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Annual Report

of the



City of Nashua, New Hampshire

142nd Municipal Government Report

1995

142nd Municipal Government Report

Fiscal Year

July 1, 1994 - June 30, 1995

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IN FOND MEMORY OF

ANNA J. SWEKLO

City Hall lost a good friend, dedicated employee and confidant with the passing of Anna Sweklo in September 1995. Anna retired in February 1995 as the City Hall Matron after 20 years of service to the city. Notwithstanding her octogenarian status when she retired, Anna rarely missed a day from her part time cleaning duties at City Hall. She was a constant source of cheer, matronly wisdom and inspiration to all City Hall employees.

The many years of service Anna Sweklo gave to the City are much appreciated. It is with fondness and in her memory that this Annual Report is dedicated to her.

*"SATISFIED CUSTOMERS ARE THE MOST IMPORTANT ASSET
OF ANY BUSINESS. OUR MISSION IS TO UNDERSTAND THEIR NEEDS,
VALUES, FEARS AND GOALS."*

This 142nd Municipal Government Report for the City of Nashua has been compiled through the efforts of local public officials, to serve as a permanent record of the past year. We hope that you will find it interesting and informative.

Your questions and comments regarding any of the information contained in this report are welcome. Feel free to call us at 594-3388.

*Eleanor A. Benson
City Clerk*

*Patricia E. Lucier
Deputy City Clerk*

SEAL OF NASHUA

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

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

INTERPRETATION



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

The articles in the foreground symbolize the chief occupations and leading industries of Nashua.

City of Nashua

STATISTICS OF NASHUA

- October 26, 1673: The General Assembly of Massachusetts granted a Charter to the township of Dunstable
- April 4, 1746: The Province of New Hampshire granted a Charter to the township of Dunstable (in New Hampshire)
- December 15, 1836: Name of Dunstable changed to Nashua
- January 23, 1842: Nashua divided:
Nashville: North Side of River
Nashua: South Side of River
- 1843: Town Hall completed
- June 28, 1853: Nashville united with Nashua and received City Charter

Area of City	32 square miles
4 Lane State Highway	9 ½ miles
Length of Streets and Roads	235 miles
2 Lane State Highway	25 miles
For a Total of	1,160 miles

GENERAL INFORMATION

- 1885 April 14: Nashua Horse Railway started.
- 1886 Fall: Electric Lights installed in stores only.
- 1887 First Electric Street Railway Service Electrified.
- 1895 August 13: Street Railway Service Electrified.
- 1910 City Farm sold, became Nashua Country Club.
- 1913 Sept. 3: Nashua White Way Installed.
- 1917 Spring Street School destroyed by fire.
- 1919 Dedication of new High School on Spring Street.
- 1920 Playground opened on South Common.
- 1922 Daniel Webster Highway opened.
- 1924 Main Street widened from West Pearl to Hollis Street.

Municipal Government Report

1924		Nashua Main Street Bridge destroyed by fire.
1925		New Main Street Bridge built.
1928		Nashua celebrated 75th Anniversary as a City.
1930	May 4:	Crown Hill fire.
1932		Nashua Street Railway Service discontinued.
1934	July 19:	Police Radio installed.
1936	March 19:	Flood.
1937		Holman Stadium dedicated.
1937	Nov. 19:	Teletype System installed.
1938	Sept. 20:	Hurricane and Flood.
1944	April 11:	Main Street widened from Main Street Bridge to the Southerly line of Montcalm Building.
1945		Airport dedicated at Boire Field.
1946		Parking meters installed.
1946		Federal Public Housing for Veterans of World War II (80 units).
1947		Merrimack River flood control project completed.
1949		Dike-Pump House.
1949		South of Lake Street Pump House.
1950		Main Street widened on Westerly side, from West Hollis Street to Mulberry Street.
1953		Nashua Centennial Celebration.
1954	August 31:	Hurricane "Carol".
1954	Sept. 11:	Hurricane "Edna".
1954	Nov. 12:	"Red Wing Express" (Montreal to Boston), wrecked at Bridge Street Crossing, near Union Street - one killed, twenty-one injured.
1956	March 16/19:	"Twin Blizzards".
1956	April 8:	"Blizzard" (one death).
1956	April 10:	Fire Alarm Whistle silenced.
1957	February 4:	N.H. National Guard Armory destroyed by fire.
1958	January 7:	Twenty-one inch blizzard (one death).

