consent Order. 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.

**Debt Administration** - The City has approximately $12,545,000 of authorized unissued debt, excluding unissued balances of refunding bonds authorized and enterprise activities. It is expected that $3,535,000 of this authorized debt will be rescinded due to favorable financing terms and grants received after the bonds had been authorized. There is approximately $148 million of authorized 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** - In March of 2004 and 2005, Moody's and Standard & Poor's assigned an Aa2 and AA+ rating, respectively, citing the City's solid financial position, strong tax base growth, diverse economy, and manageable debt burden as key factors in those ratings. 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 manageable debt burden after adjustment for state aid reimbursements.

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 2005 was 2.3%, an increase of 44% from fiscal year 2004.

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 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 adequate 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 99.2%. 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 adequate education grant remained essentially level from fiscal year 2004 to fiscal year 2005. However, funding for fiscal year 2006 has been reduced by approximately $2,300,000, a 9% decrease. The reduction in the state grant remains the city's most challenging revenue concern.

Motor vehicle revenue exceeded budgeted levels and increased by 3.4% over fiscal year 2004. Auto dealer rebates and year-end promotions combined with conservative budgeting were the primary factors influencing the growth in revenue.

Year-end results showed a moderate increase in the City's total fund balance position of $ 44,433,191 compared to last year's figure of $ 28,548,986. The City includes the amount of approximately $ 15,000,000 in fund balance designated for tax stabilization purposes related to high school debt service costs in the next three fiscal years. This was funded from the discontinuance of the school capital reserve fund at fiscal year end in order to have the flexibility to utilize the funding for the debt service costs. See MD&A for further discussion.

## 2005 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. In fiscal year 2005, the Board of Aldermen voted to override the budget increase limit by $28,974,597 to meet appropriation requirements for health insurance, pensions, police, fire, and bonded debt.

## Economic Conditions and Outlook

During fiscal year 2005, the City and the State of New Hampshire continued to experience a stronger economic performance than the regional and national economies as evidenced by the growth in income, employment, and housing construction. This growth, however, did not achieve the level of the late-1990s. Significant increasing costs for health insurance, employee retirement, and reductions in state education funding emerged as major issues for fiscal year 2005. These issues are expected to remain as major issues for the State and the City for the foreseeable future.

Low mortgage rates continued to stimulate an increase in residential property values and construction creating a shift of the property tax burden to the residential sector. Commercial values, while increasing, have not kept pace. Mortgage rates have begun increasing moderately; therefore, the City will continue to assess the impact on overall property values.

A diverse labor market combined with a tight budget outlook added to the unsettled discussions with unions whose contracts are set to expire during this year and next. MD&A and the statistical section present specific data on the local, regional, and national unemployment rate.

While national and state economic growth remains relatively stable, cost increases in benefits, state budget reductions for local education, and the shift of the tax burden from commercial to residential all point toward a challenging fiscal environment for fiscal year 2006 and fiscal year 2007.

In recent years the City has 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 left in the City for new development; therefore, redevelopment of existing sites has become more prevalent. These sites each present their own unique challenges as well as opportunities. Some of the current redevelopment sites include: a $4 million 24,000 square-foot Senior Center; Downtown Riverfront Walkway; and Rotary Common. The City actively pursues all available funding opportunities, including but not limited to, federal funds, EPA Brownfields Assessment funds, Community Development Block Grants, private donations, and bonding.

Transportation is essential to the viability of a community and quality of life of its citizens. Nashua makes significant investments every year in its road and sidewalk network, as well as in its transit system. An extension of the MBTA commuter line from the Lowell/Boston area north to Nashua, and possibly further, is currently under consideration.

All of the aforementioned facts combine to provide a challenging fiscal and economic atmosphere for the City and its citizens.

**Awards**

We believe that this CAFR, the first prepared by the City of Nashua, conforms to the standards required for the Certificate of Achievement for Excellence in Financial Reporting, and will be submitting it to the Government Finance Officers Association (GFOA) for review. 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.

**Acknowledgements**

The preparation and publication of this CAFR required many hours and would not have been possible without the dedication and hard work of the entire staff of the Financial Services Division. The team effort was second to none. Other divisions also provided essential documentation and we extend our thanks to all. We would also like to thank the GFOA for granting the thirty-day extension that we requested due to our early implementation of *GASB 44*. Credit must also be given to the Board of Aldermen for their continued support of the highest standards of professionalism in the management of the City's finances.

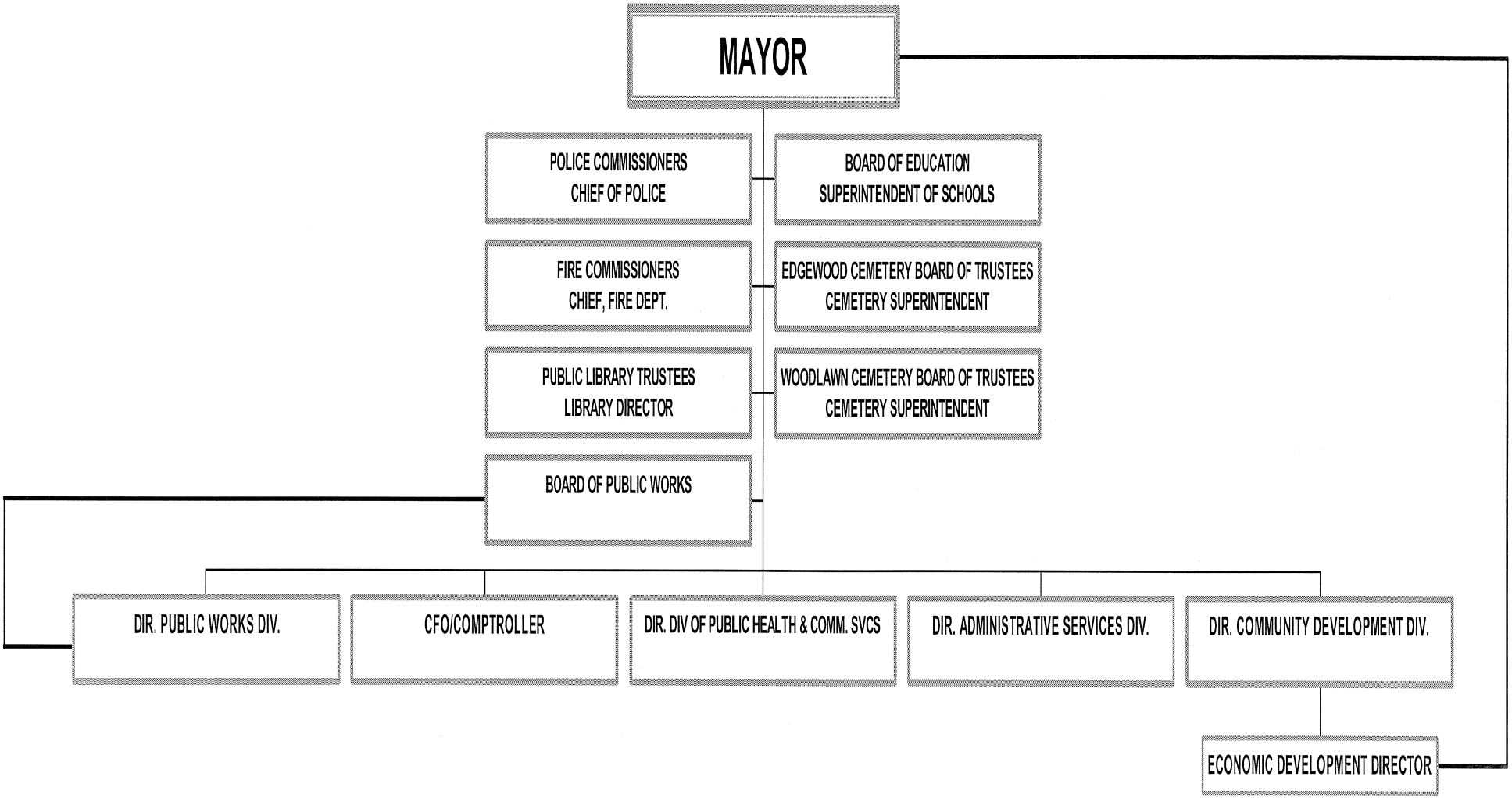
Respectfully submitted,

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 2005**

## MAYOR

BERNARD A. STREETER

## ALDERMEN AT LARGE

BRIAN McCARTHY, PRESIDENT

JAMES R. TOLLNER, VICE PRESIDENT

STEVEN A. BOLTON

PAULA I. JOHNSON

DAVID W. DEANE

DAVID ROOTOVICH

## WARD ALDERMEN

KATHRYN D. VITALE
WARD 1

RICHARD LaROSE
WARD 2

KEVIN E. GAGE
WARD 3

MARC W. PLAMONDON
WARD 4

DAVID D. LOZEAU
WARD 5

ROBERT A. DION
WARD 6

LORI CARDIN
WARD 7

DAVID MacLAUGHLIN
WARD 8

ROBERT SHAW
WARD 9

**CITY OF NASHUA, NEW HAMPSHIRE**
**DIVISION AND DEPARTMENT HEADS**
**FISCAL YEAR 2005**

| | |
|---|---|
| MAYOR | Bernard A. Streeter |
| LEGAL | Corporation Counsel<br>David R. Connell<br>Deputy Corporation Counsel<br>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 | Jane Joyce |
| Risk Manager | Susan Jeffery |
| Purchasing Manager | Janice Tremblay |
| Chief Assessor | Angelo Marino |
| Information Technology | Angelo Marino, Interim |
| 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 | Roger Hatfield |
| Assistant Fire Chief of Operations | Brian Morrissey |
| Assistant Fire Chief of Administration | Michael Mansfield |

DIVISION OF PUBLIC HEALTH
AND COMMUNITY SERVICES

| | |
|---|---|
| Director | Stefan Russakow |
| Manager, Community Health | Debra McLaughlin |
| 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 | Paul Newman |
| Economic Development Director | A. John (Jay) Minkarah |
| Building Department Manager | Michael Santa |
| Code Enforcement Department Manager | Laura Games |

PUBLIC LIBRARIES

| | |
|---|---|
| Director | Joseph Dionne |
| Assistant Director, Library | Thomas Corbett |

SCHOOL DEPARTMENT

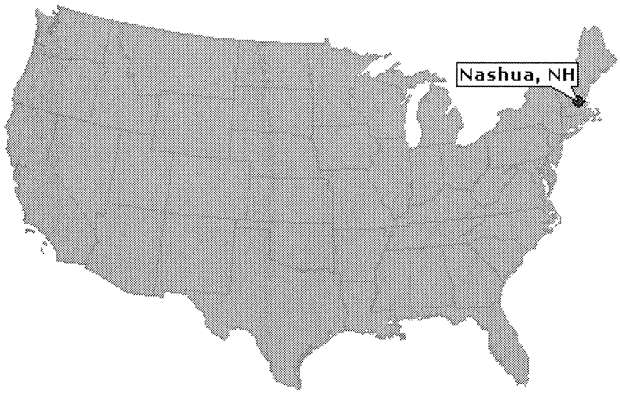
| | |
|---|---|
| Superintendent | Joseph Giuliano |
| Assistant Superintendent, Instruction | Richard LaSalle |
| Assistant Superintendent, Administration | John Nelson |
| Business Administrator | Mark Conrad |

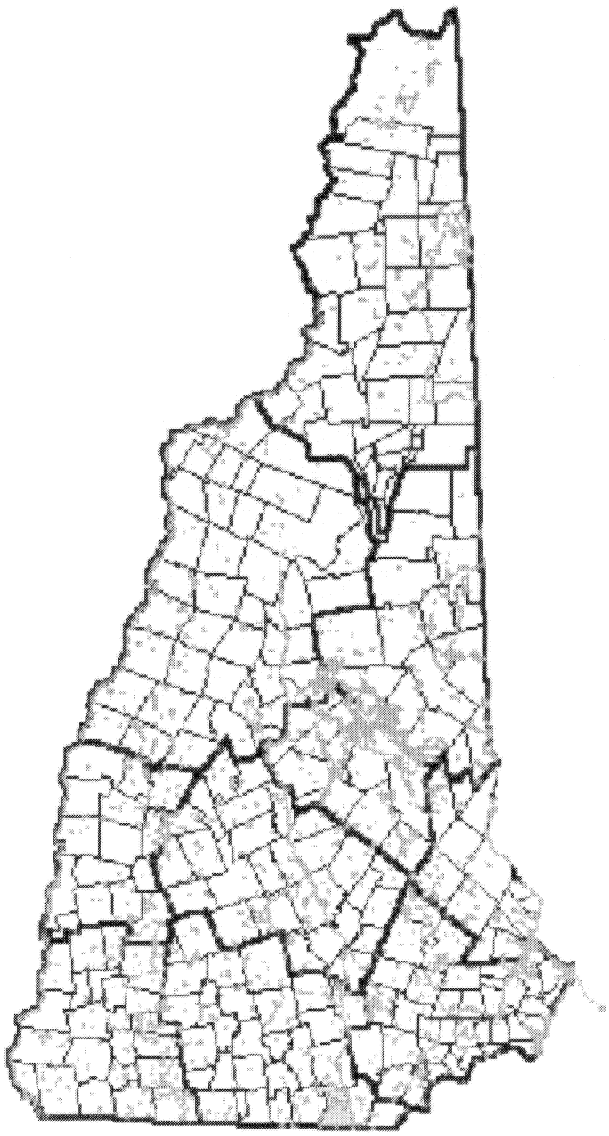
CEMETERIES

| | |
|---|---|
| Superintendent - Edgewood and Suburban | Jeffrey Snow |
| Superintendent - Woodlawn | David Campbell |

# City of Nashua, NH

## Geographic Location



# 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
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, 2005, 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, 2005 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, 2005, 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.

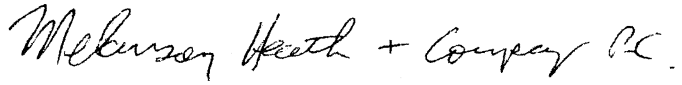


Additional Offices
Andover, MA • Concord, MA • Ellsworth, ME

The management's discussion and analysis on the following pages and the pension information on page 70 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 November 25, 2005 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.



Nashua, New Hampshire
November 25, 2005

## 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, 2005. **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 $ 213,497 (net assets). Of this amount, $ 49,273 (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 $ 4,445. This increase primarily results from capital asset acquisitions in excess of debt issuance of $ 12,183, and a decrease in governmental fund balances of ($ 8,156).

- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of $ 80,061 a decrease of $ 8,156 in comparison with the prior year. (This decrease is discussed in Part D. Financial Analysis of the Government's Funds.) Approximately 60% or $ 48,150 is the total unreserved fund balance, broken down as follows: $ 2,200 is designated in the General Fund for abatement contingency, $ 350 for interest repayment, $ 11,005 for the FY06 tax rate, and $ 4,003 for FY07/08 school bonded debt; $ 12,251 is reserved for Special Revenue Funds; $ 3,588 is for Capital Projects Funds; and $ 499 is for Permanent Funds. The remaining $ 14,254 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 $ 31,812, or 16% of total general fund expenditures. Subsequent to June 30, 2005, $ 19,005 of our total fund balance was applied to the FY06 tax rate ($ 8,000 of this amount from our reserved fund balance, and $ 11,005 from our designated fund balance).

- The City's total outstanding debt (bonds and notes) at June 30, 2005 was $ 207,053, a decrease of $ 11,392 compared to the prior years.

- The School Capital Reserve fund was closed on June 30, 2005, which increased general fund operating transfers in by $ 18,803. The City has subsequently re-established a new School capital reserve fund, appropriating $ 8,000 into the fund in FY06.

## B. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is 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 statements. 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, police, fire, education, public works, health and human services, culture and recreation, community development. 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 250 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 and School capital reserve fund, the only major governmental funds. Data from all the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these nonmajor 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., Pension Fund, Private Purpose (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 the 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, 2005 and 2004

| | Governmental Activities | | Business-Type Activities | | Total | |
|---|---|---|---|---|---|---|
| | 2004 | 2005 | 2004 | 2005 | 2004 | 2005 |
| Current and other assets | $ 185,547 | $ 177,694 | $ 30,597 | $ 31,514 | $ 216,144 | $ 209,208 |
| Capital assets | 224,707 | 227,054 | 100,633 | 99,653 | 325,340 | 326,707 |
| Total assets | 410,254 | 404,748 | 131,230 | 131,167 | 541,484 | 535,915 |
| Long-term liabilities outstanding | 189,048 | 177,544 | 36,134 | 34,824 | 225,182 | 212,368 |
| Other liabilities | 103,260 | 105,829 | 3,990 | 4,220 | 107,250 | 110,049 |
| Total liabilities | 292,308 | 283,374 | 40,124 | 39,044 | 332,432 | 322,417 |
| Net assets: | | | | | | |
| Invested in capital assets, net of related debt | 48,407 | 58,679 | 76,949 | 77,780 | 125,356 | 136,459 |
| Restricted | 25,984 | 26,597 | 645 | 1,169 | 26,629 | 27,766 |
| Unrestricted | 43,555 | 36,099 | 13,512 | 13,174 | 57,067 | 46,273 |
| Total net assets | $ 117,946 | $ 121,375 | $ 91,106 | $ 92,123 | $ 209,052 | $ 213,498 |

## CHANGES IN NET ASSETS

| | Governmental Activities | | Business-Type Activities | | Total | |
|---|---|---|---|---|---|---|
| | 2004 | 2005 | 2004 | 2005 | 2004 | 2005 |
| Revenues: | | | | | | |
| Program revenues: | | | | | | |
| Charges for services | $ 9,963 | $ 14,817 | $ 11,794 | $ 11,853 | $ 21,757 | $ 26,670 |
| Operating grants and contributions | 46,006 | 43,784 | - | - | 46,006 | 43,784 |
| Capital grants and contributions | 8,269 | 3,881 | 3,804 | 1,268 | 12,073 | 5,149 |
| General revenues: | | | | | | |
| Property taxes | 130,912 | 139,414 | - | - | 130,912 | 139,414 |
| Motor vehicle | 11,542 | 11,934 | - | - | 11,542 | 11,934 |
| Grants and contributions not restricted to specific programs | 5,167 | 5,398 | - | - | 5,167 | 5,398 |
| Other | 3,319 | 8,706 | 792 | 867 | 4,111 | 9,573 |
| Total revenues | 215,178 | 227,934 | 16,390 | 13,988 | 231,568 | 241,922 |
| Expenses: | | | | | | |
| General government | 11,305 | 9,553 | - | - | 11,305 | 9,553 |
| Police | 20,106 | 22,694 | - | - | 20,106 | 22,694 |
| Fire | 16,519 | 18,304 | - | - | 16,519 | 18,304 |
| Water fire protection services | 1,726 | 1,775 | - | - | 1,726 | 1,775 |
| Education | 112,640 | 123,124 | - | - | 112,640 | 123,124 |
| Public works | 8,422 | 11,021 | - | - | 8,422 | 11,021 |
| Health and human services | 3,823 | 3,859 | - | - | 3,823 | 3,859 |
| Culture and recreation | 6,708 | 7,430 | - | - | 6,708 | 7,430 |
| Community development | 5,685 | 6,116 | - | - | 5,685 | 6,116 |
| Communications | 1,069 | 1,079 | - | - | 1,069 | 1,079 |
| Interest and costs | 7,144 | 8,732 | - | - | 7,144 | 8,732 |
| Intergovernmental | 9,418 | 9,177 | - | - | 9,418 | 9,177 |
| Wastewater services | - | - | 8,486 | 9,073 | 8,486 | 9,073 |
| Solid waste services | - | - | 5,507 | 5,648 | 5,507 | 5,648 |
| Total expenses | 204,565 | 222,864 | 13,993 | 14,721 | 218,558 | 237,585 |
| Increase in net assets before transfers and permanent fund contributions | 10,613 | 5,070 | 2,397 | ( 733) | 13,010 | 4,337 |
| Transfers | ( 25) | ( 1,750) | 25 | 1,750 | - | - |
| Permanent fund contributions | 159 | 109 | - | - | 159 | 109 |
| Increase in net assets | 10,747 | 3,429 | 2,422 | 1,017 | 13,169 | 4,446 |
| Net assets - beginning of year | 107,199 | 117,946 | 88,684 | 91,106 | 195,883 | 209,052 |
| Net assets - end of year | $ 117,946 | $ 121,375 | $ 91,106 | $ 92,123 | $ 209,052 | $ 213,498 |

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 $ 213,497 at the close of the most recent fiscal year.

The largest portion of the City of Nashua's net assets ($ 136,459, or 64%) 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. As stated previously, certain major segments of prior year infrastructure (i.e., road and sidewalks) are not fully recorded in this Statement of Net Assets. Roads and sidewalks retroactive to 1980 (as required by GASB) will be reported in FY06.

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 ($ 27,764, or 13%) 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 ($ 49,273) 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 $ 1,169 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.

**Governmental activities.** Governmental activities increased the City of Nashua's net assets by $ 3,428. Key elements of this increase have been discussed in the Financial Highlights.

**Business-type activities.** Business-type activities overall increased the City of Nashua's net assets by $ 1,017 ($ 1,619 for the Wastewater Fund and $ (602) for the Solid Waste Fund). The end of year net assets is comprised of $ 101,824 for the Wastewater Fund, and $ (9,701) for the Solid Waste Fund.

- The sewer user fee is structured to generate several million in revenues per year to fund plant operations and CSO abatement. The Wastewater Fund's strong financial position indicates it's ability to meet CSO abatement costs associated with the current and future projects under the new consent order.

- The Solid Waste Disposal activity continues to operate at a deficit. Several options are being discussed to fund this activity currently and in the future. We anticipate that one of these options will be adopted in FY06.

  The total net asset deficit of $ 9,701 is primarily due to the fund's high percentage of non-capital related (landfill closure) debt, as well as the GAAP (generally accepted accounting principals) requirement to report closure and post closure care liability (the amount the City would be required to spend should the landfill cease operations).

## 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 $ 80,061, a decrease of $ 8,156 in comparison with the prior year. The main factor in the overall fund balance decrease is due to expenditures of $ 6,565 in the Capital Project Funds, with no offsetting source of revenues (i.e. new bond issues).

Approximately 60% ($ 48,150) of the $ 80,061 total combined ending fund balances constitutes unreserved fund balance. Included in this amount is:

- $ 2,200 designated for Abatement Contingency
- $ 11,005 designated for the FY06 Tax Rate
- $ 4,003 designated for FY07/08 School bonded Debt
- $ 350 designated for Interest Rebate
- $ 12,251 for Special Revenue Funds
- $ 3,588 for Capital Project Funds
- $ 499 for Permanent Funds
- $ 14,254 General Fund unreserved/undesignated

The remainder of fund balance ($ 31,912) 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 ($ 9,499), (2) to be used as a funding source for the subsequent budget (i.e., escrows 500's and 600's) ($ 1,206), (3) to establish a new School capital reserve fund ($ 8,000), (4) for perpetual permanent funds ($ 13,018), and (5) for other restricted purposes ($ 189).

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 $ 14,254, while total fund balance reached $ 44,433 (for encumbrances $ 3,226, escrows $ 1,206, reserve for tax deed and inventory $ 189, and for School capital reserve fund $ 8,000). In addition, $ 2,200 is designated for abatement contingency (potential prior year property tax abatements), $ 350 for interest repayment, $ 11,005 for the FY06 tax rate, and $ 4,003 for FY07/08 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 16% of total general fund expenditures, while total fund balance (inclusive of amounts reserved for encumbrances, escrows, capital improvements, etc.) represents 22% of that same amount. These percentages are at June 30, 2005, prior to applying $ 19,005 to the FY05 tax rate (for fiscal year 2006). (After applying the $ 19,005 to the tax rate, the percentages would become 6% and 13% respectively).

The total fund balance for the City of Nashua's general fund increased by $ 15,884 during the current fiscal year. Key factors in this change include excess revenues of $ 21,198 (primarily due to the closing of the School capital reserve fund of $ 18,803), unexpended current year appropriations of $ 2,682, an increase in escrow and encumbrance reserves of $ 254 and usage of ($ 8,250) to offset the calendar year 2004 (for FY05 Budget) tax rate.

***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 $ 13,174. The total growth in net assets was $ 1,017.

Other factors concerning the finances of these two funds have already been addressed in the discussion of the City of Nashua's business-type activities.

## E. GENERAL FUND BUDGETARY HIGHLIGHTS

There were three supplemental appropriations during the fiscal year:

- $ 655 was appropriated from an unanticipated insurance reimbursement (of $ 2,500) into the Stellos Stadium project to reimburse the account for funds transferred out in a previous fiscal year.
- $ 126 was appropriated from unanticipated revenues from a PSNH rebate into the Nashua South High School construction project.

- $ 3,500 was appropriated from unanticipated, excess revenues (unanticipated insurance reimbursement and excess motor vehicle revenues) into the Benefits Self Insurance internal service fund, to offset an FY05 budgetary shortfall.

- The $ 20,494 positive variance of revenues compared to budget results from the closing of the school capital reserved fund during fiscal year 2006.

## 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, 2005 amounts to $ 326,707 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment, park facilities, roads (current year and two years prior), and bridges. The total increase in the City of Nashua's investment in capital assets for the current fiscal year was $ 1,366, a 1% increase for governmental activities and a .1% decrease for business-type activities.

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

- Nashua South High School construction completed.
- Multi-site Landfill Closure/Parks Rehab - all five parks completed.
- Wastewater CSO projects - So. Main St. Outfall - construction nearly complete; Robinson Road/So. Main St. area and Sargeants Ave. area complete.
- Senior Activity Center - Construction underway.
- Nashua River Promenade Project - Construction underway.
- East Hollis Street Fire Station - Construction began Summer 2005.

CITY OF NASHUA'S
CAPITAL ASSETS AS OF JUNE 30, 2005
(net of depreciation)

| | Governmental Activities | | Business-Type Activities | | Total | |
|---|---|---|---|---|---|---|
| | 2004 | 2005 | 2004 | 2005 | 2004 | 2005 |
| Land | $ 23,376 | $ 23,825 | $ 232 | $ 232 | $ 23,608 | $ 24,057 |
| Buildings and system | 106,156 | 164,441 | 26,357 | 27,543 | 132,513 | 191,984 |
| Machinery and equipment | 13,355 | 16,361 | 43,671 | 31,305 | 57,026 | 47,666 |
| Infrastructure | 16,031 | 17,639 | 16,356 | 26,508 | 32,387 | 44,147 |
| Construction in progress | 65,789 | 4,788 | 14,017 | 14,064 | 79,806 | 18,852 |
| Total | $ 224,707 | $ 227,054 | $ 100,633 | $ 99,652 | $ 325,340 | $ 326,706 |

- 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 footnote 8 to the financial statements.

**Long-term debt.** At the end of the current fiscal year, the City of Nashua had total debt outstanding of $ 207,052, 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, 2005
General Obligation Bonds, Notes and BAN's

| | Governmental Activities | | Business-Type Activities | | Total | |
|---|---|---|---|---|---|---|
| | 2004 | 2005 | 2004 | 2005 | 2004 | 2005 |
| Bonds and notes | $ 184,314 | $ 174,111 | $ 33,943 | $ 32,942 | $ 218,257 | $ 207,053 |

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 $ 686,762, which is significantly in excess of the City of Nashua's outstanding general obligation debt, currently at $ 174,110. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. The City's debt burden is below average at 2.0% and 1.9% when the state reimbursement is applied. Sewer and Solid Waste debt of $ 32,942 is not subject to limitation.

Additional information on the City of Nashua's long-term debt can be found in footnote 12 to the financial statements.

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

- The unemployment rate (June 2005) for the City of Nashua is 4.1%, which is a decrease from a rate of 4.8% a year ago. This compares to the State's average unemployment rate of 4.3% the New England region's average rate of 4.9%, and the national average rate of 6.0%.

- 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 FY05 budget, the 3-year average as defined above was 2.23% with all capital and total principal and interest payments being exempted. The FY05 Budget was a 4.04% increase in appropriations as adopted and a tax rate decrease of 18.5%. The allowable increase for FY06 is 2.42% with the same exemptions applied. The overall FY06 operating budget had an effective increase of 6.14%, with a tax rate decrease of 17.8%.

  A significant revenue source has been the State Education Adequacy Grant, which in FY05 was $ 26,006 (a 1.4% decrease from FY04). This source is currently the subject of review, revision, and pending legal action by the City and other communities in the upcoming year.

  The City has 16 union contracts, all of which are currently in effect through various dates between June 30, 2005 (seven contracts) and June 30, 2007. The seven contracts that expired June 30, 2005 are currently being renegotiated.

  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 decreased to $ 14,254. The City of Nashua has appropriated

an amount of $ 11,004 from designated fund balance for spending in the 2006 fiscal year budget. (This amount is net of $ 8,000 of reserved fund balance used to offset the appropriation of $ 8,000 for the new School capital reserve fund). It is intended that this use of available fund balance will minimize the need to raise taxes or charges during the 2006 fiscal year.

The gross debt service savings on FY05 refunding was approximately $ 345.

## 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.

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. At this time, the City does not know how long the PUC approval and valuation process will take or what the PUC will determine the value of the water systems to be. 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 dismissal was recently upheld by the New Hampshire Supreme Court. 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. In the Public Utilities Commission

case, the City has indicated that it will operate the water systems through experienced contractors for operation and maintenance and management oversight and will 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.

The City and a number of the other municipalities served by the Pennichuck water systems have formed a regional water district for the purpose of eventually owning and operating all or a portion of the water systems.

## 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

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CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2005

| | Primary Government | | | |
|---|---|---|---|---|
| | Governmental Activities | Business-Type Activities | Government Wide Total | Component Units |
| **ASSETS** | | | | |
| Current: | | | | |
| Cash and short-term investments | $ 119,037,029 | $ 30,173,126 | $ 149,210,155 | $ 89,248 |
| Investments | 26,816,029 | - | 26,816,029 | 500,000 |
| Receivables, net of allowance for uncollectibles: | | | | |
| Property taxes | 13,156,732 | - | 13,156,732 | - |
| User fees | - | 2,478,808 | 2,478,808 | 1,897 |
| Departmental and other | 2,273,928 | - | 2,273,928 | - |
| Intergovernmental | 10,765,765 | - | 10,765,765 | 25,871 |
| Loans | 478,731 | - | 478,731 | - |
| Internal balances | 1,362,728 | (1,362,728) | - | - |
| Other assets | 852,540 | 43,634 | 896,174 | - |
| Noncurrent: | | | | |
| Other assets | 2,949,706 | 181,638 | 3,131,344 | - |
| Capital assets being depreciated, | | | | - |
| net of accumulated depreciation | 198,441,087 | 85,356,658 | 283,797,745 | 4,023,068 |
| Capital assets not being depreciated | 28,613,565 | 14,295,973 | 42,909,538 | 2,132,632 |
| **TOTAL ASSETS** | 404,747,840 | 131,167,109 | 535,914,949 | 6,772,716 |
| **LIABILITIES** | | | | |
| Current: | | | | |
| Accounts payable | 5,464,974 | 544,793 | 6,009,767 | 26,231 |
| Accrued liabilities | 14,745,897 | 1,035,621 | 15,781,518 | 17,384 |
| Deferred revenues | 71,235,764 | - | 71,235,764 | 12,101 |
| Due to external parties - fiduciary funds | 34,181 | - | 34,181 | 12,101 |
| Other | 346,114 | - | 346,114 | - |
| Current portion of long-term liabilities: | | | | |
| Bonds and notes payable | 12,112,168 | 2,318,969 | 14,431,137 | - |
| Compensated absences | 1,448,834 | 33,000 | 1,481,834 | 8,410 |
| Capital leases | 246,732 | 327,996 | 574,728 | - |
| Other | 194,810 | - | 194,810 | - |
| Noncurrent: | | | | |
| Bonds and notes payable | 161,998,335 | 30,622,611 | 192,620,946 | - |
| Compensated absences | 12,563,801 | 312,846 | 12,876,647 | 66,833 |
| Capital leases | 42,585 | 822,468 | 865,053 | - |
| Other | 2,939,254 | 3,026,170 | 5,965,424 | - |
| **TOTAL LIABILITIES** | 283,373,449 | 39,044,474 | 322,417,923 | 143,060 |
| **NET ASSETS** | | | | |
| Invested in capital assets, net of related debt | 58,679,109 | 77,780,283 | 136,459,392 | 6,155,700 |
| Restricted for: | | | | |
| Grants and other statutory restrictions | 12,221,503 | - | 12,221,503 | - |
| Capital projects | 857,464 | 1,168,612 | 2,026,076 | - |
| Permanent funds | | | | |
| Expendable | 498,499 | - | 498,499 | - |
| Nonexpendable | 13,018,267 | - | 13,018,267 | - |
| Unrestricted | 36,099,549 | 13,173,740 | 49,273,289 | 486,057 |
| **TOTAL NET ASSETS** | $ 121,374,391 | $ 92,122,635 | $ 213,497,026 | $ 6,641,757 |

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2005

| | | | Program Revenues | | |
|---|---|---|---|---|---|
| | Expenses | Indirect Cost Allocation | Charges for Services | Operating Grants and Contributions | Capital Grants and Contributions |
| **Primary Government** | | | | | |
| **Governmental Activities:** | | | | | |
| General government | $ 9,553,394 | $ 9,575 | $ 935,305 | $ 7,660 | $ - |
| Police | 22,693,536 | 291,744 | 2,390,822 | 673,970 | - |
| Fire | 18,303,777 | 112,028 | 698,107 | 506,002 | - |
| Water fire protection services | 1,775,188 | - | - | - | - |
| Education | 123,124,413 | 7,392,584 | 7,236,032 | 37,489,078 | 3,531,240 |
| Public works | 11,020,903 | 198,056 | 1,089,298 | 1,671,212 | 83,483 |
| Health and human services | 3,858,967 | - | 440,211 | 562,225 | - |
| Culture and recreation | 7,430,362 | 281,612 | 782,640 | 36,109 | 7,183 |
| Community development | 6,116,347 | 119,361 | 1,244,787 | 2,837,694 | 258,737 |
| Communications | 1,079,047 | 326,915 | - | - | - |
| Interest and costs | 8,731,875 | (8,731,875) | - | - | - |
| Intergovernmental | 9,177,447 | - | - | - | - |
| Total Governmental Activities | 222,865,256 | - | 14,817,202 | 43,783,950 | 3,880,643 |
| **Business-Type Activities:** | | | | | |
| Wastewater services | 9,073,077 | - | 8,689,711 | - | 1,210,076 |
| Solid waste services | 5,647,914 | - | 3,163,578 | - | 57,696 |
| Total Business-Type Activities | 14,720,991 | - | 11,853,289 | - | 1,267,772 |
| Total primary government | $ 237,586,247 | $ - | $ 26,670,491 | $ 43,783,950 | $ 5,148,415 |
| **Component unit** | | | | | |
| Nashua Airport Authority | $ 1,013,695 | $ - | $ 726,703 | $ - | $ 437,807 |

**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 |
| $ (8,620,004) | $ - | $ (8,620,004) | $ - |
| (19,920,488) | - | (19,920,488) | - |
| (17,211,696) | - | (17,211,696) | - |
| (1,775,188) | - | (1,775,188) | - |
| (82,260,647) | - | (82,260,647) | - |
| (8,374,966) | - | (8,374,966) | - |
| (2,856,531) | - | (2,856,531) | - |
| (6,886,042) | - | (6,886,042) | - |
| (1,894,490) | - | (1,894,490) | - |
| (1,405,962) | - | (1,405,962) | - |
| - | - | - | - |
| (9,177,447) | - | (9,177,447) | - |
| (160,383,461) | - | (160,383,461) | - |
| - | 826,710 | 826,710 | - |
| - | (2,426,640) | (2,426,640) | - |
| - | (1,599,930) | (1,599,930) | - |
| (160,383,461) | (1,599,930) | (161,983,391) | - |
| - | - | - | 150,815 |
| 139,413,702 | - | 139,413,702 | - |
| 11,934,156 | - | 11,934,156 | - |
| 791,830 | - | 791,830 | - |
| 5,397,605 | - | 5,397,605 | - |
| 4,068,578 | 867,060 | 4,935,638 | 11,851 |
| 3,847,232 | - | 3,847,232 | - |
| 108,575 | - | 108,575 | - |
| (1,750,010) | 1,750,010 | - | - |
| 163,811,668 | 2,617,070 | 166,428,738 | 11,851 |
| 3,428,207 | 1,017,140 | 4,445,347 | 162,666 |
| 117,946,184 | 91,105,495 | 209,051,679 | 6,479,091 |
| $ 121,374,391 | $ 92,122,635 | $ 213,497,026 | $ 6,641,757 |

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2005

| | General | School Capital Reserve Fund | Nonmajor Governmental Funds | Total Governmental Funds |
|---|---|---|---|---|
| **ASSETS** | | | | |
| Cash and short-term investments | $ 109,700,443 | $ - | $ 9,336,586 | $ 119,037,029 |
| Investments | 11,550,002 | - | 15,266,027 | 26,816,029 |
| Receivables, net of allowance for uncollectibles: | | | | |
| Property taxes | 15,003,178 | - | - | 15,003,178 |
| Departmental and other | 1,512,893 | - | 761,037 | 2,273,930 |
| Intergovernmental | - | - | 10,765,765 | 10,765,765 |
| Loans | - | - | 478,732 | 478,732 |
| Due from other funds | 6,130,965 | - | 12,345,480 | 18,476,445 |
| Other assets | 113,398 | - | - | 113,398 |
| TOTAL ASSETS | $ 144,010,879 | $ - | $ 48,953,627 | $ 192,964,506 |
| **LIABILITIES AND FUND BALANCES** | | | | |
| Liabilities: | | | | |
| Accounts payable | $ 3,150,613 | $ - | $ 1,521,153 | $ 4,671,766 |
| Accrued liabilities | 3,977,222 | - | 565,456 | 4,542,678 |
| Taxes levied in advance | 71,235,764 | - | - | 71,235,764 |
| Deferred revenues | 1,064,771 | - | 6,457,948 | 7,522,719 |
| Due to other funds | 19,811,282 | - | 4,772,863 | 24,584,145 |
| Other liabilities | 338,036 | - | 8,079 | 346,115 |
| TOTAL LIABILITIES | 99,577,688 | - | 13,325,499 | 112,903,187 |
| Fund Balances: | | | | |
| Reserved for: | | | | |
| Encumbrances and continuing appropriations | 4,432,174 | - | 6,272,260 | 10,704,434 |
| School capital reserve | 8,000,000 | - | - | 8,000,000 |
| Reserved for perpetual permanent funds | - | - | 13,018,267 | 13,018,267 |
| Other specific purposes | 188,824 | - | - | 188,824 |
| Unreserved: | | | | |
| Designated | 17,558,193 | - | - | 17,558,193 |
| Undesignated, reported in: | | | | |
| General fund | 14,254,000 | - | - | 14,254,000 |
| Special revenue funds | - | - | 12,250,621 | 12,250,621 |
| Capital projects funds | - | - | 3,588,481 | 3,588,481 |
| Permanent funds | - | - | 498,499 | 498,499 |
| TOTAL FUND BALANCES | 44,433,191 | - | 35,628,128 | 80,061,319 |
| TOTAL LIABILITIES AND FUND BALANCES | $ 144,010,879 | $ - | $ 48,953,627 | $ 192,964,506 |

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, 2005

| | |
|---|---|
| **Total governmental fund balances** | $ 80,061,319 |
| • Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. | 227,054,652 |
| • Revenues are reported on the accrual basis of accounting and are not deferred until collection. | 6,646,608 |
| • Internal services 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. | ( 328,596) |
| • In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. | ( 2,558,162) |
| • Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds, net of deferred assets. | (189,501,430) |
| **Net assets of governmental activities** | $ 121,374,391 |

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, 2005

| | General | School Capital Reserve Fund | Nonmajor Governmental Funds | Total Governmental Funds |
|---|---|---|---|---|
| **Revenues:** | | | | |
| Property taxes | $ 139,257,524 | $ - | $ 246,830 | $ 139,504,354 |
| Auto permits | 11,934,156 | - | - | 11,934,156 |
| Penalties, interest and other taxes | 545,000 | - | 700,376 | 1,245,376 |
| Charges for services | 1,726,918 | - | 4,719,647 | 6,446,565 |
| Intergovernmental | 36,883,826 | - | 16,469,897 | 53,353,723 |
| Licenses and permits | 1,093,754 | - | 326,890 | 1,420,644 |
| Interest earnings | 1,917,561 | 307,638 | 1,584,486 | 3,809,685 |
| Miscellaneous | 3,819,292 | - | 174,287 | 3,993,579 |
| Contributions | - | - | 917,206 | 917,206 |
| Total Revenues | 197,178,031 | 307,638 | 25,139,619 | 222,625,288 |
| **Expenditures:** | | | | |
| Current: | | | | |
| General government | 39,620,934 | - | 231,153 | 39,852,087 |
| Police | 15,484,532 | - | 1,539,480 | 17,024,012 |
| Fire | 13,254,721 | - | 1,166,731 | 14,421,452 |
| Water fire protection services | 1,775,188 | - | - | 1,775,188 |
| Education | 82,140,051 | - | 20,044,244 | 102,184,295 |
| Public works | 8,837,695 | - | 1,024,408 | 9,862,103 |
| Health and human services | 2,547,088 | - | 615,394 | 3,162,482 |
| Culture and recreation | 4,962,834 | - | 423,583 | 5,386,417 |
| Community development | 1,497,368 | - | 4,919,364 | 6,416,732 |
| Communications | 279,964 | - | - | 279,964 |
| Debt service | | | | |
| Principal | 11,038,740 | - | - | 11,038,740 |
| Interest and issuance cost | 8,450,677 | - | - | 8,450,677 |
| Intergovernmental | 9,177,447 | - | - | 9,177,447 |
| Total Expenditures | 199,067,239 | - | 29,964,357 | 229,031,596 |
| Excess (deficiency) of revenues over expenditures | (1,889,208) | 307,638 | (4,824,738) | (6,406,308) |
| **Other Financing Sources (Uses):** | | | | |
| Proceeds of refunding bonds | 8,485,000 | - | - | 8,485,000 |
| Payment to escrow agent | (8,485,000) | - | - | (8,485,000) |
| Transfers in | 21,980,083 | - | 3,085,926 | 25,066,009 |
| Transfers out | (4,206,670) | (19,857,383) | (2,751,966) | (26,816,019) |
| Total Other Financing Sources (Uses) | 17,773,413 | (19,857,383) | 333,960 | (1,750,010) |
| Change in fund balance | 15,884,205 | (19,549,745) | (4,490,778) | (8,156,318) |
| Fund Balance, July 1, 2004, as restated | 28,548,986 | 19,549,745 | 40,118,906 | 88,217,637 |
| Fund Balance, June 30, 2005 | $ 44,433,191 | $ - | $ 35,628,128 | $ 80,061,319 |

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

FISCAL YEAR ENDED JUNE 30, 2005

| | |
|---|---|
| **NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS** | $ ( 8,156,318) |
| • 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 and acquisitions, net | 12,183,485 |
| Depreciation | ( 9,835,467) |
| • 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. | ( 340,465) |
| • 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: | |
| Proceeds of bonds | ( 8,485,000) |
| Repayments of debt | 19,537,239 |
| • In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. | ( 281,198) |
| • Some expenses reported in the Statement of Activities, such as compensated absences and the amortization of bond premiums and discounts, do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds. | ( 198,337) |
| • 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. | ( 995,732) |
| **CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES** | $ 3,428,207 |

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, 2005

| | Budgeted Amounts | | | Variance with Final Budget |
|---|---|---|---|---|
| | Original Budget | Final Budget | Actual Amounts | Positive (Negative) |
| **Revenues and Other Sources:** | | | | |
| Taxes | $ 138,555,013 | $ 138,555,013 | $ 138,555,013 | $ - |
| Auto permits | 10,750,000 | 10,750,000 | 11,934,156 | 1,184,156 |
| Penalties, interest and other taxes | 578,786 | 578,786 | 545,000 | (33,786) |
| Charges for services | 1,601,509 | 1,601,509 | 1,713,778 | 112,269 |
| Intergovernmental | 36,541,034 | 36,541,034 | 36,883,826 | 342,792 |
| Licenses and permits | 1,087,860 | 1,087,860 | 1,093,754 | 5,894 |
| Interest earnings | 1,306,000 | 1,306,000 | 1,917,561 | 611,561 |
| Miscellaneous | 641,068 | 4,922,083 | 3,832,434 | (1,089,649) |
| Transfers in | 1,148,990 | 1,149,000 | 20,510,699 | 19,361,699 |
| Other sources | 8,250,000 | 8,250,000 | 8,250,000 | - |
| Total Revenues and Other Sources | 200,460,260 | 204,741,285 | 225,236,221 | 20,494,936 |
| **Expenditures and Other Uses:** | | | | |
| General government | 37,584,785 | 39,931,465 | 39,547,239 | 384,226 |
| Police | 15,746,940 | 16,076,396 | 15,255,003 | 821,393 |
| Fire | 13,763,880 | 13,763,880 | 13,252,592 | 511,288 |
| Water fire protection services | 1,793,110 | 1,793,110 | 1,775,188 | 17,922 |
| Education | 82,145,643 | 83,411,544 | 82,873,813 | 537,731 |
| Public works | 8,472,786 | 8,505,116 | 8,470,700 | 34,416 |
| Health and human services | 3,020,568 | 3,020,568 | 2,734,292 | 286,276 |
| Culture and recreation | 4,859,549 | 4,896,361 | 4,887,574 | 8,787 |
| Community development | 1,514,116 | 1,516,102 | 1,510,245 | 5,857 |
| Communications | 277,333 | 277,333 | 277,864 | (531) |
| Debt service | 19,564,433 | 19,564,433 | 19,489,417 | 75,016 |
| Intergovernmental | 9,177,447 | 9,177,447 | 9,177,447 | - |
| Capital outlay | 92,500 | 202,500 | 202,500 | - |
| Transfers out | 2,447,170 | 2,605,030 | 2,605,030 | - |
| Total Expenditures and Other Uses | 200,460,260 | 204,741,285 | 202,058,904 | 2,682,381 |
| Excess of revenues and other sources over expenditures and other uses | $ - | $ - | $ 23,177,317 | $ 23,177,317 |

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2005

| | Business-Type Activities Enterprise Funds | | | Governmental Activities |
|---|---|---|---|---|
| | Waste Water Fund | Solid Waste Fund | Total | Internal Service Funds |
| **ASSETS** | | | | |
| Current: | | | | |
| Cash and short-term investments | $ 27,984,890 | $ 2,188,236 | $ 30,173,126 | $ - |
| User fees, net of allowance for uncollectibles | 2,172,514 | 306,294 | 2,478,808 | - |
| Due from other funds | - | 1,289,229 | 1,289,229 | 7,436,247 |
| Other assets | 42,126 | 1,508 | 43,634 | 443,759 |
| Total current assets | 30,199,530 | 3,785,267 | 33,984,797 | 7,880,006 |
| Noncurrent: | | | | |
| Capital assets being depreciated, net | 72,327,236 | 13,029,422 | 85,356,658 | - |
| Capital assets not being depreciated | 14,064,268 | 231,705 | 14,295,973 | - |
| Other | 181,638 | - | 181,638 | - |
| Total noncurrent assets | 86,573,142 | 13,261,127 | 99,834,269 | - |
| **TOTAL ASSETS** | 116,772,672 | 17,046,394 | 133,819,066 | 7,880,006 |
| **LIABILITIES** | | | | |
| Current: | | | | |
| Accounts payable | 453,562 | 91,231 | 544,793 | 793,207 |
| Due to other funds | 2,651,957 | - | 2,651,957 | - |
| Accrued liabilities | 498,097 | 537,524 | 1,035,621 | 7,415,395 |
| Current portion of long-term liabilities: | | | | |
| Bonds and notes payable | 1,044,109 | 1,274,860 | 2,318,969 | - |
| Compensated absences | 19,000 | 14,000 | 33,000 | - |
| Capital leases | - | 327,996 | 327,996 | - |
| Total current liabilities | 4,666,725 | 2,245,611 | 6,912,336 | 8,208,602 |
| Noncurrent: | | | | |
| Bonds and notes payable | 10,086,733 | 20,535,878 | 30,622,611 | - |
| Compensated absences | 195,239 | 117,607 | 312,846 | - |
| Capital leases | - | 822,468 | 822,468 | - |
| Landfill closure and post closure | - | 3,026,170 | 3,026,170 | - |
| Total noncurrent liabilities | 10,281,972 | 24,502,123 | 34,784,095 | - |
| **TOTAL LIABILITIES** | 14,948,697 | 26,747,734 | 41,696,431 | 8,208,602 |
| **NET ASSETS** | | | | |
| Invested in capital assets, net of related debt | 75,260,662 | 2,519,621 | 77,780,283 | - |
| Restricted for capital projects | - | 1,168,612 | 1,168,612 | - |
| Unrestricted | 26,563,313 | (13,389,573) | 13,173,740 | (328,596) |
| **TOTAL NET ASSETS** | $ 101,823,975 | $ (9,701,340) | $ 92,122,635 | $ (328,596) |

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, 2005

| | Business-Type Activities Enterprise Funds | | | Governmental Activities |
|---|---|---|---|---|
| | Waste Water Fund | Solid Waste Fund | Total | Internal Service Fund |
| **Operating Revenues:** | | | | |
| Charges for services | $ 8,655,136 | $ 3,137,971 | $ 11,793,107 | $ - |
| Contributions | - | - | - | 21,108,731 |
| Other | 34,575 | 25,607 | 60,182 | 5,382,938 |
| Total Operating Revenues | 8,689,711 | 3,163,578 | 11,853,289 | 26,491,669 |
| **Operating Expenses:** | | | | |
| Salaries and wages | 1,756,259 | 1,761,446 | 3,517,705 | - |
| Operating expenses | 3,086,205 | 1,989,939 | 5,076,144 | 27,659,814 |
| Depreciation | 3,577,215 | 919,689 | 4,496,904 | - |
| Total Operating Expenses | 8,419,679 | 4,671,074 | 13,090,753 | 27,659,814 |
| Operating Income (Loss) | 270,032 | (1,507,496) | (1,237,464) | (1,168,145) |
| **Nonoperating Revenues (Expenses):** | | | | |
| Intergovernmental | 827,607 | 57,696 | 885,303 | - |
| Investment income | 792,140 | 74,920 | 867,060 | 172,413 |
| Interest expense | (653,398) | (976,840) | (1,630,238) | - |
| Developer contributions | 382,469 | - | 382,469 | - |
| Total Nonoperating Revenues (Expenses), Net | 1,348,818 | (844,224) | 504,594 | 172,413 |
| Income (Loss) Before Transfers | 1,618,850 | (2,351,720) | (732,870) | (995,732) |
| **Transfers:** | | | | |
| Transfers in | - | 1,750,010 | 1,750,010 | - |
| Change in Net Assets | 1,618,850 | (601,710) | 1,017,140 | (995,732) |
| Net Assets at Beginning of Year | 100,205,125 | (9,099,630) | 91,105,495 | 667,136 |
| Net Assets at End of Year | $ 101,823,975 | $ (9,701,340) | $ 92,122,635 | $ (328,596) |

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2005

| | 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 | $ 8,672,201 | $ 3,095,331 | $ 11,767,532 | $ 26,491,669 |
| Payments to vendors | (3,320,396) | (1,668,710) | (4,989,106) | (24,571,545) |
| Payments to employees | (1,771,490) | (1,772,834) | (3,544,324) | - |
| Net Cash Provided By (Used For) Operating Activities | 3,580,315 | (346,213) | 3,234,102 | 1,920,124 |
| **Cash Flows From Noncapital Financing Activities:** | | | | |
| Payments under interfund loan agreements | 191,216 | 38,441 | 229,657 | (2,092,537) |
| Transfers in | - | 1,750,100 | 1,750,100 | - |
| Intergovernmental subsidy | 1,210,076 | 57,696 | 1,267,772 | - |
| Net Cash Provided By Noncapital Financing Activities | 1,401,292 | 1,846,237 | 3,247,529 | (2,092,537) |
| **Cash Flows From Capital and Related Financing Activities:** | | | | |
| Proceeds from issuance of bonds and notes | - | 623,049 | 623,049 | - |
| Acquisition and construction of capital assets | (3,474,215) | (42,285) | (3,516,500) | - |
| Principal payments on bonds | (1,043,619) | (924,383) | (1,968,002) | - |
| Interest expense | (678,030) | (686,756) | (1,364,786) | - |
| Net Cash (Used For) Capital and Related Financing Activities | (5,195,864) | (1,030,375) | (6,226,239) | - |
| **Cash Flows From Investing Activities:** | | | | |
| Investment income | 792,140 | 74,920 | 867,060 | 172,413 |
| Net Change in Cash and Short-Term Investments | 577,883 | 544,569 | 1,122,452 | - |
| Cash and Short-Term Investments, Beginning of Year | 27,407,007 | 1,643,667 | 29,050,674 | - |
| Cash and Short-Term Investments, End of Year | $ 27,984,890 | $ 2,188,236 | $ 30,173,126 | $ - |
| **Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:** | | | | |
| Operating income (loss) | $ 270,032 | $ (1,507,496) | $ (1,237,464) | $ (1,168,145) |
| Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities: | | | | |
| Depreciation | 3,577,215 | 919,689 | 4,496,904 | - |
| Changes in assets and liabilities: | | | | |
| User fees | (17,510) | (68,157) | (85,667) | - |
| Other assets | 62,213 | (1,598) | 60,615 | 523,293 |
| Accounts payable | 45,065 | (1,046) | 44,019 | 741,581 |
| Accrued liabilities | (341,469) | (188,387) | (529,856) | 1,823,395 |
| Other liabilities | (15,231) | (11,388) | (26,619) | - |
| Landfill closure liability | - | 512,170 | 512,170 | - |
| Net Cash Provided By (Used For) Operating Activities | $ 3,580,315 | $ (346,213) | $ 3,234,102 | $ 1,920,124 |

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2005

| | Pension Trust | Private Purpose Trust Funds | Agency Funds |
|---|---|---|---|
| **ASSETS** | | | |
| Cash and short-term investments | $ 1,458,288 | $ 99,827 | $ 471,382 |
| Investments | 24,499,522 | 3,707,429 | - |
| Due from other funds | 12,589 | 43,609 | - |
| Other assets | 135,977 | - | - |
| Total Assets | $ 26,106,376 | $ 3,850,865 | $ 471,382 |
| **LIABILITIES AND NET ASSETS** | | | |
| Accounts payable | $ - | $ 32,160 | $ - |
| Other liabilities | - | - | 471,382 |
| Due to other funds | - | 22,017 | - |
| Total Liabilities | - | 54,177 | 471,382 |
| **NET ASSETS** | | | |
| Total net assets held in trust for pension benefits and other purposes | 26,106,376 | 3,796,688 | - |
| Total Liabilities and Net Assets | $ 26,106,376 | $ 3,850,865 | $ 471,382 |

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2005

| | Pension Trust Fund | Private Purpose Trust Funds |
|---|---|---|
| **Additions:** | | |
| Contributions: | | |
| Employers | $ 683,137 | $ - |
| Plan members | 683,137 | - |
| Other | - | 2,486 |
| Total contributions | 1,366,274 | 2,486 |
| Investment Income: | | |
| Dividend and interest | 1,893,813 | 211,432 |
| Total Investment income | 1,893,813 | 211,432 |
| Total additions | 3,260,087 | 213,918 |
| **Deductions:** | | |
| Benefit payments to plan members and beneficiaries | 1,403,449 | 103,156 |
| Administrative expenses | 131,720 | 29,504 |
| Total deductions | 1,535,169 | 132,660 |
| Net increase | 1,724,918 | 81,258 |
| **Net assets held in trust:** | | |
| Beginning of year | 24,381,458 | 3,715,430 |
| End of year | $ 26,106,376 | $ 3,796,688 |

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 2005, it was determined that the Nashua Airport Authority met the required GASB-39 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 Employees Contributory Retirement System, which accumulates resources for pension benefit payments to qualified employees.

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 is 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.

*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) | $ 197,178,031 | $ 199,067,239 |
| Other financing sources/uses (GAAP basis, excluding refunding) | 21,980,083 | 4,206,670 |
| Subtotal (GAAP Basis) | 219,158,114 | 203,273,909 |
| Adjust tax revenue to accrual basis | ( 702,509) | - |
| Reverse beginning of year appropriation carryforwards from expenditures | - | ( 1,615,095) |
| Add end of year appropriation carryforwards to expenditures | - | 1,869,484 |
| Reverse activity budgeted in prior years | ( 1,469,394) | ( 1,469,394) |
| Recognize use of fund balance as funding source | 8,250,000 | - |
| Budgetary basis | $ 225,236,221 | $ 202,058,904 |

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 a total fund equity/net asset deficits at June 30, 2005:

| | |
|---|---|
| Nonmajor Governmental Funds: | |
| Fire Projects | $ ( 681,263) |
| Community Development Projects | $ ( 156,901) |
| Proprietary Funds: | |
| Solid Waste | $ (9,701,340) |
| Internal Service | $ ( 328,596) |

The governmental funds will be funded with future bond proceeds. The City is developing plans to address the deficit in the Solid Waste and Internal Service 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, 2005, 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, 2005 included the following (in thousands):

| | |
|---|---|
| U.S. Treasury Obligations | $ 7,473 |
| U.S. Government Agencies | 12,746 |
| Corp. and Foreign Bonds | 6,015 |
| Common Equities | 25,357 |
| Int'l Equity Mutual funds | 3,432 |
| Total | $ 55,023 |

### 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):

| | | Maturity in Years | | | Average |
|---|---|---|---|---|---|
| | Total | <1 | 1-5 | 6-10 | Rating |
| U.S. Treasury Obligations | $ 7,473 | $ 3,106 | $ 3,110 | $ 1,257 | Aaa |
| U.S. Government Agencies | 12,746 | 3,185 | 7,699 | 1,862 | Aaa |
| Corp. and Foreign Bonds | 6,015 | 427 | 4,247 | 1,341 | Aa3 |
| Total | $ 26,234 | $ 6,718 | $ 15,056 | $ 4,460 | |

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, 2005 consist of the following (in thousands):

| | |
|---|---|
| Unredeemed Taxes: | |
| Levy of 2005 | $ 13,274 |
| Levy of 2004 | 1,255 |
| Levy of 2002 | 294 |
| Levy of 2001 | 26 |
| Prior and other | 154 |
| Total | $ 15,003 |

## 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 2005.

## 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, 2005 balances in interfund receivable and payable accounts:

| | Due From Other Funds | Due To Other Funds |
|---|---|---|
| Funds: | | |
| General fund | $ 6,130,965 | $ 19,811,282 |
| Nonmajor Governmental Funds: | | |
| Police grants | 105,103 | 20,407 |
| Fire grants | 32,269 | - |
| Health and services grants | 20,897 | 42,784 |
| Parks and recreation grants | 90,438 | 5,817 |
| Transit grants | 15,451 | 69,837 |
| CDBG/Home grants | - | 283,441 |
| CD grants | 207,318 | 58,316 |
| Homeland security grants | - | 103,506 |
| Bioterrorism grants | - | 84,728 |

(continued)

(continued)

| | Due From Other Funds | Due To Other Funds |
|---|---|---|
| Other city grants | 21,413 | - |
| Food services | 250,935 | - |
| School grants | 29,758 | 2,524,381 |
| City revolving funds | 2,284,976 | 46,192 |
| School revolving funds | 272,543 | 9,364 |
| Expendable trust reserve | 200,000 | 634,096 |
| Other expendable trust funds | 63,651 | 173,407 |
| Fire projects | - | 555,654 |
| Public works projects | 2,260,654 | - |
| Community development projects | 89,487 | 160,933 |
| School department projects | 5,630,831 | - |
| Other projects | 720,509 | - |
| Cemetery permanent funds | 43,965 | - |
| Library permanent funds | 4,102 | - |
| Other permanent funds | 1,180 | - |
| Enterprise funds: | | |
| Waste water | - | 2,651,957 |
| Solid waste | 1,289,229 | - |
| Internal service fund: | | |
| Self-insurance | 7,436,247 | - |
| Fiduciary fund types: | | |
| Pension trust | 12,589 | - |
| Private purpose | 43,609 | 22,017 |
| Total | $ 27,258,119 | $ 27,258,119 |

## 8. Capital Assets

Capital asset activity for the year ended June 30, 2005 was as follows (in thousands):

| | Beginning Balance | Net Increases | Decreases | Ending Balance |
|---|---|---|---|---|
| Governmental Activities: | | | | |
| Capital assets, being depreciated: | | | | |
| Buildings and improvements | $ 146,454 | $ 62,971 | $ - | $ 209,425 |
| Infrastructure | 25,584 | 8,097 | ( 903) | 32,778 |
| Machinery and equipment | 23,628 | 1,789 | - | 25,417 |
| Total capital assets, being depreciated | 196,666 | 72,857 | (903) | 195,666 |
| Less accumulated depreciation: | | | | |
| Buildings and improvements | ( 40,298) | ( 4,686) | - | ( 44,984) |
| Infrastructure | ( 12,229) | ( 3,690) | 780 | ( 15,139) |
| Machinery and equipment | ( 7,597) | ( 1,459) | - | ( 9,056) |

(continued)

(continued)

| | Beginning Balance | Net Increases | Decreases | Ending Balance |
|---|---|---|---|---|
| Total accumulated depreciation | ( 60,124) | ( 9,835) | 780 | ( 69,179) |
| Total capital assets, being depreciated, net | 135,542 | 63,022 | ( 123) | 198,441 |
| Capital assets, not being depreciated: | | | | |
| Land | 23,376 | 449 | - | 23,825 |
| Construction in progress | 65,789 | 1,970 | (62,971) | 4,788 |
| Total capital assets, not being depreciated | 89,165 | 2,419 | (62,971) | 28,613 |
| Governmental activities capital assets, net | $ 224,707 | $ 65,441 | $ (63,094) | $ 227,054 |

| | Beginning Balance | Net Increases | Decreases | Ending Balance |
|---|---|---|---|---|
| Business-Type Activities: | | | | |
| Capital assets, being depreciated: | | | | |
| Buildings | $ 40,456 | $ 191 | $ - | $ 40,647 |
| Land improvements | 8,664 | 2,621 | - | 11,285 |
| Infrastructure | 45,024 | 308 | - | 45,332 |
| Machinery and equipment | 26,705 | 275 | - | 26,980 |
| Storm drains | 21,035 | 74 | - | 21,109 |
| Total capital assets, being depreciated | 141,884 | 3,469 | - | 145,353 |
| Less accumulated depreciation for: | | | | |
| Buildings | ( 22,523) | ( 1,127) | - | ( 23,650) |
| Land improvements | ( 240) | ( 499) | - | ( 739) |
| Infrastructure | ( 17,916) | ( 908) | - | ( 18,824) |
| Machinery and equipment | ( 10,349) | ( 1,541) | - | ( 11,890) |
| Storm drains | ( 4,472) | ( 422) | - | ( 4,894) |
| Total accumulated depreciation | ( 55,500) | ( 4,497) | - | ( 59,997) |
| Total capital assets, being depreciated, net | 86,384 | ( 1,028) | - | 85,356 |
| Capital assets, not being depreciated: | | | | |
| Land | 232 | - | - | 232 |
| Construction in progress | 14,017 | 2,624 | ( 2,577) | 14,064 |
| Total capital assets, not being depreciated | 14,249 | 2,624 | ( 2,577) | 14,296 |
| Business-type activities capital assets, net | $ 100,633 | $ 1,596 | $ ( 2,577) | $ 99,652 |

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

| | |
|---|---|
| Governmental Activities: | |
| General government | $ 229 |
| Police | 524 |
| Fire | 470 |
| Education | 5,870 |
| Public works | 1,081 |
| Culture and recreation | 512 |
| Heath and human services | 17 |
| Community development | 331 |
| Communications | 799 |
| Total depreciation expense - governmental activities | $ 9,835 |

| | |
|---|---|
| Business-Type Activities: | |
| Waste water | $ 3,577 |
| Solid waste | 920 |
| Total depreciation expense - business-type activities | $ 4,497 |

## 9. Accounts Payable

Accounts payable represent additional 2005 expenditures paid after June 30, 2005.

