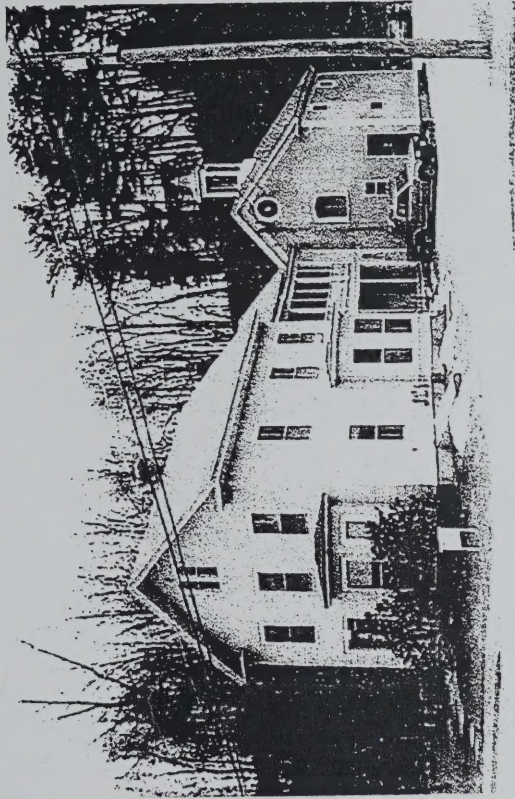


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1996 ANNUAL REPORT



TOWN OF MARLBOROUGH

TOWN REPORT

Index.....1
 Background Information.....2
 Exemption and Assessment Information.....6
 Town Officers/Employees.....3
 General Information.....4 to 6
 Selectmen's Foreword.....7
 Warrant.....9
 Sample Official Ballot.....10
 Sample Zoning Ordinance Ballot.....11
 Budget- Form MS-6.....12 to 14
 1995 Budget in Detail.....15 to 21
 Town Auditor's Report - 1995.....22
 Selectmen's Assessment Report and Tax Rate.....23
 Treasurer's Report.....24,25
 Tax Collector's Report.....26,27
 Report of Trustees of Trust Funds.....27 to 29
 1995 Detail Revenue Report.....30,31
 1995 Year End Balance Sheet.....31,33
 1995 Detail Expenditure Report.....34 to 40
 Police Report.....41
 Recycling/Transfer Center (RTC) Report.....42
 Report of the Heritage Commission.....42
 Report of the Welfare Administrator.....43
 Report of the Cemetery Trustees.....43
 Report of the Frost Free Library.....44
 Recreation Committee Report.....45
 Report of the Forest Fire Warden.....46
 Report of the Fire Wards.....46
 Report of the Planning and Zoning Boards.....47
 Report of Conservation Commission.....48
 Monadnock Advisory Commission Report.....48
 Report of Home Health Care and Community Svcs....49
 Report of Southwestern Community Services.....49
 Report of the Community Kitchen.....50
 Long Term Debt Bond Schedules.....51
 Vital Statistics.....52,53

TOWN OF MARLBOROUGH

SCHOOL DISTRICT REPORT

School Board Chairman's Report.....55
 Graduating Classes of 1996.....55
 Administrative Report.....56
 Principal's Report.....57
 Report of School District Treasurer.....58
 Officers, Teachers, & Employees.....59
 School Warrant.....60,61
 1996/97 Proposed School District Budget...61 to 63
 Minutes of District Meeting - March 2, 1996...64,65
 Minutes of District Meeting - March 12, 1996...66
 Auditor's Report.....67

TOWN OF MARLBOROUGH
ANNUAL REPORT

Background information

Township chartered in 1752 by the Masonic Proprietors' agent as "Monadnock No. 5". Lots were drawn in 1762, and were first settled two years later. The Town was incorporated in 1776.

Population 2011; Households 856

Location: Latitude 42° 52' North, Longitude 72° 12' West

Elevation above sea level: 730 feet.

Area of Land: 20.5 square miles Water: 0.2 square miles

Political Representatives

***** FEDERAL *****

U.S. Senators:
Honorable Judd Gregg
393 Russell Senate Office Building
Washington, D.C. 20510-2904
Phone: 202-224-3324
Fax: 202-224-4952
Contact: Stan Sokol

Local Office: 125 North Main Street
Concord, N.H. 03301
Phone: 225-7115
Fax: 224-0198
Contact: Carol Carpenter

U.S. Congressman, 2nd N.H. District:

Honorable Charles Bass
218 Cannon House Office Building
Washington, D.C. 20515
Phone: 202-225-5206
Fax: 202-225-2946
Contact: David Leland

Local Office: 142 North Main Street
Concord, N.H. 03301
Phone: 226-0249
Fax: 226-0476
Contact: Darwin Cusack



Political Representatives (Continued)

***** STATE *****

Governor of New Hampshire:
Governor Jeanne Shaheen
Office of the Governor
State House
Concord, N.H. 03301
Phone: 271-2121

Executive Council, District 2: Councilor Peter Spaulding
State House, Room 207
Concord, N.H. 03301
Phone: 271-3632

State Senator, District 10: Senator Clesson J. Blaisdell
State House, Room 120
Concord, N.H. 03301-4951
Phone: 271-3207

Personal appointments in Keene, Phone: 358-3322

Representatives to the General Court:

Honorable Daniel Burnham
P.O. Box 496
Dublin, N.H. 03444-0496
Phone: (H) 563-8629

Honorable Stephen G. Avery
P.O. Box 495
Dublin, N.H. 03444-0495
Phone: (H) 563-8801

TOWN OFFICERS/EMPLOYEES

Board of Selectmen	Glover E. Howe, Jr. '98; David E. Cheney '99 Administrative Assistant - Laurent J. Biron	Chairman Robert L. Bennett '97	Recreation Committee	David Durocher '97, Elizabeth Ramsay '97 Kevin Southwell '97, Jolene Miner '97, Susan Robbins '97 Stephen L. Hart '97, Jeffrey Castor '97
Town Clerk-Tax Collector	Ila Walton '99 Charlotte Crowell		Recycling/Transfer Center Supervisor	Franklin D. Pelkey
Deputy Town Clerk-Tax Collector			Recycling/Transfer Center Employees	Linwood B. Croteau
Town Treasurer	Patricia R. Derby '99		Paul Laurendeau, Leo Lamoureux, Albert Greene	
Moderator	Edward C. Goodrich, Jr. '98		Water/Sewer Commissioners	The Board of Selectmen
Director of Public Works	Harry Patnode, Jr.		Chief Wayne Crowell '97, Edward H. Wilson '98	
Highway Department Employees	Richard Patnode, Brian Tarr		Franklin Pelkey '99 Clarence H. Batchelder '97 Linwood B. Croteau '98	
Trustees of Trust Funds	E. Anne Burlin '97 Wayne Crowell '98, Wesley Raye '99		Forest Fire Warden	Carl E. Russell
Cemetery Trustees	Alphonse Despres '97, Michael H. Ball '98 Cecil Nash '99		Deputy Forest Fire Wardens	Edward H. Wilson, Michael Goodwin Wayne Crowell, Clarence Beauregard
Welfare Administrator	Susan Beffa		Police Chief (Interim)	Paul Bertolami
Health Officer	Justine Torelli		Police Officers	W. Garrett Chamberlain, Eric J. Hood Secretary - Geraldine Dunn School Patrol - Arlene St. Pierre Animal Control - Police Officer on Duty
Sexton	Elmer A. Grover '97		Frost Free Library Trustees	President Gilda Goodrich '99 Marcia Legru, Treas '97, Anna Tilton '98
Auditor	Vachon, Clukay & Co., PC		Robert L. Bennett '97, Glover Howe, Jr. '98, David E. Cheney '99	
Planning Board	Chairman Kenneth Kerber '97		Rufus Frost III, Rev. Thomas Duston, Rev. Dawn Garrett-Larsen	
Selectman Robert L. Bennett, E. Anne Burlin, Secretary				
Robert J. Steinert '98, Kathleen Oliver '98, James Bearce '97				
Zoning Board of Adjustment	Chairman Robert Heald '98 E. Anne Burlin '98, Sandra Helgeland '97 Scott M.H. Swanson '99, Frank Knight '97		Frost Free Library Staff	Lisa Bearce, Director Joan Wheeler, Assistant, Dolores Biron, Alternate Assistant Custodian Geraldine Dunn
Russell Brandwein '97, Frank Buckbee '99, Richard Butler '97			Supervisors of the Checklist	William F. Cummings '98, Robert A. Hackler '99
Municipal Property Committee	Board of Selectmen		Conservation Commission	Chairman Michael C. Krinsky Secretary Charles R. Buffler, Ernest Linders Denise Hood, Benjamin Rice
Heritage Commission	Chairman Richard Butler		Inspectors: Building	Christopher Robbins
Priscilla Richardson, Jean Packard, Helen E. Wilson			Electrical	David Redfield
Edward Wilson, Jr., Allan Williams, Elizabeth Richards			Plumbing	Peter W. Henry
Eugene Woodward, Alternate Nancy Hayden			Southwest Solid Waste District Representative	John E. Lecraw
			Southwest Region Planning	
			Commissioners	Glover Howe, Jr. and Laurent J. Biron
			Transportation Advisory Committee	Laurent J. Biron
			Housing Advisory Committee	Vacant
			Natural Resource Advisory Committee	Michael Krinsky

GENERAL INFORMATION

TOWN OFFICES: 236 East Main Street

TDD Service: Call 1-800-735-2964
for Relay New Hampshire

Office Hours:

Monday	9 A.M.	to	4:30 P.M.
	7 P.M.	to	9:00 P.M.
Tuesday	9 A.M.	to	4:30 P.M.
Wednesday	9 A.M.	to	12 Noon
Thursday	9 A.M.	to	4:30 P.M.
Friday	9 A.M.	to	2:00 P.M.

**Board of Selectmen 876-3751
& Water/Sewer Commissioners**

**Building, Electrical & Plumbing
Inspectors - call Town Clerk's Office**

Town Clerk - 876-4529

Police Office - 876-3311 for routine
business. If an emergency call 911.

Welfare - 876-4703. Hours are
Tuesday & Thursday - 9 A.M. to Noon.

Planning Board and Zoning Board meets
second Tuesday each month. Office
hours are Monday night by appointment
7 - 9 P.M. Call 876-4529 for appointment.

Recreation Committee meets periodically
Contact 876-3751 for information.

Heritage Commission meets every month.
Contact Chairman Richard Butler 876-3980.

Conservation Commission meets periodically.
Contact Chairman Michael Krinsky 876-3827
Secretary Charles Buffler 876-4076.

Supervisor of the Checklist
Chairman Lawrence Robinson
Contact Town Clerk's Office

Cemetery Trustees - contact via Sexton
Mr. Elmer Grover, Jr. - 876-4204

Health Officer (Part Time) 876-4524
Mrs. Justine Torelli

DEPARTMENTS AT OTHER LOCATIONS:

Fire Department - Call 911
Located at 149 Main Street
Fire Chief - Wayne Crowell 876-3842
Meets 1st Thursday of Month and
equipment checks on Sunday morning.
Fire Warden - Carl Russell 876-3349.

Highway Department 876-4401
Road Agent - Mr. Harry Patnode, Jr.
Located at 132 Jaffrey Road

Recycling/Transfer Center 876-4795
Manager: Mr. Frank Pelkey
Located at 114 Roxbury Road
Open Friday & Saturday 8 AM-3:30 PM

Frost Free Library 876-4479
Located at 28 South Main Street
Librarian - Mrs. Lisa Bearce
Hours: Tues/Wed 2-8 P.M.
Thurs 10 A.M.-5 P.M.
Fri 2-5 P.M.
Sat 10 A.M.-4 P.M.

**THE FROST FREE LIBRARY
IS YOUR SOURCE FOR
FLOOD PLAIN
MANAGEMENT INFORMATION**

Publications include information on flood insurance, protecting a building from flooding, and community hazard mitigation. Contact the librarian for more information.

Additional assistance is also available at Marlborough Town Hall. Please contact:

Administrative Assistant/
Community Rating System Coordinator
Marlborough Town Hall
236 East Main Street
Marlborough, N.H. 03455-0487
603-876-3751

***** ATTENTION BOAT OWNERS *****

Your boat may be registered at John Fletcher's Bait and Tackle Shop at 293 East Main Street. Boat taxes go to the Town in which they are paid. Let's give Marlborough the benefit of your boat tax!

***** INVENTORY OF TAXABLE PROPERTY *****

Please return your Inventory promptly. It is especially important that the census portion be filled in completely. This information is used for the school census and to compute our State Revenue Sharing. Inventories are due on April 15th, 1997. After that date, a minimum penalty of \$10.00 applies.

**IN CASE OF
EMERGENCY
CALL**

911

**GIVE NAME, PHONE #
AND LOCATION**

ATTENTION DOG OWNERS

All dogs six months or older must be licensed by May 1, 1997. Licenses are available from the Town Clerk's Office at the Town Hall.

An animal population control fee is now part of the license fee. This money will be sent to the State and given to low income persons to have their dogs and cats sterilized. The fees are as follows:

\$6.50 for neutered or spayed animal
\$9.00 for female or male animal

Note: Persons over 65 years of age may license one dog for \$2.00.

Late Fees: \$1 per month shall be charged if fees are not paid by June 1, 1997.

Any owner keeping a dog contrary to the provisions of NH Statutes RSA 466 shall forfeit \$25 to the Town in which the dog is kept in addition to the above \$1 per month charge.

Note: Marlborough's leash law has been in effect since 1975.

EXEMPTION AND REASSESSMENT INFORMATION

EXEMPTIONS: The 1996 Legislature repealed all of the existing Elderly Exemptions and replaced them with RSA 72:39-b, establishing new minimum requirements for one uniform system. Effective January 1, 1998, the new exemption will be \$5,000 off the assessed value of the property, applied equally for all age groups. To qualify, income and assets cannot exceed the following limitations:

Income: Single \$13,400; married \$20,400, which includes social security and pension payments.

Assets: \$35,000 or less, excluding the value of the person's actual residence and the value of a minimum single family residential lot or two acres, whichever is greater.

Contact the Town Clerk's office for an application during the summer if you qualify.

REASSESSMENT: Reassessment of the entire Town will be done effective in 1998. However, the work by the Town Assessor, Mr. Steve Rubeor, will begin in the fall of 1997 to insure adequate time to do all 1100+ parcels by the end of summer of 1998. He will have Town identification and you should insure that you are letting him into your home and no one else. We will provide information on route starting dates as the time approaches. If you require special arrangements for letting him into your home when the time arrives, please call the Selectmen's Office at 876-3751. This will prevent unneeded waiting and return trips that waste everyone's time.

SELECTMEN'S FOREWORD

This was another big year for us! With your approval of the purchase of the Buckbee property, the conversion of the new Town Offices by Franklin Pelkey, lead carpenter, was started in early April. His efforts and those of Leo Lamoureux, Paul Laurendeau, and some private contractors to do the plumbing, heating changes, masonry work, and carpeting had the building pretty much done by mid-June. Our staff undertook to move their departments and this helped keep the move orderly and at no extra cost except for staff time. The end result is a highly functional building that is in compliance with the American with Disabilities Act (ADA). It also allowed us to put the Lambert building (which no longer served our needs) back on the tax rolls. We are grateful to our staff for their extra efforts in this project. They made the transition really easy!

We stated last year that we would not do all the renovations to the new building at once. We did what was absolutely necessary. This year, we plan to paint the building white with black trim, exchange seven windows, do some roof repairs, fix the porch, add a canopy over the main entrance, and put up a decent sign. We plan to do this work mostly with our own staff to again keep the cost down.

SELECTMEN'S FORWARD (CONT'D)

Our continuing concern is the ever present tax rate situation. While our worst case scenario prediction did not happen, the \$43.23 rate was plenty high enough. Two of the items that helped the improvement was the \$33,519 landfill closure reimbursement that the State provided, and a much better than expected revenue picture from car registrations. Unfortunately, we do not see any improvement in the revenue picture this year as they appear to be stagnant. Accordingly, the tax rate will again increase simply to keep up with inflationary pressures. We are budgeting some funds this year for economic development because we are very aware that this is the only relief on the horizon to lower taxes. However, we also hasten to add that as a community, we have tackled the ADA, landfill closure, water/sewer line, and updating of internal procedures and paid for all these costs. We do not see any big issues for some time to come. Hopefully, our costs will now level out providing for some stability.

We are pleased to report that the Town was awarded a Community Development Block Grant in the amount of \$298,000. This grant will extend the water line from the Town reservoir to the Trailer Park. The exact route of the line has not been determined, but engineering studies are expected to start in a month or so. This will be a benefit for the residents as poor water quality has plagued the Park for some time.

The Board of Selectmen

TOWN OF MARLBOROUGH 1997 WARRANT AND BUDGET

REVISIONS, 2 FORWARDED

REVISIONS, 2 FORWARDED (CONT.)

THE STATE OF NEW HAMPSHIRE

THE POLLS WILL BE OPEN FROM 1:00 P.M. to 9:00 P.M.

To the Inhabitants of Town of Marlborough, N.H., in the County of Cheshire in said State, qualified to vote in Town Affairs:

You are hereby notified to meet at the Marlborough School Gymnasium in said Marlborough on Tuesday, the eleventh (11th) day of March 1997, at 7:00 P.M. of the clock in the afternoon, to act upon the following subjects:

1. To choose all necessary Town Officers for the year ensuing, (by ballot).
2. To vote on the proposed Town Zoning Ordinance changes as shown on the attached ballot to this warrant.
3. To see if the Town will vote to raise and appropriate the sum of \$1,593,490 which represents the posted operating budget (Form MS-6). Said sum does not include warrant articles addressed.
4. To see if the Town will vote to authorize the Selectmen to enter into a lease agreement for the purpose of leasing a police cruiser with associated equipment for the Police Department and to raise and appropriate the sum of eight thousand, five hundred fifteen dollars (\$8,515.00) for the first year's payment for that purpose; and, further, to authorize the Board of Selectmen to withdraw \$2,500 from the Farnum Fund and the balance to be raised by taxes. (Majority vote required)
5. To see if the Town will vote to raise and appropriate the sum of five thousand, three hundred, fifty-four dollars (\$5,354.00) for the purpose of funding the Community Kitchen. (Majority vote required)
6. To see if the Town will vote to raise and appropriate the sum of two thousand, eleven dollars (\$2,011.00) for the purpose of funding the Monadnock Family Services. (Majority vote required)
7. To see if the Town will adopt, pursuant to RSA 147:1, the New Hampshire Code of Administrative Rules, Chapter Env-Ws 800 State of New Hampshire Septage and Sludge Management Rules, by reference. Adoption of these rules is as a health ordinance, and enforcement of the rules shall be in conjunction with the New Hampshire Department of Environmental Services.
8. To see if the Town will vote to authorize the Selectmen to send a letter to the administrators of every utility that maintains a right of way within this Town requesting that their maintenance of their rights of way be maintained by cutting of

brush and trees, and that there be no application of herbicides on utility rights of way within this Town.

9. To see if the Town will vote to adopt the provisions of RSA 202-A:4-d authorizing the Library trustees to accept gifts of personal property, other than money, which may be offered to the Library for any public purpose, provided, however, that no acceptance of personal property by the Library trustees shall be deemed to bind the town or the Library trustees to raise, appropriate, or expend any public funds for the operation, maintenance, repair or replacement of such property.


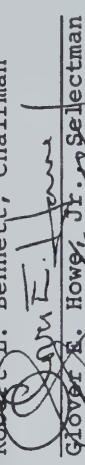
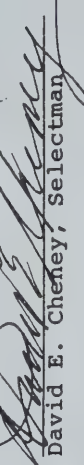
10. To see if the Town will vote to accept any funds for the maintenance of cemeteries or to act in any matter relating thereto.

11. To see if the Town will vote to authorize the Board of Selectmen to accept, on behalf of the Town, gifts, legacies, and devises made to the Town in trust for any public purpose as permitted by RSA 31:19.

12. To hear reports of Town Agents, Auditors, and Committees.



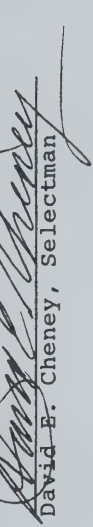
13. To transact any business that may legally come before the meeting.

Given under our hands and seal, this 10th day of February, in the year of our Lord nineteen hundred and ninety-seven.


Robert L. Bennett, Chairman

Glover E. Howe, Jr., Selectman

David E. Cheney, Selectman

Selectmen
of
Marlborough

A true Copy of Warrant - Attest:


Robert L. Bennett, Chairman

Glover E. Howe, Jr., Selectman

David E. Cheney, Selectman

Selectmen
of
Marlborough

FOR ARTICLE I - ELECTION OF TOWN OFFICERS

The following individuals have filed for a position of Town Officer and their names will appear on the Official Ballot. There are positions for which no filing has been received and those positions may be filled in with a write in. You may also write in any other candidate in any of the positions. THIS IS NOT THE OFFICIAL BALLOT.

For Your Notes

Selectman for Three Years	Trustee of Trust Funds For Three Years	Trustee of Trust Funds For Two Years
Vote for One	Vote for One	Vote for One
Gene Donohue	E. Anne Burlin	Edward W. Raye, Jr.
Lawrence W. Robinson		

Cemetery Trustee for Three Years	Library Trustee for Three Years
Vote for One	Vote for One

Alphonse Despres
Jacqueline A. Leahy

Recreation Committee Member For Three Years	Recreation Committee Member For Two Years
Vote for Two	Vote for Two

Elizabeth Ramsay
Dianne M. Ryll
Kevin Southwell

Sexton for One Year	Fire Ward For Three Years	Recreation Committee Member For One Year
Vote for One	Vote for Two	Vote for Three

Elmer A. Grover	Clarence Batchelder	Timothy J. Lawlor
	James L. Bleau	_____
	Wayne F. Crowell	_____
	John A. Manning	
	Steven Thomas	

"Shall we adopt the provisions of RSA 40:13 to allow official ballot voting on all issues before the Town of Marlborough."

YES [] NO []

1997 ZONING ORDINANCE QUESTIONS

A VOTER WHO WISHES TO VOTE "YES" WILL PLACE AN (X) IN THE SQUARE IDENTIFIED BY THE WORD "YES" FOLLOWING THE QUESTION. A VOTER WHO WISHES TO VOTE "NO" WILL PLACE AN (X) IN THE SQUARE IDENTIFIED BY THE WORD "NO" FOLLOWING THE QUESTION. IF NO (X) IS PLACED IN EITHER SQUARE FOLLOWING THE QUESTION, THE BALLOT WILL NOT BE COUNTED AS TO THE QUESTION.

Are you in favor of the adoption of Amendment Number 1 as proposed by the Planning Board for the Town Ordinance to amend Section 2:59 to define "Wetlands" to that as is defined and agreed upon by the U.S. Army Corps, the U.S. Environmental Protection Agency, the U.S. Fish and Wildlife Service and the U.S. Department of Agriculture Natural Resources Conservation Service.

Explanation: This change will bring our Town Ordinance in compliance and conformity with the N. H. Code of Administrative Rules Wt 101.82 and those agencies indicated above.

The Planning Board recommends passage to this amendment

YES NO

Are you in favor of the adoption of Amendment Number 3 as proposed by the Planning Board for the Town Ordinance to amend Sections 2.50; 6.4 and 7.1 and to add an appendix to provide for the provisions and minimum requirements as are now governed by the Comprehensive Shoreland Protection Act now enacted by the State of New Hampshire (New Hampshire Statutes, RSA 483-B)?

Explanation: This change will bring our Town Ordinance in compliance with this Act.

The Planning Board recommends passage of this amendment.

YES NO

Are you in favor of the adoption of Amendment Number 2 as proposed by the Board of Selectmen, upon advice of legal counsel, for the Town Ordinance to amend Section 5 and as pertains to non-conforming buildings and uses to separately provide those provisions applicable to non-conforming lots, in addition to those provisions applicable to non-conforming buildings, structures and/or uses

Explanation: This change will clarify the Town Ordinance provisions applicable to non-conforming lots, as well as to those provisions applicable to non-conforming buildings, structures and/or uses, and is in keeping with recent court decisions pertaining to the concepts of non-conforming buildings, structures, uses and lots which are distinct and separate notions of land use planning and zoning.

The Planning Board recommends passage of this amendment.

YES NO

SAMPLE BALLOT

MS-6

STATE OF NEW HAMPSHIRE
DEPARTMENT OF REVENUE ADMINISTRATION
MUNICIPAL SERVICES DIVISION
61 State Street, Room 3330-1122
Concord, N.H. 03301-1122
(603) 271-3397



BUDGET OF THE TOWN

OF MARLBOROUGH N.H.

Appropriations and Estimates of Revenue for the Ensuing Year January 1, 1997 to December 31, 1997 or for Fiscal Year From _____ to _____

IMPORTANT: Please read RSA 325 applicable to all municipalities.

1. Use this form to list the entire budget in the appropriate recommended and not recommended area. This means the operating budget and all special and individual warrant articles must be listed.
2. Hold at least one public hearing on this budget.
3. When completed, a copy of the budget must be posted with the warrant. Another copy must be placed on file with the town clerk, and a copy sent to the Department of Revenue Administration at the address above.