City of Nashua

1958	January 16:	Sixteen inch blizzard.
1958	January:	Widening of Main Street bottleneck started (West Side).
1959		Widening of Main street Bridge Southerly, completed.
1959	March 8:	Dedication of New National Guard Armory.
1960	Sept. 1:	Chandler Library opened; October 10, formally dedicated.
1961	January 30:	Twenty-five inch blizzard (one death).
1962		Vagge Village, 50 unit Housing for Elderly.
1963		Federal Aviation Agency (Boston Center) opened.
1963		New Post Office completed.
1964	Nov. 16:	New lights installed in business district.
1965		Memorial Monument to President Kennedy installed in front of City Hall.
1965	October 26:	Lyons Field dedicated (Marshall Street).
1965	November 9:	Gardner Field dedicated (Bowers Street).
1966		Federally Subsidized Housing, Ledge Street, 30 units.
1966	February 1:	Ward boundaries changed.
1967	June 17:	St. Joseph Hospital dedicated.
1967	June 30:	B&M ends passenger train service to Nashua.
1968	March 13:	Gift of \$800,000 by Eliot Carter for new library.
1968	June 9:	Unveiling and dedication of Nashua Firemen's Relief Association Monument on Stark Square.
1969		Veteran's Memorial Field dedicated.
1969	Nov. 25:	Second gift of \$300,000 by Eliot Carter for new Library.
1970		Old Post Office demolished.
1970	Sept. 15:	Veterans Memorial Bridge dedicated (cost \$1.6 million).
1970	Sept. 15:	Taylor Falls Bridge closed.
1971	June 28:	Hunt Memorial Building listed in National Register of Historic Places
1971	Sept. 26:	Nashua Public Library dedicated.
1971		New Communications Center, Nashua Police Department (cost \$87,000).

Municipal Government Report

- 1971 November 2: Voting machine used for first time in Municipal Election.
- 1972 Ward boundaries changed.
- 1972 May 21: Florence Speare Memorial Building dedicated.
- 1972 August 8: One-way traffic plan adopted.
- 1973 July 19: Sagamore Point Bridge opened.
- 1973 July 20: Hunt Building rededicated Hunt Memorial Building.
- 1973 Sept. 19: Roussel Memorial Field dedicated.
- 1974 December: New bridge opened to traffic (replacer for Taylor Falls Bridge).
- 1975 Nashua N.H. Foundation permanently displays historic Mill Bell.
- 1975 July 4: Cornerstone laying New High School.
- 1976 July 13: Dedication of Bicentennial Monument to Revolutionary War Soldiers in Bicentennial Park.
- 1977 City receives one million dollar grant from EDA to build new Police Station, Public Works Garage, Court House and Parking Garage.
- 1977 Sept. 7: Dedication of Richard Belanger Gymnasium (Nashua High School Gym).
- 1977 October 2: Dedication of Library Media Center at Bicentennial Elementary School to Assistant Superintendent Emma Nicol.
- 1977 November: Main Street Amenities (first phase).
- 1978 February 7: Record 27 inch snowfall paralyzes city.
- 1978 February 18: President Carter's visit to Nashua for Town Meeting with area High School students. President Carter presented Key to the City in box specially made in Santa Rosa with inscription carved by laser beam.
- 1978 July: Second phase of Main Street Amenities Program.
- 1978 August: Statue of Major General John G. Foster relocated.
- 1978 October 25: 1903 Time Capsule at Foster Square opened for the first time in 75 years, and a new capsule sealed and placed next to the relocated statue of Major General John Gray Foster.
- 1978 Nov. 24: Municipal Parking Garage opened to the public.
- 1979 March 5: Nashua District Courthouse and Municipal Parking Garage dedicated.
- 1979 May: Mine Falls Park Project recipient of 1979 N.H. Outstanding Civil Engineering Achievement Award: pedestrian bridge selected by the American Society of Civil Engineers for an Award of Merit by the American Institute of Steel Construction.
- 1979 May 18: Police Station and BPW Garage dedicated.