## 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, 2005 receivable balances, except real and personal property taxes that are accrued for subsequent 60-day collections.

## 11. 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, 2005 (in thousands):

| | Governmental Fund Types | Business-Type Funds |
|---|---|---|
| 2006 | $ 259 | $ 374 |
| 2007 | 27 | 316 |
| 2008 | 27 | 316 |
| 2009 | - | 243 |
| Total minimum lease payments | 313 | 1,249 |
| Less amount representing interest | ( 24) | ( 99) |
| Present Value of Minimum Lease Payments | $ 289 | $ 1,150 |

## 12. Long-Term Debt

### A. *General Obligation Bonds*

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds

have been issued for both governmental and business-type activities. General obligation bonds currently outstanding are as follows:

| Governmental Activities: | Serial Maturities Through | Interest Rate(s) % | Amount Outstanding as of June 30, 2005 |
|---|---|---|---|
| Mt. Pleasant - renovation/construction | 05/06 | 4.50% | $ 1,180,000 |
| Parking garage - Garden and Elm St. | 11/10 | 5.24% | 384,405 |
| Public improvements | 11/12 | 5.24% | 592,800 |
| Public improvements | 11/12 | 5.24% | 2,396,160 |
| Elementary school/admin bldg. renovation | 07/13 | 5.483% | 3,981,500 |
| Refunding bond for school component | 07/15 | 3.66% | 2,882,439 |
| Refunding bond for Arts and Science | 07/15 | 3.66% | 713,659 |
| Refunding bond for Shady Lane | 07/15 | 3.66% | 869,539 |
| New Searles school | 11/16 | 5.31% | 10,000 |
| Fairgrounds junior high school | 11/16 | 5.31% | 675,000 |
| Fairgrounds junior high school | 11/16 | 5.31% | 10,000 |
| Dr. Crisp/bicentennial | 11/16 | 5.31% | 645,000 |
| Ridge road | 11/16 | 5.31% | 10,000 |
| Lake St. fire station/comm. system | 01/19 | 4.33% | 4,290,000 |
| Amherst St. school renovations | 10/19 | 4.5 - 7.5% | 1,175,000 |
| School land acquisition | 10/19 | 4.5 - 7.5% | 1,750,000 |
| Athletic fields | 04/19 | 7.50% | 250,000 |
| Southwest quadrant land acquisition | 04/19 | 7.50% | 650,000 |
| Citywide communication towers | 09/21 | 5.10% | 4,000,000 |
| Library automation | 09/21 | 5.10% | 400,000 |
| NPD CAD system | 09/21 | 5.10% | 3,200,000 |
| NPD CAD system | 09/21 | 5.10% | 2,000,000 |
| Highway and sidewalk construction | 09/21 | 5.10% | 925,000 |
| Athletic field | 09/21 | 5.10% | 3,190,000 |
| High school construction | 09/21 | 5.10% | 38,640,000 |
| High school planning | 09/21 | 5.10% | 1,360,000 |
| School construction | 01/22 | 4.73% | 32,925,000 |
| Holman stadium Series A | 01/22 | 5.2979% | 2,365,000 |
| Holman stadium Series C | 01/22 | 6.0982% | 1,585,000 |
| Refunding for Dr. Crisp/bicentennial | 11/16 | 2.0 - 4.0% | 3,550,982 |
| Refunding for fairgrounds | 11/16 | 2.0 - 4.0% | 55,485 |
| Refunding for fairgrounds | 11/16 | 2.0 - 4.0% | 55,485 |
| Refunding for fairgrounds/jr. high | 11/16 | 2.0 - 4.0% | 3,532,564 |
| Refunding for ridge road | 11/16 | 2.0 - 4.0% | 55,485 |
| Departmental equipment - buses | 03/14 | 2.5 - 5.0% | 172,500 |
| Land acquisition | 03/04 | 2.5 - 5.0% | 247,500 |
| Parking facility | 03/13 | 2.0 - 5.0% | 1,035,000 |
| School | 03/24 | 2.0 - 5.0% | 43,865,000 |
| Refunding Amherst St School | 11/16 | 2.0 - 4.0% | 2,606,470 |
| Refunding school land acq. | 11/16 | 2.0 - 4.0% | 3,881,950 |
| Refunding athletic field. | 11/16 | 2.0 - 4.0% | 554,630 |
| Refunding SW land acq. | 11/16 | 2.0 - 4.0% | 1,441,950 |
| Total Governmental Activities | | | $ 174,110,503 |

| | Serial Maturities Through | Interest Rate(s) % | Amount Outstanding as of June 30, 2005 |
|---|---|---|---|
| Business-Type Activities: | | | |
| Solid Waste Disposal Fund: | | | |
| Refunding bonds | 07/15 | 3.66% | $ 233,982 |
| Landfill expansion and closure | 02/18 | 4.216% | 2,389,375 |
| Landfill expansion and closure | 04/21 | 4.464% | 7,031,250 |
| Multisite landfill - old Nashua | 01/23 | 3.98% | 425,688 |
| Multisite landfill - atherton park | 01/23 | 3.73% | 81,000 |
| Multisite landfill - roussel/gardner | 05/23 | 3.73% | 1,391,546 |
| Multisite landfill - shady lane | 05/23 | 3.73% | 211,163 |
| Total Solid Waste Disposal Fund | | | 11,764,004 |
| Waste Water Treatment Fund: | | | |
| Refunding bonds | 11/11 | 5.24% | 2,735,595 |
| Refunding bonds | 11/11 | 5.24% | 131,040 |
| Sewer bonds | 07/12 | 5.58% | 703,500 |
| Refunding bonds | 07/15 | 3.66% | 180,380 |
| Sludge digester | 08/20 | 4.16% | 7,380,377 |
| Total Waste Water Treatment Fund | | | 11,130,842 |
| Total Enterprise Fund Bonds Payable | | | 22,894,846 |
| Grand Total | | | $ 197,005,349 |

## B. *Future Debt Service*

The annual principal payments to retire all general obligation long-term debt (bonds and notes) outstanding as of June 30, 2005 are as follows:

| Governmental | Principal | Interest | Total |
|---|---|---|---|
| 2006 | $ 12,112,168 | $ 7,727,973 | $ 19,840,141 |
| 2007 | 12,120,989 | 7,216,042 | 19,337,031 |
| 2008 | 11,523,462 | 6,710,474 | 18,233,936 |
| 2009 | 11,465,595 | 6,219,265 | 17,684,860 |
| 2010 | 11,756,828 | 5,751,527 | 17,508,355 |
| 2011 - 2015 | 52,534,360 | 21,508,726 | 74,043,086 |
| 2016 - 2020 | 45,482,101 | 9,892,987 | 55,375,088 |
| 2021 - 2025 | 17,115,000 | 1,359,102 | 18,474,102 |
| Total | $ 174,110,503 | $ 66,386,096 | $ 240,496,599 |

| Business-Type | Principal | Interest | Total |
|---|---|---|---|
| 2006 | $ 2,318,969 | $ 1,314,501 | $ 3,633,470 |
| 2007 | 2,319,099 | 1,240,579 | 3,559,678 |
| 2008 | 2,311,485 | 1,143,327 | 3,454,812 |
| 2009 | 2,296,893 | 1,045,695 | 3,342,588 |
| 2010 | 2,290,713 | 947,902 | 3,238,615 |
| 2011 - 2015 | 9,522,739 | 3,462,595 | 12,985,334 |
| 2016 - 2020 | 8,170,099 | 1,684,633 | 9,854,732 |
| 2021 - 2025 | 3,711,583 | 344,068 | 4,055,651 |
| Total | $ 32,941,580 | $ 11,183,300 | $ 44,124,880 |

C. *Notes Payable*

During fiscal year 2005, the City issued $ 623,049 in additional notes for a total of $ 10,046,734 in State Revolving Loans. The notes accrue interest at 1% during the construction phase and will be permanently financed upon completion.

D. *Bond Authorizations*

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2005 are as follows:

| Purpose | Amount |
|---|---|
| High school projects | $ 3,030,000 |
| Replacement of bus fleet | 187,500 |
| Land purchase | 212,500 |
| Holman stadium | 50,000 |
| Four Hills landfill closure | 8,000,000 |
| Multi-site closure and park improvements | 2,657,688 |
| Downtown parking renovations | 55,000 |
| Senior center expansion | 2,400,000 |
| Police HVAC | 325,000 |
| Acquisition 50 east hollis | 450,000 |
| Riverwalk construction | 1,135,000 |
| Fire station construction | 4,700,000 |
| Refunding 9/01 | 5,645,000 |
| Refunding 4/04 | 71,515,000 |
| Total | $ 100,362,688 |

E. *Changes in General Long-Term Liabilities*

During the year ended June 30, 2005, the following changes occurred in long-term liabilities (in thousands):

| | Total Balance 7/1/04 | Additions | Reductions | Total Balance 6/30/05 | Less Current Portion | Equals Long-Term Portion 6/30/05 |
|---|---|---|---|---|---|---|
| Governmental Activities | | | | | | |
| Bonds payable | $ 184,314 | $ 8,485 | $ (18,688) | $ 174,111 | $ (12,112) | $ 161,999 |
| Compensated absences | 13,627 | 386 | - | 14,013 | ( 1,449) | 12,564 |
| Capital leases | 517 | - | ( 228) | 289 | ( 247) | 42 |
| Other: | | | | | | |
| Unamortized bond premium | 3,236 | 78 | ( 180) | 3,134 | ( 195) | 2,939 |
| Totals | $ 201,694 | $ 8,949 | $ (19,096) | $ 191,547 | $ (14,003) | $ 177,544 |

| | Total Balance 7/1/04 | Additions | Reductions | Total Balance 6/30/05 | Less Current Portion | Equals Long-Term Portion 6/30/05 |
|---|---|---|---|---|---|---|
| Business-Type Activities | | | | | | |
| Bonds payable | $ 24,707 | $ - | $ ( 1,812) | $ 22,895 | $ ( 2,319) | $ 20,576 |
| Notes payable | 9,424 | 623 | - | 10,047 | - | 10,047 |
| Compensated absences | 372 | - | ( 26) | 346 | ( 33) | 313 |
| Capital leases | 1,494 | - | ( 344) | 1,150 | ( 328) | 822 |
| Other: | | | | | | |
| Landfill closure and post-closure | 2,514 | 512 | - | 3,026 | - | 3,026 |
| Totals | $ 38,511 | $ 1,135 | $ ( 2,182) | $ 37,464 | $ ( 2,680) | $ 34,784 |

### F. *Advance Refunding*

On March 15, 2005, the City issued $ 8,485,000 of general obligation refunding bonds for the purpose of refunding $ 7,650,000 of outstanding general obligation bonds of the City. Interest on the bond is payable semiannually on October 1 and April 1 until maturity in fiscal 2022. The net proceeds from the issuance of the general obligation bonds for refunding 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 term bonds mature. The advance refunding met the requirements of an in-substance debt defeasance and the term 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 $ 385,558, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of $ 351,922. Defeased debt still outstanding at June 30, 2005 is $ 7,650,000.

## 13. 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 $ 3,026,170 reported as landfill closure and postclosure care liability at June 30, 2005 is comprised of $ 1,827,000 of postclosure care cost for the MSW Landfill, and $ 1,199,170 in closure and postclosure care costs for the new Phase I Lined Landfill (based on the use of 35% 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.

## 14. 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.

## 15. 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, 2005:

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 School Capital Reserve - Represents the amount of fund balance voted by the Board of Mayor and Aldermen to re-establish the School Capital Reserve fund in fiscal year 2006.

Reserved for Perpetual 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.

Unreserved - Designated - Represents the amount of fund balance management has set aside for future items including: reduction of FY06 tax rate $ 11,004,860, FY07/08 School bonded debt $ 4,003,333, potential future abatements $ 2,200,000, and potential arbitrage $ 350,000.

## 16. 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.

## 17. 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, 2005 was not available.

## 18. 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 2.64% to 13.44% of covered compensation. The City's contributions to the

System for the years ended June 30, 2005, 2004 and 2003 were $ 5,237,102, $ 4,904,514 and $ 3,294,872, 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 cost sharing, 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.

Membership of each plan consisted of the following at June 30, 2005, the date of the latest actuarial valuation:

| | |
|---|---|
| Retirees and beneficiaries receiving benefits | 70 |
| Terminated plan members entitled to but not yet receiving benefits | 1 |
| Active plan members | 179 |
| Total | 250 |
| Number of participating employers | 1 |

The City employees each contribute 9.15% of their base salary, as specified by ordinance.

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.

## 19. Self Insurance

The City self-insures against claims for workers compensation, 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 year ended June 30, 2005 are as follows:

| | Claims Liabilities |
|---|---|
| Claims liability, July 1, 2004 | $ 5,592,000 |
| Claims incurred/recognized in fiscal year 2005 | 27,659,817 |
| Claims paid in fiscal year 2005 | (25,836,419 |
| Claims liability, June 30, 2005 | $ 7,415,395 |

## 20. 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.

## 21. Beginning Fund Balance Reclassification

The City's major governmental funds for fiscal year 2005, as defined by GASB Statement 34, have changed from the previous fiscal year. Accordingly, the following reconciliation is provided:

| | Fund Equity June 30, 2004 (as previously reported) | Reclassification | Fund Equity June 30, 2004 (as restated) |
|---|---|---|---|
| School Capital Reserve Fund | $ - | $ 19,549,745 | $ 19,549,745 |
| Non-Major funds | 59,668,651 | (19,549,745) | 40,118,906 |
| Total | $ 59,668,651 | $ - | $ 59,668,651 |

# NASHUA AIRPORT AUTHORITY FOOTNOTES

## NASHUA AIRPORT AUTHORITY

## NOTES TO FINANCIAL STATEMENTS

## June 30, 2005 and 2004

### 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, 2005.

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, 2005, 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, 2005.

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 | 10 - 25 |
| Buildings | 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, 2005 are classified in the accompanying financial statements as follows:

| | |
|---|---|
| State of Net Assets: | |
| Cash and cash equivalents | $ 89,248 |
| Investments | 500,000 |
| Total cash and investments | $ 589,248 |

Cash and investments at June 30, 2005 consist of the following:

| | |
|---|---|
| Cash on hand | $ 100 |
| Deposits with financial institutions | 589,148 |
| Total cash and investments | $ 589,248 |

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. Of the Authority's deposits with financial institutions at year end $ 400,000 and $ 195,193 was uninsured and uncollateralized as of June 30, 2005.

## NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consist of various federal and state fundings. 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, 2005 is as follows:

| | |
|---|---|
| State and federal share of Federal Aviation Administration projects | $ 25,871 |
| Total | $ 25,871 |

## NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the year ended June 30, 2005:

| | Balance 07/01/04 | Additions | Reductions | Balance 06/30/05 |
|---|---|---|---|---|
| Capital assets, not being depreciated: | | | | |
| Land | $ 1,995,475 | $ - | $ - | $ 1,995,475 |
| Construction in progress | 736,235 | 468,505 | (1,067,583) | 137,157 |
| Total capital assets, not being depreciated | 2,731,710 | 468,505 | (1,067,583) | 2,132,632 |
| Other capital assets: | | | | |
| Land improvements | 4,392,562 | 1,067,583 | - | 5,460,145 |
| Buildings and improvements | 1,460,718 | - | - | 1,460,718 |
| Equipment | 618,107 | 23,671 | ( 850) | 640,928 |
| Total other capital assets at historical cost | 6,471,387 | 1,091,254 | ( 850) | 7,561,791 |
| Less accumulated depreciation for: | | | | |
| Land improvements | (2,443,642) | ( 201,871) | - | (2,645,513) |
| Buildings and improvements | ( 439,641) | ( 37,605) | - | ( 477,246) |
| Equipment | ( 382,815) | ( 33,999) | 850 | ( 415,964) |
| Total accumulated depreciation | (3,266,098) | ( 273,475) | 850 | (3,538,723) |
| Total other capital assets, net | 3,205,289 | ( 817,779) | - | 4,023,068 |
| Total capital assets, net | $ 5,936,999 | $ 1,286,284 | $ (1,067,583) | $ 6,155,700 |

## 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 5.90% of covered payroll for general employees during the year ended June 30, 2005. 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, 2005, 2004, and 2003 were $ 11,062, $ 9,931, and $ 6,703, 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 under twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2005, estimated yearly lease income is $ 193,000.

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, 2005 is as follows:

| | |
|---|---|
| Designated for – | |
| Capital improvements/equipment | $ 250,000 |
| Project capital improvements/equipment | 18,033 |
| Safety related expenditures | 2,038 |
| | 270,071 |
| Undesignated | 215,986 |
| | $ 486,057 |

## 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 - COMMITMENTS

Engineering Contract

During July 2004, the Authority signed a $ 206,200 contract with an independent company for professional engineering services relating to the design for the relocation of the existing parallel taxiway and new parallel runway. The Authority was awarded a grant from the Federal Aviation Administration for this project. The total estimated cost of the project is $ 211,000 and is to be funded with federal funds ($ 200,450), state funds ($ 5,275) and local funds ($ 5,275). The balance of this contract as of June 30, 2005 is $ 73,314.

## NOTE 10 - SUBSEQUENT EVENT

During August 2005, the Authority was awarded a grant from the Federal Aviation Administration for obstruction removal and a runway relocation feasibility study. The total estimated cost of the project is $ 307,000 and is to be funded with federal funds ($ 291,650), state ($ 7,675) and local funds ($ 7,675)

In conjunction with the above referenced grant award, the Authority entered into contracts for the project with independent companies during August 2005. The obstruction removal project and engineering services for the runway relocation feasibility study were awarded in the amounts of $ 88,287 and $ 183,450, respectively.

## 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 Percent-age of Covered Payroll [(b - a)/c] |
|---|---|---|---|---|---|---|
| 06/30/99 | $ 19,437,151 | $ 18,591,827 | $ 845,324 | 104.5% | $ 5,960,884 | 14.2% |
| 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%) |

Schedule of Employer Contributions:

| Year Ended June 30 | Annual Required Contribution | Percentage Contributed |
|---|---|---|
| 1999 | $ 558,922 | 100% |
| 2000 | 584,725 | 100% |
| 2001 | 621,726 | 100% |
| 2002 | 630,871 | 100% |
| 2003 | 637,391 | 100% |
| 2004 | 679,643 | 100% |

The required information presented above was determined as part of the actuarial valuations at the dates indicated. Additional information as of the latest actuarial valuation follows.

| | |
|---|---|
| Valuation date | 07/01/2003 |
| Actuarial cost method | Entry age normal |
| Amortization method | Level dollar |
| Remaining amortization period | N/A (1) |
| Asset valuation method | Average of book and market value plus any due, yet unpaid, contributions at year-end |
| Actuarial assumptions: | |
| Investment rate of return | 7.00% |
| Projected salary increase | 4.00% |

See Independent Auditors' Report.

(1) The aggregate costing method is used to determine contributions.

# 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.
- Bioterrorism Grants: to account for federal bioterrorism 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, 2005**

| | Special Revenue Funds | | | |
|---|---|---|---|---|
| | Police Grants | Fire Grants | Community Heath & Services Grants | Parks & Recreation Grants |
| ASSETS | | | | |
| Cash and short term investments | $ - | $ - | $ - | $ - |
| Investments | - | - | - | - |
| Departmental and other receivables | 10 | - | - | - |
| Intergovernmental receivables | 559,179 | 38,665 | 293,583 | 357,660 |
| Loans receivable | - | - | - | - |
| Due from other funds | 105,103 | 32,269 | 20,897 | 90,438 |
| Total Assets | $ 664,292 | $ 70,934 | $ 314,480 | $ 448,098 |
| LIABILITIES AND FUND EQUITY | | | | |
| Liabilities: | | | | |
| Accounts payable | $ 21,889 | $ 2,041 | $ 18,012 | $ 3,601 |
| Accrued liabilities | - | - | - | - |
| Deferred revenue | 546,953 | 31,354 | 229,662 | 404,592 |
| Due to other funds | 20,407 | - | 42,784 | 5,817 |
| Other liabilities | - | - | - | - |
| Total Liabilities | 589,249 | 33,395 | 290,458 | 414,010 |
| Fund Equity: | | | | |
| Reserved for encumbrances | 289,021 | 128,715 | - | 52,260 |
| Reserved for perpetual permanent funds | - | - | - | - |
| Unreserved: | | | | |
| Undesignated | | | | |
| Special revenue funds | (213,978) | (91,176) | 24,022 | (18,172) |
| Capital project funds | - | - | - | - |
| Permanent funds | - | - | - | - |
| Total Fund Equity | 75,043 | 37,539 | 24,022 | 34,088 |
| Total Liabilities and Fund Equity | $ 664,292 | $ 70,934 | $ 314,480 | $ 448,098 |

| Special Revenue Funds | | | | | |
|---|---|---|---|---|---|
| Transit Grants | CDBG/Home Grants | Community Development Division Grants | Homeland Security Grants | Bioterrorism Grants | Other City Grants |
| $ - | $ - | $ - | $ - | $ - | $ - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| 260,072 | 3,593,521 | 58,316 | 278,340 | 184,342 | - |
| - | - | 478,732 | - | - | - |
| 15,451 | - | 207,318 | - | - | 21,413 |
| $ 275,523 | $ 3,593,521 | $ 744,366 | $ 278,340 | $ 184,342 | $ 21,413 |
| $ 18,890 | $ 429,701 | $ - | $ 72,811 | $ 5,675 | $ 3,750 |
| - | - | - | - | - | - |
| 149,793 | 2,872,300 | - | 102,023 | 93,939 | - |
| 69,837 | 283,441 | 58,316 | 103,506 | 84,728 | - |
| - | 8,079 | - | - | - | - |
| 238,520 | 3,593,521 | 58,316 | 278,340 | 184,342 | 3,750 |
| 26,857 | 598,586 | 1,066,735 | 20,543 | 23,673 | 3,361 |
| - | - | - | - | - | - |
| 10,146 | (598,586) | (380,685) | (20,543) | (23,673) | 14,302 |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| 37,003 | - | 686,050 | - | - | 17,663 |
| $ 275,523 | $ 3,593,521 | $ 744,366 | $ 278,340 | $ 184,342 | $ 21,413 |

(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 | - | 8,393 | 104,562 | 389,342 |
| Intergovernmental receivables | 121,442 | 4,127,894 | - | 24,859 |
| Loans receivable | - | - | - | - |
| Due from other funds | 250,935 | 29,758 | 2,284,976 | 272,543 |
| Total Assets | $ 372,377 | $ 4,166,045 | $ 2,389,538 | $ 686,744 |
| LIABILITIES AND FUND EQUITY | | | | |
| Liabilities: | | | | |
| Accounts payable | $ 37,685 | $ 137,077 | $ 19,153 | $ 25,288 |
| Accrued liabilities | - | 307,102 | - | 19,544 |
| Deferred revenue | - | 1,169,868 | - | - |
| Due to other funds | - | 2,524,381 | 46,192 | 9,364 |
| Other liabilities | - | - | - | - |
| Total Liabilities | 37,685 | 4,138,428 | 65,345 | 54,196 |
| Fund Equity: | | | | |
| Reserved for encumbrances | 5,495 | 127,728 | 48,463 | 11,096 |
| Reserved for perpetual permanent funds | - | - | - | - |
| Unreserved: | | | | |
| Undesignated | | | | |
| Special revenue funds | 329,197 | (100,111) | 2,275,730 | 621,452 |
| Capital project funds | - | - | - | - |
| Permanent funds | - | - | - | - |
| Total Fund Equity | 334,692 | 27,617 | 2,324,193 | 632,548 |
| Total Liabilities and Fund Equity | $ 372,377 | $ 4,166,045 | $ 2,389,538 | $ 686,744 |

| Special Revenue Funds | | | Capital Project Funds | | |
|---|---|---|---|---|---|
| Expendable Trust Reserve Funds | Other Expendable Trust Funds | Subtotal | Fire Projects | Public Works Projects | Community Development Projects |
| $ 3,491,582 | $ 5,150,801 | $ 8,642,383 | $ - | $ - | $ - |
| 1,807,746 | 684,965 | 2,492,711 | - | - | - |
| - | - | 502,307 | - | 72,977 | 380 |
| - | - | 9,897,873 | - | 867,892 | - |
| - | - | 478,732 | - | - | - |
| 200,000 | 63,651 | 3,594,752 | - | 2,260,654 | 89,487 |
| $ 5,499,328 | $ 5,899,417 | $ 25,608,758 | $ - | $ 3,201,523 | $ 89,867 |
| | | | | | |
| $ - | $ 168,546 | $ 964,119 | $ 125,609 | $ 222,362 | $ 85,835 |
| - | - | 326,646 | - | 24,410 | - |
| - | - | 5,600,484 | - | 857,464 | - |
| 634,096 | 173,407 | 4,056,276 | 555,654 | - | 160,933 |
| - | - | 8,079 | - | - | - |
| 634,096 | 341,953 | 10,955,604 | 681,263 | 1,104,236 | 246,768 |
| | | | | | |
| - | - | 2,402,533 | 285,540 | 431,250 | 2,349,726 |
| - | - | - | - | - | - |
| | | | | | |
| 4,865,232 | 5,557,464 | 12,250,621 | - | - | - |
| - | - | - | (966,803) | 1,666,037 | (2,506,627) |
| - | - | - | - | - | - |
| 4,865,232 | 5,557,464 | 14,653,154 | (681,263) | 2,097,287 | (156,901) |
| $ 5,499,328 | $ 5,899,417 | $ 25,608,758 | $ - | $ 3,201,523 | $ 89,867 |

(continued)

(continued)

| | Capital Project Funds | | |
|---|---|---|---|
| | School Department Projects | Other Projects | Subtotal |
| ASSETS | | | |
| Cash and cash equivalents | $ - | $ - | $ - |
| Investments | - | - | - |
| Departmental and other receivables | 185,373 | - | 258,730 |
| Intergovernmental receivables | - | - | 867,892 |
| Loans receivable | - | - | - |
| Due from other funds | 5,630,831 | 720,509 | 8,701,481 |
| Total Assets | $ 5,816,204 | $ 720,509 | $ 9,828,103 |
| LIABILITIES AND FUND EQUITY | | | |
| Liabilities: | | | |
| Accounts payable | $ 118,173 | $ 5,055 | $ 557,034 |
| Accrued liabilities | 214,400 | - | 238,810 |
| Deferred revenue | - | - | 857,464 |
| Due to other funds | - | - | 716,587 |
| Other liabilities | - | - | - |
| Total Liabilities | 332,573 | 5,055 | 2,369,895 |
| Fund Equity: | | | |
| Reserved for encumbrances | 762,696 | 40,515 | 3,869,727 |
| Reserved for perpetual permanent funds | - | - | - |
| Unreserved: | | | |
| Undesignated | | | |
| Special revenue funds | - | - | - |
| Capital project funds | 4,720,935 | 674,939 | 3,588,481 |
| Permanent funds | - | - | - |
| Total Fund Equity | 5,483,631 | 715,454 | 7,458,208 |
| Total Liabilities and Fund Equity | $ 5,816,204 | $ 720,509 | $ 9,828,103 |

| Permanent Funds | | | | |
|---|---|---|---|---|
| Cemetery Permanent Funds | Library Permanent Funds | Other Permanent Funds | Subtotal | Total Nonmajor Governmental Funds |
| $ 236,255 | $ 428,133 | $ 29,815 | $ 694,203 | $ 9,336,586 |
| 9,577,771 | 3,118,256 | 77,289 | 12,773,316 | 15,266,027 |
| - | - | - | - | 761,037 |
| - | - | - | - | 10,765,765 |
| - | - | - | - | 478,732 |
| 43,965 | 4,102 | 1,180 | 49,247 | 12,345,480 |
| $ 9,857,991 | $ 3,550,491 | $ 108,284 | $ 13,516,766 | $ 48,953,627 |
| | | | | |
| $ - | $ - | $ - | $ - | $ 1,521,153 |
| - | - | - | - | 565,456 |
| - | - | - | - | 6,457,948 |
| - | - | - | - | 4,772,863 |
| - | - | - | - | 8,079 |
| - | - | - | - | 13,325,499 |
| | | | | |
| - | - | - | - | 6,272,260 |
| 9,359,492 | 3,550,491 | 108,284 | 13,018,267 | 13,018,267 |
| | | | | |
| - | - | - | - | 12,250,621 |
| - | - | - | - | 3,588,481 |
| 498,499 | - | - | 498,499 | 498,499 |
| 9,857,991 | 3,550,491 | 108,284 | 13,516,766 | 35,628,128 |
| | | | | |
| $ 9,857,991 | $ 3,550,491 | $ 108,284 | $ 13,516,766 | $ 48,953,627 |

**CITY OF NASHUA, NEW HAMPSHIRE**

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

**Nonmajor Governmental Funds**

**For Fiscal Year Ended June 30, 2005**

| | Special Revenue Funds | | | |
|---|---|---|---|---|
| | Police Grants | Fire Grants | Community Heath & Services Grants | Parks & Recreation Grants |
| Revenues: | | | | |
| Property taxes | $ - | $ - | $ - | $ - |
| Penalties, interest and other taxes | 700,376 | - | - | - |
| Charges for services | 7,070 | - | 956 | 158,070 |
| Intergovernmental | 146,074 | 89,868 | 372,900 | 14,835 |
| Licenses and permits | - | - | - | - |
| Investment income | 877 | - | - | - |
| Miscellaneous: | 55,559 | - | - | - |
| Contributions | - | 26,050 | 9,123 | 9,396 |
| Total Revenues | 909,956 | 115,918 | 382,979 | 182,301 |
| Expenditures: | | | | |
| Current: | | | | |
| General government | - | - | - | - |
| Police | 469,024 | - | 38 | - |
| Fire | - | 104,383 | - | - |
| Education | - | - | - | - |
| Public works | - | - | - | - |
| Health and human services | - | - | 391,836 | - |
| Culture and recreation | - | - | - | 192,195 |
| Community development | - | - | - | - |
| Total Expenditures | 469,024 | 104,383 | 391,874 | 192,195 |
| Excess (deficiency) of revenues over expenditures | 440,932 | 11,535 | (8,895) | (9,894) |
| Other Financing Sources (Uses): | | | | |
| Transfers in | 47,037 | 8,804 | 12,000 | - |
| Transfers out | (496,964) | - | - | - |
| Total Other Financing Sources (Uses) | (449,927) | 8,804 | 12,000 | - |
| Net change in fund balance | (8,995) | 20,339 | 3,105 | (9,894) |
| Fund Equity, beginning | 84,038 | 17,200 | 20,917 | 43,982 |
| Fund Equity, ending | $ 75,043 | $ 37,539 | $ 24,022 | $ 34,088 |

| Special Revenue Funds | | | | | |
|---|---|---|---|---|---|
| Transit Grants | CDBG/Home Grants | Community Development Division Grants | Homeland Security Grants | Bioterrorism Grants | Other City Grants |
| $ - | $ - | $ - | $ - | $ - | $ - |
| - | - | - | - | - | - |
| 361,900 | 92,708 | 26,199 | - | - | - |
| 1,486,204 | 1,665,167 | 331,561 | 470,941 | - | 7,660 |
| - | - | - | - | 326,890 | - |
| - | - | 4,386 | - | - | - |
| 2,375 | - | - | - | - | - |
| 2,648 | - | - | - | - | 7,164 |
| 1,853,127 | 1,757,875 | 362,146 | 470,941 | 326,890 | 14,824 |
| - | - | - | - | - | 128 |
| - | - | - | 91,359 | 132,861 | - |
| - | - | - | 379,582 | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | 26,639 |
| - | - | - | - | 194,029 | |
| - | - | - | - | - | 19,738 |
| 2,234,679 | 1,757,875 | 347,006 | - | - | - |
| 2,234,679 | 1,757,875 | 347,006 | 470,941 | 326,890 | 46,505 |
| (381,552) | - | 15,140 | - | - | (31,681) |
| 346,415 | - | - | - | - | - |
| - | - | - | - | - | - |
| 346,415 | - | - | - | - | - |
| (35,137) | - | 15,140 | - | - | (31,681) |
| 72,140 | - | 670,910 | - | - | 49,344 |
| $ 37,003 | $ - | $ 686,050 | $ - | $ - | $ 17,663 |

(continued)

(continued)

| | Special Revenue Funds | | | |
|---|---|---|---|---|
| | Food Services | School Grants | City Revolving Funds | School Revolving Funds |
| Revenues: | | | | |
| Property taxes | $ - | $ - | $ 246,830 | $ - |
| Penalties, interest and other taxes | - | - | - | - |
| Charges for services | 2,319,054 | - | 836,135 | 917,555 |
| Intergovernmental | 1,568,755 | 8,644,506 | 251,914 | 1,142,813 |
| Licenses and permits | - | - | - | - |
| Investment income | 4,600 | - | 6,490 | - |
| Miscellaneous: | - | - | - | - |
| Contributions | - | 48,188 | - | 25,796 |
| Total Revenues | 3,892,409 | 8,692,694 | 1,341,369 | 2,086,164 |
| Expenditures: | | | | |
| Current: | | | | |
| General government | - | - | - | - |
| Police | - | - | 842,639 | - |
| Fire | - | - | 1,503 | - |
| Education | 3,857,470 | 8,687,206 | - | 2,083,197 |
| Public works | - | - | - | - |
| Health and human services | - | - | 6,183 | - |
| Culture and recreation | - | - | 63,495 | - |
| Community development | - | - | - | - |
| Total Expenditures | 3,857,470 | 8,687,206 | 913,820 | 2,083,197 |
| Excess (deficiency) of revenues over expenditures | 34,939 | 5,488 | 427,549 | 2,967 |
| Other Financing Sources (Uses): | | | | |
| Transfers in | - | - | - | - |
| Transfers out | - | - | - | (426,368) |
| Total Other Financing Sources (Uses) | - | - | - | (426,368) |
| Net change in fund balance | 34,939 | 5,488 | 427,549 | (423,401) |
| Fund Equity, beginning | 299,753 | 22,129 | 1,896,644 | 1,055,949 |
| Fund Equity, ending | $ 334,692 | $ 27,617 | $ 2,324,193 | $ 632,548 |

| Special Revenue Funds | | | Capital Project Funds | | |
|---|---|---|---|---|---|
| Expendable Trust Reserve Funds | Other Expendable Trust Funds | Subtotal | Fire Projects | Public Works Projects | Community Development Projects |
| $ - | $ - | $ 246,830 | $ - | $ - | $ - |
| - | - | 700,376 | - | - | - |
| - | - | 4,719,647 | - | - | - |
| - | - | 16,193,198 | - | 170,943 | 105,756 |
| - | - | 326,890 | - | - | - |
| 119,471 | 127,984 | 263,808 | - | 20,140 | 236 |
| 25 | 53,437 | 111,396 | - | - | - |
| - | 441,748 | 570,113 | - | 9,650 | - |
| 119,496 | 623,169 | 23,132,258 | - | 200,733 | 105,992 |
| - | 33,467 | 33,595 | - | - | - |
| - | 3,559 | 1,539,480 | - | - | - |
| - | - | 485,468 | 681,263 | - | - |
| - | - | 14,627,873 | - | - | - |
| 233,014 | 363,347 | 623,000 | - | 401,408 | - |
| - | 684 | 592,732 | - | 21,921 | - |
| - | 113,417 | 388,845 | - | - | - |
| - | 6,476 | 4,346,036 | - | - | 573,328 |
| 233,014 | 520,950 | 22,637,029 | 681,263 | 423,329 | 573,328 |
| (113,518) | 102,219 | 495,229 | (681,263) | (222,596) | (467,336) |
| 897,170 | 993,485 | 2,304,911 | - | - | - |
| (872,372) | (144,612) | (1,940,316) | - | - | - |
| 24,798 | 848,873 | 364,595 | - | - | - |
| (88,720) | 951,092 | 859,824 | (681,263) | (222,596) | (467,336) |
| 4,953,952 | 4,606,372 | 13,793,330 | - | 2,319,883 | 310,435 |
| $ 4,865,232 | $ 5,557,464 | $ 14,653,154 | $ (681,263) | $ 2,097,287 | $ (156,901) |

(continued)

(continued)

| | Capital Project Funds | | |
|---|---|---|---|
| | School Department Projects | Other Projects | Subtotal |
| Revenues: | | | |
| Property taxes | $ - | $ - | $ - |
| Penalties, interest and other taxes | - | - | - |
| Charges for services | - | - | - |
| Intergovernmental | - | - | 276,699 |
| Licenses and permits | - | - | - |
| Investment income | - | - | 20,376 |
| Miscellaneous: | - | - | - |
| Contributions | 228,869 | - | 238,519 |
| Total Revenues | 228,869 | - | 535,594 |
| Expenditures: | | | |
| Current: | | | |
| General government | - | 196,064 | 196,064 |
| Police | - | - | - |
| Fire | - | - | 681,263 |
| Education | 5,416,371 | - | 5,416,371 |
| Public works | - | - | 401,408 |
| Health and human services | - | - | 21,921 |
| Culture and recreation | - | - | - |
| Community development | - | - | 573,328 |
| Total Expenditures | 5,416,371 | 196,064 | 7,290,355 |
| Excess (deficiency) of revenues over expenditures | (5,187,502) | (196,064) | (6,754,761) |
| Other Financing Sources (Uses): | | | |
| Transfers in | 781,015 | - | 781,015 |
| Transfers out | (591,353) | - | (591,353) |
| Total Other Financing Sources (Uses) | 189,662 | - | 189,662 |
| Net change in fund balance | (4,997,840) | (196,064) | (6,565,099) |
| Fund Equity, beginning | 10,481,471 | 911,518 | 14,023,307 |
| Fund Equity, ending | $ 5,483,631 | $ 715,454 | $ 7,458,208 |

| Permanent Funds | | | | |
|---|---|---|---|---|
| Cemetery Permanent Funds | Library Permanent Funds | Other Permanent Funds | Subtotal | Total Nonmajor Governmental Funds |
| $ - | $ - | $ - | $ - | $ 246,830 |
| - | - | - | - | 700,376 |
| - | - | - | - | 4,719,647 |
| - | - | - | - | 16,469,897 |
| - | - | - | - | 326,890 |
| 1,073,752 | 221,302 | 5,248 | 1,300,302 | 1,584,486 |
| 61,412 | 1,479 | - | 62,891 | 174,287 |
| 108,574 | - | - | 108,574 | 917,206 |
| 1,243,738 | 222,781 | 5,248 | 1,471,767 | 25,139,619 |
| 1,494 | - | - | 1,494 | 231,153 |
| - | - | - | - | 1,539,480 |
| - | - | - | - | 1,166,731 |
| - | - | - | - | 20,044,244 |
| - | - | - | - | 1,024,408 |
| - | - | 741 | 741 | 615,394 |
| - | 32,179 | 2,559 | 34,738 | 423,583 |
| - | - | - | - | 4,919,364 |
| 1,494 | 32,179 | 3,300 | 36,973 | 29,964,357 |
| 1,242,244 | 190,602 | 1,948 | 1,434,794 | (4,824,738) |
| - | - | - | - | 3,085,926 |
| (220,297) | - | - | (220,297) | (2,751,966) |
| (220,297) | - | - | (220,297) | 333,960 |
| 1,021,947 | 190,602 | 1,948 | 1,214,497 | (4,490,778) |
| 8,836,044 | 3,359,889 | 106,336 | 12,302,269 | 40,118,906 |
| $ 9,857,991 | $ 3,550,491 | $ 108,284 | $ 13,516,766 | $ 35,628,128 |

# 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, 2005

| | Original Budget | Final Budget | Actual | Variance With Final Budget |
|---|---|---|---|---|
| Property Tax | $ 138,555,013 | $ 138,555,013 | $ 138,555,013 | $ - |
| Auto permits | 10,750,000 | 10,750,000 | 11,934,156 | 1,184,156 |
| Penalties, interest and other taxes: | | | | |
| Interest and cost on redemption | 250,000 | 250,000 | 154,892 | (95,108) |
| Nashua Housing Authority | 140,000 | 140,000 | 126,508 | (13,492) |
| Interest on taxes | 175,000 | 175,000 | 251,516 | 76,516 |
| Other | 13,786 | 13,786 | 12,084 | (1,702) |
| Total Penalties, interest and other taxes | 578,786 | 578,786 | 545,000 | (33,786) |
| Charges for services: | | | | |
| Financial services | 26,000 | 26,000 | 32,969 | 6,969 |
| City clerk | 84,125 | 84,125 | 82,116 | (2,009) |
| Police | 102,100 | 102,100 | 128,591 | 26,491 |
| Fire | 18,260 | 18,260 | 40,732 | 22,472 |
| Health and welfare | 186,900 | 186,900 | 273,797 | 86,897 |
| Parks and recreation | 218,536 | 218,536 | 224,763 | 6,227 |
| Parking | 807,468 | 807,468 | 724,197 | (83,271) |
| Cemeteries | 104,820 | 104,820 | 107,430 | 2,610 |
| Libraries | 13,300 | 13,300 | 23,654 | 10,354 |
| School | 40,000 | 40,000 | 75,529 | 35,529 |
| Total Charges for services | 1,601,509 | 1,601,509 | 1,713,778 | 112,269 |
| Intergovernmental: | | | | |
| State adequacy grant | 26,005,807 | 26,005,807 | 26,005,807 | - |
| State aid - buildings | 2,618,115 | 2,618,115 | 2,815,581 | 197,466 |
| Special education | 650,000 | 650,000 | 749,084 | 99,084 |
| Bus transportation | 110,000 | 110,000 | 95,667 | (14,333) |
| Technology center | 486,789 | 486,789 | 486,789 | - |
| Block grant | 2,426,926 | 2,426,926 | 2,426,932 | 6 |
| Meals and room tax | 2,904,857 | 2,904,857 | 2,904,857 | - |
| Highway | 1,303,540 | 1,303,540 | 1,369,390 | 65,850 |
| Other | 35,000 | 35,000 | 29,719 | (5,281) |
| Total Intergovernmental | 36,541,034 | 36,541,034 | 36,883,826 | 342,792 |
| Licenses and permits: | | | | |
| Financial services | 188,500 | 188,500 | 272,923 | 84,423 |
| City clerk | 88,610 | 88,610 | 81,021 | (7,589) |
| Police | 24,750 | 24,750 | 27,660 | 2,910 |
| Public works | 25,000 | 25,000 | 36,815 | 11,815 |
| Health and welfare | 20,600 | 20,600 | 24,036 | 3,436 |
| Planning | 230,400 | 230,400 | 188,796 | (41,604) |
| Building | 510,000 | 510,000 | 462,503 | (47,497) |
| Total Licenses and permits | 1,087,860 | 1,087,860 | 1,093,754 | 5,894 |
| Interest | 1,306,000 | 1,306,000 | 1,917,561 | 611,561 |
| Miscellaneous: | | | | |
| Cable TV franchise | 410,000 | 410,000 | 540,955 | 130,955 |
| Insurance reimbursement | - | 655,000 | 2,500,000 | 1,845,000 |
| PSNH rebate | - | 126,015 | 126,015 | - |
| Excess revenues | - | 3,500,000 | - | (3,500,000) |
| Other | 231,068 | 231,068 | 665,464 | 434,396 |
| Total Miscellaneous | 641,068 | 4,922,083 | 3,832,434 | (1,089,649) |
| Transfers In: | | | | |
| Transfers from other funds | 1,148,990 | 1,149,000 | 1,707,366 | 558,366 |
| Transfer to close school capital reserve | - | - | 18,803,333 | 18,803,333 |
| Total Transfers In | 1,148,990 | 1,149,000 | 20,510,699 | 19,361,699 |
| Other Financing Sources: | | | | |
| Use of fund balance | 8,250,000 | 8,250,000 | 8,250,000 | - |
| Total Other Financing Sources | 8,250,000 | 8,250,000 | 8,250,000 | - |
| Total | $ 200,460,260 | $ 204,741,285 | $ 225,236,221 | $ 20,494,936 |

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2005

| | Original Budget | Final Budget | Actual | Variance With Final Budget |
|---|---|---|---|---|
| General Government: | | | | |
| Mayor | $ 302,284 | $ 302,284 | $ 300,386 | $ 1,898 |
| Legal | 386,830 | 386,830 | 352,267 | 34,563 |
| Board of Aldermen | 162,971 | 162,971 | 159,326 | 3,645 |
| Civic and Comm. activities | 1,192,167 | 1,192,167 | 1,155,085 | 37,082 |
| Telecommunications | 169,000 | 169,000 | 187,923 | (18,923) |
| Pensions | 11,639,080 | 11,639,080 | 11,566,172 | 72,908 |
| Insurance | 17,715,731 | 21,215,731 | 21,166,091 | 49,640 |
| Administrative services | 129,436 | 129,436 | 127,551 | 1,885 |
| Financial services | 1,319,999 | 1,319,999 | 1,303,288 | 16,711 |
| City Clerk | 365,341 | 382,933 | 378,095 | 4,838 |
| Human resources | 228,741 | 228,741 | 228,998 | (257) |
| Purchasing | 309,984 | 309,984 | 295,155 | 14,829 |
| Building maintenance | 369,135 | 369,135 | 371,886 | (2,751) |
| Assessors | 494,611 | 494,611 | 488,345 | 6,266 |
| Hunt building | 30,900 | 47,300 | 47,300 | - |
| Information technology | 768,004 | 768,004 | 747,064 | 20,940 |
| GIS | 95,664 | 95,664 | 83,391 | 12,273 |
| Computers - city wide | 149,300 | 149,300 | 148,743 | 557 |
| Cemeteries | 436,535 | 463,730 | 440,173 | 23,557 |
| Contingencies | 1,319,072 | 104,565 | - | 104,565 |
| Total General Government | 37,584,785 | 39,931,465 | 39,547,239 | 384,226 |
| Police | 15,746,940 | 16,076,396 | 15,255,003 | 821,393 |
| Fire | 13,763,880 | 13,763,880 | 13,252,592 | 511,288 |
| Water fire protection | 1,793,110 | 1,793,110 | 1,775,188 | 17,922 |
| Education | 82,145,643 | 83,411,544 | 82,873,813 | 537,731 |
| Public Works: | | | | |
| Street lighting | 521,500 | 521,500 | 554,770 | (33,270) |
| PW Division and Engineering | 846,390 | 846,390 | 813,326 | 33,064 |
| Street department | 5,247,767 | 5,271,538 | 5,284,687 | (13,149) |
| Traffic department | 662,458 | 671,017 | 633,142 | 37,875 |
| Parking lots | 194,671 | 194,671 | 184,775 | 9,896 |
| Capital | 1,000,000 | 1,000,000 | 1,000,000 | - |
| Total Public Works | 8,472,786 | 8,505,116 | 8,470,700 | 34,416 |
| Health and Human Services: | | | | |
| Community services | 297,648 | 297,648 | 295,082 | 2,566 |
| Community health | 330,299 | 330,299 | 300,603 | 29,696 |
| Environmental health | 317,367 | 317,367 | 288,593 | 28,774 |
| Welfare administration | 300,254 | 300,254 | 291,781 | 8,473 |
| Welfare costs | 1,775,000 | 1,775,000 | 1,558,233 | 216,767 |
| Total Heath and Human Services | 3,020,568 | 3,020,568 | 2,734,292 | 286,276 |
| Culture and recreation: | | | | |
| Parks and recreation | 2,689,333 | 2,689,333 | 2,682,961 | 6,372 |
| Public libraries | 2,170,216 | 2,207,028 | 2,204,613 | 2,415 |
| Total Culture and Recreation | 4,859,549 | 4,896,361 | 4,887,574 | 8,787 |
| Community Development | 1,514,116 | 1,516,102 | 1,510,245 | 5,857 |
| Communications | 277,333 | 277,333 | 277,864 | (531) |
| Debt Service: | | | | |
| Principal | 10,938,740 | 10,938,740 | 11,038,740 | (100,000) |
| Interest and cost | 8,625,693 | 8,625,693 | 8,450,677 | 175,016 |
| Total Debt Service | 19,564,433 | 19,564,433 | 19,489,417 | 75,016 |
| Intergovernmental | 9,177,447 | 9,177,447 | 9,177,447 | - |
| Capital outlay | 92,500 | 202,500 | 202,500 | - |
| Transfers out | 2,447,170 | 2,605,030 | 2,605,030 | - |
| Total | $ 200,460,260 | $ 204,741,285 | $ 202,058,904 | $ 2,682,381 |

## 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:

Wastewater 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, 2005

| | Waste Water Fund | | |
|---|---|---|---|
| | Final Budget | Actual (Budgetary Basis) | Variance |
| Operating Revenues: | | | |
| Charges for services | $ 8,280,900 | $ 8,649,711 | $ 368,811 |
| Total Operating Revenues | 8,280,900 | 8,649,711 | 368,811 |
| Operating Expenses: | | | |
| Personnel | 1,934,326 | 1,898,436 | 35,890 |
| Non-personnel | 2,381,516 | 2,284,428 | 97,088 |
| Capital | 5,687,017 | 5,687,017 | - |
| Debt service | 1,591,098 | 1,591,098 | - |
| Total Operating Expenses | 11,593,957 | 11,460,979 | 132,978 |
| Operating Income (Loss) | (3,313,057) | (2,811,268) | 501,789 |
| Nonoperating Income and (Expenses): | | | |
| Grants income | 1,598,340 | 827,607 | (770,733) |
| Investment income | 745,000 | 792,140 | 47,140 |
| Total Nonoperating Revenues (Expenses) | 2,343,340 | 1,619,747 | (723,593) |
| Income (Loss) Before Contributions and Transfers | (969,717) | (1,191,521) | (221,804) |
| Reserves | (430,000) | (430,000) | - |
| Transfers from other funds | - | - | - |
| Use of retained earnings | 1,399,717 | 1,399,717 | - |
| Net Income | $ - | $ (221,804) | $ (221,804) |

| Solid Waste Fund | | |
|---|---|---|
| Final Budget | Actual (Budgetary Basis) | Variance |
| $ 2,707,281 | $ 3,163,578 | $ 456,297 |
| 2,707,281 | 3,163,578 | 456,297 |
| 1,965,873 | 1,761,446 | 204,427 |
| 2,204,675 | 2,140,262 | 64,413 |
| - | - | - |
| 1,649,094 | 1,652,212 | (3,118) |
| 5,819,642 | 5,553,920 | 265,722 |
| 8,526,923 | 8,717,498 | 722,019 |
| 160,023 | 57,696 | (102,327) |
| - | 74,921 | 74,921 |
| 160,023 | 132,617 | (27,406) |
| (2,952,338) | (2,257,725) | 694,613 |
| - | - | - |
| 1,952,338 | 1,952,338 | - |
| 1,000,000 | 1,000,000 | - |
| $ - | $ 694,613 | $ 694,613 |

# STATISTICAL SECTION

# City of Nashua, New Hampshire

## Net Assets by Component

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

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2002 | 2003 | 2004 | 2005 |
| **Governmental Activities** | | | | |
| Invested in capital assets, net of related debt | $ 34,389,244 | $ 41,900,074 | $ 48,407,254 | $ 58,679,109 |
| Restricted | 23,980,967 | 22,562,881 | 25,984,094 | 26,595,733 |
| Unrestricted | 34,874,932 | 42,736,195 | 43,554,836 | 36,099,549 |
| Total governmental activities net assets | $ 93,245,143 | $ 107,199,150 | $ 117,946,184 | $ 121,374,391 |
| **Business-type activities** | | | | |
| Invested in capital assets, net of related debt | $ 58,168,953 | $ 76,085,896 | $ 76,948,532 | $ 77,780,283 |
| Restricted | 507,788 | 514,562 | 645,407 | 1,168,612 |
| Unrestricted | 13,352,050 | 12,083,201 | 13,511,556 | 13,173,740 |
| Total business-type activities net assets | $ 72,028,791 | $ 88,683,659 | $ 91,105,495 | $ 92,122,635 |
| **Primary government** | | | | |
| Invested in capital assets, net of related debt | $ 92,558,197 | $ 117,985,970 | $ 125,355,786 | $ 136,459,392 |
| Restricted | 24,488,755 | 23,077,443 | 26,629,501 | 27,764,345 |
| Unrestricted | 48,226,982 | 54,819,396 | 57,066,392 | 49,273,289 |
| Total primary government net assets | $ 165,273,934 | $ 195,882,809 | $ 209,051,679 | $ 213,497,026 |

Data Source:
Audited Financial Statements

Notes:
(1) The City will continue to annually report information until this schedule includes 10 fiscal years.

## City of Nashua, New Hampshire

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

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2002 | 2003 | 2004 | 2005 |
| **Expenses** | | | | |
| Governmental activities: | | | | |
| General government | $ 9,444,094 | $ 10,508,757 | $ 11,304,737 | $ 9,553,394 |
| Police | 16,972,562 | 18,750,664 | 20,106,190 | 22,693,536 |
| Fire | 12,673,106 | 13,951,084 | 16,519,202 | 18,303,777 |
| Water fire protection | 1,672,352 | 1,680,348 | 1,725,577 | 1,775,188 |
| Education | 92,042,342 | 103,478,605 | 112,640,113 | 123,124,413 |
| Public works | 9,897,360 | 9,539,821 | 8,421,769 | 11,020,903 |
| Health and human services | 3,175,105 | 3,829,848 | 3,823,235 | 3,858,967 |
| Culture and recreation | 5,732,589 | 6,309,324 | 6,707,659 | 7,430,362 |
| Community development | 4,694,751 | 5,458,052 | 5,684,745 | 6,116,347 |
| Communications | 277,198 | 565,646 | 1,069,301 | 1,079,047 |
| Interest and costs | 6,859,007 | 7,436,384 | 7,144,014 | 8,731,875 |
| Intergovernmental | 9,472,306 | 9,574,285 | 9,418,474 | 9,177,447 |
| Total governmental activities expenses | 172,912,772 | 191,082,818 | 204,565,016 | 222,865,256 |
| Business-type activities: | | | | |
| Wastewater services | 8,436,092 | 8,390,920 | 8,486,194 | 9,073,077 |
| Solid waste services | 4,260,877 | 4,365,834 | 5,507,278 | 5,647,914 |
| Total business-type activities expenses | 12,696,969 | 12,756,754 | 13,993,472 | 14,720,991 |
| Total primary government expenses | $ 185,609,741 | $ 203,839,572 | $ 218,558,488 | $ 237,586,247 |
| **Program Revenues** | | | | |
| Governmental activities: | | | | |
| Charges for services (2) | | | | |
| General government | $ 567,341 | $ 575,152 | $ 580,771 | $ 935,305 |
| Police | 1,595,125 | 1,733,365 | 1,802,347 | 2,390,822 |
| Fire | 68,630 | 23,654 | 70,888 | 698,107 |
| Education | 2,808,327 | 3,181,108 | 4,674,823 | 7,236,032 |
| Public works | 569,406 | 570,057 | 822,147 | 1,089,298 |
| Health and human services | 327,235 | 243,853 | 324,435 | 440,211 |
| Culture and recreation | 245,420 | 533,911 | 328,602 | 782,640 |
| Community development | 939,526 | 1,186,442 | 1,358,939 | 1,244,787 |
| Total charges for services | 7,121,010 | 8,047,542 | 9,962,952 | 14,817,202 |
| Operating grants and contributions | 43,189,954 | 45,027,118 | 46,005,977 | 43,783,950 |
| Capital grants and contributions | 7,806,468 | 5,051,672 | 8,269,307 | 3,880,643 |
| Total governmental activities program revenues | 58,117,432 | 58,126,332 | 64,238,236 | 62,481,795 |
| Business-type activities: | | | | |
| Wastewater services | 10,961,185 | 10,092,100 | 8,869,848 | 8,689,711 |
| Solid Waste services | 3,483,707 | 2,988,737 | 2,924,621 | 3,163,578 |
| Total charges for services | 14,444,892 | 13,080,837 | 11,794,469 | 11,853,289 |
| Operating grants and contributions | - | - | - | - |
| Capital grants and contributions | 882,405 | 1,328,547 | 3,804,177 | 1,267,772 |
| Total business-type activities program revenues | 15,327,297 | 14,409,384 | 15,598,646 | 13,121,061 |
| Total primary government program revenues | $ 73,444,729 | $ 72,535,716 | $ 79,836,882 | $ 75,602,856 |
| **Net (Expenses)Revenue** | | | | |
| Governmental activities | $ (114,795,340) | $ (132,956,486) | $ (140,326,780) | $ (160,383,461) |
| Business-type activities | 2,630,328 | 1,652,630 | 1,605,174 | (1,599,930) |
| Total Primary government net expense | $ (112,165,012) | $ (131,303,856) | $ (138,721,606) | $ (161,983,391) |
| **General Revenues and Other Changes in Net Assets** | | | | |
| Governmental activities: | | | | |
| Property tax | $ 119,230,622 | $ 125,767,506 | $ 130,912,139 | $ 139,413,702 |
| Auto permits | 11,130,499 | 11,255,201 | 11,542,180 | 11,934,156 |
| Penalties, interest and other taxes | - | 989,372 | 876,278 | 791,830 |
| Grants and contributions not restricted to specific programs | 6,117,730 | 4,305,876 | 5,166,853 | 5,397,605 |
| Investment income | 2,864,387 | 2,740,353 | 1,671,273 | 4,068,578 |
| Miscellaneous | 2,484,172 | 1,418,409 | 770,980 | 3,847,232 |
| Permanent fund contributions | 93,919 | 140,186 | 159,111 | 108,575 |
| Transfers, net | 23,117 | - | (25,000) | (1,750,010) |
| Total governmental activities | 141,944,446 | 146,616,903 | 151,073,814 | 163,811,668 |
| Business-type activities: | | | | |
| Investment income | 1,038,563 | 895,397 | 791,662 | 867,060 |
| Transfers, net | (23,117) | - | 25,000 | 1,750,010 |
| Total business-type activities | 1,015,446 | 895,397 | 816,662 | 2,617,070 |
| Total primary government | $ 142,959,892 | $ 147,512,300 | $ 151,890,476 | $ 166,428,738 |
| **Change in Net Assets** | | | | |
| Governmental activities | $ 27,149,106 | $ 13,660,417 | $ 10,747,034 | $ 3,428,207 |
| Business-type activities | 3,645,774 | 2,548,027 | 2,421,836 | 1,017,140 |
| Total primary government | $ 30,794,880 | $ 16,208,444 | $ 13,168,870 | $ 4,445,347 |

Data Source
Audited Financial Statements

Notes:
(1) The City will continue to annually report information until this schedule includes 10 fiscal years.
(2) Beginning in FY05, "Charges for Services" includes employee benefit withholdings

# City of Nashua, New Hampshire

## Fund Balances, Governmental Funds

**Last Ten Fiscal Years**
(modified accrual basis of accounting)

| | | Fiscal Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| **General Fund** | | | | | | | | | | | |
| Reserved | (1) | $ 3,474,002 | $ 3,697,582 | $ 3,911,601 | $ 6,280,195 | $ 4,835,161 | $ 5,616,028 | $ 5,641,057 | $ 7,326,048 | $ 5,025,464 | $ 12,620,998 |
| Unreserved | (2) | 1,177,417 | 6,972,069 | 8,730,883 | 9,744,969 | 12,958,455 | 12,803,503 | 19,100,322 | 22,075,884 | 23,523,522 | 31,812,193 |
| Total General Fund | | $ 4,651,419 | $ 10,669,651 | $ 12,642,484 | $ 16,025,164 | $ 17,793,616 | $ 18,419,531 | $ 24,741,379 | $ 29,401,932 | $ 28,548,986 | $ 44,433,191 |
| **Other Governmental Funds** | | | | | | | | | | | |
| Reserved | | $ 3,037,479 | $ 703,296 | $ 301,093 | $ 1,361,012 | $ 908,706 | $ 3,840,261 | $ 22,007,957 | $ 17,825,857 | $ 16,580,070 | $ 19,290,527 |
| Unreserved: | | | | | | | | | | | |
| Special Revenue Funds | (3) | 1,218,157 | 1,391,805 | 1,526,419 | 2,145,729 | 3,381,917 | 3,791,512 | 29,647,742 | 30,281,823 | 32,692,008 | 12,250,621 |
| Capital Project Funds | (5) | (6,082,953) | 535,330 | (1,474,472) | (855,691) | (4,359,923) | 33,133,127 | 20,858,017 | (15,472,616) | 9,972,489 | 3,588,481 |
| Permanent Funds | (3)(4) | N/A | N/A | N/A | N/A | N/A | N/A | 337,678 | 357,309 | 424,084 | 498,499 |
| Total Other Funds | | $ (1,827,317) | $ 2,630,431 | $ 353,040 | $ 2,651,050 | $ (69,300) | $ 40,764,900 | $ 72,851,394 | $ 32,992,373 | $ 59,668,651 | $ 35,628,128 |

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) Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model.
(4) 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.
(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.