Date February 18, 1997
Robert L. Bennett, Chairman *Robert L. Bennett*
Glover E. Howe, Jr., Selectman *Glover E. Howe*
David E. Cheney, Selectman *David E. Cheney*

SELECTMEN (PLEASE SIGN IN INK)

THIS BUDGET SHALL BE POSTED WITH THE TOWN WARRANT

Revised 1989

Acct. No.	PURPOSE OF APPROPRIATIONS (RSA 31:4)	Warr. Art. #	Appropriations Prior Year As Approved By DRA	Actual Expenditures Prior Year	APPROPRIATIONS ENSUING FISCAL YEAR (RECOMMENDED)	APPROPRIATIONS ENSUING FISCAL YEAR (NOT RECOMMENDED)
GENERAL GOVERNMENT						
4130-4139	Executive		35,880	35,122	35,820	XXXXXXXXXX
4140-4149	Election, Reg. & Vital Statistics		32,140	30,704	29,980	XXXXXXXXXX
4150-4151	Financial Administration		51,675	43,707	60,700	XXXXXXXXXX
4152	Revaluation of Property		2,500	2,259	24,500	XXXXXXXXXX
4153	Legal Expense		21,500	19,553	12,000	XXXXXXXXXX
4155-4159	Personnel Administration					XXXXXXXXXX
4191-4193	Planning & Zoning		3,500	3,167	10,400	XXXXXXXXXX
4194	General Government Buildings		22,225	27,483	60,807	XXXXXXXXXX
4195	Cemeteries		13,975	12,395	14,325	XXXXXXXXXX
4196	Insurance		53,000	48,262	53,000	XXXXXXXXXX
4197	Advertising & Regional Assoc.		2,825	2,835	3,082	XXXXXXXXXX
4199	Other General Government		77,900	60,192	99,000	XXXXXXXXXX
PUBLIC SAFETY						
4210-4214	Police		108,325	108,346	126,350	XXXXXXXXXX
4215-4219	Ambulance					XXXXXXXXXX
4220-4229	Fire		27,345	25,940	36,265	XXXXXXXXXX
4240-4249	Building Inspection		3,125	1,200	5,300	XXXXXXXXXX
4290-4298	Emergency Management		1,225	1,092	9,125	XXXXXXXXXX
4299	Other Public Safety (including Communications)					XXXXXXXXXX
HIGHWAYS AND STREETS						
4311-4312	Administration & Highways & Streets		191,050	190,153	202,550	XXXXXXXXXX
4313	Bridges		2,000	1,210	2,000	XXXXXXXXXX
4316-4319	Street Lighting & Other		22,800	22,119	28,500	XXXXXXXXXX
SMIITIATION						
4321-4323	Administration & Solid Waste Collection		104,500	101,772	114,525	XXXXXXXXXX
4324-4325	Solid Waste Disposal & Cleanup		77,030	77,390	84,677	XXXXXXXXXX
4326-4329	Sewage Collection & Disposal & Other					XXXXXXXXXX
WATER DISTRIBUTION & TREATMENT						
4331-4332	Administration & Water Services		51,100	39,059	45,050	XXXXXXXXXX

Acct. No.	PURPOSE OF APPROPRIATIONS (RSA 31:4)	Warrt. Art. #	Appropriations Prior Year As Approved By BMA	Actual Expenditures Prior Year	APPROPRIATIONS ENDING FISCAL YEAR (RECOMMENDED)	APPROPRIATIONS ENDING FISCAL YEAR (NOT RECOMMENDED)
4903	Buildings					
4909	Improv. Other Than Buildings				298,000	
4912	SPECIAL TRANSFERS OUT					
4912	To Special Revenue Fund					
4913	To Capital Projects Fund					
4914	To Enterprise Fund					
	SEWER-					
	WATER-					
	ELECTRIC-					
4915	To Capital Reserve Fund					
4916	To Expendable Trust Funds (Except Health Maint. Trust Fund)					
4917	To Health Maintenance Trust Fund					
4918	To Nonexpendable Trust Funds					
4919	To Agency Funds					
	SUBTOTAL 1		1,139,893	1,060,960	1,593,490	

Please note: Individual warrant articles are not necessarily the same as special warrant articles, which are addressed below.

Acct. No.	PURPOSE OF APPROPRIATIONS (RSA 31:4)	Warrt. Art. #	Appropriations Prior Year As Approved By BMA	Expenditures Prior Year	APPROPRIATIONS ENDING FISCAL YEAR (RECOMMENDED)	APPROPRIATIONS ENDING FISCAL YEAR (NOT RECOMMENDED)
INDIVIDUAL WARRANT ARTICLES						
4903	New Town Offices	3	185,000	190,556	-0-	
4909	Repave Lib. Lot	6	10,350	9,942	-0-	
4902	Lease - cruiser	7/4	5,698	5,698	8,515	
4909	Fund Comm Kitchen	5	-0-	-0-	5,354	
4909	Fund, Monad FS	6	-0-	-0-	2,011	
	SUBTOTAL 2 Recommended				15,880	
Special warrant articles are defined in RSA 31:3, VI, as 1) petitioned warrant articles; 2) an article whose appropriations is raised by bonds or notes; 3) an article which calls for an appropriation to a separate fund created pursuant to law, such as capital reserve funds or trust funds; and 4) any article designated on the warrant as a special article or as nonlapping or nontransferable article.						
Acct. No.	PURPOSE OF APPROPRIATIONS (RSA 31:4)	Warrt. Art. #	Appropriations Prior Year As Approved By BMA	Actual Expenditures Prior Year	APPROPRIATIONS ENDING FISCAL YEAR (RECOMMENDED)	APPROPRIATIONS ENDING FISCAL YEAR (NOT RECOMMENDED)
SPECIAL WARRANT ARTICLES						
4903	ADA Grant	8	27,800	8,775	-0-	
	SUBTOTAL 3 Recommended				-0-	

Acct. No.	PURPOSE OF APPROPRIATIONS (RSA 31:4)	Warrt. Art. #	Appropriations Prior Year As Approved By BMA	Actual Expenditures Prior Year	APPROPRIATIONS ENDING FISCAL YEAR (RECOMMENDED)	APPROPRIATIONS ENDING FISCAL YEAR (NOT RECOMMENDED)
4335-4339	Water Treatment, Conservation & Other					
	ELECTRIC					
4351-4352	Administration & Generation					
4353	Purchase Costs					
4354	Electric Equipment Maintenance					
4355-4359	Other Electric Costs					
	HEALTH					
4411-4414	Administration & Pest Control		1,875	1,005	1,000	
4415-4419	Health Agencies & Hospitals & Other		13,227	13,441	10,220	
	WELFARE					
4441-4442	Administration & Direct Assistance		4,934	4,406	4,900	
4444	Intergov. Welfare Payments					
4445-4449	Vendor Payments & Other		22,500	6,422	22,031	
	CULTURE & RECREATION					
4520-4529	Parks & Recreation		18,630	15,517	20,605	
4550-4559	Library		60,370	59,942	61,670	
4583	Patriotic Purposes		1,000	500	1,500	
4589	Other Culture & Recre Comm		5,030	5,010	5,925	
	CONSERVATION					
4611-4612	Administration & Purchases of Natural Resources		10,795	9,784	4,075	
4619	Other Conservation					
4631-2	REDEVELOPMENT & HOUSING					
4651-P	ECONOMIC DEVELOPMENT		-0-	-0-	10,000	
	DEBT SERVICE					
4711	Princ. - Long Term Bonds & Notes		48,000	48,000	50,000	
4712	Interest - Long Term Bonds & Notes		45,912	42,972	43,608	
4723	Interest on TMS		2,000	-0-	2,000	
4790-4799	Other Debt Service					
	CAPITAL OUTLAY					
4901	Land & Improvements					
4902	Machinery, Vehicles & Equipment					

Acct. No.	SOURCE OF REVENUE	Warr. Art.#	Estimated Revenue Prior Year	Actual Revenue Prior Year	ESTIMATED REVENUE For Ensnung Fiscal Year
3912	Special Revenue Funds				
3913	Capital Projects Fund		77,030	122,011	84,677
3914	Enterprise Fund		51,100	49,214	45,050
	Sever - (Offset)			15,250	-0-
	Water - (Offset)			27,298	23,808
	Electric - (Offset)				
3915	Capital Reserve Fund		27,300		
3916	Trust & Agency Funds				
	OTHER FINANCING SOURCES				
3934	Proc. from Long Term Bonds & Notes		90,000	90,000	-0-
	Amounts Voted From "Surplus"			-0-	-0-
	"Surplus" Used in Prior Year to Reduce Taxes			30,000	
	TOTAL REVENUES		787,493	977,994	834,058

BUDGET SUMMARY

SUBTOTAL 1	Recommended (from page 3)	1,593,490
SUBTOTAL 2	"Individual" warrant articles (from page 3)	15,880
SUBTOTAL 3	Special warrant articles as defined by law (from page 3)	-0-
TOTAL Appropriations Recommended		1,609,370
Less: Amount of Estimated Revenues (Exclusive of Property Taxes) (from above)		834,058
Amount of Taxes To Be Raised		775,312

HELP! We ask your assistance in the following: If you have a line item of appropriations from more than one warrant article, please use the space below to identify the make-up of the line total for the ensuing year.

ACCT. NO.	W.A. NO.	Amount	Acct.No.	W.A. No.	Amount

Acct. No.	SOURCE OF REVENUE	Warr. Art.#	Estimated Revenue Prior Year	Actual Revenue Prior Year	ESTIMATED REVENUE For Ensnung Fiscal Year
	TAXES				
3120	Land Use Change Taxes				
3180	Resident Taxes		9,000	7,609	7,000
3185	Yield Taxes		-0-	-0-	6,000
3186	Payment in Lieu of Taxes		1,100	1,093	1,100
3189	Other Taxes (Boat Tax)		50,000	60,926	50,000
3190	Interest & Penalties on Delinquent Taxes		1,000	-	1,000
	Inventory Penalties				
	LICENSES, PERMITS & FEES				
3210	Business Licenses & Permits		1,000	1,289	1,000
3220	Motor Vehicle Permit Fees		140,000	172,750	153,000
3230	Building Permits		1,000	1,332	1,000
3290	Other Licenses, Permits & Fees		2,300	2,419	1,900
3311-3319	FROM FEDERAL GOVERNMENT				
	FROM STATE				
3351	Shared Revenues		37,042	102,386	-0-
3352	Meals & Rooms Tax Distribution		46,626	46,626	51,190
3353	Highway Block Grant		32,728	32,728	31,333
3354	Water Pollution Grant		700	701	298,000
3355	Housing & Community Development				
3356	State & Federal Forest Land Reimbursement				
3357	Flood Control Reimbursement				
3359	Other (Landfill) Reimb (Including Railroad Tax)		33,002	33,518	-0-
3379	FROM OTHER GOVERNMENTS				
	CHARGES FOR SERVICES				
3401-3406	Income from Departments		21,600	16,693	25,500
3409	Other Charges Hydro-Lease		9,715	9,715	-0-
	MISCELLANEOUS REVENUES				
3501	Sale of Municipal Property		80,700	80,700	-0-
3502	Interest on Investments		30,000	36,977	30,000
3503-3509	Other Insurance Div		29,300	36,758	22,500
	INTERFUND OPERATING TRANSFERS IM				
3912	Special Revenue Funds				

TOWN OF MARLBOROUGH

1997 BUDGET

	1996 Budget	1996 Expenses	1997 Budget	Increase/ Decrease	Anticipated Revenue
GENERAL GOVERNMENT:					
Executive Office	35,880	35,122	35,820	- 60	
Election, Registration, Vital Stat.	32,140	30,704	29,980	-2,160	216,000 (1)
Financial Administration	51,675	43,707	60,700	+9,025	36,000 (2)
Revaluation of Property	2,500	2,259	24,500	+22,000	
Attorney/Court Fees	21,500	19,553	12,000	-9,500	
Planning & Zoning Boards	3,500	3,167	10,400	+6,900	
General Gov't Buildings	22,225	27,483	60,807	+38,582	
Cemeteries	13,975	12,395	14,325	+350	4,668 (3)
Insurance (except BC/BS)	53,000	48,262	53,000	-	22,500 (4)
Advertising & Regional Associations	2,825	2,835	3,082	+257	
BC/BS, Retirement, FICA, Medicare	77,900	60,192	99,000	+21,100	
Subtotal - General Government	317,120	285,679	403,614	+86,494	279,168

Footnotes: (1) Income from Clerk/Tax Collector activities include motor vehicle fees, commercial filing, vital statistics, dog licenses, yield and boat taxes, and interest/penalties on taxes and late inventories.
 (2) Income from interest on deposits and hydro-lease.
 (3) Interest from Cemetery Trust Fund.
 (4) Estimated Property Liability Insurance Trust dividend (\$6,000) and Compensation Funds of N.H. dividend (\$16,508).

TOWN OF MARLBOROUGH

1997 BUDGET

	1996 Budget	1996 Expenses	1997 Budget	Increase/ Decrease	Anticipated Revenue
PUBLIC SAFETY:					
Police Department	108,325	108,346	126,350	+18,025	
Fire Department	27,345	25,940	36,265	+8,920	
Building Inspector	3,125	1,200	5,300	+2,175	2,500 (5)
Civil Defense/Fire Wardens	1,225	1,092	9,125	+7,900	
Subtotal - Public Safety	140,020	136,578	177,040	+37,020	2,500

HIGHWAY, STREETS & BRIDGES:

Highway Department Administration	99,550	100,244	108,850	+9,300	51,190 (6)
Highways and Streets Expense	91,500	89,910	93,700	+2,200	
Bridge Expense	2,000	1,210	2,000	-	
Street Lighting	13,900	12,648	14,600	+700	
Town Lot Expense	8,900	9,472	13,900	+5,000	
Subtotal - Hwy, Streets, & Bridges	215,850	213,484	233,050	+17,200	51,190

SANITATION:

Recycling/Transfer Center	104,500	101,772	114,525	+10,025	23,000 (7)
Sewer Department	77,030	77,390	84,677	+7,647	84,677 (8)
Water Department	51,100	39,059	45,050	-6,050	45,050 (8)
Subtotal - Sanitation	232,630	218,220	244,252	+11,622	152,727

- Footnotes: (5) Fees for building, electrical and plumbing permits.
 (6) Highway Block Grant Aid allocation.
 (7) Recyclable sales and reimbursement from Town of Roxbury (\$12,480), and \$10,520 anticipated sales of recyclables.
 (8) Self supporting department from billings.

TOWN OF MARLBOROUGH

1997 BUDGET

	1996 Budget	1996 Expenses	1997 Budget	Increase/ Decrease	Anticipated Revenue
HEALTH & WELFARE DEPTS:					
Health Administration	1,875	1,005	1,000	-875	
Health/Other Agencies	13,227	13,441	10,220	-3,007	
Welfare Administration	4,934	4,406	4,900	-34	
Welfare-Direct Assistance	22,500	6,422	22,031	-469	
Subtotal-Health & Welfare	42,536	25,274	38,151	-4,385	
CULTURE AND RECREATION:					
Parks and Recreation	18,630	15,517	20,605	+1,975	5,082 (9)
Library	60,370	59,942	61,670	+1,300	500 (10)
Patriotic Purposes	1,000	500	1,500	+500	
Heritage Commission	5,030	5,010	5,925	+895	
Subtotal-Culture & Rec.	85,030	80,969	89,700	+4,670	5,582
CONSERVATION:					
Conserv. Commission Admin.	10,795	9,784	4,075	-6,720	
Subtotal - Conserv. Comm.	10,795	9,784	4,075	-6,720	
ECONOMIC DEVELOPMENT:					
Economic Development	-	-	10,000	+10,000	
Subtotal - Economic Dev.	-	-	10,000	+10,000	

Footnote: (9) Income from Library Trust Fund.
(10) \$500 from Old Home Day Fund.

TOWN OF MARLBOROUGH

1997 BUDGET

	1996 Budget	1996 Expenses	1997 Budget	Increase/ Decrease	Anticipated Revenue
DEBT SERVICE:					
Long Term Bonds/Notes (Principal)	48,000	48,000	50,000	+2,000	31,333 (11)
Long Term Bonds/Notes (Interest)	45,912	42,972	43,608	-2,304	11,058 (11)
Tax Anticipation Note - Interest	2,000	-0-	2,000		
Subtotal - Debt Service	95,912	90,972	95,608	-304	42,391
TOTAL OPERATING BUDGET	1,139,893	1,060,960	1,295,490	+155,597	533,558

CAPITAL OUTLAYS:

Capital Projects shown on next page 228,848 214,970 15,880 -212,968 2,500

TOTAL APPROPRIATIONS

1,368,741 1,275,930 1,311,370 -57,371 536,058

Comm. Dev. Block Grant - Water Line - - 298,000 +298,000 +298,000

TOTAL APPROPRIATIONS WITH GRANTS

1,368,741 1,275,930 1,609,370 +240,629 +834,058

Prior year carry over 27,939 (12) 48,851 (13)

TOTAL PROGRAMMED EXPENDITURES:

1,396,680 1,275,930 1,658,221 (unaudited)

Footnotes: (11) \$33,133 from State share of Sewer Bond and \$11,058 paid from Fire Department Dumont-Lodge-Richardson Trust Funds for fire truck.
 (12) Expenditures included in the above lines.

(13) 1996 Funds Encumbered: School Street Project 18,721
 Cemetery Fence Work 3,500
 Recycling Ctr. Road 7,227
 ADA Grant 19,403
Total 48,851

1997 WARRANT ARTICLES FOR CAPITAL EXPENDITURES

ITEM	AMOUNT	EFFECT ON TAX RATE
Police Cruiser Payment	\$8,515	8.8¢ (\$2,500 from Farnum Fund)
Community Kitchen Funding	\$5,354	7.8¢
Monadnock Family Services Funding	\$2,011	2.9¢
TOTAL	\$15,880	19.5¢

Note: Expenditures of \$68,294 equals \$1.00 on tax rate.

**1996 ACTUAL AND 1997 PROJECTED TAX RATE
(INCLUDES TOWN, SCHOOL, AND COUNTY)**

	Projected 1996	Actual 1996	Projected 1997
Total Town Appropriation	1,368,741	1,368,741	1,609,370
Less: Revenue	744,250	817,493	834,058
Applied surplus	30,000	30,000	100,000
Less: Shared Revenues	14,030	13,657	13,657
Add: Overlay	25,000	14,751	10,000
War Service Credits	7,950	7,700	7,700
Net Town Appropriation	613,411	560,042	679,355
Net School Tax Assessments	2,327,075	2,258,618	2,312,131
Less: Shared Revenue	50,616	49,269	49,269
Net School Appropriation	2,276,459	2,209,349	2,262,862
County Tax Assessment	189,638	185,390	190,950 (3%?)
Less: Shared Revenue	2,484	2,418	2,418
Net County Appropriation	187,154	182,972	188,532
Total Appropriations	3,077,024	2,952,363	3,130,749
Actual/Projected Tax Rates	45.51	43.23	45.84
Tax Base: \$68,294,303/1000 = \$68,294 is one dollar on tax rate.			

Breakout by Category:

	Projected 1996	Actual 1996	Projected 1997
Town	9.07	8.20	9.95
School	33.67	32.35	33.13
County	2.77	2.68	2.76
Total	45.51	43.23	45.84

TOWN BUDGET COMPARISONS

YEAR	OPERATING BUDGET	SURPLUS	TOWN ^a TAX RATE PER 1000	PERCENTAGE OF TOTAL TAX RATE	TOTAL TAX RATE PER 1000
1990	\$911,326	-0-	\$7.40	21.1%	\$35.15
1991	\$910,223	\$114,288	\$5.62	17.8%	\$31.49
1992	\$896,303	-0-	\$7.82	21.2%	\$36.93
1993	\$961,526 ^b	\$71,893	\$6.86	18.7%	\$36.65
1994	\$1,106,030 ^b	\$100,000	\$8.59	22.0%	\$39.07
1995	\$1,137,550	\$100,000	\$5.87	15.4%	\$38.08
1996	\$1,139,893	\$30,000	\$8.20	19.0%	\$43.23
1997	\$1,295,490 ^b	\$100,000	\$9.95	21.7%	\$45.84

Projected and will be affected by any unexpected increases in Town revenues, State revenue sharing, business profits tax, and final tax base for 1997.

Footnotes:

a - Includes warrant articles.

b - Grant appropriation taken out.

Vachon, Clukay & Co., PC

Certified Public Accountants

45 Market Street
Manchester, New Hampshire 03101
(603) 622-7070
FAX: 622-1452

Payroll and related liabilities
Debt and debt service expenditures
Grant and similar programs

For all of the control categories listed above, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk.

Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might be material weaknesses under standards established by the American Institute of Certified Public Accountants. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the general purpose financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control structure and its operation that we consider to be material weaknesses as defined above.

This report is intended for the information of management and the Board of Selectmen. However, this report is a matter of public record and its distribution is not limited.



January 24, 1996

To the Board of Selectmen
Town of Marlborough, New Hampshire

We have audited the general purpose financial statements of the Town of Marlborough, New Hampshire as of and for the year ended December 31, 1995, and have issued our report thereon dated January 24, 1996.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement.

In planning and performing our audit of the general purpose financial statements of the Town of Marlborough, New Hampshire for the year ended December 31, 1995, we considered its internal control structure in order to determine our auditing procedures for the purpose of expressing our opinion on the general purpose financial statements and not to provide assurance on the internal control structure.

The management of the Town of Marlborough, New Hampshire is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions, or that the effectiveness of the design and operation of policies and procedures may deteriorate.

For the purpose of this report, we have classified the significant internal control structure policies and procedures in the following categories:

ACCOUNTING APPLICATIONS

Budget
Cash and investments
Revenues and receivables
Expenditures for goods and services
and accounts payable

DEPARTMENT OF REVENUE ADMINISTRATION
 Municipal Services Division
 Concord, N.H. 03302-1122
 1996 Tax Rate Calculation

Town/City of: MARLBOROUGH

Appropriations 1,368,741
 Less: Revenues 817,493
 Less: Shared Revenues 13,657
 Add: Overlay 14,751
 War Service Credits 7,700

Net Town Appropriation 560,042
 Special Adjustment 0

8.20

Land in Current Use - 9304.49 Acres \$ 715,122.
 Conservation Restriction Assessment
 178 Acres 24,501.
 Residential Land - 7815 Acres 18,060,981.
 Commercial/Industrial Land 788 Acres 2,010,992.

\$20,811,599.

TOTAL TAXABLE LAND

Residential Buildings \$39,930,806.
 Manufactured Housing 558,400.
 Commercial/Industrial 6,433,275.

TOTAL TAXABLE BUILDINGS

PUBLIC UTILITIES

\$46,922,481.

866,169.

VALUATIONS BEFORE EXEMPTIONS ALLOWED

Blind Exemptions (2) 30,000.
 Elderly Exemptions (5) 85,000.
 Solar Exemptions (5) 40,946.
 School Dining Rm, Etc. 150,000.

TOTAL EXEMPTIONS ALLOWED

\$ 305,246.

NET EVALUATION ON WHICH THE TAX RATE IS COMPUTED

\$68,294,303.