City of Nashua

- 1979 Sept. 30: Amherst Street School Gym dedicated to Tony Marandos.
- 1980 January 28: Passenger rail service between N.H. and Boston begun.
- 1980 April 17: Abbott-Spalding House listed in National Register of Historic Places.
- 1980 North Little League ball field near Amherst Street School named for the late Robert H. Murray, Sr., former major league baseball star.
- 1980 August 20: Demolition of Arlington Street School started; demolition completed September 17, 1980.
- 1980 August: Dedicated Xavier House, 34 unit Housing for the Elderly.
- 1980 October: Nashua Jewish Community marks 20th anniversary of opening of Raymond Street Temple.
- 1981 May 3: Dr. Norman Crisp School dedicated (Arlington Street).
- 1981 May 22: Arel Manor Dedicated, Housing for Elderly with 110 units.
- 1981 June: Temple Street School and James B. Crowley School closed.
- 1981 July 30: Laton House celebrates 100th Anniversary.
- 1981 Indian Head National Bank marks 130th Anniversary.
- 1981 Main Street United Methodist Church celebrates sesquicentennial Anniversary.
- 1981 September: Demolition of Public Works Garage on East Hollis Street begun.
- 1982 Nashua Telegraph celebrates its sesquicentennial.
- 1982 Goodwill Building, corner Main and E. Pearl Streets, renovated; Now known as City Plaza.
- 1982 Paper Box Co. Building, corner E. Hollis and Dearborn Streets; renovated for Matthew Thornton Health Clinic.
- 1983 Dec. 20: A three-year lease was signed bringing the Double AA Baseball League to Nashua, permitting the Holyoke Millers to become the Nashua Angels for the 1983 Eastern League Season.
- 1983 Senior Center, 70 Temple Street, dedicated.
- 1983 Youth benefactor Lawrence C. Elliott's statue dedicated at City Plaza, Main Street.
- 1983 April 7: Rededication of the newly renovated Nashua City Hall.
- 1983 April 7: Dedication of the Freedom Shrine by the Exchange Club of Nashua to the City of Nashua
- 1983 November 4 Temple Street Manor, former Temple Street Elementary School, now 43 units of Housing for the Elderly, dedicated.
- 1984 Nashua Pirates replaced the Nashua Angels in becoming the Double AA Baseball team in the Eastern League.
- 1984 April: Street light conversion begun.