## City of Nashua, New Hampshire

### Change in Fund Balances, Governmental Funds (1)
**Last Ten Fiscal Years**
(modified accrual basis of accounting)

| | | Fiscal Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| **Revenues** | | | | | | | | | | | |
| Taxes | | $ 103,199,216 | $ 106,709,427 | $ 107,084,846 | $ 113,206,546 | $ 96,191,243 | $ 101,501,814 | $ 118,254,190 | $ 126,036,366 | $ 131,745,073 | $ 139,504,354 |
| Licenses and permits | (2) | 7,623,259 | 8,329,021 | 9,270,854 | 9,883,674 | 10,451,045 | 11,401,194 | 12,285,295 | 12,089,340 | 12,583,432 | 13,354,800 |
| Penalties, interest and other taxes | (3) | - | - | - | - | - | - | 710,766 | 989,372 | 1,369,998 | 1,245,376 |
| Charges for services | | 5,585,802 | 5,175,547 | 5,478,125 | 5,199,711 | 5,735,700 | 3,908,081 | 6,596,808 | 7,004,198 | 6,211,920 | 6,446,565 |
| Intergovernmental | | 12,779,390 | 13,691,256 | 18,119,661 | 17,968,079 | 42,658,229 | 44,644,503 | 54,230,537 | 53,398,218 | 56,288,906 | 53,353,723 |
| Interest earnings | (3) | - | - | - | - | - | - | 3,044,125 | 2,865,742 | 1,654,012 | 3,809,685 |
| Miscellaneous | | 4,392,439 | 5,385,237 | 5,805,306 | 6,046,875 | 6,281,953 | 11,361,111 | 2,275,514 | 1,036,942 | 3,002,599 | 3,993,579 |
| Contributions | | - | - | - | - | - | - | 1,444,563 | 1,226,678 | 2,752,805 | 917,206 |
| Total revenues | | 133,580,106 | 139,290,488 | 145,758,792 | 152,304,885 | 161,318,170 | 172,816,703 | 198,841,798 | 204,646,856 | 215,608,745 | 222,625,288 |
| **Expenditures by Function** | | | | | | | | | | | |
| General government | | 20,104,380 | 20,524,023 | 24,701,368 | 25,481,383 | 25,961,537 | 27,419,461 | 26,442,878 | 30,941,856 | 34,582,618 | 39,852,087 |
| Public safety | | 18,311,548 | 19,007,525 | 20,577,424 | 22,598,407 | 24,059,557 | 25,885,036 | 25,894,620 | 27,819,182 | 30,509,895 | 31,445,464 |
| Water fire protection | | 1,601,385 | 1,610,378 | 1,616,236 | 1,621,061 | 1,631,739 | 1,655,316 | 1,672,352 | 1,680,348 | 1,725,577 | 1,775,188 |
| Education | | 57,665,481 | 61,068,796 | 63,710,961 | 67,002,001 | 72,528,994 | 74,911,429 | 121,118,039 | 128,469,056 | 116,891,981 | 102,184,295 |
| Public works | | 8,112,478 | 8,363,280 | 6,881,571 | 7,345,078 | 7,665,906 | 8,023,078 | 7,619,794 | 8,012,161 | 9,551,499 | 9,862,103 |
| Health and human services | | 1,399,406 | 1,272,034 | 1,535,827 | 1,596,425 | 1,474,687 | 1,690,764 | 3,011,467 | 3,453,652 | 3,388,734 | 3,162,482 |
| Culture and recreation | | 3,807,338 | 2,984,056 | 3,135,538 | 3,399,062 | 4,559,390 | 4,022,175 | 9,554,230 | 5,698,051 | 5,547,512 | 5,386,417 |
| Community development | | 878,662 | 1,733,204 | 984,977 | 1,022,009 | 1,064,765 | 2,130,090 | 8,903,820 | 5,007,414 | 5,846,253 | 6,416,732 |
| Communications | | - | - | - | - | - | - | 1,292,397 | 528,054 | 270,219 | 279,964 |
| Miscellaneous | | - | - | - | - | - | - | 155,274 | - | - | - |
| Debt service | | | | | | | | | | | |
| Principal | | 3,304,950 | 3,050,950 | 3,599,180 | 3,565,190 | 3,728,090 | 4,477,750 | 7,810,750 | 9,654,987 | 9,682,441 | 11,038,740 |
| Interest | | 2,324,176 | 2,675,304 | 2,417,481 | 2,581,878 | 3,031,300 | 5,520,875 | 6,399,691 | 7,615,223 | 7,300,046 | 8,450,677 |
| Intergovernmental | | 7,966,396 | 8,323,666 | 8,078,687 | 7,832,839 | 8,337,561 | 9,014,834 | 9,472,306 | 9,574,285 | 9,418,474 | 9,177,447 |
| Capital outlay | (4) | 5,072,065 | 10,046,786 | 6,776,710 | 7,522,244 | 21,517,735 | 36,918,179 | 3,888,311 | - | - | - |
| Total expenditures | | 130,548,265 | 140,660,002 | 144,015,960 | 151,567,577 | 175,561,261 | 201,668,987 | 233,235,929 | 238,454,269 | 234,715,249 | 229,031,596 |
| **Excess of revenues** | | | | | | | | | | | |
| Over(under) expenditures | | 3,031,841 | (1,369,514) | 1,742,832 | 737,308 | (14,243,091) | (28,852,284) | (34,394,131) | (33,807,413) | (19,106,504) | (6,406,308) |
| **Other Financing Sources (Uses)** | | | | | | | | | | | |
| Bond proceeds | | - | 13,285,000 | - | 6,150,000 | 15,327,000 | 67,180,000 | 43,095,000 | - | 46,510,000 | - |
| Transfers in | | 763,647 | 855,253 | 3,147,095 | 1,299,520 | 1,993,392 | 8,197,358 | 7,055,955 | 4,638,708 | 5,861,446 | 25,066,009 |
| Transfers out | | (1,963,196) | (2,294,759) | (5,161,936) | (2,506,138) | (3,947,699) | (5,064,959) | (9,709,394) | (6,029,763) | (7,441,610) | (26,816,019) |
| Total other financing sources (uses) | | (1,199,549) | 11,845,494 | (2,014,841) | 4,943,382 | 13,372,693 | 70,312,399 | 40,441,561 | (1,391,055) | 44,929,836 | (1,750,010) |
| **Net Change in fund balances** | | $ 1,832,292 | $ 10,475,980 | $ (272,009) | $ 5,680,690 | $ (870,398) | $ 41,460,115 | $ 6,047,430 | $ (35,198,468) | $ 25,823,332 | $ (8,156,318) |
| Debt Service as a percentage of non-capital outlay expenditures | | 4.49% | 4.38% | 4.38% | 4.27% | 4.39% | 6.07% | 8.11% | 8.96% | 8.36% | 8.99% |

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 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| **Expenditures and Other Financing Uses by Department** | | | | | | | | | | | |
| Financial services | | $ 675,482 | $ 736,710 | $ 830,052 | $ 960,888 | $ 1,002,332 | $ 1,103,934 | $ 1,115,601 | $ 1,474,645 | $ 1,307,268 | $ 1,307,535 |
| Administrative services | | 1,897,368 | 1,851,515 | 1,810,000 | 2,062,128 | 2,569,932 | 2,481,554 | 2,821,687 | 2,994,877 | 2,967,180 | 2,945,436 |
| Misc general government | | 17,439,747 | 17,578,153 | 19,914,227 | 19,611,305 | 20,948,234 | 22,510,533 | 22,290,203 | 26,254,134 | 30,188,418 | 35,367,963 |
| Police | | 9,350,476 | 9,632,100 | 9,852,450 | 10,575,352 | 11,449,012 | 12,395,410 | 13,178,009 | 13,979,968 | 14,669,482 | 15,484,532 |
| Fire | | 8,137,050 | 8,297,508 | 9,028,402 | 10,174,484 | 10,877,679 | 11,858,662 | 10,638,749 | 11,665,411 | 13,001,349 | 13,254,721 |
| Water supply/hydrants | | 1,601,385 | 1,610,378 | 1,616,236 | 1,621,061 | 1,631,739 | 1,655,316 | 1,672,352 | 1,680,348 | 1,725,577 | 1,775,188 |
| Community health and welfare | | 964,971 | 952,821 | 1,012,577 | 1,061,971 | 1,094,196 | 1,306,848 | 2,513,649 | 2,945,896 | 2,853,574 | 2,547,088 |
| Street department | | 4,911,870 | 4,876,701 | 4,792,467 | 5,190,595 | 5,014,638 | 5,021,330 | 4,375,314 | 5,053,235 | 5,336,956 | 6,000,921 |
| Parks and recreation | | 1,383,157 | 1,420,516 | 1,481,027 | 1,675,335 | 1,909,734 | 2,076,107 | 2,324,547 | 2,878,759 | 2,636,535 | 2,748,857 |
| Other public works | | 2,070,930 | 2,052,590 | 2,024,085 | 2,124,483 | 2,086,825 | 2,101,301 | 2,156,388 | 2,343,385 | 3,004,428 | 2,836,774 |
| Community development division | | 878,662 | 884,063 | 956,318 | 1,022,009 | 1,064,765 | 1,111,225 | 1,269,021 | 1,866,674 | 1,466,087 | 1,497,368 |
| Public libraries | | 1,554,134 | 1,547,348 | 1,612,393 | 1,660,101 | 1,749,153 | 1,789,157 | 2,118,188 | 2,201,879 | 2,170,235 | 2,213,977 |
| Other | | - | - | - | - | - | - | 113,732 | 166,105 | 262,258 | 279,964 |
| Capital outlay | (1) | 552,130 | 782,441 | 990,457 | 1,451,218 | 1,764,284 | 2,962,975 | 3,888,311 | - | - | - |
| Transfers out | | 1,649,757 | 2,242,262 | 4,557,356 | 2,418,281 | 3,943,102 | 4,891,896 | 8,422,638 | 3,417,359 | 4,594,382 | 4,206,670 |
| Total city departments | | 53,067,119 | 54,465,106 | 60,478,047 | 61,609,211 | 67,105,625 | 73,266,248 | 78,898,389 | 78,922,675 | 86,183,728 | 92,466,994 |
| Education (includes transfers out) | | 52,246,940 | 54,814,355 | 56,370,064 | 59,189,930 | 63,924,831 | 65,661,187 | 68,044,222 | 75,430,823 | 79,070,809 | 82,140,051 |
| Debt service | | | | | | | | | | | |
| Principal | | 3,304,950 | 3,050,950 | 3,599,180 | 3,565,190 | 3,728,090 | 4,477,750 | 7,810,750 | 9,654,987 | 9,682,441 | 11,038,740 |
| Interest | | 2,324,176 | 2,675,304 | 2,417,481 | 2,581,878 | 3,031,300 | 5,520,875 | 6,399,691 | 7,615,223 | 7,300,046 | 8,450,677 |
| Total Debt Service | | 5,629,126 | 5,726,254 | 6,016,661 | 6,147,068 | 6,759,390 | 9,998,625 | 14,210,441 | 17,270,210 | 16,982,487 | 19,489,417 |
| Intergovernmental | | 7,966,396 | 8,323,666 | 8,078,687 | 7,832,839 | 8,337,561 | 9,014,834 | 9,472,306 | 9,574,285 | 9,418,474 | 9,177,447 |
| Total expenditures | | $ 118,909,581 | $ 123,329,381 | $ 130,943,459 | $ 134,779,048 | $ 146,127,407 | $ 157,940,894 | $ 170,625,358 | $ 181,197,993 | $ 191,655,498 | $ 203,273,909 |
| **Expenditures as a percentage of total** | | | | | | | | | | | |
| City departments | | 44.6% | 44.2% | 46.2% | 45.7% | 45.9% | 46.4% | 46.2% | 43.6% | 45.0% | 45.5% |
| Education | | 43.9% | 44.4% | 43.0% | 43.9% | 43.7% | 41.6% | 39.9% | 41.6% | 41.3% | 40.4% |
| Debt service | | 4.7% | 4.6% | 4.6% | 4.6% | 4.6% | 6.3% | 8.3% | 9.5% | 8.9% | 9.6% |
| Intergovernmental | | 6.7% | 6.7% | 6.2% | 5.8% | 5.7% | 5.7% | 5.6% | 5.3% | 4.9% | 4.5% |
| 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 | | 1.6% | 2.6% | 11.0% | 1.9% | 8.9% | 9.2% | 7.7% | 0.0% | 9.2% | 7.3% |
| Education | | 1.2% | 4.9% | 2.8% | 5.0% | 8.0% | 2.7% | 3.6% | 10.9% | 4.8% | 3.9% |
| Debt service | | 10.1% | 1.7% | 5.1% | 2.2% | 10.0% | 47.9% | 42.1% | 21.5% | -1.7% | 14.8% |
| Intergovernmental | | 3.3% | 4.5% | -2.9% | -3.0% | 6.4% | 8.1% | 5.1% | 1.1% | -1.6% | -2.6% |
| Total | | 1.9% | 3.7% | 6.2% | 2.9% | 8.4% | 8.1% | 8.0% | 6.2% | 5.8% | 6.1% |

Data Source
Audited internal City of Nashua financial statements and audited financial statements.

Notes:
(1) 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: Intergovern-mental | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | $ - | $ 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 | - | 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 | - | 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 | - | 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 |
| 1997 | - | 9,137,904 | 699,701 | 693,054 | 10,530,659 | 6,906,562 | 2,752,429 | 741,873 | - | 10,400,864 | 129,795 | 444,147 | 52,531,789 |
| 1996 | 310,288 | 9,537,421 | 362,981 | 428,285 | 10,638,975 | 6,968,320 | 984,225 | 569,936 | - | 8,522,481 | 2,116,494 | 309,838 | 51,538,589 |

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: Intergovern-mental | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | $ - | $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 | - | 100,205,125 |
| 2003 (1) | 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 | - | 95,315,512 |
| 2002 (5) | 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 | - | 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 |
| 1997 (4) | - | 6,665,427 | 699,453 | - | 7,364,880 | 4,294,707 | 2,350,749 | 508,183 | - | 7,153,639 | 211,241 | 322,756 | 59,550,245 |
| 1996 | 310,288 | 7,051,782 | 362,981 | - | 7,725,051 | 4,069,370 | 964,997 | 533,618 | - | 5,567,985 | 2,157,066 | 284,457 | 59,132,064 |

## 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: Intergovern-mental | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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) | $ - | $ (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) | - | (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) | - | (6,631,853) |
| 2002 (2) | 130,380 | 3,408,639 | 233,295 | - | 3,772,314 | 3,429,224 | 250,903 | 580,750 | 6,465 | 4,267,342 | (495,028) | - | (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 (3) | - | 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) |
| 1997 (4) | - | 2,472,477 | 248 | 693,054 | 3,165,779 | 2,611,855 | 401,680 | 233,690 | - | 3,247,225 | (81,446) | 121,391 | (7,018,456) |
| 1996 | - | 2,485,639 | - | 428,285 | 2,913,924 | 2,898,950 | 19,228 | 36,318 | - | 2,954,496 | (40,572) | 25,381 | (7,593,475) |

Data Source
Audited Financial Statements

Notes:
(1) Storm drains were reclassified from general infrastructure to wastewater fund infrastructure
(2) 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
(3) Operations & maintenance expenses include $4.2 million in current year and prior year (previously understated) landfill closure costs.
(4) (5) Beginning fund balance restated due to capitalization of additional or removal of fixed assets (4), or correction of prior accrual (5)

# 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 |
|---|---|---|---|---|---|---|---|---|---|
| 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 |
| 1997 | 110,080,497 | 104,500 | 4,366 | 3,305 | 500 | 270,569 | - | 569,286 | 111,033,023 |
| 1996 | 105,249,640 | - | 4,589 | 3,105 | - | 394,483 | - | 1,055,709 | 106,707,526 |

Data Source
Audited Internal Financial Statements

# City of Nashua, New Hampshire

## Property Tax Levies and Collections
**Last Ten Fiscal Years**

| Tax Year (1) | 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 |
| 2004 | $ 140,619,078 | $ 139,086,811 | 98.9% | $ 1,255,178 | $ - | $ 1,255,178 | 139,086,811 | 98.9% | 26,824 | 421 | 1.6% |
| 2003 | 133,099,408 | 132,036,240 | 99.2% | 1,063,168 | 769,383 | 293,785 | 132,805,623 | 99.8% | 26,778 | 419 | 1.6% |
| 2002 | 127,036,624 | 125,750,773 | 99.0% | 1,285,851 | 1,199,711 | 86,140 | 126,950,484 | 99.9% | 26,698 | 471 | 1.8% |
| 2001 | 119,172,751 | 118,059,296 | 99.1% | 1,113,455 | 1,087,514 | 25,941 | 119,146,810 | 100.0% | 26,642 | 482 | 1.8% |
| 2000 | 110,643,001 | 109,564,111 | 99.0% | 1,078,890 | 1,062,106 | 16,784 | 110,626,217 | 100.0% | 26,525 | 453 | 1.7% |
| 1999 | 104,578,925 | 103,433,416 | 98.9% | 1,145,509 | 1,138,985 | 6,524 | 104,572,401 | 100.0% | 26,335 | 441 | 1.7% |
| 1998 | 114,594,697 | 112,889,655 | 98.5% | 1,705,042 | 1,702,884 | 2,158 | 114,592,539 | 100.0% | 26,212 | 472 | 1.8% |
| 1997 | 108,000,873 | 106,065,026 | 98.2% | 1,935,847 | 1,934,614 | 1,233 | 107,999,640 | 100.0% | 25,659 | 591 | 2.3% |
| 1996 | 107,951,244 | 106,281,299 | 98.5% | 1,669,945 | 1,669,945 | - | 107,951,244 | 100.0% | 25,618 | 472 | 1.8% |
| 1995 | 105,082,487 | 101,272,221 | 96.4% | 3,810,266 | 3,810,266 | - | 105,082,487 | 100.0% | 25,592 | 579 | 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 is executed

(1) Fiscal year 2005 is the City's tax year 2004.

# City of Nashua, New Hampshire

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

| Fiscal Year | Local Assessed Value (1) | | | | 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 |
|---|---|---|---|---|---|---|---|---|---|
| | Residential | Commercial/ Industrial | Utilities | Total Assessed Value | | | | | |
| 2005 | $ 6,472,995,406 | $ 2,666,131,229 | $ 171,836,800 | $ 9,310,963,435 | $ 158,734,700 | $ 9,152,228,735 | $ 15.33 | $ N/A | NA |
| 2004 | 4,838,886,400 | 2,261,291,015 | 172,475,900 | 7,272,653,315 | 121,364,150 | 7,151,289,165 | 18.59 | 8,440,901,750 | 86.2% |
| 2003 | 3,489,566,400 | 1,964,785,883 | 148,146,200 | 5,602,498,483 | 90,503,875 | 5,511,994,608 | 22.69 | 8,023,468,897 | 69.8% |
| 2002 | 3,435,049,900 | 1,935,736,174 | 144,138,500 | 5,514,924,574 | 78,932,475 | 5,435,992,099 | 21.86 | 7,370,090,989 | 74.8% |
| 2001 | 3,382,730,400 | 1,885,537,010 | 142,733,900 | 5,411,001,310 | 79,098,375 | 5,331,902,935 | 20.75 | 6,539,029,408 | 82.7% |
| 2000 | 3,331,984,700 | 1,846,939,246 | 133,810,400 | 5,312,734,346 | 78,532,175 | 5,234,202,171 | 19.65 | 5,578,503,984 | 95.2% |
| 1999 | 2,577,840,800 | 1,446,539,974 | 127,843,600 | 4,152,224,374 | 78,439,575 | 4,073,784,799 | 23.89 | 4,959,174,740 | 83.7% |
| 1998 | 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% |
| 1997 | 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% |
| 1996 | 2,310,439,530 | 1,193,376,375 | 133,906,300 | 3,637,722,205 | 72,253,800 | 3,565,468,405 | 27.90 | 3,680,268,427 | 98.8% |

Data Sources
(1) State MS-1 Report of Assessed Values
(2) NH Department of Revenue Administration's annual Equalization Survey

# City of Nashua, New Hampshire

## Principal Taxpayers
## Current Year and Nine Years Ago

| Taxpayer | Type of Business | 2005 Assessed Value | Rank | Percentage of Total Assessed Value | 1996 Assessed Value | Rank | Percentage of Total Assessed Value |
|---|---|---|---|---|---|---|---|
| Pheasant Lane Realty TR | Shopping Mall | $ 145,731,096 | 1 | 1.57 % | $ 50,200,000 | 3 | 1.38 % |
| Aimco Royal Crest-Nashua LLC | Apartment Complex | 79,587,500 | 2 | 0.85 | | - | - |
| Public Service Co of NH | Utility | 69,499,000 | 3 | 0.75 | 66,005,600 | 1 | 1.81 |
| Pennichuck Water Works Inc | Water Distributor | 65,920,986 | 4 | 0.71 | 37,500,000 | 5 | 1.03 |
| Compaq Computer Company (1) | Computer Manufacturer | 49,914,500 | 5 | 0.54 | 26,819,400 | 7 | 0.74 |
| BAE Systems info & Elec System | Electronics Manufacturer | 45,943,100 | 6 | 0.49 | - | - | - |
| Flatley, John & Gregory Stoyle | Office /Land/Apts/Retail | 39,221,300 | 7 | 0.42 | - | - | - |
| Energy North Natural Gas Inc. | Utility | 38,047,700 | 8 | 0.41 | 41,099,300 | 4 | 1.13 |
| Nashua Oxford Bay Assoc Lim Pt | Apartment Complex | 37,854,800 | 9 | 0.41 | 14,741,400 | 9 | 0.41 |
| Southern New Hampshire Medical Center | Hospital | 37,822,100 | 10 | 0.41 | - | - | - |
| Thomas J. Flatley | Office /Land/Apts/Retail | - | - | - | 55,068,000 | 2 | 1.51 |
| Hi Point Realty | Realty Investor | - | - | - | 27,244,900 | 6 | 0.75 |
| Somerset Apartments | Apartments | - | - | - | 19,500,600 | 8 | 0.54 |
| Vickery Realty | Realty Investor | - | - | - | 14,630,000 | 10 | 0.40 |
| Total Principal Taxpayers | | $ 609,542,082 | | 6.55 % | 302,609,200 | | 9.70 % |
| Total Net Assessed Taxable Value | | $ 9,310,963,435 | | | 3,637,722,205 | | |

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 | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Calendar Year | City | Budgetary Use of Fund Balance | Total City | Local School | State School | Total School | Total Direct | County | Total | Estimated Full Value Rate |
| 2005 | $ 5.06 | (1) $ 19,004,860 | $ 5.06 | $ 7.77 | $ 2.50 | $ 10.27 | $ 15.33 | $ 0.99 | $ 16.32 | n/a |
| 2004 | 6.80 | 8,250,000 | 6.80 | 8.33 | 3.46 | 11.79 | 18.59 | 1.26 | 19.85 | $ 16.75 |
| 2003 | 8.88 | 5,400,000 | 8.88 | 7.91 | 5.90 | 13.81 | 22.69 | 1.68 | 24.37 | $ 16.63 |
| 2002 | 8.51 | 3,265,000 | 8.51 | 7.36 | 5.99 | 13.35 | 21.86 | 1.74 | 23.60 | $ 17.29 |
| 2001 | 7.82 | 1,125,000 | 7.82 | 6.76 | 6.17 | 12.93 | 20.75 | 1.75 | 22.50 | $ 18.21 |
| 2000 | 6.64 | 3,500,000 | 6.64 | 7.45 | 5.56 | 13.01 | 19.65 | 1.70 | 21.35 | $ 19.90 |
| 1999 | 8.48 | 1,000,000 | 8.48 | 8.22 | 7.19 | 15.41 | 23.89 | 2.01 | 25.90 | $ 21.09 |
| 1998 | 8.96 | 600,000 | 8.96 | 17.76 | - | 17.76 | 26.72 | 1.93 | 28.65 | n/a |
| 1997 | 9.33 | - | 9.33 | 17.63 | - | 17.63 | 26.96 | 2.14 | 29.10 | n/a |
| 1996 | 9.39 | 1,500,000 | 9.39 | 18.51 | - | 18.51 | 27.90 | 2.30 | 30.20 | 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

# 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 |
| 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 |
| 1997 | 6,751,129 | 8,144,910,471 | 0.62 |
| 1996 | 6,443,130 | 6,693,696,167 | 0.72 |

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 (2) | Nashua | County | Nashua's % |
|---|---|---|---|
| 2004 | $ 8,440,901,750 | $ 39,756,319,650 | 21.2315975 % |
| 2003 | 8,023,468,897 | 35,772,416,479 | 22.4292058 |
| 2002 | 7,370,090,989 | 31,483,236,852 | 23.4095720 |
| 2001 | 6,539,029,048 | 27,607,114,973 | 23.6860282 |
| 2000 | 5,578,503,984 | 23,505,650,009 | 23.7326089 |
| 1999 | 4,959,174,740 | 20,552,599,405 | 24.1291850 |
| 1998 | 4,389,471,992 | 18,295,319,120 | 23.9923226 |
| 1997 | 3,842,097,095 | 16,555,541,089 | 23.2073182 |
| 1996 | 3,680,268,427 | 15,726,324,395 | 23.4019618 |

**Apportionment of County Tax Levy**

| Fiscal Year | County Tax Levy | Nashua's Share(1) | Nashua's Share $ Change | Nashua's Share % Change |
|---|---|---|---|---|
| 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 |
| 1997 | 35,259,940 | 8,323,666 | NA | NA |

Notes:

(1) Percentage based previous tax year.

(2) Fiscal year 2005 is the City's tax year 2004.

## City of Nashua, New Hampshire

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

| | | Fiscal Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| **Debt at June 30** | | | | | | | | | | | |
| General Obligation Debt | | | | | | | | | | | |
| City Depts. | | $ 8,093,800 | $ 7,527,847 | $ 6,817,417 | $ 12,309,177 | $ 14,951,557 | $ 27,018,957 | $ 29,598,357 | $ 27,868,094 | $ 27,565,652 | $ 25,742,467 |
| School Dept. | | 28,349,000 | 39,558,390 | 36,669,640 | 33,762,690 | 42,719,220 | 93,354,070 | 126,294,636 | 118,796,632 | 156,748,591 | 148,368,036 |
| Total General Fund | | 36,442,800 | 47,086,237 | 43,487,057 | 46,071,867 | 57,670,777 | 120,373,027 | 155,892,993 | 146,664,726 | 184,314,243 | 174,110,503 |
| Solid Waste Fund (1) | | | | | | | | | | | |
| General Obligation Debt | | 455,000 | 430,000 | 405,000 | 380,000 | 350,000 | 320,000 | 295,000 | 291,802 | 262,893 | 233,982 |
| State Revolving Loan Funds | | - | 1,588,525 | 4,095,256 | 6,775,887 | 8,649,263 | 14,652,893 | 18,420,047 | 21,517,224 | 21,505,447 | 21,576,755 |
| Wastewater Fund | | | | | | | | | | | |
| General Obligation Debt | | 8,002,200 | 8,008,763 | 7,352,943 | 6,708,133 | 6,151,223 | 5,781,973 | 5,462,007 | 4,908,472 | 4,332,865 | 3,750,515 |
| State Revolving Loan Funds | | - | 246,863 | 850,501 | 2,613,734 | 7,629,488 | 9,225,408 | 8,764,138 | 8,302,867 | 7,841,597 | 7,380,326 |
| Total Enterprise Funds | | 8,457,200 | 10,274,150 | 12,703,701 | 16,477,754 | 22,779,974 | 29,980,274 | 32,941,192 | 35,020,365 | 33,942,802 | 32,941,580 |
| Total Debt at June 30 | | $ 44,900,000 | $ 57,360,387 | $ 56,190,758 | $ 62,549,621 | $ 80,450,751 | $ 150,353,301 | $ 188,834,185 | $ 181,685,091 | $ 218,257,045 | $ 207,052,083 |
| **Base Value for Debt Limits** | | $ 3,582,711,279 | $ 3,671,893,647 | $ 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 |
| **Legal Debt Limits (% of Base Value)** | | | | | | | | | | | |
| City - 2% | (2) | 71,654,226 | 73,437,873 | 76,707,405 | 87,618,133 | 99,012,522 | 111,377,509 | 133,355,766 | 150,104,125 | 163,347,210 | 171,690,516 |
| School - 6% | (2) | 214,962,677 | 220,313,619 | 230,122,214 | 262,854,400 | 297,037,565 | 334,132,527 | 400,067,299 | 450,312,374 | 490,041,631 | 515,071,547 |
| **Debt Against Legal Debt Limits** | | | | | | | | | | | |
| City Depts. | | 8,093,800 | 7,527,847 | 6,817,417 | 12,309,177 | 14,951,557 | 27,018,957 | 29,598,357 | 27,868,094 | 27,565,652 | 25,742,467 |
| School Dept. | | 28,349,000 | 39,558,390 | 36,669,640 | 33,762,690 | 42,719,220 | 93,354,070 | 126,294,636 | 118,796,632 | 156,748,591 | 148,368,036 |
| Exempt from Legal Debt Limits | | 8,457,200 | 10,274,150 | 12,703,701 | 16,477,754 | 22,779,974 | 29,980,274 | 32,941,192 | 35,020,365 | 33,942,802 | 32,941,580 |
| Total Debt at June 30 | | $ 44,900,000 | $ 57,360,387 | $ 56,190,758 | $ 62,549,621 | $ 80,450,751 | $ 150,353,301 | $ 188,834,185 | $ 181,685,091 | $ 218,257,045 | $ 207,052,083 |
| **Unused Capacity of Legal Debt Limits** | | | | | | | | | | | |
| City Depts. | | $ 63,560,426 | $ 65,910,026 | $ 69,889,988 | $ 75,308,956 | $ 84,060,965 | $ 84,358,552 | $ 103,757,409 | $ 122,236,031 | $ 135,781,558 | $ 145,948,049 |
| School Dept. | | 186,613,677 | 180,755,229 | 193,452,574 | 229,091,710 | 254,318,345 | 240,778,457 | 273,772,663 | 331,515,742 | 333,293,040 | 366,703,511 |
| **% of Legal Debt Limits Used** | | | | | | | | | | | |
| City Depts. | | 11.3% | 10.3% | 8.9% | 14.0% | 15.1% | 24.3% | 22.2% | 18.6% | 16.9% | 15.0% |
| School Dept. | | 13.2% | 18.0% | 15.9% | 12.8% | 14.4% | 27.9% | 31.6% | 26.4% | 32.0% | 28.8% |

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 |
|---|---|---|---|---|---|---|---|
| 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 |
| 1997 | 7,527,847 | 39,558,390 | 47,086,237 | 11,867,517 | 35,218,720 | 1.0% | 442 |
| 1996 | 8,093,800 | 28,349,000 | 36,442,800 | 8,504,700 | 27,938,100 | 0.8% | 351 |

| 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 |
|---|---|---|---|---|---|---|---|
| 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% |
| 1997 | 2,018,525 | 8,255,626 | 10,274,151 | 1,852,978 | 8,421,173 | 106 | 0.5% |
| 1996 | 455,000 | 8,002,200 | 8,457,200 | 1,645,940 | 6,811,260 | 86 | 0.4% |

| Fiscal Year | Total Primary Government | Less State Aid | Net Debt | % of Net Debt to Assessed Value | Net Debt per capita | % of Personal Income |
|---|---|---|---|---|---|---|
| 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% |
| 1198 | 56,190,757 | 13,091,606 | 43,099,151 | 1.1% | 541 | 2.4% |
| 1997 | 57,360,388 | 13,720,495 | 43,639,893 | 1.2% | 548 | 2.5% |
| 1996 | 44,900,000 | 10,150,640 | 34,749,360 | 1.0% | 436 | 2.0% |

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 Calendar Years**

| End of Fiscal Year | Net General Obligation Debt Outstanding (1) | Percentage Applicable to Government (2) | Amount Applicable to Government |
|---|---|---|---|
| 2004 | $ - | 21.2315975% | $ - |
| 2003 | - | 22.4292058% | - |
| 2002 | - | 23.4095720% | - |
| 2001 | 1,445,500 | 23.6860282% | 342,382 |
| 2000 | 2,982,000 | 23.7326089% | 707,706 |
| 1999 | 4,609,500 | 24.1291850% | 1,112,235 |
| 1998 | 6,327,300 | 23.9923226% | 1,518,066 |
| 1997 | 8,169,882 | 23.2073180% | 1,896,010 |
| 1996 | 10,205,176 | 23.4019620% | 2,388,211 |

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

Note: 2005 data is not available at this time.

# 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 |
|---|---|---|---|---|---|---|---|---|
| 2005 | 89,560 | $ 79,087 (4) | $ 31,999 (4) | | | 4.1% | 4.3% | 6.0% |
| 2004 | 88,297 | 78,900 ** | 30,016 | 2,487 | 49,748 | 5.0% | 4.7% | 5.8% |
| 2003 | 87,411 | 77,800 ** | 28,317 | 2,616 | 48,440 | 5.4% | 3.5% | 4.7% |
| 2002 | 87,996 (5) | 71,100 ** | 26,878 | 3,263 | 48,700 | 6.7% | 2.8% | 4.0% |
| 2001 | 87,298 (5) | 68,300 ** | 25,671 | 2,244 | 48,780 | 4.6% | 2.7% | 4.2% |
| 2000 | 86,605 | 64,100 ** | 25,209 (3) | 1,414 | 48,770 | 2.9% | 2.9% | 4.5% |
| 1999 | 83,900 | 61,102 * | 23,792 | 1,418 | 47,260 | 3.0% | 3.1% | 4.9% |
| 1998 | 83,209 | 59,600 ** | 23,021 | 1,239 | 47,650 | 2.6% | 4.1% | 5.4% |
| 1997 | 82,810 | 59,600 ** | 22,340 | 1,299 | 46,410 | 2.8% | 4.0% | 5.6% |
| 1996 | 82,285 | 59,600 (3) | 21,742 (3) | 1,947 | 43,260 | 4.5% | 4.6% | 6.1% |

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. 2005 numbers unavailable at this time.
(3) Based on information provided by City of Nashua's Economic Development Department
(4) "Editor & Publisher Market Guide", The Editor & Publisher Co.
(5) Trended based on 2000 US Census information and 0.8% population increase estimate.

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

| | | 2005 | | | 1996 | | |
|---|---|---|---|---|---|---|---|
| Taxpayer | Type of Business | Employee | Rank | Percentage of Total City Employment | Employee | Rank | Percentage of Total City Employment |
| BAE Systems ** | Aerospace/ Electronics | 4,445 | 1 | 8.59 % | 3,000 | 2 * | 6.79 % |
| Hewlett Packard *** | Computer | 1,900 | 2 | 3.67 | 3,450 | 1 * | 7.81 |
| Southern NH Medical Center | Hospital | 1,853 | 3 | 3.58 | 1,100 | 4 * | 2.49 |
| Nashua School District | Schools | 1,800 | 4 | 3.48 | - | - | - |
| St. Joseph Hospital | Hospital | 1,700 | 5 | 3.29 | 1,094 | 5 * | 2.48 |
| Teradyne | Backplane Connection Systems | 1,400 | 6 | 2.71 | 1,120 | 3 * | 2.54 |
| City of Nashua | City Government | 900 | 7 | 1.74 | - | - | - |
| GL & V Pulp Group | Paper Corp | 360 | 8 | 0.70 | - | - | - |
| Delta Education | Scientific Education | 315 | 9 | 0.61 | - | - | - |
| Nashua Corporation | Paper Products | 315 | 10 | 0.61 | 483 | 9 * | 1.09 |
| Oxford Health Plan | Health Insurance | - | - | - | 850 | 6 * | 1.92 |
| US Post Office | Postal Service | - | - | - | 600 | 7 * | 1.36 |
| Federal Aviation Administration | Air Traffic Control | - | - | - | 514 | 8 * | 1.16 |
| Brookside Hospital | Chemical Dependency | - | - | - | 385 | 10 * | 0.87 |
| Total Principal Employers | | 14,988 | | 28.98 % | 12,596 | | 28.52 % |
| Total City Employment | | 51,721 | | | 44,169 | | |

Data Source
Final Official Statements for City of Nashua bond issues and information provided by City's Economic Development Dept.

Notes:
* Ranking based on City of Nashua Official Statement, 1996
** Previously identified as Lockheed, Sanders Corp.
*** Previously identified as Digital Equipment Corp.(DEC)

# City of Nashua, New Hampshire

## Operating Indicators by Function
**Last Ten Fiscal Years**

| Function | Fiscal Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| Finance | | | | | | | | | | |
| Taxable property parcels assessed | 25,618 | 25,659 | 26,212 | 26,335 | 26,525 | 26,642 | 26,698 | 26,778 | 26,824 | 27,062 |
| Property transfers processed ** | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Motor vehicles registered | 82,706 | 82,800 | 84,782 | 86,086 | 85,662 | 88,618 | 90,156 | 90,746 | 89,328 | 89,816 |
| Planning - Inspection Division | | | | | | | | | | |
| Building inspections | 8,526 | 9,134 | 9,199 | 9,253 | 8,979 | 8,958 | 9,813 | 10,022 | 10,250 | *** |
| Estimated construction value in millions | 64.6 | 61.5 | 77.2 | 84.0 | 88.1 | 253.8 | 159.5 | 68.8 | 103.6 | *** |
| Police (1) | | | | | | | | | | |
| Physical arrests | 4,445 | 4,258 | 3,892 | 4,346 | 4,476 | 3,668 | 3,850 | 3,902 | 4,199 | (4) |
| Traffic violations | 4,918 | 4,157 | 3,507 | 5,336 | 5,755 | 5,786 | 6,513 | 7,230 | 10,176 | (4) |
| Parking violations | *** | *** | *** | *** | 25,001 | 24,360 | 28,432 | 37,030 | 38,499 | 31,967 |
| Fire and Rescue | | | | | | | | | | |
| Calls answered | 6,223 | 6,111 | 6,136 | 6,050 | 3,112 | 6,723 | 6,353 | 6,733 | 7,007 | 7,373 |
| Emergency responses | 2,563 | 2,636 | 3,015 | 2,840 | 1,441 | 3,151 | 3,107 | 3,356 | 3,528 | 3,689 |
| Fires extinguished | 437 | 389 | 370 | 396 | 155 | 367 | 326 | 281 | 329 | 304 |
| Number of inspections conducted | 111 | 111 | 97 | 83 | 68 | 60 | 76 | 52 | 50 | 27 |
| Emergency medical responses | 2,076 | 1,898 | 2,180 | 2,840 | 1,038 | 2,239 | 2,222 | 2,354 | 2,563 | 2,726 |
| Public Works | | | | | | | | | | |
| Refuse collected (tons) (2) | 67,128 | 68,633 | 77,069 | 75,374 | 81,845 | 73,978 | 72,389 | 65,883 | 64,547 | 55,157 |
| Recycling (tons) (3) | 9,813 | 14,638 | 11,541 | 7,532 | 9,791 | 10,662 | 10,845 | 13,199 | 13,979 | 10,878 |
| Streets resurfaced (miles) | 6.2 | 13.0 | 8.7 | 5.9 | 6.0 | 11.9 | 13.1 | 10.8 | 10.4 | 8.3 |
| Potholes repaired | *** | *** | *** | *** | *** | *** | *** | 753 | 1,152 | 818 |
| Public Library | | | | | | | | | | |
| Items in collection | 216,908 | 217,317 | 215,875 | 220,549 | 220,679 | 223,469 | *230,000 | *240,000 | *245,000 | 257,147 |
| Items circulated | 476,359 | 452,675 | 414,308 | 374,064 | 347,167 | 346,345 | 359,251 | 434,286 | 559,411 | 657,413 |
| Welfare/assistance - General Assistance | 293,191 | 314,722 | 325,280 | 373,604 | 389,630 | 511,716 | 1,356,287 | 1,900,474 | 1,679,242 | 1,360,418 |
| Number of contacts | 5,223 | 4,997 | 4,516 | 4,121 | 3,947 | 3,671 | 5,913 | 7,621 | 8,613 | 9,817 |
| Applicants | 1,524 | 1,680 | 1,400 | 1,389 | 1,438 | 1,333 | 1,849 | 2,145 | 2,117 | 2,052 |
| Assisted cases | 2,091 | 2,112 | 2,044 | 2,044 | 2,093 | 2,044 | 3,977 | 4,737 | 4,099 | 3,476 |
| Sewage System: | | | | | | | | | | |
| Daily average treatment (millions of gallons) | 16.1 | 14.8 | 14.4 | 12.7 | 13.8 | 16.2 | 11.5 | 12.7 | 11.9 | 12.9 |

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.
(4) Unavailable at this time.

* 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

# City of Nashua, New Hampshire

## Capital Asset Statistics by Function
**Last Ten Fiscal Years**

| Function | Fiscal Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| 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 |
| Miles of storm drains | * | * | * | * | * | * | * | * | * | 130.0 |
| Number of traffic lights | 72 | 72 | 73 | 76 | 76 | 76 | 76 | 78 | 78 | 80 |
| Number of bridges | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 19 |
| Community Services - Culture and Recreation: | | | | | | | | | | |
| Number of parks | 46 | 46 | 46 | 46 | 46 | 47 | 47 | 47 | 48 | 49 |
| Park acreage | 572 | 572 | 572 | 572 | 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 |
| Number of treatment plants | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Number of service connections | 20,430 | 20,606 | 20,814 | 21,032 | 21,246 | 21,497 | 21,689 | 21,902 | 22,120 | 22,349 |
| Average daily flow (MGD) | 16.1 | 14.8 | 14.4 | 12.7 | 13.8 | 16.2 | 11.5 | 12.7 | 11.9 | 12.9 |
| 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 | 3 | 3 | 4 | 4 | 4 |
| High school buildings | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 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 |
|---|---|---|---|---|---|---|
| **General Government** | | | | | | |
| Mayor's Office | 4.6 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 |
| Legal | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 4.9 |
| Board of Aldermen | 1.6 | 1.6 | 1.8 | 1.8 | 1.8 | 1.8 |
| Total General Government | 11.2 | 11.6 | 11.8 | 11.8 | 11.8 | 11.6 |
| **Financial Services** | 30.9 | 30.8 | 31.8 | 30.8 | 30.5 | 31.0 |
| **Administrative Services** | | | | | | |
| Administrative Services | 1.0 | 0.9 | 1.6 | 1.9 | 1.5 | 1.9 |
| City Clerk | 8.5 | 8.5 | 7.5 | 6.8 | 7.0 | 7.0 |
| Human Resources | 3.8 | 3.9 | 3.9 | 3.9 | 3.9 | 3.9 |
| Purchasing | 5.0 | 5.0 | 5.0 | 4.0 | 4.0 | 4.0 |
| Building | 4.0 | 4.6 | 4.6 | 5.6 | 5.6 | 5.6 |
| Risk Management | 4.0 | 5.0 | 5.0 | 5.0 | 4.0 | 5.0 |
| Assessing | 10.0 | 12.0 | 11.0 | 12.0 | 10.0 | 11.0 |
| Information Technology | 6.0 | 7.0 | 10.0 | 10.0 | 8.0 | 9.0 |
| Total Administrative Services | 42.3 | 46.9 | 48.6 | 49.1 | 44.0 | 47.4 |
| **Protection of Life & Property** | | | | | | |
| Police | 218.6 | 219.4 | 232.6 | 236.9 | 236.9 | 238.9 |
| Fire | 173.5 | 178.0 | 178.0 | 178.0 | 181.6 | 181.6 |
| Total Protection of Life & Property | 392.1 | 397.4 | 410.6 | 414.9 | 418.5 | 420.5 |
| **Division of Health & Community Services** | | | | | | |
| Community Services | 5.5 | 6.1 | 7.1 | 7.1 | 8.6 | 7.5 |
| Community Health | 14.3 | 12.8 | 16.6 | 13.4 | 11.3 | 10.4 |
| Environmental Health | 7.0 | 6.0 | 5.6 | 6.0 | 6.0 | 6.0 |
| Welfare | 4.4 | 4.5 | 5.5 | 6.0 | 8.0 | 7.8 |
| Total Division of Health & Comm. Services | 31.1 | 29.5 | 34.8 | 32.6 | 33.9 | 31.6 |
| **Public Works** | | | | | | |
| Admin/Engineering | 14.0 | 16.0 | 19.0 | 19.0 | 18.0 | 19.0 |
| Parks & Recreation | 26.0 | 28.0 | 26.0 | 28.0 | 29.0 | 29.0 |
| Streets | 77.0 | 71.0 | 65.0 | 67.0 | 63.0 | 61.0 |
| Traffic | 9.0 | 9.0 | 9.0 | 9.0 | 8.0 | 10.0 |
| Parking | 2.0 | - | - | 1.0 | 2.0 | 2.0 |
| Wastewater | 28.0 | 28.0 | 26.0 | 28.0 | 30.0 | 31.0 |
| Solid Waste | 40.0 | 40.0 | 39.0 | 39.0 | 37.0 | 33.0 |
| Total Public Works | 196.0 | 192.0 | 184.0 | 191.0 | 187.0 | 185.0 |
| **Community Development (2)** | | | | | | |
| Community Development | 2.0 | 1.0 | 2.0 | 2.0 | 2.0 | 2.4 |
| Planning | 18.6 | 18.0 | 8.0 | 8.0 | 8.0 | 7.6 |
| Economic Development | - | 1.0 | 1.0 | 1.0 | 1.0 | 1.4 |
| Urban Programs | 5.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 |
| Building | - | - | 9.0 | 9.0 | 10.0 | 10.0 |
| Code Enforcement | - | - | 3.0 | 3.0 | 3.0 | 3.0 |
| Total Community Development | 25.6 | 26.0 | 29.0 | 29.0 | 30.0 | 30.4 |
| **Public Services** | | | | | | |
| Edgewood Cemetery | 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 |
| Total Public Services | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 7.0 |
| **Library** | 49.2 | 48.9 | 50.7 | 50.4 | 47.5 | 48.5 |
| **Education** | | | | | | |
| Teachers | 775.0 | 790.0 | 795.0 | 821.0 | 830.0 | 838.0 |
| Other staff | 741.0 | 744.0 | 786.0 | 849.0 | 839.0 | 867.0 |
| Total Education | 1,516.0 | 1,534.0 | 1,581.0 | 1,670.0 | 1,669.0 | 1,705.0 |
| **Total All Functions** | 2,302.3 | 2,325.0 | 2,390.1 | 2,487.5 | 2,480.2 | 2,518.0 |
| **Percent of Total** | | | | | | |
| General Government | 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% |
| Administrative Services | 1.8% | 2.0% | 2.0% | 2.0% | 1.8% | 1.9% |
| Protection of Life & Property | 17.0% | 17.1% | 17.2% | 16.7% | 16.9% | 16.7% |
| Division of Health & Community Services | 1.4% | 1.3% | 1.5% | 1.3% | 1.4% | 1.3% |
| Public Works | 8.5% | 8.3% | 7.7% | 7.7% | 7.5% | 7.3% |
| Community Development | 1.1% | 1.1% | 1.2% | 1.2% | 1.2% | 1.2% |
| Public Services | 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% |
| Education | 65.8% | 66.0% | 66.1% | 67.1% | 67.3% | 67.7% |
| Total | 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

# City of Nashua, New Hampshire

**Student/Teacher Statistical Information**
**Last Ten Fiscal Years**

| | Fiscal Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **1996** | **1997** | **1998** | **1999** | **2000** | **2001** | **2002** | **2003** | **2004** | **2005(1)** |
| ***Student Enrollment:*** | | | | | | | | | | |
| Elementary | 7,825 | 7,862 | 7,890 | 7,875 | 7,828 | 7,706 | 7,456 | 7,227 | 7,028 | 5,702 |
| Middle School | 2,686 | 2,729 | 2,803 | 2,927 | 3,084 | 3,086 | 3,096 | 3,233 | 3,230 | 3,287 |
| High School | 2,194 | 2,353 | 2,407 | 2,543 | 2,638 | 2,729 | 2,867 | 2,997 | 3,081 | 4,236 |
| Total | 12,705 | 12,944 | 13,100 | 13,345 | 13,550 | 13,521 | 13,419 | 13,457 | 13,339 | 13,225 |
| ***Teacher FTEs (2):*** | | | | | | | | | | |
| Elementary | no FTE Data | no FTE Data | 413 | 416 | 419 | 420 | 420 | 417 | 415 | 359 |
| Middle School | no FTE Data | no FTE Data | 184 | 188 | 198 | 201 | 201 | 213 | 213 | 215 |
| High School | no FTE Data | no FTE Data | 123 | 131 | 139 | 145 | 147 | 155 | 164 | 226 |
| District-wide | no FTE Data | no FTE Data | 15 | 16 | 19 | 24 | 28 | 36 | 38 | 38 |
| Total | | | 735 | 751 | 775 | 790 | 795 | 821 | 830 | 838 |

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

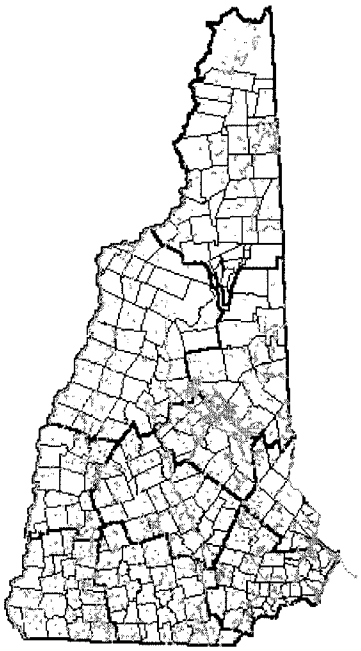
# City of Nashua, New Hampshire

## 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 |
|---|---|---|---|---|---|---|---|---|
| 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 |
| 1997 | 54,722,205 | 4,026,239 | 58,748,444 | 12,944 | 4,539 | 0.6% | N/A | N/A |
| 1996 | 53,289,133 | 4,037,335 | 57,326,468 | 12,705 | 4,512 | 2.6% | N/A | N/A |

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 operations only and excludes grant funds and food services, as well as capital items appropriated in the general fund.



# Nashua, NH

| | |
|---|---|
| Community Contact | **City of Nashua**<br>**Katherine Hersh, Community Development Division Director**<br>**PO Box 2019, 229 Main Street**<br>**Nashua, NH 03061-2019** |
| Telephone | **(603) 589-3095** |
| Fax | **(603) 589-3119** |
| E-mail | **hershk@ci.nashua.nh.us** |
| Web Site | **www.gonashua.com** |
| Municipal Office Hours | **Monday through Friday, 8 am - 5 pm** |
| County | **Hillsborough** |
| 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, 3, & 7), and 13 (Wards 4, 5, 6, 8, & 9)** |
| State Representative | **District 59 (Ward 2), 60 (Ward 3), 61 (Ward 1), 62 (Wards 4 & 6), 63 (Ward 5), 64 (Ward 9), and 65 (Wards 7 & 8)** |

**Incorporated:** 1746

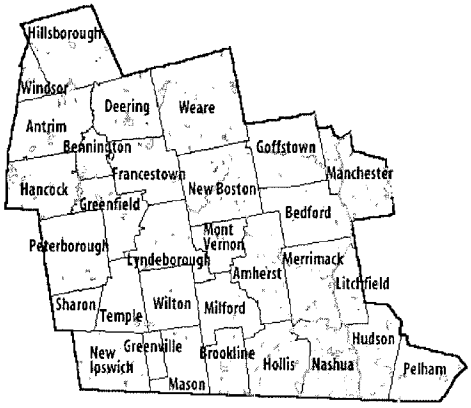
**Origin:** Originally part of a grant to Edward Tyng of Dunstable, England, the 200 square mile area, called Dunstable, included Nashua, Tyngsboro MA, and other border towns. In 1741 the town was cut in half when the Massachusetts-New Hampshire border was established. The northern half kept the name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

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

**Population Trends:** Although Nashua ranked first in numeric population increase over fifty years, the rates of growth were at or below the statewide average. Decennial growth rates ranged from a nine percent increase between 1990-2000 to a 43 percent increase between 1960-1970. Nashua's population grew by 51,936 residents between the 1950 count of 34,669 and the 2000 count of 86,605. The 2003 Census estimate for Nashua was 87,285 residents, which ranked second among New Hampshire's incorporated cities and towns.

**Population Density, 2003:** 2,843.5 persons per square mile of land area, the second highest density. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.

**Villages and Place Names:** Broad Acres, Lincoln Park, Dunstable, Crown Hill




Hillsborough County

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## Municipal Services

| | |
|---|---|
| Type of Government | **Mayor & Council** |
| 2004 Annual Budget | **$200,614,253** |
| Zoning Ordinance | **1930/03** |
| Master Plan | **2002** |
| Capital Improvement Plan | **Yes** |
| Industrial Plans Reviewed By | **Planning Board** |

Boards and Commissions
Elected: **Board of Aldermen**
Appointed: **Planning Board; Conservation Commission; Library Trustees; Cemetery Trustees**

Public Library **Nashua Public**

## Emergency Services

| | |
|---|---|
| Police Department | **Full-time** |
| Fire Department | **Full-time** |
| Town Fire Insurance Rating | **2** |
| Emergency Medical Service | **Municipal, other & commercial** |

Nearest Hospital(s):
**Southern NH Regional or St. Joseph, Nashua**
Distance: **Local** Staffed Beds: **178; 135**

## 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** |
| Telephone Company | **Verizon** |
| Cellular Telephone Access | **Yes** |
| Cable Television Access | **Yes** |
| High Speed Internet Service: Business | **unknown** |
| Residential | **unknown** |

## Property Taxes

| | |
|---|---|
| 2003 Total Tax Rate (per $1000) | **$24.37** |
| 2003 Equalization Ratio | **68.9** |
| 2003 Full Value Tax Rate (per $1000) | **$16.63** |
| 2003 Percent of Property Valuation by Type | |
| Residential Land and Buildings | **62.3%** |
| Commercial Land and Buildings | **35.1%** |
| Other Property including Utilities | **2.6%** |

## Housing

| | |
|---|---|
| 2002 Total Housing Units | **35,737** |
| 2002 Single-Family Units | **18,569** |
| Building Permits Issued | **115** |
| 2002 Multi-Family Units | **16,287** |
| Building Permits Issued | **40** |
| 2002 Manufactured Housing Units | **881** |

## Demographics

| Total Population | Community | County |
|---|---|---|
| 2003 | **87,285** | **394,663** |
| 2000 | **86,605** | **380,841** |
| 1990 | **79,662** | **336,073** |
| 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 (Census 2000)

| | |
|---|---|
| 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

| Annual Average | 1993 | 2003 |
|---|---|---|
| Civilian labor force | **45,166** | **49,802** |
| Employed | **41,581** | **46,918** |
| Unemployed | **3,585** | **2,884** |
| Unemployment rate | **7.9%** | **5.8%** |

## Employment & Wages

| | 1993 | 2003 |
|---|---|---|
| Goods Producing Industries | | |
| Average Employment | **12,227** | **11,398** |
| Average Weekly Wage | **$809** | **$1,274** |
| Service Providing Industries | | |
| Average Employment | **28,402** | **35,345** |
| Average Weekly Wage | **$439** | **$683** |
| Total Private Industry | | |
| Average Employment | **40,629** | **46,743** |
| Average Weekly Wage | **$550** | **$827** |
| Government (Federal, State, and Local) | | |
| Average Employment | **3,311** | **4,659** |
| Average Weekly Wage | **$712** | **$922** |
| Total, Private Industry plus Government | | |
| Average Employment | **43,940** | **51,402** |
| Average Weekly Wage | **$562** | **$836** |

n = indicates that data does not meet disclosure standards

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## EDUCATION AND CHILD CARE

Schools students attend: **Nashua operates grades K-12** District: **SAU 42**
Career Technology Center(s): **Nashua, Alvirne & Milford High Schools** Region: **16**

| Educational Facilities | Elementary | Middle/Junior High | High School | Private/Parochial |
|---|---|---|---|---|
| Number of Schools | 12 | 3 | 2 | 8 |
| Grade Levels | P K 1-6 | 7-9 | 10-12 | K-12 |
| Total Enrollment | 7,227 | 3,156 | 2,997 | N/a |

NH Licensed Child Care Facilities, 2003: Total Facilities: **62** Total Capacity: **4,051**

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

| LARGEST EMPLOYERS | PRODUCT/SERVICE | EMPLOYEES | ESTABLISHED |
|---|---|---|---|
| BAE Systems North America | Optics Manufacturing | 1,000+ | |
| Southern NH Medical Center | Health care | 1,000+ | |
| St. Joseph Hospital & Trauma Center | Health care | 1,000+ | |
| Teradyne Connection Systems Inc. | Connectors | 1,000+ | |
| City of Nashua | Municipal services | 1,000+ | |
| Compaq Computer Corp. | Computer software | 500+/- | |
| Nashua Corporation | Label Papers/carbonless papers/ toner & developer | 500+/- | |
| GL & V Pulp Group Inc. | Machinery Pulp Equipment | 250+/- | |
| G N Netcom/Unex Inc. | Telephone Headsets and headset amplifiers | 250+/- | |

## TRANSPORTATION

| | | |
|---|---|---|
| Road Access | Federal Routes | 3 |
| | State Routes | 3A, 101A, 102, 130 |
| Nearest Interstate, Exit | | Everett Tpk., Exit 1-10 |
| | Distance | Local access |
| Railroad | | Boston & Maine |
| Public Transportation | | Yes |
| Nearest Airport | | Nashua |
| Runway | | 5,501 feet |
| Lighted? Yes | Navigational Aids? | Yes |
| Nearest Commercial Airport | | Manchester |
| Distance | | 18 miles |

Driving distance to select cities:

| | |
|---|---|
| Manchester, NH | 18 miles |
| Portland, Maine | 112 miles |
| Boston, Mass. | 45 miles |
| New York City, NY | 231 miles |
| Montreal, Quebec | 276 miles |

## COMMUTING TO WORK (Census 2000)

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
- 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

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

Other: **Indoor rock climbing**

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Source: **http://www.nhes.state.nh.us/elmi/htmlprofiles/pdfs/nashua.pdf** NH Employment Security, accessed June 30, 2005.

## 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<br>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. |

**MAYOR AND BOARD OF ALDERMEN**
**2004-2005**

**First row, left to right:** Ward Three Alderman Kevin E. Gage; Ward Eight Alderman David MacLaughlin; Ward Two Alderman Richard LaRose; Ward Four Alderman Marc W. Plamondon; Ward Nine Alderman Robert Shaw; Ward Five Alderman David Lozeau; Ward One Alderman Kathryn Vitale; Ward Six Alderman Robert A. Dion.

**Second row, left to right:** City Clerk Paul R. Bergeron; Corporate Counsel David Connell; Alderman-at-Large David Deane; Alderman-at-Large Brian S. McCarthy, President; Mayor Bernard A. Streeter; Alderman-at-Large James R. Tollner, Vice-President; Alderman-at-Large Steven A. Bolton; Alderman-at-Large David Rootovich; Alderman-at-Large Paula Johnson; Treasurer/Tax Collector David Fredette.