TAX RETURN

\$43.23 per Thousand Valuation

Town	8.20	See	Next	→
County	2.68	Page	For	→
School	32.35	DETAILS		

TAXES COMMITTED TO THE TAX COLLECTOR

Property Taxes \$2,946,393.04

Yield Taxes 7,608.87

Approved Town/City Tax Effort 560,042
 Municipal Tax Rate --- School Portion ---
 Due to Local School 2,258,618
 Due to Regional School 0
 Less: Shared Revenues 49,269

Net School Appropriation 2,209,349
 Special Adjustment 0

32.35

Approved School(s) Tax Effort 2,209,349
 School(s) Tax Rate --- County Portion ---
 Due to County 185,390
 Less: Shared Revenues 2,418

Net County Appropriation 182,972
 Special Adjustment 0

Approved County Tax Effort 182,972
 County Tax Rate ---

2.68

Combined Tax Rate 43.23

Total Property Taxes Assessed 2,952,363

Total Property Taxes Assessed 2,952,363
 Less: War Service Credits (7,700)
 Add: Village District Commitment(s) 0

Total Property Tax Commitment 2,944,663

Net Assessed Valuation --- Proof of Rate ---
 Tax Rate 43.23

68,294,303

1996 Bond Requirement 68,000

Treasurer: 77,000 Tax Collector: 136,000

Town Clerk: 22,000 Trustees of Trust Funds:

Assessment 2,952,363

TOWN OF MARLBOROUGH
 TREASURER'S REPORT
 REVENUES, EXPENDITURES & ASSETS REPORT
 AS OF DECEMBER 31, 1996

BALANCE ON HAND, JANUARY 1, 1996		\$1,161,327.76	
REVENUES			
Taxes	3,174,346.90		
Clerk's income	591,543.63		
Water & Sewer income	177,763.73		
Interest	36,949.73		
Loan--Town Office	<u>90,000.00</u>		
	4,070,603.99	\$5,231,931.75	
EXPENDITURES:			
Orders paid per Selectmen	1,302,050.56		
Orders backed out for 1996	2,000.00		
Credits & Reversals	0.00		
Tax Collector's lien	159,941.16		
Paid to County	185,390.00		
Paid to School	<u>1,959,578.00</u>		
	3,608,959.72	<u>\$3,608,959.72</u>	
BALANCE ON HAND, DECEMBER 31, 1996		\$1,622,972.03	
ASSETS:			
NOW ACCOUNT - CFX BANK	25,464.64		
MONEY MARKET - FLEET BANK	3,778.92		
NH PUBLIC DEPOSIT INV POOL	<u>1,593,728.47</u>		
TOTAL CASH		\$1,622,972.03	

TOWN OF MARLBOROUGH
 TREASURER'S REPORT
 WATER DEPARTMENT
 PROFIT AND LOSS STATEMENT

REVENUES:			
Beginning balance			\$ 8,172.15
Interest on profit	222.64		
Water Department income	49,285.90		
Other Water Department income	6,665.00		
Total Revenues	56,173.54		\$64,345.69
EXPENDITURES:			
Water Department payroll	6,434.09		
Seavey Ct. project	360.00		
Telephone	384.00		
Water tests	1,953.00		
Electricity	7,614.09		
Equipment rental	846.00		
State permit fee	220.00		
Supplies	573.30		
Maintenance/repairs	2,839.50		
Bowl clean & repairs	9,438.14		
Transfer from Highway	831.60		
Hydrants	0.00		
Advertising	103.46		
New Water Meters	1,060.20		
Corrosion Control	6,402.00		
Reservoir alarm project	0.00		
Total Expenditures	39,059.38		\$39,059.38
NET PROFIT OR LOSS			\$25,286.31

TOWN OF MARLBOROUGH
 INDIVIDUAL FUND REPORTS
 AS OF DECEMBER 31, 1996

OLD HOME DAY:
 Balance on hand 01/01/96 \$525.04
 Interest Earned 14.11
 Balance on hand 12/31/96 \$539.15

CONSERVATION FUND:
 Balance on hand 01/01/96 \$5,767.38
 Receipts 4,000.00
 Interest Earned 152.90
 Total income 9,920.28
 Less orders paid 6,000.00
 Balance on hand 12/31/96 \$3,920.28

RECREATION FUND:
 Balance on hand 01/01/96 \$3,874.19
 Deposits 7,223.39
 Total income 11,097.58
 Less orders paid per Committee 5,366.43
 Balance on hand 12/31/96 \$5,731.15

HEMENWAY FUND:
 Balance on hand 01/01/96 \$4358.22
 Trust income 9461.02
 Interest 142.78
 Total income 13962.02
 Less orders paid per Selectmen 9249.14
 Balance on hand 12/31/96 \$4712.88

RICHARDSON FIRE DEPT. FUND:
 Balance on hand 01/01/96 \$3801.39
 Interest 85.46
 Total income 3886.85
 Less orders paid per Fire Wards 1494.13
 Balance on hand 12/31/96 \$2382.72

HERITAGE FUND:
 Balance on hand 01/01/96 \$556.44
 Deposit 50.00
 Interest 6.10
 Total income 612.54
 Less orders paid per order of Commission 131.95
 Less bank fees 6.00
 Balance on hand 12/31/96 \$474.59

TOWN OF MARLBOROUGH
 TREASURER'S REPORT
 SEWER DEPARTMENT
 PROFIT AND LOSS STATEMENT
 AS OF DECEMBER 31, 1996

REVENUES:
 Beginning balance \$51,855.49
 Sewer Department income 121,203.01
 Water-Sewer interest 347.18
 Other sewer income 0.00
 Sewer application fees 40.00
 Total Revenues 173,445.68

EXPENDITURES:
 Sewer Department payroll 713.34
 Electricity 114.54
 Equipment rental 430.40
 Keene treatment plant 40,765.22
 Supplies 1,418.70
 EPA Bond 60% 31,807.11
 '85 Pump station bond 492.00
 '85 Plant bond 1,649.00
 Total Expenditures 77,390.31

NET PROFIT OR LOSS 96,055.37

TAX COLLECTOR'S REPORT

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF MARLBOROUGH YEAR ENDING 12/31/96 FOR THE MUNICIPALITY OF MARLBOROUGH YEAR ENDING DECEMBER 31, 1996

	*** LEVIES OF *** 1996	PRIOR 1995	*** LEVIES OF *** 1996	PRIOR 1995
DEBITS				
UNCOLLECTED TAXES*				
BEG. MARCH 16, 1996:				
Property Taxes		\$204,184.05	\$2,663,333.54	\$198,681.49
Yield Taxes		174.40	7,608.87	174.40
Utilities - Water	1,155.12	123.75	127,522.19	123.75
Sewer	2,906.21	1,827.05		1827.05
TAXES COMMITTED				
- THIS YEAR:				
Property Taxes	\$2,946,393.04		5,761.29	13,387.78
Yield Taxes	7,608.87		251.28	170.10
Utilities- Water	37,397.97		433.53	
Sewer	91,658.50		1,106.34	25.96
OVERPAYMENT:				
Property Taxes	1,804.24	25.96		
Water & Sewer	353.35	13,387.78		
INTEREST COLLECTED				
on Delinquent Taxes	5,761.29		284,430.21	5,502.56
on Water - Sewer	251.28	170.10	4,547.30	
TOTAL DEBITS	\$3,095,289.87	\$219,893.09	\$3,095,289.87	\$219,893.09
TOTAL CREDITS				
UNCOLLECTED TAXES				
- END OF YEAR:				
Property Taxes			284,430.21	5,502.56
Utilities - Water			4,547.30	
Sewer				
TOTAL CREDITS			\$3,095,289.87	\$219,893.09

REPORT OF TRUSTEES OF TRUST FUNDS

TAX COLLECTOR'S REPORT

Several changes took place with the Trustees of Trust Funds this year. First was the resignation of Oliver Derby, long time Trustee, and the expiration of the term of Barbara Frechette, who has served for several years. Wayne F. Crowell was elected as a new trustee and Edward W. Raye, Jr. was appointed by the Board of Selectmen to fill the other term. The second major change was the transfer of our accounts from First New Hampshire Bank (now Citizens Bank) to CFX Bank. The change occurred because of the advantage of doing business with a bank in town; the CFX merger with Safety Fund National Bank whose staff became the new Trust Division of CFX; and finally, to secure the services of Debra Wilner and Susan Martore-Baker, who were chosen by CFX to head this new department. All Trustees agreed that it was a good choice to change the account and we have been pleased with the performance and service that CFX has given to us.

Fund changes this year included the following:

New Cemetery Funds:			
S. & B. Barrett	\$100.00	H. & P. Jewett	\$200.00
T. Beaulieu	\$450.00	J. & R. Lord	\$100.00
George Bemis, Sr.	\$450.00	James Nelson	\$200.00
George Bemis, Jr.	\$450.00	R. & L. Russell	\$300.00
Joseph Conlan	\$450.00	Shelly M. Tobin	\$600.00
		TOTAL	\$3300.00

School Fund changes: The sum of \$9,768.80 was expended from the School Heating Plant Expendable Fund for upgrades to the school heating system. The balance of Heating account of \$20,398.97 combined with income of \$3,339.79 and \$568.96 was added to the School Capital Reserve and the Heating account was closed on July 1, 1996. Additionally, income of \$12,081.63 and a new transfer from the School Board of \$10,133.00 was added to the principal of the School Capital Reserve Fund. The total added to the School Capital Reserve after all these changes was \$46,513.35 for a total year end balance of \$104,622.34.

Town Fund changes: Income of \$13,289.65 went to the principal of the Highway Heavy Equipment Capital Reserve and income of \$8,793.69 went to the principal of the Town Reassessment Capital Reserve Fund. \$12,989.92 was returned for the Town Offices renovations and the account was closed.

The total of all these transactions resulted in a \$28,748.00 increase in funds for the year.

Respectfully submitted,

E. Anne Burlin, Wayne F. Crowell, Edward W. Raye, Jr.

FOR THE MUNICIPALITY OF MARLBOROUGH	YEAR ENDING DECEMBER 31, 1996		
1996	*** LEVIES OF ***	1994	PRIOR
	1995	1994	
Unredeemed Liens			
Balance at Beg.			
of March 15, 1996*	109,256.80	64,623.13	18,384.94
Liens Executed			
During Fiscal Yr.	\$159,941.16		
Interest & Costs			
Coll After Lien			
Execution*	4,001.46	18,370.75	4,646.40
TOTAL DEBITS	\$163,942.62	\$82,993.88	\$23,031.34

CR.

REMITTANCE TO			
TREASURER:*			
Redemptions	\$ 51,033.11	55,785.17	4,883.34
Int./Costs(After			
Lien Execution)	4,001.46	18,370.75	4,646.40
Unredeemed Liens			
Bal. End of Year	\$108,908.05	71,647.87	8,837.96
TOTAL CREDITS	\$163,942.62	\$119,493.92	\$23,031.34

* Patricia R. Derby, former Tax Collector of the Town of Marlborough retired from that position on March 15, 1996. The Unredeemed Liens in the amounts shown above were committed to Ila Walton, succeeding Tax Collector, as of the March 15, 1996 as noted. Monies for the redemptions shown and interest and costs collected and remitted to the Treasurer also date from March 15, 1996. This explains the differences in amounts of the Unredeemed Liens Balance shown on the Tax Collector's Report in the 1995 Town Report and the above Unredeemed Liens Balance at the Beginning of March 15, 1996. For total amounts that will include those monies collected from January 1st through March 15, 1996, see Treasurer's report. The above also applies to the Tax Collector's Reports on revenues received timely and remitted to the Treasurer for taxes and water and sewer charges committed in 1996.

Ila E. Walton, Tax Collector

REPORT OF THE TRUST FUNDS OF THE TOWN OF MARLBOROUGH ON DECEMBER 31, 1996

Date of Creation	NAME OF TRUST FUND first those trusts invested common trust fund	HOW INVESTED Whether bank deposits Stocks, bonds, etc. (If Common origin trust - So state) balance	Purpose Of Trust Fund	PRINCIPAL							INCOME			TOTAL			
				Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Capital Gain Dividends	Balance End Year	Balance Beginning Year	Earned During Year	Expended During Year	Balance End Year	Principal & Income				
	COMBINED FUNDS																
09/20/9	School Heating Plant Ex	School Heating Plant		30,158.777	(30,158.777)	0.00	0.00	0.000	0.00	3,339.79	0.00	3,339.79	0.00	0.00			
Prior 1	School Fund, Asahiel Co	No record of bequest-support of schools		9,909.404	0.00	2,177.63	0.00	12,087.038	0.00	0.00	534.10	62.82	471.28	12,558.32			
12/03/1	School Fund, WH Wilki	No record of bequest-support of schools		2,544.790	0.00	559.23	0.00	3,104.019	0.00	0.00	137.16	16.13	121.03	3,225.05			
Prior 1	School Fund, Abijah Tu	Support of schools		86.523	0.00	19.01	0.00	105.537	0.00	0.00	4.66	0.55	4.11	109.65			
Prior 1	School Fund, Lydia Wy	Support of schools		559.853	0.00	123.03	0.00	682.883	0.00	0.00	30.18	3.55	26.63	709.51			
Prior 1	School Fund, Town	Support of schools		427.524	0.00	93.95	0.00	521.474	0.00	0.00	23.04	2.71	20.33	541.81			
				13,528.09	0.00	2,972.86	0.00	16,500.95	0.00	0.00	729.14	85.76	643.38	17,144.33			
	EDUCATIONAL FUNDS																
05/25/4	Pease Educational Fund	Further education of worthy students		12,698.644	0.00	2,790.58	0.00	15,489.226	0.00	0.00	684.44	80.50	603.93	16,093.16			
12/31/8	Mabel M. Ward Schol.F	College bound worthy students of Marlboro		10,179.152	0.00	2,236.91	0.00	12,416.064	0.00	0.00	548.64	64.53	484.11	12,900.17			
04/03/8	Omer Dumont Education	Worthy students of Marlboro/Hamsville		2,877.250	0.00	632.29	0.00	3,509.538	0.00	0.00	155.08	18.24	136.84	3,646.38			
04/20/1	Ray E. Tarbox Memorial	Further education of worthy students		2,768.036	0.00	608.29	0.00	3,376.324	0.00	0.00	149.19	17.55	131.65	3,507.97			
05/31/1	Chas B. Knight Mem Tr	Continued education of worthy students		2,613.845	0.00	574.40	0.00	3,188.249	0.00	0.00	140.88	16.57	124.31	3,312.56			
	Marra Kimball Education	Further education of worthy Marlborough		25,449.770	0.00	5,592.70	0.00	31,042.466	0.00	0.00	1,371.70	161.34	1,210.37	32,252.83			
03/15/1	Chesham Sportsmens Cl	Worthy students of Marlboro/Hamsville		1,758.041	0.00	386.34	0.00	2,144.378	0.00	1,776.60	190.51	1,022.41	944.70	3,089.08			
				58,344.74	0.00	12,821.51	0.00	71,166.24	0.00	1,776.60	3,240.44	1,381.13	3,635.91	74,802.16			
	LIBRARY FUNDS																
12/24/1	Frost Free Library Fund	Income to Lib		6,732.349	0.00	1,479.46	0.00	8,211.812	0.00	0.00	362.86	42.68	320.18	8,532.00			
08/25/1	Kate K. David Lib-Bk Fu	Income to Lib for bks		2,035.830	0.00	447.38	0.00	2,483.212	0.00	0.00	109.73	12.91	96.82	2,580.03			
09/05/1	Albert P. Frost Library Fu	Income to Lib		1,122.058	0.00	246.58	0.00	1,368.635	0.00	0.00	60.48	7.11	53.36	1,422.00			
12/02/1	Kate K. Davis Lib. Bk&G	Income to Lib for bks		17,036.978	0.00	3,743.95	0.00	20,780.927	0.00	0.00	918.26	108.00	810.26	21,591.19			
11/06/1	L.R. Atherton Lib Fund	Income to Lib		1,047.434	0.00	230.18	0.00	1,277.612	0.00	0.00	56.46	6.64	49.81	1,327.43			
11/27/1	Kate M. Reid Frost Free	Gen'l-Frost Free Lib		2,168.414	0.00	476.52	0.00	2,644.932	0.00	0.00	116.87	13.75	103.13	2,748.06			
01/06/1	M.J. Livingston Lib Fun	Income to Lib		224.410	0.00	49.32	0.00	273.725	0.00	0.00	12.10	1.42	10.67	284.40			
02/20/1	Rufus S.Frost II Mem'l L	Income to Lib		2,544.788	0.00	559.23	0.00	3,104.016	0.00	0.00	137.16	16.13	121.03	3,225.04			
03/13/1	Alice Bullock Lib. Fund	Income to Lib		5,089.576	0.00	1,118.46	0.00	6,208.032	0.00	0.00	274.32	32.26	242.06	6,450.09			
1986	Reginald Mason Lib. Fu	Income to Lib		3,492.559	0.00	767.50	0.00	4,260.064	0.00	0.00	188.24	22.14	166.10	4,426.17			
03/24/1	Irma Richardson Frost Fr	Income to Lib		1,017.915	0.00	223.69	0.00	1,241.606	0.00	0.00	54.86	6.45	48.41	1,290.02			
06/01/1	Mary Lodge Frost Free L	Income to Lib		43,482.485	0.00	9,555.46	0.00	53,037.948	0.00	0.00	2,343.63	275.65	2,067.98	55,105.93			
01/14/1	Ruth E Hernerway Pd	Income to library		20,358.303	0.00	4,473.82	0.00	24,832.127	0.00	0.00	1,097.28	129.06	968.22	25,800.35			
02/01/9	Russell Wallace Lib. Fund			508.958	0.00	111.85	0.00	620.804	0.00	0.00	27.43	3.23	24.21	645.01			
				106,862.06	0.00	23,483.40	0.00	130,345.45	0.00	0.00	5,759.69	677.44	5,082.25	135,427.70			
	TOWN FUNDS																
04/24/1	Insurance Expendable Tr	Payment of claims		4,928.939	0.00	1,083.16	0.00	6,012.095	0.00	1,137.40	326.97	38.46	1,425.91	7,438.00			
12/31/1	Charles C Ward Town F	Gen'l purposes-Town of Marlborough		5,236.277	0.00	1,150.69	0.00	6,386.971	0.00	0.00	282.23	33.19	249.03	6,636.00			
12/01/1	Kate Reid Town Trust F	General Purposes		5,021.884	0.00	1,103.58	0.00	6,125.465	0.00	0.00	270.67	31.84	238.84	6,364.30			
12/01/1	Farnum Memorial Fund	Supplies & Equipment-Fire & Police Dept		110,874.371	0.00	24,365.12	0.00	135,239.490	0.00	0.00	5,975.95	702.87	5,273.07	140,512.56			
12/17/9	Edward Danielchick To	General Purposes		8,638.020	0.00	1,898.24	0.00	10,536.262	0.00	0.00	465.58	54.76	410.82	10,947.08			
				134,699.49	0.00	29,600.79	0.00	164,300.28	0.00	1,137.40	7,321.38	861.12	7,597.67	171,897.95			

REPORT OF THE TRUST FUNDS OF THE TOWN OF MARLBOROUGH ON DECEMBER 31, 1996

Date of Creation	NAME OF TRUST FUND first those trusts invested in common trust fund	HOW INVESTED Whether bank deposits Stocks, bonds, etc. (If Common trust - So state)	PRINCIPAL						INCOME				TOTAL Principal & Income		
			Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Capital Gain Dividends	Balance End Year	Balance Beginning Year	Earned During Year	Expended During Year	Balance End Year				
	FIRE DEPARTMENT FUNDS														
Prior 1	Jedediah T. Collins FD F	No record	508,958	0.00	111.85	0.00	0.00	620,804	0.00	27.43	3.23	24.21	645.01		
11/1/97	Delevan C. Richardson F	General Purposes	10,842,231	0.00	2,382.63	0.00	0.00	13,224,858	0.00	584.38	68.73	515.65	13,740.50		
02/08/1	Marlborough Grange Fir	For Fire Dept	1,017,915	0.00	223.69	0.00	0.00	1,241,606	0.00	54.86	6.45	48.41	1,290.02		
05/19/1	Mary Lodge Fire Dept F	For Fire Dept	43,482,485	0.00	9,555.46	0.00	0.00	53,037,948	0.00	2,343.63	275.65	2,067.98	55,105.93		
05/13/1	Ormer Dumont Fire Dept	Income to Fire Dept	124,184,324	0.00	27,290.04	0.00	0.00	151,474,362	0.00	6,693.33	787.25	5,906.08	157,380.44		
	Leroy Derby Fire Dept F	Income to Fire Dept	5,089,576	0.00	1,118.46	0.00	0.00	6,208,032	0.00	274.32	32.26	242.06	6,450.09		
			185,125.49	0.00	40,682.12	0.00	0.00	225,807.61	0.00	9,977.96	1,173.58	8,804.38	234,611.99		
	AGED CITIZEN FUNDS														
07/1/93	Jennie Mason Aged Cit F	Benefit aged citizens	1,017,915	0.00	223.69	0.00	0.00	1,241,606	0.00	54.86	6.45	48.41	1,290.02		
07/25/1	Chas Carlton Aged Cit F	Benefit aged citizens	3,053,745	0.00	671.07	0.00	0.00	3,724,819	0.00	164.59	19.36	145.23	3,870.05		
			4,071.66	0.00	894.76	0.00	0.00	4,966.42	0.00	219.46	25.81	193.64	5,160.07		
	CHILDRENS HEALTH FUNDS														
	John H Kimball	Care of chronically ill children-Marlborough	25,516.101	0.00	5,607.27	0.00	0.00	31,123.374	0.00	1,375.28	161.76	1,213.52	32,336.89		
1945	Fred D Hemenway Scho	Income to HHC & CS Inc.	1,017,915	0.00	223.69	0.00	0.00	1,241,606	0.00	54.86	6.45	48.41	1,290.02		
			26,534.02	0.00	5,830.96	0.00	0.00	32,364.98	0.00	1,430.14	168.21	1,261.93	33,626.91		
	MISCELLANEOUS FUNDS														
1927	Chas Ward Childrens Fd	Benefit town children	561,075	0.00	123.30	0.00	0.00	684,374	205.22	41.30	4.86	241.66	926.04		
Prior 1	Ministerial Fund	Income equally to Marlborough churches	643,322	0.00	141.37	0.00	0.00	784,695	0.00	34.67	4.08	30.60	815.29		
07/2/19	Kate K Davis Marl Com	Income to HHC & CS Inc.	28,625,382	0.00	6,290.55	0.00	0.00	34,915,933	0.00	1,542.86	181.47	1,361.39	36,277.33		
11/16/8	M. Reynolds Marl. Com	Income to HHC & CS Inc.	493,272	0.00	108.40	0.00	0.00	601,671	0.00	26.59	3.13	23.46	625.13		
	Old Torrent Vet. Firema	Income to veteran firemen	2,351,995	0.00	516.86	0.00	0.00	2,868,856	301.09	143.00	317.91	126.18	2,995.03		
	Marlborough Community Assoc. Charitable Fund		2,328,514	0.00	511.70	0.00	2,840,215	0.00	125.50	14.76	110.74	2,950.96			
			35,003.56	0.00	7,692.18	0.00	42,695.74	506.31	1,913.92	526.20	1,894.03	44,589.78			
	TOTAL COMBINED FUNDS		\$594,327.88	(\$30,158.77)	\$123,978.58	\$0.00	\$688,147.69	\$6,760.10	\$30,592.13	\$8,239.03	\$29,113.20	\$717,260.89			
	CAPITAL RESERVE FUNDS														
02/28/1	Hwy Equip Cap Reserve	Highway Equipment	45,554,810	13,289.65	0.00	0.00	58,844,460	9,836.98	3,452.67	13,289.65	0.00	58,844.46			
	School Capital Reserve F	Construction & Renovation of Bldgs Heating Plant Expendable	58,108,990	22,214.63	0.00	0.00	80,323,620	7,516.93	4,564.70	12,081.63	0.00	80,323.62			
			0.000	24,298.72	0.00	0.00	24,298,720	0.00	568.96	568.96	0.00	24,298.72			
			58,108,990	46,513.35	0.00	0.00	104,622,340	7,516.93	5,133.66	12,650.59	0.00	104,622.34			
03/11/1	Town Hall Cap Reserve	For Town Hall	12,989,920	(12,989.92)	0.00	0.00	0.000	1,933.09	420.07	2,353.16	0.00	0.00			
03/31/9	Town Reassessment Cap	Town Reassessment	51,047,610	8,793.69	0.00	0.00	59,841,300	5,498.69	3,295.00	8,793.69	0.00	59,841.30			
	TOTAL CAPITAL RESERVE FUNDS		\$167,701.33	\$55,606.77	\$0.00	\$0.00	\$223,308.10	\$24,785.69	\$12,301.40	\$37,087.09	\$0.00	\$223,308.10			
	TOTAL COMBINED FUNDS		594,327.88	(30,158.77)	123,978.58	0.00	688,147.69	6,760.10	30,592.13	8,239.03	29,113.20	717,260.89			
	TOTAL CAPITAL RESERVE FUNDS		167,701.33	55,606.77	0.00	0.00	223,308.10	24,785.69	12,301.40	37,087.09	0.00	223,308.10			
	TOTAL CEMETERY FUNDS		99,684.33	3,300.00	12,557.58	0.00	115,541.91	11,914.93	4,938.54	574.70	16,278.77	131,820.68			
	TOTAL ALL FUNDS		\$861,713.54	\$28,748.00	\$136,536.16	\$0.00	\$1,026,997.70	\$43,460.72	\$47,832.07	\$45,900.82	\$45,391.97	\$1,072,389.67			

ACTUAL & ANTICIPATED REVENUES

Report Sequence = Fund or Acct Group
Account = First thru Last; Mask = ##-###-####
Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND Period: January 1996 to December 1996

Table with columns: Account Number, Account Name, Prior Year Pld Revenues, Current Year Budgeted, Current Year Yld Revenues, Balance Uncollected, Percent Left. Includes sub-totals for REVENUE FROM TAXES/INTEREST and REVENUE FROM MISCS. SOURCES.

REVENUE FROM TAXES/INTEREST

Table with columns: Account Number, Account Name, Prior Year Pld Revenues, Current Year Budgeted, Current Year Yld Revenues, Balance Uncollected, Percent Left. Lists various tax and license categories.

REVENUE FROM MISCS. SOURCES

Table with columns: Account Number, Account Name, Prior Year Pld Revenues, Current Year Budgeted, Current Year Yld Revenues, Balance Uncollected, Percent Left. Lists miscellaneous revenue items.

ACTUAL & ANTICIPATED REVENUES

Report Sequence = Fund or Acct Group
Account = First thru Last; Mask = ##-###-####
Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND Period: January 1996 to December 1996

Table with columns: Account Number, Account Name, Prior Year Pld Revenues, Current Year Budgeted, Current Year Yld Revenues, Balance Uncollected, Percent Left. Includes sub-totals for REVENUE FROM GOVERNMENTS and REVENUE FROM DEPARTMENTS.

REVENUE FROM GOVERNMENTS

Table with columns: Account Number, Account Name, Prior Year Pld Revenues, Current Year Budgeted, Current Year Yld Revenues, Balance Uncollected, Percent Left. Lists government revenue items.