# ——— MUNICIPAL GOVERNMENT ———
# 2004-2005

## 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 Brian S. McCarthy
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2005

## 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, 2005

## ALDERMEN-AT-LARGE
Three members elected at the Municipal Election for Four Year Terms

Terms Expire December 31, 2005:

| | |
|---|---|
| Steven A. Bolton | 4 Kyle Drive |
| David W. Deane | 56 Manchester Street |
| Paula I. Johnson | 15 Westborn Drive |

Terms Expire December 31, 2007:

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

## WARD ALDERMEN

| | | |
|---|---|---|
| Ward 1 | Kathryn D. Vitale | 8 Massassoit Road |
| Ward 2 | Richard LaRose | 36 Charlotte Avenue |
| Ward 3 | Kevin E. Gage | 29 Cabot Drive |
| Ward 4 | Marc W. Plamondon | 78 Elm Street |
| Ward 5 | David Lozeau | 125 Shore Drive |
| Ward 6 | Robert A. Dion | 266 Pine Street |
| Ward 7 | Lori Cardin | 77 Marshall Street |
| Ward 8 | David MacLaughlin | 4 Heritage Village Drive |
| Ward 9 | Robert Shaw | 14 Sweet William Circle |

**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: 2004 – 2005

| | |
|---|---|
| Budget Review Committee | Bolton (CH), Deane (VC), Johnson, Lozeau, Cardin, MacLaughlin, Shaw |
| Finance Committee | Rootovich (VC), Deane, Tollner, Vitale, Dion, Shaw |
| Human Affairs | Cardin (CH), Plamondon (VC), Gage, Tollner, Lozeau |
| Infrastructure | Dion (CH), Plamondon (VC), Johnson, Deane, Lozeau |
| Planning & Economic Development | Rootovich (CH), LaRose (VC), Vitale, MacLaughlin, Shaw |
| Personnel/Administrative Affairs | Tollner (CH), Gage (VC), Bolton, Rootovich, LaRose |
| Joint Special School Bldg | Bolton, Johnson, Vitale, Gage, Plamondon, Dion, Cardin, MacLaughlin, McCarthy |

## SPECIAL LIAISON COMMITTEE MEMBERSHIP

Board of Education. . . . . Bolton, Lozeau (Alt)
Board of Fire Commissioners . . . . . .Tollner, MacLaughlin (Alt)
Board of Health . . . . . Rootovich, Cardin (Alt.)
Board of Public Works . . . . . .Plamondon, Deane (Alt)
BPW Pension. . . . . Deane, Rootovich (Alt)
Cable TV Advisory Board. . . . . Johnson, McCarthy (Alt)
Capital Equipment Reserve Fund . . . . . McCarthy
Capital Improvements. . . . . .Shaw, McCarthy (Alt)
Child Care Advisory Commission. . . . . Vitale, LaRose
Conway Ice Rink Commission . . . . . Rootovich, McCarthy (Alt)
Ethics Review Committee . . . . . .Bolton, Shaw (Alt)
Ethnic Awareness Committee . . . . . Tollner, Plamondon (Alt)
Flag Committee . . . . . Bolton, Johnson
Historic District Commission . . . . . .Gage, MacLaughlin
Housing Authority. . . . . Cardin, Dion (Alt)
Hunt Legacy. . . . . McCarthy
Industrial Development Authority . . . . . .McCarthy
IRA Harris Fund . . . . . McCarthy
Library. . . . . .McCarthy
Pennichuck Special Water Committee . . .McCarthy (CH), Deane, Shaw, Bolton, Lozeau
Planning Board. . . . . LaRose, Vitale (Alt)
Regional Water District Charter Development Comm . . .Fred Britton, McCarthy, Lozeau
Review & Comment Commission . . . . . Cardin, Gage
Transit Advisory Committee . . . . . Johnson, Dion (Alt)

## BOARD OF EDUCATION: 2004-2005

| | | | |
|---|---|---|---|
| JOHN ANDRICK | 5 POPE CIRCLE | 03063 | 886-6879 |
| VINCENT CAPASSO[1] | 35 DEERHAVEN DRIVE | 03064 | 889-1354 |
| MICHAEL CLEMONS | 177 KINSLEY STREET | 03060 | 889-2704 |
| DOWD, RICHARD | 74 LOCHMERE LANE | 03063 | 598-3528 |
| JOHN D. "JACK" KELLEY | 12 SKYLINE DRIVE | 03062 | 880-4083 |
| EDWINA KWAN | 48 CATHEDRAL CIRCLE | 03063 | 886-5740 |
| LATHA D. MANGIPUDI | 20 SALMON BROOK DRIVE | 03062 | 891-1239 |
| MARY ANN MELIZZI-GOLJA | 2 AMBLE ROAD | 03062 | 888-9765 |
| KIMBERLY SHAW | 14 SWEET WILLIAM CIR. | 03062 | 882-2845 |

## BOARD OF PUBLIC WORKS: 2004-2005

| | | | |
|---|---|---|---|
| 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: 2004 – 2005

| | | | |
|---|---|---|---|
| PAUL A. GARANT | 8 NEWCASTLE DRIVE #5 | 03060 | |
| EDWARD P. MADIGAN | 4 WESTRAY DRIVE | 03062 | 888-3775 |
| MARK W. PIEKARSKI | 71 MID. DUNSTABLE RD | 03062 | 888-0606 |
| RICHARD A. SOUCY | 254 LAKE STREET | 03060 | 883-5207 |
| MAURICE A. TROTTIER | 93 FAIRVIEW AVENUE | 03060 | 882-6809 |

[1] Replaced by Scott Cote, 39 Tenby Drive, as of 9/13/04.

# CITY ELECTION OFFICIALS
# 2004 – 2005

## MODERATORS

| | | | |
|---|---|---|---|
| WARD 1 | PATRICIA A. CHADWICK | 43 INDIAN ROCK ROAD | 03063 |
| WARD 2 | ROLAND DIGGINS | 31 ASHLAND STREET | 03064 |
| WARD 3 | ARTHUR L. BARRETT, JR. | 73 WALDEN POND DRIVE | 03064 |
| WARD 4 | CLARENCE C. KRAMMES | 6 MT. VERNON STREET | 03060 |
| WARD 5 | PATRICIA D. ALLAN | 107 SHORE DRIVE | 03062 |
| WARD 6 | TINA CASE[2] | 35B CALDWELL ROAD | 03060 |
| WARD 7 | PETER CURRAN | 38 FARMINGTON ROAD | 03060 |
| WARD 8 | PAUL E. STUDER | 97 LILLE ROAD | 03062 |
| WARD 9 | MARK F. AVERY | 5 WESTRAY DRIVE | 03062 |

## WARD CLERKS

| | | | |
|---|---|---|---|
| WARD 1 | MARY K. POSTON | 14 BIBLE WAY | 03063 |
| WARD 2 | WILLIAM A. MARSHALL | 15 WATSON STREET | 03064 |
| WARD 3 | DIANE J. GRIFFITH | 19 STARK STREET | 03064 |
| WARD 4 | SHIRLEY L. SANTERRE | ONE CLOCKTOWER PLACE #529 | 03060 |
| WARD 5 | JEAN E. FORTIER | 1070 WEST HOLLIS STREET | 03062 |
| WARD 6 | CAROL P. MARSHALL | 5 RICE STREET | 03060 |
| WARD 7 | VALERIE A. DENAULT | 48 BURKE STREET | 03060 |
| WARD 8 | MARGARET ANDERSON | 38 SPINDLEWICK DRIVE | 03062 |
| WARD 9 | ANN A. CORBETT | 168 SEARLES ROAD | 03062 |

[2] Position vacant as of September 2004.

## CITY ELECTION OFFICIALS
## 2004 – 2005

## WARD SELECTMEN

| | | | |
|---|---|---|---|
| WARD 1 | ELAINE DORGAN | 1 BIRCH HILL DRIVE | 03063 |
| | M. JOANNE PETERSEN | 6 PEWTER COURT | 03063 |
| | BROOKS THOMPSON | 36 LUTHERAN DRIVE | 03063 |
| WARD 2 | CONSTANCE McNULTY | 8 TERRY STREET | 03064 |
| | THOMAS F. McNULTY | 8 TERRY STREET | 03064 |
| | ANN MORAN | 21 DANBURY ROAD | 03064 |
| WARD 3 | MARTHA P. BARRETT | 73 WALDEN POND DRIVE | 03064 |
| | GEORGE A. FERRIS | 59 WALDEN POND DRIVE | 03064 |
| | LUCINDA ROSEWALD | 101 WELLINGTON STREET | 03064 |
| WARD 4 | DAVID H. DAVIS | 9 MIAMI STREET | 03060 |
| | HENRY LABINE, JR. | 1 PERRY AVENUE | 03060 |
| | GEORGE W. SARGENT | 8 MILFORD STREET | 03060 |
| WARD 5 | NELSON S. ALLAN | 107 SHORE DRIVE | 03062 |
| | MARGUERITE ANDREW | 6 WOODCREST DRIVE | 03062 |
| | PAUL PELLERIN | 2 HAWTHORNE LANE | 03062 |
| WARD 6 | ARTHUR KEEFE | 15 JOFFRE STREET | 03060 |
| | ROLAND LEFEBVRE | 19 DANE STREET | 03060 |
| | JOHN MADIGAN | 29 VICTOR AVENUE | 03060 |
| WARD 7 | JUNE M. CARON | 24 MONTGOMERY AVENUE | 03060 |
| | EDWARD JEAN | 70 MARSHALL STREET | 03060 |
| | ANNE M. SIROIS | 57 NEWBURY STREET | 03060 |
| WARD 8 | ANDREW P. CERNOTA | 129 SHELLEY DRIVE | 03062 |
| | BETTE LASKY | 15 MASEFIELD ROAD | 03062 |
| | ERIC SCHNEIDER | 19 STANLEY LANE | 03062 |
| WARD 9 | DON DILLABY | 27 PALISADES DRIVE | 03062 |
| | RITA MALONEY | 130 SEARLES ROAD | 03062 |
| | KAY POTFORA | 102 CONANT ROAD | 03062 |

## 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[3] |
| 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[4] |
| 1878 | Joseph W. Wallace | 1913 – 1914 | Charles M. Shenton[5] |
| 1879 | James A. Merrill | | |

[3] elected on 33rd ballot
[4] resigned November 4, 1913
[5] 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[6] | 1986-1987 | Carl Andrade |
| 1939 | Joseph E. Houde[7] | 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[8] |
| 1950-1953 | Conrad H. Bellavance | 2001 | Steven A. Bolton[9] |
| 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. | | |

[6] elected Mayor February 14, 1939
[7] elected February 14, 1939
[8] resigned August 14, 2001
[9] elected August 14, 2001

## 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 Streeter | 2000- |

**STATE OF THE CITY ADDRESS OF MAYOR BERNARD A. STREETER**
**FEBRUARY 15, 2005**

Good evening members of the Board of Aldermen, distinguished city employees, and guests. Thank you for being here this evening at my 6th State-of-the-City Address.
Mr. Vice-President, members of the Board and my fellow citizens, the state of our city, or better yet the health of our city is strong. 2004 was a great year for Nashua, and I predict 2005 will be even better.

Coming off the very successful celebration of our sesquicentennial year in 2003, we as a city achieved new heights in 2004. For example, we cleaned up 22 of our city parks that once were dumping grounds for toxic waste sites and transformed them into recreational jewels. We continue to receive national and international awards for our efforts in improving the environment. Our Solid Waste Department received 3 national awards for excellence. Our Waste Water Treatment Facility received 2 Project of the Year awards from national organizations, and our Parks & Recreation Department received a coveted national award for their SummerFun program. You couple these honors with Director of Public Works Rick Seymour receiving a national award for outstanding professionalism in operating a wastewater treatment facility, and you can understand how proud I am of our Public Works Division.

We also faced the challenge of Railroad Square and are now well on our way to revitalize this long-neglected part of our downtown. We realized the full potential of bringing passenger rail back to our city. We developed a financial and development plan that will be the answer to not only where the new station site should be located but puts our city in the forefront of transient oriented development that will be the envy of our state.

Three years ago I had the opportunity to attend a week-long seminar at Princeton University with some of the most renowned planners and land-use experts in the world. The subject was: “Focus On Your Riverfront.” We are now doing just that with the establishment of a downtown Riverwalk.

In years past I have given you a synopsis of each city division, what they have accomplished, and where they and our city are headed in the New Year. This evening I will concentrate on 3 areas: economic development, the health of our city's finances and education.

Nashua has faced significant economic challenges in recent years. But, as has been true in the past, when we re-invent, re-develop and re-invigorate our city we can meet the demands of an ever-changing national and global economy.

On a low note, during 2004, we lost some long established businesses including Brookstone and Pennichuck Water Works, both moving to new facilities in Merrimack, and Hampshire Chemical, a long-time south Nashua industry, closed altogether and is in the process of marketing its 43-acre site for redevelopment. We also continued to lose manufacturing jobs at established industries such as Teradyne and Batesville Casket, as well as losing a number of high-tech, non-manufacturing jobs at businesses such as Hewlett Packard (HP). Consistent with national trends, many of these jobs moved to lower cost labor markets in Mexico and Asia. Overall, unemployment in Nashua has continued to drop for the second consecutive year bringing our rate slightly below the national average and closer to overall state unemployment levels.

Though the loss of any job is painful, many new jobs were created at major employers such as BAE and at numerous smaller businesses and industries throughout the city. Our ability to foster new businesses is rooted in our ability to find new opportunities to replace older businesses. The former Brookstone Building at Exit 5 will soon re-open as a new Orthopedic Center, evidence of continued growth in our City's health care industry. Our rise as a regional center for healthcare and allied health services is further evidenced by significant expansions currently underway at both Southern N. H. Medical Center and at St. Joseph Hospital.

As I mentioned, the former Hampshire Chemical now the Dow Chemical site is another example of new economic opportunities. As you might expect, this property is among the most sought-after development sites in the Northeast. The redevelopment of this site into a major Transit Oriented project, in conjunction with the proposed rail station, promises to stimulate unprecedented possibilities that will give rise to new business opportunities and lifestyle choices.

The fact that Fidelity Investments is adding more than 500 jobs this year in nearby Merrimack bodes well for our city since 14% of their employees are Nashua residents.

During 2004, we welcomed a number of new businesses to our city including software firms such as Transparent Language, Fer-rite and Packetfront, major retailers and franchises such as Modell's, Babies R Us, and Office Depot; 4 new downtown restaurants including Manhattan on Pearl, Jasmine Palace, Fody's and Beria Rio (our city's second Brazilian restaurant). Also we saw a new Applebee's on D.W. Highway and Brightside, a combination recreational facility and business retreat is now located on Amherst Street.

In addition to new businesses, existing businesses expanded adding hundreds of new employees to their payrolls. They included cutting-edge firms such as Scientific Solutions, ICAD, Mass Design, eCopy and Skill Soft. We also welcomed a new & expanded Bellavance Beverage complex off N.W. Boulevard and PM McKay's new design center, a showpiece for redevelopment in the Millyard Technology Park.

Higher education facilities have also been growing. Franklin Pierce College moved into a new facility on Amherst Street. Daniel Webster College, a leader in aviation education, announced they would be offering a 4-year degree in engineering, while Rivier College and the N. H. Community Technical College continue to expand their programs.

We will be welcoming new firms to Nashua this year including Viega, a German-based firm at the forefront of the plumbing and heating industry. Viega is currently developing a major new training facility and their North American Headquarters on Southwood Drive. Curative Health Services is establishing its corporate headquarters in our city, and Harvey Industries, a leader in the replacement window industry, purchased the former IPBM Building on Northeastern Boulevard.

And more good news, Venture Capital firms in the 4th quarter invested $45 million in eight companies in NH including Prag-ma-tech Software Inc. another new Nashua firm, confirming a continued upswing in entrepreneurial and creative activity and the continuing need for risk capital.

One other thought on new businesses being attracted to our city, as Mayor, I have participated in hundreds of ribbon cuttings and ground breakings signifying economic progress. Yet, would you believe that this significant economic development activity has led to criticism? When a Mayor cuts a ribbon it means new jobs, it means additional tax revenue, it means that more and more customers will be visiting our downtown, our malls and other retail establishments. It means that the economic climate is such that private investment, whether it be a major department store chain such as Modell's or a small franchise embroidery store such as Embroider Me are willing to bet their financial futures on our success as a retail drawing card. Criticism aside, I'll cut ribbons every day of the year because it means we are doing something right from an economic development point of view. Think back a few years and ask yourself where would we be economically if we were not a retail meca?

Needless to say economic development or re-development doesn't just happen. With the leadership of our new Economic Development Director, Jay Minkarah, in concert with my office and Community Development our city is on the economic rebound.

Another example of our economic development success is our Revolving Loan Fund that provides small businesses and industries with gap financing in partnership with the community's private sector financial institutions. Six new loans were made last year for a total of $450,000. Recipient businesses included two manufacturing firms, two software development firms, a start-up communication device business and an art

studio. Last year alone, Nashua's Revolving Loan Fund directly contributed to the creation and saving of 116 jobs and since the fund began in 2001, more than 352 jobs were either created or saved. By increasing business investment both directly and in partnership with private lending institutions, the fund has also benefited commercial property owners and contributed to the growth of our tax base.

Our Industrial Development Authority was formally renamed the Business and Industrial Development Authority in 2004 to better reflect their expanded scope under state and local law. The BIDA has the ability to acquire and develop properties for economic development. It also has the ability to issue tax-exempt Industrial Revenue Bonds and obtain other forms of financing. We expect great things from the BIDA under the leadership of its Chair, Harold Acres.

Economic development and environmental protection work hand in hand in our city. For example, we are working with EPA, property owners, and developers to plan for the clean up and re-development of he Mohawk Tannery and other Brownfield sites. We also participated in the site assessments for the new Senior Activity Center site and the adjacent parking lot. This assessment was necessary for Southern NH Services to complete their application for HUD funding allowing them to build affordable senior housing in conjunction with the brand new Senior Center.

Several years ago we began the arduous process of updating our land use ordinances including subdivision, site plans, and all zoning ordinances as well as other pertinent regulations. Existing ordinances have not been comprehensively updated in 30 years. With the assistance of a national consulting firm as well as a steering committee with broad city representation, a completed draft was introduced as proposed legislation to the Board of Aldermen. The Aldermanic Planning and Economic Development Committee is working diligently on its review.

Let's talk a little bit on the Financial Health of our city. Last year, we sold the last bond associated with our High School project, a $46 Million dollar bond at 3.65%, a rate better than we originally had forecasted. We continue to receive excellent Double A 2 and Double A Plus ratings from Moody's & Standard and Poor's respectively. The rating agencies evaluated 4 areas where our city's financial health scores very well. These are: A growing tax base, above-average wealth and income levels, a healthy financial position and manageable debt. And we also continue to take advantage of favorable market conditions for our existing debt. In 2004, we refinanced more than $7 million dollars that saved the city more than $300.000.

Our cash reserves are also healthy. Over the past 5 years, we have remained committed to maintaining adequate reserves. They are $20 million in the School Capital Reserve Fund, $1.2 million in the Self Insurance Fund, $1.75 million in Reserve for Prior Year Abatements, and $400,000 dollars in misc. Expendable Trust Funds.

In addition to being a financially sound city, we are also a city of State Champions including:

The NH Pop Warner State Champion Nashua Elks Crusaders' and Junior Pee Wee Midget Football Teams, Nashua High School's Class L Girls Basketball and "We The People" State Champions, Bishop Guertin High School's State Champion Robotics and Football Teams, also, Nashua North Baseball and the PAL Jr. Pee Wee Spirit Squad as well as The Nashua Pride, the Atlantic League's Second Half Division winners last year. The true value of academic and athletic competition is more than the skills our young people are learning. It is the pride they gain as they contribute to their overall well-being.

We have other champions in our city as well. This year marks the 50-year anniversaries of our national award-winning Spartans Drum & Bugle Corps and the Granite Statesmen, as well as the award-winning Peacock Players.

The true privilege of being Mayor is that I have the opportunity to be everyone's neighbor. While many of you know your neighborhood and perhaps other parts of our city, I have the special privilege of seeing the city as a whole. Not only do I do groundbreakings for senior and work-force housing, participate in grand openings for new businesses and hold regular roundtables with business, legislative and multi-cultural groups, I visit our elementary school classrooms and invite youth groups to my office on a regular basis. This allows me to visit and communicate with our city's young people and frankly this is the best part of my job as Mayor.

Let's talk about education for a bit. When I first became Mayor, I saw a school system that had an excessive high school drop out rate. So we got to work with not only Nashua Stays in School, but also a continued commitment to the largest and most expensive school construction project in the history of our state and we accomplished these by working together. Today our students are achieving more and more.

The SchoolMatch Audit reported the District's Advanced Placement program was one of the finest in the nation and our outstanding volunteer program has been cited as being one of the best in the nation for schools our size.

Today our students are reaching new heights. They have improved their test scores and our High School graduates go on to college at a higher rate than most any other city our size in New England. You, and your neighbors, along with parents, teachers, the Board of Education and administrators and city government should be very proud with our community's commitment to education.

I invite you to take a closer look at our Public Schools. Find a school that interests you, and call the principal. Schedule a visit - I guarantee you'll be impressed!

With the announced retirement of School Superintendent Joe Giuliano, we are losing a top-notch school administrator. One of Joe's key strategies was to restructure traditional high schools into small learning communities with personalized attention and a range of options. Under Joe's guidance, excellence was established as the bottom line for our public schools. We will miss Superintendent Giuliano, but I have confidence

the Bd. of Education will select an outstanding replacement.

There's something else our young people receive in the Nashua public schools - a first-hand learning experience side by side with kids from other countries and backgrounds. Diversity gives our city a competitive edge. That's key to understanding the strength of our city as we go forward.

Today Nashua is one of the safest cities in America. That's because the Nashua Police Department takes crime very seriously from its very beginning. They are vigilant in their actions towards criminals and innovative in their approach towards solving crime. In the 1990s, Nashua's community policing strategy was introduced. Community policing has worked because neighbors take responsibility and work with law enforcement to build solutions.

Our Fire Rescue Service continues to be among the nations best. They had over 7,000 incidents in 2004 including fires, explosions, rescue calls, service and hazardous condition calls. They have protected our city by taking a pro-active role in reducing emergencies by providing public education, risk reduction and fire and injury prevention. That's why Nashua is safe and we're going to keep it safe.

We're also bringing new energy to our approach to the affordable and work force housing shortage. The Mayor's Task Force on Affordable Housing, headed by Donnalee Lozeau, is working hard to ensure that working families can continue to afford to live in our city. Private and non-profit sectors with city support are aggressively creating new housing units to increase supply and stabilize costs.

Last year the city approved 157 single-family homes, a number of townhouses and duplex units as well as over 225 multi-family units including housing for seniors that included The Huntington on Spit Brook Rd., Webster Lawn and Colliston Yard on the D.W. Highway, and Salmon Brook Flats on Chestnut St.

I'm also committed to providing city employees with work force housing. Over half of our employees do not live in our city frankly because they cannot afford to. The new Meridian Place development on Harbor Ave., the first bricks and mortar response to the Task Force's recommendations on Workforce Housing might be the answer for some.

In conclusion, it's the people who make this city work. Here's what I see all across our great city - people working together to make Nashua a better place to live and to raise children, to grow and pursue their dreams.

For example, Richard L. Lavoie, an 18-year member of the management team at Triangle Credit Union where he serves as Vice President of Marketing, is one of these special people. Dick would you please stand. In his spare time Dick Lavoie serves as Vice-Chairman of Nashua's SummerFun Committee and is active in Nashua's School-to-Work Program. He has actively participated in many intern programs and career fairs in the Nashua School system. Currently, Dick Lavoie serves as Chairman of the

Advisory Board for the NH Pathway, the Academy of Finance and is President of the Southern NH School-to Careers Partnership Board. Dick continues to be a key player in our SummerFun Program and was instrumental in our city receiving the prestigious national Dorothy Mullins' Arts & Humanities Award. Dick Lavoie, you are one of our city's outstanding volunteers and we thank you.

Then there is Hayley Smith-Rose, a 13-year-old student at Elm St. Middle School and certainly not your ordinary young teenager. Hayley, please stand. One of her favorite things to do is volunteering. These are her own words: "The reason I volunteer is just to see people's happy faces. It's fun to me; It's cool and I really enjoy doing it. I believe in world peace and happiness and that's why I volunteer." Last November, Hayley and her dad, Jeff, walked our city collecting pennies to benefit the Nashua Care Center. Another time she raised money for an educational fund to help people in Africa with aids. She is a member of the Humane Society's Walk-A-Thon Committee and she often volunteers at the Nashua Soup Kitchen & Shelter. At Greenbrier Nursing Home, where her Grandmother lives, she sponsors fun parties; incidentally I attended one and had a lot of fun that keep the residents happy and excited. Hayley, you are an inspiration to everyone you come in contact with and an outstanding example of our city's youth.

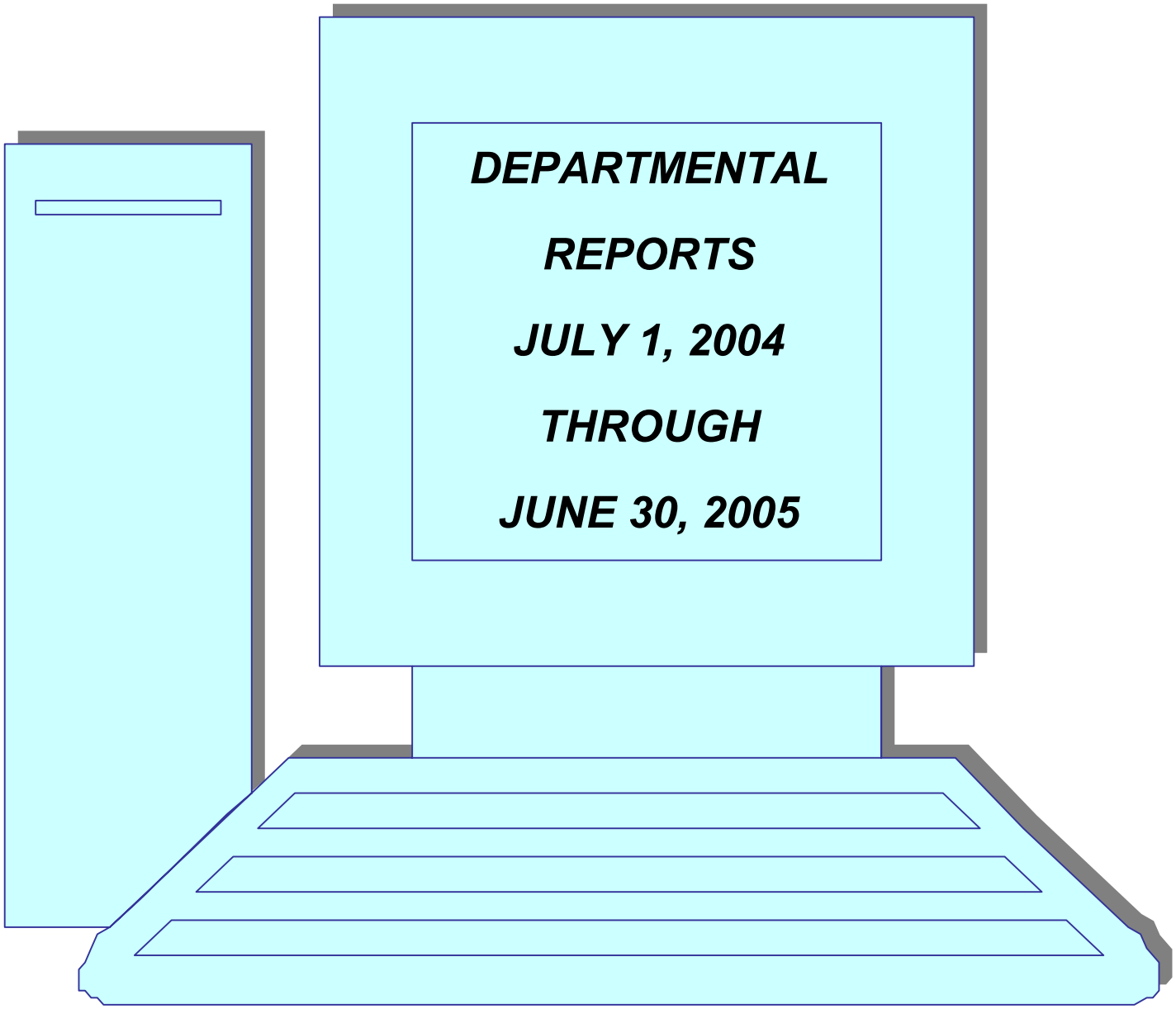
And while we thank Dick and Hayley, let's also remember in our prayers and thank the fine young men and women of our city who are serving in the Armed Services including our own Public Works employee Francis Hyland, just back from a tour of duty in Iraq, and Nashua Policeman John Yur-sak Jr., who just left for a tour.

As we go forward preparing our city to achieve its destiny, it will require strong leadership from both the public and private sectors, from both elected and non-elected citizens, from our youth and our seniors and from those who may never have thought they could become involved.

For the TV 16 audience, if you are committed to making our city work for all Nashuans consider running for public office, consider volunteering to serve on city boards and commissions or the multitude of non-profits who mean so much to our society and last but not certainly not least, support those who do.

As Mayor, I am blessed with an outstanding senior management team. They work very hard to move our city forward and they deserve lots of credit.

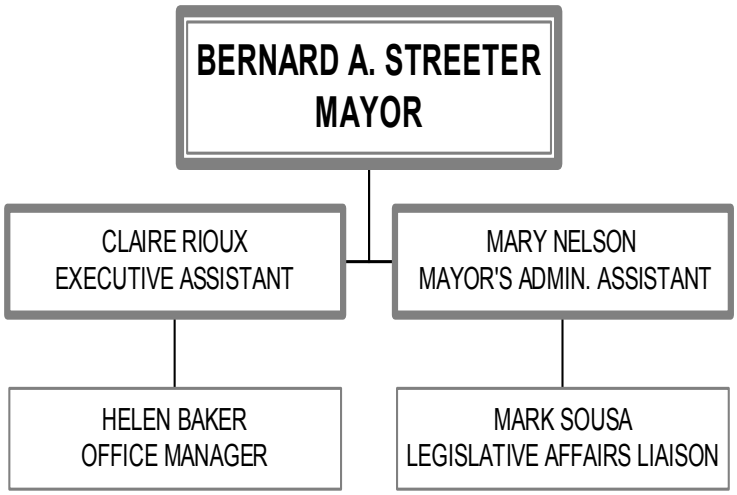
Is the energy of the past 5 years enough to propel us toward our shared vision of a greater Nashua in the next 5 years? I believe it is. I thank you for your continued partnership.


DEPARTMENTAL
REPORTS
JULY 1, 2004
THROUGH
JUNE 30, 2005

# OFFICE OF THE MAYOR

**Bernard A. Streeter, Mayor**

## ORGANIZATIONAL CHART



**Homeland Security Act** - $600,000 grant money was awarded to the City to help adequately prepare in the areas of protection and detection.

- Bomb Robot
- Protective Clothing for Police , Fire and Health workers
- Haz-Mat equipment
- Information Technology
- GIS and radio equipment

**Nashua Transit System** commenced the first evening public bus service in the State's history in November of 2004. The business community welcomed the new service as it helps them recruit from those who otherwise cannot drive to work.

**Nashua Stays in School**
Mayor Streeter continues his commitment to the students of Nashua. Educators, parents, business leaders, elected officials and students together create programs to decrease the dropout rate.
Mayor Streeter participates in many programs such as:

- First Robotics Competition
- School reading programs
- Mayors' Essay Contest
- Representatives from the elementary schools participate in the Holiday Tree decorating at city hall
- Partners in Education
- Scout meetings

**Business / Regional Roundtables**
Mayor Streeter hosted many different types of roundtables. The process of a long-term strategic plan for the City was discussed with company CEO's, college presidents, business developers, DW merchants and minority business owners. A regional roundtable with surrounding towns was also held to discuss transportation issues, state concerns and regional access management guidelines.

## ON-GOING COMMITTEES

**Pennichuck Acquisition**
The City and Pennichuck Corporation have gone through a long and exhausting battle over the City attempting to take the company by eminent domain. The case has gone through the courts and is now scheduled to be at the Public Utilities Commission starting in January of 2006. The hearings are scheduled to be in the spring of 2007.

**Veterans' Committee**
This year, the Mayor's Veterans' Council took on an Adopt A Flag program. A local organization/individual will purchase two flags that the Council buys from Congressman Bass's office. The organization/individual will choose a flag from a

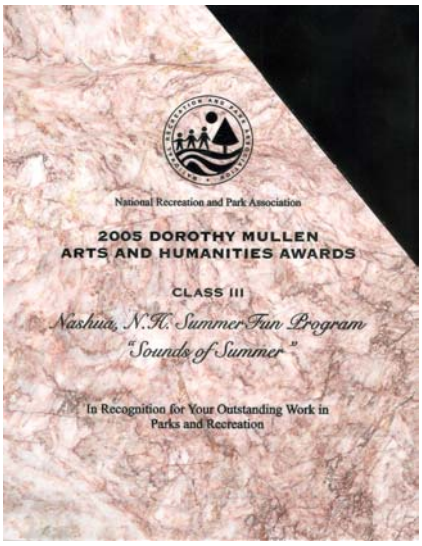
list of City locations. Throughout the year, the organization/individual will keep an eye on the flag and will report when it needs to be changed.

**Commuter Rail Project**
The city is working diligently to implement a rail system for the Community. The proposed rail station, promises to stimulate unprecedented possibilities that will give rise to new business opportunities and lifestyle choices.

**Mayor's Ethnic Awareness**
The Mayor's Ethnic Awareness Committee was re-vitalized with concerned citizens, City employees and business leaders. The committee's responsibility is to:

- Promote appreciation of ethnic diversity,
- Facilitate communication between the ethnic community and City government,
- Act as a sounding board for community issues and problems within the city and
- Work to bridge ethnic differences through education.

**Mayor's Task Force on Affordable Housing**
The Mayor formed this committee in 2002, to develop a plan that provides options and the consideration of policies established by local and State officials for change in housing from the short term to the long term. This year the City approved 157 single family detached homes, a number of townhouses and duplex units as well as over 225 multi-family units including housing for seniors.




**SummerFun:**
The SummerFun Program received the prestigious national Dorothy Mullen Award. SummerFun is a season-long program that is held over the course of the three summer months. Over 90 free events are held during this time period. The events include one major activity during each summer month of June, July and August, along with several concerts, plaza pics and performing arts. The popular Fairy Tale Festival promotes literacy and has over 3,000 participants.

# ADMINISTRATIVE SERVICES

## ASSESSING DEPARTMENT

**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 4:30 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** |
| **Appraiser VI** | **Robert Lakeman** |
| **Appraiser III** | **Douglas Dame** |
| **Appraiser II** | **Gary Turgis** |
| **Appraiser I** | **Gregory Turgis** |
| **Administrative Assistant** | **Jeanne Dunfey** |
| **Department Coordinator** | **Cheryl Walley** |
| **Deeds Specialist** | **Louise Brown** |
| **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 will be gradually increased in the coming years to $500. The tax credit for veterans who have a 100% permanent and total service-connected disability was increased in 2004 from $1,400 to $2,000.

## GIS DEPARTMENT

**GIS Coordinator** **Angelo Marino**
**GIS Technicianl** **Pamela Andruskevich**

The GIS Department (Geographic Information Systems) is responsible for developing and maintaining computerized 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 accessible 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 will greatly enhance the City's efforts in Homeland Security.

# CITY CLERK'S OFFICE

| | |
|---|---|
| **City Clerk** | **Paul R. Bergeron** |
| **Deputy City Clerk** | **Patricia E. Lucier** |
| **Deputy Voter Registrar** | **Susan Waye** |
| **Vital Statistics Clerks** | **Mary Cutter** |
| | **Susan Miele** |
| | **Colette Trempe** |
| | **Esperanza Ward** |

**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. Both states have a three-day waiting period from the time the license is issued to the time the couple can get married.

Nor surprisingly, Nashua has begun experiencing a decline in marriage license applications, given the repeal of Massachusetts' blood test requirement and that state's lower marriage license fee. Revenue for marriage licenses in FY05 was $6,808, down from $7,164 in FY04. We anticipate that revenue from this source will continue a small downward turn in the coming fiscal year.

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.

**Dog Licensing**
Over 7,000 dogs were licensed in 2004 – 2005 raising $38,146 in license revenues. An additional $7,152 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 federal tax liens, state tax liens, 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, has declined approximately 40% in subsequent years.

## ELECTIONS

**HAVA**
The Federal Help America Vote Act of 2002 mandated nationwide changes in election procedures and systems, partially in response to election problems experienced in some states during the 2000 Presidential Election. HAVA requires that New Hampshire:

- Develop a statewide, computerized database of the checklists to be used by local governments when they conduct elections;
- Purchase electronic devices that would enable most voters with disabilities to vote privately and independently;
- Make additional efforts to ensure the accessibility of the polling places and voting process;
- Train voters and local election officials; and
- Establish a more formal administrative complaint procedure.

Each state was required to form a HAVA Committee to prepare a Plan to meet these requirements. Federal law mandated that the State HAVA Committee include the chief election officer of each state's two largest communities. As such, the Nashua City Clerk was appointed to serve on the NH HAVA State Plan Committee.

An initial State Plan was forwarded to the federal government in 2003. A revised Plan was published for public comment in September 2004. A total of $20 million was authorized for New Hampshire to assist the state in meeting HAVA requirements; deadline for compliance is January 1, 2006. Details of the state's response to the new federal election law requirements are posted on the Secretary of State's website at http://www.sos.nh.gov/HAVA/index.htm.

**November 2, 2004 – State General Election**

The official results for the November 2, 2004 State General Election 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 Highway Department 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 also would 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

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| Voter Registration & Turnout | Beginning Voter Registration | Same Day Voter Registration | Ending Voter Registration | Ballots Cast (includes absentee) | Turnout Percentage |
|---|---|---|---|---|---|
| Ward 1 | 6181 | 719 | 6900 | 5497 | 80% |
| Ward 2 | 5375 | 678 | 6053 | 4616 | 76% |
| Ward 3 | 4991 | 838 | 5829 | 4594 | 79% |
| Ward 4 | 3459 | 807 | 4266 | 3052 | 72% |
| Ward 5 | 5801 | 565 | 6366 | 5108 | 80% |
| Ward 6 | 4445 | 742 | 5187 | 4177 | 81% |
| Ward 7 | 4133 | 695 | 4828 | 3800 | 79% |
| Ward 8 | 5024 | 708 | 5732 | 4317 | 75% |
| Ward 9 | 5702 | 620 | 6322 | 5043 | 80% |
| Nashua | 45,111 | 6,372 | 51,483 | 40,204 | 78% |

| President | Bush & Cheney - R | Kerry & Edwards - D | Nader & Camejo - I | John McCain (write-in) | Michael Badnarik (write-in) |
|---|---|---|---|---|---|
| Ward 1 | 2594 | 2825 | 37 | 4 | 5 |
| Ward 2 | 2198 | 2333 | 39 | 4 | 7 |
| Ward 3 | 1922 | 2594 | 34 | 0 | 0 |
| Ward 4 | 1081 | 1904 | 27 | 0 | 7 |
| Ward 5 | 2443 | 2603 | 35 | 0 | 0 |
| Ward 6 | 1773 | 2347 | 22 | 1 | 1 |
| Ward 7 | 1712 | 2012 | 32 | 8 | 3 |
| Ward 8 | 1903 | 2366 | 25 | 2 | 2 |
| Ward 9 | 2390 | 2603 | 25 | 0 | 0 |
| Nashua Results | 18,016 | 21,587 | 276 | 19 | 25 |
| State Results | 330,810 | 340,154* | 4,470 | N/A | N/A |

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| Governor | Craig Benson - R | John Lynch - D | U.S. Senator | Judd Gregg - R | Doris "Granny D" Haddock - D | Ken Blevens (write-in) |
|---|---|---|---|---|---|---|
| Ward 1 | 2604 | 2727 | | 3412 | 1845 | 2 |
| Ward 2 | 2367 | 2138 | | 2962 | 1465 | 1 |
| Ward 3 | 2012 | 2457 | | 2663 | 1714 | 0 |
| Ward 4 | 1238 | 1719 | | 1567 | 1329 | 3 |
| Ward 5 | 2530 | 2467 | | 3201 | 1674 | 0 |
| Ward 6 | 1832 | 2244 | | 2451 | 1555 | 0 |
| Ward 7 | 1743 | 1943 | | 2372 | 1260 | 0 |
| Ward 8 | 1997 | 2188 | | 2502[1] | 1547 | 1 |
| Ward 9 | 2478 | 2420 | | 3175 | 1605 | 0 |
| Nashua | 18,801 | 20,303 | | 24,305 | 13,994 | 7 |
| State | 325,650 | 340,150* | | 434,846* | 221,544 | N/A |

| U.S. Congress | Charles Bass - R | Paul Hodes - D | Richard Kahn - I | Executive Councilor | Dave Wheeler - R | Debora Pignatelli - D |
|---|---|---|---|---|---|---|
| Ward 1 | 2977 | 2029 | 203 | | 2217 | 2778 |
| Ward 2 | 2615 | 1608 | 171 | | 2028 | 2206 |
| Ward 3 | 2339 | 1838 | 196 | | 1725 | 2519 |
| Ward 4 | 1295 | 1440 | 157 | | 1009 | 1814 |
| Ward 5 | 2816 | 1838 | 181 | | 2140 | 2531 |
| Ward 6 | 2106 | 1743 | 130 | | 1474 | 2400 |
| Ward 7 | 2042 | 1415 | 140 | | 1497 | 1996 |
| Ward 8 | 2181 | 1653 | 174 | | 1587 | 2300 |
| Ward 9 | 2761 | 1818 | 162 | | 1967 | 2666 |
| Nashua | 21,132 | 15,382 | 1,514 | | 15,644 | 21,210 |
| District | 191,187* | 124,275 | 11,311 | | 57,870 | 64,428* |

[1] 1000 vote tabulation error. Noted by Karen Ladd, Assistant Secretary of State, on January 7, 2005. Originally reported 3502 votes cast for Judd Gregg.

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| State Senator – District 12 | Harry Haytayan - R | David Gottesman - D | Paul LaFlamme (write-in) | State Senator – District 13 | Joe Foster – D & R |
|---|---|---|---|---|---|
| Ward 1 | 2268 | 2813 | 2 | | |
| Ward 2 | 2040 | 2203 | 2 | | |
| Ward 3 | | | | | 3587 |
| Ward 4 | | | | | 2481 |
| Ward 5 | 2242 | 2436 | 2 | | |
| Ward 6 | | | | | 3353 |
| Ward 7 | | | | | 3025 |
| Ward 8 | | | | | 3397 |
| Ward 9 | 2219 | 2392 | 0 | | |
| Nashua | 8769 | 9844 | 6 | | 15843 |
| District | 13,128 | 13,316 | 12 | | 15,843* |
| Recount | 13,164 | 13,335* | | | |

| State Representative | Eugene "Gene" Kelly, Jr. - R | Henry W. McElroy, Jr. - R | Fred S. Teeboom - R | Ruth Ginsburg - D | Anthony P. Matarazzo - D | Jacek "Jack" Nowicki - D |
|---|---|---|---|---|---|---|
| Ward 1 | 2244 | 2197 | 2136 | 2437 | 2366 | 1781 |
| Recount results | 2250* | 2204 | 2134 | 2415* | 2373* | 1766 |

| State Representative | Michael A. Balboni - R | Elenore "Casey" Crane - R | Robert S. Mercer - R | Leo A. Balzano - D | Suzanne Harvey - D | Sharron Rowlett - D |
|---|---|---|---|---|---|---|
| Ward 2 | 1964* | 2154* | 1882 | 1436 | 2002* | 1460 |

| State Representative | Paul Harrington - R | Mark D. Newhall - R | "Dan" Richardson - R | Lori A. Movsesian - D | Lucinda "Cindy" Rosenwald - D | David L. Smith - D |
|---|---|---|---|---|---|---|
| Ward 3 | 1682 | 1718 | 1392 | 1984* | 2039* | 1822* |

| State Representative | Kevin T. Barnett - R | David J. Gleneck - R | David E. Cote - D | Mary J. Gorman - D | Eric P. Rochette - D |
|---|---|---|---|---|---|
| Ward 4 | 991 | 941 | 1619* | 1562* | 1276* |

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| State Representative | Nelson S. Allan - R | Lawrence A. Artz - R | Mahlon Artz - R | Albert C. Cernota - R | Roberta M. Cernota - R |
|---|---|---|---|---|---|
| Ward 5 | 2004 | 1976 | 1608 | 1771 | 1834 |
| Ward 8 | 1525 | 1422 | 1296 | 1569 | 1577 |
| Ward 9 | 1799 | 1854 | 1585 | 1730 | 1731 |
| | 5328* | 5052 | 4489 | 5070 | 5142 |

| State Representative | Donald J. Dyer - R | "Bea" Francoeur - R | Donald F. McCollum - R | William E. Mosher - R | Pamela G. Price - R |
|---|---|---|---|---|---|
| Ward 5 | 2135 | 1998 | 1602 | 1840 | 1907 |
| Ward 8 | 1536 | 1545 | 1321 | 1354 | 1676 |
| Ward 9 | 1896 | 2083 | 1554 | 1638 | 2017 |
| | 5567* | 5626* | 4477 | 4832 | 5600* |

| State Representative | Mary L. Andosca - D | David J. Boothby - D | David L. Brody - D | Paul F. Johnson - D | Paula Johnson - D |
|---|---|---|---|---|---|
| Ward 5 | 1902 | 1550 | 1658 | 1709 | 1899 |
| Ward 8 | 1550 | 1546 | 1532 | 1617 | 1672 |
| Ward 9 | 1688 | 1615 | 1653 | 1808 | 1868 |
| | 5140 | 4711 | 4843 | 5134 | 5439* |

| State Representative | Angeline Kopka - D | Bette R. Lasky - D | Mary Ellen Martin - D | Joan H. Schulze - D | Kimberly C. Shaw - D |
|---|---|---|---|---|---|
| Ward 5 | 2021 | 2046 | 1860 | 1701 | 2032 |
| Ward 8 | 1655 | 2004 | 1645 | 1752 | 1831 |
| Ward 9 | 1818 | 2093 | 2158 | 1822 | 2201 |
| | 5494* | 6143* | 5663* | 5275* | 6064* |

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| State Representative | Sandra Ziehm – R | David B. Campbell – D & R | Jane Clemons – D | Roland J. Lefebvre – D |
|---|---|---|---|---|
| Ward 6 | 1558 | 2390* | 2106* | 1677* |

| State Representative | Peter R. Cote - D | Claudette R. Jean - D | Stephen "Steve" Michon – D |
|---|---|---|---|
| Ward 7 | 1897* | 2010* | 1559* |

| Sheriff | James A. Hardy - R | Benjamin Clemons - D | County Attorney | Marguerite Lefebvre Wageling – D & R |
|---|---|---|---|---|
| Ward 1 | 2677 | 2071 | | 4279 |
| Ward 2 | 2319 | 1733 | | 3684 |
| Ward 3 | 2103 | 1926 | | 3550 |
| Ward 4 | 1175 | 1569 | | 2461 |
| Ward 5 | 2384 | 1888 | | 3779 |
| Ward 6 | 1761 | 1963 | | 3316 |
| Ward 7 | 1800 | 1549 | | 2952 |
| Ward 8 | 1830 | 1721 | | 3185 |
| Ward 9 | 2358 | 1911 | | 3780 |
| Nashua | 18,407 | 16,331 | | 30,986 |
| County | 102,352* | 68,850 | | 155,846* |

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| County Treasurer | David G. Fredette - R | Nick Panagopoulos - D | Register of Deeds | Judith MacDonald - R | Vicki Meagher - D | Andrew Templeman (write-in) |
|---|---|---|---|---|---|---|
| Ward 1 | 2642 | 2110 | | 2588 | 2104 | 12 |
| Ward 2 | 2247 | 1799 | | 2258 | 1694 | 69 |
| Ward 3 | 2016 | 2001 | | 2044 | 1941 | 7 |
| Ward 4 | 1138 | 1581 | | 1123 | 1567 | 7 |
| Ward 5 | 2514 | 1967 | | 2444 | 1921 | 9 |
| Ward 6 | 1910 | 1850 | | 1777 | 1901 | 0 |
| Ward 7 | 1785 | 1563 | | 1753 | 1562 | 5 |
| Ward 8 | 1896 | 1760 | | 1847 | 1737 | 1 |
| Ward 9 | 2407 | 1960 | | 2373 | 1911 | 2 |
| Nashua | 18,555 | 16,591 | | 18,207 | 16,338 | 112 |
| County | 97,875* | 73,580 | | 101,411* | 69,847 | 234 |

| Register of Probate | "Bob" Rivard – D & R | County Commissioner | Rhona M. Charbonneau – R | Michael R. Clemons - D |
|---|---|---|---|---|
| Ward 1 | 4262 | | 2406 | 2294 |
| Ward 2 | 3703 | | 2185 | 1809 |
| Ward 3 | 3571 | | 1933 | 2039 |
| Ward 4 | 2462 | | 1092 | 1610 |
| Ward 5 | 3853 | | 2279 | 2075 |
| Ward 6 | 3352 | | 1658 | 2043 |
| Ward 7 | 2981 | | 1625 | 1684 |
| Ward 8 | 3216 | | 1769 | 1831 |
| Ward 9 | 3844 | | 2248 | 2036 |
| Nashua | 31,244 | | 17,195 | 17,421 |
| County | 157,376* | | 29,453* | 25,283 |

Return of Votes – State General Election, City of Nashua NH – November 2, 2004

| Question Relating to Constitutional Amendment[2] | YES | NO | Straight Ticket Ballots Cast | Republican | Democratic |
|---|---|---|---|---|---|
| Ward 1 | 2205 | 1704 | | 852 | 704 |
| Ward 2 | 1884 | 1365 | | 826 | 661 |
| Ward 3 | 1643 | 1563 | | 639 | 709 |
| Ward 4 | 1127 | 863 | | 391 | 712 |
| Ward 5 | 1806 | 1474 | | 906 | 755 |
| Ward 6 | 1612 | 1191 | | 603 | 777 |
| Ward 7 | 1367 | 1180 | | 631 | 606 |
| Ward 8 | 1490 | 1143 | | 701 | 721 |
| Ward 9 | 1815 | 1371 | | 884 | 762 |
| Nashua | 14,949 | 11,854 | | 6,433 | 6,407 |
| Statewide | 271,091 | 205,589* | | | |

[2] Following is the question submitted to the qualified voters of new Hampshire on November 2, 2004: "Are you in favor of repealing and reenacting part II, article 73-a of the constitution in order to clarify that both the judiciary and legislature have the authority to regulate court practices and procedures and to resolve potential conflicts that may arise so that it reads as follows: [Art.] 73-a. [Court Practices and Procedures.] The chief justice of the supreme court shall be the administrative head of all the courts in the state. The chief justice shall have the power, with the concurrence of a majority of the other supreme court justicies, to make rules of general application regulating court administration and the practice, procedure, and admissibility of evidence, in all courts in the state. The legislature shall have a concurrent power to regulate the same matters by statutes of general application, except that such legislative enactments may not abridge the judiciary's necessary adjudicatory functions. In the event of a conflict between a rule promulgated by the judiciary and a statute enaced by the legislature, the statute, if not otherwise contrary to this constitution shall prevail over the rule."

## 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 | |
| 2005 | 583 | 563 | 2147 | |

## CITY OF NASHUA POLLING AREAS

| | |
|---|---|
| **Ward 1** | BROAD STREET ELEMENTARY SCHOOL (Gym)<br>390 BROAD STREET |
| **Ward 2** | CHARLOTTE AVENUE ELEMENTARY SCHOOL (Gym)<br>48 CHARLOTTE AVENUE |
| **Ward 3** | AMHERST STREET ELEMENTARY SCHOOL (Gym)<br>71 AMHERST STREET |
| **Ward 4** | LEDGE STREET ELEMENTARY SCHOOL<br>139 LEDGE STREET |
| **Ward 5** | MAIN DUNSTABLE ELEMENTARY SCHOOL<br>20 WHITFORD ROAD |
| **Ward 6** | FAIRGROUNDS JUNIOR HIGH SCHOOL<br>27 CLEVELAND STREET |
| **Ward 7** | DR. NORMAN CRISP ELEMENTARY SCHOOL<br>50 ARLINGTON STREET |
| **Ward 8** | BICENTENNIAL ELEMENTARY SCHOOL<br>296 EAST DUNSTABLE ROAD |
| **Ward 9** | NEW SEARLES ROAD ELEMENTARY SCHOOL<br>39 SHADY LANE |

# HUMAN RESOURCES DEPARTMENT

| | |
|---|---|
| **Human Resources Manager** | **Jane Joyce** |
| **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, 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 the UAW Professional Unit, the UAW Clerical/Technical Unit, the UAW Police Unit, the Nashua Police Patrolman's Association, the Nashua Police Communications Union, and the Nashua Police Civilian (Teamsters) Union. The agreement between the City of Nashua and the Nashua Public Library Employees, Local #4831, AFT, FPE, AFL-CIO was signed on June 1, 2005.

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. Over 600 employees received in-house training, which included, but was not limited to: Sexual Harassment training, FLSA, FMLA, EAP, ADA, Performance Evaluation First Aid/CPR/AED, Fire Extinguishers, Personnel Protective Equipment, Haz Com, Emergency Response, Lifeguard Training, Blood borne Pathogens, Infectious Diseases, Work Zone Safety Training, Defensive Driving, etc. 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 2006 continue to be to train staff in several areas such as safety and various supervisory, managerial, and communication workshops. Human Resources will

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, 3,008 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 96 job postings for the public and 144 new persons were hired. During fiscal year 2005, the Human Resources website continued to experience a phenomenal degree of interest in employment with the City with 77,879 visits to our website. 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, 2005 was 823. The total number of positions funded for fiscal year 2005 was 890.

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**Great Conflagration of the No. 1 Nashua Manufacturing Company**

Illustrated in Frank Leslie's illustrated newspaper, vol. 2, no. 32 (1856 July 19), p. 89. Medium: print, wood engraving.

Repository: Library of Congress Prints and Photographs Division, Washington, DC. Digital ID: cph 3b46277. Source: b&w film copy neg. Reproduction Number LC-USZ62-60930-A.

## 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 FY2005, the department processed 4200 purchase orders. Seventy sealed bid requests were handled through this office, including the requests for qualifications and proposals for management and operation of the future regional water district.

We have completed the programming and now have the capability to produce change orders to existing purchase orders through our VAX system. Our next area scheduled for update is the "receiving" process. Currently this is a manual process completed by departments throughout the City. The anticipated change will provide an electronic record of receipts for materials and services, providing back up and authorization to Accounts Payable for invoice payment.

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. We added a color printer to the equipment used by this facility, allowing flexibility to handle low-volume, colored printing requests. We are currently pursuing the addition of color copying capabilities, giving us an opportunity to lower the City's per copy costs for multi-copy duplication.

## BUILDING MAINTENANCE

| | |
|---|---|
| **Building Manager** | **Ron E. Jenkins** |
| **Building Maintenance Specialist** | **Roger J. Bertrand** |
| **Custodian III** | **Kevin Teeboom** |
| **Custodian II** | **Edward S. Leary** |
| **Custodian I** | **Robert Fernandes** |
| **Custodian I (Part Time)** | **Steve Bibbo** |

We have completed a retrofit of all fluorescent lighting in our City Hall building as well as in the Community Services / Public Health building. We worked with PSNH and their Smart Start program to allow the city to pay for the materials and installation with savings from our monthly electric bills.

Our Building Manager and Building Maintenance Specialist continue to spend many hours at the City-owned buildings at 14 Court Street and 6 Main Street.

Support at these buildings includes plumbing, electrical and HVAC issues.

The Health and Community Services Division, 18 Mulberry Street, is serviced through our Building Maintenance Team. Custodial and maintenance services are provided. Our Building Manager works closely with the Division Director to respond to requests and to set priorities.

# EDGEWOOD CEMETERY

The area of the cemetery in which development had previously begun was finished. Approximately 400 feet of pavement was laid for the construction of a new road, hundreds of yards of loam was spread and seeded and 13 trees maple planted. It is expected this will be opened in FY 2007.

A new Frigid Fluid lowering device with stands and casket placer was purchased to replace one purchased in 1957.

During the year there were a total of 124 graves sold as follows; 2 – 6 grave lots, 12 – 4 grave lots, 25 – 2 grave lots, 6 single graves and 4 - 2 grave cremation lots. There were a total of 103 interments performed; 65 adults, 31 cremations and 7 infants.

Thomas A. Maffee, President
Allan M. Barker
Norman E. Hall
Morgan A. Hollis
George B. Law

Douglas M. Barker, Secretary
James S. Chaloner
Philip L. Hall
Brian H. Law
John P. Stabile II

# COMMUNITY DEVELOPMENT DIVISION

| | |
|---|---|
| **Director** | **Katherine Hersh, AICP** |
| **Business Coordinator** | **Jean Lyons** |
| **Administrator** | **Jill Prince** |

**Mission**
The mission of the Community Development Division 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.

**Goals**
To implement the mission, the Community Development Division has the following goals:

- Adequate and Competent Staff – to attract and maintain an adequate and competent workforce to provide the quality and quantity of services delivered to the public
- Quality Working Environment – to provide an environment that stimulates productivity and reflects our pride in our work and ourselves
- Education Outreach - to proactively educate the general public regarding community development resources, regulations, services and procedures
- Professional Identity - to build the Community Development Division's identity in the community and region
- Quality of Service / Public Involvement – to be recognized as a resource to other city departments and to citizens and to lead the city to implementing its vision
- Technology - to maximize the use of the latest technology tools to increase our efficiency and effectiveness
- Strategic Orientation – to have focus, vision and well-ordered priorities; to function within a sound master plan; to be innovative and creative; to think outside of the box

**Personnel Changes**

- Jill Prince joined us in November 2004 as our part-time clerk typist. She helps the division by copying, filing, assisting at the front counter, plus numerous other jobs.
- Susan Lenzi joined the Office of Economic Development part-time to coordinate projects and events. Her organizational skills and high energy level have been invaluable in managing the department's many events and functions including three business roundtables, two business expos, the Economic Summit in April and the Conversation on the Arts series held in June.

- Tim Libby, a University of NH Senior majoring in community planning, worked full time for the summer in the Planning Department in particular on the Livable Walkable Communities program in the Tree Streets. His outreach skills were especially utilized. For example, Tim organized and participated in a workshop with young people in the neighborhood.
- Kim McCarthy, University of Hartford Junior majoring in architecture, worked for the Division for the summer and was responsible for archiving the Division's numerous materials. Many of the Division's records are required to be kept permanently by law. Kim reboxed, electronically categorized, and stored all the Division's documents, which included substantial physical work.
- Renee Reder, Nashua South High School Junior, aspires to be an architect. Renee volunteered full time for the entire summer with the Building Safety Department. Renee helped with filing, archiving, copying and other administrative work. Renee joined the inspectors on occasion when they did inspections, including at the Nashua South High School. She also surveyed staff and customers to provide the department with an alternative layout to improve service at the counter.
- Nelson Leese, Bishop Guertin High School Senior, joined the Office of Economic Development part time as a volunteer for the month of August. He joined the Director at meetings to better understand how the business community makes decisions. Nelson researched various innovative land use strategies, including business improvement districts, to determine their viability for Nashua.
- Barbara Worth, citizen volunteer, generously volunteered her time in the 1990s as co-chair of the Urban Trails Alliance. She now volunteers in the Division part-time, helping with filing, research and other administrative functions. She is currently designing and completing the Nashua River Rail Trail brochure.

**Technology**

In FY03 the City entered into a contract with Municipal Software, Inc. to update the Division's software to create a comprehensive system that maintains all the information about each parcel in the same location. In particular the Building Safety Department, the Planning Department and the Code Enforcement Department were impacted by the software update. The new system was up and running at the beginning of FY05. Staff worked diligently throughout the year to come up to speed so as to maximize the use of this powerful tool.

**Brownfields Program**

The Division contracted the professional services of Deb Chisholm to provide technical environmental expertise on all environmental issues with regard to contaminated sites; to be responsible to assure the best technical decisions by the city regarding contaminated sites; and to provide technical expertise to the City on redevelopment strategies. Ms. Chisholm is the Division's liaison to the NH Department of Environmental Services, US Environmental Protection Agency

and other agencies for all environmental issues. She is also responsible for planning, implementing, tracking, and reporting all activities associated with United States Environmental Protection Agency (US EPA) funded Brownfields grants, to assist in pursuance of additional grant funding, and to manage other projects as appropriate.

**Grants**

The Division continues to be successful in its pursuit of grants for the City. The National Park Service Rivers and Trails Program awarded technical assistance for the Salmon Brook Greenway, the value estimated to be $10,000. The Livable Walkable Communities Program of the NH Celebrates Wellness organization awarded technical assistance for the Livable Walkable Communities Program in the tree streets, the value estimated to be $5,000. Plan NH chose Nashua as one of three communities to receive design expertise. The focus of the resulting design charrette was the Riverfront Promenade. The value of the assistance was estimated to be $25,000 to $30,000. Public Service of NH awarded the City $2,500 toward the Plan NH design charrette. The City received $173,000 from the EPA Brownfields Program for citywide brownfields assessment.

**Funding for Downtown**

Thanks to Senator Judd Gregg, the Community Development Division received $178,000 for downtown investment in 2003. In FY05 this funding provided additional resources to the division. The building safety department began a structural assessment of various buildings in the downtown with respect to their vulnerability in the event of a natural or man-made disaster. A summer employee worked with the Building Safety Department Manager and a seismic expert on this study. The Office of Economic Development contracted with a mover to recover historic industrial artifacts from a building that was demolished. The marketing plan of the Economic Development Strategic Plan was paid for from these funds.