REVENUE FROM DEPARTMENTS

Table with columns: Account Number, Account Name, Prior Year Pld Revenues, Current Year Budgeted, Current Year Yld Revenues, Balance Uncollected, Percent Left. Lists department revenue items.

COMBINED INTERIM BALANCE SHEET
All Fund Types and Account Groups
Level of Detail = Account Number

As of December 31, 1996 *** Not a Closed Period ***

ACTUAL & ANTICIPATED REVENUES

Report Sequence = Fund or Acct Group
Account = First thru Last; Mask = ##-###-###
Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND	Account Number	Account Name	Period: January 1996 to December 1997				Percent Left
			Prior Year Pld Revenues	Current Year Pld Revenues	Current Year Budgeted	Current Year Ytd Revenues	
	01-3508-2-001	MARL HARRIS MIBALANCE	1153.53	0.00	1500.00	1500.00	100.00
	01-3509-1-001	TOWN CLERK'S INCOME	979.60	748.08	0.00	(748.08)	0.00
	01-3509-2-001	NEW CEMETERY TRUST	0.00	400.00	0.00	(400.00)	0.00
	01-3509-3-001	NEW TRUST FUNDS	0.00	0.00	0.00	0.00	0.00
	01-3509-4-001	INSURANCE DIVIDENDS	26265.43	32430.66	27800.00	(4630.66)	(16.66)
	01-3509-9-001	MISCELLANEOUS INCOME	1109.15	3003.46	0.00	(3003.46)	0.00
***TOTAL** REVENUE FROM MISC. SOURCES			85606.03	164150.80	149715.00	(14435.80)	(9.64)

TRANSFERS FROM TRUST FUNDS	Account Number	Account Name	Prior Year Pld Revenues	Current Year Pld Revenues	Current Year Budgeted	Current Year Ytd Revenues	Percent Left
	01-3916-1-001	CEMETERY TRUST FUNDS	4098.84	4906.10	4908.00	4906.10	0.04
	01-3916-2-001	WARD & REED TRUST FUNDS	0.00	3291.95	3292.00	3291.95	0.95
	01-3916-3-001	WMT HV EORT CAP RESV	16590.05	0.00	0.00	0.00	0.00
	01-3916-4-001	LIBRARY TRUST FUNDS	3920.03	4928.66	4929.00	4928.66	0.34
	01-3916-5-001	FIRE/POLICE TRUST FUNDS	18174.34	14171.00	14171.00	14171.00	0.00
	01-3916-6-001	TOWN HALL CAP RESV	0.00	15250.09	15250.00	(0.09)	0.00
***TOTAL** TRANSFERS FROM TRUST FUNDS			42783.30	42547.80	42550.00	42547.80	2.20

BUDGETARY USE OF FUND BALANCE	Account Number	Account Name	Prior Year Pld Revenues	Current Year Pld Revenues	Current Year Budgeted	Current Year Ytd Revenues	Percent Left
	01-3939-8-001	MORTGAGE LOAN	0.00	0.00	90000.00	0.00	100.00
	01-3939-9-001	BUDGETARY USE OF FUND BALANCE	0.00	0.00	30000.00	0.00	100.00
***TOTAL** BUDGETARY USE OF FUND BALANCE			0.00	0.00	120000.00	0.00	100.00

BUDGETARY USE OF FUND BALANCE	Account Number	Account Name	Prior Year Pld Revenues	Current Year Pld Revenues	Current Year Budgeted	Current Year Ytd Revenues	Percent Left
	01-1080-2-094	A/R JUN 94 PROPERTY TAX	3359980.97	3803749.34	3738455.78	3803749.34	(6293.56)
***TOTAL** TRANSFERS FROM TRUST FUNDS			3359980.97	3803749.34	3738455.78	3803749.34	(1.75)

ASSETS AND RESOURCES	Fund Types	Totals (Memorandum)	
		December 1996	December 1995
1010 CASH	General	25,464.64	109,196.45
1010-4-001 CASH - CFX CHECKING ACCOUNT	General	25,464.64	109,196.45
1010-7-001 APARTMENT DEPOSIT	General	5,767.38	5,536.28
1010-7-002 RESTR SAV - CONSERV FUND	General	525.04	525.04
1010-7-003 RESTR SAV - OLD HOME DAY	General	2,374.14	2,374.14
1010-7-004 RESTR SAV - D.RICHARDSON TRUST	General	34,131.20	115,257.77
*** TOTAL 1010 CASH		34,131.20	115,257.77

ASSETS AND RESOURCES	Fund Types	Totals (Memorandum)	
		December 1996	December 1995
1030 INVESTMENTS	General	3,778.92	3,346.79
1030-3-002 FLEET BANK MONEY MARKET	General	3,778.92	3,346.79
1030-3-009 N.H. PUBLIC DEPOSIT INV POOL	General	1,593,728.47	1,048,784.52
*** TOTAL 1030 INVESTMENTS		1,597,507.39	1,052,131.31

1080 TAXES RECEIVABLE	Fund Types	Totals (Memorandum)	
		December 1996	December 1995
1080-2-094 A/R JUN 94 PROPERTY TAX	General	2,822.81	102,647.81
1080-2-095 JUN 95 PROP TAX REC	General	73,882.51	...
1080-2-096 JUN 96 PROP TAX REC	General
1080-3-094 DEC 94 PROP TAX REC	General	2,679.75	172,929.25
1080-3-095 DEC 95 PROP TAXES	General	210,364.89	...
1080-3-096 DEC 96 PROP TAX REC	General
1080-4-091 A/R LAND USE CHANGE TAX	General
1080-5-094 94 YIELD TAX	General
1080-5-095 1995 YIELD TAX	General	...	174.40
1080-6-096 96 YIELD TAX	General
*** TOTAL 1080 TAXES RECEIVABLE		289,749.96	275,751.46

1081 OTHER TAX RECEIVABLES	Fund Types	Totals (Memorandum)	
		December 1996	December 1995
1081-4-001 A/R ELDERLY LIENS	General	10,251.72	10,251.72
1081-9-001 A/R ALL UNCOLL ELD LIEN FORTIN	General	(22,514.27)	(10,251.72)
1081-9-002 A/R ALL UNCOLL ELD LIEN SHOENAK	General
1081-9-003 A/R ALL UNCOLL UNREDTAC DUNBAR	General	(10,636.10)	(4,885.09)

COMBINED INTERIM BALANCE SHEET
 All Fund Types and Account Groups
 Level of Detail = Account Number
 As of December 31, 1996 *** Not a Closed Period ***

COMBINED INTERIM BALANCE SHEET
 All Fund Types and Account Groups
 Level of Detail = Account Number
 As of December 31, 1996 *** Not a Closed Period ***

ASSETS AND RESOURCES	Governmental Fund Types		Totals (memorandum)	
	December 1996	December 1995	December 1996	December 1995
1310 A/R DUE FROM OTHER FUNDS				
1310-3-001 DUE FROM CDBG	700.99	700.99	700.99	700.99
1310-4-002 A/R DUE FROM WATER FUND	306.00	306.00	306.00	337.88
1310-4-003 A/R PRIOR YEAR - WATER	(6,665.00)	(6,665.00)	(6,665.00)	(76.84)
1310-4-004 A/R DUE FROM SEWER FUND	861.00	861.00	861.00	3,134.93
1310-4-005 A/R 1995 SEWER PREPAYMENTS	286.57
1310-4-006 A/R PRIOR YEAR SEWER	(2,424.86)
*** TOTAL 1310 A/R DUE FROM OTHER FUNDS	(4,797.01)	(4,797.01)	(4,797.01)	1,257.68
1810 LOAN PROCEEDS				
1810-1-001 LOAN PROCEED NEW OFF BLDG	(90,000.00)	(90,000.00)	(90,000.00)	...
*** TOTAL 1810 LOAN PROCEEDS	(90,000.00)	(90,000.00)	(90,000.00)	...
1980-1-000 EST. REVENUE CONTROL (BUDGET)	3,738,455.78	3,738,455.78	3,738,455.78	3,552,410.31
1990-1-000 REVENUE CONTROL (ACTUAL)	(3,803,749.34)	(3,803,749.34)	(3,803,749.34)	(3,359,988.97)
ASSETS AND RESOURCES:	1,950,503.66	1,950,503.66	1,950,503.66	1,850,440.57

ASSETS AND RESOURCES	Governmental Fund Types		Totals (memorandum)	
	December 1996	December 1995	December 1996	December 1995
1081-9-004 A/R ALL UNCOLL LIEN - DEEM	(4,786.62)	(2,142.63)	(4,786.62)	(2,142.63)
1081-9-005 A/R DISABLED LIEN
1081-9-006 A/R ALL UNCOLL LIEN-SCHNEFFER	(2,962.22)	...	(2,962.22)	...
*** TOTAL 1081 OTHER TAX RECEIVABLES	(30,647.49)	(7,027.12)	(30,647.49)	(7,027.12)
1110 TAX LIENS RECEIVABLE				
1110-1-092 UNREDEEMED TAXES - 1992	4,885.09	5,482.65	4,885.09	5,482.65
1110-1-093 UNREDEEMED TAXES - 1993	8,616.51	12,902.29	8,616.51	12,902.29
1110-1-094 UNREDEEMED TAXES - 1994	8,827.96	68,264.94	8,827.96	68,264.94
1110-1-095 UNREDEEMED TAXES -1995	71,647.87	114,605.06	71,647.87	114,605.06
1110-1-096 UNREDEEMED TAXES 1996	109,943.05	...	109,943.05	...
*** TOTAL 1110 TAX LIENS RECEIVABLE	203,920.48	201,254.94	203,920.48	201,254.94
1150 A/R TRUST FUNDS				
1150-1-001 A/R TRUST FUNDS	9,811.16	8,018.89	9,811.16	8,018.89
*** TOTAL 1150 A/R TRUST FUNDS	9,811.16	8,018.89	9,811.16	8,018.89
1155 A/R WELFARE LIENS				
1155-1-001 A/R WELFARE LIENS	5,253.20	5,253.20	5,253.20	5,253.20
1155-9-001 A/R UNCOLL WEL LIEN - PARKER	(4,503.11)	(4,503.11)	(4,503.11)	(4,503.11)
1155-9-002 A/R UNCOLL WEL LIEN-SHOEMAKE	(750.09)	(750.09)	(750.09)	(750.09)
*** TOTAL 1155 A/R WELFARE LIENS
1160 A/R CHARGES FOR SERVICES				
1160-4-001 A/R PLASTIC BAG SALES	121.53	94.33	121.53	94.33
1160-8-002 A/R LEGAL/COURT FEES	...	(50.00)	...	(50.00)
*** TOTAL 1160 A/R CHARGES FOR SERVICES	121.53	44.33	121.53	44.33
1260 A/R DUE FROM OTHER GOVERNMENTS				
1260-2-001 DUE FROM STATE OF NH	6,000.00	11,329.97	6,000.00	11,329.97
*** TOTAL 1260 A/R DUE FROM OTHER GOVERNMENTS	6,000.00	11,329.97	6,000.00	11,329.97

COMBINED INTERIM BALANCE SHEET

All Fund Types and Account Groups
Level of Detail = Account Number

As of December 31, 1996 *** Not a Closed Period ***

	Governmental Fund Types		Totals (memoranda)	
	December 1996	December 1995	December 1996	December 1995
LIABILITIES AND FUND EQUITY				
LIABILITIES:				
2020 ACCOUNTS PAYABLE				
2020-0-000 ACCOUNTS PAYABLE DEFAULT
2020-1-001 ACCOUNTS PAYABLE	(2,000.00)	(2,000.00)	(2,000.00)	(2,000.00)
2020-2-000 ACCOUNT PAYABLE
*** TOTAL 2020 ACCOUNTS PAYABLE	(2,000.00)	(2,000.00)	(2,000.00)	(2,000.00)
2025 PAYROLL WITHHOLDING PAYABLE				
2025-1-001 FED W/H ACCT
2025-1-002 FED FICA HOLDING ACCT
2025-1-003 FED MEDICARE HOLDING ACCT
2025-2-001 EMPLOYEE RETIRE HOLD ACCT
2025-2-002 POLICE RETIRE HOLD ACCT
2025-3-001 IWS BS/BS HOLDING ACCT
2025-3-002 BC/BC RETIRED HOLD ACCT	(250.84)	(250.84)	(250.84)	(250.84)
2025-3-003 UNITED WAY HOLDING
2025-3-004 IWS STD/LTD/LIFE HOLD ACCT
*** TOTAL 2025 PAYROLL WITHHOLDING PAYABLE	(250.84)	(250.84)	(250.84)	861.21
2026 ACCRUED PAYROLL				
2026-1-001 ACCRUED PAYROLL	15,016.93	15,016.93	15,016.93	13,406.78
*** TOTAL 2026 ACCRUED PAYROLL	15,016.93	15,016.93	15,016.93	13,406.78
2070 DUE TO CHESHIRE COUNTY				
2070-3-001 A/P DUE TO COUNTY
*** TOTAL 2070 DUE TO CHESHIRE COUNTY
2075 DUE TO MARLBOROUGH SCHOOL DISTRICT				
2075-1-094 A/P 94/95 SCHOOL PAYMENTS	(55,000.00)
2075-1-095 A/P 95/96 SCHOOL PAYMENTS	1,446,078.00

COMBINED INTERIM BALANCE SHEET

All Fund Types and Account Groups
Level of Detail = Account Number

As of December 31, 1996 *** Not a Closed Period ***

	Governmental Fund Types		Totals (memoranda)	
	December 1996	December 1995	December 1996	December 1995
LIABILITIES AND FUND EQUITY				
2075-1-096 96/97 SCHOOL PAYMENTS				
2075-1-096 96/97 SCHOOL PAYMENTS	1,690,118.00	1,690,118.00	1,690,118.00	1,391,078.00
*** TOTAL 2075 DUE TO MARLBOROUGH SCHOOL DISTRICT	1,690,118.00	1,690,118.00	1,690,118.00	1,391,078.00
2080 DUE TO OTHER FUNDS				
2080-3-001 DUE TO COMMUNITY DEVELOPMENT	8,007.01
2080-5-001 DUE TO WATER FUND (SURPLUS)	8,172.15	8,172.15	8,172.15	76,700.22
2080-6-001 DUE TO SENIOR FUND (SURPLUS)	50,990.49	50,990.49	50,990.49	122,093.04
2080-7-001 DUE TO CONSERV FUND	231.10
*** TOTAL 2080 DUE TO OTHER FUNDS	59,162.64	59,162.64	59,162.64	207,031.37
2220-2-001 DEFERRED REVENUE-FEMA				
2230-1-001 NOTES PAYABLE TAX AMT CURRENT
2230-4-001 NOTES PAYABLE - OTHER
2270-2-001 ROAD BOND SECURITY DEPOSIT
2270-9-001 APT SECURITY DEPOSIT
2270-9-002 DUE TO CONSERVATION	5,767.38	5,767.38	5,767.38	5,149.03
2270-9-004 DUE TO OLD HOME DAY FUND	525.04	525.04	525.04	510.82
LIABILITIES:	1,780,466.15	1,780,466.15	1,780,466.15	1,618,037.21
FUND EQUITY:				
2410-1-000 APPROPRIATIONS CONTROL	3,855,439.00	3,855,439.00	3,855,439.00	3,714,647.01
2420-1-000 EXPENDITURE CONTROL	(3,719,938.19)	(3,719,938.19)	(3,719,938.19)	(3,557,093.32)
2430-1-000 ENCUMBRANCE CONTROL
2440-1-000 RESERVE FOR ENCUMB. CONTROL
2490-1-001 DESIGNATED FUND BALANCE	15,812.00	15,812.00	15,812.00	22,386.70
2530-1-000 UNDESIGNATED FUND BAL CONTROL	18,724.70	18,724.70	18,724.70	52,482.97
2530-1-001 UNDESIGNATED FUND BALANCE
FUND EQUITY:	170,037.51	170,037.51	170,037.51	232,403.36
LIABILITIES AND FUND EQUITY:	1,950,503.66	1,950,503.66	1,950,503.66	1,850,440.57

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE

Report Sequence = Fund or Acct Group
Account = First thru Last; Mask = ##-###-###
Level of Detail = Account Number; Level = 9

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-sections for EXECUTIVE OFFICE and GENERAL GOVERNMENT.

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-sections for FINANCIAL ADMINISTRATION and REVALUATION OF PROPERTY.

Fund: GENERAL FUND
Period: January 1996 to December 1996

EXECUTIVE OFFICE

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-sections for ELECTION & REGISTRATION and EXECUTIVE OFFICE.

GENERAL GOVERNMENT

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-sections for EXECUTIVE OFFICE and GENERAL GOVERNMENT.

ELECTION & REGISTRATION

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-sections for ELECTION & REGISTRATION and EXECUTIVE OFFICE.

FINANCIAL ADMINISTRATION

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-sections for FINANCIAL ADMINISTRATION and REVALUATION OF PROPERTY.

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE

Report Sequence = Fund or Act Group
Account = First thru Last; Mask = ##-###-###
Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND Period: January 1996 to December 1996

Fund: GENERAL FUND Period: January 1996 to December 1996

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-totals for AD & REGIONAL ASSOC, OTHER GEN. GOV'T TOWN ACCTS, and PUBLIC SAFETY.

Table with columns: Account Number, Account Name, Current Year Budgeted, Current Year Expenditures, Encumbrances, Balance Remaining, Percent Left. Includes sub-totals for GENERAL GOV'T BLDG., CEMETERIES, INSURANCE, and INSURANCE.

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE
 Report Sequence = Fund or Acct Group
 Account = First thru Last; Mask = ##-###-###
 Level of Detail = Account Number; Level = 9

Period: January 1996 to December 1996

Fund: GENERAL FUND

Account Number	Account Name	Current Year Budgeted	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4210-5-350	PD MEDICAL SERVICES	300.00	43.00	0.00	257.00	85.67
TOTAL POLICE DEPARTMENT						
		108325.00	108346.03	0.00	(21.03)	(0.02)
FIRE DEPARTMENT						
01-4220-1-130	FB FIRE WARDEN SALARY	125.00	125.00	0.00	0.00	0.00
01-4220-1-341	FB TELEPHONE	275.00	284.40	0.00	(9.40)	(3.42)
01-4220-1-410	FB ELECTRICITY	180.00	229.08	0.00	(49.08)	(27.27)
01-4220-1-411	FB HEATING OIL	0.00	0.00	0.00	0.00	0.00
01-4220-1-412	FB EXPENSE FOR WATER PUMPING	1000.00	0.00	0.00	1000.00	100.00
01-4220-1-560	FB RUES & SUBSCRIPTIONS	260.00	247.00	0.00	13.00	5.00
01-4220-1-561	FB MH FIRE ASSOC EXPENSES	180.00	174.00	0.00	6.00	3.33
01-4220-1-610	FB SUPPLIES	280.00	611.28	0.00	(411.28)	(205.64)
01-4220-1-635	FB GASOLINE	375.00	339.50	0.00	35.50	9.47
01-4220-1-636	FB DIESEL FUEL	150.00	294.53	0.00	(54.53)	(36.35)
01-4220-1-670	FB BOOKS & PERIODICALS	100.00	0.00	0.00	100.00	100.00
01-4220-1-680	FB DEPARTMENTAL EXPENSES	300.00	306.30	0.00	(6.30)	(2.10)
01-4220-1-740	FB EQUIPMENT	7900.00	7352.13	0.00	147.87	1.97
01-4220-2-110	FB PAYROLL	11000.00	10940.51	0.00	59.49	0.54
01-4220-4-110	FB TRAINING	1500.00	885.00	0.00	615.00	41.00
01-4220-4-810	FB TRAINING	0.00	0.00	0.00	0.00	0.00
01-4220-5-630	FB RADIO MAINT	1200.00	1140.01	0.00	59.99	5.00
01-4220-6-430	FB EQUIPMENT REPAIR	500.00	1201.23	0.00	(701.23)	(140.25)
01-4220-6-660	FB TRUCK REPAIR	1500.00	1780.17	0.00	(280.17)	(18.68)
01-4220-7-350	FB MEDICAL SERVICES	1000.00	120.00	0.00	880.00	88.00
TOTAL FIRE DEPARTMENT						
		27345.00	25940.14	0.00	1404.86	5.14

BUILDING INSPECTIONS

01-4240-1-110	BI BLDG INSP SALARY	1000.00	400.00	0.00	600.00	60.00
01-4240-1-670	BI BLDG INSP PUBLICATIONS	125.00	0.00	0.00	125.00	100.00
01-4240-4-110	BI PLUMB INSP SALARY	1000.00	400.00	0.00	600.00	60.00
01-4240-5-110	BI ELECT INSP SALARY	1000.00	400.00	0.00	600.00	60.00
TOTAL BUILDING INSPECTIONS						
		3125.00	1200.00	0.00	1925.00	61.60

EMERGENCY MANAGEMENT

01-4290-1-610	EN CIVIL DEFENSE	100.00	3.00	0.00	97.00	97.00
01-4290-4-110	EN FOREST FIRE WARDENS	125.00	125.00	0.00	0.00	0.00
01-4290-4-390	EN FOREST FIRE BILLS	1000.00	984.15	0.00	35.85	3.58

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE
 Report Sequence = Fund or Acct Group
 Account = First thru Last; Mask = ##-###-###
 Level of Detail = Account Number; Level = 9

Period: January 1996 to December 1996

Fund: GENERAL FUND

Account Number	Account Name	Current Year Budgeted	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
TOTAL EMERGENCY MANAGEMENT						
		1225.00	1092.15	0.00	132.85	10.84
TOTAL PUBLIC SAFETY						
		140020.00	136578.32	0.00	3441.68	2.46
HY ADMIN, STREETS, BRIDGES, LIGHTING						
HIGHWAY DEPT ADMIN						
01-4311-1-110	HY HIGHWAY DEPT PAYROLL	71500.00	75586.27	0.00	(4086.27)	(5.72)
01-4311-1-120	HY HIGHWAY TEMP HELP	4000.00	487.32	0.00	(867.32)	(21.68)
01-4311-1-140	HY HIGHWAY DEPT OVERTIME	1000.00	0.00	0.00	1000.00	100.00
01-4311-1-341	HY TELEPHONE	400.00	447.21	0.00	(47.21)	(11.80)
01-4311-1-350	HY DRUG/ALCOHOL TESTING	0.00	0.00	0.00	0.00	0.00
01-4311-1-390	HY HOMEWELL PROTECT SVCS	750.00	720.00	0.00	30.00	4.00
01-4311-1-410	HY ELECTRICITY	1000.00	848.88	0.00	151.12	15.11
01-4311-1-411	HY PROPANE GAS	1200.00	1541.69	0.00	(341.69)	(28.47)
01-4311-1-560	HY DUES & SUBSCRIPTIONS	100.00	70.00	0.00	30.00	30.00
01-4311-1-610	HY GENERAL SUPPLIES	3000.00	1820.97	0.00	1179.03	39.30
01-4311-1-761	HY LEASE BUMP TRUCK	16600.00	16590.05	0.00	9.95	0.06
01-4311-1-810	HY EMP FEE - RECYC/TRSF CTR	0.00	0.00	0.00	0.00	0.00
01-4311-1-811	HY EMP FEE - WATER	0.00	(831.60)	0.00	831.60	0.00
01-4311-1-812	HY EMP FEE - SEWER	0.00	(190.40)	0.00	190.40	0.00
01-4311-1-814	HY EMP FEE - LIBRARY LOT	0.00	(1226.00)	0.00	1226.00	0.00
TOTAL HIGHWAY DEPT ADMIN						
		99550.00	100244.39	0.00	(694.39)	(0.70)
HIGHWAYS AND STREETS						
01-4312-1-610	HY ASPHALT/HOT MIX	30000.00	30049.45	0.00	(49.45)	(0.16)
01-4312-1-611	HY GRAVEL	10000.00	8071.73	0.00	1928.27	19.28
01-4312-2-441	HY BACKHOE RENTAL	4000.00	4775.00	0.00	(775.00)	(19.38)
01-4312-2-442	HY OTHER EMP RENTAL	6800.00	7117.50	0.00	(317.50)	(4.67)
01-4312-2-612	HY STREET SIGNS	500.00	107.09	0.00	392.91	78.58
01-4312-2-631	HY SMALL EMP REPAIR	400.00	373.69	0.00	26.31	6.59
01-4312-2-631	HY GRABER MAINT	3000.00	591.37	0.00	2408.63	80.29
01-4312-2-632	HY FRONT LOADER MAINT	2000.00	2547.69	0.00	(547.69)	(27.38)
01-4312-2-633	HY DUMP TRUCK MAINT	3000.00	2027.53	0.00	972.47	32.42
01-4312-2-634	HY PICK-UP MAINT	500.00	621.78	0.00	(121.78)	(24.36)
01-4312-2-635	HY GASOLINE	500.00	453.82	0.00	46.18	9.24
01-4312-2-636	HY DIESEL FUEL	3500.00	5003.93	0.00	(1503.93)	(42.97)
01-4312-2-637	HY SIDEWALK PLOW MAINT	1000.00	1743.60	0.00	(743.60)	(74.36)
01-4312-2-650	HY CARE OF TREES	2000.00	100.00	0.00	1900.00	95.00

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE
 Report Sequence = Fund or Acct Group
 Account = First thru Last; Mask = ##-###-###
 Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND		Period: January 1996 to December 1996						
Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left	
01-4324-1-410	SN ELECTRICITY	1000.00	879.02	879.02	0.00	120.98	12.10	
01-4324-1-411	SN FUEL OIL	1500.00	3728.42	3728.42	0.00	(2228.42)	(148.56)	
01-4324-1-440	SN EQUIPMENT RENTAL	500.00	0.00	0.00	0.00	500.00	100.00	
01-4324-1-441	SN TOILET RENTAL	750.00	640.00	640.00	0.00	90.00	12.00	
01-4324-1-610	SN SUPPLIES	2500.00	2847.83	2847.83	0.00	(347.83)	(13.91)	
01-4324-1-630	SN MAINT/REPAIRS	1000.00	1813.27	1813.27	0.00	(813.27)	(81.33)	
01-4324-1-631	SN VEHICLE MAINTENANCE	1000.00	731.45	731.45	0.00	268.55	26.85	
01-4324-1-635	SN GASOLINE	750.00	644.70	644.70	0.00	105.30	13.77	
01-4324-1-690	SN HWY DEPT REIMBURSEMENT	1000.00	1355.76	1355.76	0.00	(355.76)	(35.58)	
01-4324-1-691	SN ADVERTISING	300.00	24.94	24.94	0.00	275.06	91.69	
01-4324-1-692	SN HAZARDOUS DISPOSAL	1200.00	123.72	123.72	0.00	(123.72)	(1.98)	
01-4324-1-694	SN HYDRO TESTING	6000.00	6325.00	6325.00	0.00	(325.00)	(8.75)	
01-4324-1-740	SN EQUIPMENT PURCHASE	0.00	0.00	0.00	0.00	0.00	0.00	
01-4324-1-741	SN ROAD PAVING	4000.00	0.00	0.00	0.00	4000.00	100.00	
01-4324-1-810	SN WORKSHOPS	400.00	574.50	574.50	0.00	(174.50)	(43.63)	
01-4324-2-490	SN HAULING EXPENSE	500.00	0.00	0.00	0.00	500.00	100.00	
01-4324-2-491	SN COMPACTOR HAULING	4000.00	36602.00	36602.00	0.00	(32602.00)	(814.9)	
01-4324-7-350	SN MEDICAL SERVICES	500.00	0.00	0.00	0.00	500.00	100.00	
01-4324-9-490	SN TIRE DISPOSAL	500.00	79.69	79.69	0.00	420.31	84.06	
TOTAL RECYCLING/TRANSFER CENTER		109000.00	101772.18	101772.18	0.00	7227.82	6.63	
SEWER DEPARTMENT								
01-4326-1-110	SD SEWER DEPT PAYROLL	1000.00	713.34	713.34	0.00	286.66	28.67	
01-4326-1-410	SD ELECTRICITY	100.00	114.54	114.54	0.00	(14.54)	(14.54)	
01-4326-1-440	SD EQUIPMENT RENTAL	1000.00	430.40	430.40	0.00	569.60	56.96	
01-4326-1-490	SD KEENE TREATMENT PLANT	4000.00	40745.22	40745.22	0.00	(36745.22)	(91.91)	
01-4326-1-610	SD SUPPLIES	1000.00	1418.70	1418.70	0.00	(418.70)	(41.87)	
01-4326-1-730	SD EPA BOND 60Z	31789.00	31807.11	31807.11	0.00	(18.11)	(0.06)	
01-4326-1-734	SD '85 PUMP STA BOND 2005	492.00	492.00	492.00	0.00	0.00	0.00	
01-4326-2-733	SD '85 PLANT BOND 2005	1649.00	1649.00	1649.00	0.00	0.00	0.00	
01-4326-2-735	SD ENC. 94 BILLING	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL SEWER DEPARTMENT		77030.00	77390.31	77390.31	0.00	(360.31)	(0.47)	
WATER DEPARTMENT								
01-4331-1-110	WD WATER DEPT PAYROLL	8000.00	6434.09	6434.09	0.00	1565.91	19.57	
01-4331-1-310	WD WATER LINE PROJECT	2500.00	360.00	360.00	0.00	2140.00	85.60	
01-4331-1-341	WD TELEPHONE	400.00	384.00	384.00	0.00	16.00	4.00	
01-4331-1-390	WD WATER TESTS	2000.00	1953.00	1953.00	0.00	47.00	2.35	
01-4331-1-410	WD ELECTRICITY	7500.00	7614.09	7614.09	0.00	(114.09)	(1.52)	
01-4331-1-440	WD EQUIPMENT RENTAL	4000.00	846.00	846.00	0.00	3154.00	78.85	

Fund: GENERAL FUND		Period: January 1996 to December 1996						
Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left	
01-4312-2-400	HY MOTOR OIL	400.00	261.78	261.78	0.00	138.22	34.56	
01-4312-2-740	HY EQUIPMENT PURCHASE	1000.00	0.00	0.00	0.00	1000.00	100.00	
01-4312-3-610	HY STORM DRAIN/CULVERTS	1500.00	1392.75	1392.75	0.00	107.25	7.15	
01-4312-5-140	HY SNOW/ICE OVERTIME	3000.00	6845.30	6845.30	0.00	(3845.30)	(128.18)	
01-4312-5-490	HY STRENGTH/LIOT PLOWING	1200.00	1405.00	1405.00	0.00	(405.00)	(33.75)	
01-4312-5-610	HY ICE CONTROL SALT	10000.00	9742.42	9742.42	0.00	257.58	2.58	
01-4312-5-611	HY ICE CONTROL SAND	6000.00	4970.50	4970.50	0.00	1029.50	17.16	
01-4312-5-612	HY SNOW EXPT MAINT	1200.00	1507.99	1507.99	0.00	(307.99)	(25.67)	
TOTAL HIGHWAYS AND STREETS		91500.00	89909.92	89909.92	0.00	1590.08	1.74	
BRIDGE REPAIR								
01-4313-1-430	HY BRIDGE REPAIR	1045.00	1210.14	1210.14	0.00	(165.14)	(15.80)	
TOTAL BRIDGE REPAIR		1045.00	1210.14	1210.14	0.00	(165.14)	(15.80)	
STREET LIGHTING								
01-4316-1-430	HY STREET LIGHTING REPAIRS	400.00	0.00	0.00	0.00	400.00	100.00	
01-4316-3-410	HY STREET LIGHTING	13500.00	12647.40	12647.40	0.00	852.60	6.32	
TOTAL STREET LIGHTING		13900.00	12647.40	12647.40	0.00	1252.60	9.01	
TOTAL HWY MAINT, STREETS, BRIDGES, LIGHTING		205995.00	204011.85	204011.85	0.00	1983.15	0.96	
TOWN LOT EXPENSE								
01-4319-3-110	TL TOWN LOT PAYROLL	5850.00	4416.35	4416.35	0.00	1433.65	24.51	
01-4319-3-430	TL SEAL/STRIFE HUB LOT	0.00	0.00	0.00	0.00	0.00	0.00	
01-4319-3-431	TL WASH STONE WALL	1000.00	900.00	900.00	0.00	100.00	10.00	
01-4319-3-610	TL SUPPLIES	300.00	437.23	437.23	0.00	(137.23)	(45.74)	
01-4319-3-611	TL LIME/FERTILIZER	1000.00	0.00	0.00	0.00	1000.00	100.00	
01-4319-3-630	TL TRACTOR MAINT.	400.00	122.65	122.65	0.00	277.35	69.34	
01-4319-3-635	TL GASOLINE	100.00	95.98	95.98	0.00	4.02	4.02	
01-4319-3-650	TL HORTICULTURE	250.00	250.00	250.00	0.00	0.00	0.00	
01-4319-3-740	TL EQUIPMENT	955.00	3250.00	3250.00	0.00	(2295.00)	(240.31)	
TOTAL TOWN LOT EXPENSE		9855.00	9472.21	9472.21	0.00	382.79	3.88	
RECYCLING/TRANSFER CENTER								
01-4324-1-110	SN RECYC/TRSF CTR PAYROLL	45000.00	43547.79	43547.79	0.00	1452.21	3.23	
01-4324-1-341	SN TELEPHONE	600.00	532.09	532.09	0.00	67.91	11.32	

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE

Report Sequence = Fund or Acct Group

Account = First thru Last; Mask = ##-###-##

Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND

Period: January 1996 to December 1996

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4331-1-560	WD STATE PERMIT FEE	200.00	220.00	220.00	0.00	(20.00)	(10.00)
01-4331-1-610	WD SUPPLIES	2000.00	573.30	573.30	0.00	1426.70	71.34
01-4331-1-630	WD MAINT/REPAIR	3000.00	2839.50	2839.50	0.00	160.50	5.35
01-4331-1-631	WD BOUL CLEAN & REPAIRS	10000.00	9438.14	9438.14	0.00	561.86	5.62
01-4331-1-690	WD TRANSFER-HIGHWAY	1500.00	831.60	831.60	0.00	668.40	44.56
01-4331-1-690	WD HYDRAUTS	1000.00	0.00	0.00	0.00	1000.00	100.00
01-4331-1-691	WD ADVERTISING	500.00	103.46	103.46	0.00	396.54	79.31
01-4331-1-692	WD NEW WATER METERS	500.00	1060.20	1060.20	0.00	(560.20)	(112.04)
01-4331-1-693	WD CORROSION CONTROL	7000.00	4402.00	4402.00	0.00	2598.00	8.54
01-4331-1-740	WD RESERVOIR ALARM PROJECT	1000.00	0.00	0.00	0.00	1000.00	100.00
TOTAL WATER DEPARTMENT		51100.00	39059.38	39059.38	0.00	12040.62	23.56

HEALTH AGENCIES

01-4415-1-110	HL HEALTH OFFICER'S SALARY	875.00	875.00	875.00	0.00	0.00	0.00
01-4415-1-810	HL ANIMAL CONTROL	1000.00	130.00	130.00	0.00	870.00	87.00
01-4415-2-350	HL HOME HEALTH CARE	9946.00	10160.00	10160.00	0.00	(214.00)	(2.15)
01-4415-2-351	HL SOUTHWEST CORN SHCS	781.00	781.00	781.00	0.00	0.00	0.00
01-4415-2-352	HL COMMUNITY KITCHEN	2500.00	2500.00	2500.00	0.00	0.00	0.00
TOTAL HEALTH AGENCIES		15102.00	14446.00	14446.00	0.00	656.00	4.34

TOTAL WELFARE EXPENSES

01-4441-1-110	WL PATROLL	200.00	0.00	0.00	0.00	200.00	100.00
01-4441-1-130	WL ADMINISTRATOR'S SALARY	3750.00	3750.00	3750.00	0.00	0.00	0.00
01-4441-1-341	WL OFFICE TELEPHONE	394.00	484.84	484.84	0.00	(90.84)	(26.26)
01-4441-1-490	WL EMP MAINT CONTRACT	250.00	0.00	0.00	0.00	250.00	100.00
01-4441-1-560	WL DUES & SUBSCRIPTIONS	50.00	25.00	25.00	0.00	25.00	50.00
01-4441-1-610	WL SUPPLIES	100.00	7.02	7.02	0.00	92.98	92.98
01-4441-1-635	WL WELFARE	100.00	88.75	88.75	0.00	11.25	11.25
01-4441-1-740	WL EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00
01-4441-1-810	WL SEMINARS/WORKSHOPS	100.00	50.00	50.00	0.00	50.00	50.00
TOTAL WELFARE ADMINISTRATION		4934.00	4405.61	4405.61	0.00	528.39	10.71

WELFARE - DIRECT ASSISTANCE

01-4442-1-341	WL TELEPHONE ASSISTANCE	100.00	0.00	0.00	0.00	100.00	100.00
01-4442-1-350	WL MEDICAL ASSISTANCE	100.00	0.00	0.00	0.00	100.00	100.00

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE

Report Sequence = Fund or Acct Group

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Fund: GENERAL FUND

Period: January 1996 to December 1996

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4442-1-351	WL PRESCRIPTION ASSISTANCE	100.00	35.19	35.19	0.00	64.81	64.81
01-4442-1-410	WL ELECTRIC ASSISTANCE	2400.00	148.71	148.71	0.00	2251.29	93.80
01-4442-1-411	WL FUEL ASSISTANCE	2100.00	169.82	169.82	0.00	1930.18	91.91
01-4442-1-440	WL RENT ASSISTANCE	15000.00	5231.50	5231.50	0.00	9768.50	65.12
01-4442-1-490	WL FOOD ASSISTANCE	1700.00	86.99	86.99	0.00	1613.01	94.88
01-4442-1-491	WL SOLDIER'S AID	500.00	0.00	0.00	0.00	500.00	100.00
01-4442-1-492	WL BURIAL EXPENSES	500.00	750.00	750.00	0.00	(250.00)	(50.00)
01-4442-2-411	FUEL ASSIST, DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL WELFARE - DIRECT ASSISTANCE		22500.00	6422.21	6422.21	0.00	16077.79	71.46

PARKS & RECREATION

01-4520-1-110	PK REC DEPT PAYROLL	0.00	0.00	0.00	0.00	0.00	0.00
01-4520-1-120	PK REC DEPT PAYROLL	3820.00	3710.00	3710.00	0.00	110.00	2.88
01-4520-1-440	PK ELECTRICITY	600.00	379.81	379.81	0.00	220.19	36.70
01-4520-1-440	PK COMMUNITY HOUSE RENTAL	100.00	100.00	100.00	0.00	0.00	0.00
01-4520-1-441	PK PORTA-POTTIS	1530.00	1113.66	1113.66	0.00	416.34	27.21
01-4520-1-520	PK YOUTH LEAGUE FEES	0.00	0.00	0.00	0.00	0.00	0.00
01-4520-1-521	PK YOUTH SOCCER INSURANCE	650.00	339.15	339.15	0.00	310.85	47.82
01-4520-1-610	PK THEATER SUPPLIES	400.00	388.20	388.20	0.00	11.80	2.95
01-4520-1-611	PK TUESDAY REC SUPPLIES	150.00	350.00	350.00	0.00	(200.00)	(133.33)
01-4520-1-612	PK FUN IN THE SUN SUPPLIES	200.00	200.00	200.00	0.00	0.00	0.00
01-4520-1-613	PK YOUTH BASEBALL SUPPLIES	2000.00	2268.88	2268.88	0.00	(268.88)	(13.44)
01-4520-1-614	PK YOUTH SOCCER SUPPLIES	150.00	159.14	159.14	0.00	(9.14)	(6.09)
01-4520-1-615	PK YOUTH BASKETBALL SUPPLIES	500.00	0.00	0.00	0.00	500.00	100.00
01-4520-1-620	PK OFFICE SUPPLIES/COPIES	500.00	334.54	334.54	0.00	165.46	33.09
01-4520-1-740	PK NEW EQUIPMENT	1780.00	1684.62	1684.62	0.00	95.38	5.36
01-4520-1-741	PK 1995 ENCUMBRANCE	775.00	839.41	839.41	0.00	(64.41)	(8.31)
01-4520-2-390	PK MAINT CONTRACT	3900.00	2149.00	2149.00	0.00	1751.00	44.90
01-4520-3-430	PK TOWN BEACH MAINT	600.00	193.00	193.00	0.00	407.00	67.83
01-4520-4-430	PK FITCH COURT MAINT	1750.00	1307.81	1307.81	0.00	442.19	25.27
TOTAL PARKS & RECREATION		19405.00	15317.22	15317.22	0.00	3887.78	20.03

LIBRARY

01-4550-1-110	LB LIBRARY PAYROLL	36650.00	37130.04	37130.04	0.00	(480.04)	(1.31)
01-4550-1-240	LB STAFF DEVELOPMENT	1905.00	1884.50	1884.50	0.00	20.50	1.08
01-4550-1-341	LB TELEPHONE	1080.00	843.82	843.82	0.00	236.18	21.87
01-4550-1-390	LB BRAEFORD ENCUMBRANCE	700.00	757.16	757.16	0.00	(57.16)	(8.17)
01-4550-1-410	LB ELECTRICITY	1995.00	2109.21	2109.21	0.00	(114.21)	(5.72)

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE

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 Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND

Period: January 1996 to December 1996

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4550-1-411	LB HEATING OIL	1460.00	2175.63	2175.63	0.00	(715.63)	(49.02)
01-4550-1-490	LB CONTRACT LABOR & EQUIP	1475.00	1405.26	1405.26	0.00	69.74	4.73
01-4550-1-610	LB LIBRARY SUPPLIES	995.00	1138.19	1138.19	0.00	(233.19)	(25.77)
01-4550-1-625	LB POSTAGE	250.00	237.00	237.00	0.00	13.00	5.20
01-4550-1-630	LB FACILITY MAINT.	4600.00	1966.03	1966.03	0.00	2633.97	57.26
01-4550-1-631	LB EQUIPMENT MAINT	100.00	0.00	0.00	0.00	100.00	100.00
01-4550-1-633	LB TRAVEL	350.00	209.16	209.16	0.00	140.84	40.24
01-4550-1-640	LB MAINT SUPPLIES	250.00	137.29	137.29	0.00	112.71	45.08
01-4550-1-670	LB PERIODICALS	1190.00	1207.31	1207.31	0.00	(17.31)	(1.45)
01-4550-1-671	LB ADULT BOOK PURCH	4770.00	5174.30	5174.30	0.00	(404.30)	(8.48)
01-4550-1-672	LB CHILDREN BOOK PURCH	2040.00	2203.86	2203.86	0.00	(163.86)	(8.03)
01-4550-1-673	LB SOFTWARE MATERIALS	800.00	813.95	813.95	0.00	(13.95)	(1.74)
01-4550-1-692	LB SPECIAL PROGRAMS	270.00	240.00	240.00	0.00	30.00	3.70
01-4550-1-740	LB NEW EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00
01-4550-1-810	LB PETTY CASH ACCOUNT	180.00	180.00	180.00	0.00	0.00	0.00
01-4550-1-811	LB PUBLIC RELATIONS	100.00	109.00	109.00	0.00	(9.00)	(9.00)
##TOTAL##	LIBRARY	61070.00	59941.71	59941.71	0.00	1128.29	1.85

PATRIOTIC PURPOSES

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4583-1-610	PP PATRIOTIC EXPENSES	1000.00	500.00	500.00	0.00	500.00	50.00
##TOTAL##	PATRIOTIC PURPOSES	1000.00	500.00	500.00	0.00	500.00	50.00

HC-HERITAGE COMMISSION

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4589-1-410	HC-ELECTRICITY	330.00	224.49	224.49	0.00	105.51	31.97
01-4589-1-430	HC-GATES HOUSE MAINT.	250.00	326.28	326.28	0.00	(76.28)	(30.51)
01-4589-1-431	HC BELL TOWER MAINTENANCE	150.00	167.59	167.59	0.00	(17.59)	(11.73)
01-4589-1-432	HC-GATES HOUSE FLOOR RESTOR.	600.00	497.47	497.47	0.00	102.53	17.09
01-4589-1-433	HC-GATES HOUSE INTERNAL STAIRS	400.00	1050.00	1050.00	0.00	(650.00)	(162.50)
01-4589-1-434	HC-GATES HOUSE REPAIRING	1000.00	950.00	950.00	0.00	50.00	5.00
01-4589-1-437	HC-GATES HOUSE STAIRS	200.00	197.00	197.00	0.00	3.00	1.50
01-4589-1-620	HC-OFFICE SUPPLIES	100.00	67.95	67.95	0.00	32.05	32.05
01-4589-1-740	HC-MEETINGHOUSE SITE SIGN	350.00	304.67	304.67	0.00	45.33	12.95
01-4589-1-741	HC-BOSTON POST CAME CASE	0.00	0.00	0.00	0.00	0.00	0.00
01-4589-2-450	HC-STATUTE REPAIR	1600.00	1225.00	1225.00	0.00	375.00	23.44
01-4589-3-630	HC-MEETINGHOUSE SITE MAINT.	50.00	0.00	0.00	0.00	50.00	100.00
##TOTAL##	HC-HERITAGE COMMISSION	5630.00	5010.45	5010.45	0.00	19.55	0.39

CONSERVATION COMMISSION

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4631-4-001	CONSERVATION COMMISSION	10795.00	9782.47	9782.47	0.00	1012.53	9.38

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE

Report Sequence = Fund or Acct Group
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Fund: GENERAL FUND

Period: January 1996 to December 1996

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4611-1-110	CC MEETINGHOUSE DAN MAINT	0.00	0.00	0.00	0.00	0.00	0.00
01-4611-1-390	CC WATER TESTS	200.00	199.00	199.00	0.00	1.00	0.50
01-4611-1-440	CC DAN EMPT RENTAL	0.00	0.00	0.00	0.00	0.00	0.00
01-4611-1-560	CC INES SUBSCRIPTIONS	140.00	175.00	175.00	0.00	(35.00)	(25.00)
01-4611-1-610	CC SUPPLIES	100.00	397.87	397.87	0.00	(297.87)	(297.87)
01-4611-1-635	CC TRAVEL	120.00	0.00	0.00	0.00	120.00	100.00
01-4611-1-710	CC FROST LAND ACQUISITION	9000.00	9000.00	9000.00	0.00	0.00	0.00
01-4611-1-711	CC FROST LAND LEGAL EXPENSES	1000.00	10.60	10.60	0.00	989.40	98.94
01-4611-1-810	CC SEWERS/WARSHOPS	235.00	0.00	0.00	0.00	235.00	100.00
01-4611-1-811	CC LAND USE CHANGE TAX	0.00	0.00	0.00	0.00	0.00	0.00
##TOTAL##	CONSERVATION COMMISSION	10795.00	9782.47	9782.47	0.00	1012.53	9.38

REDEVELOP. & HOUSING ADMIN

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4631-4-001	CHT AFFORD HOUSING CDDB	0.00	0.00	0.00	0.00	0.00	0.00
##TOTAL##	REDEVELOP. & HOUSING ADMIN	0.00	0.00	0.00	0.00	0.00	0.00

ECONOMIC DEVELOPMENT

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4652-8-001	EB ECONOMIC DEVELOPMENT	0.00	0.00	0.00	0.00	0.00	0.00
##TOTAL##	ECONOMIC DEVELOPMENT	0.00	0.00	0.00	0.00	0.00	0.00

TOTAL DEBT SERVICE

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
01-4711-1-720	DS HY GARAGE NOTE 2000	10000.00	10000.00	10000.00	0.00	0.00	0.00
01-4711-1-730	DS EPA SEWER 2008 40Z	8000.00	8000.00	8000.00	0.00	0.00	0.00
01-4711-1-731	DS STATE SEWER 2005	20000.00	20000.00	20000.00	0.00	0.00	0.00
01-4711-1-760	DS FIRE TRUCK 1998	10000.00	10000.00	10000.00	0.00	0.00	0.00
##TOTAL##	PRINCIPAL - LONG TERM NOTES	48000.00	48000.00	48000.00	0.00	0.00	0.00
01-4721-1-720	IT HY GARAGE BOND INTEREST	3450.00	3450.00	3450.00	0.00	0.00	0.00
01-4721-1-730	IT EPA SEWER BOND INT 40Z	13173.30	13173.30	13173.30	0.00	0.00	0.00
01-4721-1-731	IT STATE SEWER BOND INT	16505.36	16505.36	16505.36	0.00	0.00	0.00
01-4721-1-760	IT FIRE TRUCK BOND INT	1762.50	1762.50	1762.50	0.00	0.00	0.00
01-4721-1-761	IT TOWN HALL OFFICE	11000.00	8080.48	8080.48	0.00	2919.52	26.54

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE
 Report Sequence = Fund or Acct Group
 Account = First thru Last; Mask = ##-###-#-###
 Level of Detail = Account Number; Level = 9

ACTUAL & BUDGETED EXPENSES & ENCUMBRANCE
 Report Sequence = Fund or Acct Group
 Account = First thru Last; Mask = ##-###-#-###
 Level of Detail = Account Number; Level = 9

Fund: GENERAL FUND

Period: January 1996 to December 1996

Period: January 1996 to December 1996

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
TOTAL	INTEREST - LONG TERM NOTES/BONDS	45912.00	42971.64	42971.64	0.00	2940.36	6.40
TOTAL	TOTAL DEBT SERVICE	93912.00	90971.64	90971.64	0.00	2940.36	3.13
TAX ANTICIPATION NOTES							
01-4723-1-340	DI INT - TAX ANTICIP NOTE	2000.00	0.00	0.00	0.00	2000.00	100.00
TOTAL	TAX ANTICIPATION NOTES	2000.00	0.00	0.00	0.00	2000.00	100.00
TOTAL CAPITAL OUTLAY							
CAP EXP FOR VEHICLES & EQUIP							
01-4902-1-761	PD NEW POLICE CRUISER	5698.00	5697.21	5697.21	0.00	0.79	0.01
TOTAL	CAP EXP FOR VEHICLES & EQUIP	5698.00	5697.21	5697.21	0.00	0.79	0.01
CAP EXP FOR BUILDINGS							
01-4909-1-720	PURCHASE NEW TOWN OFFICES	160000.00	160000.00	160000.00	0.00	0.00	0.00
01-4903-1-721	NEW TOWN OFFICE MODIFICATIONS	25000.00	30555.72	30555.72	0.00	(5555.72)	(22.22)
01-4903-1-722	ADA MATCHING GRANT	27800.00	8774.77	8774.77	0.00	19025.23	68.44
TOTAL	CAP EXP FOR BUILDINGS	212800.00	199330.49	199330.49	0.00	13469.51	6.33
CAP IMPROV EXCEPT BUILDINGS							
01-4909-1-311	WEPB DEPOT ROAD INTERSECTION	0.00	0.00	0.00	0.00	0.00	0.00
01-4909-1-312	REASSESSMENT CAPITAL RESERVE	0.00	0.00	0.00	0.00	0.00	0.00
01-4909-1-710	PLEASANT ST SEWER PROJ	0.00	0.00	0.00	0.00	0.00	0.00
01-4909-1-734	LIBRARY PARKING LOT	10350.00	9941.89	9941.89	0.00	408.11	3.94
TOTAL	CAP IMPROV EXCEPT BUILDINGS	10350.00	9941.89	9941.89	0.00	408.11	3.94
TOTAL	TOTAL CAPITAL OUTLAY	228848.00	214969.59	214969.59	0.00	13878.41	6.06
CHESHIRE COUNTY TAXES							
01-4931-1-092	TAXES PAID TO COUNTY	185390.00	185390.00	185390.00	0.00	0.00	0.00

Account Number	Account Name	Current Year Budgeted	Period Expenditures	Current Year Expenditures	Encumbrances	Balance Remaining	Percent Left
TOTAL	CHESHIRE COUNTY TAXES	185390.00	185390.00	185390.00	0.00	0.00	0.00
TAXES PAID TO SCHOOL DISTRICT							
01-4933-1-092	TAXES PAID TO SCHOOL DISTRICT	2258618.00	2258618.00	2258618.00	0.00	0.00	0.00
TOTAL	TAXES PAID TO SCHOOL DISTRICT	2258618.00	2258618.00	2258618.00	0.00	0.00	0.00
01-9999-0-000	ACCOUNTS PAYABLE DISCOUNT	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	GENERAL FUND	3855439.00	3719938.19	3719938.19	0.00	135000.81	3.51

REPORT OF THE POLICE DEPARTMENT

There have been several major events this year in the Police Department. The biggest event was the resignation of Ernest Bashaw as Chief of Police in July. We certainly wish Ernie the best of success in his future endeavors. In the interim of hiring a new Chief, we will continue to offer professional and comprehensive services, but we ask your indulgence and patience as we operate a little short handed.