**Senior Activity Center / Elderly Housing Project**

The Senior Activity Center / Elderly Housing Project is a joint project among the City, the Nashua Association for the Elderly and Southern NH Services to build a new 24,000 senior center with 43 units of affordable elderly housing. In FY05 the City acquired the Tamulonis property and demolished the house. By the end of fY05 all the contracts for demolition, asbestos remediation and construction were approved. The asbestos remediation necessary to begin construction was completed. The project is anticipated to be completed in Summer 2006.

**Rotary Common**

The City has envisioned the reclamation of the former International Paper Box Company, 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. 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 among Community Development Division, the Division of Public Works and the NH Department of Transportation. CDD is responsible for the planning and DPW is responsible for the construction. In spring the City contracted with Crosby Schlessinger Smallridge to design the park in conjunction with city staff, Rotary representatives and a broad based steering committee. A neighborhood workshop was held at the Adult Learning Center to solicit the public's vision for the park. The park is expected to be completed in 2006.

**Commuter Rail**

The division continues to work diligently with the Nashua Regional Planning Commission and the NH Department of Transportation on the laudable goal of returning commuter rail to the State of NH. The plan is to continue the commuter line from Boston through Lowell to South Nashua with 11 round trips a day. The first rail station in NH is proposed to be located at the end of East Spit Brook Road. The Board of Aldermen passed a resolution supporting consideration of tax increment financing to pay the local match necessary to access the federal funds.

**Dow Chemical Site**

The Dow Chemical site is a key redevelopment site from the City's perspective for several reasons. It is identified as the preferred site for the first commuter rail station in Nashua; it is a large industrial site with a history of chemical production; redevelopment of this 42-acre site will have impact on the primarily retail DW Highway corridor; and the future use of this site will impact the city's tax base in the future.

Operations at this site ceased in the beginning of FY05. Demolition started in the fall and was completed in summer 2005. The Brownfields program manager and other division staff met monthly with representatives from NH Department of Environmental Services, Dow, and other city departments throughout the planning and demolition of the site.

# DEPARTMENT OF BUILDING SAFETY

| | |
|---|---|
| **Building Official/Department Manager** | **Michael Santa, CBO** |
| **Building Permit Processing and Plans Review Team:** | |
| **Plans Examiner** | **Bruce Buttrick** |
| **Assistant Plans Examiner / Assistant Building Inspector** | **Mark Collins** |
| **Building Clerk** | **Sandra Bastien** |
| **Building Clerk** | **Marcia Wilkins** |
| **Construction Inspections Team:** | |
| **Supervisor of Inspections** | **Tedd Evans** |
| **Building Inspector** | **Russell Marcum** |
| **Electrical Inspector** | **Francis Leahy** |
| **Plumbing Inspector** | **Tim Dupont** |
| **Mechanical Inspector** | **Mark Simard** |

**Mission**
Our mission is to help maintain the City of Nashua's quality of life by insuring quality development and redevelopment through compliance with City and State building codes and regulations.

**Permitting Software**
The department purchased new permitting software this year. The software is called City View and it is produced by the Municipal Software Co. Our staff spent many hours training and testing this software and is now using it in an effective manner. This software has many features that weren't available in the past, such as its ability to be deployed to the web as well as to field devices along with better data collection features. Much time was also spent training other departments who are typically involved in the approval process.

In conjunction with the improvements in our software, the department purchased four Panasonic Toughbooks. These field devices are essentially laptop computers which have been designed and constructed to be used by police, fire and those in the construction fields. The inspectors will use these devices while in the field to imput the results of their inspections as well as research information on properties. This ability should help reduce the number of phone calls from the field to the office and vice versa looking for information. It also allows us access to information in our permit database from the field.

**Insurance Service Organization**
Every three years the Insurance Service Office, Inc. (ISO) evaluates the Building Safety Department. This evaluation is completed by filling out an in depth questionnaire as well as a follow up interview by a staff member from ISO. The resulting Building Effectiveness Grading Classification improved for the Department of Building Safety improved from a 5 in 2000 to a 4.

ISO is an insurer-supported organization with the primary mission of providing advisory material. Insurers may have adopted, or may be in the process of adopting, an ISO insurance rating program that will provide rating credits to individual property insurance policies in recognition of community efforts to mitigate property damage due to natural disasters. These insurers may use the Building Code Effectiveness Grading Classification ISO has developed for our community as a basis for the credits used.

**Building Safety Week**

The week of May 8th–14th is designated Building Safety Week throughout the country. This year the Department of Building Safety staff distributed information on building codes in order to foster a better understanding of the department's value to the City and its citizens. The highlight of the week was a presentation made by the New Hampshire Building Officials to the Governor Lynch explaining the responsibilities' of a code enforcement officer. Next year the Department of Building Safety plans to expand its efforts to raise awareness during Building Safety Week.

**Training and Education**

The training and education of our staff is always of prime importance to the department. Our profession is dynamic; new technology and new codes must be reviewed constantly. Our staff attends New Hampshire Building Officials Association meetings monthly and the New England Municipal Building Officials meetings annually. Our inspectors are all licensed or have received certifications through the International Code Council (ICC) organization. Currently our staff holds 4 state licenses and 30 different certifications. This year our staff accumulated over 150 hours of continuing education credit towards maintaining these credentials.

**Construction**

During FY 2005 construction activity was strong and varied. Substantial additions to both Southern New Hampshire Medical Center and St Joseph's Hospital were approved and construction is underway. Viega Corporation who manufacture plumbing fitting also were approved to construct two structures on Southwood Dr. and they are both under construction. Finally, the construction of multi-family structures remained strong.

Some indications of this activity follow:

| | Number of Buildings | Number of Units/Rooms | Valuation of Construction |
|---|---|---|---|
| **New Residential Housing** | | | |
| Single family detached | 123 | 123 | $21,139,435 |
| Two family structures | 5 | 10 | $850,000 |
| Three and four family structures | 1 | 4 | $400,000 |
| Five or more family structures | 3 | 110 | $7,978,515 |
| Total new residential housing | 132 | 247 | $30,367,950 |

| | |
|---|---|
| **Projects exceeding $500,000 in value** | |
| *Commercial:* | |
| *New* | |
| 10 Capital Street – Bellevance Beverage | $2,665,600 |
| 14 Harbor Avenue – 45 dwelling units | 3,000,000 |
| 1800 Southwood Drive – Viega Business Office | 3,000,000 |
| 523 Board Street – Red Barn | 800,000 |
| 1800 Southwood Drive – Viega Training Facility | 3,000,000 |
| 550 Amherst Street - Walgreens | 1,185,600 |
| 119 Temple Street – 28 dwelling units, Cashmere Place | 2,000,000 |
| *Additions/Alterations/Renovations* | |
| 95 Canal Street – BAE Systems Renovation | $541,802 |
| 21 Kinsley Street – Addition to Rochette Funeral Home | 500,000 |
| 2200 Southwood Drive – Renovation to Marriott | 900,000 |
| 29 Northwest Blvd – Renovations to SNHMC | 900,000 |
| 3 Marmon Drive – Two story addition to Macmulkin | 1,500,000 |
| 169 Daniel Webster Highway – Office addition | 1,500,000 |
| 300 Main Street - Renovation | 2,000,000 |
| 17 Riverside Street – Medical Office | 750,000 |
| 34 Perham Street – Multi-family | 500,000 |
| 290 Main Street – Quiznos's | 500,000 |
| 172 Kinsley Street – St Joseph's Hospital Addition | 13,707,000 |
| 95 Canal Street – Renovation BAE systems | 603,000 |
| 8 Prospect Street – SNHMC Addition | 1,200,000 |
| 4 Watson Street – Pilgrim Church Renovation | 850,000 |
| 270 Daniel Webster Highway | 650,000 |
| 8 Prospect Street – SNHMC Addition/Renovation | 9,700,000 |
| **Total building (structural) permits issued** | |
| **Total construction value for permits** | **$87,600,659** |

# 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 2005**
During the period July 1, 2004 to June 30, 2005 the department had the following enforcement activity:

- HOUSING – More than 5060 inspections were conducted with 3165 warnings/violations being issued. Two cases were prosecuted.
- ZONING/BUILDING/SITE PLAN – More than 320 violations were issued. Of these 320, four were prosecuted in District Court.

**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 West Hollis Street
- Address unregistered vehicles, unsafe construction sites, alleged illegal businesses, accumulation of junk and display of prohibited signage

Endeavor to be as proactive and efficient as possible in investigating and addressing code enforcement issues.

- Code Enforcement worked to make the enforcement process more efficient and to make enforcement information more accessible to other city departments by actively using the new code enforcement software system.
- 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).

- One Code Enforcement Officer continues to participate in the Code Team Detail with Environmental Health, the Police Department and Fire Rescue on Fridays. Since the Police Officer has continued to be assigned full time for community policing issues, he will remain available to us 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
- One Code Enforcement Officer continues to provide Spanish translation services for staff and other departments.

Increase public awareness regarding zoning, housing and building code restrictions through the media, public information brochures, neighborhood meetings and personal contact.

- The Code Enforcement Department continues to distribute 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 also 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.

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### *Streets of Nashua* High School Research Project

Students in Miss Poulin's Advanced Placement History Class at Nashua High School – South researched the history behind the names of city streets and released that report in the Spring of 2005. A digital copy of the project was presented to the City and later posted to the City Clerk's website under *Records*. Students conducting research for *The Streets of Nashua* included: Christopher Anderson, Stephen Charbonneau, Nicholas Cote, Joseph Gustitus, Elizabeth Laws, Jonathan Mayer, Ben Mello, Elizabeth Mishkin, Sean O'Neil, Kristen Rahilly, Renee Reder, Kyle Richardson, Juliana Ross, Tyler Seymour, Laurel Warner, John Wendel, and Molly Wild. Special credit also went to: Renee Reder- Editor; Kyle Richardson-Format; Stephen Charbonneau- Format; Nicholas Cote- Artistic Design; Elizabeth Laws- Artistic Design; Libby Mishkin and Juliana Ross- Photos and design; and Ben Mello- Data assembly. Pictured with the students (seated) are Aldermen David Deane, Richard LaRose, Marc Plamondon, Lori Cardin, and Kathy Vitale.

# NASHUA CONSERVATION COMMISSION (NCC)

| | | |
|---|---|---|
| **Chair** | **Kathryn Nelson** | Resigned 1/2005 |
| | **Linda Bretz** | Elected 2/1/2005 |
| **Vice Chair** | **Jacqueline Trainer** | Resigned 1/2005 |
| | **Richard Tomasso** | Appointed 10/26/2004; Elected 2/1/2005 |
| **Clerk** | **Karen Archambault** | Elected 2/1/2005; Resigned from Clerk 5/3/2005 |
| | **Alex Duran** | Elected 5/3/2005 |
| **Treasurer** | **Linda Bretz** | Until 2/1/2005 |
| | **James Banow** | Elected 2/1/2005; Resigned 3/2005 |
| | **Karen Archambault** | Elected 5/3/2005 |
| **Member** | **Melvin Meyer** | Appointed 10/26/2004 |
| **Member** | **Sara Osborne** | Resigned 12/2004 |
| **Member** | **Nicholas Frasca** | Appointed 6/28/2005 |
| **Member** | **Mark Newhall** | Appointed 2/22/2005 |
| **Associate Member** | **Michael Dianne Wingerter** | Resigned 2/2005 |
| | **Richard Gillespie** | Nominated 3/15/2005 |
| **Planning Liaison** | **Karen Berchtold** | |

**Overview**

The Nashua Conservation Commission's mission is to protect Nashua's natural resources and watershed resources per NH RSA Chapter 36A and the City's Wetlands Ordinance. The NCC works with city and state agencies to review the environmental effects of proposed activities in the protected wetlands and wetland buffers via an application process. The process includes an application form (and a fee paid to the city), a conceptual presentation, a more in-depth narrative package, a site walk, a detailed presentation, and if all the commission's questions have been answered, a vote to possibly recommend approval – often with stipulations.

The NCC's recommendation on the presented projects is for the NH Department of Environmental Service's Wetland Board and the Nashua Zoning Board of Adjustment. Stipulations made to the applicant may include: mitigation, conservation easements, landscaping, maintenance of invasive plant species or land donations. This allows the project to move forward, while maintaining responsible stewardship of the environment and compliance with wetland laws, ordinances and regulations.

The Commission inspects, studies and makes recommendations to applicants -- from homeowners to businesses to city park and public works departments.

Recommendations include applications for wetland crossings and work in buffer zones. The Commission also coordinates with the Code Enforcement Department regarding altered wetland buffer vegetation, retaining walls or other landscape work done without authorization.

**Major Projects**

The commission authorized $5,000 from the conservation fund to digitize the maps of prime and critical wetlands. The mapping is still in progress at this writing. A study was conducted of rare plant species at the Nashua airport last summer, with 5 new species mapped, identified and ready to be protected.

The 18-year old Shade Tree Program is still active with a record number of trees planted in the front yards of city residents this year.

The commission's various documentation packages have been revised, including: bylaws, the application process plan, the application form, the old questionnaire which is now presented in a narrative form (the Wetlands and Buffer Delineation and Protection Plan). These can be found on the www.gonashua.com website. A New Member Packet has been developed. A stipulation check sheet is in the works. Finally, a process has been put in place for Commissioners to conduct field follow-up on permitted applications.

NCC wrote a comprehensive document depicting a fact sheet for each invasive plant species on the State and Federal Aquatics banned lists. This is can be found on the Nashua Regional Planning Commission's website at www.nashuarpc.org. The link has been requested by 18 Conservation Commissions throughout NH, several other Regional Planning Commissions and the NH Department of Transportation. State experts were invited last spring to a presentation held by the Nashua Conservation Commission on this topic. A number of attendees were from other committees and from several neighboring towns.

Members attended the NH Association of Conservation Commissions annual conference in November as well as various other environmentally-oriented presentations throughout the year.

**Land Conservation Committee**

In FY 2002 the City of Nashua established conservation lands as a designation for public lands whose primary purpose is protection of natural resources. The NCC was given the authority to adopt stewardship plans for conservation lands. The Northwest Conservation Land area was purchased using various funding sources, including from LCHIP. Funding conditions include walking the boundaries of this land annually and reporting any violations. The Commission continues following the state's requirements. This committee is currently on hiatus – please notify the Conservation Commission if you are interested in joining this committee.

# NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

| | |
|---|---|
| **Mayor** | **Bernard Streeter** |
| **Chairman** | **Roberta Woitkowski** |
| **Vice Chairman, Registered Architect** | **Michael Findley** |
| **Alderman-At-Large** | **Kevin Gage** |
| **Resident, Historic District** | **Dean Sena** (Term ended 9-30-04) |
| **Local Non-profit Historic Organization** | **Frank Mellen** |
| **Nashua City Planning Board** | **William Slivinski** |
| **Alderman Alternate** | **David MacLaughlin** |
| **Alternate** | **Robert Sampson** |
| **Alternate** | **Randall Wilbert** (Changed to Member 1-24-05) |
| **Alternate** | **William Hooley** |
| **Alternate** | **Tim Glenday** (appointed 1-12-05) |

**Overview**

Nashua's Historic District preserves a unique part of our City's heritage. To save both the heritage and property values within the District, a Historic District Commission and rules were established by City Ordinance. These rules and a required review by the Commission of proposed changes apply to all residential and commercial buildings, however used, within the District. In addition, all proposed changes for alterations, additions and new construction must conform to the Secretary of the Interior's Standards of Rehabilitation.

Approval is not required for:

- Ordinary maintenance and repair, siding or painting as long as it does not alter or destroy any of the architectural features of the building,
- Roofing or re-roofing, providing the roof plane remains the same,
- Storm windows and doors as long as the existing architectural elements are left intact.

The Historic District Commission's approval of changes to appearance does not, however, eliminate the need for a Building Permit. Nashua's Historic District Commission is committed to an orderly and reasonable process for saving our heritage.

**Summary**

With technical assistance from Planning Department staff, during Fiscal Year 2005 the NHDC reviewed and acted upon 12 building permit applications.

**For the Future**

The Commission is looking at the language of City Ordinances regarding the Commission and will be recommending clarifying changes. It is also looking at apparent differences between the map defining the Historic District and the definition of the District in the Ordinance, again with a view to clarification.

# OFFICE OF ECONOMIC DEVELOPMENT

**Director** **Jay Minkarah**
**Project Coordinator** **Susan Lenzi**

**Mission**
The purpose of the Office of Economic Development (OED) is to foster the continued development of a diversified, sustainable and vibrant economy for the long-term benefit of the City's residents and businesses. The Department's principal goals are outlined below:

- Maintain strong communications between the business community and the City of Nashua;
- Foster opportunities for job retention, existing business expansion, and continued development of the City's tax base;
- Promote employment diversity and the growth and expansion of the City's tax base through new business recruitment;
- Encourage the continued enhancement and vitality of downtown Nashua as the focal point of the community and a desirable place to live, work, shop and conduct social discourse, and
- Support the implementation of plans, policies and public improvements that protect the integrity of existing neighborhoods, increase the desirability of the City to prospective residents, businesses and investors, and enhance the overall quality of life of all members of the Nashua community.

The following are the principal programs and projects undertaken by the Office of Economic Development during the 2005 fiscal year in furtherance of its mission:

**Business Visits**
OED conducted 27 formal visits to individual businesses, often in cooperation with the Mayor's office or the NH Department of Resources and Economic Development. Business visitations are essential to maintain an understanding of diverse components of the City's economic base and to maintain a dialogue with the business community. The visits typically involve a discussion of issues relevant to the business and a tour of the facility and sometimes coincide with new facility openings, substantial improvements or anniversaries. Businesses visited included major employers, manufacturers, retail establishments, and educational institutions.

**Business Roundtables**
Two CEO Business Roundtables were held with business leaders from the City's largest employers, local and regional government officials and the presidents or directors of leading colleges, hospitals and other non-profit organizations. In October of 2004, a CEO Roundtable was held at the Marriot Hotel with keynote speakers Senator Judd Gregg and Congressman Charles Bass. Issues related to trade, health insurance costs and transportation dominated the discussions. In

January of 2005, a second CEO Roundtable was held at the Crowne Plaza to welcome newly elected Governor John Lynch. Education and educational funding were the primary concerns discussed along with issues related to transportation, quality of life and taxation. On February 22, 2005, the OED worked with the Great American Downtown organization to hold a Downtown Business Roundtable at the Hunt Building. Parking, traffic, events, and the arts were among the principal issues discussed. Over 50 downtown area business leaders and officials attended. Also in February, a business Roundtable was held at Pheasant Lane Mall for south Nashua area businesses. Primary topics included commuter rail, planned improvements to Daniel Webster Highway and the impact of Route 3 widening. In April, the OED held an Economic Summit at City Hall featuring a presentation on the recently completed Economic Development Strategic Plan by Mt. Auburn Associates to an audience of about 75. Business roundtables are an important vehicle for keeping the business community informed of various city issues and initiatives, obtaining input and insights from the City's businesses to help shape policy decisions, and serve to provide businesspeople with access to state and local government and community leaders while providing networking opportunities for all participants.

**Education, Outreach and Assistance**

In addition to business visits and roundtables, the OED participates in a wide variety of business events and functions part of its outreach efforts. These include events sponsored by the Chamber of Commerce, the Great American Downtown organization, and a variety of other business and civic organizations. OED staff also regularly attended groundbreaking ceremonies and ribbon cuttings for new businesses throughout the year and served as speakers for groups such as the Nashua Rotary, Rotary West, the Exchange Club and other groups. OED staff serves on boards and committees for various organizations including the Great American Downtown, Southern New Hampshire Services, the Nashua Regional Planning Commission, Daniel Webster College and others. In addition to these endeavors, the OED strives to provide direct assistance to individual businesses interested in expanding or relocating within the City as well as those seeking to relocate to Nashua from elsewhere. Such assistance efforts typically include help with site selection, referrals to various consultants or agencies, the provision of informational materials, and help with permitting and approval issues.

**Marketing and Promotion**

The OED works to promote the City through print advertising, the Internet, participation in various state and regional trade shows, and by encouraging or hosting various events and programs. During the 2005 fiscal year, 40 requests for *info kits* came in through the City's website from 17 different states. That number is expected to increase once the new website comes online in early 2006. Print ads were placed in the *NH Business Review* and their annual publication, the *Book of Lists* as well as in two issues of the national publication: *Business Expansion Journal*. In September, the Department staffed a booth at

the annual Tri-City Expo in Manchester, at the Software Association of New Hampshire's annual meeting in Nashua in October, and at the Greater Nashua Chamber's Small Business Expo in May. Business Expos are great way to promote the City to a broad audience and to make new contacts that may prove valuable in the future. In April, the OED sponsored Nashua's first ever *BioBrew*. This semi-annual networking event is put on by the NH Biotech Council in various locations throughout the state. The OED makes a point of participating in a variety of seminars, functions and events related to economic development throughout the state and region to stay on top of leading trends, maintain contact with key agencies, organizations and individuals, and to ensure that Nashua is represented in the forums where economic issues and policies of consequence are considered.

**Revolving Loan Fund**

The purpose of the City of Nashua's Revolving Loan Fund is to provide qualifying small businesses with "gap financing" in partnership with the community's private sector financial institutions for improvements intended to create new jobs. The fund is managed through the assistance of Donna Upson, a loan officer hired by the City on a contractual basis paid solely through revenues derived from the Fund. During the 2005 fiscal year, new loan activity included a $100,000 loan to SyAm Software, a start-up firm in the City's Millyard, a $75,000 loan to SEMPCO, a provider of educational materials and supplies and a $100,000 loan to Greenerd Press, a long-time Nashua manufacturing firm. A $25,000 loan to a downtown art gallery was paid off in full.

**Nashua Riverfront Redevelopment Jackson Falls**

After the conclusion of a lengthy approval process, construction began on the long-awaited Nashua River Promenade/Jackson Falls project at the end of the 2005 fiscal year. In June, the *Peddler's Daughter*, an Irish Restaurant and Pub opened in the newly restored 19th century railroad car house that once housed *Goodale's* bike shop. The restoration work was funded in part through $70,000 of federal grant money administered by the Community Development Division. Also in June, a contract for $864,420 was awarded to Pilot Construction to build the City's portion of the Riverwalk structure. At the same time, a builder was secured for the five-story, 22-unit condominium development known as Jackson Falls. When completed in the spring of 2006, the project is expected to encourage continued revitalization of the Railroad Square area and enhance downtown in general. The project also represents the first time that a Tax Increment Finance (TIF) district has been used in Nashua. This important innovative financing tool, commonly used throughout the country, has the potential to help fund a variety of economic development, transportation and other public infrastructure related improvements without impacting the tax rate.

***Conversation on the Arts***

In June of 2005, the OED held three meetings known as the *Conversation on the Arts* with interested individuals and representatives of various area arts

organizations. The meetings were held on three consecutive Wednesday evenings at the 14 Court Street performing arts facility with the assistance of a professional facilitator for the purpose of identifying major issues facing the arts community in the Nashua area and to identify strategies for addressing the issues identified. Over 80 people participated in one or more of the meetings including individuals affiliated with the Symphony, Ballet, Nashua Area Artists Association, the Peacock Players, the Library, the Chamber of Commerce, individual art galleries and studios and other businesses and organizations. The principal issues identified included a lack of adequate venues, funding, coordination and support. The principal recommendation coming out of the initiative was for the creation of a new, professionally staffed umbrella arts organization capable of addressing funding, venue, marketing and promotional needs. Four subcommittees were established to work toward implementation of the recommendations in the coming year.

***Business and Industrial Development Authority***

The OED provides staff support for the City's Business and Industrial Development Authority (BIDA). This body is intended to foster business and industrial development by acquiring, developing, expanding, leasing and conveying suitable properties for the purpose of creating employment, preventing unemployment, expanding the tax base, and encouraging continued growth and prosperity of the City of Nashua. Though the BIDA has been in existence for many years, it remained largely inactive until regular meetings resumed in the summer of 2004. During the 2005 fiscal year, the BIDA held ten regularly scheduled meetings to review and discuss issues related to financing, brownfields, vacant or underutilized sites and buildings, transportation improvements, and other issues related to economic development in the City. BIDA members during the 2005 fiscal year included Vincent Capasso, Jack Tulley, Michael Monks, Mark Prolman, Gerry Prunier, John Stabile, and ex-officio members Mayor Bernard Streeter, City Treasurer David Fredette and Aldermanic President, Brian McCarthy. The BIDA anticipates undertaking a significant redevelopment project during the 2006 fiscal year.

***Economic Development Strategic Plan***

Throughout the 2005 Fiscal year, the OED worked with a private consulting firm, Mt. Auburn Associates, to prepare an Economic Development Strategic Plan for the City. This same firm completed a similar plan in 1992, the well-received *Nashua at the Crossroads*. The overall goals of the plan were to:

- Improve the economic well-being of all residents of the city
- Improve the competitiveness of the City and address needs of the business community, and
- Ensure a stable fiscal environment

The planning process included three key phases: an Economic and Resource Base Analysis, Strategies to Build a Competitive City, and an Implementation Plan that included a separate Marketing Plan. Throughout the fall of 2004 and

winter of 2005, Mt. Auburn Associates held multiple meetings with various City officials and the Board of Aldermen's Planning & Economic Development Committee who provided oversight for the project. In addition, interviews were held with over fifty individual business and community leaders. Along with interviews, site visits and public meetings, the study included a comprehensive review and analysis of data from a wide range of sources and an analysis of how Nashua compares to other cities of similar size, composition and location.

In April of 2005, an Economic Summit was held to present the principal findings and recommendations of the plan to the public. Among its major findings are that Nashua is a relatively prosperous city with increasingly strong links to Greater Boston. The City benefits from a young and highly skilled talent base with very high concentrations in disciplines such as engineering and software. Nashua also has a good entrepreneurial environment and benefits greatly from strategic investments that have been made in its schools, transportation system and downtown. The City, however, also faces challenges due to a lack of support for research and & development in the state, limited links to university based research facilities, a lack of vacant developable land, and relatively high unemployment and high housing costs. To build upon the City's assets and address its challenges, the plan sets out five key strategy areas outlined below.

1. Investing in the Future - The Role of the City of Nashua in Sustaining its Quality of Life:
   a. Continue to invest and support excellence in the public schools
   b. Support commuter rail and transit-oriented development
   c. Continue to invest and improve Downtown
   d. Promote investments that secure the city's role as a retail *Mecca*

2. Managing for Success - Advancing a Collaborative Private-Public Sector Culture:
   a. Create a more customer-oriented, integrated management team
   b. Streamline the city's permitting processes
   c. Build new opportunities for business-city dialogue
   d. Develop a marketing effort to promote the Team Nashua approach

3. Accelerating Enterprise Development - Stimulating Innovation and Entrepreneurship:
   a. Create a Center for Innovation Acceleration
   b. Support immigrant entrepreneurs
   c. Focus Nashua's RLF on innovation acceleration and immigrant enterprise development

4. Promoting the City - Marketing its Economic Development Product:
   a. Inside marketing: keeping the existing business base strong through retention and expansion efforts
   b. Outside marketing: strategic business recruitment

c. Academic marketing: attracting a satellite campus

5. Addressing Regional Housing and Workforce Challenges - Leading and Convening Regional Stakeholders:
   a. Work with the Nashua Regional Planning Commission to make affordable housing a more regional issue
   b. Help convene regional stakeholders to build career ladders for low- and moderate-income residents

The Plan is available on the City's Website. A limited number of digital copies on disk are also available at the Office of Economic Development at City Hall.

*Other Initiatives*

In addition to its on-going projects, programs and initiatives, the OED actively participated in or assisted with a number of projects managed by other divisions and departments that relate to or impact economic development. These include the extension of MBTA commuter rail service from Lowell to Nashua, the Broad Street Parkway and a complete revision to the City's Land Use Code.

## PLANNING DEPARTMENT

| | |
|---|---|
| **Planning Director** | **Roger L. Houston, AICP** |
| ***Development Review Team*** | |
| **Deputy Manager Development Review** | **Michael Yeomans, AICP** |
| **Administrative Assistant II, Planning** | **Christine Webber** |
| ***Zoning and Land Use/Sign Permit Team*** | |
| **Deputy Manager Zoning** | **Carter Falk, AICP** |
| **Administrative Assistant II, Zoning** | **Linda Taylor** |
| **Planner I** | **Howard Coppari** |
| ***Planning & Environmental Team*** | |
| **Deputy Planning & Environment Manager** | **Richard Sawyer, AICP, ASLA** |
| **Planner III** | **Karen Berchtold, AICP** |

**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 2005 with numerous plan approvals, construction activity, significant implementation of the Master Plan, continued assistance with Land Use Code Ordinance O-04-19 pending before the Aldermanic Planning & Economic

Development Committee and the Planning Board, 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, the Planning Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies during FY 04. The Department also reviewed 127 sign permit applications and approximately 1350 land use permits.

**Staff Reports**

The Department completed 119 detailed reports or reviews on site plans, minor site plans and subdivision plans for the NCPB. The 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 298 ZBA applications for variances, special exceptions, rehearing requests and equitable waiver.

**Nashua City Planning Board Applications**

| | *1st Qtr* | *2nd Qtr* | *3rd Qtr* | *4th Qtr* | *Total* |
|---|---|---|---|---|---|
| *Subdivisions* | | | | | |
| Projects | | | | | |
| Residential | 11 | 8 | 6 | 4 | 29 |
| Non-residential | 2 | 0 | 1 | 2 | 5 |
| *Total* | *13* | *8* | *7* | *6* | *34* |
| Units (lots) | | | | | |
| Residential | 17 | 13 | 41 | 85 | 156 |
| Non-residential | 2 | 0 | 0 | 6 | 8 |
| *Total* | *19* | *13* | *41* | *91* | *164* |
| *Site Plans* | | | | | |
| Planning Board | 16 | 6 | 8 | 14 | 44 |
| Administrative Review | 9 | 12 | 5 | 15 | 41 |
| *Total* | *25* | *18* | *13* | *29* | *85* |
| Square Footage | | | | | |
| Industrial/Office | 15,088 | 8,400 | 20,500 | 0 | 43,988 |
| Church/School | 0 | 0 | 0 | 21,044 | 21,044 |
| Commercial | 26,970 | 2,166 | 727 | 83,947 | 113,810 |
| Housing Units | 13 | 0 | 0 | 214 | 227 |

**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 Nashua City Planning Board 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.

**Livable, Walkable Communities Program**
*Livable, Walkable Communities*, a program of the non-profit organization *New Hampshire Celebrates Wellness,* works with communities to improve walking and biking opportunities, with the end goal of improving health. The increasing obesity rate, particularly among children, is a growing national public health concern, and has become a recognized planning issue, as well. Staff is working with *Livable, Walkable Communities* on a plan for the area that includes the Tree streets/Numbers streets, or generally the area of the Ledge Street School district. This project has energized the neighborhood with its beautification projects and safely getting the kids to school. A mural was commissioned and painted on the side Ferman's Building facing the Heritage Rail Trail depicting railroad scene of the past.

**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 1529 land use permits and 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.

**Land Use Ordinance Rewrite**
The Department received funding to hire a consultant to assess and rewrite the City's Land Use Ordinances mostly contained in NRO Chapter 16 in FY02. A Land Use Advisory Committee representing diverse interests in the City produced its last draft on June 24, 2003. With additional funds approved by the Board of Aldermen in FY05, the Nashua Regional Planning Commission and Fougere Planning and Consulting were hired by the City to assist the Aldermanic Planning & Economic Development Committee and the Planning Board with conducting meetings and reviewing the introduced ordinance (Ordinance O-04-19).

**Jackson Falls Project on Nashua River Downtown**
The Department continues to play a key role with the Office of Economic Development in determining appropriate reuse of this parcel and proposing 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 "1860 Car House"). The approved site plan shows the walkway being cantilevered from the former Goodale's Bicycle Shop. It is anticipated to be completed by end of 2005.

**Nashua River Trail Acquisition (also known as Depot Road Trail)**
The Department worked with the New Hampshire Department of Transportation to purchase the 80-foot wide Depot Road rail bed from the B & M Railroad from the New Hampshire/Massachusetts border approximately 1500 feet to the turnaround in Depot Road (also know as Dutton Lane in Hollis where it intersects Route 111A). The Department was instrumental in coordinating the construction of this trail with the residual funds remaining from the land acquisition. Homes by Paradise volunteered to clear, grade and construct the base of the trail and complete shoulder grading and plant some trees for the trail. The trail was extended an additional 600 feet from the turnaround on Depot Road to Route 111A through the gracious gift of an easement from abutting property owner and business AmeriGas Propane Company.

The Division of Public Works crews paved the 10-foot wide trail with a paver rented by the Planning Department and asphalt paid for by the Planning Department from the residual funds from the land acquisition. The Parks Department made and installed signage for the trail. The construction started in mid-May and was completed by mid-June 2004. The Department also coordinated the connection with the Massachusetts Department of Conservation and Recreation to make the connection to the 11-mile Nashua River Trail recently constructed in Massachusetts, which starts in Ayer, Massachusetts. Homes by Paradise started construction of the approximate 1-mile section of rail trail between West Groton Road (Rte 111A) and Gilson Road in June along with

a 40-space trail head parking lot off of Gilson Road. This is anticipated to complete sometime autumn 2005.

**Permit Software**
The Department provided key assistance in the process of working with the consultant and the Information Technologies Department on the continued implementation and fine-tuning of a permit software system for the Department and the entire Community Development Division.

## NASHUA CITY PLANNING BOARD (NCPB)

| | |
|---|---|
| **Chair** | **Bette Lasky** |
| **Vice Chair** | **Ken Dufour** |
| **Secretary** | **William P. Slivinski** |
| **Member** | **Steve Farkas** |
| **Member** | **Hugh F. Moran** |
| **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** | **Kathryn Vitale, 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 2005, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Michael Yeomans, Richard Sawyer, Christine Webber, and Karen Berchtold), reviewed and approved 34 subdivisions and 85 site plans. Through these subdivisions the Planning Board approved a total of 156 residential lots and 8 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. The Planning Board continued working with the Aldermanic Planning & Economic Development Committee in reviewing and amending the proposed Land Use Code that had been introduced as Ordinance O-04-19 in May 2004. It is anticipated that the Planning Board and the Aldermanic Planning & Economic Development Committee will have final amendments ready for decision by end of 2005.

# URBAN PROGRAMS DEPARTMENT

| | |
|---|---|
| **Paul Newman** | **Manager** |
| **Klaas Nijhuis** | **Deputy Manager** |
| **John Slebodnick** | **Project Specialist** |
| **Robert Rice** | **Project Specialist** |
| **Sheila O'Riordan** | **Grant Management Specialist** |
| **Linda Jeynes** | **Administrative Assistant** |

**Mission**
The mission of the Urban Programs Department 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.

**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
- Transit services for the mobility-impaired
- 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 of the Department's 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.

**Statistical Highlights**
The Department oversaw expenditures totaling $4,442,884 in FY 2005, compared to $3,856,398 in FY 2004. Over 92% of these funds were from sources other than the City. Community Development Block Grant (CDBG) funds in the amount of $1,198,766 were expended in FY 2005, compared to $867,814 in FY 2004. The transit system operated at a cost of $1,975,810 compared to $1,465,817 in FY 2004. (These figures include capitalized maintenance to comply with National Transit Database reporting requirements.) $716,934 was expended on capital equipment and capital planning transit items. The volume of housing rehabilitation,

including the HOME program, was $551,374 in FY 2005, compared to $961,020 in FY 2004.

**Economic Development Initiative Grant – Housing**
The City of Nashua Urban Programs Department administers this grant, which had a funding start date of November 2002. With this grant, the City, in partnership with key non-profit housing and social services agencies, has helped to fund several housing projects including the acquisition of supportive housing units for the homeless, the development of rental housing for low-income households, acquisition of post-transitional housing, and assistance with the removal of lead-based paints hazards in rental housing.

**Community Development Block Grant (CDBG)**
*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 safety. Also authorized were funds for replacement of the obsolete heating system and addition of air conditioning, to make the building habitable during summer months and to reduce mold and mildew problems. In FY 2005, re-pointing of the upper tower brickwork was begun, as were repairs to the copper roof.

*Senior Center*
Design was completed on the new Senior Center, to replace the existing building on the same site. Construction management services were retained, and construction is to begin shortly in the next program year. The city has authorized a bond issuance to finance the construction; CDBG funds are being applied to the "soft" costs – design, environmental services, and construction management.

*Adult Learning Center*
Adult Learning Center multi-year grant: the final phase of renovations at 4 Lake Street was delayed pending resolution of timing issues.

*Nashua Center for the Multiply Handicapped*
In FY 2005 five bathrooms were renovated and the floor-covering project that was started in the prior year was completed.

*Community Council*
During FY 2005 air conditioning design work was completed, the first phase of the central air conditioning on the third floor was completed, and phase 2, which will focus on the second floor, is currently underway.

*Police Athletic League*
During FY 2005 the boiler in the Ash Street Community Center was replaced.

*Nashua Soup Kitchen & Shelter, Inc.*
In FY 2005 work completed included demolition of seriously deteriorated back kitchen, reconstruction with the addition of a walk-in refrigerator/freezer, handicap bathroom and construction of a new unisex bathroom within the existing facility.

*Nashua Pastoral Care Center – Norwell Home*
The City provided opportunity acquisition funds for the acquisition of the former Norwell Home at 12 Concord Street for use as housing for single mothers with newborns. CDBG multi-year capital projects monies were expended on the acquisition.

*Nashua Children's Home*
This was the fifth and final year of multi-year assistance to the Children's Home for the development of a teen transitional housing facility. In FY 2005, nine extremely low-income children benefited from this program.

*MP Housing*
The second of two CDBG grants for purchase of condominium units to be used as permanently affordable port-transitional housing for the families they service, resulted in the purchase of a condo unit. Additionally, the City Affordable Housing Trust Fund was used to help with equity for these transactions.

*Area Agency*
In FY 2004, Area Agency was awarded HOME funds for the repairs of two group residences. The Agency has asked that CDBG funds be awarded instead, which required legislative action. The Aldermen approved the change in funding, Urban Programs wrote the specifications for the re-siding of two group homes, the work was bid, and in August of 2005, a contract was entered into.

*Plus Company*
The Plus Company was awarded HOME funds in FY 2004 for the reconstruction of bathrooms in a group home. The Agency asked that CDBG funs be awarded instead, which required legislative action. Funding was granted. The project consisting of bathroom and flooring replacement in a group home was scoped by Urban Programs staff, bid out and completed in July 2005.

*Greater Nashua Council on Alcoholism*
Funds were awarded in FY 2004 to modify the facility at Pine Street Extension. Due to programmatic issues with state certification requirements the project cannot be undertaken at the current location. The Council has since acquired another building to house this and other programs and will make application to the Board of Aldermen to have the funding award for this project recommitted to the new site.

*Roussell Gardner/Haines Street fields*
Fencing was installed to provide enhanced safety to field users

*Heritage Rail Trail*
Efforts were under way to recognize volunteer trail maintenance teams by installing marker signs, but this is to be completed.

*Hellenic Circle area handicapped ramps*
The Division of Public Works provided the labor and equipment to install ramps. Additional ramps and related sidewalk improvements will be continued in the next program year.

*Human services program support*
Continuing support of the following programs, which principally benefit lower-income Nashua residents, was provided to four human service programs.

$18,000 was granted to the *Boys & Girls Club of Greater Nashua* to support their Hispanic Outreach Program. During fiscal year 2005, the Boys and Girls Club served 594 Hispanic youth. Greater than 60% of these were low/moderate income beneficiaries.

*The Greater Nashua Council on Alcoholism* was awarded $31,000 to assist with operating costs associated with provision of outpatient substance abuse counseling services to low-income persons. This past fiscal year, 227 unduplicated individuals received outpatient counseling. 90 % of clients were in the low-income category.

$49,263 was granted to the *Nashua Soup Kitchen & Shelter* in FY 2005 to assist with operating costs. During the year, of those households and individuals served, 6 families and 3 individuals moved into transitional housing. A total of 1,230 bed-nights of shelter were provided using CDBG funds.

*Nashua Area Health Center* received $33,237 in CDBG funds for FY 2005. This agency provides low-cost, comprehensive primary health care services to low/moderate income Nashua Area citizens who either lack medical insurance or are under-insured. In FY 2005, 2742 unduplicated persons were served. Of these, 79.5% were in the low-income category.

**MicroCredit Loan Program**
Provision of business skills training, access to micro-loan capital, and widening market opportunities for micro-enterprises in Nashua, under the program known as MicroCredit New Hampshire operated by the New Hampshire Community Loan Fund. In FY 2005, business skills building workshops were held for a total of 73 people. 10 full time equivalent jobs were created/retained through the program.

**Affordable Housing**

*HOME Rental Housing Program*

Starting with fiscal year 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 started on the Neighborhood Housing Services Casimir Place project – a downtown 28-unit family rental housing development at the site the former St. Casimir RC church. The project, which has a total expected development cost of $5.6 million, has received a $750,000 HOME award.

*Housing Improvement Program (HIP)*

Renovations to two single-family residences amounted to a total of $32,083 in FY 2005 expenditures. Renovations to 12 units within 7 multi-family residences amounted to a total of $80,992 in FY 2005.

*Lead Hazard Reduction*

Lead Hazard reduction is being funded by an Economic Development income initiative grant from HUD to the City. Nine additional units have been funded in the program year, 11 were completed by the end of June. At this writing, 13 more units are under construction. None remain to be processed.

**Nashua Transit System**

*Bus Garage Development*

A study was begun on the feasibility of acquiring and developing property at 11 Riverside Street for the administrative offices and bus maintenance and storage facility. The property has been offered for sale to the City. Previously this year, the City had considered undertaking a multi-department (including transit) development at the easterly end of Burke Street, but the property was taken off the market.

*Access to Jobs*

Ridership continues to climb as a result of the continuing partnership with the New Hampshire Employment Program. This past year Nashua Transit provided hundreds of clients from the NHEP program access to jobs and childcare through the established voucher program. This opportunity for transportation allows individuals with children to maintain jobs and acquire financial freedom.

*Interfaith Hospitality Network*

Nashua Transit System teamed up with an establishment referred to as the Greater Nashua Interfaith Hospitality Network to create a successful partnership and allow access to transportation for families in transition. Nashua Transit System provided

transportation via Citylift and Citybus to parents who needed to get children to daycare, then continue on to work or job training.

*New 35 Foot Gillig Bus*
The first, larger, 35-foot Gillig bus was acquired for the transit fleet. The new bus, which is 100% ADA accessible, will help accommodate a ridership base that is continuing to grow, with standees occurring ever more regularly. This bus is equipped with low floors; wheelchair ramps and is our largest bus to date.

*Rivier and Nashua Technical Colleges join U-Pass Program*
Two local colleges join in partnership with Nashua Transit System to form a program referred to as "U-Pass" or University-Pass. This allows students unlimited ridership upon presenting their college identification. This program has greatly increased ridership with youth and provided an ongoing positive relationship with two local community partners. The U-Pass program is funded by their student activities funds and has been a great success.

*New Ride Guides*
The Ride Guide for Nashua Transit System went through a transformation. 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 Nashua Transit System.

*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.

*Summer Youth Pass Program*
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 Nashua Transit System 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.

*20th Anniversary Celebration*
Nashua Transit celebrated its20th Anniversary in September of 2004. The week was highlighted by various community activities, such as donated prizes, Employee Recognition Day, Rider Appreciation Day, a festive Trolley operating for the week, and a "Mystery Bus Stop." Lucky riders received spontaneous prizes at various

bus stops around the City. The celebration was a great success with an enormous response from the community.

*Ridership Soars*
Nashua Transit experienced the largest jump in ridership in its 20-year history, climbing 11% in one year. Record-breaking ridership numbers continue to grow. The timely schedules of the bus routes accompanied with clean; safe buses at reasonable rates appear to have taken the ridership to new heights as gas prices swell.

**Continuum of Care**
Two members of the Urban Programs staff serve on the Board and Executive Committee of the Continuum of Care and work closely with member agencies. This year, the City helped carry out the process for the annual homeless census for the region on January 25, 2005. The City has also carried out a quarterly homeless census sampling representative agencies. City staff has led various committees of the Continuum and has worked with members to prepare the SuperNOFA application (the funding application to HUD that brought approximately $1.6 million to the community this year), coordinated the investment of EDI and Affordable Housing Trust Funds, and helped complete and implement the 10-year plan to end homelessness.

## ZONING BOARD OF ADJUSTMENT (ZBA)

| | |
|---|---|
| **Chair** | **Tom Jenkins** |
| **Vice Chair** | **Sean Duffy** |
| **Secretary** | **Susan Douglas** |
| **Member** | **Jay Coffey** |
| **Member** | **Don Berthiaume** |
| **Alternate** | **Jonathan Currier** |
| **Alternate** | **Richard Rondeau** |
| **Alternate** | **Jeffrey Anderson** (Appointed 12/14/2004) |

**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 2005 the Zoning Board of Adjustment considered 202 requests for variances, of which 36 were denied, also, there were 16 use variance requests, of which 2 were denied. There were 58 requests for special exceptions, with 4 denials; and 20 rehearing requests, of which 7 were granted.

# 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 | Kathy Anctil |
| | |
| Deputy Treasurer/ Deputy Tax Collector | Ruth E. Raswyck |
| DPW Billing Accountant | Denise Lieberman |
| DPW Collections Accountant | Nancy Naples |
| Customer Service Representative | Sylvie Corriveau |
| Revenue Coordinator | Susan Martinelli |
| Revenue/Service Specialist | Dawn M. Roy |
| | |
| Supervisor, Motor Vehicle Registrations | Pauline M. Lucier |
| Motor Vehicle Registration Coordinator | Janet Durand |
| Motor Vehicle Clerk II – FT | Deborah Martel |
| Motor Vehicle Clerk II – PT | Norma I. Graceffa |
| Motor Vehicle Clerk – FT | Laura Diaz |
| Motor Vehicle Clerk – FT | Paulette Morgan |
| Motor Vehicle Clerk – PT | Flor Largy |
| Motor Vehicle Clerk – FT | Sharon Chase |
| Motor Vehicle Clerk – PT | Sandy Desharnais |
| Motor Vehicle Clerk – FT | Claire Berthiaume |

**ACCOUNTING/COMPLIANCE**

| | |
|---|---|
| Accounting/Compliance Manager | Cindy J. Bielawski |
| Senior Accountant/Auditor * | 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** |

*** Deputy Manager, Accounting, Compliance**

**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 March 2005 our bond rating is AA+ from Standard & Poor's rating services. Standard & Poor's stated the city is in a strong financial position, with healthy revenue flexibility provided by the high general fund balance reserves and a stable local revenue stream; and manageable debt after credit is given for self-supporting enterprise debt and state aid reimbursements with limited future debt burden needs.

*Tax/Collections* has the responsibility to bill and collect in excess of 53,200 property tax bills and approximately 76,000 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 wastewater department continues to reflect strong fiscal management in building financial reserves that will benefit the city in the years to come.

*Motor Vehicle and Traffic Violations* primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2005, the city registered nearly 90,000 vehicles. The parking violations bureau continues to see an increase in the 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 growth in the collections of parking fines. The city issued nearly 39,000 parking tickets during FY2005.

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.

**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 FY05, including the Enterprise Funds, was approximately $202,000,000. Melanson Heath & Company, PC, conducted the FY '05 external audit. Each fiscal year, the City of Nashua has strived to improve its overall financial operation and position. In FY05, special revenue funds were evaluated/ re-classified to conform with State law and GAAP.

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 2,700 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

| | |
|---|---|
| LAND | $2,264,523,400 |
| BUILDINGS | 4,835,654,015 |
| PUBLIC UTILITIES: | |
| WATER | 60,104,900 |
| GAS | 45,025,500 |
| ELECTRIC | 67,345,500 |
| TOTAL VALUATION BEFORE EXEMPTIONS | $7,272,653,315 |
| EXEMPTIONS ALLOWED: | |
| BLIND | ($967,900) |
| ELDERLY | (114,197,550) |
| SOLAR/WIND POWER | (130,900) |
| SCHOOL DINING/DORMITORY/KITCHEN | (300,000) |
| PHYSICALLY HANDICAPPED | (166,900) |
| TOTALLY & PERMANENTLY DISABLED | ($5,600,900) |
| TOTAL EXEMPTIONS ALLOWED | ($121,364,150) |
| NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION | $7,151,289,165 |
| LESS PUBLIC UTILITIES | (172,475,900) |
| NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX | $6,978,813,265 |

## STATEMENT OF FY2005 BUDGET APPROPRIATIONS***

| | |
|---|---|
| GENERAL GOVERNMENT | $31,568,063 |
| FINANCIAL SERVICES | 1,319,999 |
| ADMINISTRATIVE SERVICES | 2,941,116 |
| PROTECTION OF LIFE AND PROPERTY | 31,852,763 |
| PUBLIC HEALTH & COMMUNITY SERVICES | 3,020,568 |
| PUBLIC WORKS DIVISION | 9,640,619 |
| PUBLIC SERVICES DIVISION | 436,535 |
| COMMUNITY DEVELOPMENT | 1,439,116 |
| PUBLIC LIBRARIES | 2,207,028 |
| SCHOOL DEPARTMENT | 81,545,643 |
| CONTINGENCY | 240,000 |
| CONTINGENCY – RETIREMENTS | 1,000,000 |
| CAPITAL RESERVE FUND | 697,170 |
| CONTINGENCY NEGOTIATIONS | 42,260 |
| BONDED DEBT SERVICE | 19,564,433 |
| CAPITAL IMPROVEMENTS | 2,017,500 |
| SOLID WASTE DISPOSAL | 5,819,401 |

| | |
|---|---|
| SEWERAGE DISPOSAL SYSTEM | 6,336,940 |
| WASTEWATER CAPITAL PROJECT | 5,687,017 |
| TOTAL FY '05 ADOPTED BUDGET | $207, 376,412 |

## *STATEMENT OF FY 05 REVENUES*

| | |
|---|---|
| FINANCIAL SERVICES | $18,255,584 |
| CITY CLERK'S OFFICE | 179,735 |
| BOARD OF ASSESSORS | 8,500 |
| POLICE DEPARTMENT | 106,150 |
| FIRE DEPARTMENT | 18,760 |
| EMERGENCY MANAGEMENT | 22,500 |
| PUBLIC HEALTH DEPARTMENT | 11,200 |
| ENVIRONMENTAL HEALTH | 106,950 |
| WELFARE DEPARTMENT | 90,000 |
| PUBLIC WORKS AND ENGINEERING | 52,262 |
| PARKS AND RECREATION | 222,536 |
| STREET DEPARTMENT | 1,312,924 |
| PARKING LOTS | 807,468 |
| CEMETERIES | 304,320 |
| COMMUNITY DEVELOPMENT DIVISION | 742,800 |
| PUBLIC LIBRARIES | 12,700 |
| SCHOOL DEPARTMENT | 30,148,155 |
| MISCELLANEOUS | 583,000 |
| SOLID WASTE DISPOSAL | 4,069,632 |
| SEWARAGE DISPOSAL SYSTEM | 12,025,457 |
| | $69,081,533 |
| | ========== |

**PROPERTY TAXES ASSESSED FY05**

| | |
|---|---|
| 1) TOTAL APPROPRIATIONS (INCLUDES INDIRECT SCHOOL COSTS) | $207,376,412 |
| 2) LESS REVENUES | (69,081,533) |
| 3) OVERLAY (ABATEMENT ACCOUNT) | 1,999,728 |
| 4) HILLSBOROUGH COUNTY TAX | 9,043,612 |
| 5 WAR SERVICE CREDITS | 796,300 |
| 6) FUND BALANCE APPLIED | (8,250,000) |
| 7) AMOUNT TO BE RAISED FROM TAXES | $141,351,041 |
| | ========== |

## TAX RATE HISTORY

| C/Y | MUNICIPAL | COUNTY | SCHOOL | TOTAL |
|---|---|---|---|---|
| 2005 | 5.06 | 0.99 | 10.27 | 16.32 (R), (1) |
| 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 06 tax rate for calendar year 2005**

**(R) Revaluation year**

**HISTORY OF ASSESSED VALUATION**

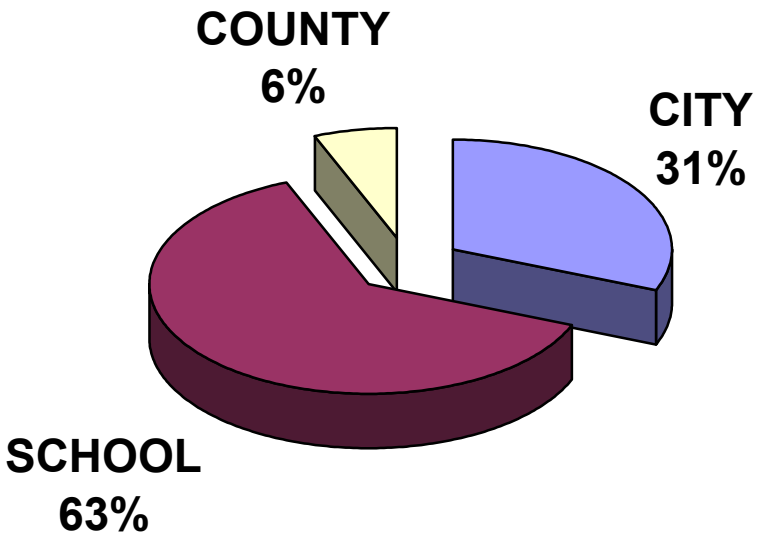
| CALENDAR YEAR | VALUATION |
|---|---|
| 2005 | $8,980,391,935 (R) |
| 2004 | $6,978,813,265 (R) |
| 2003 | $5,363,848,408 |
| 2002 | $5,435,992,099 |
| 2001 | $5,331,857,935 |
| 2000 | $5,251,008,071 (R) |
| 1999 | $4,073,784,799 |
| 1998 | $3,399,095,691 |
| 1997 | $3,705,861,192 |
| 1996 | $3,565,468,405 |
| 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. The limits are 2% of the assessed property valuation for City projects and 6% for school projects. At the end of FY'05, the City had long-term debt of $147,729,616 for school related projects, $25,545,887 for City, $233,982 for Solid Waste Disposal and $3,750,515 for the Waste Water Treatment Plant.

# YOUR 2005 TAX DOLLARS




## CITY OF NASHUA TRUST FUNDS

The City of Nashua has over 100 trust funds with a combined market value as of June 30, 2005 of over $76 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, to name just a few. 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.

**Report of the Common Trust Fund Investments of the City of Nashua, New Hampshire as of June 30, 2005**

| How Invested | | Principal (Book Value) | | | | | Income | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Balance Beginning of Year | Deposits | Withdrawals | Gains/Losses | Balance End of Year | Balance Beginning of Year | Income During Year | Expended During Year | Balance End of Year | Grand Total Principal & Income End of Year |
| Common Trust #1 | Citizens Bank Portfolio* | 1,318,001.25 | 30.76 | (4,682.62) | 32,848.63 | 1,346,198.02 | 14,175.57 | 47,753.03 | (51,014.74) | 10,913.86 | 1,357,111.88 |
| Common Trust #2 | Bank of New Hampshire Money Market | 64,393.62 | 4,757.98 | (69,151.60) | | - | 14,876.09 | 697.57 | (15,573.66) | - | - |
| Common Trust #3 | Citizens Bank Money Market | 2,732,825.17 | 2,561,572.91 | | | 5,294,398.08 | 39,709.70 | 103,703.60 | (143,413.30) | - | 5,294,398.08 |
| Common Trust #4 | Citizens Bank Money Market | 736,354.56 | 492,027.00 | | | 1,228,381.56 | 673.62 | 27,820.57 | | 28,494.19 | 1,256,875.75 |
| Common Trust #5 | Bank of New Hampshire Money Market | 109,742.76 | 4,757.98 | (114,500.74) | | - | 2,255.54 | 718.03 | (2,973.57) | - | - |
| Common Trust #6 | Citizens Bank Money Market | 63,893.45 | 28,000.00 | (91,893.45) | | - | - | 155.11 | (155.11) | - | - |

*See attachment for portfolio detail

MS-9

**Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2005**

| Date of Creation | Name of Trust Fund | Purpose of Trust Fund | How Invested | Principal (Book Value) | | | | | Income | | | | Grand Total Principal & Income End of Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Balance Beginning of Year | New Funds | Realized Gains/Losses | Withdrawals | Balance End of Year | Balance Beginning of Year | Income | Expended | Balance End of Year | |
| 2001 | Landfill-Regulatory Closure | landfill closure costs | Common Trust #3 | 625,000.00 | 500,000.00 | | | 1,125,000.00 | 20,406.75 | 23,205.07 | | 43,611.82 | 1,168,611.82 |
| 2001 | Landfill-SRF Loan Repayment | loan repayment | Common Trust #3 | 380,075.89 | | | (380,075.89) | - | - | 7,475.57 | (7,475.57) | - | - |
| 2000 | Solid Waste Equipment Reserve | capital reserve fund | Common Trust #4 | 618,184.50 | | | | 618,184.50 | - | 13,888.58 | | 13,888.58 | 632,073.08 |
| 2003 | Sesquicentennial Celebration | fund activities to celebrate City's 150th anniversary of incorporation | Citizens Money Market | 409.62 | 2,648.00 | | (0.37) | 3,057.25 | - | | | - | 3,057.25 |
| 2000 | City Hall Renovations | capital reserve fund | Common Trust #4 | 3,275.13 | | | | 3,275.13 | 77.95 | 75.34 | | 153.29 | 3,428.42 |
| 2004 | Hunt Memorial Building Fund | funds donated & raised for Hunt Memorial Building | Common Trust #3 | 31,875.80 | 15,541.86 | | (8,105.91) | 39,311.75 | - | 831.52 | (831.52) | - | 39,311.75 |
| 2004 | Bomb Specialist Unit | indicated activities | Common Trust #3 | 7,207.40 | 220.00 | | (114.90) | 7,312.50 | - | 163.10 | (163.10) | - | 7,312.50 |
| 2004 | Police K-9 Unit | indicated activities | Common Trust #3 | 316.45 | 4,025.00 | | (3,120.57) | 1,220.88 | - | 44.42 | (44.42) | - | 1,220.88 |
| 2004 | Police School Program | indicated activities | Common Trust #3 | 544.83 | | | | 544.83 | - | 12.23 | | 12.23 | 557.06 |
| 2004 | NPD Rape Aggression Defense System Program | indicated activities | Common Trust #3 | 1,320.80 | 410.00 | | (83.45) | 1,647.35 | - | 32.14 | (32.14) | - | 1,647.35 |
| 2000 | Amherst St. Fire Station | capital reserve fund | Common Trust #4 | 541.49 | | | | 541.49 | 12.87 | 12.44 | | 25.31 | 566.80 |
| 2005 | Fire PEIP | public education/injury prevention program | Common Trust #4 | - | 10,500.00 | | | 10,500.00 | - | 54.57 | | 54.57 | 10,554.57 |
| circa 1892 | Weavers Union Hospital Fund | erection/maintenance of a city hospital | Common Trust #3 | 5,008.74 | | | | 5,008.74 | 2,501.78 | 148.12 | | 2,649.90 | 7,658.64 |
| circa 1903 | Charlotte O. Harris | public bath | Common Trust #3 | 1,717.26 | | | | 1,717.26 | 767.53 | 49.00 | | 816.53 | 2,533.79 |
| unknown | Chairman's Fund of the Board of Health | used at the discretion of the Chairman of the Board of Public Health | Common Trust #3 | 41,639.90 | | | | 41,639.90 | 8,673.66 | 983.77 | (683.52) | 8,973.91 | 50,613.81 |
| 1950 | Sarah Wallace Welfare | public welfare needs | Citizens Bank checking<br>TD Banknorth CD | 25,219.30 | | | | 25,219.30 | 2,358.47 | 1,318.81 | (741.41) | 2,935.87 | 28,155.17 |
| 1997 | Welfare | welfare emergencies | Common Trust #3 | 113,032.54 | 200,000.00 | | | 313,032.54 | 600.29 | 2,549.21 | | 3,149.50 | 316,182.04 |
| 2003 | Summerfun | summer activities for citizens | Common Trust #3 | 7,875.25 | 14,949.00 | | (17,396.54) | 5,427.71 | - | - | | - | 5,427.71 |
| 2004 | Holman Stadium Improvements | materials,equipment,services,seasonal personnel,provide matching funds for grants | Common Trust #3 | 18,000.00 | 27,500.00 | | (29,567.72) | 15,932.28 | - | 777.91 | (777.91) | - | 15,932.28 |
| 2004 | Mine Falls Park Fund | materials,equipment,services,seasonal personnel,provide matching funds for grants | Common Trust #3 | 215,000.00 | 60,500.00 | | (13,410.27) | 262,089.73 | - | 6,060.59 | (6,060.59) | - | 262,089.73 |
| 2004 | David W. Deane Skateboard Park | materials,equipment,services,seasonal personnel,provide matching funds for grants | Common Trust #3 | 5,108.00 | 15,736.00 | | (9,589.38) | 11,254.62 | - | 437.15 | (437.15) | - | 11,254.62 |
| 1998 | DPW Snow Removal | snow removal | Common Trust #3 | 228,900.93 | | | (228,299.66) | 601.27 | 1,243.20 | 3,471.35 | (4,714.55) | - | 601.27 |
| 2003 | Street Paving | paving needs of the City | Common Trust #3 | 196,579.12 | 169,133.00 | | (343,373.59) | 22,338.53 | | 3,197.80 | (3,197.80) | - | 22,338.53 |
| circa 1893 | Edgewood Cemetery Perpetual Care | perpetual care | TD Banknorth Portfolio* | 2,906,419.14 | 80,091.06 | (27,619.81) | (800.00) | 2,958,090.39 | 330.00 | 65,877.11 | (66,063.11) | 144.00 | 2,958,234.39 |
| 1975 | Edgewood Cemetery Flower Fund | flowers for gravesites | TD Banknorth Portfolio* | 110,150.58 | 5,374.86 | 2,100.00 | | 117,625.44 | 51.61 | 2,254.01 | (2,247.23) | 58.39 | 117,683.83 |
| circa 1980 | Edgewood Cemetery Equipment Reserve | equipment purchases | Common Trust #3 | 49,174.02 | 3,240.00 | | | 52,414.02 | 2,255.54 | 1,035.77 | | 3,291.31 | 55,705.33 |
| 1989 | Edgewood Cemetery Deed Fund | developing new sections of cemetery | Common Trust #3 | 72,828.74 | 23,400.00 | | (25,715.44) | 70,513.30 | - | 1,066.57 | (1,066.57) | - | 70,513.30 |
| circa 1897 | Suburban Cemetery Perpetual Care | perpetual care | TD Banknorth Portfolio* | 129,834.83 | 5,000.00 | 3,320.08 | | 138,154.91 | 37.83 | 2,789.92 | (2,778.88) | 48.87 | 138,203.78 |
| 1948 | Suburban Cemetery-Whitman Fund | maintenance of cemetery | TD Banknorth Portfolio* | 1,044,194.73 | | (9,736.74) | | 1,034,457.99 | 162,839.97 | 37,960.72 | (10,538.67) | 190,262.02 | 1,224,720.01 |
| circa 1895 | Woodlawn Cemetery Perpetual Care | perpetual care | Securities America Portfolio* | 2,724,249.88 | 21,475.00 | 178,468.53 | (710.00) | 2,923,483.41 | 1,892.50 | 174,302.46 | (174,754.62) | 1,440.34 | 2,924,923.75 |
| 1994 | Woodlawn Cemetery Arboretum | raising & caring for trees in cemetery | Securities America Portfolio* | 8,009.23 | | | | 8,009.23 | 1,958.68 | 871.14 | | 2,829.82 | 10,839.05 |

**MS-10**

**Report of the Common Trust Fund Investments of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2005**

| How Invested | | Principal | | | | | Income | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Balance Beginning of Year | New Funds | Withdrawals | Gains/Losses from Sales | Balance End of Year | Balance Beginning of Year | Income | Expended | Balance End of Year | Grand Total Principal & Income End of Year |
| Common Trust #1 | TD Banknorth Investment Portfolio* | 3,253,441.49 | 25.00 | | 84,370.29 | 3,337,836.78 | 19,018.68 | 111,171.67 | (110,791.35) | 19,399.00 | 3,357,235.78 |
| Common Trust #2 | TD Banknorth Money Market | | | | | - | 284,696.14 | 90,896.11 | (52,210.47) | 323,381.78 | 323,381.78 |
| Common Trust #3 | TD Banknorth Checking | - | | | | - | 1,492.91 | 51,649.33 | (44,756.30) | 8,385.94 | 8,385.94 |
| Common Trust #4 | Citizens Money Market | 1,870.00 | 2,250.51 | | | 4,120.51 | 4,283.55 | | (4,283.55) | - | 4,120.51 |
| Common Trust #5 | Citizens Money Market | 45,682.95 | | (29,557.45) | | 16,125.50 | | | | - | 16,125.50 |

* See attachment for portfolio holdings

Fees and expenses paid for professional banking/brokerage assistance: (RSA 31:38-a. IV)

Name of Bank/Brokerage: TD Banknorth

Fees Paid: $23,763.51

Were these fees & expenses paid for totally from income? Yes

MS-9

**Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2005**

| Date of Creation | Name of Trust Fund | Purpose of Trust Fund | How Invested | Principal (Book Value) | | | | | Income | | | | Grand Total Principal & Income End of Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Balance Beginning of Year | New Funds | Realized Gains/Losses | Withdrawals | Balance End of Year | Balance Beginning of Year | Income | Expended | Balance End of Year | |
| 1979 | Charles Zylonis | educate/inform the public about Lithuanin | Common Trust #1<br>Common Trust #2 | 351,858.43 | | 7,770.73 | | 359,629.16 | 20,965.77 | 10,453.05 | (12,287.66) | 19,131.16 | 378,760.32 |
| 1962 | Alfred Everett Smith | non-fiction and/or art book purchases | Common Trust #1<br>Common Trust #2 | 8,661.96 | | 199.98 | | 8,861.94 | 1,798.85 | 286.79 | (56.33) | 2,029.31 | 10,891.25 |
| 1935 | Ira F. Harris Fund | purchase of books | Common Trust #1<br>Common Trust #2 | 35,364.76 | | 833.24 | | 36,198.00 | 6,123.77 | 1,165.09 | (1,033.68) | 6,255.18 | 42,453.18 |
| 1965 | Ada Harkaway Trust | purchase of children's books with emphasis on fairy tales and myths | Common Trust #1<br>Common Trust #2 | 1,102.08 | | 25.01 | | 1,127.09 | 310.63 | 36.91 | (7.05) | 340.49 | 1,467.58 |
| 1973 | Chandler Memorial Library Fund | care & maintenance of the Chandler Memorial Library | Common Trust #1<br>Common Trust #2 | 129,905.36 | | 6,340.91 | | 136,246.27 | 14,815.38 | 8,435.27 | (17,772.48) | 5,478.17 | 141,724.44 |
| 1932 | Leonard Freeman Burbank | purchase of works of art by living artists | Common Trust #1<br>Common Trust #2 | 74,168.19 | | 5,582.66 | | 79,750.85 | 24,113.78 | 8,883.24 | (2,947.42) | 30,049.60 | 109,800.45 |
| 1988 | Henry Stearns Fund | purchase of reading matter | Common Trust #1<br>Common Trust #2 | 1,967,963.75 | | 49,460.84 | | 2,017,424.59 | 186,110.95 | 67,719.25 | (17,850.77) | 235,979.43 | 2,253,404.02 |
| 2004 | Raymond Averd | for the purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history | Common Trust #1<br>Common Trust #2 | 2,805.00 | 25.00 | 62.19 | | 2,892.19 | 13.99 | 82.62 | (17.33) | 79.28 | 2,971.47 |
| 1892 | John M. Hunt Memorial | building of library | Common Trust #1<br>Common Trust #2 | 24,785.83 | | 491.61 | | 25,277.44 | 631.67 | 658.59 | (138.46) | 1,151.80 | 26,429.24 |
| 1906 | Daniel Hussey | general library purposes | Common Trust #1<br>Common Trust #2 | 32,241.11 | | 741.59 | | 32,982.70 | 1,817.05 | 995.18 | (913.37) | 1,898.86 | 34,881.56 |
| 1916 | Almira Jaquith | general library purposes | Common Trust #1<br>Common Trust #2 | 31.55 | | 25.01 | | 56.56 | 311.99 | 36.92 | (7.04) | 341.87 | 398.43 |
| 2000 | Nanna M. Rose | general library purposes | Common Trust #1<br>Common Trust #2 | 14,098.55 | | 270.79 | | 14,369.34 | 331.24 | 362.02 | (181.74) | 511.52 | 14,880.86 |
| 1990 | Martha C. Cramer | general library purposes | Common Trust #1<br>Common Trust #2 | 13,265.41 | | 404.71 | | 13,670.12 | 881.03 | 379.51 | (93.88) | 1,166.66 | 14,836.78 |
| 1991 | U.S. Constitution | to promote a greater understanding and appreciation of the U.S. Constitution and The Bill of Rights | Common Trust #1<br>Common Trust #2 | 3,842.76 | | 83.33 | | 3,926.09 | 1,151.50 | 124.42 | (23.46) | 1,252.46 | 5,178.55 |
| 1974 | Marion Fairfield | general library purposes | Common Trust #1<br>Common Trust #2 | 4,196.45 | | 108.31 | | 4,304.76 | 846.59 | 151.97 | (130.49) | 868.07 | 5,172.83 |
| 1984 | Bertha Hickey | Chandler Memorial Library | Common Trust #1<br>Common Trust #2 | 6,524.05 | | 166.66 | | 6,690.71 | 1,387.95 | 235.74 | (409.44) | 1,214.25 | 7,904.96 |
| 1985 | Jessie C. Locke | Chandler Memorial Library | Common Trust #1<br>Common Trust #2 | 110,703.22 | | 2,433.03 | | 113,136.25 | 18,447.11 | 3,437.89 | (1,785.29) | 20,099.71 | 133,235.96 |
| 2000 | Frank B. Clancy | general library purposes | Common Trust #1<br>Common Trust #2 | 32,488.17 | | 708.30 | | 33,196.47 | 1,597.89 | 944.53 | (1,252.16) | 1,290.26 | 34,486.73 |
| 1996 | Genevieve Nesmith | purchase of books | Common Trust #1<br>Common Trust #2 | 28,725.85 | | 567.12 | | 29,292.97 | 3,953.49 | 799.28 | (159.75) | 4,593.02 | 33,885.99 |
| 1996 | Virginia Carr Bloomfield | general library purposes | Common Trust #1<br>Common Trust #2 | 410,709.01 | | 8,165.69 | | 418,874.70 | 23,833.85 | 10,992.25 | (12,291.10) | 22,535.00 | 441,409.70 |
| 2004 | Historical Books | to fund printing costs of The History of the City of Nashua & other historical books | Common Trust #3 | 11,668.88 | 500.00 | | | 12,168.88 | - | 271.86 | | 271.86 | 12,440.74 |
| 2004 | Museum Passes | purchase museum passes for public use | Common Trust #3 | 975.00 | 300.00 | | (972.03) | 302.97 | - | 2.97 | (2.97) | - | 302.97 |
| 2004 | Plaza Pics | to fund summer plaza pics | Common Trust #3 | 1,000.00 | 1,000.00 | | (1,883.61) | 116.39 | - | 16.39 | (16.39) | - | 116.39 |
| 2004 | Miscellaneous Library Donations | donated funds to be used at discretion of the Trustees | Common Trust #3 | 2,033.47 | 1,432.50 | | (1,250.86) | 2,215.11 | 46.80 | 102.29 | (149.09) | - | 2,215.11 |
| | | | Grand Total All Funds | 3,269,118.84 | 3,257.50 | 84,441.71 | (4,106.50) | 3,352,711.55 | 309,491.28 | 116,574.03 | (69,527.35) | 356,537.96 | 3,709,249.51 |

# NASHUA FIRE RESCUE

***MISSION:***

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 (1/3/2005): Nashua Board of Fire Commissioners*

## Nashua Board of Fire Commissioners

**Mark Piekarski, Chairman**
**Edward Madigan, Vice Chairman**
**Paul Garant, Clerk**
**Maurice Trottier**
**Richard Soucy**

## Fire Rescue Staff

| | | |
|---|---|---|
| **Roger Hatfield** | | **Fire Chief** |
| **Brian Morrissey** | | **Assistant Chief of Administration** |
| **Michael Mansfield** | | **Assistant Chief of Operations** |
| **Michael O'Brien** | **(Group I)** | **Deputy Fire Chief** |
| **Robert Burnham** | **(Group II)** | **Deputy Fire Chief** |
| **Daniel Cronin** | **(Group III)** | **Deputy Fire Chief** |
| **John Allison** | **(Group IV)** | **Deputy Fire Chief** |

# DEPARTMENT PERSONNEL

## ADMINISTRATIVE OFFICE

| | |
|---|---|
| Earlene Davis | Executive Assistant/Business Coordinator |
| Anne-Marie Boucher | Administrative Assistant II. |
| Donald McAlman | Custodian/Light Maintenance |

## FIRE MARSHAL OFFICE

| | |
|---|---|
| Michael Vaccaro | Fire Marshal |
| Brian Donaldson | Inspector/Investigator |
| Richard Wood | Inspector/Investigator |
| Charlene Wolfe | Public Ed. Officer/Insp./Investigator |
| Lilybel Belen | Administrative Assistant |

## FIRE TRAINING

| | |
|---|---|
| Robert Leuci, Jr. | Superintendent |
| Vacant | Asst. Superintendent |
| Mary McLaughlin | Training Coordinator/Adm. Assistant |
| Jacqueline Yarmo | Office Assistant |

## FIRE FLEET

| | |
|---|---|
| Thomas Stepney | Superintendent |
| Philip Pichette | Asst. Superintendent |
| David Powell | Mechanic |

## FIRE ALARM

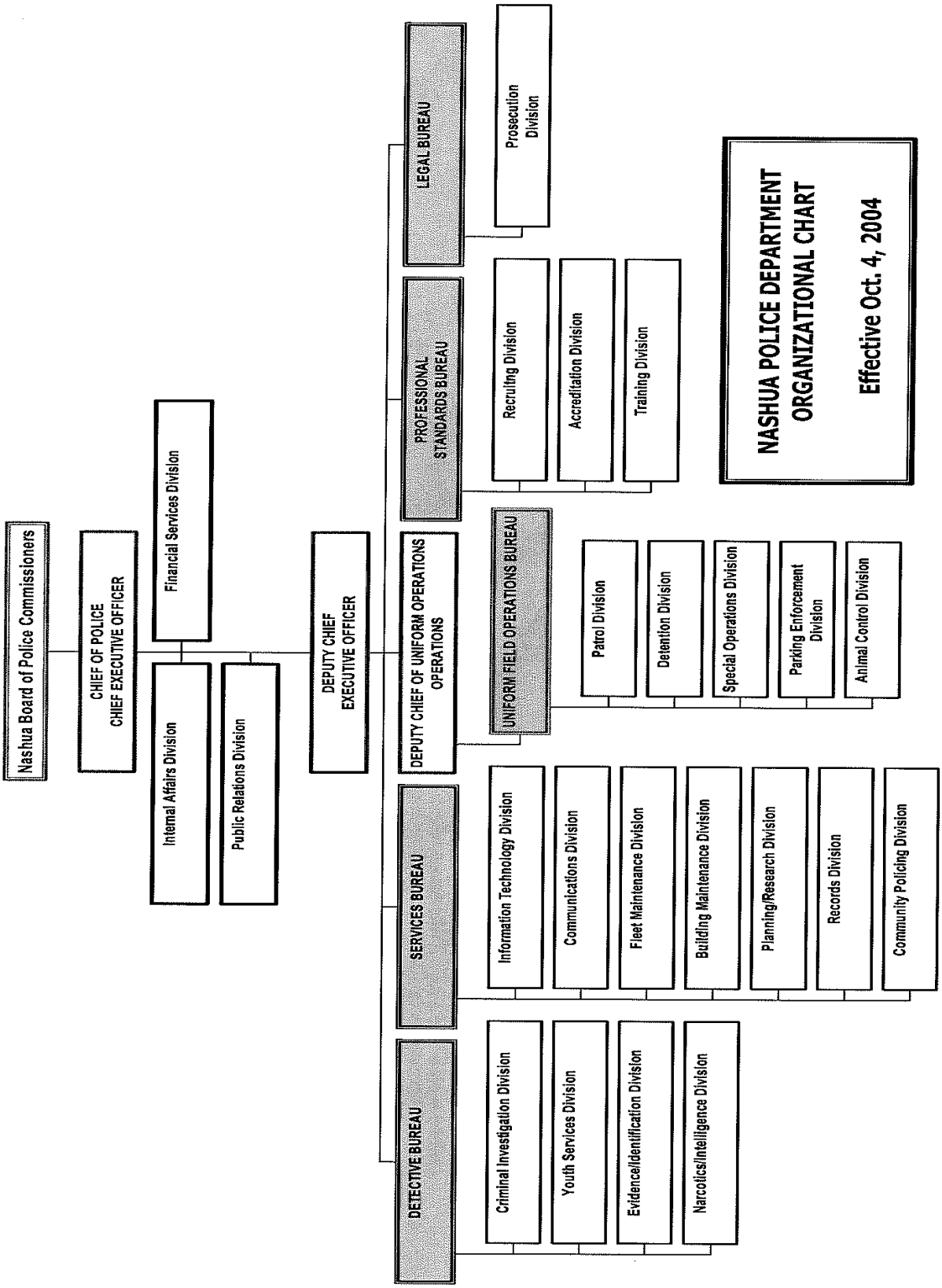
| | |
|---|---|
| Marc Brodeur | Superintendent |
| Robert Scire | Asst. Superintendent |
| Craig Adams | Lineman |
| Brian Sherman | Radio Tech. |

## DISPATCHERS

| | |
|---|---|
| Jeremy Audette | Sharon Hill-Filteau |
| Cynthia Bautista | Kelly Marquis |
| Jennifer Cahill | Thomas Pszenny |
| Jennifer Sullivan | John Rafferty |

## NASHUA FIRE RESCUE STATION ROSTER

| GROUP 1 | GROUP 2 | GROUP 3 | GROUP 4 |
|---|---|---|---|
| **AMHERST STREET STATION** | | | |
| Bernier, Richard, Lt. | Anderson Sr., Keith, Capt. | Gerhard, Karl, Lt. | Perault, Thomas, Lt. |
| Wilson, Gordon, Lt. | Proulx, Mark, Lt. | Kolden, Erik, Lt. | Freire, Joseph, Lt. |
| Cote, Douglas, Pvt. | Migneault, Michael, Pvt. | Murphy, Michael, Pvt. | Evans, Robert, Pvt. |
| Pimental, Manuel, Pvt. | Lajoie, Peter, Pvt. | Holman, David, Pvt. | Allison, Jeffery, Pvt. |
| O'Brien, Cornelius, Pvt. | Martinage, Scott, Pvt. | Towne, Rodney, Pvt. | Soucy, Paul |
| Makarawicz, Keith, Pvt, | Petrain, Timothy, Pvt. | Nelson, Patrick, Pvt. | Perault, Matthew, Pvt. |
| Armstrong, Nathan, Pvt. | Battistelli, Eric, Pvt. | Sewade, Shane, Pvt. | Farrar, Timothy, Pvt. |
| Saunders, Troy, Pvt. | Leighton, Ryan, Pvt. | Rioux, Chad, Pvt. | Surette, Michael |
| **LAKE STREET STATION** | | | |
| O'Brien Sr., Michael, Dep. | Burnham, Robert, Dep. | Cronin, Daniel, Dep. | Allison, John, Dep. |
| Douzanis, James, Pvt. | Tremblay, Eric, Lt. | Fitz, Robert, Pvt. | Cote, Stephen, Pvt. |
| Kirk, James, Lt. | Galipeau, Steven, Capt. | Lingley, Thomas Lt. | Buxton, Steve, Lt. |
| Conway, Richard, Lt. | Wyatt, Richard, Lt. | Kelloway, Ralph, Lt. | Araujo, John, Lt. |
| Bartlett, Russell, Lt. | Morse, David, Pvt. | Soucy, Timothy, Lt. | Borneman, Alan, Lt. |
| DuVarney, Michael, Pvt. | Parzych, Matthew, Pvt. | Sage, Ronald, Pvt. | Perault, David, Pvt. |
| Wilkins, Richard, Pvt. | Carrigan, Scott, Pvt. | Labrecque, Raymond, Pvt. | Collishaw, Peter, Pvt. |
| McAllister, John, Pvt. | Anderson, Keith, Pvt. | Harrington, Brian, Pvt. | Frazier, John, Pvt. |
| Belanger, Keith, Pvt. | Anderson, Wayne, Pvt. | Pouliot, Adam, Pvt. | Bollengier, James, Pvt. |
| Labrecque, Kyle, Pvt. | Oleksak, William, Pvt. | Robert, David, Pvt. | Conway, Stephen, Pvt. |
| Marquis, Timothy, Pvt. | Open | Lambert, Jason, Pvt. | Sassak, David, Pvt. |
| **SPIT BROOK ROAD STATION** | | | |
| MacDonald, Glen, Capt. | Breda, Byron, Lt. | Vermette, Mark, Lt. | Conti, Fred, Lt. |
| Atkinson, William, Lt. | Crowell, Ricahrd, Lt. | Barrows, Robert, Lt. | Kass, Michael, Lt. |
| Hall, Roger, Pvt. | Smith, David, Pvt. | Deslauriers, Judith, Pvt. | Farrar, Lee, Pvt. |
| Paris, John, Pvt. | Cote, Ralph, Pvt. | Poloski, Jared, Pvt. | Parlon, Lawrence, Pvt. |
| Koser, Ronald, Pvt. | Lacombe, Michael, Pvt. | Mitchell, Joseph, Pvt. | Flager, Alex, Pvt. |
| Tapply, Mark, Pvt. | Desjadon, Darren, Pvt. | Quimby, Sage, Pvt. | Carter, Mark, Pvt. |
| Lafleur, Michael, Pvt. | Hebert, Cyrus,Pvt. | Sice, Michael, Pvt. | Wholey, Mark, Pvt. |
| Curran, Michael, Pvt. | Open | Worcester, Gerald, Pvt. | Shea, William, Pvt. |
| **CROWN HILL STATION** | | | |
| Ricard, Ronald, Lt. | Kerrigan, Kevin, Lt. | Deslauriers, Donald, Lt. | Cote, Michael, Capt. |
| Cote, John, Pvt. | Maynard, Timothy, Pvt. | Mobley, Scott, Pvt. | Lamb, Gary, Pvt. |
| Duclos, Michael, Pvt. | Chacos, Thomas, Pvt. | Simard, Matthew, Pvt. | Couturier, Bruce, Pvt. |
| Melchionne, Michael, Pvt. | DeRubbio, Anthony, Pvt. | Ryan, Thomas, Pvt. | Dias, Christopher, Pvt. |
| **AIRPORT STATION** | | | |
| Rhodes, Brian, Capt. | Stowers, Anthony, Lt. | Murtagh, Gary, Lt. | Hargreaves, Gary, Lt. |
| Paine, Arthur, Pvt. | Wyman, Jessica, Pvt. | Varney, Jason, Pvt. | Farrar, Cory, Pvt. |
| Gagnon, George, Pvt. | Rapaglia, Mark, Pvt. | Doherty, Daniel, Pvt. | Patti, Anthony, Pvt. |
| Johansson, Michael, Pvt. | Clark, Todd, Pvt. | Carter, Neal, Pvt. | Haynes, Mark, Pvt. |
| **CONANT ROAD STATION** | | | |
| Teague, Daniel, Lt. | Finnerty, Thomas, Lt. | Walker, George, Capt. | Buxton, Robert, Lt. |
| Weigand, George, Pvt. | Sullivan, Michael, Pvt. | Letendre, Richard, Pvt. | Henry, Steven, Pvt. |
| Bronson, Gregory, Pvt. | Flynn, Stephen, Pvt. | Reed, Julian, Pvt. | Bianchi, Robert, Pvt. |
| Telgen, Glenn, Pvt. | Nielson, Glenn, Pvt. | Scire, Robert, Pvt. | Wholey, Thomas, Pvt. |


NASHUA POLICE DEPARTMENT
ORGANIZATIONAL CHART
Effective Oct. 4, 2004
Nashua Board of Police Commissioners
CHIEF OF POLICE
CHIEF EXECUTIVE OFFICER
Financial Services Division
Internal Affairs Division
Public Relations Division
DEPUTY CHIEF
EXECUTIVE OFFICER
DEPUTY CHIEF OF UNIFORM OPERATIONS
OPERATIONS
LEGAL BUREAU
Prosecution Division
PROFESSIONAL
STANDARDS BUREAU
Recruiting Division
Accreditation Division
Training Division
UNIFORM FIELD OPERATIONS BUREAU
Patrol Division
Detention Division
Special Operations Division
Parking Enforcement Division
Animal Control Division
SERVICES BUREAU
Information Technology Division
Communications Division
Fleet Maintenance Division
Building Maintenance Division
Planning/Research Division
Records Division
Community Policing Division
DETECTIVE BUREAU
Criminal Investigation Division
Youth Services Division
Evidence/Identification Division
Narcotics/Intelligence Division

# FIRE MARSHAL

The Fire Marshal's Office major focus continues to be development of the Departments prevention and outreach activities. Most community problems, including fire and injury are multi-faceted and in some cases extend beyond the borders of the community. Recognizing this, Nashua Fire Rescue has been the driving force in the development of Risk Watch, Remembering When, and the Regional Juvenile Fire Intervention Program. Each of these programs takes a holistic approach to address fire safety and health issues affecting young children, adolescents, and the elderly.

Grant monies have allowed us to continue to provide exceptional public education programming. Our Regional Juvenile Fire Intervention Program continues to receive glowing reviews from other participating agencies and program attendees. We have added a robotic dog and fire truck, Patches and Pumper, as well as Sparky the Fire Dog to our public education tools this year. Patches and Pumper have been enormously popular with both children and adults. They are valuable public education tools.

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.

*Risk Watch*

Risk Watch is a comprehensive injury prevention curriculum for children in preschool through grade 8. This program is designed with a teacher delivery model as an integrated component of the school curriculum. Our program is unique in that through a partnership with the Nashua Firefighters Union, Firefighters volunteer their time, off-duty to do delivery once a month throughout the school year in the 4$^{th}$ grade. To date we are in approximately forty 4$^{th}$ grade classrooms.

Small World Country Day School is utilizing the traditional teacher delivery to deliver of the program to all grades at their school.

*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.

These programs have been provided with minimal impact on our budget. We have been able to accomplish this as the result of grants, 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.

We continue to provide the community with Life Safety Code revue of building projects, inspectional services, permitting, and fire investigation, which has traditionally been the backbone of the services we provide. We believe the results of our efforts are a major contributing factor to the relatively low incidence of major fires and arson. We are proud to provide these services to the citizens and businesses of Nashua

*New Construction*
186 Building Permit Applications Reviewed
275 New Building Inspections Made

*Request For Information*
17550 Information Given

*Meetings*
576 Meetings Attended

*Inspections*
127 Places of Assembly
11 Schools
15 Day Cares
26 Foster Homes
8 Health Care Facilities
68 Residential
21 Business Occupancies
4 Mercantile
2 Industrial Plants
1 Storage Occupancies
42 Vacant Buildings
69 Fire Hazards
48 Other Inspections

*Fire Investigations*
27 Fires
11 False Alarms
97 Juvenile Firesetter Interventions
2 Other Investigations

*Permits & Fire Reports*

131 Fire Protection Systems Permits
186 Places of Assembly
18 Storage of Hazardous Materials
9 Blasting
11 Abandon/Removal of U.G. Tanks
13 Fireworks
49 Shows (Carnivals, Circuses, etc.)
46 Fire Reports to Insurance Companies
11 Environmental Searches
44 Other – Fireguard Duty, Fire Alarm Restitutions, Copies

$41,517.11 – Income Received from Permits, Reports, etc.

*Fire Prevention Services For The Public*

72 Talks Given
9 Press Releases for Fires
6 Monthly Public Service Announcements
10 Public Education Meetings
3 Evacuation Planning
22 Evacuation Drills
18 Fire Extinguisher Training
26 Other – Safety house, Patches

*Engine Company Activities*

5 Woodstove Inspections
5 Chimney Inspection
518 Single Family Smoke Detector Inspections
326 Multi-Family Homes Inspections
451 Multi-Family Units Inspections
220 Tours of Fire Stations by Groups
3457 # of People in Tours
37 Other
428.5 Hours – Total Time Spent on Prevention Activities

Respectfully submitted,
Michael J. Vaccaro
Fire Marshal

# TRAINING / SAFETY DIVISION

**SUPERINTENDENT OF TRAINING / SAFETY** **Robert M. Leuci, Jr.**
**ASSISTANT SUPERINTENDENT**
**TRAINING COORDINATOR** **Mary McLaughlin**

The following Division of Training Report covers the period 7/1/04 to 6/30/05.

The department continued to spend many hours during the year upgrading the levels of personnel certification. Current certification levels with NHFA of our 184 Fire Suppression and Support Personnel are as follows:

| | | | |
|---|---|---|---|
| Firefighter I | 184 | Fire Officer II | 37 |
| Firefighter II | 184 | Incident Command | 184 |
| Firefighter III | 124 | Fire Instructor I | 58 |
| Scuba Open Water | 46 | Fire Instructor II | 5 |
| Scuba Adv. Open Water | 13 | Fire Instructor III | 4 |
| Scuba PS Rescue Diver | 23 | Fire Instructor IV | 2 |
| Scuba-Divemaster | 3 | State Instructor | 10 |
| NH Safe Boater | 184 | NHFST Ed Meth Instructor | 1 |
| Rapid Deployment SAR/R | 24 | NHFST ICS Instructor | 5 |
| Ice Dive SAR/R | 25 | CPR Instructor | 4 |
| LG Area Search Diver | 25 | EMT Instructor | 2 |
| Confine Space Rescue | 3 | Haz-Mat A/O Instructor | 3 |
| Rescue Systems I | 10 | Haz-Mat Decon Instructor | 3 |
| EMS Provider License | 184 | Haz-Mat Tech Instructor | 3 |
| CPR | 184 | Emerg. Veh. Driv. Inst. | 1 |
| First Responder | 72 | Ed Meth for Co Officer | 8 |
| EMT Basic | 44 | Fire Inspector | 3 |
| EMT Intermediate | 34 | Arson Awareness | 128 |
| EMT Paramedic | 6 | Emerg. Medical Dispatch | 4 |
| Auto Defibrillator | 179 | PS Dispatcher I | 9 |
| Manual Defibrillator | 3 | PS Dispatcher II | 1 |
| PHTLS | 5 | IMSA Level 1 | 1 |
| ACLS | 5 | IMSA Level 2 | 1 |
| Haz-Mat Awareness | 174 | Executive Fire Officer | 1 |
| Haz Mat Operational | 174 | Associate Degree | 38 |
| Haz-Mat Decon | 174 | Bachelor Degree | 8 |
| Haz-Mat Technician | 95 | Masters Degree | 1 |
| 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 | 23 | | |
| NAPD Fire App. Operation | 37 | | |
| Fire Officer I | 38 | | |

Along with these certification programs, the Training Division maintains a Competency Based Training Program to keep our personnel's proficiency level high. These programs assist in furthering the skills of our members, mutual aid department's members, and other city divisions.

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, LPG Training Prop, Roof Venting Simulator and a variety of Transportation Containers.

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:

| | | | |
|---|---|---|---|
| NFR day training | 2400 hours | Other agency meetings | 120 hours |
| Other agency night training | 300 hours | NFR meetings | 200 hours |
| NFR night training | 100 hours | Seminars | 192 hours |
| NFR meetings | 150 hours | HazMat Programs | 150 hours |
| Testing | 1400 hours | | |

For a total of 5012 hours, an amount that continues to grow as we continue to grow.

The scheduled training breakdown for all Nashua Fire Rescue Suppression during FY/2005 consisted of Hazardous Materials Training with the Regional Response Team, Nashua Fire Rescue Dive Team, EMS Refresher, Basic Fire Skills, SCBA refresher, Recruit School, and approximately 1300 hours of training delivered by the Training Division. Our company officers have logged the following training:

| | | | | | |
|---|---|---|---|---|---|
| Firefighter | 9443 | Hours | Rescue Skills | 8350 | Hours |
| Medical | 2588 | Hours | Hazardous Materials | 2806 | Hours |
| Driver / Operator | 5614 | Hours | Management | 1680 | Hours |
| Education / Inst. | 246 | Hours | Prevention | 444 | Hours |
| Dispatcher | 122 | Hours | | | |

This represents a total of 31,646 hours of training that has been provided to the members of Nashua Fire Rescue, a 17.5 % increase over 2004. As the scope of our job evolves so does the training mission.

As world events continue to impact the nation's fire service, the demands placed upon training continue to increase. In order to ensure that Nashua Fire Rescue's firefighters are able to handle the situations we are faced with, the staff of the Training / Safety Division is responsible for; training and education, maintenance of skill levels, maintenance of training records, and upgrading our continuing education in order to meet these new challenges.

## NASHUA FIRE RESCUE EVENTS

In the reporting period from July 1, 2004 thru June 30, 2005, Nashua Fire Rescue logged 7,087 incidents. Of these, 129 incidents were structure fires. Two of these incidents involved a fatality. Although all incidents are of great concern to the customers involved, notable incidents from a Fire Rescue prospective are the multiple alarms requiring additional resources to control.

20 Mulberry Street: 3rd Alarm -Dispatched for a building fire, upon arrival we found a 2.5 story wood frame with heavy fire condition from showing from all sides. Upon arrival the building had residents who were trapped due to the intensity of the fire.

9 Patten Court – Apt. 2: 2nd Alarm – Dispatched for building fire. Upon arrive fire and heave smoke showing from second floor, front of building..

11 Cottage Avenue – 2nd Alarm – Dispatched - to a building fire, upon arrival we found a 2.5 story wood frame building with a heavy fire showing from the 2nd floor. A citizen rescued a trapped victim.

321 Main Street: 3rd Alarm – S4 on scene reported 1 story commercial building with heavy fire coming from the building.

3 Kessler Farm Drive Apt. 112: 2nd Alarm –Dispatched for a building fire. Upon arrival, fire showing from side 1, 2nd floor. Request K unit to investigate.

10 Celeste Street: 2nd Alarm – Dispatched reported building fire. S2 on scene reporting heavy fire, from side 3, of a 2.5 wood frame ranch style single family home. Requested K2 Unit and State Fire Marshall.

31 Manchester Street: 3rd Alarm – Dispatched for a reported building fire. Upon arrival Heavy fire, showing from building rear porch of a 2 ½ story wood frame building.

In addition to the fire incidents, Nashua Fire Rescue also responded to:

- Hazardous Materials incidents, 486
- Rescue Incidents, 3,689
- Emergency Medical Incidents, 2,726

## TYPES OF INCIDENTS FOR FISCAL YEAR 2005 (7/1/04-6/30/05)

*FIRE EXPLOSION*

| | |
|---|---|
| Structure Fires: | 129 |
| Outside of Structural Fires: | 10 |
| Vehicle Fires: | 66 |
| Trees, Brush, Grass Fires: | 61 |
| Refuse Fires: | 31 |
| Explosion, No After-Fire: | 3 |
| Outside Spill, Leak with Ensuing Fire: | 1 |
| Fires, Explosion not classified above: | 1 |
| Fire, Exp; insufficient info avail to class Classify further: | 2 |
| Sub Total…… | 304 |

*OVERPRESSURE RUPTURE*

| | |
|---|---|
| Steam Rupture | 5 |
| Air, Gas Rupture | 12 |
| Overpressure Rupture Not Classified above | 8 |
| Overpressure Rupture; Insufficient Info: | 2 |
| Sub Total…… | 27 |

*RESCUE CALL*

| | |
|---|---|
| Inhalator Call: | |
| Emergency Medical Call: | 2,726 |
| Automobile Accident: | 666 |
| Lock-In: | 18 |
| Search: | 2 |
| Extraction: | 33 |
| Assist the Occupant: | 203 |
| Rescue Call not classified above: | 28 |
| Rescue Call; insufficient info: | 13 |
| Sub Total…… | 3,689 |

*HAZARDOUS CONDITION, STANDBY*

| | |
|---|---|
| Spill, Leak with no Ignition: | 136 |
| Carbon Monoxide Problem: | 84 |
| Explosive, Bomb Removal: | 4 |
| Excessive Heat: | 19 |
| Power Line Down: | 31 |
| Arching, Shorted Electrical Equipment: | 91 |
| Aircraft Standby: | 58 |
| Chemical Emergency: | 6 |
| Haz Condition, standby not classified above: | 47 |
| Hazardous Condition insufficient info: | 10 |
| **Sub Total……** | **486** |

*SERVICE CALL*

| | |
|---|---|
| Lock-Out: | 119 |
| Water Evacuation: | 69 |
| Smoke, Odor Removal: | 21 |
| Animal Rescue: | 5 |
| Assist Police: | 25 |
| Unauthorized Burning: | 63 |
| Cover Assignment: | 25 |
| Assist Occupant: | 45 |
| Service Call not classified above: | 363 |
| Service Call; insufficient info available: | 32 |
| Sub Total…… | 767 |

*GOOD INTENT CALL*

| | |
|---|---|
| Food on Stove: | 167 |
| Smoke Scare: | 107 |
| Wrong Location: | 12 |
| Controlled Burning: | 11 |
| Vicinity Alarm: | 22 |
| Steam, other Gas Mistaken for Smoke: | 21 |
| Returned in Service before Arrival: | 75 |
| Good Intent Call not classified above: | 180 |
| Good Intent Call; insufficient info: | 113 |
| Sub Total…… | 708 |

*FALSE CALL*

| | |
|---|---|
| Malicious, Mischievous False Call: | 127 |
| Bomb Scare, no Bomb: | 2 |
| System Malfunction: | 730 |
| Unintentional: | 432 |
| False Call not classified above: | 27 |
| False Call; insufficient info: | 23 |
| Sub Total…… | 1,341 |

*OTHER SITUATIONS FOUND*

Type of situation found not classified above: 24

| | |
|---|---|
| Blanks | 41 |
| Sub Total…… | 65 |

| | |
|---|---|
| **TOTAL INCIDENTS** | **7,087** |

# NASHUA POLICE DEPARTMENT

**POLICE COMMISSIONERS**
Thomas A. Maffee, Chairman
Robert E. Valade, Clerk
William H. Barry III,

**CHIEF OF POLICE**
Timothy F. Hefferan

**DEPUTY CHIEF, EXECUTIVE OFFICER**
Donald F. Conley

**DEPUTY CHIEF OF UNIFORM OPERATIONS**
Wayne J. MacDonald

## 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 five (5) Community Policing Centers scattered throughout the City of Nashua.

| | |
|---|---|
| Central St. Community Policing Center | 594-3631 |
| Pheasant Lane Mall Policing Center | 891-5506 |
| Railroad Square Comm. Policing Center | 594-3543 |
| Maplewood Community Policing Center | 891-2069 |
| Brook Village Comm. Policing Center | 891-5501 |

Photo by Leslie O'Shaughnessy Studios

# MUTUAL AID DEPARTMENTS

The Nashua Police Department has in effect current written Mutual Assistance Agreements with the following area police departments:

**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**

Photos by Leslie O'Shaughnessy Studios

# DEPARTMENT'S TOTAL SWORN & CIVILIAN COMPLEMENT

For Fiscal Year 2005, the Nashua Police Department has a Budget Authorized Strength of 177 sworn members and 83 civilian positions, with a Total Budget Authorized manpower of 260.

| CLASSIFICATION OF PERSONNEL | BUDGET AUTHORIZED | ACTUAL (As of 2/05) |
|---|---|---|
| **Sworn Personnel** | | |
| Chief of Police | 1 | 1 |
| Deputy Chief Executive Officer | 1 | 1 |
| Deputy Chief of Police | 1 | 1 |
| Captains | 7 | 7 |
| Lieutenants | 10 | 7 |
| Sergeants | 21 | 21 |
| Patrolmen | 132 | 127 |
| Sworn Evidence Specialist, PT | 1 | 1 |
| Sworn Senior Relations Officer, PT | 1 | 1 |
| Prisoner Transport Officers, PT | 2 | 2 |
| **Totals:** | **177** | **169** |

| Non-Sworn Members | | |
|---|---|---|
| Animal Control Officer | 1 | 1 |
| Parking Enforcement Specialist II | 4 | 3 |
| Parking Enforcement Specialist II, PT | 5 | 1 |
| **Merit Employees** | | |
| FT Merit Employees | 4 | 4 |
| PT File Clerk | 1 | 1 |
| **UAW Union Employees** | | |
| FT UAW Employees | 9 | 9 |
| PT Police Attorney | 1 | 1 |
| Domestic Violence Advocate (Grant) | 1 | 1 |
| **Teamsters Union Employees** | | |
| FT Teamsters Employees | 30 | 27 |
| Detention Specialist, PT | 2 | 2 |
| Outside Detail Specialist, PT | 1 | 1 |
| **Communications Division Union** | | |
| Dispatchers & Shift Leaders | 12 | 6 |
| Communications Technicians I & II | 12 | 9 |
| **Total Civilian Positions Combined:** | **83** | **66** |

| | | |
|---|---|---|
| **Grand Totals:** | **260** | **235** |

## GOALS AND OBJECTIVES FOR 2005

**GOAL #1: REDUCE THE NUMBER OF MAJOR CRIMES IN THE CITY DIRECTLY RELATED TO DOMESTIC VIOLENCE.**

1. Identify, arrest, and prosecute offenders responsible for domestic violence related crimes.

**GOAL #2: REDUCE THE NUMBER OF TRAFFIC COLLISIONS OCCURRING IN THE CITY THROUGH INCREASED ENFORCEMENT AND MORE PUBLIC AWARENESS.**

2.1 Increase the statistics (warnings/summonses) of the Uniform Field Operations Bureau's Patrol Division, Motorcycle Unit, Traffic Unit, and POP Unit.
2.2 Establish strategies to reduce the number of motor vehicle collisions in high-risk areas.
2.3 Identify the serious traffic-related violations and establish strategies to reduce them.

**GOAL #3: REDUCE OVERTIME COSTS.**

3.1 Identify budgetary issues on a monthly basis; establish tactics to address the identified issues.
3.2 Decrease court costs/witness fees.
3.3 Decrease costs associated with Department training and coverage costs.

**GOAL #4: IDENTIFY ORGANIZED GANGS/CRIME ORGANIZATIONS RESPONSIBLE FOR CRIMES OCCURRING WITHIN THE CITY AND INSTITUTE STRATEGIES TO APPREHEND & PROSECUTE THOSE RESPONSIBLE.**

4.1 Identify gangs/crime organizations & the number of crimes committed by these groups within the City.

4.2 Arrest, prosecute, or take other measures against those responsible for crimes related to activities of gangs or crime organizations.

**GOAL #5: IMPROVE PERSONNEL PROFICIENCY AND DEVELOP OPERATIONS WITHIN THE DEPARTMENT UTILIZING THE IMC SYSTEM.**

5.1 Continue training as needed to improve or develop personnel proficiency in the various procedures and practices of the IMC System.

## MAJOR DEPARTMENT ACTIVITIES AND ACCOMPLISHMENTS IN 2004

- The Department continued to expand upon its ability to fully utilize Computer Aided Dispatching and Records Management software in all aspects of its business processes.

- The Department received $1,058,638 in grants for law enforcement functions including gang interdiction, violence against women, Police Athletic League, hazardous devices, Drug Task Force, and Homeland Security.

- The Department acquired (in partnership with City Transit and the Department of Public Works) 11 Riverside Street. The building will add capacity needed to handle continually growing demands for evidence storage.

# 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.

Photo by Leslie O'Shaughnessy Studios

## 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.

Photo by Leslie O'Shaughnessy Studios

## 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.

## 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.

## 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.

**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.

**Forensic Artists**
The Nashua Police Department has members trained in forensic artistry.

**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.

# *NASHUA POLICE DEPARTMENT*

## JANUARY 1, 2005 THROUGH DECEMBER 31, 2005
## SUMMARY

### *CALLS FOR SERVICE LOGGED*

There were 101,595 calls for service logged in 2005
There were 89,359 calls for service logged in 2004
Calls for Service **increased 14%** over 2004

### *PERSONS ARRESTED*

There were 4,116 Persons arrested in 2005
There were 4,199 Persons arrested in 2004
Persons arrested **decreased 2%** over 2004

### *DWI ARRESTS*

There were 297 persons charged with DWI in 2005
There were 304 persons charged with DWI in 2004
DWI Arrests **decreased 2%** over 2004

### *DRUG ARRESTS*

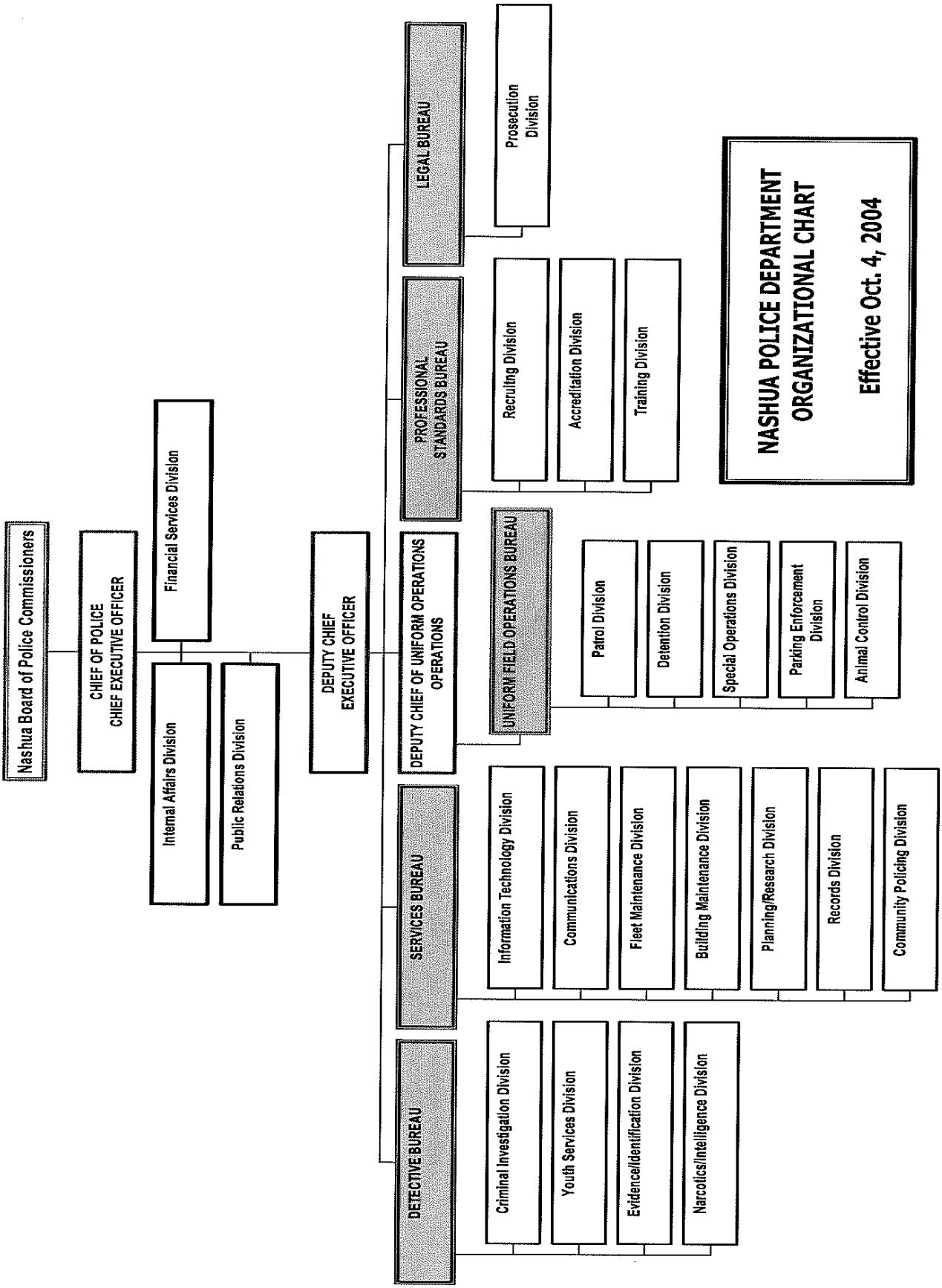
There were 271 persons charged with Drug Offenses in 2005
There were 327 persons charged with Drug Offenses in 2004
Drug Offense arrests **decreased 17%** over 2004

### *TRAFFIC ACCIDENTS*

There were 4,387 traffic accidents recorded in 2005
There were 4,060 traffic accidents recorded in 2004
Reported accidents **increased 7%** over 2004
Of the 4,387 traffic accidents reported, officers completed 2,334 State Accident reports

### *CALLS FOR SERVICE BY SHIFT*

0700-1459 38,583 (**increased 17%** over 2004)
1500-2259 42,889 (**increased 13%** over 2004)
2300-0659 20,123 (**increased 6%** over 2004)


NASHUA POLICE DEPARTMENT
ORGANIZATIONAL CHART
Effective Oct. 4, 2004
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
Recruiting Division
Accreditation Division
Training Division
LEGAL BUREAU
Prosecution
Division

# DIVISION OF PUBLIC HEALTH AND COMMUNITY SERVICES

**Mission Statement**: 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** | **Stefan A. Russakow MA, RS** |
| **Deputy Director/Epidemiologist** | **Paul Etkind DrPH, MPH** |
| **Medical Director** | **Joseph Sabato MD** |
| **Financial Coordinator** | **Louise Woodworth** |
| **Childcare/Grant Coordinator** | **Christina Lister** |
| **Community Health Nurse Manager** | **Deborah McLaughlin RN, BSN, MSN** |
| **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
David Rootovich, Aldermanic Liaison
Lori Cardin, 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 and Epidemiologic Control Committee
- New Hampshire Environmental Health Tracking Program
- New Hampshire Bio-Monitoring Steering Committee and sub-committees
- New Hampshire Environmental Health Association
- New Hampshire Public Health Association
- New Hampshire Public Health Network
- 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 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 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 Task Force on Diversity
- Nashua Immunization Coalition
- 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
- Southern New Hampshire Medical Center Emergency Planning Committee
- United States Interagency Council on Homelessness (Region 1)
- National Association of County and City Health Officer's Immunization Advisory 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. These services are conducted through a process of assessment, assurance and policy development. 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 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** | **Deborah McLaughlin RN, BSN, MSN** |
| **Nurse Practitioner (PT)** | **Joanne Pomeranz, RN, FNP** |
| **Public Health Nurse II** | **Chris Caron** |
| **Public Health Nurse II** | **Nancy Bissell** |
| **Public Health Nurse II** | **Betty Wendt** |
| **Public Health Nurse II** | **Nancy Clayman** |
| **Public Health Nurse II** | **Deborah Troike**<br>Hired 3/18/05<br>Resigned 4/22/05 |
| **Public Health Nurse I** | **Sandra Feliciano** |
| **Public Health Nurse I (PT)** | **Joan Cote** |
| **Public Health Program Specialist** | **Samia Medina-Rogers** |
| **Alcohol and Drug Counselor (PT)** | **Al Matkowsky, MA, LADC** |
| **Bilingual Outreach Worker** | **Flordelina Rosario** |
| **Outreach Worker** | **Nicholas Brancato** |
| **Outreach Worker (PT)** | **Karen Mills** |
| **Laboratory Testing Personnel (PT)** | **John Lethbridge** |
| **Administrative Assistant** | **Susan Lapointe** |

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 Nashua Community Health Department works in conjunction with other health and human service agencies, both locally and statewide. This is accomplished through the use of Core Public Health Functions: Assessment, Policy Development and Assurance, and includes many key components as listed below:

- 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 Nashua Community Health Department is supported primarily by city funds but also has several State grants, which include: 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.

*Immunization*

Immunizations were made available to improve health standards and to prevent diseases for the individual, the family and the community. Immunizations were given on site at the clinics, on the mobile health van, and at various sites throughout the Greater Nashua area.

- Between July 1, 2004 and June 30, 2005, three hundred and fourteen children were immunized at the Nashua Community Health Department's Immunization Clinics.
- Immunizations are given at various outreach sites throughout the city. From July 1, 2004 to June 30, 2005, fifty-seven children were immunized at one of thirty-five immunization outreach sites throughout the City.
- Almost 2,000 people received flu immunizations with vaccine from the Community Health Department during a year with an acute shortage of vaccine.
- The Department provided educational opportunities for the public as well as for the medical professionals of the area.

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. Various projects such as writing articles about immunizations for the local newspaper have been done through the coalition.

Four immunization educational satellite teleconferences for medical professionals were facilitated by the NCHD at the Nashua Public Library. These satellite teleconferences were free and targeted health care providers. They were sponsored by the Centers for Disease Control and Prevention in Atlanta, Georgia. The NCHD was also been involved in community events such as the Fitness University, Senior Fest, the Teddy Bear Picnic, the National Public Health Week Health Fair, and the National Infant Immunization Week. During these events, educational pamphlets and giveaways promoting the importance of immunizations were distributed to citizens of the Greater Nashua Area. At least 2,000 individuals received immunization education at these events.

The staff from the Nashua Community Health Department has also been involved in Clinical Assessment Software Application (CASA) audits of first grade records in Nashua. Two hundred and three records were audited at seven different sites. A retrospective survey was also done which included 14 schools in Nashua. Eight hundred and fifty three records were reviewed, and eight hundred and thirty (97%) were in compliance. These audits help us to understand and address gaps in immunization coverage among the children of the City.

*Communicable Disease Investigation*

Under New Hampshire Public Health Law RSA 141-C, the NCHD is tasked 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. There are more than 50 different reportable diseases.

In FY 2005, there were 296 reportable/communicable disease cases[1] reported to the Nashua Community Health Department, all of which required nursing involvement. The breakdown of these reports is as follows:

***Selected Reportable/Communicable Diseases Reported to Nashua Community Health Department***

| Disease | No. of Cases |
|---|---|
| Campylobacter | 13 |
| Lyme | 65 |
| Cryptosporidiosis | 0 |
| Salmonella | 5 |
| Hepatitis B | 22 |
| Vancomycin Resistant Enterococci (VRE) | 4 |
| Giardia | 10 |
| Hepatitis A | 8 |
| Meningitis | 0 |
| Strep | 8 |
| H. Influenza | 0 |
| Legionellosis | 1 |
| Pertussis | 4 |
| Shigellosis | 0 |

[1] not including Tuberculosis and Sexually Transmitted Diseases (STD's)

*Tuberculosis (TB) Program*

Nursing staff at NCHD planted 216 TB skin tests during the year. Of these, 186 people returned to have their tests read. Two hundred and thirty-two people with tuberculosis infections were reported to the City in this time period. Of these, five were considered to be high-risk; four were suspect cases of tuberculosis disease that required additional investigation; and there were two people reported with active tuberculosis disease.

*Sexually Transmitted Disease (STD/HIV) Program*

The STD/HIV 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 1,149 visits to the STD/HIV clinic during this period.

The STD/HIV counseling and testing portion of the program provides anonymous counseling, testing and risk reduction education. There were 608 clients who accessed these services in the clinic, while another 279 accessed counseling and testing through outreach services.

STD/HIV Prevention/Outreach provides STD/HIV counseling, testing, and risk reduction education to clients whose behaviors are putting them at risk of acquiring or spreading HIV or other sexually transmitted diseases. The Department retains the service of a part-time Licensed Alcohol and Drug Counselor (LADC) who provides individual risk reduction counseling and prevention case management. This program also includes two outreach workers who go out into the community to engage those at high risk of acquiring HIV and other STD's to promote accessing clinical prevention services as well as behavior changes. It also includes the mobile health van that is brought into areas where high- risk clientele frequent to provide these services. Group education and in-services are held for clients, agencies and educational institutions by the staff of this program.

One thousand nine hundred and forty-three clients were seen on the van, the street, and at fixed outreach sites in the fiscal year 2005 (July 1, 2004-June 30, 2005). These clients interacted with the outreach staff and a majority received some type of health education, usually surrounding harm reduction and/or STD/HIV Prevention. There are numerous other services that clients are able to access in addition to our core services, i.e., tetanus and flu vaccinations, blood pressure screens, etc.

*Childhood Lead Poisoning Prevention Program*

NCHD staff continues to be involved with reported elevated blood lead levels in children. There were 23 new cases of blood lead levels over 10mcg/dl. Case management ranged from letters to phone calls to home visits as well as joint visits and inspections with Environmental Health and the Community Health Department. Nine children with elevated blood lead levels were reported during the 2004-2005 year. The staff is implementing a program using an onsite portable blood lead-testing machine so that they will be able to expand testing at sites such as at WIC clinics. Staff also conducted a pilot survey of clinicians in the City to assess the extent to which children are being routinely screened. The Lead Program participates in a Statewide Advisory Group, which meets quarterly, and meets with the Nashua Lead Action Committee.

*Training and Conferences*
Nurses from the Nashua Community Health Department have been involved in facilitating various satellite broadcasts for health care professionals in the greater Nashua area. In addition, the Public Health Nurses attended National Conferences on Sexually Transmitted Diseases, the HIV Prevention Leadership Summit, the National Immunization and the National TB Controllers Workshop, the NE Regional TB Conference and the National Lead and Healthy Homes Conference.

In the coming years, prevention programs will continue its traditional focus on infectious diseases and will continue to move from clinic based programs to more community and population based programs. It will, however, begin to be more active in health promotion and disease prevention programs related to more chronic diseases. There will be additional challenges as the Community Health Department 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

A tremendous amount of effort has been exerted at all levels of government to rebuild the public health infrastructure with an emphasis on preparing for the public health aspects of emergency situations, whether they be natural or man-made disasters. Nashua has taken the philosophy of "preparing for the usual is preparing for the unusual" and is actively involved in planning and training for public health emergencies. 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 is "home" to a major adjunct to preparing for emergencies, the Medical Reserve Corps, and is planning to do the same for the Disaster Behavioral Health Response Team (DBHRT).

*Data Collection and Management*
Program development requires that data be available to identify needs and measure the outcomes of interventions. Communicable disease information, clinic visits, outreach activities are some of the measurable indicators. 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 is being developed. This will enable us to conduct greater analyses of the investigations as well as analyses of the epidemiology of infectious s diseases in Nashua.
- Nashua has collaborated with Manchester in promoting the development of a new data and management system for environmental health services. Manchester is developing the software and Nashua will be a test site to assess and improve the product's utility.

- 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.

*Planning and Training*
Preparation begins with planning that involves all stakeholders:

- An internal planning group, with representation of each Department within the Division, was created. It meets weekly to review and update plans and training opportunities.
- The original Smallpox Response Plan has been revised to be an All-Hazards Response Plan that moves us away from a "one plan for each emergency" situation.
- The Public Health and Medical Care portion of the City's Emergency Operations Plan is undergoing revisions and updates.
- Division staff meets monthly with the Police and Fire Chiefs, as well as with the Local Emergency Planning Committee, to coordinate our activities with broader ones occurring in the area.
- The major medical providers of the City were brought together to respond to the nationwide flu vaccine shortage that was announced in October 2004 when 50% of the nation's supply was not going to be available due to manufacturing problems. Vaccine supplies were re-allocated voluntarily and public education campaigns were coordinated.
- Continuity of Operations Plan (COOP) was initiated to anticipate how services could continue to be provided if we lost key parts of our infrastructure due to an emergency.
- Plans were created to survey the area communities to see what they had for emergency plans and legal ordinances for responding to emergencies.
- Memoranda of Understanding (MOU's) between the City and the other area communities, as well as with various businesses and human service providers, were reviewed as a first step to being updated.
- External advisory committees for Media/Public Information and Workgroup Surge Capacity were re-established.

Planning needs to be followed up with trainings:

- Division staff began as observers at a public safety drill held at the BAE Systems complex but were drawn in as participants as health questions emerged in the course of the drill.
- It was mandated for all Division staff to be certified in the National Incident Management System (NIMS).
- Flu clinics were conducted according to Incident Command System concepts, as they would be in the event of an emergency.
- Staff was trained in first aid, CPR and in the use of electronic defibrillators.

*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 Greater Nashua Public Health Preparedness Advisory Group was re-established. Initially created in 2002 as part of the Smallpox response planning activities, it was re-convened in order to again have a forum for regional activities and planning. Political leaders, Health Officers, Police and Fire Chiefs, medical providers and human service providers from Amherst, Brookline, Hollis, Hudson, Litchfield, Lyndeborough, Mason, Merrimack, Milford, Mont Vernon, Nashua, Pelham and Wilton were again invited "to the table." The group meets every other month.
- Lead by a contractor, the Regional Advisory Group engaged in an assessment of the public health system in the area. A Public Health Improvement Plan, with three initial priority activities, will be the outcome of this and will be released early in the following fiscal year.
- Plans were initiated to hold flu clinics outside of Nashua in the 2005-2006 flu season to develop the capacity of the smaller area communities to hold mass vaccination clinics in the event of an emergency.

*Professional Connections*

Division staff is a member of a number of local and statewide advisory groups dealing with a variety of infectious disease, environmental health and general public health issues as a way of learning more about the epidemiology of various diseases and conditions extant in New Hampshire in order to see how the systems being created for Nashua can complement those at the regional and state levels. A partial list is below:

- Communicable Disease Epidemiology and Control Committee (CDECC, including the Steering Committee)
- Childhood Lead Paint Poisoning Prevention Advisory Group
- Healthy New Hampshire 2010 Advisory Group
- New Hampshire Public Health Network
- NH Public Health Institute (including as faculty)
- Granite State Immunization Partnership
- Statewide Immunization Advisory Group
- Nashua Immunization Coalition
- Bio-monitoring Steering Committee
- Environmental Public Health Tracking Project
- Heavy Metal Monitoring Advisory Sub-Groups
- Bio-terrorism Steering Committee
- Greater Nashua Healthy Community Coalition
- Nashua Area Health Advisory Committee
- Nashua Medical Reserve Corps
- Nashua Local Emergency Preparedness Coalition

- NH Hospital Preparedness Advisory Group
- Manchester Health Dept. Case Reviews
- SNHMC Emergency Preparedness Committee
- St. Joseph Hospital Institutional Review Board

*Medical Reserve Corps and Disaster Behavioral Health Response Team*

The Division is now home to a very important adjunct 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 surge in demand for services that will be created by an emergency. The Division's Medical Director is the Director of the Southern NH Medical Reserve Corps. The Corps meets monthly and provides training via lectures and staffing at events. The Corps has sponsored (not a complete list):

- The first "delivery" in New England of the national standard of Basic and Advanced Disaster Life Support Services courses (BDLS and ADLS).
- Numerous Core Disaster Life Support courses to first responders and hospital personnel.
- The MRC sponsored a mass vaccination clinic for paramedics to train giving vaccinations. They offered pneumococcal pneumonia vaccine to elders as a training exercise.