Another event was the addition to our staff of Officer John Eric Hood. Eric has proven himself as a capable officer and is a welcomed addition to our staff. Officer Garrett Chamberlain was promoted to corporal, a position previously held by Paul Bertolami who was promoted to Detective and is currently Interim Chief of Police.

While there have been many successful undertakings and projects by the Department, few were as rewarding as the timely finding of Mrs. Edith Mackie when she was lost overnight near her home. We thank all the agencies that supported this effort, especially the Fire Department and Marl-Harris Ambulance Squad. We would also offer a special thanks to Mr. Leland Patnode, Sr. and Mr. Leland Patnode, Jr., for their fruitful efforts in finding Mrs. Mackie.

We would like to encourage all citizens to take an active part in making their community safe and enjoyable. If you encounter a situation that you feel warrants our attention, please call us immediately. If you are unable to call right away, gather as much information as possible and contact us as soon as you can. Our primary area of concentration this year has been in criminal mischief (vandalism) which has affected both citizens and Town property. There has been a 100% increase in this type of crime and we seek your help in fighting it. Your awareness and reporting is the best way for us to combat the rising rate. Another area of concern were incidents of sexual assault and other types of assault such as harassing phone calls and domestic abuse. These crimes are against persons and we are most serious about abating them.

As the Town grows, so do the problems we all face. However, having been a member of the Department for many years, I have come to realize that Marlborough is a lot more than a bedroom community of Keene or a wayside stop along Route 101. This is a thriving and wholesome community that should make all it's citizens proud!

Respectfully submitted,

Paul Bertolami, Interim Chief

1996 STATISTICS FOR MARLBOROUGH POLICE DEPARTMENT

2 Assaults	1 Illegal dumping
3 Aggravated felonious sex assaults	1 K-9 struck
8 Simple assaults	1 Stolen vehicle
2 Simple assaults - JV	1 Cruelty to animals
2 Sexual assaults	1 Forgery
3 Bench warrant arrests	1 Suicide threat
25 Criminal mischief	1 Disorderly-JV
3 Criminal trespass	1 Suspicious person
4 Criminal mischief - JV	1 Committal order
5 Criminal threatening	1 Failure to stop for school bus
13 Driving while intoxicated	2 Found property
8 Transport open container	1 Missing person
2 Town Ordinance - open container	1 Hit and run
10 Operating after suspension	1 Fraud on assistance
2 Protective custody	1 Felon in possession
5 Resisting arrest	184 Summons issued
5 Burglaries	513 Warnings issued
2 Attempted burglaries	65 Arrests (62 adult - 2 JV)
17 Thefts	26 Alarms answered
2 Theft of service	20 Fire Department assists
1 Concealment of merchandise	41 Ambulance assists
7 Runaways - JV	162 Assists to other P.D.'s
6 Harassing phone calls	32 Unregistered vehicles
1 Harassment	25 Uninspected vehicles
11 Bad checks	90 Speeding tickets issued
15 Illegal possession of alcohol	6 Operating without valid license
8 possession of controlled drug	9 Stop sign violations
5 Transporting controlled drugs	430 Calls responded to
1 Possession controlled drug-JV	49 Interviews
4 Disobeying an officer	314 Phone calls returned
2 Lost/stolen plate	40 Walk in reports taken
1 Reckless conduct	143 Hours spent in Court
1 Taking without owners consent	157 Hours of investigation
1 Suspected rabies	
1 Drug information	Income for year:
1 Unlawful activity	Parking \$ 95.00
1 Disorderly conduct	Pistol Permits \$ 130.00
2 Dig bites	Copies \$ 359.00
1 Violation of domestic order	Alcohol \$1641.00
1 Assist State Police with drugs-JV	Court Fees \$ 533.60
1 Cat scratch	Total \$2758.60

REPORT OF THE RECYCLING/TRANSFER CENTER

Two improvements were completed to the Center this year. They were painting of the garage and pouring in a cement slab between the box cars and the main building. The painting cost \$175.00 and the cement slab cost \$250.00. The work was done in-house by Frank and Paul and this effectively saved \$450.00 in labor costs.

We have started selling composting bins so residents can make their own compost at home. Cost of the bins were as follows:

- Small size - 24 cubic feet - \$23.50
- Medium size - 38 cubic feet - \$28.00
- Large size - 56 cubic feet - \$31.50
- Extra large size - 75 cubic feet - \$36.00

About eight of these bins were sold last year and if you would like to purchase one, see Frank at the Center.

In 1996, we recycled 369 tons of paper, cardboard, chip board, metal, tin cans, newsprint, glossy paper and aluminum cans. We recycled about 66 tons of demolition material. Of the 760 tons of waste coming to the Center, 435 tons was recycled while the solid waste shipped out was 325 tons.

This gives us a 57.2% recycling rate!!!

With many communities struggling to reach the 20% mark for now and 40% by the year 2000, we are in an envious position. We would like to thank all our customers for their recycling efforts. This obviously could not be accomplished with you.

We also need to thank our faithful workers, Linwood, Batch, Paul, Al and Leo for all their help. The keep recyclables sorted in such a way that our markets love our methods and make moving our products very easy!

Respectfully submitted,

Franklin D. Pelkey
Manager

The Heritage Commission has completed its first full year since being organized in August of 1995. This year was a very productive one with the completion of all of our projects and goals. Thanks to the dedicated support and work of the Commission members and the funding we received from the Town.

A major project started this year was the repair work of the Civil War Statue. Accomplished was the alignment of the granite edging pieces and the pouring of a new concrete surface around the base. At Meeting House site, a new granite post was installed to support a metal plaque etched with historical information that includes an old sketch of the Meeting House. This site is important because it was used for official town and church society functions from about 1770 to 1850.

Restoration of the Maynard-Gates House continued with the completion of the flooring in the main room, and the installation of a new electrical system. Cellar and attic stairs have been rebuilt as well as the original enclosure for these stairs. Last spring, Commission members and a few helpful citizens cleaned out the cellar and rooms on the first floor of the house.

In early June, a two day program for 65 of the 3rd and 4th graders from the Marlborough Elementary School was held at the Gates House. In addition to visiting the oldest wood framed house in Town, exhibits of very old clothing and lighting devices, an archeological dig, a timber framing tools demonstration and the fun of an old fashioned marbles game were enjoyed by the students, teachers and parents.

An open house was scheduled for late October. Even with the horrible weather that day, some 28 people from Marlborough and neighboring towns dropped by to view the 229 year old house. We plan another open house next year.

The Commission members are pleased to preserve, protect and promote interest in and use of the features of the heritage of our Town. We feel it is important to the present quality of life in our Town and to recognize and preserve those things which are part of our past.

Respectfully submitted,

Richard Butler, Chair
Alan Williams, Treasurer
Priscilla Richardson
Gene Woodward

Helen Wilson, Secretary
Edward Wilson
Jean Packard
Nancy Hayden

REPORT OF THE WELFARE ADMINISTRATOR

The profile of those seeking general assistance has changed markedly in my three years as Welfare Administrator. Initially, single women with children receiving Aid to Families with Dependent Children made up the bulk of the applicants followed by unemployed and working poor. State welfare reform and the subsequent passage of protections for communities from the downshifting of costs has had a marked effect. Though the number of those seeking assistance dropped slightly this year, the number of single women with children dramatically decreased. Single mothers were replaced by more male applicants. While less unemployed applicants were seen, more underemployed applicants working in jobs below their abilities were applying for benefits. There has also been an increase in applicants who are challenged. Of those who applied for assistance, there was a decrease in applicants who actually qualified for aid.

Though the first year of reform was promising, long term effects appear to be less so. As more individuals and families become ineligible for State aid, the safety net provided by local welfare is bound to become increasingly strained. As a Town that is near Massachusetts (whose reform time table is eighteen months as opposed to New Hampshire's five year plan), we are in a particularly precarious position in terms of probable increases. The 1997 budget for welfare has been structured accordingly.

The emphasis of our service continues to be one of empowering applicants to become self-sufficient as possible. The goal is sought through education and referring applicants to the various resources available in our area.

Many Marlborough residents came forward to help those less fortunate by providing gifts ranging from Christmas toys to food and blankets. The Pagnouig Lodge, Salvation Army and American Legion also provided much needed relief. This generous support is truly welcome and appreciated.

Respectfully submitted,

Susan Beffa
Welfare Administrator

REPORT OF THE CEMETERY TRUSTEES

The Trustees, after a meeting with the Board of Selectmen, held a public hearing this past spring concerning the costs of burial lots and use of the funds. No residents attended the hearing nor were any comments received. Accordingly, the proposed rates were adopted. The new rates are:

\$200 for 1 grave lot
\$300 for 2 grave lot
\$450 for 3 grave lot
\$600 for 4 grave lot
\$900 for 6 grave lot
\$1200 for 8 grave lot

Additionally, all funds will now be directly transferred to the Cemetery Funds for perpetual care instead of a 50/50 split with the Town.

No additional work was done on the fences this year. The funds were encumbered for work to be done in 1997.

The Trustees and the Sexton, Mr. Elmer Grover, Jr., employed Jay Blanchard of the Keene Monument Company to repair and reset a number of leaning and broken head stones. This work was done at Pine Grove and Graniteville Cemeteries. More of this type work will be undertaken in the fall of 1997.

The Sexton and his crew have done another excellent job of maintaining the Cemeteries this past year. There were many favorable comments about how nice they looked and we congratulate them on a job well done!

Respectfully submitted,

Michael Ball, Chairman
Alphonse Despres, Trustee
Cecil B. Nash, Trustee

REPORT OF THE FROST FREE LIBRARY

Our major project of automating the circulation system and cataloging continued this year. Staff and volunteers have nearly completed the huge task of weeding and taking inventory of the entire collection while continuing to offer regular service to the public. Next year, patrons will receive bar coded library cards and, by year end, circulation transactions will be on computer.

Last year was the first year we conducted all our inter-library loans electronically and our numbers doubled. This year we have maintained the same level of service. Remember, if we don't have the book you are looking for, we can borrow from all over the State and the USA.

February featured an open house, hosted by the Trustees of the Library, to thank our volunteers for all their assistance. On that winter day, volunteers, patrons, Trustees and staff enjoyed jazz, good food, art, good fellowship and flowers. Thanks again to all of you Marlborough citizens who make the Library special!

Both Library Assistants, Joan Wheeler and Dolores Biron, completed a college level Public Library Techniques class (Public Library Administration) and a 'Windows' workshop last spring. Dolores also completed the college level course, 'Microcomputers in Libraries' this fall; Joan completed it previously. With their new knowledge, they are making the Library better than ever.

An article on the Town Warrant last year, the Library parking lot was repaved by the Town Highway Department and Arlington Paving in June and July. Final touches were completed by our maintenance people. The project was well done, came in under bid, and did not interfere with our events.

Our summer events featured the perennial concerts on the lawn (some of which were held in the School gym due to thunderstorms) and ranged from children's gaming songs, to folk, to traditional band music. Summer story time was presented by seven volunteers for about 120 children who enjoyed listening to stories, our summer reading program and Library Olympics. They also played games, learned places and flags of various countries on the globe, and enjoyed their own Library Olympics at our final party at the ball flats. Many thanks to the coordinators and volunteers who engineered all these well attended activities.

REPORT OF THE FROST FREE LIBRARY (CONT'D)

Other Library programs included several preschool picture book story times, lasting six weeks each, held at various times during the year; free tax assistance by VITA volunteers on Wednesdays from 2 to 4 P.M.; and free blood pressure checks once a month by Home Health Care (these will continue into the new year).

The Friends of the Library annual Columbus Day book sale broke all records this year. That's important because the book sale is the major fund raiser for special Library projects. Library friends and neighbors supplied the books, tables, staffed the tables, and helped set up and take down hundreds of boxed books.

As another year is reviewed, we invite you, the Marlborough resident, to take advantage of the services, programs and materials offered FREE through the Frost Free Library.

Respectfully submitted,

Lisa R. Bearce, Director

1996 FROST FREE LIBRARY STATISTICS

People:		Circulation:	
Registered borrowers	1844	Juvenile Fiction	3950
New borrowers	86	Adult & YA fiction	4159
Volunteer hours donated	1434	Juvenile non-fiction	914
		Adult non-fiction	1928
Services:		Periodicals	1465
Reference questions	519	Videos	1618
Adult pgms/attendance	18/887	Records & cassettes	205
Juvenile pgms/attend.	36/880	Puppets	17
Exhibits	36		
Computer use	70	TOTAL	14256
Inter-library loans borr.	276		
Inter-Library loans loaned	72		
Photocopies	3516		

The Recreation Committee is composed of elected or appointed volunteers from the community. Meetings are held on the third Tuesday of the month at the Conference Room in the Town Office Building. Public participation is always welcome. This spring we have six positions open on the ballot as considerable member turnover has occurred.

The primary focus of the Committee is to facilitate quality programming for our children. The autumn youth soccer program provides a mechanism for the children ages five to twelve to participate in soccer instruction and competitive league play. The success of the program through the years is attributed to dedicated volunteer coaches, helpers and generous sponsorships from local businesses. Coaches, helpers and sponsors are needed for the 1997 season.

The highlight of the summer for many children is theater. This program is held in the Community House and has grown successfully each season. Two theater groups are formed, older children grades four through twelve and younger grades one through three. The demands of the practice and rehearsals comes to a wonderful conclusion in mid summer. Keep a watch out for schedules of the productions and plan to experience these delightful events in which our children are the stars. Again volunteers are needed to give time and talent to help with the program.

For many young children, summer brings the enrichment activities and events of "Fun in the Sun". The program is divided into two sessions in June and July each lasting two weeks. The group meets at the pavilion at Fitch Court. Each day is programmed with crafts and games. Sign ups for participant occurs in the late spring.

The growth of the baseball and softball program cannot be contributed to the Recreation Committee. Several years ago the program become self operating with the formation of "Diamond Sports". This group of volunteers have worked to produce a noteworthy organization who goal is to be self funding and bring quality baseball and softball to Marlborough's youth. Upon joining the "Gap Mountain League" the teams of Marlborough Diamond Sports have made a realization of most of the goals. The Committee's involvement is needed to provide safe and maintained facilities for practice and play. Volunteers will be needed for spring clean up activities at the Fields at Fitch Court.

We are not currently sponsoring a winter basketball program. That program has been established privately by Michael Wilber and is run by him at the Marlborough Elementary School gymnasium. We wish him success as the program continues to grow and serve all the children of Marlborough.

The Committee is also responsible for maintaining the Town recreation facilities. These include the pavilion and athletic fields at Fitch Court and the Town beach at Stone Pond. In 1997, all facilities will be designated as "carry in - carry out" areas. In the past, trash removal was done once a week by the Highway Department staff. The trash receptacles at the beach were overfilled with household waste causing difficulties in keeping the area clean. At Fitch Court, vandalism is a severe problem. Trash containers are often spilled and refuse scattered. The facilities have also been damaged requiring several hundred dollars of repairs. For that reason, Fitch Court and the pavilion will be closed from dusk to dawn. The Police will arrest trespassers during closed hours. Rentals or scheduled use of the pavilion will be an exception. If anyone knows any information about the person or persons responsible for the damage, please contact our Police.

Presently, we sponsor a senior citizen picnic in early August. We also have a senior group which meets on Tuesdays at the Community House and they are looking for others to join them. The senior group occasionally needs volunteer transportation to attend activities not held in Marlborough.

We made an unsuccessful attempt to expand our programming. We sponsored two evenings of square dancing which had no attendance. In the early summer, we were forced to cancel an American Red Cross adult water safety course due to lack of participation. Offering a broader range of activities and programming is a Committee goal. Some ideas are movie nights, roller skating, dances and recreational softball. We are open to suggestions and welcome help in organizing activities.

In summation, the Recreation Committee operates because people care. Unfortunately, too few people have the time to help and demands placed on the current volunteers are enormous. A sincere note of gratitude is extended to all the wonderful people who have volunteered. If you have some time or talent to offer, even in a small way, please contact any Committee member or contact us via the Town Offices.

Respectfully submitted,

Members of the Recreation Committee



STATE OF NEW HAMPSHIRE
 DEPARTMENT of RESOURCES and ECONOMIC DEVELOPMENT
 DIVISION of FORESTS and LANDS
 172 Pembroke Road P.O. Box 1856 Concord, New Hampshire 03302-1856

603-271-2214
 FAX: 603-271-2629

ROBB R. THOMSON
 Commissioner
 JOHN E. SARGENT
 Director

REPORT OF TOWN FOREST FIRE WARDEN AND STATE FOREST RANGER

To aid your Forest Fire Warden, Fire Department and State Forest Ranger, contact your local Warden or Fire Department to find out if a permit is required before doing any open burning. Violations of RSA 227-L:17, the fire permit law and the other burning laws of the State of New Hampshire are misdemeanors punishable by fines of up to \$2,000 and/or a year in jail. Violators are also liable for all fire suppression costs.

There are ten Forest Rangers who work for the N.H. Division of Forests and Lands, Forest Protection Bureau. State Forest Rangers are available to assist communities with forest fire suppression, prevention and training programs as well as the enforcement of forest fire and timber harvest laws. If you have any questions regarding forest fire or timber harvest laws please call our office at 271-2217.

The State of New Hampshire operates 15 fire towers, 2 mobile patrols and 3 contract aircraft patrols. This early detection and reports from citizens aid in the quick response from local fire departments.

1996 FIRE STATISTICS
 (Cost Shared)

FIRES REPORTED BY COUNTY

Belknap	06
Carroll	07
Cheshire	13
Coos	10
Grafton	12
Hillsborough	19
Merrimack	14
Rockingham	15
Strafford	05
Sullivan	06
TOTAL FIRES	107

CAUSES OF FIRES REPORTED

Smoking	05
Debris Burning	34
Campfire	16
Power Line	04
Railroad	02
Equipment Use	01
Lightning	02
Children	22
OHRV	01
Miscellaneous	20

"REMEMBER, ONLY YOU CAN PREVENT FOREST FIRES!"

Robert B. Stewart
 Forest Ranger

 Forest Fire Warden

Forest Protection (603) 271-2217
 Forest Management (603) 271-3456
 Land Management (603) 271-3456
 Information & Planning (603) 271-3457

TDD ACCESS: RELAY NH 1-800-735-2964
 DIVISION OF FORESTS AND LANDS 603-271-2214



REPORT OF THE FIRE WARDS

This was an eventful year for the Fire Department. Carl Russell retired as Fire Chief after 28 faithful years in that position. Depute Chief Edward Wilson, Jr. served as Interim Chief for a few weeks until Wayne Crowell was appointed as the new Chief. James Bleau became our first certified Fire Fighter 2 (FF2) and John Morse, Jr. was certified at Career level, one step below FF2. Other events include acquiring a rescue tool known as the "jaws of life" that was donated by the Marl-Harris Ambulance Squad in lieu of rent for space in the Fire Station. With the move of Town Offices to 236 East Main Street, the responsibility for the maintenance and upkeep of the Fire Station became the sole responsibility of the Fire Department. Our 1997 budget reflects the increases for heat, lighting and maintenance of the entire facility.

The Department responded to a record 90 calls shown below:

Type of Call	Number	Type of Call	Number
Automobile accidents	12	Smoke removal	2
False alarms	11	Calls for assistance	7
Chimney fires	12	Brush fires	5
Structure fires	2	Mutual Aid	20
Automobile fires	2	CO and smoke detectors	9
Propane gas leaks	1	Miscellaneous	7

Although most of our equipment is in good shape, some of it is starting to show its age and required repairs this year. We expect higher level of repairs to continue in 1997.

Training continues to be an important part of our activities and members received training at Meadowood, the New Hampshire and National Fire Academies and our own facility.

A Fire Prevention Week program at the Marlborough Elementary School, annual Halloween parade, April breakfast, Memorial Day barbecue and October Harvest Supper were some of the activities sponsored by the Department and Fire Company.

We extend our sincere appreciation to the Fire Company, Police Department, Selectmen, Ladies Auxiliary and citizens for their great support and cooperation during the year. We also encourage interested residents to join the Department.

Respectfully submitted,

Clarence Batchelder, Linwood Croteau, Wayne Crowell,
 Frank Pelkey, Edward Wilson
 Marlborough Fire Wards

REPORT OF THE PLANNING AND ZONING BOARDS

Last year was more active for the Land Use Boards than in 1995. The Boards held twelve public meetings in 1996.

Among those actions taken by the Planning Board were proposals for amendment to the Zoning Ordinance on street access for building purposes, lot definitions and land space and density requirements, non-conforming buildings and lots, shoreline protection requirements and wetland definitions.

The Boards also conducted site plan reviews and Zoning Board of Adjustment approvals, as applicable, for converting a building on Roxbury Road into a facility for oil furnace repair and sales; the storage of concrete forms on Canada Street at the former Beauregard Lumber site; construction of an archery range on Heath Road; constructing an addition to Knappe and Koester building on Knowlton Street; construction of a cellular telephone communications tower on Laurel Street; construction of an indoor tennis facility and small commercial building on Jaffrey Road; approval for expanded future commercial use on Route 101; establishment of a woodworking manufacturing facility on Route 12; a computer network for businesses on School Street; a music rental and candy store on Main Street; a facility for custom prototype bakery products on Jaffrey Road; and an antique sales store on 4 Main Street.

The Planning Board also approved boundary line adjustments for Tax Map 5, lots 17, 28, and 29 on Webb Depot Road; lots 73 and 60 on Cross Road; and the merger of two lots for Tax Map 4, lots 18 and 19 on the Dublin Road.

The Planning Board also updated the Capital Improvement Plan and reviewed section of the Master Plan for Future revisions. One of our major projects in 1997 will be updating the Land Use Section of the Master Plan.

In response for the needs of the Land Use Boards, we are fortunate to be provided with more suitable office and working space upon the purchase of the new Town Offices. The relocation of office equipment, furniture and files was largely accomplished by the voluntary efforts by Mr. Biron, Administrative Assistant to the Board of Selectmen, and Mr. Heald, Chairman of the Zoning Board of Adjustment. Only

REPORT OF PLANNING AND ZONING BOARDS (CONT'D)

minor transportation costs were incurred in relocating some of the larger furniture and file cabinets from the Lambert building. In addition, and as a gift by a major industry in Keene, the Boards were most fortunate to acquire additional office equipment for use at our new location.

Considerable efforts by our Boards have resulted in the update of the Town's Land Use Regulations to include a reprinting and distribution of the Town's Zoning Ordinance, Site Plan Review Regulations and Subdivision Regulations. Copies of these revised Regulations and Ordinance are available for public review and reference at the Frost Free Library and/or may be purchased at the office of the Town Clerk.

Our best wishes and sincere thanks are extended to Mrs. E. Anne Burlin for her many years of valued service as a member and clerk of the Planning and Zoning Boards upon the occasion of her pursuit of other endeavors. We shall miss her and are most fortunate to welcome Mrs. Katrina Maloney who will succeed Mrs. Burlin in this capacity.