## ENVIRONMENTAL HEALTH DEPARTMENT

| | |
|---|---|
| **Environmental Health Manager/Health Officer** | **Michael Tremblay** |
| **Deputy Health Officer** | **Heidi Peek** |
| **Environmental Health Specialist II** | **Andrew Chevrefils**<br>Resigned 01/28/05 |
| **Environmental Health Specialist I** | **Stephen Dancause**<br>Resigned 07/16/04 |
| **Environmental Health Specialist I** | **Greg Whitmore**<br>Hired 12/20/04 |
| **Environmental Health Specialist II** | **Mary Ellen Tufts**<br>Hired 03/21/05<br>Resigned 06/23/05 |
| **Laboratory Director** | **Keira Delude** |
| **Office Manager/Environmental Health Technician** | **Linda Alukonis** |

The Environmental Health Department spent a large portion of time operating shorthanded due to ongoing resignations of department personnel. Existing staff has concentrated their efforts on conducting/maintaining programs as required by ordinance. A significant amount of time has been spent on West Nile Virus Surveillance, the development of Emergency Preparedness plans, and all hazards plans on both local and regional levels.

*Selected Environmental Health Activities:*

| | |
|---|---|
| Routine food service establishment inspections | 515 |
| Food service establishment re-inspections | 43 |
| Food service establishment site visits | 147 |
| Food service plan reviews | 34 |
| Temporary Licenses | 25 |
| Fire Department calls | 13 |
| Food samples collected | 36 |
| Pool/Spa inspections | 22 |
| Pool and spas tested | 104 |
| Pool/Spa site visits | 13 |
| Pool water samples processed | 222 |
| Rabies specimens submitted to State lab for testing | 10 |
| Daycare inspections | 22 |
| Foster home inspection | 8 |
| USDA inspection | 1 |
| Birds collected for testing | 17 |
| Mosquitoes collected for testing | 38 |
| Asbestos site visits | 14 |
| Demolition site visits | 25 |
| Septic system site visits | 66 |
| Septic system plan reviews | 14 |
| Code team/housing inspections | 41 |
| Lead paint site visits | 3 |
| Indoor air quality checks | 5 |
| Subdivision reviews | 22 |
| Environmental site assessments | 14 |

*Meetings:*

- Weekly Directors/Managers meetings
- Monthly Board of Health
- Emergency Planning/Preparedness
- Routine Staff meetings
- Northern New England Environmental Health Association
- SARA
- Smoking Coalition
- Division Assessment Review
- Regional Public Health Advisory Committee
- Childcare Advisory Commission
- Homeland Security
- NH Safe Food Alliance
- Dow Chemical Demolition
- Citywide Space needs

- NH Health Officers
- Budget
- Bio-monitoring Workgroup Meeting
- LANH
- Lead Grant/Lead Action Committee
- Division Organization and Marketing Meetings
- Environmental Tracking

*Seminars and Trainings:*

- Pictometry
- Public Health Institute Training Classes
- Fundamentals of Foodborne Illness Investigation (2½ day course)
- Packaging: Regulation for Hazardous/Biological items
- Nashua Community Day
- Human Resources Training Classes on Title 7, FMLA, FLSA, ADA and EAP
- City view Training
- Certified Pool Operators Training
- Staff members continue to take courses offered by the NH Institute for Local Public Health Practice in Manchester sponsored by the Manchester Health Department. Classes that have been attended and successfully completed were as follows:
    - Core Public Health Concepts
    - Applied Communicable Disease Investigation, Control and Microbiology
    - Principles of Epidemiology
    - Principles of Environmental Health Practice
    - Local Public Health Emergency Preparedness and Response

## WELFARE DEPARTMENT

| | |
|---|---|
| **Manager/Welfare Officer** | Robert Mack |
| **Senior Case Technician** | Karen Emis-Williams |
| **Case Technician** | Ed Roach<br>(Retired March 31, 2005) |
| **Case Technician** | Rute Ferreira |
| **Case Technician** | Cynthia Newell |
| **Intake Worker/Accounting Clerk** | Therese Charest |
| **Mediation Coordinator** | Sandra Mulcahy |
| **Secretary III** | Marie Savage |
| **Secretary III** | Susan Blouin |

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 2004 and FY 2005 for the City Welfare Department:

| | FY 2004 | FY 2005 |
|---|---|---|
| **Total Contacts** | 8,613 | 9,817 |
| **Total Applications** | 2,117 | 2,052 |
| **Total Interviews** | 5,348 | 5,332 |
| **Total Cases** | 1,333 | 1,342 |
| **Total Clients who received Assistance** | 4,099 | 3,776 |

As can be seen through the statistics, the need for General Assistance has been extreme. There were many factors that influenced the Welfare Department this last fiscal year. Those factors include the unemployment rate, the high rental rates and housing costs, the fact that shelters were at full capacity throughout the year, the cost of medications and health insurance, and the reality that Social Security and State Welfare benefits do not keep up with the cost of living. A comparison of expenses follows:

| | FY 2004 | FY 2005 |
|---|---|---|
| **Shelter** | $1,322,713.38 | $1,028,777.22 |
| **Medical** | $235,096.34 | $222,379.01 |
| **Fuel** | $53,926.39 | $60,192.50 |
| **Food/Maintenance** | $68,115.19 | $47,569.66 |
| **Totals** | **$1,679,241.94** | **$1,360,418.39** |

Municipal members of the Local Welfare Administrators' Association reported significant increases in statistics and costs throughout the state similar to those experienced in Nashua. Cases continue to present circumstances that are more complex in needs than in years past.

The Welfare Department continued 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. Through the efforts of many community partners, the GNCOC developed *A HOME FOR EVERYONE: A Plan to End Homelessness in Greater Nashua*, which is being implemented under the direction of the Ending Homelessness Committee. The Welfare Department assisted approximately 140 adults and 234 children in emergency motel placements. The Welfare Department continued to work 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 full compliment of Case Technicians staff has allowed for greater time spent during appointments with applicants to analyze their specific needs and eligibility for services as well as time following up on referrals to alternative resources. This has proven to be cost effective, as it has reduced the need for General Assistance from the City in some instances, even while the department caseload remains high.

*Nashua Mediation Program*

The Nashua Mediation Program provided conflict resolution services to 411 juveniles and their families during the past fiscal year. Those served reside in Amherst, Brookline, Hollis, Hudson, Litchfield, Merrimack, Nashua and Pelham.

The Nashua Mediation Program continues to deliver its services free of charge by utilizing a pool of 60 highly trained volunteers from the community. The program trained an additional 15 volunteer mediators in the fall of 2003.

The program continues to work closely with local schools and community groups and has presented at several elementary, middle and secondary schools to deliver training on peer mediation, conflict resolution and communication skills and violence reduction.

The Nashua Mediation Program actively participates on the Mayor's Task Force on Youth, The Domestic Violence Coordinating Council, the Nashua Task Force on Alcohol and Other Drugs, the PACT (Parents and Children Together) planning committee and the New Hampshire Conflict Resolution Association. We also continue to play a central role in statewide organizations seeking to promote and advance the availability of alternative resolution services to families, neighborhood and community groups.

Sandra Mulcahy is in her sixth year with the program and will continue as the Program Coordinator. The Division Director and the Mayor of the City of Nashua value the importance of parent/child mediation services and have committed their continued support for the program.

The Nashua Mediation Program is well established in the community with a solid referral base through the schools, youth-related programs, counseling, police departments and the DCYF. Because mediation is not as well known as some more traditional services, ongoing outreach, publicity and contacts with possible referral sources is necessary to advance this level of service and to increase outreach to those in need.

Health and Community Services Division
18 Mulberry Street

# NASHUA PUBLIC LIBRARY

The Honorable Bernard A. Streeter, President ex-officio
President of the Board of Aldermen, Brian S. McCarthy, Trustee ex-officio

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Joseph R. Dionne

**ASSISTANT DIRECTOR**
Thomas B. Corbett

**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*

# Staff of the Nashua Public Library

**ADMINISTRATION**
Joseph R. Dionne, Director
Thomas B. Corbett, Assistant Director
Donna M. Cardoza, Exec. Asst./Office Mgr.
Mary H. Greene, Admin. Asst./Cost Accountant

**OUTREACH SERVICES**
Karen M. Egle-Gaber, Assistant Librarian
Jason F. Crook, Library Assistant

**BUSINESS DEPARTMENT**
Joel A. Burdette, Reference Librarian
Steven K. Butzel, Reference Librarian
Marsha Auerbach, Library Assistant

**CHANDLER MEMORIAL LIBRARY**
Barbara A. Comer, Assistant Librarian
Nancy A. Boynton, Library Assistant
Mary Lou Parrish, Custodian

**CHILDREN'S DEPARTMENT**
Kathy E. Bolton, Librarian
Sheila E. Dudman, Assistant Librarian
Susan M. Willmore, Library Assistant
Lindsey K. Jackson, Library Assistant
Hong M. Chen, Library Page
Santhi V. Ramaswamy, Library Page
Valerie J. Fletcher, Library Page

**CIRCULATION DEPARTMENT**
Loren H. Rosson, Librarian
Lea L. Touchette, Assistant Librarian
Kathleen A. Shepard, Library Assistant
Dian M. Legerlotz, Library Assistant
Christina H. Lozeau, Library Assistant
John C. Milton, Library Assistant
Priscilla L. Cunningham, Library Assistant
Jane S. Hemmingsen, Library Assistant
Benjamin M. Bone, Library Page
Philippe L. Collard, Library Page
Jessica L. Case, Library Page
Diane L. Michaud, Library Page
Andrea M. Shepard, Library Page

**COMMUNITY/OUTREACH SERVICES**
Carol L. Eyman, Coordinator

**EXHIBITS/MEDIA SERVICES**
Bruce J. Marks, Coordinator

**GENERAL ADULT SERVICES**
Nancy A. Grant, Librarian
Kathryn N. Lukasik, Reference Librarian
Judith S. Dominici, Reference Librarian
Jennifer Jasinski, Reference Librarian
Judith C. Bates, Library Page

**MAINTENANCE**
Larry R. Case, Supervisor
Priscilla T. Marquis, Janitor

**MUSIC/ART/MEDIA DEPARTMENT**
Charles E. Matthews, Librarian
Linda M. Dougherty, Assistant Librarian
Karen R. Beaver, Library Assistant
Linda W. Pilla, Library Assistant
Joseph M. LeStrange, Library Assistant
Amanda C. Archambeault, Library Page
Ryan P. Donovan, Library Page
Julie Archambeault, Library Page

**SECURITY**
William J. Allison, Security Guard
Roger V. Allen, Security Assistant

**TECHNICAL SERVICES**
Margaret L. Gleeson, Librarian
Gloria E. Maduzia, Assistant Librarian
Helen E. Bonenfant, Library Assistant
Holly A. Sullivan, Library Assistant
Steven E. Lowe, Library Assistant

## Report of the Board of Trustees

To: The Honorable Bernard A. Streeter, Mayor of the City of Nashua, President ex-officio; The Honorable Brian McCarthy, President of the Board of Aldermen, Trustee ex-officio; and the citizens of Nashua

The people of Nashua continue to check out books, magazines, videos, DVDs and CDs from the library at an all-time record-setting pace. Fiscal year 2005, July 2004 to June 2005, was our busiest year for circulation in the library's history! More and more people are coming into the library each hour we are open, and not just to check out books. Computer classes are filled, as are story hours and teen programs. The computers in the library are always being used and more folks are gaining access to the library through our Web site. Library patrons reserved more than 30,000 items last year on the library's automated system, and more and more people are getting their overdue notices via e-mail and checking their accounts remotely from home.

I would like to take this opportunity to sincerely thank the staff for all their hard work in making this kind of success possible. It's not every year that records are broken. This staff has done a remarkable job delivering the best public library service to the people of Nashua, who have responded in huge numbers to make record-breaking use of their wonderful library.

The library's automated catalog of books and other items continues to attract library patrons to the library's many new services. The library has again increased the number of electronic databases of information that are available from home and at the library, so our patrons, especially school-age youngsters, have immediate access to all the information they need to be successful in completing school and work assignments.

The library continued the successful "Nashua Reads: One City, One Book" campaign, involving hundreds of local people in reading Khaled Hosseini's prize-winning *The Kite Runner* and attending the many interesting programs that were arranged by the library on topics related to the book. The program was so successful that the committee is doing it again in 2006!

During the year the Board approved the following staff changes: On September 9, 2004, Marsha Auerbach was hired as a part-time Library Assistant in the Business Dept. Steven Butzel was hired as a full-time Reference Librarian in the Business Dept on December 7, 2004. Carol Eyman was promoted on January 4, 2005, to full-time Community and Outreach Services Supervisor. And Nancy Grant retired on April 5, 2005, after many years as the Librarian of the General Adult Services Dept.

Mary Nelson was re-appointed in 2005 to another seven-year term on the board by a joint convention of the Board of Trustees and the Board of Aldermen. Christopher Hodgdon was appointed to the board and served his first year as a trustee. I want to thank the following trustees for their years of service and dedication to our library: David K. Pinsonneault, 14 years; Mary S. Nelson, 12 years; Linda Laflamme, 6 years; Maurice L. Arel, 20 years; Kathleen Veracco, 4 years; and Christopher Hodgdon, 1 year.

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 to the community.

Respectfully submitted,
Arthur L. Barrett, Jr.
Chairman of the Board of Trustees
Nashua Public Library

## Nashua Public Library Trust Funds

| Fund Name | Market Value as of 6/30/04 | Market Value as of 6/30/05 | Principal Incr/Decr | Income Distribution |
|---|---|---|---|---|
| **Avard** | 2,759.40 | 2,914.67 | 155.27 | 64.73 |
| **Bloomfield** | 363,022.96 | 379,987.61 | 16,964.65 | 8,459.70 |
| **Burbank** | 248,189.14 | 259,787.43 | 11,598.29 | 5,783.66 |
| **Chandler** | 281,898.43 | 295,072.01 | 13,173.58 | 6,569.20 |
| **Clancy** | 31,488.84 | 32,960.37 | 1,471.53 | 733.80 |
| **Constitution Fund** | 3,704.32 | 3,877.43 | 173.11 | 86.32 |
| **Cramer** | 14,817.24 | 15,509.68 | 692.44 | 345.29 |
| **Fairfield** | 4,815.61 | 5,040.65 | 225.04 | 112.23 |
| **Harkaway** | 1,111.30 | 1,163.23 | 51.93 | 25.90 |
| **Harris** | 37,043.16 | 38,774.25 | 1,731.09 | 863.23 |
| **Hickey** | 7,408.64 | 7,754.85 | 346.21 | 172.65 |
| **Hunt** | 21,855.47 | 22,876.81 | 1,021.34 | 509.31 |
| **Hussey** | 32,968.41 | 34,509.07 | 1,540.66 | 768.27 |
| **Jacquith** | 1,111.30 | 1,163.23 | 51.93 | 25.90 |
| **Locke** | 108,166.03 | 113,220.80 | 5,054.77 | 2,520.64 |
| **Nesmith** | 25,212.79 | 26,391.02 | 1,178.23 | 587.54 |
| **Rose** | 12,038.20 | 12,600.76 | 562.56 | 280.53 |
| **Smith** | 8,890.36 | 9,305.83 | 415.47 | 207.18 |
| **Stearns** | 2,198,881.81 | 2,301,639.22 | 102,757.41 | 51,241.58 |
| **Zylonis** | 345,463.66 | 361,607.76 | 16,144.10 | 8,050.50 |
| | **3,750,847.07** | **3,926,156.68** | **175,309.61** | **87,408.16** |

## Director's Report

Thanks to all our patrons and staff for helping us to achieve the highest circulation in the library's history! Here's how we did it, department by department.

*Community Services*

The library held its third annual community-wide reading program, One City, One Book, in FY2005. The chosen novel, *The Kite Runner* by Khaled Hosseini, circulated approximately 350 times from the library, in addition to enjoying brisk sales at local bookstores. Ten library programs relating to the book, including book discussions, films, and historical and political lectures, averaged 30 participants apiece.

In addition to Bach's Lunch Concerts, Summer Concerts on the Plaza, and Plaza Pics, other programs with high attendance included "In Search of the Incas," "Mountaineering Above Tree line in Winter," "The Art of James Aponovich," Opera Circle performances, and a Vietnamese dance performance. Craft classes in making Japanese paper dolls were also very popular.

The library participated in a number of community events, including the Fairy Tale Festival, Teddy Bear FunFest, and Nashua Community Day. Staff also visited Nashua workplaces such as Oracle, Teradyne, Southern New Hampshire Medical Center, and St. Joseph's Hospital to recruit more library cardholders.

The library hosted Nashua's first annual Back-to-School Night, an event designed to generate excitement about the new academic year. Representatives from Nashua public schools and other organizations welcomed hundreds of students and their families with entertainment, information packets, raffles, and freebies.

*Children's Department*

The Children's Department is pleased to report a 12% increase in the circulation of children's books and materials, from 154,990 in FY2004 to 174,079 items in FY2005. Fiction statistics alone jumped 14% but the most significant increase appeared in our children's audio books on CD, with an increase in circulation of 53%. We also started a circulating puppet collection with 75 puppets. They are flying off the rack. Usually only two or three are available, and we purchased 100 more before the close of FY2005.

The Children's Department was busy year-round offering a wide variety of programming to families and schools, including family story times, puppet shows, book talks, and arts and crafts programs. In October 2004 staff began offering multicultural story times on

Sunday afternoons at 2 p.m. to accommodate working families. While the initial attendance was small (five to ten people), by the time we closed on Sundays in May 2005 we were seeing an average attendance of between 20 and 25.

The Children's Department has maintained an excellent relationship with the Nashua School District and continues to participate in the 21st Century after-school program, visiting five schools once a week for nine-week intervals to bring stories, crafts, and library cards to children enrolled in the program.

Specialty programming during December, February, and April school-vacation weeks is eagerly anticipated and well attended, as is the annual summer-reading program. The "Check Out A Hero @ your library" theme for summer 2004 brought 206 participants. Summer of 2004 was also the first year that the Nashua elementary school libraries shared books from the Gate City Booklist with the Nashua Public Library, and that was a huge success. Over a 10-week period, 385 circulations of books from the Nashua school libraries were recorded.

Overall children's programming for FY2005 shows a slight decrease in number and attendance. The number of programs dropped from 843 in FY2004 to 799 in FY2005. Attendance dropped from 39,697 in FY2004 to 34,040 in FY2005, perhaps due to the temporary relocation of the library entrance into the Children's Room during front-door construction. The department continues to offer new and innovative programming to entice families, students, and teachers to use the resources available to them.

*Circulation Department*

The library's circulation increased by 18%, amounting to 97,978 more checkouts over the previous fiscal year. The number of requests increased by 52%, resulting in 17,368 more customers to contact by phone.

The year was marked by the construction of new front doors, begun in December and completed in March. This project has opened up additional space in the checkout area for the ongoing book sale and a new café. Coffee and hot chocolate are now on sale in the café area. Queuing at the front desk has changed accordingly. Customers may line up from either side of the desk for their convenience.

Special book displays continue to draw more people into the library. This year the displays honored recently deceased authors and public figures, such as Arthur Miller, Dashiell Hammett, Saul Bellow, and Pope John Paul II. There were also displays of popular themes: books related to *The DaVinci Code,* crafts and quilting, health and diet—even an April Fool's display of jokes, frauds, and hoaxes.

*General Adult Services Department*

The Business Department had a busy year with over 9,000 reference questions answered, and more than 11,000 computer-station logins. The department continued to provide access to online databases and Internet research, as well as staff expertise with Microsoft Office software. It also provided numerous current books and periodicals on business, career, computer, consumer, and government topics.

In September the library hired Marsha Auerbach as library assistant for the Business Department. Marsha had interned in the Reference Department and has completed her master's in library science. She has been instrumental in having government publications added to the library's online catalog, and to creating a new database of items received as a depository library.

Steven Butzel was hired in December as Business Reference Librarian. He brings with him a strong computer background, and he has started a business Web log, or "blog," where customers can read about business-related topics. Steve has developed and taught new computer classes in advanced topics including HTML and database design. He also helps maintain the library Web page.

Joel Burdette serves as library liaison to the city's Ethnic Awareness Committee and also represents the library at Chamber of Commerce networking events.

Four new computer-class topics were offered for the first time: e-mail, Web design, Microsoft PowerPoint, and Microsoft Access. The beginner's class was redesigned and named Computer Basics. This brings to nine the total number of computer classes offered. In FY2005, 730 students attended computer classes, an increase of 20% over last year. The Business Department gets referrals to its computer workshops and services from local agencies like the Department of Employment Security. Computer students have reported success in obtaining employment after taking our classes and writing resumes on library computers. They also report that they are applying their new computer skills on the job.

*Technical Services*

Besides keeping up with new-book shipments so that there is little or no backlog, the Technical Services Department has been involved in the moving of several collections this year. Most bookmobile books have been either discarded or

transferred to other areas. The Outreach Services Department will rely on the main collection and McNaughton bestseller rentals to satisfy customer needs. Some books from the Hunt Room are now in the storage area. Children's materials in storage have dwindled, with many of them weeded and others returned to the circulating collection.

Now that the staff has mastered the acquisitions system, they use e-mail more than ever to communicate with book selectors, though the Book Selection Committee still meets twice a month to discuss their selections.

In the Government Documents Section, 451 items now have catalog records in Horizon and new spine labels with the SuDoc number. This government-assigned number will lead customers to their locations. Another collection that staff is working on is that of the Nashua Historical Society at the Abbott Spalding House. So far only 10 records have been downloaded, but a few thousand books will be cataloged so that the society can have an online database attached to its Web site, with links to the library and vice versa.

Much weeding took place this year in preparation for inventory, which will be taken one collection at a time once the special scanner for data collection arrives.

*Teen Services*

The teen room, developed in the spring of 2004, continues to accommodate young-adult fiction, periodicals, graphic novels, and PlayStation2 video games. Circulation of these materials over the last year has increased by 49%. Much of this can be attributed to a growing collection of graphic novels (especially manga) and video games, as well as displays of new books. This area continued to be a hotspot for teens, with the four computers being used for both recreation and schoolwork and the tables for group work.

Teen services has further developed through an emphasis on outreach to three high schools in Nashua. The young adult librarian visited these schools to register students for library cards and promote the library's homework resources, including newly purchased student-centered databases. These visits proved to be a success, enrolling 339 students and 74 staff members as new library customers.

Tuesdays for Teens, programs aimed at this age group, continued to attract young adults, and the development of a Teen Advisory Group gives teens a

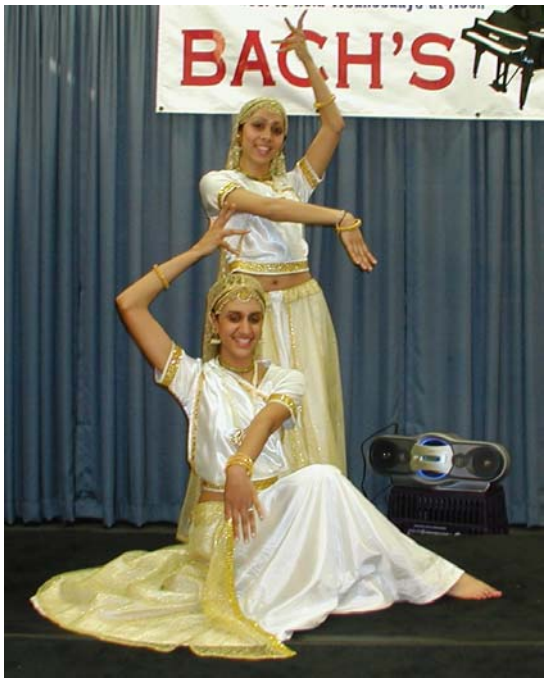
voice in the library. This group of volunteers assisted with material selection and programming ideas and started an online newsletter.

*Music, Art, and Media*

Circulation increases continue for all media types, which now account for over a third of the library's total circulation. The library has over 3,700 DVD titles available to customers, with a strong emphasis on classic, critically acclaimed, and foreign films as well as documentaries and other nonfiction titles. Display shelving for media collections was added and reference and circulating book collections shifted to accommodate new-book and foreign film DVD displays.

To accommodate a growing collection of music CDs, the library purchased additional CD display units at a fraction of their original cost from a library in Illinois, increasing CD shelving capacity by 80%.

Circulation of audio books—particularly on CD format—is also on the rise. With Board of Trustees' approval, the library bought a large number of "Great Courses" on DVD and CD from The Teaching Company, using library trust funds. These college-level courses taught by renowned instructors have become extremely popular with customers. Self-learners and parents who home-school their children are extremely pleased with the quality of these self-paced programs and are asking for more.




The department established an area for graphic novels for adult readers, coordinating development of this collection with the young adult librarian.

The Web-based museum-pass system, which allows customers to book passes from home, continues to be successful. Customers borrowed over 1,700 museum passes, and the department added yet another pass, to the Peabody Essex Museum in Salem, Massachusetts, that is proving to be very popular. Additional copies of existing passes were acquired to improve their availability during peak summer and school vacation periods.

The Burbank Committee has completed a year of research and reconstitution. An appraisal of the most valuable items in the art collection was conducted by Susan Forster, a certified fine art appraiser. This work will allow the committee to insure the most valuable portion of the collection for the purpose of public exhibition. The committee was also pleased to loan "A View of Nashua from Jackson Mills"

by James Aponovich to the New Hampshire Institute of Art for a public exhibition of the artist's works.

Music, Art, and Media continues to administer Internet access in the Winer Room using the Cybrarian Internet-access management system. This service remains extremely popular and the Winer Room is always busy.

*Media Services*

A new LCD computer projector is available for in-house use by nonprofit groups meeting in library. A new projector was installed in the theater to provide greater clarity and contrast for movies shown at the library as well.

New bookcases in the lobby area were donated by B. Dalton Books in Manchester. They also donated the bookcases and other shelving in the Children's Room and the large decorative book that now hangs from the ceiling in that department.

There are lovely new plants in the refurbished lobby area. Attendance at the Cinema Cabaret film series has increased, and a new system has been implemented for computer use by those ineligible for library cards.

*Outreach Services*

At the end of July, the bookmobile made its final run, and in September Outreach Services made its first delivery. A new minivan was purchased for the program. Customers include approximately 25 homebound individuals, 80 individuals in 18 nursing homes and other senior citizen residences, and 20 schools, daycare centers, and home-schooling families. The new service is very successful—circulation for the service was 49% higher this year than it was for the bookmobile last year.

Staff began offering programs at Outreach Services stops, including story hours at schools and daycare centers, and a discussion of World War II reminiscences at a senior citizens' residence.

*From the Director*

The automatic front doors, installed at the main library this year, have been a great help to people approaching the library with books in their hands or children by their side.

Nancy Grant retired in April 2005 after many years as the supervisor of the Reference Department. Library users all knew Nancy, as she answered hundreds of difficult questions each year for hundreds of Nashuans. She was the person to see for high-school homework help, information from the microfilm machines, or genealogy and local history assistance.

And finally let us all reflect for a moment on the passing this year of Ann Warren, the long-time supervisor of the Music, Art, and Media Department at the library, after a lengthy illness. Ann was fun to be around for both library staff and patrons, and she made that department a lively and interesting place for all who entered.

Respectfully submitted,
Joseph R. Dionne
Director
Nashua Public Library

## Nashua Public Library Activities Indicators

| | FY2002/2003 | FY2003/2004 | FY2004/2005 |
|---|---|---|---|
| Number of community groups meeting in library | 186 | 155 | 184 |
| Number of meetings in library by community groups | 1,215 | 1,345 | 1,314 |
| Number of programs for adults | 180 | 174 | 198 |
| Plaza Pics/special events audience | 8,610 | 7,233 | 5,659 |
| Number of puppet shows | 353 | 370 | `343 |
| Puppet show audience | 15,869 | 18,171 | 16,755 |
| Number of story hours | 203 | 206 | 237 |
| Story hour audience | 9,981 | 11,024 | 10,776 |
| Arts and craft classes | 41 | 37 | 37 |
| Arts and craft participants | 583 | 489 | 461 |
| Group visits to Children's Room | 49 | 56 | 51 |
| Group visit participants | 1,521 | 1,856 | 1,745 |
| School programs/book talks | 63 | 129 | 69 |
| School program participants | 1,744 | 3,748 | 1,888 |
| Special Children's Room programs | 27 | 29 | 60 |
| Special program participants | 1,373 | 3,204 | 2,409 |
| Materials ordered and cataloged | 20,084 | 19,869 | 19,833 |
| Outreach Services stops (Bookmobile stops in previous years) | 50 | 50 | 64 |
| Internet sessions: | | | 23,721 |
| Database sessions | | | 19,771 |

# Library Program Budget

| PROGRAM | DESCRIPTION | FY2003/2004 | FY2004/2005 |
|---|---|---|---|
| 6367 | Administration | 366,869 | 374,219 |
| 7301 | Operations Support | 117,317 | 117,592 |
| 7302 | Book & Resource Selection | 268,913 | 268,913 |
| 7303 | Bookmobile/Outreach Services | 97,236 | 66,846 |
| 7304 | Business Services | 93,312 | 91,927 |
| 7305 | Chandler Branch Library | 87,960 | 50,360 |
| 7306 | Children's Services | 178,753 | 176,284 |
| 7307 | Circulation Services | 295,989 | 290,042 |
| 7308 | General Reference | 180,348 | 180,480 |
| 7309 | Music, Art, Media Services | 163,203 | 188,952 |
| 7310 | Technical Services/Cataloging | 178,402 | 178,985 |
| 7311 | General Operations/Plant Maintenance | 80,796 | 79,538 |
| 7312 | Utilities | 98,030 | 106,078 |
| | **TOTALS** | **2,207,128** | **2,170,216** |

## Library Circulation Statistics

| | Main | Outreach | Chandler |
|---|---|---|---|
| **Adult Materials** | | | |
| Fiction | 105,636 | 6,208 | 3,367 |
| Nonfiction | 86,206 | 2,377 | 40 |
| Periodicals | 19,566 | 1,461 | 5 |
| **Totals** | **211,408** | **10,046** | **3,412** |
| | | | |
| **Juvenile Materials** | | | |
| Fiction | 133,677 | 10,311 | |
| Nonfiction | 34,974 | 3,241 | |
| Periodicals | 595 | 0 | |
| Audiocassettes | 1,205 | | |
| Compact Discs | 3,628 | 131 | |
| **Totals** | **174,079** | **13,683** | |
| | | | |
| **Media Materials** | | | |
| Compact Discs | 33,315 | 263 | |
| Audiocassettes | 12,490 | | |
| Videocassettes | 85,511 | | |
| Digital Videodiscs | 112,445 | | |
| Art Prints | 81 | | |
| Museum Passes | 918 | | |
| Equipment | 25 | | |
| **Total** | **244,785** | | |
| **TOTAL CIRC** | **657,413** | **(Main + Outreach + Chandler)** | |
| | | | |
| **Reference/Non-Circ** | | | |
| Reserves | 50,818 | | |
| Research (REF, BUS, MAM) | 25,658 | | |
| ILL—By NPL | 1,738 | | |
| ILL—For NPL | 945 | | |
| Microforms | 4,223 | | |
| Internet Use | | | |
| Research (JUV) | 3,731 | | |
| Online databases | | | |
| Online renewals | | | |

## Groups and Organizations That Used Library Facilities

AARP Tax Assistance
Adult Literacy Tutoring
Al-Anon
Al-Anon Family Group
Alzheimer's Association
American Adoption Congress
American Association of Individual Investors
Andy's Summer Playhouse
Animal Protection Activist Network of
    New Hampshire
Art of Living Foundation
Avon Walk for Breast Cancer
Back to School Night
Boy Scout Troop 410
Breast Cancer 3-Day Walk
Bridges
Brittany Place Condominium Association
Boston University MBA Study Group
Child and Family Services
Children's Chess Class
Chinese Language Classes
Citizen's Movement
Citizens Action for Southern New Hampshire
Citizens for New Solutions
City Arts Nashua
City of Nashua
    Building Department
    Department of Economic Development
    Department of Parks and Recreation
        Theater Camp
    Department of Public Health
City Year
Clark University
College of Lifelong Learning
    Foster Parenting Classes
Community Health Access Network
Crohn's and Colitis Support Group
Crown Hill Commons Condominium Association
Cub Scout Pack 425
Debtors Anonymous
Democracy for America
Democracy for New Hampshire
Driver's License Training
Educational Health Program
French Club
Friends of the Nashua Foundation for
    Mental Health
Friends of the Nashua Symphony
German Conversation Group
Gingras Gardens Condominium Association
Gnostic Institute of Anthropology
Granite State Independent Living
Granite State Modelers
Great American Downtown
Greater Nashua Committee on Aging
Greater Nashua Mother's Club
Greater Nashua Software Entrepreneurs
Greater Nashua/Merrimack Women's
    Softball League
Green Ridge Condominium Association
Harbor Homes
Harris Preserve Homeowners' Association
Harvard Radcliffe Club of New Hampshire
Hillsborough County Democratic Committee
Hispanic Network
Hollis Landing Condominium Association
Home Buying Seminars
Independence Rowing Club
India Association of New Hampshire
Indian Meditation Group
International Commerce Roundtable
Japanese Language Classes
John Birch Society
Joslin Clinic
Killian Place Condominium Association
Latin Soccer Club
Leukemia and Lymphoma Society
Lithuanian Cooperative Cemetery
Lower Merrimack River Advisory Committee
Math Tutoring
Mayor's Ethnic Awareness Committee
Mayor's Volunteer Recognition Committee
Meditation Group
Merri-Hill Rock Library Consortium
Merrimack Community Theater
MHR Cooperative
Microcredit
Milford Area Players
Millstone Village 2 Condominium Association

NAACP
NAACP Board
Nashaway Chapter, Audubon Society
Nashaway Women's Club Board
Nashua Area Artists Association
Nashua Area Artists Association Board
Nashua Area Business Networkers
Nashua Area Child Care Resource and Referral
Nashua Area Radio Club
Nashua Area Republican Women
Nashua Chess Club
Nashua Child Care Commission
Nashua City Democratic Committee
Nashua Coed Softball
Nashua Coin Club
Nashua Dog Owners
Nashua Department of Public Works
    Solid Waste Department
Nashua Elks Crusaders Pop Warner
    Football Board
Nashua Foundation for Mental Health
Nashua Garden Club
Nashua Garden Club Board
Nashua High Class of 1965 Reunion
Nashua High School Trip
Nashua Hudson Toastmasters
Nashua Illustrators Critique Group
Nashua Independent Softball League
Nashua Job Seekers
Nashua Little League
Nashua Mineral Society
Nashua North Baseball League
Nashua Northwest Baseball League
Nashua Novel Readers
Nashua PAL
Nashua PAL Pop Warner Football
Nashua Philatelic Society
Nashua Robot Builders
Nashua School District
    Special Education Department
    Summer Reading Kickoff
    Tutoring
    Volunteer Coordinators
Nashua South Cal Ripken Baseball League
Nashua Theater Guild
Nashua Typographical Union
Nashua Youth Lacrosse
Nashua Youth Soccer League
National Alliance for the Mentally Ill
Nepali Culture Lecture
New England Mixed Media Art
New Hampshire Astronomical Society
New Hampshire Charitable Foundation
    Grant Workshop
New Hampshire Division of Health and Human
    Services
New Hampshire Educational Enrichment
    Collaboration
New Hampshire Interpreters and
    Translators Organization
New Hampshire State Library Training
New Hampshire Vintage Baseball
New Hampshire Legal Assistance
New Hampshire March of Dimes
New Hampshire Soccer Association
New Hampshire Vocational Rehabilitation

Nashua Inter-Agency Council
Partners in Education
Peace Corps
Peacock Players
Pennichuck Brook Watershed Council
Poetry Performance
Psychotherapist Group
RISE & Shine Investment Club
Role-Playing Organization
Shattuck Street Neighborhood Group
Shri Ram Chandra Mission
Sierra Club
Southern New Hampshire Apple Core
Social Security Mediation
Society of American Magicians
Society of Manufacturing Engineers
Society of Young Magicians
Solidworks Users Group
Songs and Letters of the Spanish Civil War
Soul Purpose Living
Southern New Hampshire Medical Center
Special Needs Transition Meeting
Special Olympics
Sunday Night Coed Softball League
Susan Komen Breast Cancer Walk
Tai Chi Chuan
Thoreau's Landing Condominium Association
Tobacco Awareness
United Auto Workers
University of New Hampshire Cooperative
    Extension Parenting Class
United We Stand, America
Urban Library Group
U.S. Census Bureau
U.S. Office of Personnel Management
USS Hood/Star Trek Club
Windsor Pond Condominium Association
Women's Networking Group
Yellow Taxi Productions
Youth Council

# A Sampling of Events @ your library

### *Art Exhibits*

Celtic Art
Ed Barth: Panoramic Photography
Frank Dugan: Photography
Laureen Luszcz: Pastels
Leslie Lambert Redhead: Watercolors
Lynne Finley: Photography
Mary Churchill: Watercolors
Nashua Area Artists Association
Paula Super: Paintings
Prahant Mehta: Digital Photography
Rivier College Students
Sandra Peters: Paintings
Tona Pereira: Photography
Tribute to Mike Shaloup: Photography
Yong Chen: Watercolors

### *Book Discussions*

Book Discussion Series:
Love, Insight, and Transformation
- *Madame Bovary*
- *Morgan's Passing*
- *The End of the Affair*
- *A Mother and Two Daughters*

Book Discussion Series:
The Nonfiction Novel and the Fiction of History
- *Ragtime*
- *All the King's Men*
- *The Daughter of Time*
- *Armies of the Night*
- *Burger's Daughter*

Future Perfect
Literary Lunches

### *Business and Finance*

Business Climate in Central America
Investing in Uncertain Times

### *Computer Instruction*

Beginning Web Design
Computer Basics
EBSCO
Internet 1 and 2
Microsoft Access
Microsoft Excel
Microsoft PowerPoint
Microsoft Windows
Microsoft Word
Yahoo E-mail

### *Concerts*

### *Classical*

Boston Saxophone Quartet
Merrimack Valley Flute Choir
Opera Circle
Pianist George Lopez
Resonance Chamber Group
Vox Piano Trio

### *Folk*

Guitarist Rich Fauteux
Spirit Fiddle

### *Jazz*

Nahrmann Jazz Trio
Wendee Glick Trio

### *Vocal*

Nashua Music Exchange
New England Voices in Harmony
Overdrive Barbershop Quartet

### *Ethnic*

Iona
Latin Music Concert
Raymond Street Klezmer Band
Shanacchie

### *Dance*

Aangikam Dance Academy
Introduction to Scottish Country Dancing
Vietnamese Dance Performance

### *Ethnic Programs*
Anesama Chiyogami:
The Art of Japanese Paper Dolls
Indian Cooking
Lithuanian Cooking
Pysanky: The Art of Ukranian Egg Decorating

### *Film*
Cinema Cabaret
Family Film Series
Films for Teens
World Cinema

### *Plaza Pics*
Lesley Smith Theater of Life Puppets
Robotics Demonstration
Steve Blunt Songs and Stories
Stories with Mrs. Susan
Storyteller Michael Caduto

### *Fishing*
Fishing the Upper Connecticut River
Ice Fishing
New England In-Shore Angling
The Art and History of Bamboo Fishing Rods

### *Miscellaneous*
Civil Liberties vs. Security in Post 9/11 America
Echoes of Armageddon, 1914-1918
Library Book Sale
Orchids Around Us
Preparing Your Pets for Baby
Researching Your Ancestors on the Internet
Stem Cells and Cloning:
The Perils and the Promise
The Art of James Aponovich
You Can Fix It, Too!

### *Mountaineering*
Hiking the White Mountains of New Hampshire
In Search of the Incas
Mountaineering Above Treeline in Winter

### *One City, One Book*
Book Discussions: The Kite Runner
Film Discussion: *Osama*
Films:
*Daughters of Afghanistan*
*Osama*
*Well-Founded Fear*
History and Ethnicity in Afghanistan
Kites and Kite Flying
Physical, Cultural, and Historical Geography of Afghanistan
When East Meets West:
An Arab Immigrant in New Hampshire
Women in Islam

### *Self-Improvement*
Introduction to Reiki
Reiki Clinics

### *Theater*
Peacock Players Sneak Peeks
*Beauty and the Beast*
*Seussical: The Musical*
*Winnie the Pooh*

### *Teens*
Anesama Chiyogami:
The Art of Japanese Paper Dolls
Cake Decorating and Chocolate Design
Comic Book Illustration
Desktop Publishing
Duct Tape Wallets
End of Summer Pizza Party/Pizza Taste off
Hair With Flair
Job Fair
Meet a Video Game Designer
Mehndi Tattoos
PlayStation Playoffs
Teen Advisory Board
Whodunit? All About Forensics/
Teen Read Week (It's Alive)
Young Adult Clubs

### *Children*
Book Discussions:
*Where the Red Fern Grows*
*Redwall*
Scary Campfire Tales for Older Kids
Sunday Family Storytimes
Friendship Bracelets
Mom & Me Knitting
Creative Craft Classes
Open Storytimes and Puppet Shows
Preschool Arts and Crafts
Red, White, and Blue Parade

### *Special Events*
Downtown Holiday Stroll
Downtown Trick or Treat
Nashua Goes Back to School

# DIVISION OF PUBLIC WORKS

***BOARD OF PUBLIC WORKS***
Mayor Bernard Streeter, Chairman
Commissioner Don Dyer
Commissioner Dan Gagnon
Commissioner Jim Hall
Commissioner Tim Lavoie
Aldermanic Liaison Mark Plamondon

***DIVISION OFFICIALS***

| | |
|---|---|
| Director of Public Works | Richard Seymour |
| City Engineer | Stephen Dookran |

***SUPERINTENDENTS***

| | |
|---|---|
| Superintendent, Waste Water | Mario Leclerc |
| Superintendent, Solid Waste | Richard Reine |
| Superintendent, Street Department | Scott Pollock |
| Superintendent, Recreation | June Caron |
| Superintendent, Parks | Nick Caggiano |
| Superintendent, Traffic | Wayne Husband |

The Division of Public Works continues to explore, new, more efficient methods to deliver services to the citizens of Nashua.

## ENGINEERING DEPARTMENT

*General Information*
The City Engineering Department continued in the design and construction of public works projects, review and coordination of private development projects that impact city infrastructure, and the management of stormwater programs. The Department also managed the annual city street paving and sidewalk programs, the ongoing combined sewer overflow (CSO) program, issuance of sewer permits, “street opening” permits, and “encumbrance” permits, and provided survey and construction inspection services.

*Sewer and Stormwater Programs*
United States Environmental Protection Agency (EPA) Combined Sewer Overflow Consent Decree: In FY 05, the City received a draft version of the Consent Decree and successfully negotiated several modifications to reduce the potential for violations of the Decree. The EPA and the New Hampshire Department of Environmental Services have agreed to the document and it will

now be lodged with court system. The Consent Decree will supersede the current Administrative Order (AO #3-24).

*Wet Weather Flow Treatment Facility*
This project to increase the capacity of the wastewater treatment facility from 50 million gallons per day to 110 million gallons per day was brought to the 30% design level in FY 05. A formal Value Engineering Study with the Army Corps of Engineers was performed resulting in expected construction savings of $1,675,000.

*Wastewater Treatment Facility Primary Clarifiers Rehabilitation Project*
In FY 05, the design for the Primary Clarifiers was completed and the project was advertised for bidding. The project consists of the replacement of the clarifier equipment an odor control system.

*Marshall Street/Harbor Avenue Sewer Project*
A preliminary study of the area was completed in FY'05. Several recommendations to aid in reducing localized flooding areas in large rainstorms were recommended and will be further developed in subsequent studies/design projects.

*CSO-4B South Main Street Stormwater Treatment and Control Project*
Construction of the South Main Street Stormwater Treatment and Control project was completed. The project provided an outfall for the stormwater conveyed by the storm drains installed during the CSO-4 South Main Street project. Approximately 2,800 feet of storm drains with a swirl separator, wet detention pond, and created wetland to treat the storm water were installed. This project was constructed on land operated by the Nashua Country Club.

*Ledge Street Sewer Replacement and Sewer Separation*
In FY 05, the design of the Ledge Street Sewer Rehabilitation project was completed. This project includes 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 to be installed on Ledge Street and on side streets.

*Infiltration/Inflow Study*
In FY 05, Phase I of the study on infiltration/inflow into the sewer collection system was completed. Data from flow monitors were analyzed and recommendations given for the approach to performing Phase II.

*Stormwater EPA Phase II Permit*
The Annual Report was submitted in April. Task completed included marking of catch basins, showing 2 educational videos on the Local Government Access Channel, wetland buffer marking and completion of a dry weather survey of all outfalls.

*Street and Sidewalk Projects*
Annual Paving Program: The Engineering Department managed the annual paving program. Approximately 43,700 LF (67% of the FY05 program) of streets were paved as listed under the Street Department.

*Annual Sidewalk Design and Construction*
The Engineering Department completed the design of 4,750 LF of sidewalks. The major segments are on Manchester Street, Tinker Road, Whitford Road, Harris Road and Bramble Drive.

*Lamb Road Improvements*
Construction of the Lamb Road improvements including new sidewalks and road reconstruction began.

*Broad Street/Dublin Avenue Improvements*
Conceptual plans of the widening and intersection improvements have been developed and presented to the neighborhood for input.

*Park Projects*
Playgrounds: The Engineering Department completed the design of improvements to Field's Grove Playground and to Cottage Avenue Playground.

*Mine Falls Park*
A study was initiated to determine the structure viability of the Mine Falls Dam Gatehouse and to determine what measures need to be taken to preserve the structure. Research and field investigations including an underwater investigation were completed in FY05.

*Right-of-Way Improvements by Private Development*
Plan Review and Inspection: During FY 2005, the City Engineer's Office reviewed and approved 66 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 Sewers Installed by Private Developers*
Private Developers installed approximately 4,456 linear feet of public sewers in the following locations:

| **Street** | **Length** |
|---|---|
| Pine Hill Road | 410 |
| Woodland Drive | 80 |
| Ferry Road | 180 |
| Crystal Drive | 920 |
| Jasper Drive | 640 |
| Smokey Lane | 103 |
| Middle Dunstable Rd. | 150 |
| Daffodil Court | 291 |
| Chokeberry Lane | 485 |
| Cherrywood Drive | 1,197 |
| **Total sewers** | **4,456 feet** |

*Storm Drains Installed by Private Developers*
Private developers installed approximately 8,223 linear feet of public storm drain in the following locations:

| **Street** | **Length** |
|---|---|
| Pine Hill Road | 160 |
| Crystal Drive | 740 |
| Jasper Drive | 450 |
| Lamb Road | 8 |
| Cherrywood Drive | 2,906 |
| Gagnon Farm (cross country) | 1,525 |
| Daffodil Drive | 314 |
| Chokeberry Lane | 478 |
| Ballerina Court | 920 |
| Annabelle Court | 732 |
| **Total Storm Drains** | **8,233 feet** |

*Street Acceptance*
The Engineering Department recommended to the Board of Aldermen acceptance of Lavoie Lane, 875 feet long.

*Street Discontinuance*
The Engineering Department recommended to the Board of Aldermen discontinuance of portions of Hudson Street, Colonial Avenue and unnamed right-of-way off of Edinburgh Drive.

*Permits*
The Engineering Department issued a total of 222 Residential Wastewater Service Permits. A total of 478 “street-opening” permits were issued.

# PARKS & RECREATION DEPARTMENTS

*General Information*

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.

*Parks & Recreation Programs*

- Summer Camps - The Parks and Recreation Department added 6 camps to their summer camp program and had 1,682 boys and girls attend the camps.
- Event trips –2 to New York City, 4 to Foxwoods, 1 to Six Flags, and 4 Red Sox games.
- Special activities -- Halloween House Decorating contest and Halloween Fright Night that was held in Greeley Park and included a haunted maze and hayride along with face painting and pumpkin decorating.
- SummerFun – This is the 32nd year of SummerFun and 84 concerts, movies and events were put on during the summer at Greeley Park and satellite locations.
- Summer Pool Season – With the addition of new chlorinators we were able to operate much more efficiently this year and our down time was significantly reduced.
- The Victory gardens at Greeley Park continue to be popular providing citizens with a place to grow flowers and vegetables.

*Projects*

- Rotary Pool Upgrades Completed
- Lights at Lincoln Park Little League Field were Installed on 3/31/05
- Main Dunstable Soccer – 1 Field Renovated
- Mine Falls Park Soccer Fields 1 & 6 Renovated
- Mine Falls HUD Grant Phase I Renovations Completed
- South Main Street Roundabout Landscaped
- 8 Sheds were Constructed and Placed at Various Ball Fields
- Fence Installed at Artillery Lane and Football Field Irrigated

*Purchases*

- Portable Stage – Nashua Rotary West purchased a new portable stage for the Department.
- Two pick-up trucks with plow
- Spreader
- Polaris 4 X 4

# STREET DEPARTMENT

*General Information*

During fiscal 2005, the Street Department provided many needed services to the residents of the City of Nashua as follows:

- 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 7000 man-hours of sweeping with 4 full size sweepers and one sidewalk sweeper for the business district.
- The Department offered a special spring clean up as in the past and over 70 homes took advantage of this program.
- The paving program for Fiscal 2005 included many streets. Streets that were paved, or had segments paved, included the D.W. Highway, Ferry Road, Intervale Street, Allds Street, Artillery Lane, Baker Street, Balcom Street, Beauview Ave, Browning Ave, Celina Ave, Church Street, Derry Street, Durham Street, Gilson Road, Langholm Drive, Ledge Street, Lockness Drive, Markar Street, Merrill Street, Nottingham Drive, Pershing Street, Pleasant Street, Ridge Road, Middle Dunstable Road, Thornton Road and Westwood Drive.

New sidewalks were constructed in FY2005 on the following locations by the Street Department: Middle Dunstable Road from Ridge to Lamb Road and Lock Street from Chandler to Perham Street. Additionally, sidewalk repairs and replacements were completed at over 12 other locations citywide.

The winter of 2004-2005 started early with the first snow on November 12, 2004 and it ended with the last snow on March 24, 2005. The Department responded to 25 winter events with two large storms on December 21, 2004 and March 11, 2005. Both major storms were FEMA approved for cost reimbursement and the City was able to recover over $230,000 in expenses. The winter had a total of 107 inches of snow making it the third highest snow total for Nashua.

Three employees of the Street Department received awards for training during FY2005. The awards were through the University of New Hampshire, Technology Transfer Center. Roger DeBoisbriand was named a Master Roads Scholar, Donna Walton was named a Senior Roads Scholar and Paul Wallace was named a Senior Roads Scholar.

The Street Department completed many projects during FY2005. A partial list is as follows:

- Sidewalks were installed on Middle Dunstable Road from Lamb Road to Ridge Road.
- Sidewalks were installed on Lock Street from Chandler Street to Perham Street
- A new play-set pad was constructed at Fields Grove for a new play area

- A fire access road was constructed from Southwest Park to the new Tanglewood Development
- The park on Bridge Street, Belvedere Park, was reconstructed along with new sidewalks on Union Street
- The Street Department installed 60 wetland markers with the oversight of the Conservation Commission at various locations to help protect sensitive areas
- Street Department paved a Rail Trail connection from Main Dunstable Road to the Massachusetts border to allow access to 26 miles of trails in Massachusetts.

## TRAFFIC & PARKING DEPARTMENTS

*General Information*

The Traffic Department provides engineering, traffic signal operation, signing, pavement marking, and parking related support to the citizens and elected officials of Nashua as well as other departments within City and the Division.

The Parking Department maintains the City's parking assets, including the management of both municipal parking garages, all parking meters, and 13 parking lots. Parking department staff consists of two people - a parking manager and a parking maintenance assistant that are 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 engineered traffic devices
- Is involved with numerous design projects ranging from guardrail and traffic signals to traffic calming 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 Department assisted the Engineering and Fire Department with the planning, design and installation of offsite transportation improvements associated with the East Hollis Street Fire Station
- The Traffic Signal Operations staff provides "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 of City

parks and the wiring of the Nashua River fountain located downtown. This year we have 83 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).
- The Traffic Department assisted the Street Department with 19 winter events, 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*

- Legislation - worked with the Aldermanic Board to enter legislation allowing multi-day passes in the Elm Street Garage, offering reduced parking rates in the City's parking garages, and removing 9 reserved parking spaces from the Factory Street lot and installing meters in those spaces
- Painted "RED" crosswalks in all the City's school zone areas
- Completed our pavement-marking contract - $45K
- Parking Lot Rehabilitation Project - construction was completed by October 2004 as scheduled
- Reviewed and negotiated the necessary transportation improvements that would be necessary to mitigate for potential traffic impacts associated with a Wal-Mart Superstore proposed along Amherst Street at the Building 19 location
- Reconfigured the Charron Avenue/Amherst Street signalized intersection to include two right turns from Charron Avenue with a no right turn on red prohibition
- Worked with the Engineering Department on a new pavement marking and striping plans for citywide
- Finalized the CMAQ Daniel Webster Highway Transportation Improvement Project. Continue to work with project abutters that might be impacted by these improvements. The goal is to begin construction in the Spring 2007
- Worked with the Greater American Downtown and completed a new downtown parking brochure
- The Parking Department pressure washed and cleaned the City's' Parking Garages, worked in coordination with the Purchasing Department to purchase a new truck (truck no. 137)
- The Traffic Department worked with the Finance Department to purchase a new truck (truck no. 53)
- Advertised a Request for Proposals for a Consultant to review the structural condition of the Parking Garages
- The Traffic Department purchased a new Konica Minolta 7222 copier

- The contractor that is working for the Mall on Coliseum Avenue has substantially completed their roadway and signal work

## SOLID WASTE DEPARTMENT

*General Information*

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.

*Collection program for trash, soft yard wastes and recycling:*

Residences served: approximately 22,000 households

Four Hills Landfill

| | 2000 | 2001 | 2002 | 2004 | 2005 |
|---|---|---|---|---|---|
| Residential Stickers | 8,000 | 9,561 | 8,624 | 10,741 | 12,409 (9/23) |
| Commercial Stickers | 669 | 657 | 698 | 751 | 546 |

*Accomplishments*

- The Multi-Site Landfill Parks Restoration Project received the Award of Merit for Outstanding Civil Engineering Achievement from the New Hampshire chapter of the American Society of Civil Engineers in June 2005
- The Solid Waste Department was honored at the annual Fall meeting of the Solid Waste Association of North America (SWANA) as the recipient of the GOLD 2004 Solid Waste Management Excellence Award
- The Groundwater Management permits were issued by the NH Department of Environmental Services for the Old Nashua Landfill (Stellos Stadium parking lot) and Lincoln Park

*Staff Training and Certifications*

- 2 additional Landfill Equipment Operators certified by State of NH as Level IV Solid Waste Facility Operators
- Collections Foreman enrolled in NH Certified Public Supervisors Program

*Projects*

- Landfill Closure Project
    - Major upgrade to Landfill Gas Collection system in the closed landfill

  - SulfaTreat filter installed by Algonquin Power systems, the City's gas-to-energy partner; this aids in the removal of hydrogen sulfide from the gas stream, reducing corrosive damage to equipment
  - Post closure monitoring and reporting program established as required by state regulators
- Multi-Site Landfill Closure and Parks Improvement Project for Beneficial Reuse of Former Landfills:
  - Post closure monitoring and reporting program established
  - Landfill gas systems monitoring and maintenance performed on regular basis, with remote gas monitoring systems installed for Lincoln Park and Roussel-Gardner Park
- Successfully completed EPA and NHDES Solid Waste Department compliance inspection focusing on the Title V Air Permit
- Expanded the Landfill gas extraction system into the new lined landfill
- Conducted five collections of hazardous wastes from residents and small businesses in the Nashua Region Solid Waste Management District
- Equipment purchases: ordered two new recycling trucks, Heil R-2000 with compaction and semi-automated capabilities, to replace the original curbside sort vehicles first used in 1989 and 1990.
- The Groundwater Management permit renewal application for the Shady Lane Landfill (at New Searles School) was submitted to the NH Department of Environmental Services
- Submitted permit modification and waiver request to the NHDES for utilization of the 500' setback area in the lined landfill

## WASTEWATER TREATMENT FACILITY

*General Information*

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 4.70 Billion Gallons. The average daily flow was 11.99 million gallons, with a one-day maximum of 37.5 and a one-day minimum of 9.4 million gallons. The total amount of septage received from Hudson and Nashua was 298,965 gallons. Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.

The total flow from Hudson was 503.70 million gallons and the total Merrimack flow was 30.49 million gallons.

The facility generated 4.6 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 24,000 analyses on approximately 7,800 samples. The industrial pretreatment program processed in excess of 125

industrial discharge permits, conducted over 100 industrial inspections and industrial discharge sampling events.

*Awards*

- The NWTF received the Silver Award from the Association of Metropolitan Sewerage Agencies (AMSA) for Outstanding Performance in Wastewater Treatment. This award is given to fewer that 1% of all treatment facilities in the United States
- Ms. Nancy Lesieur, Lab Supervisor, received the Crystal Crucible award for contributions to laboratory profession

*Projects and Purchases*

- The engineering firm of Metcalf and Eddy, has developed the preliminary design of the cornerstone of the Long Term Control Plan; the wet weather treatment facility
- Phase II of the South Main Street Sewer Separation project was completed. This project included the installation of storm water retention ponds at the Nashua Country Club
- The facility expanded its participation in water quality initiatives by performing coliform analysis for the Pennichuck Brook Watershed Association. Ongoing projects include the Souhegan and Nashua River Associations
- An outside contractor cleaned the secondary digester, a tank that is part of the anaerobic digester complex. Mobile dewatering equipment, sludge conditioning equipment and conveyor systems were brought on-site. All of the material was transported through RMI to several land application sites.
- A vehicle used for the cleaning of catch basins and storm water detention basins was refurbished; this included a replacement clamshell attachment and a sealed dump body.
- Two chemical containment areas were rehabilitated. This included surface preparation, damage repair and coating with chemical resistant materials. We anticipate their longevity to be extended for several more years.
- The anaerobic digester methane driven generator was overhauled, namely a top end replacement.
- The City awarded the primary clarifier rehab contract to Methuen Construction. This contract is for the removal of the traveling bridge sludge and grease collectors and installation of a chain and flight system, misc. concrete work and removable covers on all five-process tanks. This also includes the provisions for the last malodorous area to receive odor control through the installation of a carbon scrubber system. In anticipation of the project, asbestos and lead paint abatement was performed in the pump gallery to ensure safety during construction activities.
- The maintenance staff rebuilt all five sludge grinders in the pump gallery.

- Numerous repairs were initiated in 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 in lower energy costs.
- A VACTOR, combination sewer flushing/cleaning vehicle, was purchased to replace an older model destroyed by an engine compartment fire.
- Replacement sewer castings and covers were purchased to replace the sub-standard triangular covers. This will be an annual effort in conjunction with the street paving program.
- Atmospheric monitoring equipment was upgraded. This ensures that worker safety is not compromised by inferior equipment.
- A new pick up truck was purchased to replace a vehicle that had exceeded its useful life, including the failure of the automatic transmission.

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The first wastewater treatment tanks were installed at the NWTF in 1959. At that time only a small portion of Nashua's flow came into the facility. In 1974, the facility was expanded and new interceptor lines in the city assured that all wastewater flow came into the NWTF. The facility was upgraded to secondary treatment in 1989 with a design flow of 16 million gallons per day. In 1998, the city started construction of a 10 million dollar anaerobic digester complex, which went on line in December 2000. The city is presently working to eliminate the combined sewer overflows that are discharged into the Nashua and Merrimack Rivers. CSOs occur when storms overpower the collection system and cause wastewater and storm water to be dumped into the rivers without treatment. The program will cost over 100 million dollars.

# NASHUA SCHOOL DISTRICT

***Message from the Superintendent***

Dear Neighbors,

I am deeply honored to be here in Nashua as your new Superintendent of Schools.

Since arriving in late August, I have traveled to each school in the District to meet the staff. I have enjoyed visiting with them and hearing them express their hopes and desires for the future of the District. Many have shared with me great stories of their personal history with the City's schools, whether a veteran or new arrival, like me. I share their passion that together we will continue to move this District forward. We are a community that is richly diverse.

To date, 2005 is a year of measurable progress. As we all know, our facilities are first rate. More Nashua High School North and South graduates are pursuing post-graduation education than ever before. More key professional development opportunities are available for our staff. The development of an aligned and rich curriculum is ongoing.

One of the many reasons I was drawn to Nashua was the community commitment to education, and the District-wide focus on student achievement and character development. With the recently completed high school construction and renovation project and the reconfiguration of grades, students are taking advantage of an expanded curriculum and added extra-curricular activities. I tip my hat to my predecessor, Joseph R. Giuliano, for harnessing so many resources for the well-being of the District. Consequently we have a solid foundation from which to move forward. At our high schools, our smaller learning communities and our rich programs are far beyond the standard of excellence throughout the state and nation.

Although the District has accomplished so much recently, there are some areas for future focus. We can't stand still because of the higher accountability standards of No Child Left Behind. High schools scores in reading and math showed marked improvement from 2004 to 2005; however, in January 2005 the NH Department of Education labeled the District in need of improvement. We were one of nine Districts in New Hampshire that did not meet standards in reading among some of our subpopulations: Hispanic, socio-economically disadvantaged, special education, and English language learners.