The Boards value the input and concerns of the public. To serve you, a Board representative will be available for consultation by appointment on Monday evenings (excluding holidays) from 7 P.M. to 9 P.M. Advance appointments may be made through Mrs. Ila Walton, Town Clerk, at 876-4529.

Respectfully submitted,

Kenneth Kerber, Chairman
Planning Board

Robert W. Heald, Chairman
Zoning Board of Adjustment

REPORT OF THE CONSERVATION COMMISSION

A number of events have occurred this year which have culminated many years of work by the Conservation Commission. After ten years of effort, the final piece of Meetinghouse Pond shore line was placed under conservation protection. Now, the Pond will remain unspoiled for the pleasure of citizens in perpetuity. Those not yet familiar with the Pond should make it a point to visit and walk the Audubon Trail now known as Meetinghouse Sanctuary.

Another project started by the Marlborough Garden Club has also come to fruition. A portion of the abandoned Manchester to Keene rail trail through Marlborough was purchased in September from the New England Telephone Company. Funds from the Federal Land and Water Conservation Fund were matched by funds from the Conservation Commission Fund and private contributions making the purchase a reality. The portion purchased essentially extends from Water Street to the Keene City line and we are now exploring how to acquire the remainder of the trail to the Chesham Town line. A committee has been formed to establish an ongoing philosophy for the use and maintenance of the trail.

We have continued monitoring the water quality of Stone Pond in cooperation with the state officials. The water quality was reported as acceptable. We acquired our own monitoring equipment this year and this will allow us to expand our monitoring to include Meetinghouse Pond.

Monitoring of three conservation easements under stewardship of the Commission is continuing. Reports on easements for the properties at Meetinghouse Pond and the field at the top of Roxbury Road have been previously completed. The survey and report on the easement around the Porter Lane development on Route 124 was completed in 1996. Persons wishing to examine these reports may inquire at the Selectmen's Office.

The Commission meets periodically at the new Town Office Conference Room. Anyone interested in the activities or becoming a member is invited to contact any member of the Commission or leave a message at the Town Offices.

Respectfully submitted.

Charles R. Buffler
Secretary

Michael Krinsky
Chairman
Members: Ernest Linders, Denise Hood, Benjamin Rice

REPORT OF THE MONADNOCK ADVISORY COMMISSION TO THE TOWNS OF: JAFFREY, DUBLIN, MARLBOROUGH, TROY AND FITZWILLIAM

The Monadnock Advisory Commission is charged by the State of New Hampshire under R.S.A. 258:1 to advise and guide the Department of Resources and Economic Development (DRED) on the management of their lands and leased lands of the Society for the Protection of New Hampshire Forests (SPNHF) and the Town of Jaffrey. The lands are located on Mt. Monadnock, Gap Mountain, and Little Monadnock Mountain.

In January of 1996 the Commission held a meeting at East Hill Inn in Troy. Commissioner William Bartlett of DRED, Forester Jeff Jones of SPNHF, Regional Park Manager Ben Haubrich, Director of the Division of Parks and Recreation Rich McCleod and Monadnock Park Supervisor Mike Walsh were in attendance as well as representatives from the five towns.

Mr. Bartlett thanked all for the work that has been done by the commission and wished for a productive future. Charles Royce and Peter Davis appointments were at the end of their tenure and have been replaced by Ann Royce and Bill Elliott. Dennis Lerner moved from Dublin and was replaced by Tom Wright.

The public is encouraged to contact their Commission members with suggestions and comments.

Members of the Monadnock Advisory Commission are :

Jaffrey: Ann Royce, Bill Elliott
Dublin: Betsey Harris, Tom Wright
Marlborough: James Everard, Ernie Linders
Troy: David Adams, Ira Gavrin
Fitzwilliam: Daniel J. Leary, Thomas F. Parker

Respectfully submitted,

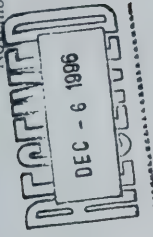
Bill Elliott
Jaffrey Representative



**SOUTHWESTERN
COMMUNITY
SERVICES, INC.**

**HOME HEALTHCARE, HOSPICE AND COMMUNITY SERVICES
REPORT TO THE TOWN OF MARLBOROUGH
JANUARY 1, 1996 TO DECEMBER 31, 1996**

November 25, 1996



ANNUAL REPORT

In 1996, Home Health Care and Community Services (HCS) continued to provide home care and community services to the residents of Marlborough. The following information represents a projection of HCS's activities in your community in 1996. The projection is based on actual services provided from January through September 1996 and an estimate of usage during October, November and December.

Robert L. Bennett, Chairman
Office of the Selectmen
PO Box 336
Marlborough, NH 03455

Dear Mr. Bennett:

We at Southwestern Community Services, Inc. wish to once again thank you for last year's appropriation for our agency.

As we indicated at that time, we are at a point where we are having to ask communities we work with to consider a small appropriation to assist with our outreach effort. Although our costs have risen, as have yours, I am sure, we are seeking only the same amount which Marlborough so generously appropriated last year.

Southwestern Community Services is in the process of automating the data outlining the breakdown of the services we have delivered in your town during the past year. We will forward the results to you upon completion. In the interim, we would like to respectfully request that we be placed on your town warrant to see if the voters will appropriate an amount equal to the amount appropriated last year. In the case of your town the amount was \$781.

In closing, I would like to offer to meet with the board of selectmen or budget committee, or any group you suggest in an effort to further detail the significance of our request. I look forward to hearing from you in the near future.

Sincerely,

David W. Osgood, Deputy Director
Southwestern Community Services, Inc.

DWO/tr

CHESHIRE COUNTY
697 Island St.
P.O. Box 603
Keene, NH 03431-0603
Tel: (603) 352-7512
Admin: (603) 357-6510
1-800-529-0005
FAX: (603) 352-3618

**A COMMUNITY ACTION AGENCY SERVING
SULLIVAN & CHESHIRE COUNTIES**

SULLIVAN COUNTY
96-102 MAIN ST.
P.O. Box 1338
Claremont, NH 03743
Tel: (603) 542-9528
FAX: (603) 542-3140



<u>SERVICES OFFERED</u>	<u>SERVICE REPORT</u>	<u>SERVICES SUPPORTED PARTIALLY OR TOTALLY BY THE TOWN</u>
<u>SERVICES PROVIDED</u>		
Nursing	510 Visits	5 Visits
Child Health Nursing	3 Visits	3 Visits
Physical Therapy	107 Visits	0 Visits
Speech Pathology	65 Visits	0 Visits
Occupational Therapy	7 Visits	0 Visits
Medical Social Work	11 Visits	2 Visits
Outreach	16 Visits	0 Visits
Nutritionist	1 Visit	1 Visit
Home Health Aide	1,078 Visits	196 Visits
Homemaker	495 Hours	449 Hours
Meals-On-Wheels	2,670 Meals	2,670 Meals
Health Promotion Clinics	24 Clinics	24 Clinics

Total Unduplicated Residents Served: 110
Regularly scheduled wellness clinics, child health clinics, prenatal and hospice care are also available to residents. Town funding partially supports these services.

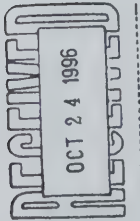
FINANCIAL REPORT

The actual cost of all services provided in 1996 with all funding sources is projected to be \$130,564.47.

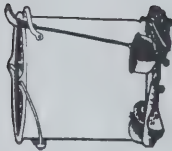
These services have been supported to the greatest extent possible by Medicare, Medicaid, other insurances, grants and patient fees. Services that were not covered by other funding have been supported by your town.

For 1997 we recommend an appropriation of \$8,750.00 to continue home care services at the current level. We also recommend an appropriation of \$1,469.00 for the Meals-On-Wheels program.

Thank you for your consideration.



The
Community
Kitchen, Inc.



P.O. Box 1315
37 Mechanic Street
Keene, NH 03431
(603) 352-3200

October 21, 1996

Office of the Selectmen
Town of Marlborough
Marlborough, NH 03455

Dear Selectmen:

I am writing to request that The Community Kitchen, Inc. be placed on your March 1997 Town Meeting Warrant for an Operating Budget Request in an amount of up to \$5,358.66. Our numbers have skyrocketed in 1996, and in October of this year we almost had a week long shut-down. Thanks to the very generous support of many businesses and individuals enough money was contributed to prevent the shut-down. We are, however, in the position of asking all funders for an increase in 1997. Of course, we would appreciate funding at the same level as in 1996, if that is the determination of the Selectmen.

During the time period of January 1, 1996 and September 30, 1996 The Community Kitchen served and/or distributed 12,462 meals to residents of Marlborough, for a total cost to The Kitchen of \$5,358.66. There are still three months left in the year. The average cost per meal to The Community Kitchen is \$0.43, which covers all of our costs including salary, insurance, vehicle operation and maintenance, utilities and food.

You may be wondering why the number of meals served and/or distributed is so high. Here is the way the number is arrived at: a family from Marlborough comes into our pantry program on a Wednesday between the hours of 11am and 4pm, or on a Thursday between the hours of 12:30 and 5:30pm. The first stop is at the computer check-in table, where one of our volunteers will ask for the name and address of the family. If it is a family in for the first time, they will have to fill in two forms; the first is our internal information sheet with names and birth date information on all members of the family, as well as mailing and street address. The second form is a USDA income verification sheet, which in addition to the name, age and address information, asks about any other assistance the family is receiving.....for example food stamps or fuel assistance. If, in fact, the family receives assistance from another federal program, then their income has already qualified them to receive USDA foods. If the family does not receive assistance elsewhere, then there is a section to be filled in regarding the income of the household.

The family proceeds into the pantry line....if they have arrived at the beginning of the day, then the line is extremely long, and a wait of half an hour is normal. Hopefully the family has brought along a box or a laundry basket in which to place their food, because we often run out of boxes. Five families at a time are able to proceed to the back room where all the food for the pantry is stored. There are long tables set up, "buffet style," with six to eight volunteers staffing the line. The family goes from the cooler and freezer items to the "one item" box to the canned goods to the vegetables to the pasta and sauce to the cereal and bread. The size of the family determines how much of each item a family receives.....the goal is to provide three days worth of food for each family member, or nine meals per person, each time they come in. So, if a family of four comes in three different times in one month, they would receive 36 meals at each visit, for a total of 108 meals, in that one month.

At the Hot Meal program, dinner is prepared and served family style. We will be serving dinner on Mondays, Wednesdays and Fridays at two church locations in Keene until the end of November 1996. At that time the Mechanic St. building will be ready to move into, and we will begin serving dinner there. Each hot meal is counted as one meal served to a resident of a particular town. The number of people receiving a hot meal is calculated by surveys taken each month.....people who eat are asked where they are living, it is recorded, then an average is taken of all the surveys.

I am hoping that we will be able to set up a time for a meeting or phone conversation between The Community Kitchen and either the Selectmen, the Town Welfare administrator or the Budget Committee in order to answer any further questions you may have. Please let me know if you would like to schedule a meeting as soon as possible. Thank you for your time and consideration

Sincerely,

Mindy Cambiar
Executive Director



A Monadnock
United Way Agency

**TOWN OF MARLBOROUGH
LONG TERM DEBT SCHEDULE**

BOND:	STATE(1) SEWER	EPA SEWER	HIGHWAY GARAGE	FIRE(2) TRUCK	KEENE SEWER	TOTAL	BOND: (CONT'D)	STATE SEWER	EPA SEWER	HIGHWAY GARAGE	FIRE TRUCK	KEENE SEWER	TOTAL
1996	20,000.00	20,000.00	10,000.00	10,000.00	1,265.00	61,265.00	2003	20,000.00	35,000.00			1,265.00	56,265.00
	16,505.36	32,988.41	3,450.00	1,762.50	876.00	55,574.27		4,887.19	19,755.00			266.00	24,908.19
1997	20,000.00	25,000.00	10,000.00	10,000.00	1,265.00	66,625.00	2004	20,000.00	40,000.00			1,265.00	61,265.00
	15,015.03	31,608.91	2,768.00	1,057.50	792.00	51,233.44		3,197.47	17,200.00			178.00	20,575.47
1998	20,000.00	25,000.00	10,000.00	5,000.00	1,265.00	61,265.00	2005	20,000.00	40,000.00			1,265.00	61,265.00
	13,417.30	29,928.00	2,070.00	352.50	706.00	46,473.80		1,352.82	14,260.00			88.00	15,700.82
1999	20,000.00	25,000.00	10,000.00		1,265.00	56,265.00	2006		45,000.00				45,000.00
	11,785.31	28,073.21	1,388.00		619.00	41,857.52			11,280.00				11,280.00
2000	20,000.00	30,000.00	10,000.00		1,265.00	61,265.00	2007		50,000.00				50,000.00
	10,109.87	26,365.48	690.00		531.00	37,696.35			7,927.50				7,927.50
2001	20,000.00	30,000.00			1,265.00	51,265.00	2008		55,000.00				55,000.00
	8,263.58	24,811.35			415.00	32,689.93			4,152.50				4,152.50
2002	20,000.00	35,000.00			1,265.00	56,265.00	Principal	200,000.00	455,000.00	50,000.00	25,000.00	12,650.00	742,650.00
	6,567.50	22,174.12			354.00	29,095.32	Interest	91,101.13	269,716.48	10,350.00	3,172.50	4,825.00	379,245.11
							Total Debt	291,101.13	724,716.48	60,350.00	28,172.50	17,475.00	1,121,895.10

NOTES: (1) Reimbursed by State of N.H.
(2) Reimbursed by Farnum Fund

VITAL STATISTICS

MARRIAGES - 1996

MARRIAGES 1996 (Continued)

DATE	BRIDE AND GROOM	RESIDENCE OF EACH			
01/15/96	MICHAEL GILBERT MINER DEBORAH WOOD	MARLBOROUGH BRATTLEBORO, VT	09/21/96	ROBERT J CLARK HEIDI G PROVENCHIA	MARLBOROUGH MARLBOROUGH
04/09/96	NATHAN JAMES MERRILL LESLEY ANN TANCRETI	MARLBOROUGH HANCOCK	10/05/96	CHRISTOPHER PAUL BATCHELDER TAMMY MARIE SANDRA DUBUQUE	MARLBOROUGH MARLBOROUGH
04/21/96	KENNETH DUANE KOEHLER KAREN JEAN HOPE	MARLBOROUGH MARLBOROUGH	10/05/96	PAUL JOSEPH LANGLOIS MARIECA CATHRYN DAVIEAU	SOUTHBOROUGH, MA SOUTHBOROUGH, MA
04/27/96	ROMIE DALE HAMMOND BEATRICE ELLEN FOWLER	MARLBOROUGH MARLBOROUGH	10/19/96	STEPHEN L HART DEBORAH S ALGENI	MARLBOROUGH MARLBOROUGH
05/11/96	PETER JOHN LEPPLE SANDRA JEAN PARKER	MARLBOROUGH MARLBOROUGH	10/19/96	RICHARD L TUECKHARDT ELIZABETH ROSE CURRIER	MARLBOROUGH MARLBOROUGH
05/18/96	ROBERT G CHASE JENNIFER MARIE HARWOOD	MARLBOROUGH MARLBOROUGH	10/26/96	BRETT JEREMY COOKE KATE MICHELLE BOSLEY	MARLBOROUGH MARLBOROUGH
05/18/96	NORMAN DONALD BEMIS, JR SUSAN ANN HUTCHINS	MARLBOROUGH MARLBOROUGH	10/26/96	RUSSELL ALLAN RICHMOND APRIL RAVERT' MANN	MARLBOROUGH MARLBOROUGH
06/01/96	JOHN PAUL BEAUREGARD ANNE MARIE GRIMES	MARLBOROUGH MARLBOROUGH			
06/08/96	DAVID MICHAEL SUNDSTROM CASSIE LYNN SHEPARD	MARLBOROUGH SWANZEY			
06/22/96	ARMAND ROGER PAQUETTE PAULINE COTE BOYNTON	KEENE MARLBOROUGH			
07/14/96	HARRY GEORGE FLANAGAN, III ANITA MARIE PRUD'HOMME	MARLBOROUGH MARLBOROUGH			
08/17/96	RONALD NORMAN DOUCETTE DIANA LYNN CROSS	WEST CHESTERFIELD MARLBOROUGH			
08/17/96	WALTER MATTHEW GAY SHELLY MARIE TOBIN	MARLBOROUGH MARLBOROUGH			
08/24/96	WALTER WILLIAM GLAZIER MONICA MARIE BEMIS	MARLBOROUGH MARLBOROUGH			
08/31/96	JEREMY NATHAN BENOIT SARAH JEAN HILL	VERNON, VT MARLBOROUGH			
09/06/96	GLENN ANTHONY TOURGEE KRISTIE LANE CARTER	MARLBOROUGH MARLBOROUGH			

**MARLBOROUGH SCHOOL DISTRICT
1997 WARRANT/BUDGET
AND SCHOOL REPORTS**

CHAIR'S REPORT

This year the Marlborough School District has worked on present business while also working on how we will do business in the future.

Present business included building repairs (especially a leaky roof that needs replacing in 1997), teacher negotiations, and the ADA (Americans with Disabilities Act) grant. The latter was almost completely funded at \$44,800. We want to give special thanks to Bruce Lyman, chairman of the Facilities Committee, for his help in putting this grant request together. He has put in many hours of volunteer time this year for that project and for ongoing projects at the school.

Thinking about the future, the school board has been involved in: (1) the SAU Study Committee, to investigate whether Marlborough should withdraw from SAU 29. A progress report will be given at the March District Meeting; (2) a resolution to the New Hampshire School Boards Association on behalf of A.S.T.I.R. to fund special education in a different way in New Hampshire (the resolution failed to pass); (3) the Playground Committee. The playground is due to be built in April, 1997, and will be a wonderful improvement to Marlborough School. Special thanks go to Karen Wagner for chairing that committee, and to the many community members who are volunteering their time to help.

In June the school board and the Marlborough School staff held a retreat to develop our 1996-1997 goals together. This was very profitable in helping us all work together toward the same end -- creating the best education we can for our children and forging links with the community.

Our students have been involved in a number of community projects such as helping with the Friendly Meals in Marlborough and with the Keene Community kitchen. Academically, they have shown improvement on the New Hampshire third grade assessment for the second year in a row.

Our high school students continue to do well at Keene High School both in the classroom and in extracurricular activities such as drama club, sports and music. The school board and public have been kept informed of Marlborough students' progress and also new programs/policies at Keene High School. For example, in November we heard about the new attendance policy and the discipline policy at KHS.

Marlborough School has also been fortunate to receive many donations of computers and other materials from various community members. Our children are benefiting from these donations.

It was with regret that we accepted the resignation of Mrs. Dorothy Ledwith in June, 1996. Dot retired after teaching for 30 years in Marlborough and will be missed.

The Marlborough School Board continues to look for the best ways to provide our children with a quality education at a level that our community can support. We thank you for your involvement, your time and support over the years.

*Marjorie Shephardson, Chair
Marlborough School Board*

MARLBOROUGH GRADUATING CLASS OF 1997

GRADE 8

Adams, Amanda M.
Beaulieu, Jillian M.
Beauregard, Lisa
Beffa, Christopher B.
Bloom, Michael
Carter, Joshua Alan
Channell, Nicole
Clark, Adam L.
Cumings, Jeffrey S.
Everard, Brie
Finnell, Brent E.
Hutchins, Jeffrey C.
Judd, Kelly M.
Lincoln, Christy B.
Manning, Brendan A.
Manning, David
Milburn, Kathryn P.
Mills, Tiffany
Norris, Jennifer L.
Packard, Cassandra L.
Provenchia, Katie A.
Puleo, Amy L.
Ryder, Kristen
Smith, Hannah A.
Tarr, Andrea L.
Thomas, Alyssa M.
Thompson, Jamie L.
Washburn, Gabriel A.
Weston, Derek J.
Wilber, Ryan M.
Willcox, Kevin L.

GRADE 12

Bell, Jennifer M.
Bemis, Norman D.
Blood, Joshua D.
Butler, Anna J.
Clark, Scott A.
Gordon, Kristin
Guptill, Corey M.
Leahy, Kevin P.
Lincoln, Nicholas S.
Manning, Ryann E.
Powers, Jeremy
Puleo, Heather M.
Schulze, Lortienne
Shaw, Laura A.
Southwell, Danielle R.
Swift, Jason A.
Swinburne, Rebecca E.
Targett, Jennifer E.
Thompson, Heidi
Tilton, Kristan J.
Wallace, Michael R.

ADMINISTRATIVE REPORT

The research on effective schools identifies the significance of a focus. In short, it maintains that unless a school has developed a focus, aim or direction, it will not be able to produce quality. The staff at Marlborough School and the Marlborough School Board have established a focus that has provided the direction for their efforts this year. This focus has produced review and enhancement of curriculum, enhancement of the school environment to respond to needs of students, and increased communication with community members and community involvement in the school.

One factor that had a positive impact on the development of this focus is the work that was accomplished by the staff and school board at a goal setting retreat at the end of the school year. For the first time, the entire staff, members of the school board and representatives of the SAU 29 central office devoted a day to the establishment of goals for the coming year. The goals that were adopted focused on the learning environment, community involvement and communication.

Another factor that has had a positive impact on the staff's ability to maintain its focus is the leadership that Mrs. Susan Leach has provided. Mrs. Leach assumed the role of interim principal last February. Her leadership and interpersonal skills, dedication, pride in the school, and knowledge of the community have greatly aided her transition from the classroom to the principalship.

The time and energy that the staff has devoted to curriculum review has been productive. The emphasis on the teaching of organization and study skills through the use of the Landmark Notebook System has produced positive results. In addition to the initiatives that have already occurred with respect to the math curriculum (problem solving skills), work will continue to investigate the alignment of what is taught with respect to what is tested in the state mandated assessment program, as well as the recommendations of the National Council of Mathematics Teachers. Some of this work will occur in conjunction with other teachers of mathematics throughout schools in SAU 29.

The reading curriculum continues to receive considerable attention. In addition to what the staff is doing to investigate ways in which this program can be improved, activities are planned to involve students and community members in activities that will encourage reading. Such activities include the "100 Days of School" which brings community members into the school to read to students, and the annual Title I Read-a-Thon.

With respect to the learning environment, in addition to revisions to the curriculum, the staff has worked to establish programs that will motivate students, enhance learning, and help teachers identify and respond to students' needs. Reinstatement of the activity period provides an opportunity to offer activities that are highly motivating and of high interest to students. Initial reactions to the introduction of the advisor/advisee program have been positive and a need for additional time has been identified by the staff. The introduction of a breakfast program is an attempt to provide students with a nutritional meal to start the day which enhances students' attentiveness and learning. This program has been implemented in districts throughout the SAU and has met with equally positive results in relation to student learning and attendance. The implementation of a portfolio system will enhance student transition from one grade level to the next.

Community involvement in the school has remained a priority this year. Staff at the school have planned a variety of events that will bring community members into the school, enhance communication and understanding between the home and school, and help build stronger school-community relationships. The staff has worked to better publicize, throughout the community, activities that are occurring at the school. Community members are actively involved in substantive committee work dealing with issues such as the rebuilding of the playground and Marlborough's involvement in SAU 29.

I trust that the efforts to involve community members and communicate (listen as well as speak) better with community members will result in a good turnout and an informed vote at the School District Meeting on Thursday, March 6, 1997, at 7:00 p.m.

Phillip G. McCormack, Ed.D.
Superintendent of Schools

PRINCIPAL'S REPORT

I assumed the responsibility of principal of Marlborough School in February and was given a warm welcome by students, faculty and parents. Having been a teacher in the school for six years, I felt comfortable with the school members and with the community.

Presently, we are investigating a new language arts/reading program, as the series now in use is twenty years old. This program includes reading, grammar, spelling and writing; therefore, we are looking carefully at our selection. As I am a reading specialist, I realize the importance of a more updated reading and language arts program.

The new math curriculum that began in September had a successful first year and has been applauded by all the faculty who have used it. The program emphasizes a great deal of written work, as well as problem solving and basic skills. The written work and problem solving are an integral part of the state math assessment and we have been encouraged with the assessment results.

The assessment results in the third grade indicated that, in mathematics and language arts, the students made over a 20 percent gain in the proficient level. There was a significant drop in the number of students at the novice level in both mathematics and language. These are positive gains that any school would be proud to own.

At the sixth grade level, the state results were promising as well. Since this was the first year for the sixth grade participation, we can only compare the students to other sixth grade students in the state. In mathematics and language arts, our students scored higher than the state average at the basic level, and lower than the state average at the novice level. In science and social studies, our students scored higher than the state average at the proficient level, and lower than the state level at the novice level. Again, these are positive results; however, our goal will be to have more children succeed at the proficient level or above.

The technology program moved forward with students using the Internet to create projects on the American Revolution, Math Olympics and a global grocery list. Kindergarten through grade 3 reentered the computer world and had computer classes in the lab.

We have updated and modified the existing discipline policy. Copies of the policy were sent home with each child to read and discuss with parents. We have been pleased with the effectiveness of the program. We will modify it this coming year for placement in our 1997-1998 handbook.

The student council volunteered its services at the Community Kitchen in Keene and bought holiday gifts for the needy. I am proud to be the council's advisor.