Already we are addressing this issue so that improved test scores are achieved across all segments of our student population. Much has been said about the No

Child Left Behind legislation, but the reality is that high stakes accountability is here to stay. We hear a lot about testing, and the time for data-driven review and progress is now. In my previous work, I have dealt with moving curriculum, staff, and students to attain higher achievement standards. One of my first priorities here is to lead ongoing efforts in curriculum development. We will position ourselves to teach a rich, comprehensive and compelling curriculum so that all students will learn and easily rise to whatever standards the state mandates.

Our fiscal challenges remain a priority as well. As a community, investment in public education must remain at the top of the agenda. I will work with our civic leaders to help overcome the $2.1 million shortfall in state aid to our schools. Student success matters to everyone. We must maintain an academic environment that produces an educated workforce that, in turn, spurs an innovative and robust economy here in Nashua where new technologies and successful enterprises can flourish. As a community, it is time to create an Education Foundation that provides additional support and collaboration for our educational initiatives.

Among our immediate budget concerns is that our teachers' contract is up in August 2006 and two other expired contracts are in negotiation. I can assure this community that our teachers and staff are the best I have seen anywhere, and they deserve the respect of all of us. As a community we want top notch professionals working with our children each day. As our City's second largest employer behind BAE Systems, the City and the District must work together to find common ground for fair and equitable wages and benefits for so many of our employees.

Meeting high expectations will take the efforts of all of us in this District as well as in the community. Together, we can build on recent successes. Traveling the District and meeting with the staff, I have had the chance to hear about what they hold dear about our schools and to share my approach to our shared goals for the District. The task ahead will be for us to make all our hopes and desires for our schools, our schoolchildren, and our City come to fruition. I know we can do it by communicating a shared vision and collaborating to achieve our goals.

Before I close, I would like to offer several special thank yous.

Thank you to the members of the Board of Education and all the dedicated members of the administration for their vote of confidence in my abilities. Mayor Bernard A. Streeter and BOE President Kim Shaw led the delegation of city officials that introduced me to the District on August 29th. I am particularly grateful for the warm embrace exhibited at that District-wide gathering at NHS South gymnasium.

A heartfelt thank you goes to my closest collaborators and advisors, my family and friends back in Texas and Louisiana. Their loving support and inspiration

mean a great deal to me. I am especially grateful to my two children who allowed Lancelot, our trusted family pet spaniel, to accompany me in my adventurous cross-country trip to Nashua.

And, again, a very, very special thank you to the dedicated faculty and staff at each of our 18 schools for their gracious welcome and to the members of the community who have extended their hands. Everyone I have met during the last few months has been excited about the year ahead, and I know I am too.

This is a great time for our schools. Join me in reading about the District in this year's edition of the Annual Report to the Community.

Respectfully,
Julia C. Earl, Ph.D.
Superintendent of Schools

**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.

**School Officials**

*Board of Education*
Kimberly Shaw, President
Richard Dowd, Clerk
John Andrick
Michael Clemons
Scott Cote
John Kelley
Edwina Kwan
Latha Mangipudi
Mary Ann Melizzi-Golja

*Administration*
Julia C. Earl, Ph.D.
Superintendent

John Nelson
Asst. Superintendent, Administration

Christopher Hottel
Assistant Superintendent, Curriculum

Mark Conrad
Business Administrator

*Principals*

Janet Valeri
Amherst Street Elementary School

Kyle Langille
Bicentennial Elementary School

John Richard
Birch Hill Elementary School

Ruth Tuttle
Broad Street Elementary School

Susan Nelson
Charlotte Avenue Elementary School

Jane Quigley
Dr. Crisp Elementary School

Chuck Healey
Fairgrounds Elementary School
Charles Katsohis

Ledge Street Elementary School

Christopher Gosselin
Main Dunstable Elementary School

Bruce Geer
Mt. Pleasant Elementary School

William Pimley
New Searles Elementary School

Philip Schappler
Sunset Heights Elementary School

Patricia Place
Alternative Middle School

Pauline Caron
Elm Street Middle School

Michael Hogan
Fairgrounds Middle School

Paul Asbell
Pennichuck Middle School

R. Patrick Corbin
Nashua High School North

Jennifer Seusing
Nashua High School South

**Nashua High School North**
**Class of 2005 Top Ten**

| | | |
|---|---|---|
| Valedictorian | Garrett Nelson | Harvard University |
| Salutatorian | Michael Sennott | Hamilton College (IA) |
| 3. | Anna Kupchik | Boston College |
| 4. | Mark Keller | University of Virginia |
| 5. | Brenda Haggerty | DeSales University (PA) |
| 6. | Olga Usyk | Brown University |
| 7. | Katherine Rudolph | Rhode Island School of Design |
| 8. | Vassili Vorotnikov | University of New Hampshire |
| 9. | Jesse MacDougall | Ithaca College |
| 10. | Adam Daneau | University of Massachusetts/Lowell |

**Nashua High School South**
**Class of 2005 Top Ten**

| | | |
|---|---|---|
| Valedictorian | Timothy Zhu | Carnegie Mellon University |
| Salutatorian | Jordan Hilliard | Bentley College |
| 3. | Jesse Coyle | Georgia Institute of Technology |
| 4. | Nirav Bhavsar | Boston University |
| 5. | Ananth Sridhar | Columbia University |
| 6. | David Illig | Tulane University (Clarkson University) |
| 7. | Danielle Nelson | University of Massachusetts/Amherst |
| 8. | Susan Miles | University of Massachusetts/Amherst |
| 9. | Samit Ghia | Drexel University |
| 10. | James Pelletier | Cornell University |

**Class of 2005**
More Nashua High School North and South graduates are pursuing higher education than ever before (73% and 78% respectively).

Students were surveyed just before their June graduations about their post-graduation plans. Among the upper quarter, the top 25% of students academically from both high school graduating classes, only seven of the 199 students chose to work rather to pursue a college degree immediately following graduation.

Of those 192 students who chose to continue their education, 119 (62%) chose a college or university located within New England; in fact 24 chose to attend either University of New Hampshire, Keene State College, or Plymouth State College, which are part of the state university system.

Five students are attending an Ivy League college: Garrett Nelson (North) is attending Harvard University; Olga Usyk (North) is attending Brown University; James Pelletier and Aaron Weinstein (South) are attending Cornell University; and Ananth Sridhar (South) is attending Columbia University.

**Johns Hopkins Center for Talented Youth**
Twenty-four students were high scorers in the 2005 Johns Hopkins University's Center for Talented Youth (CTY) talent search. CTY identifies top students across the country each year, and provides programs to help them make the most of their special academic abilities. All were recognized in May 2005 with a special ceremony at Southern New Hampshire University. We join CTY in congratulating these high achievers.

*Grades 5 & 6*
Saatchi Bhalla, New Searles; Hannah Drake, Bicentennial; Nancy Freeman, Broad Street; Yihjen Ku, Bicentennial; Nicholas Kwan, Elm Street Middle; Samantha Kwan, Elm Street Middle; Mathew Leeds, Fairgrounds Middle; Hanna Shapiro, Bicentennial; Sean Stempler, Bicentennial; Jonathan Warneke, Fairgrounds Middle; Katie Wong, Fairgrounds Middle; Cecille Yang, Ledge Street.

*Grades 7 & 8*
Austin Boesch, Fairgrounds Middle; Alexander Chen, Fairgrounds Middle; Anthony D'Amico, Fairgrounds Middle; Kristen Dapkus, Fairgrounds Middle; Joshua Enxing, Elm Street Middle; Brian Jiang, Pennichuck Middle; Sesha Kadakia, Fairgrounds Middle; Austin Mak, Fairgrounds Middle; Amritha Mangalat, Elm Street Middle; Nadia Morris, Fairgrounds Middle; Anand Sastry, Fairgrounds Middle; Wendy Xiao, Fairgrounds Middle.

The students were invited to take part in the national talent search because they scored in the 97th percentile or higher on school standardized tests. They took additional above-level exams, which further tested their verbal and mathematical reasoning abilities.

**2004-2005 Annual Report to the Community**

The Nashua School District 2004-2005 Annual Report to the Community was prepared by the Office of the School/Community Coordinator in the interest of parents, students, staff, and residents of the City of Nashua. Your comments and suggestions are welcome. Please contact us at 603.589.8599.

*Nashua School District Web Site*

For current information on the Nashua School District and its 18 schools, please refer to our web site at www.nashua.edu/district.

*No Child Left Behind*

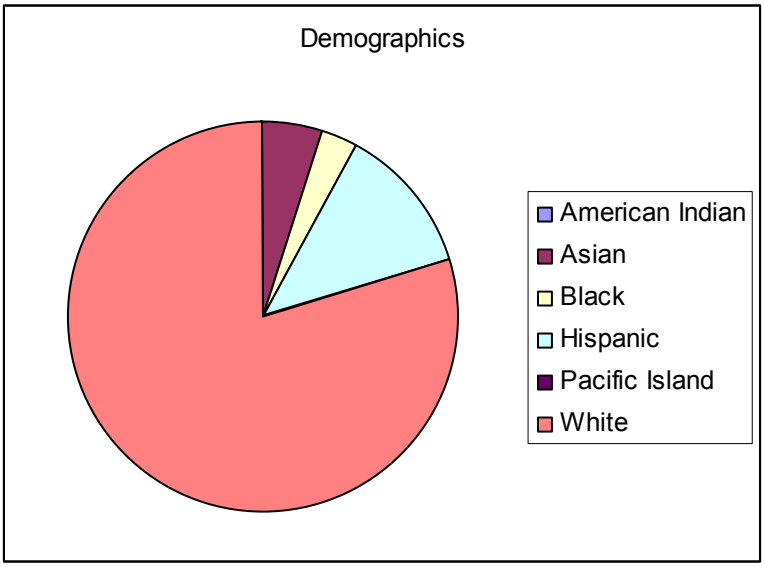
In January 2005 the NH Department of Education (DOE) identified the Nashua School District as a school district "in need of improvement." This labeling was a result of four sub-groups of students, defined according to federal standards, not making adequate yearly progress (AYP) for two consecutive years in reading on state-wide tests. Our grade 3 and grade 6 Hispanic; socio-economically disadvantaged; educationally disabled; and non- or limited-English proficient students did not meet the performance level targeted by the DOE in reading.

In response to the labeling, administrators developed a two-year improvement plan that describes strategies to improve conditions or factors impacting student achievement in reading. Parents, teachers, administrators, and staff members worked together to develop the improvement plan. After almost a year of study and bi-weekly meetings, the District defined four priority areas designed to accelerate the learning of these four sub-groups of students. These four priority areas are:

- Improved data collection, management, and decision-making
- Improved communication and collaboration
- Enhanced reading and literacy professional development for our staff
- Improved curriculum development process, with a focus on specific learning needs of our targeted sub-groups of students

These improvement efforts will focus on consistent implementation of DOE standards, alignment of curriculum, assessments, and professional development opportunities that support teachers in the use of research-based strategies, allocation of resources, and accountability at all levels to ensure improved student achievement.

## School Population Ethnic Origins




## Points of Pride

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 accomplishments and we salute them.

*Crystal Ainslie*, Pennichuck Middle School 7th Grader, was named Girls Inc. 2005 Girl of the Year.

*Ariel Barry, Krystal Bizier, Taylor Christiansen, Cassandra Monahan, Hannah Root,* and *Ian Feenan,* Mt. Pleasant Elementary School 5th Graders and Destination Imagination teammates, won the Destination Imagination state competition in their division.

The Nashua High School FIRST (for Inspiration and Recognition of Science and Technology) robotics team won the U.S. FIRST 2005 Web Site Excellence Award. The team's web site was designed by *Nirav Bhavsar*, NHS South Class of 2005. Nirav also won the Boston University FIRST Scholarship and is currently a freshman at BU, studying biomedical engineering/pre-med. Glenn Ouellette, NHS South Teacher, served as team advisor.

*Tracey Cassady*, Alternative Middle School Teacher, was a finalist for the NH Department of Education's 2005 Teacher of the Year.

*John Cepaitis,* 21st Century Community Learning Centers Director, was awarded the 2005 Campus Compact Community Partners Award. *Janet Valeri, Yvette Lessard,* and *Franna Eaton,* Amherst Street Elementary School Principal and Teachers respectively, were awarded the 2005 Campus Compact President's

Award for the school's partnership with NH Community Technical College. Campus Compact is a national non-profit agency that supports student citizenship and encourages partnerships between college campuses and communities.

*Marjorie Kasten,* Elm Street Middle School 8th Grader, was one of nine National History Day participants whose project was selected to be displayed at the Smithsonian's National Air and Space Museum. Her project, "Canvassing the West: American Painters Draw Settlers Westward," focused on paintings of the era and how they influenced early American settlers to settle the West.

*Karim Mezghani,* Bicentennial Elementary School 5th Grader, won the 2005 New Hampshire Reader's Digest National Word Power Challenge.

*Jane Murray,* NHS North Special Education Teacher, was a recipient of the New Hampshire Society for Technology in Education (NHSTE) 2004 Pat Keyes Technology-Using Educator of the Year Award. The award recognizes NH teachers who work to integrate technology in innovative ways, demonstrate student improvement with the use of technology, and share ideas and training with other teachers.

City Year New Hampshire recognized *Patricia Place,* Alternative Middle School Principal, with a 2005 City Year Moccasin Award. Each year City Year honors outstanding community leaders who have supported City Year efforts in the spirit of the Native American prayer, "Great spirit, grant that I may not criticize my brother or sister until I have walked a mile in his or her moccasins." City Year New Hampshire is a Partner in Education with the ALT School.

The Nashua Fire Department honored *Josh Stern,* Bicentennial Elementary School 3th Grader, in October 2004 as the first-ever recipient of the Outstanding Citizen Award. Josh remained calm for operators and emergency crews when his mother began experiencing a diabetic episode, from which she fully recovered.

The New England Math League recognized *Ariel Brest, Serguei Balanovich, Addison Hanscom*, Birch Hill Elementary School 5th Graders, for "superior achievement" with a Mathematics League Certificate of Merit.

Bank of American recognized *Philip Schappler*, Birch Hill Elementary School Assistant Principal, with a Neighborhood Champions Award for "outstanding educational leadership."

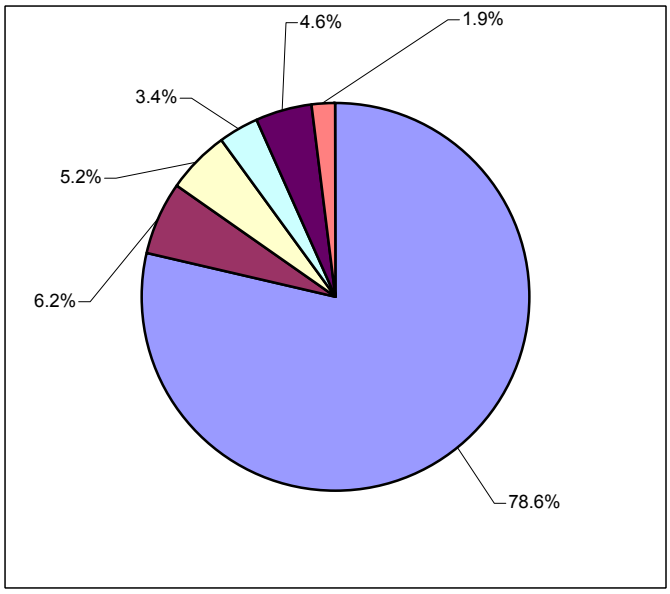
*Peter Soewardiman*, New Searles Elementary School 4th Grader, was a winner in the Continental Math League competition.

## Budget: FY2005-2006 Nashua School District Operating Budget

The portion of the total school budget managed through the Board of Education totals $83,701,595 in fiscal year 2005-2006. Additional expenditures, such as health insurance costs and debt service for school construction, are managed through other City of Nashua departments. The total operating budget for all school expenditures in fiscal year 2005-2006 totals $122,935,020.

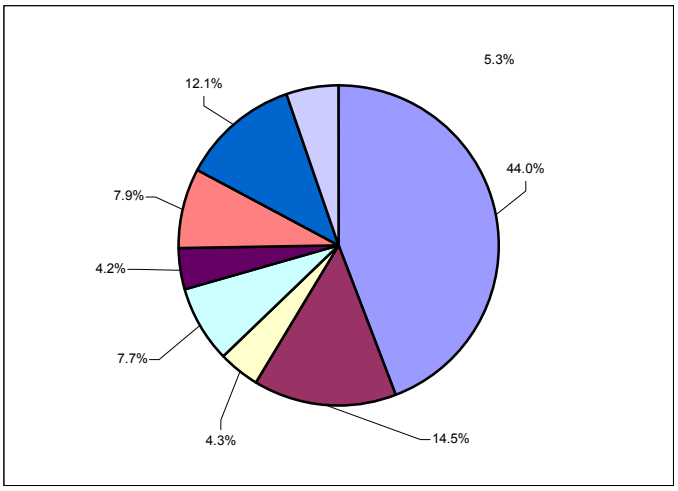
**Fiscal Year 2006 Operating Budget By Type of Expend diture**

| Type of Expenditure | % Total | Budget 2005-2006 |
|---|---|---|
| Salaries & Benefits | 78.6% | $65,822,403 |
| Purchased Services | 6.2% | $5,173,705 |
| Transportation | 5.2% | $4,366,626 |
| Supplies, Books & Software | 3.4% | $2,863,233 |
| Utilities | 4.6% | $3,873,870 |
| Other | 1.9% | $1,601,758 |
| **TOTAL** | **100.0%** | **$83,701,595** |




**Fiscal Year 2006 Operating Budget By Program**

| Program | % Total | Budget 2005-2006 |
|---|---|---|
| General Education | 44.0% | $36,865,660 |
| Special Education | 14.5% | $12,131,219 |
| Other Instruction | 4.3% | $3,630,639 |
| Student Support Services | 7.7% | $6,461,459 |
| Instruction Support Srvcs. | 4.2% | $3,488,275 |
| Admin/Schools/CO | 7.9% | $6,595,453 |
| Plant Operations | 12.1% | $10,108,875 |
| Transportation | 5.3% | $4,420,015 |
| **TOTAL** | 100.0% | **$83,701,595** |



**NHS South State Championship Baseball Team**

On a hot and humid mid-June Saturday afternoon at Holman Stadium, the Nashua High School South baseball team beat Salem High School 6-1 for the Class L Championship. This was the first state title by a city high school in any sport in the post-split era.

Mark Fraser, junior, hit a bases-loaded triple in the 6th inning, breaking a 1-1 deadlock. Two additional runs scored that inning before the Blue Devils were able to take the offense. But the Panthers cruised through the final 7th inning for the championship. Junior Dan Rossignol was the winning pitcher. The Nashua High School South baseball team is coached by William "B.J." Neverett, a Fairgrounds Middle School Teacher.

**Farewell to our Retirees**

Congratulations to the Nashua School District employees who retired during the 2004-2005 school year. We greatly appreciate your many years of service and we wish you many more years of continued success in all that you do.

<u>30 years or more</u>

Margaret Belowski
Russell Cardin
Patricia Carter
Barbara Crawford
Gregory Hackney
Kathleen Harris
Yvette Lessard
Virginia Lumbra
Diana Lytle
Marie Mellin
Paul Mellin
Patricia Murdy
Lorinda Nye
Carolyn Poirier
Maryann Stawasz
Angela Tomasian

<u>20-29 years</u>

Peter Darrigo
Marie Duclos
Joseph Giuliano
Jane Homer
John Joyce
Sherry Labrecque-Cote
Kevin Leonard
Judith Maguire
Cynthia Martel
Angela Osterroth
Elaine Sodaitis

<u>10-19 years</u>

Norman Boutillette
Thomas Dobins
Barbara Roberts

**Partners in Education**

BAE SYSTEMS
Barnes & Noble Booksellers
Big Brothers Big Sisters of Greater Nashua
Boys & Girls Club of Nashua
Citizens Bank
City Year New Hampshire
Community Bank & Trust Company
Daniel Webster College
Federal Aviation Administration
Granite State FitKids
Hewlett-Packard
Hunt Community
McDonald's of East Hollis Street
Museum of Science
Nashua City Hall
Nashua Coalition for Literacy
Nashua Fire Department
Nashua Historical Society
Nashua Police Department
Nashua Pride Professional Baseball Club
Nashua Symphony Association
Nashaway Women's Club
NH Community Technical College
Pennichuck Water
Rivier College
St. Joseph Hospital
Southern NH Medical Center
Target
Teradyne
The Huntington at Nashua
The Telegraph

NH Commissioner of Education Lyonel B. Tracy presented the Nashua School District, one of only six in the state, a Recognition of Achievement for volunteerism because all schools in the District were recipients of the 2005 Blue Ribbon School Achievement Award. The presentation was made last month at the 24th annual NH Partners in Education breakfast, honoring schools who reported exemplary volunteer programs. Critical areas of review include leadership, administrative and staff support, recruitment, orientation, placement, opportunity for growth, risk management, recognition, and evaluation.

Parents, grandparents, retirees, teachers, students, college students, staff members, and community members are welcome to take part in Partners in Education. In fact last year more than 5,000 volunteers contributed 195,505 hours to the District. Translated into a dollar value using a figure ($17.55) calculated by the Independent Sector of Nonprofit and Volunteer Organizations, which tracks U.S. giving and volunteering trends, these hours of service represent a $3,431,112 value to our schools. Thank you, volunteers!

## Nashua At A Glance

2nd Largest School District in NH

| | | | |
|---|---|---|---|
| Student Enrollment<br>*As of October 1, 2005* | 12,983 | | |
| Number of Employees | 2,044 | | |
| Number of Teachers | 1,037 | | |
| Number of Commended National Merit Scholars | | | |
| • NHS North | 4 | | |
| • NHS South | 9 | | |
| Number of AP Scholars | 24 | | |
| Percentage of Students Receiving Free/Reduced-Price Meals | | | 29.35% |
| Percentage of ESL Students | | | 3.64% |
| Number of Languages Spoken by ESL Students | | | 27 |
| Percentage of Special Education Students | | | 14.6% |
| SAT Results | Verbal | Math | |
| • National Average | 508 | 520 | |
| • NH Average | 525 | 525 | |
| • NHS North Average | 505 | 510 | |
| • NHS South Average | 508 | 520 | |
| Number of Class of 2005 Graduates | | | |
| • NHS North | 366 | | |
| • NHS South | 410 | | |
| Percentage of Students Pursuing Post-Secondary Education | | | |
| • NHS North | 72% | | |
| • NHS South | 78% | | |
| Number of Varsity Athletic Letters Awarded | | | |
| • NHS North | 380 | | |
| • NHS South | 237 | | |

# RESOLUTIONS

## Passed by the

## *BOARD OF ALDERMEN*

## July 1, 2004

## through

## June 30, 2005

R-04-96
APPROVING AN AGREEMENT BETWEEN THE CITY OF NASHUA AND SOUTHERN NEW HAMPSHIRE SERVICES, INC. FOR A CONDOMINIUM DEVELOPMENT FOR HOUSING AND THE SENIOR CENTER

R-04-106
RELATIVE TO THE TRANSFER OF $6,000 FROM FY04 ACCOUNTS 576-11900 “BUILDING DEPARTMENT – PAYROLL, ADJUSTMENTS” ($2,000) AND 573-59100 “ECONOMIC DEVELOPMENT – MISCELLANEOUS SERVICES” ($4,000) INTO FY04 ACCOUNT 571-59100 “COMMUNITY DEVELOPMENT DIVISION – MISCELLANEOUS SERVICES”

*The preceding Resolutions were passed July 8, 2004*
*Brian S. McCarthy, President*
*Approved July 12, 2004*
*Bernard A. Streeter, Mayor*

R-04-52
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A GRANT IN THE AMOUNT OF $8,000 FROM THE STATE OF NEW HAMPSHIRE, DIVISION OF FIRE STANDARDS AND TRAINING INTO SPECIAL REVENUE ACCOUNT 332-6311

R-04-55
AUTHORIZING THE MAYOR TO APPLY FOR AND ACCEPT A HUD SPECIAL ECONOMIC DEVELOPMENT INITIATIVE GRANT IN THE AMOUNT OF $785,339 FOR THE SENIOR CENTER

R-04-56
AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE MILLION ONE HUNDRED AND THIRTY-FIVE THOUSAND DOLLARS ($1,135,000) TO FUND THE CONSTRUCTION AND ASSOCIATED IMPROVEMENTS OF THE “RIVERWALK” IN THE NASHUA RIVERFRONT PROMENANDE TAX INCREMENT FINANCE DISTRICT

R-04-58
DESIGNATING A DISTRICT ADMINISTRATOR AND ESTABLISHING AN ADVISORY BOARD FOR THE TAX INCREMENT FINANCING DISTRICT ESTABLISHED UNDER RESOLUTION O3-197

R-04-59
ENDORSING THE PROTECTION OF THE CITY’S WATER SUPPLY BY MINIMIZING THE AMOUNT OF IMPERVIOUS SURFACE ADDED WITHIN THE PENNICHUCK BROOK WATERSHED

R-04-60
AUTHORIZING ACCEPTANCE OF THE GIFT OF AN APPROXIMATELY 2.5 ACRE PARCEL OF LAND ADJACENT TO CITY-OWNED LAND THAT IS PART OF THE FIELD'S GROVE PARK/SALMON BROOK WETLAND AND CONSERVATION AREA

R-04-70
AUTHORIZING THE CONVEYANCE OF PROPERTY AT 42 PINE STREET TO NASHUA FOUNDATION FOR MENTAL HEALTH

R-04-71
RELATIVE TO THE TRANSFER OF $63,803 FROM POLICE DEPARTMENT ACCOUNTS 531-46030 "PROTECTIVE CLOTHING" ($22,848), 531-68020 "CARS, GROUP 1 DETECTIVE ($7,803) AND 531-68025 "CARS, GROUP 2 PATROL" ($33,152) INTO ACCOUNT 631-11 "POLICE HVAC SYSTEM"

R-04-72
RELATIVE TO THE ASSESSING DEPARTMENT CHANGING THE PURPOSE OF THEIR PRIOR YEAR OBLIGATION ACCOUNTS

R-04-73
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $23,836.64 OBTAINED FROM THE FEDERAL BUREAU OF JUSTICE ASSISTANCE INTO SPECIAL REVENUE ACCOUNT 331-6299 "BJA 2004 BULLETPROOF VEST PARTNERSHIP GRANT"

R-04-74
EXPRESSING SUPPORT FOR THE EFFORTS OF CONGRESSMAN CHARLES BASS TO SECURE FEDERAL FUNDS TO EXTEND COMMUTER RAIL SERVICE INTO NEW HAMPSHIRE

R-04-75
RELATIVE TO THE APPROPRIATION OF $121,452.93 FROM FY04 UNANTICIPATED/EXCESS REVENUE INTO EXPENDABLE TRUST FUND ACCOUNT 974 "SNOW REMOVAL FUND"

R-04-79
RELATIVE TO THE TRANSFER OF $200,000 FROM ACCOUNT 591-86633 "CONTINGENCY – ENERGY COSTS" INTO ACCOUNT 581-34015 "SCHOOL DEPARTMENT – HEATING, PROPANE AND NATURAL GAS"

R-04-80
RELATIVE TO THE TRANSFER OF $136,875 FROM ACCOUNT 596-86532 "CONTINGENCY RETIREMENTS – FIRE DEPARTMENT" INTO ACCOUNT 532-11900 "FIRE DEPARTMENT – FULL TIME PAYROLL"

R-04-81
RELATIVE TO THE TRANSFER OF $500,000 FROM ACCOUNT 596-86581 "CONTINGENCY – RETIREMENTS – SCHOOL DEPARTMENT" INTO ACCOUNT 581-19210 "SCHOOL DEPARTMENT – PAYROLL, SEVERANCE"

R-04-82
RELATIVE TO THE TRANSFER OF $431,649 FROM ACCOUNT 596-86 "CONTINGENCY – RETIREMENTS" INTO NON-CAPITAL RESERVE FUND 975 "CITY RETIREMENTS"

R-04-83
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO WEST HOLLIS STREET

R-04-84
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO SEARLES ROAD

R-04-85
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO PINE HILL AVENUE AND CHARRON AVENUE

R-04-86
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO NORTHEASTERN BOULEVARD AND MAIN DUNSTABLE ROAD

R-04-87
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO MAIN STREET

R-04-88
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORATION IMPROVEMENTS TO EAST PEARL STREET AND TEMPLE STREET

R-04-89
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO AMHERST STREET

R-04-90
RELATIVE TO THE TRANSFER OF $423,961 FROM EXPENDABLE TRUST FUND ACCOUNT 971 “PORTABLE CLASSROOMS” INTO ACCOUNT 681-34 “CAPITAL IMPROVEMENTS – SCHOOL PORTABLE CLASSROOMS

R-04-91
RELATIVE TO THE TRANSFER OF $41,151 FROM ACCOUNT 312-6101 “RENTAL OF CITY PROPERTY FUND” ($38,151) AND ACCOUNT 571-59100 “COMMUNITY DEVELOPMENT – MISCELLANEOUS SERVICES” ($3,000) INTO ACCOUNT 620-01 “HUNT BUILDING RESTORATION”

R-04-94
RELATIVE TO THE TRANSFER OF $100,000 FROM ACCOUNT 545 “WELFARE COSTS” INTO EXPENDABLE TRUST FUND ACCOUNT 973 “WELFARE”

R-04-97
ESTABLISHING POLLING TIMES FOR THE STATE PRIMARY ELECTION ON SEPTEMBER 14, 2004 AND THE STATE GENERAL ELECTION ON NOVEMBER 2, 2004

R-04-105
AUTHORIZING THE ACCEPTANCE OF AN EASEMENT FOR PUBLIC PEDESTRIAN AND NON-MOTORIZED VEHICLE USE AND VEHICLE PARKING ON LAND OWNED BY AMERIGAS PROPANE AT 50 DEPOT ROAD

*The preceding Resolutions were passed July 13, 2004*
*Brian S. McCarthy, President*
*Approved July 15, 2004*
*Bernard A. Streeter, Mayor*

R-04-93
ESTABLISHING THE USE OF UNDESIGNATED FUND BALANCE FOR TAX RATE

*The preceding Resolutions were passed July 27, 2004*
*Brian S. McCarthy, President*
*Approved July 28, 2004*
*Bernard A. Streeter, Mayor*

R-04-100
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF $84,765.28 FROM THE STATE OF NH, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT 332-6312 “HOMELAND SECURITY GRANT 2003 – “HAZMAT”

R-04-104
RELATIVE TO THE TRANSFER OF $4,921.00 FROM FY04 ACCOUNT 573-11646 “ECONOMIC DEVELOPMENT – ASSISTANT ECONOMIC DEVELOPMENT DIRECTOR” INTO ACCOUNT 571-19230 “COMMUNITY DEVELOPMENT DIVISION – STIPENDS”

*The preceding Resolutions were passed July 28, 2004*
*Brian S. McCarthy, President*
*Approved July 29, 2004*
*Bernard A. Streeter, Mayor*

R-04-38 B
RELATIVE TO THE ADOPTION OF A TEMPORARY BUDGET BEGINNING JULY 1, 2004 AND ENDING AUGUST 31, 2004

*The preceding Resolution was passed July 28, 2004*
*Brian S. McCarthy, President*
*Approved July 30, 2004*
*Bernard A. Streeter, Mayor*

R-04-38 A
RELATIVE TO THE ADOPTION OF FISCAL YEAR 2005 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL AND ENTERPRISE FUNDS

R-04-77
RELATIVE TO THE APPROVAL OF THE EAST HOLLIS STREET AREA PLAN ADOPTED BY THE CITY PLANNING BOARD

R-04-78
AMENDING THE NAMING AND ADOPTION OF THE PORTION OF THE NASHUA HERITAGE RAIL TRAIL LOCATED BETWEEN THE EATON STREET BRIDGE AND TWELFTH STREET BY DIVIDING THAT PORTION INTO TWO DIFFERENT SECTIONS

R-04-98
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A GRANT IN THE AMOUNT OF $46,000 FROM THE NH CITIZENS CORPS COUNCIL – VOLUNTEER NH PROGRAM INTO SPECIAL REVENUE ACCOUNT 341-6420

R-04-99
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF $540 FROM THE STATE OF NEW HAMPSHIRE, HIGHWAY SAFETY AGENCY, INTO SPECIAL REVENUE ACCOUNT 331-6202 “NASHUA DWI SATURATION PATROLS”

R-04-101
CHANGING THE NAME OF DEVILWOOD DRIVE TO SUGARBERRY DRIVE

R-04-114
RESCINDING RESOLUTION 04-93 AND ESTABLISHING THE USE OF UNDESIGNATED FUND BALANCE FOR TAX RATE

*The preceding Resolutions were passed August 10, 2004*
*Brian S. McCarthy, President*
*Approved August 16, 2004*
*Bernard A. Streeter, Mayor*

R-04-102
RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2005 ESCROWS

R-04-107
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $40,175 OBTAINED FROM THE STATE OF NEW HAMPSHIRE AND THE TRANSFER OF $13,400 FROM ACCOUNT 597-86607 "CONTINGENCY – POLICE GRANTS", BOTH INTO SPECIAL REVENUE ACCOUNT 331-6203 "NH DRUG TASK FORCE 2004"

R-04-108
RELATIVE TO THE TRANSFER OF $15,000 FROM ACCOUNT 631-09 "ANDROS HAZARDOUS DUTY ROBOT" INTO ACCOUNT 631-11 "POLICE HVAC SYSTEM"

R-04-109
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $200,000 EPA BROWNFIELDS GRANT INTO SPECIAL REVENUE ACCOUNT 371-7016

R-04-110
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $615 RECEIVED FROM THE ROTARY CLUB, NASHUA WEST INTO SPECIAL REVENUE ACCOUNT 341-6421

R-04-111
RELATIVE TO THE TRANSFER OF $16,095 FROM ACCOUNT 596-86553 "CONTINGENCY – RETIREMENTS, STREET DEPARTMENT" INTO ACCOUNT 553-11759 "STREET DEPARTMENT – TRUCK DRIVER, STREET REPAIRS"

R-04-112
RELATIVE TO THE TRANSFER OF $1,986 FROM 596-86572 "CONTINGENCY – RETIREMENTS – PLANNING DEPARTMENT" INTO ACCOUNT 572-11900 "PLANNING DEPARTMENT FULL-TIME PAYROLL"

R-04-113
CHANGING THE NAME OF THE PORTION OF MONTGOMERY AVENUE BETWEEN CRESTVIEW TERRACE AND TAYLOR STREET TO WENTWORTH STREET

R-04-116
EXTENDING CONGRATULATIONS TO THE NASHUA NORTH 11 YEAR OLD BASEBALL TEAM

R-04-123
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $25,467 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT 332-6313

R-04-124
TRANSFERRING THE SUM OF $600,000 FROM THE SCHOOL CAPITAL RESERVE FUND FOR FY05 SCHOOL CAPITAL COSTS

*The preceding Resolutions were passed September 13, 2004*
*Brian S. McCarthy, President*
*Approved September 16, 2004*
*Bernard A. Streeter, Mayor*

R-04-115
CREATING A SPECIAL REVENUE FUND FOR DISASTER LIFE SUPORT COURSE

R-04-125
EXTENDING CONGRATULATION TO THE NASHUA PRIDE FOR WINNING THE SECOND HALF NORTH DIVISION TITLE IN THE ATLANTIC LEAGUE

R-04-128
REQUESTING THAT THE NASHUA LEGISLATIVE DELEGATION CONSIDER CHANGES TO THE ASSET LIMITS IN THE QUALIFICATION TESTS FOR THE ELDERLY TAX EXEMPTION

*The preceding Resolutions were passed September 28, 2004*
*Brian S. McCarthy, President*
*Approved September 30, 2004*
*Bernard A. Streeter, Mayor*

R-04-117
RELATIVE TO THE TRANSFER OF $147,460 FROM ACCOUNT 596-86531 “CONTINGENCY-RETIREMENTS, POLICE DEPARTMENT” INTO ACCOUNT 531-11900 “POLICE DEPARTMENT FULL-TIME PAYROLL”

R-04-118
RELATIVE TO THE TRANSFER OF $7,676 FROM ACCOUNT 596-86553 "CONTINGENCY-RETIREMENTS, STREET DEPARTMENT" INTO ACCOUNT 553-11771 "STREET DEPARTMENT - WELDER 1ST CLASS"

R-04-122
RELATIVE TO THE TRANSFER OF $18,831 FROM ACCOUNT 597-86607 "CONTINGENCY – POLICE GRANTS" INTO SPECIAL REVENUE ACCOUNT 331-6294 "DOMESTIC VIOLENCE UNIT 03 FUNDS" FOR THE BALANCE OF THE CITY'S PORTION OF MATCHING FUNDS FOR THE DOMESTIC VIOLENCE PROGRAM GRANT ACCEPTED BY R-04-05

*The preceding Resolutions were passed October 12, 2004*
*Brian S. McCarthy, President*
*Approved October 13, 2004*
*Bernard A. Streeter, Mayor*

R-04-127
APPROVING THE COST ITEMS OF A SIDEBAR AGREEMENT TO THE COLLECTIVE BAGAINING AGREEMENT BETWEEN THE CITY OF NASHUA AND THE UNITED AUTO WORKERS (UAW) LOCAL 2232 CLERICAL AND TECHNICAL UNIT FOR JULY 1, 2003 THROUGH JUNE 30, 2005

R-04-135
DESIGNATING THE INTERSECTION OF MANCHESTER STREET AND HENRY BURKE HIGHWAY AS "KELLEY SQUARE"

*The preceding Resolutions were passed October 26, 2004*
*Brian S. McCarthy, President*
*Approved October 29, 2004*
*Bernard A. Streeter, Mayor*

R-04-129
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $4,000 RECEIVED FROM THE STATE OF NEW HAMPSHIRE, OFFICE OF EMERGENCY MANAGEMENT, INTO SPECIAL REVENUE ACCOUNT #335-6314

R-04-130
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF APPROXIMATELY $100,000 FROM THE DEPARTMENT OF HEALTH AND HUMAN SERVICES OF MARYLAND INTO SPECIAL REVENUE ACCOUNT #341-6419

R-04-131
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $18,000 FROM HILLSBOROUGH COUNTY AS WWELL AS CONTRIBUTIONS FROM AREA TOWNS AND OTHER MISCELLANEOUS REVENUES INTO SPECIAL REVENUE ACCOUNT 341-6406 “MEDIATION COMMUNITY EDUCATION SERVICES”

R-04-132
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-04-133
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $7,000 FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT #332-6309 “NASHUA FIRE RESCUE’S RISK WATCH PROGRAM”

R-04-142
APPROVING THE ASSIGNMENT OF THE “CONCESSION AGREEMENT” BETWEEN THE CITY OF NASHUA AND THE NASHUA PRIDE PROFESSIONAL BASEBALL, LLC TO BKK NASHUA, LLC

*The preceding Resolutions were passed November 9, 2004*
*Brian S. McCarthy, President*
*Approved November 15, 2004*
*Bernard A. Streeter, Mayor*

R-04-143
EXTENDING CONGRATULATIONS TO THE BOY SCOUTS WHO HAVE ACHIEVED THE RANK OF EAGLE SCOUT

R-04-145
AUTHORIZING THE MAYOR TO CONVEY A DISCONTINUED PORTION OF A STREET KNOWN AS COLONIAL AVENUE

*The preceding Resolutions were passed November 23, 2004*
*Brian S. McCarthy, President*
*Approved November 29, 2004*
*Bernard A. Streeter, Mayor*

R-04-103
RELATIVE TO THE TRANSFER OF $300,000 FROM EXPENDABLE TRUST FUND ACCOUNT 970 “SCHOOL CAPITAL RESERVE” INTO ACCOUNT 681-42 “CAPITAL IMPROVEMENT – SCHOOL FLOORING REPLACEMENT”

R-04-134
CONTINUING SUPPORT FOR COMMUTER RAIL AND SUPPORT FOR TRANSIT ORIENTED DEVELOPMENT AT AN APPROPRIATE TRAIN STATION LOCATION IN SOUTH NASHUA

R-04-137
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $546 FROM TARGET, INC. INTO SPECIAL ACCOUNT #331-6211

R-04-138
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $13,771 FROM THE UNITED STATES DEPARTMENT OF JUSTICE, INTO SPECIAL REVENUE ACCOUNT #331-6205 “LLEBG 2004” AND THE TRANSFER OF $1,530 FROM ACCOUNT 597-86607 INTO THE SPECIAL REVENUE ACCOUNT

R-04-139
RELATIVE TO THE ACCEPTANCE AND APPROPIRATION OF FUNDS IN THE AMOUNT OF $26,923.08 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT #331-6210 “2004 HOMELAND SECURITY – BOMB UNIT”

R-04-140
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $26,923.08 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT #331-6208 “2004 HOMELAND SECURITY – SRT”

R-04-141
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $2,500 FROM THE US DEPARTMENT OF HEALTH AND HUMAN SERVICES INTO SPECIAL REVENUE ACCOUNT #341-6469 “HEALTH LITERACY GRANT PROJECT”

R-04-146
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS JUNIOR PEE WEE DIVISION 1 FOOTBALL TEAM

*The preceding Resolutions were passed December 14, 2004*
*Brian S. McCarthy, President*
*Approved December 16, 2004*
*Bernard A. Streeter, Mayor*

R-04-144
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT UNIT D FOOD SERVICE WORKERS BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS' UNION LOCAL 1044, AFT, AFL-CIO THROUGH AUGUST 31, 2007

*The preceding Resolutions were passed December 14, 2004*
*Brian S. McCarthy, President*
*Approved December 20, 2004*
*Bernard A. Streeter, Mayor*

R-04-147
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS JUNIO PEE WEE GIRLS SPIRIT SQUAD

R-04-158
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS JUNIOR MIDGET GIRLS SPIRIT SQUAD

R-04-159
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS MIDGET GIRLS SPIRIT SQUAD

*The preceding Resolutions were passed December 28, 2004*
*Brian S. McCarthy, President*
*Approved December 29, 2004*
*Bernard A. Streeter, Mayor*

R-04-162
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $285,000 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, LAW ENFORCEMENT TERRORISM PREVENTION PROGRAM, INTO SPECIAL REVENUE ACCOUNT #331-6217 "MOBILE COMMAND UNIT"

R-05-167
ENDORSING CONGRATULATIONS TO THE BISHOP GUERTIN HIGH SCHOOL FOOTBALL TEAM FOR THEIR 2004 DIVISION II CHAMPIONSHIP

R-05-172
AUTHORIZING THE RELEASE OF THE CITY'S REVERSIONARY INTEREST IN PROPERTY AT 32 SARGENT AVENUE

R-05-173
AUTHORIZING AN AMENDMENT TO THE LEASE AGREEMENT BETWEEN THE CITY OF NASHUA AND THE NASHUA ASSOCIATION FOR THE ELDERLY FOR THE SENIOR CENTER

*The preceding Resolutions were passed January 25, 2005*
*Brian S. McCarthy, President*
*Approved January 28, 2005*
*Bernard A. Streeter, Mayor*

R-04-148
CHANGING THE NAME OF HAVELIN AVENUE TO ECKLER AVENUE

R-04-150
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $1,000 FROM SAM'S CLUB FOUNDATION INTO SPECIAL REVENUE ACCOUNT #331-6213 "SAM'S CLUB-INVESTIGATIVE EQUIPMENT"

R-04-151
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $357,660 OBTAINED FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT INTO SPECIAL REVENUE ACCOUNT #352-6513, "MINE FALLS HUD GRANT – PHASE II"

R-04-152
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF $100,000 FROM NASHUA ROTARY CLUB INTO CAPITAL PROJECT FUND ACCOUNT #752-3709 "ROTARY COMMON – IMPROVEMENTS" FOR IMPROVEMENT OF CERTAIN LAND ADJACENT TO SALMON BROOK PROPOSED AS A PARK AND NAMING SAID PARK "ROTARY COMMON"

R-04-155
PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO THE APPOINTMENT OF THE MAYOR'S ADMINISTRATIVE ASSISTANT

R-04-157
CONSENTING TO THE CONVEYANCE OF PROPERTY AT 31 CROSS STREET BY THE POLICE ATHLETIC LEAGUE TO THE GREATER NASHUA DENTAL CONNECTION, INC., AND ASSUMPTION OF A MORTGAGE SECURING OBLIGATIONS OF A COMMUNITY DEVELOPMENT BLOCK GRANT AGREEMENT

R-05-164
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $2,000 FROM COMMUNITY HEALTH INSTITUTE (CHI) INTO SPECIAL REVENUE ACCOUNT #341-6403 "NEW HAMPSHIRE TURNING POINT INITIATIVE"

R-05-165
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF $63,125 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF JUSTICE, INTO SPECIAL REVENUE ACCOUNT #331-6207 "DOMESTIC VIOLENCE UNIT OF 05 FUNDS"

R-05-174
EXTENDING CONGRATULATIONS TO THE PAL JR. PEE WEE SPIRIT SQUAD

R-05-176
RELATIVE TO THE ACCEPTANCE OF FUNDS FROM THE NEW HAMPSHIRE DIVISION OF PUBLIC HEALTH SERVICES AND APPROPRIATION INTO FIVE #342 SPECIAL REVENUE ACCOUNTS FOR DISEASE CONTROL PROGRAM SERVICES

*The preceding Resolutions were passed February 8, 2005*
*Brian S. McCarthy, President*
*Approved February 10, 2005*
*Bernard A. Streeter, Mayor*

R-04-154
RELATIVE TO THE APPROPRIATION OF $126,015 IN PSNH ENERGY REBATE FUNDS INTO CAPITAL PROJECT ACCOUNT 781-3774 "NSHS SOUTH PROJECT"

R-04-160
RELATIVE TO THE TRANSFER OF $12,000 FROM THE COMMUNITY SERVICES FY05 BUDGET INTO THE MEDIATION GRANT PROGRAM, ACCOUNT #341-6406

R-05-177
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF UP TO $30,000 FROM THE MCLEAN CONTRIBUTIONSHIP INTO SPECIAL REVENUE ACCOUNT #331-6214 "MCLEAN/PAL-OUTFITTING BOMB SQUAD VEHICLE"

R-05-181
HONORING RUSTY BONES LACROSSE CLUB OF NEW HAMPSHIRE

R-05-183
OPPOSING ELIMINATION OF THE COMMUNITY DEVELOPMENT BLOCK GRANT

*The preceding Resolutions were passed February 22, 2005*
*Brian S. McCarthy, President*
*Approved February 23, 2005*
*Bernard A. Streeter, Mayor*

R-04-161
RELATIVE TO THE TRANSFER OF $168,937 FROM ACCOUNT #596-86531 CONTINGENCY, RETIREMENTS-POLICE DEPARTMENT INTO ACCOUNT #531-11900 POLICE DEPARTMENT PAYROLL FULL-TIME

R-05-168
RELATIVE TO THE TRANSFER OF $100,000 FROM ACCOUNT #591-86005 "CONTINGENCY – GENERAL" INTO ACCOUNT #581-34015 "SCHOOL DEPARTMENT – HEATING PROPANE & NATURAL GAS"

R-05-169
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $106,250 FROM THE 2004 HOMELAND SECURITY GRANT PROGRAM INTO SPECIAL REVENUE ACCOUNT #332-6315

R-05-170
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $15,000 FROM THE ALLSTATE FOUNDATION INTO SPECIAL REVENUE ACCOUNT #332-6309 "NASHUA FIRE RESCUE'S RISK WATCH PROGRAM"

R-05-171
UPDATING THE FINANCIAL STANDARDS FOR THE CITY'S WELFARE GUIDELINES

R-05-175
RELATIVE TO THE APPROPRIATION OF $655,000 FROM THE PENNICHUCK JR. HIGH SCHOOL ROOF COLLAPSE SETTLEMENT INTO ACCOUNT 681-31 "CAPITAL IMPROVEMENTS – STELLOS STADIUM" AND THE TRANSFER OF SAID AMOUNT INTO CAPITAL PROJECT ACCOUNT 781-3761 "STELLOS STADIUM PROJECT"

R-05-178
RELATIVE TO THE TRANSFER OF $17,592 FROM ACCOUNT 596-86513 "CONTINGENCY – RETIREMENTS, CITY CLERK" INTO ACCOUNT 513-11171 "VITAL RECORDS CLERK II"

R-05-179
RELATIVE TO THE TRANSFER OF $27, 195 FROM ACCOUNT 596-86563 – "CONTINGENCY-RETIREMENTS, WOODLAWN CEMETERY" INTO ACCOUNT 563-11657 "SUPERINTENDENT CEMETERY, FULL-TIME PAYROLL"

*The preceding Resolutions were passed March 10, 2005*
*Brian S. McCarthy, President*
*Approved March 14, 2005*
*Bernard A. Streeter, Mayor*

R-05-182
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $8,500 FROM THE NEW HAMPSHIRE CITIZENS CORP COUNCIL INTO SPECIAL REVENUE ACCOUNT 335-6351

*The preceding Resolution was passed April 12, 2005*
*Brian S. McCarthy, President*
*Approved April 12, 2005*
*Bernard A. Streeter, Mayor*

R-05-166
AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF FOUR MILLION SEVEN HUNDRED THOUSAND DOLLARS ($4,700,000) FOR THE CONSTRUCTION OF A FIRE STATION AND ASSOCIATED SITE IMPROVEMENTS

*The preceding Resolution was passed March 10, 2005*
*Brian S. McCarthy, President*
*Approved March 15, 2005*
*Bernard A. Streeter, Mayor*

R-05-186
RELATIVE TO THE DIVISION OF PUBLIC WORKS CHANGING THE PURPOSE OF ACCOUNT #590-23553 “PRIOR YEAR OBLIGATION – FAXON STREET”

R-05-187
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS AND DONATIONS FOR THE NASHUA FIRE RESCUE DEPARTMENT PUBLIC EDUCATION/INJURY PREVENTION PROGRAMS AND ACTIVITIES

*The preceding Resolutions were passed March 22, 2005*
*Brian S. McCarthy, President*
*Approved March 24, 2005*
*Bernard A. Streeter, Mayor*

R-05-191
HONORING LYNN OUELLETTE AS THE RECIPIENT OF THE EARLY CHILDHOOD PROFESSIONAL AWARD

R-05-192
CELEBRATING AND SUPPORTING THE WEEK OF THE YOUNG CHILD

R-05-197
RELATIVE TO THE ACCEPTANCE OF FUNDS FROM THE NEW HAMPSHIRE DIVISION OF PUBLIC HEALTH SERVICES AND APPROPRIATION INTO ACCOUNT #342 SPECIAL REVENUE ACCOUNT FOR DISEASE CONTROL PROGRAM SERVICES

R-05-200
RELATIVE TO THE TRANSFER OF $16,400 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 520-75130 "HUNT BUILDING – REPAIRS, HEATING SYSTEMS"

*The preceding Resolutions were passed April 12, 2005*
*Brian S. McCarthy, President*
*Approved April 12, 2005*
*Bernard A. Streeter, Mayor*

R-05-190
ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS AND OTHERS FOR A FIRE STATION PLANNED TO SERVE THE AMHERST STREET CORRIDOR AND OTHER NORTHERLY PORTIONS OF THE CITY

*The preceding Resolution was passed April 12, 2005*
*Brian S. McCarthy, President*
*Approved April 15, 2005*
*Bernard A. Streeter, Mayor*

R-05-188
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF GRANTS IN THE AMOUNT OF UP TO $300,000 FROM THE DEPARTMENT OF HEALTH AND HUMAN SERVICES OF THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 374-7267 FOR JOB ACCESS AND REVERSE COMMUTE TRANSIT

*The preceding Resolution was passed April 26, 2005*
*Brian S. McCarthy, President*
*Approved April 26, 2005*
*Bernard A. Streeter, Mayor*

R-05-180
AMENDING THE USE OF FUNDING BY THE NEIGHBORHOOD HOUSING SERVICES OF GREATER NASHUA IN THE FISCAL YEAR 2003 COMMUNITY DEVELOPMENT BLOCK GRANT

R-05-189
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $497,050 OBTAINED FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT INTO SPECIAL REVENUE ACCOUNT #352-6514, “MINE FALLS PARK HUD GRANT – PHASE III”

R-05-194
CHANGING THE NAME OF A PORTION OF SPRING STREET TO MEDICAL CENTER DRIVE

R-05-196
AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR 2006 ALLOCATION OF FISCAL YEAR 2005 HOME FUNDS TO NEIGHBORHOOD HOUSING SERVICES, AND ADOPTION OF THE CONSOLIDATED PLAN

R-05-198
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $9,394.14 FROM RIVIER COLLEGE INTO SPECIAL REVENUE ACCOUNT 352-6515 FRO LANDSCAPING AND IRRIGATION AT THE SOUTH MAIN STREET ROUNDABOUT

R-05-199
RELATIVE TO THE TRANSFER OF $16,875 FROM ACCOUNT 505-81008 “FUNDING FOR THE ARTS” INTO VARIOUS ARTS ORGANIZATION ACCOUNTS

R-05-201
RELATIVE TO THE TRANSFER OF $27,388 FROM EXPENDABLE TRUST FUND ACCOUNT #996-5330 “CITY RETIREMENT”, INTO ACCOUNT #532-11900 “FIRE DEPARTMENT – FULL-TIME PAYROLL”

R-05-202
RELATIVE TO THE TRANSFER OF $13,059 FROM ACCOUNT #596-86531 “CONTINGENCY RETIREMENTS – POLICE” AND $54,485 FROM EXPENDABLE TRUST FUND ACCOUNT 996-5330 “CITY RETIREMENT” INTO ACCOUNT #531-11900 “POLICE – FULL TIME PAYROLL”

R-05-203
RELATIVE TO THE TRANSFER OF $12,364 FROM EXPENDABLE TRUST FUND ACCOUNT #996-5330 “CITY RETIREMENT” INTO ACCOUNT #544-11900 “WELFARE DEPARTMENT FULL-TIME PAYROLL”

R-05-204
AUTHORIZING THE APPRAISAL OF A 12-ACRE PARCEL ON GILSON ROAD (TAX MAP D, LOT 521) FOR THE LIMITED USE OF A PRIVATE SCHOOL, PRE-SCHOOL, DAYCARE, AND SUMMER CAMP

R-05-206
RELATIVE TO AUTHORIZING THE DIVISION OF PUBLIC WORKS TO EXPEND THE SUM OF $38,383 FROM THE EXPENDABLE TRUST FUND, SIDEWALK CONTRIBUTIONS – SOUTHWEST QUADRANT, FOR THE CONSTRUCTION OF SIDEWALKS ON LAMB ROAD

R-05-210
EXTENDING CONGRATULATIONS TO THE THREE WINNERS ON THE MAYOR'S TASK FORCE ON YOUTH RELATIVE TO THE COMMUNITY MURAL PROJECT

*The preceding Resolutions were passed May 10, 2005*
*James Tollner, Vice-President*
*Approved May 12, 2005*
*Bernard A. Streeter, Mayor*

R-05-195
APPROVING AN ADJUSTMENT TO THE UPPER ENDS OF SALARY RANGE FOR THE SUPERINTENDENT OF THE NASHUA SCHOOL DISTRICT

*The preceding Resolutions were passed May 10, 2005*
*James Tollner, Vice-President*
*Approved May 17, 2005*
*Bernard A. Streeter, Mayor*

R-04-121
PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO REQUIRING THE VOTE OF AT LEAST TEN (10) ALDERMEN FOR THE ANNUAL BUDGET OR ANY OTHER APPROPRIATION

*Vetoed by Acting Mayor Brian S. McCarthy*
*May 15, 2005*
*Veto Overridden May 19, 2005*

R-05-208
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE BOARD OF TRUSTEES OF THE NASHUA PUBLIC LIBRARY AND THE NASHUA PUBLIC LIBRARY EMPLOYEES, LOCAL #4831, AFT, FPE, AFL-CIO, THROUGH JUNE 30, 2006

R-05-225
ACCEPTING THE GIFT OF A MOBILE STAGE TRAILER “QUIKSTAGE” FROM ROTARY CLUB OF NASHUA WEST

*The preceding Resolutions were passed May 24, 2005*
*Brian S. McCarthy, President*
*Approved May 25, 2005*
*Bernard A. Streeter, Mayor*

R-04-126
PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO FILLING VACANCIES IN ELECTED BOARDS BY ELECTION IF MORE THAN SIX MONTHS REMAIN IN THE UNEXPIRED TERMS, OTHERWISE AT THE NEXT REGULARLY SCHEDULED MUNICIPAL ELECTION

R-05-207
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $192,500 FROM THE OFFICE OF DOMESTIC PREPAREDNESS, GRANTS MANAGEMENT DIVISION INTO SPECIAL REVENUE ACCOUNT #332-6316 “ODP GRANT 2004”

R-05-212
APPROVING AN AGREEMENT BETWEEN THE CITY OF NASHUA AND THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION FOR THE CITY OF NASHUA, WITH THE HELP OF THE NASHUA REGIONAL PLANNING COMMISSION, TO MUNICIPALLY MANAGE THE RECONSTRUCTION AND WIDENING OF THE NH 101-A FROM CELINA AVENUE TO THE SOMERSET PLAZA ENTRANCE

R-05-213
RELATIVE TO THE TRANSFER OF $104,020 FROM EXPENDABLE TRUST FUND ACCOUNT #596-5330 “CITY RETIREMENT FUND” INTO ACCOUNT #531-11900 “POLICE – FULL-TIME PAYROLL”

R-05-214
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $47,750 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #331-6218 “SRT COMPETITIVE HOMELAND 2004 GRANT”

R-05-215
RELATIVE TO AUTHORIZING THE DIVISION OF PUBLIC WORKS TO EXPEND THE SUM OF $21,727 FROM THE EXPENDABLE TRUST FUND, SIDEWALK CONTRIBUTIONS – SOUTHWEST QUADRANT” TO HELP FUND THE CONSTRUCTION OF SIDEWALKS ON BRAMBLE DRIVE, HARRIS ROAD AND WHITFORD ROAD AND TO EXPEND THE SUM OF $13,580 FROM THE

"EXPENDABLE TRUST FUND, SIDEWALK CONTRIBUTIONS – NORTHEAST QUADRANT" TO HELP FUND THE CONSTRUCTION OF SIDEWALKS ON MANCHESTER STREET AND TINKER ROAD

R-05-216
RELATIVE TO THE TRANSFER OF $9,069 FROM EXPENDABLE TRUST FUND ACCOUNT #996-5330 "CITY RETIREMENT FUND" INTO ACCOUNT #575-11900 "LIBRARY – FULL-TIME PAYROLL"

R-05-217
OFFICIALLY NAMING THE ISLAND IN THE CUL-DE-SAC ON PETERBOROUGH PLACE "IN MEMORY OF CHRISTOPHER ROLLINS AND ALL AFFLICTED WITH DUCHENNE MUSCULAR DYSTROPHY

R-05-218
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF $3,980.76 FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6216 "NH CLIQUE SEATBELT GRANT 2005"

R-05-226
RELATIVE TO THE TRANSFER OF $110,000 FROM ACCOUNT #591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT #69907 "WATER SUPPLY ACQUISITION"

R-05-227
RELATIVE TO THE APPROPRIATION OF $8,559 INTO ACCOUNT #555-68070, TRAFFIC DEPARTMENT, "TRUCKS, PICK-UP" TO BE FUNDED BY THE TRANSFER OF THE SUM OF $8,559 INTO SAID ACCOUNT FROM ACCOUNT #591-86005 "CONTINGENCY – GENERAL"

R-05-229
RELATIVE TO THE APPROPRIATION OF $3,500,000 FROM EXCESS/AUNANTICIPATED REVENUES/UNEXPENDED APPROPRIATIONS INT O ACCOUNT #508-83995 "INSURANCE POLICY COSTS – BENEFITS"

R-05-230
HONORING THE TOWN OF NASHUA, IOWA, ON THE OCCASION OF ITS SESQUICENTENNIAL CELEBRATION

R-05-235
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF $4,200 RECEIVED FROM THE STATE OF NEW HAMPSHIRE, FISH AND GAME DEPARTMENT, INTO SPECIAL REVENUE ACCOUNT #331-6219 "NH FISH AND GAME OHRV 2005 GRANT"

*The preceding Resolutions were passed June 14, 2005*
*Brian S. McCarthy, President*
*Approved June 15, 2005*
*Bernard A. Streeter, Mayor*

R-05-238
AUTHORIZING THE RETAINING OF LEGAL COUNSEL TO OPINE ON THE ADVISABILITY OF LITIGATION TO CHALLENGE THE LEGALITY OF HOUSE BILL 616

*The preceding Resolution was passed June 20, 2005*
*Brian S. McCarthy, President*
*Approved June 24, 2005*
*Bernard A. Streeter, Mayor*

R-05-219
RELATIVE TO THE APPROPRIATION OF $1,017,225, WITH THE FUNDING SOURCE BEING RETAINED EARNINGS OF THE SEWERAGE DISPOSAL FUND, ACCOUNT #802-299, INTO ACCOUNT #802-59101 “WASTEWATER FUND – ASBESTOS CONTAMINATED SOIL DISPOSAL” AND THE TRANSFER OF THE SUM INTO ACCOUNT #801-899 “SOLID WASTE DISPOSAL FUND-ASBESTOS CONTAMINATED SOIL DISPOSAL REVENUE”

*The preceding Resolution was passed June 28, 2005*
*Brian S. McCarthy, President*
*Approved June 29, 2005*
*Bernard A. Streeter, Mayor*

R-05-184
RELATIVE TO THE ADOPTION OF FISCAL YEAR 2006 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL AND ENTERPRISE FUNDS

*The preceding Resolution was passed August 16, 2005*
*Brian S. McCarthy, President*
*Approved August 17, 2005*
*Bernard A. Streeter, Mayor*

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