On a lighter note, we have reestablished our Valentine's celebration and continued with our Read-a-Thon which had a twist as we competed against the community. The students won by a slight margin with over 300,000 minutes read. This program was a success mainly due to our Title I teachers, Tammy Coutts and Karen Wagner. We would like to have more competition from the community during the 1997 school year.

Again, Keene High School reports that students from Marlborough rank among the top students in the academic areas and that many of our graduates pursue college degrees.

Despite reductions in some staffing and a few supply accounts, the staff at Marlborough School continues to be a dedicated and caring group. Marlborough is fortunate to have such employees.

Marlborough is also fortunate to have the support of many parents, community members and businesses. We are grateful for all you have given us.

I thank you for giving me the opportunity to serve as interim principal of your school.

Susan E. Leach
Principal

Please follow the accompanying instructions carefully.

NEW HAMPSHIRE STATE DEPARTMENT OF EDUCATION
COMPUTER & STATISTICAL SERVICES
CONCORD

Harlborough
District

REPORT OF SCHOOL DISTRICT TREASURER

for the Fiscal Year July 1, 1995 to June 30, 1996
Return Original to State Department of Education Prior to July 15.

SUMMARY

Cash on Hand July 1, 1995 (Treasurer's bank balance) 37616.74

Received from Selectmen (Include only amounts actually received) 1991078.00

Current Appropriation

Deficit Appropriation

Balance of Previous Appropriations

Advance on Next Year's Appropriation

Revenue from State Sources 183337.76

Revenue from Federal Sources

Received from Tuitions 3623.94

Received as Income from Trust Funds

Received from Sale of Notes and Bonds (Principal only)

Received from Capital Reserve Funds and Expendable Trust Fund 9768.80

Received from all Other Sources 82365.21

TOTAL RECEIPTS 2270373.71

TOTAL AMOUNT AVAILABLE FOR FISCAL YEAR (Balance and Receipts) 2307990.45

LESS SCHOOL BOARD ORDERS PAID 2219638.42

BALANCE ON HAND JUNE 30, 1996 (Treasurer's Bank Balance) 88352.03

July 11 1996

Oliver F. Dealy
District Treasurer

AUDITORS' CERTIFICATE

This is to certify that we have examined the books, vouchers, bank statements and other financial records of the treasurer of the school district of Harlborough, New Hampshire, for the fiscal year ending June 30, 1996, and find them correct in all respects.

Auditors

GIVE DETAILED STATEMENT OF RECEIPTS ON OTHER SIDE

For Office Use Only		
Ct.	U.	Loc. Dist.

DETAILED STATEMENT OF RECEIPTS

	FROM WHOM	DESCRIPTION	AMOUNT
1	State Treasurer	Medicaid Reimbursement	15168.35
2		Lunch Reimbursement	18551.00
3		Food Aid	86948.76
4		Catastrophe Aid	9774.60
5		Basic Sped	17546.25
6		Blind Aid	10133.52
7		Block Grant	12011.87
8		Chapter I	24013.41
9		Title VI	100100
10			
11	Trustees of Trust Funds	School Aid	62194
12		Scholarships	3000100
13			
14	Trustees of Trust Funds	Heating Plant Exp Trust	9768.80
15			
16	Miscellaneous	Refunds	45467.55
17		Filing Fees	3100
18		Bank Interest	868.63
19		Gifts	200.00
20		Transfer (Payroll Asset)	1000.00
21		Lunch & Milk Sales	34826.03
22			
23	Selectmen	Appropriation	1991078.00
24			
25			
26			
27			
28			
29			
30			
31			
32			
33			
34			
35			
36			
37			
38			
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			
51			
52			
53		Total Receipts	2270373.71
54			

STAFF

	Degree	Experience
Susan Leach	M.A.	25 years
Robert Baker	B.S.	15 years
David Carrera	B.S.	1 year
Vivan Chiang	B.S.	5 years
Donna L. Dearth	M.Ed.	13 years
Melinda Dimick	B.S.	1 year
Linda Frazier	B.E.	21 years
Sandra Helgeland	B.S.	26 years
Elizabeth Homeyer	B.E.	14 years
Karen O. Johnson	B.E.	11 years
Patricia J. Kelliher	M.A.	39 years
Christine P. LaClair	M.Ed.	16 years
Rilda Letourneau	B.S.	2 years
George H. Mason, Jr.	B.S.	19 years
Ron McIntire	M.A.T.	17 years
Melissa Morin	M.S.	1 year
Mee Yin Morrison	B.A.	1 year
Susan Pomasko	B.S.	4 years
Joyce Puleo	B.S.	7 years
JoAnn Robinson	B.E.	13 years
Lawrence Taylor	B.S.	18 years
Catherine Town	B.S.	2 years
Rebecca Watts	B.S.	7 years
Janet Kenney	Secretary	
Maria Ginn	School Nurse, B.S.	
Beverly Straneva	Media Generalist, B.S.	
Tammy Coutts	Title I Aide	
Susan Carran	Library/Title I Aide	
Nancy Coburn	Instructional Associate	
Diana Callup	Instructional Associate	
Susan E. Mastrorunzio	Instructional Associate	
Dawn Kennedy	Food Service	
Deborah Williams	Food Service	
James Machado	Custodian	
John Smith	Custodian	

OFFICERS, TEACHERS AND EMPLOYEES OF
THE MARLBOROUGH SCHOOL DISTRICT

Edward C. Goodrich, Jr., Moderator
Susan A. Bemis, Clerk & Treasurer

SCHOOL BOARD

Marjorie J. Shepardson, Chair Term Expires 1997
John F. Fletcher Term Expires 1998
Richard C. Seaver Term Expires 1999

ADMINISTRATION

Phillip G. McCormack, Ed.D. Superintendent of Schools
Paul L. Bartolomucci Assistant Superintendent for Keene
Richard M. Pike Assistant Superintendent for Towns
Deane B. Haskell Assistant Superintendent for Business
Patricia Trow Parent Manager of Personnel Services
Bruce Thielen Director of Special Education

STATE OF NEW HAMPSHIRE

SCHOOL WARRANT

To the inhabitants of the school district in the Town of Marlborough qualified to vote in District affairs:

You are hereby notified to meet at the Elementary School Gymnasium in said District on the 11th day of March, 1997, at 1:00 O'Clock in the afternoon to bring in your votes for the election of school district officers. The polls will open not later than 1:00 p.m., nor close earlier than 9:00 p.m.

ARTICLE 1:

To choose all necessary school district officers:

A member of the school board for a three-year term

A clerk for a two-year term

A treasurer for a two-year term, beginning July 1, 1997

ARTICLE 2:

(By Petition) Shall we adopt the provisions of R.S.A. 40:13 to allow official ballot voting on all issues before the Marlborough School District?

Given under our hands at said Marlborough, this 3rd day of February, 1997.

*Marjorie J. Shepardson, Chair
John F. Fletcher
Richard C. Seaver*

COMPLIANCE STATEMENT

This school district receives federal financial assistance. In order to continue receiving such federal financial assistance, this school district will not discriminate in their educational programs, activities or employment practices on the basis of race, language, sex, age, or handicapping condition, under the provisions of Title IX of the 1972 Educational Amendments; Section 504 of the Rehabilitation Act of 1973.

Complaints regarding compliance with Title IX regulations should be submitted in writing to the Title IX liaison for School Administrative Unit 29, the Personnel Manager, 34 West Street, Keene, New Hampshire.

Complaints regarding compliance with Rehabilitation Act of 1973 - Section 504 should be submitted in writing to the Director of Special Education, 34 West Street, Keene, New Hampshire.

*Phillip G. McCormack, Ed.D.
Superintendent of Schools*

MARLBOROUGH SCHOOL DISTRICT
1997/98 PROPOSED BUDGET

STATE OF NEW HAMPSHIRE SCHOOL WARRANT

To the inhabitants of the school district in the Town of Marlborough qualified to vote in District affairs:

You are hereby notified to meet at the Marlborough Elementary School in said District on the 6th day of March, 1997, at 7:00 p.m. to act upon the following articles:

ARTICLE 1: To hear the reports of agents, auditors, committees or officers chosen and to pass any vote relating thereto.

ARTICLE 2: To see if the District will vote to appropriate the sum of Fifty-Five Thousand (\$55,000.00) Dollars for roof repairs to the Marlborough School and to authorize the withdrawal of said Fifty-Five Thousand (\$55,000.00) Dollars from the Capital Reserve Fund established by the voters on March 9, 1989, for the purposes of construction and/or renovation of buildings and/or related costs to said construction and/or renovation, or to take any other action in relation thereto. *(The school board supports favorable action on this warrant article.)*

ARTICLE 3: To see if the district will vote to accept and be bound by the financial provisions of a three-year collective bargaining agreement between the Marlborough Education Association and the Marlborough School Board, which provides for an additional three work days for teachers each year, a change in health insurance whereby teachers will pay 20 percent of the health insurance premium for Blue Cross/Blue Shield JW Managed Care plan, and average salary increases of 3.5 percent (approximately \$24,717.00) in year one, 3.5 percent (approximately \$25,583.00) in year two, and 3 percent (approximately \$22,695.00) in year three, and to raise and appropriate the amount of Twenty-Seven Thousand, Eight Hundred Fifty-Nine (\$27,859.00) Dollars to fund the costs for the 1997-1998 school year, or to take any other action in relation thereto. *(The school board supports favorable action on this warrant article.)*

ARTICLE 4: To see if the District will appropriate and authorize the school board to transfer up to Ten Thousand, One Hundred Thirty-Three (\$10,133.00) Dollars of its unencumbered funds, if any, remaining on hand at the end of fiscal year, June 30, 1997, to the Capital Reserve Fund established by the voters on March 9, 1989, for the purposes of construction and/or renovation of buildings and/or related costs to said construction and/or renovation, or to take any other action in relation thereto. *(The school board supports favorable action on this warrant article.)*

ARTICLE 5: To see what sum of money the District will vote to raise and appropriate for the support of schools, for the salaries of school district officials and agents, and for the statutory obligations of the District, or to take any other action in relation thereto. *(The school board supports favorable action on this warrant article.)*

ARTICLE 6: To see if the District will authorize the continuation of the SAU Study Committee, established by the voters of the District on March 2, 1996, with responsibilities as outlined in HB 1610, or to take any other action in relation thereto. *(The school board supports favorable action on this warrant article.)*

ARTICLE 7: (By Petition) Shall we adopt the provisions of R.S.A. 40:13 to allow official ballot voting on all issues before the Marlborough School District? *(For discussion purposes only.)*

ARTICLE 8: To transact any other business which may legally come before this meeting.

Given under our hands at said Marlborough this 14th day of February, 1997.
 Marjorie J. Shepardon, Chair
 John F. Fletcher
 Richard C. Seaver

EXPENDITURE ACCOUNTS

	1996-97 BUDGET	1997-98 PROPOSED	% CHANGE
REGULAR INSTRUCTION			
Teachers' Salaries	\$578,577	\$584,708	
Aides' Salaries	\$9,947	\$4,712	
Substitutes' Salaries	\$8,625	\$8,625	
Fringe Benefits	\$165,405	\$157,986	
Environmental Camp	\$90	\$1,200	
Repair Equipment	\$990	\$400	
High School Tuition	\$688,320	\$677,000	
Materials	\$36,678	\$34,594	
Equipment/Software	\$3,611	\$3,622	
TOTALS	\$1,492,153	\$1,472,847	-1.29%

SPECIAL EDUCATION

Teachers' Salaries	\$65,632	\$85,419	
Aides' Salaries	\$17,714	\$19,110	
Tutors' Salaries	\$21,600	\$38,167	
Fringe Benefits	\$27,856	\$44,228	
OT/PT	\$12,960	\$19,440	
Tuition	\$170,777	\$169,571	
Materials	\$770	\$850	
TOTALS	\$317,309	\$376,785	18.74%

EXTRACURRICULAR

Salaries	\$3,800	\$3,900	
Fringe Benefits	\$363	\$412	
Assemblies/Officials	\$2,045	\$2,900	
Materials	\$734	\$740	
Equipment/Uniforms	\$11,712	\$2,857	
Dues	\$270	\$280	
TOTALS	\$8,924	\$11,089	24.26%

ATTENDANCE SERVICES

Salaries	\$100	\$100	
TOTALS	\$100	\$100	0.00%

	1996-97 BUDGET	1997-98 PROPOSED	% CHANGE
GUIDANCE SERVICES			
Salaries	\$41,234	\$41,234	
Fringe Benefits	\$12,172	\$11,037	
Testing/Evaluation	\$2,920	\$2,980	
Materials	\$324	\$280	
TOTALS	\$56,650	\$55,531	-1.98%
HEALTH SERVICES			
Salaries	\$18,336	\$18,336	
Fringe Benefits	\$1,564	\$1,564	
Physician Services	\$1,600	\$1,600	
Materials/Dues	\$590	\$893	
TOTALS	\$22,090	\$22,393	1.37%
PSYCH/SPEECH PROGRAM			
Psychological Services	\$24,660	\$40,000	
Speech Services	\$3,500	\$21,700	
TOTALS	\$28,160	\$61,700	118.95%
STAFF DEVELOPMENT			
Salaries/Bene-Curr Devel.	\$694	\$2,229	
Course Reimbursement	\$5,000	\$5,000	
Conference/Workshops	\$400	\$400	
In-Service Training	\$400	\$400	
TOTALS	\$6,494	\$8,029	23.64%
MEDIA SERVICES			
Media Generalist Salary	\$25,950	\$15,570	
Library Aide	\$3,528	\$6,416	
Fringe Benefits	\$10,585	\$1,875	
Media Services	\$2,067	\$1,663	
Repair Equipment	\$500	\$500	
Materials	\$4,460	\$4,955	
Equipment Replacement	\$371	\$990	
TOTALS	\$47,461	\$31,969	-32.64%
CONSULTATION TO STAFF			
Special Education Consultation	\$0	\$3,200	
TOTALS	\$0	\$3,200	
SCHOOL BOARD/SAU			
Salaries-District Officials	\$3,760	\$3,670	
Fringe Benefits	\$276	\$414	
Non-Certified Salary Pool	\$0	\$1,800	
Legal/Audit/District Meeting	\$21,770	\$11,390	
Insurance/Advertising	\$1,870	\$1,920	
Dues	\$2,320	\$2,320	
SAU Study Committee	\$0	\$500	
Claremont Lawsuit Coalition	\$350	\$0	
Marborough Endowment Foundation	\$1,000	\$0	
SAU #29	\$131,303	\$112,540	
TOTALS	\$162,649	\$134,554	-17.27%
SCHOOL ADMINISTRATION			
Administrative Stipend	\$1,500	\$1,000	
Principal's Salary	\$47,000	\$48,410	
Secretary's Salary	\$21,391	\$23,501	
Fringe Benefits	\$18,755	\$12,472	
Staff Development	\$950	\$950	
Telephone	\$3,800	\$3,800	
Postage	\$1,100	\$1,100	
Printing	\$0	\$1,000	
Copier Maintenance	\$2,951	\$3,000	
Repairs/Mileage	\$200	\$200	
Supplies/Software	\$1,370	\$1,335	
TOTALS	\$99,017	\$96,768	-2.27%
BUILDING SERVICES			
Salaries	\$40,099	\$41,272	
Fringe Benefits	\$17,220	\$16,369	
Maintenance Services	\$27,336	\$29,235	
Roof Replacement Project	\$0	\$30,000	
Insurance	\$7,676	\$7,676	
Supplies	\$5,704	\$8,284	
Bottled Gas	\$900	\$900	
Electricity	\$18,747	\$18,747	
Heat	\$7,500	\$7,500	
Equipment	\$400	\$0	
ADA Project	\$97,800	\$0	
TOTALS	\$223,382	\$159,983	-28.38%

**MINUTES OF THE ANNUAL SCHOOL DISTRICT MEETING
OF THE MARLBOROUGH SCHOOL DISTRICT
Held on March 2, 1996**

Meeting called to order at 1005 hours, prevailing time, by the moderator, Edward C. Goodrich, Jr. The moderator led the Pledge of Allegiance to our country's flag and introduced staff members and visiting officials. He asked the meeting for approval to allow them to speak. At this time he outlined the rules for the conduct of the meeting.

A presentation was made by Mrs. Patricia Mahoney in relation to ASTIR, A Small Town is Roaring

ARTICLE 1. Voted favorably by acclamation on the motion of Marjorie Shephardson, supported by John F. Fletcher, that the District receive the reports of agents, auditors, committees and officers as printed in the annual report.

ARTICLE 2. Voted favorably on the motion of David R. Durocher, supported by John F. Fletcher, by acclamation, that the District raise and appropriate the sum of One Thousand (\$1,000.00) Dollars to develop a public education endowment foundation for Marlborough School.

ARTICLE 3. Voted favorably by acclamation on the motion of David R. Durocher, supported by John F. Fletcher, that the District raise and appropriate a sum of Ninety-Seven Thousand Eight Hundred (\$97,800.00) Dollars of which a sum of Forty-Eight Thousand Nine Hundred (\$48,900.00) Dollars will be the District's portion of a matching commitment for Community Development Block Grant (CDBG) funds for major renovations and construction at Marlborough School, in the event that the Cheshire County ADA Project grant application is awarded by the New Hampshire Office of State Planning, and to see if the District will fund the District's share of said construction and renovation by transfer of funds from the Capital Reserve Fund as established on March 9, 1989.

ARTICLE 4. Voted favorably by acclamation on the motion of David R. Durocher, supported by John F. Fletcher, that the District authorize the formation of an SAU Study Committee with responsibilities as outlined in HB 1610.

ARTICLE 5. A motion was introduced by Marjorie Shephardson, supported by John F. Fletcher, that the District discontinue the expendable general trust fund known as the Heating System Fund (as of June 30, 1996) established by the voters of the District at the March 5, 1994 District Meeting. Said funds, with accumulated interest to June 30, 1996, to be transferred to the general fund.

An amendment to the original motion was introduced by Bruce A. Lyman, supported by Doreen A. Thibodeau, to change the wording of the original motion from "to the general fund" to "to the Capital Reserve Fund".

An amendment to the amendment was introduced by Bruce A. Lyman, supported by Doreen A. Thibodeau, to add the words "established at the annual meeting of March 9, 1989".

Both amendments and the original motion, amended, were voted favorably by acclamation.

ARTICLE 6. Voted favorably by acclamation on the motion of Marjorie Shephardson, supported by John F. Fletcher, that the District appropriate and authorize the school board to transfer up to Ten Thousand One Hundred Thirty-Three (\$10,133.00) Dollars of its unencumbered funds, if any, remaining on hand at the end of fiscal year, June 30, 1996, to the Capital Reserve Fund established by the voters on March 9, 1989, for the purposes of construction and/or renovation of buildings and/or related costs to said construction and/or renovations.

ARTICLE 7. Voted favorably by acclamation on the motion of John F. Fletcher, supported by Marjorie Shephardson, that the District raise and appropriate the sum of Three Hundred Fifty (\$350.00) Dollars to support the efforts of the Claremont Lawsuit Coalition, Inc.

ARTICLE 8. A motion was introduced by John F. Fletcher, supported by Lawrence W. Robinson, that the District raise and appropriate the sum of \$2,537,621.00 for the support of schools, for the salaries of school district officials and agents, and for the statutory obligations of the District.

The moderator stated that it had become a custom to vote on the budget by secret ballot and that we would continue this custom.

The result of the balloting was as follows:

Total number of votes cast	110
Voting in favor	87
Voting opposed	23

The moderator declared that the article had been approved.

ARTICLE 9. A motion was introduced by David R. Durocher, supported by John F. Fletcher, that we discuss the provisions of R.S.A. 40:13 to allow official ballot voting on all issues before the Marlborough School District. Speakers were Irene Keating, Elliott Pawski, Peter Von Sneldern, Marjorie Shephardson and John F. Fletcher.

ARTICLE 10. Remarks were made by Rep. Daniel Burnham.

A resolution was presented by John Fletcher thanking Oliver F. Derby for his services as District Clerk and Treasurer.

RESOLUTION
dated March 2, 1996

WHEREAS, Oliver Derby has served as Treasurer and Clerk of the Marlborough School District for 44 years; as Trustee of the Trust Funds of the Marlborough School District for 31 years; and as School District Moderator of the Marlborough School District for one year; and,

WHEREAS, Oliver Derby has always conducted his duties diligently, promptly, with the utmost accuracy and meticulous care, and in a manner truly reflecting his genuine interest in his positions; and,

WHEREAS, Oliver Derby is a tireless, experienced, knowledgeable and dedicated worker, demanding of himself and others, he exhibits the highest degree of integrity; and,

WHEREAS, Oliver Derby has given of his time and expertise in a manner truly reflecting his interest in the Town of Marlborough, its children and the future; and,

WHEREAS, the people of the Marlborough School District are most grateful to him for his long and devoted service; and,

WHEREAS, in the presence of their many friends, Oliver Derby and his good wife, Patricia, retire with congratulations and receive the Marlborough School District's sincere wishes for many long and happy years; and,

WHEREAS, Oliver Derby will be sorely missed; now, therefore, be it

RESOLVED, that the voters of the School District of Marlborough recognize with gratitude Oliver Derby's contribution to the children, the school and the community by unanimously adopting this resolution as a lasting tribute to Oliver Derby, to be entered into the permanent records of the district.

ARTICLE 10. (continued) No further business appearing, it was voted favorably on the motion of Lawrence W. Robinson, supported by John F. Fletcher, that the meeting be adjourned. The meeting was adjourned at 1303 hours on March 2, 1996.

Adios

Au Revoir

Auf Wederschen

Attest:

Oliver F. Derby, Clerk
Marlborough School District

A true copy attest:

Oliver F. Derby

Intentionally left blank

**MINUTES OF ANNUAL SCHOOL DISTRICT MEETING
OF THE MARLBOROUGH SCHOOL DISTRICT
FOR THE ELECTION OF OFFICERS**

March 12, 1996

The meeting was called to order at 1:300 hours, prevailing time, on March 12, 1996 by Moderator Edward C. Goodrich, Jr. The meeting was declared open under Article 1 and Article 2 of the School District Warrant for voting from 1300 hours to 2100 hours.

The following transmittal was received from the Town Clerk giving the results of the balloting.

Article 1.

At a legal meeting of the voters of the Town of Marlborough, Cheshire County, New Hampshire, held on Tuesday, March 12, 1996, the following votes of those present and qualified to vote for Marlborough School District officials were by them in open meeting given to the Moderator, and said Moderator, in said meeting, in the presence of the Clerk and other election officials, and assisted by them, sorted and counted said votes and after the counting was completed made a public declaration of the whole number of votes cast, with the name of every person voted for and the number of votes for each person as follows:

TOTAL NUMBER OF NAMES ON REGULAR CHECKLIST	1163
TOTAL NUMBER OF MARLBOROUGH SCHOOL DISTRICT BALLOTS CAST	394
REGULAR	17
ABSENTEE	

MODERATOR

Edward C. Goodrich, Jr.	381	votes
Elmer Grover	6	
Edward Wilson, Jr.	1	vote

DISTRICT CLERK

Irene M. Keating	16	votes
Susan Hutchins	14	votes
Scattering	35	votes

DISTRICT TREASURER

Jolene S. Miner	57	votes
Patricia R. Derby	10	votes
Scattering	26	votes

MEMBER OF SCHOOL BOARD

Elliott B. Pawski	71	votes
Richard C. Seaver	307	votes
Scattering	14	votes

Article 2. (by Petition) Shall we adopt the provisions of R.S.A. 40:13 to allow official ballot voting on all issues before the Marlborough School District.

Total number of votes cast	394
Necessary to pass 60%	236
Votes in favor	214
Votes opposed	180

The moderator declared the article defeated.

A true record, attest: A true copy of record, attest:

Patricia R. Derby	Oliver F. Derby
Town Clerk	School District Clerk

No further business appearing, the meeting was adjourned at 2311 hours on the motion of Lawrence W. Robinson, supported by Charlotte M. Crowell.

A true copy attest: Attest:

Oliver F. Derby	Oliver F. Derby
District Clerk	District Clerk

PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX: 224-1380

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of the School Board
Marlborough School District
Marlborough, New Hampshire

We have audited the accompanying general-purpose financial statements of the Marlborough School District as of and for the year ended June 30, 1996. These general-purpose financial statements are the responsibility of the School District's management. Our responsibility is to express an opinion on these general-purpose financial statements based on our audit.

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

The general-purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with generally accepted accounting principles. As is the case with most municipal entities in the State of New Hampshire, the Marlborough School District has not maintained historical cost records of its fixed assets. The amount that should be recorded in the general fixed assets account group is not known.

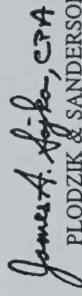
In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general-purpose financial statements referred to above present fairly, in all material respects, the financial position of the Marlborough School District, as of June 30, 1996, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general-purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general-purpose financial statements of the Marlborough School District. Such information has been subjected to the auditing procedures applied in the audit of the general-purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general-purpose financial statements taken as a whole.

Marlborough School District
Independent Auditor's Report on Financial Presentation

In accordance with *Government Auditing Standards*, we have also issued a report dated November 4, 1996 on our consideration of the Marlborough School District's internal control structure and a report dated November 4, 1996 on its compliance with laws and regulations.

November 4, 1996


PLODZIK & SANDERSON
Professional Association