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- 1984 July 15: Hellenic Circle dedicated (junction Walnut, Chestnut, and Central Streets).
- 1984 Sept. 15: City Bus, Nashua's new transit system, began operations.
- 1984 Sept. 25: Alan Soifert Playground at Mine Falls Park dedicated.
- 1985 July 20: Dedication of maintenance and office building at Nashua Municipal Airport to Airport Manager Kenneth Howe.
- 1985 Sept. 25: Hurricane "Gloria".
- 1985 Sept. 26: Dedication of the Roby Park, Spit Brook Road.
- 1985 Nov. 29: Elm Street Garage dedication.
- 1985 December 1: Elm Street Garage officially opened.
- 1985 Dec. 11: Power began flowing from the new Mines Falls Hydro-Electric Plant.
- 1986 July: Nashua, the only city or town in New Hampshire to computerize the Vehicle Registration process.
- 1986 July: The Pheasant Lane Mall opened (150 stores).
- 1986 July 12: J.F. Kennedy statue returned to its original location in front of City Hall.
- 1986 August 21: Dedication of the Park Recreation Building on 100 Concord Street, Nashua, NH.
- 1986 September: Rededication of Deschenes Oval, Railroad Square.
- 1986 Sept. 28: Dedication of Playing Fields at Mine Falls Park to Marine Sgt. Allen H. Soifert.
- 1986 November: Rededication of Elm Street Junior High School Auditorium.
- 1987 January 18: Nashua Center for the Arts officially transferred to local developer John Stabile.
- 1987 February: New transit fleet for the City Bus Company arrives.
- 1987 March: Conveyance of the former James B. Crowley School to the Nashua Adult Learning Center, Inc.
- 1987 March: Arts & Science Center changes its name to the Nashua Center for the Arts.
- 1987 April: Lights installed at soccer and softball fields at Mine Falls Park.
- 1987 April 1: Residence Tax repealed.
- 1987 April 26: John P. Howe and Sally Howe Bixby gave a Gift of Land on Broad Street to be known as the "Howe Wildlife Sanctuary".
- 1987 May: Ground breaking ceremonies for the new Junior High School on Henri Burque Highway.
- 1987 July 19: Money Magazine designated Nashua and its surrounding communities as the most livable area in the United States. Nashua #1 City.

City of Nashua

1987	Sept. 8:	Sister City relationship established with An Sung, South Korea.
1987	Sept. 17:	200th Anniversary of the United States Constitution.
1987	Sept. 17:	Dedication of Veterans Memorial at Woodlawn Cemetery.
1987	Sept. 17:	Dedication of Constitution Plaza and Constitution Garden at Main and Spring Streets.
1987	Sept. 19:	Planting and dedication of Constitutional Tree at Greeley Park by the Girl and Boy Scouts of Nashua.
1987	October 27:	Ground breaking for Secondary Sewerage Treatment Plant sewerage facility.
1987	October 28:	Dedication and official opening of the play lot at Roby Park.
1987	October 29:	Unveiling of painting by Nashua Artist James Aponovich in City Hall rotunda.
1988	July 7:	Delegates from An Sun County, South Korea, Sister City to Nashua, visited Nashua.
1988	Sept. 18:	Pennichuck Junior High School dedicated (208 Manchester Street).
1988	October 26:	Unveiling of 2nd painting by Nashua artist John Aponovich in the City Hall rotunda.
1988	October 26:	Volunteer Recycling Program started in the City of Nashua.
1988	Dec. 28:	Relocation of the Central Bus Transfer Station to the area between City Hall and Garden Street.
1989	January 15:	Clocktower Place opened.
1989	January:	Demolition of Spring Street Junior High School completed. Work begun on the new Superior Court on Spring Street location.
1989	June:	Renovation of City Hall Annex, 2nd Floor, completed.
1989	July 1:	Korean War Veteran Memorial
1989	July 30:	Rededication of Fields Grove Park
1990	April 22:	20th Anniversary Earth Day Celebration.
1990	June 12:	Board of Aldermen authorized the sale of the Nashua District Court House to the State of New Hampshire.
1990	Nov. 27:	Designated Martin Luther King Jr.'s Birthday as a Municipal Holiday to be observed on the third Monday in January each year.
1990	Dec. 1:	The Nashua City Bus Contract was awarded to the Greater Nashua Transportation Services, Inc.
1991	January 15:	Wetlands Legislation approved by Nashua Voters in Special Referendum Election.
1991	June 12:	Mt. Auburn Associates prepared a strategic plan for the future for the City of Nashua and the Greater Nashua Chamber of Commerce.

Municipal Government Report

- 1991 November: City Vehicle Registration Office began issuing license plate decals for State of New Hampshire.
- 1992 January 31: City Clerk's Office relocated to Elm Street side of City Hall.
- 1992 February 18: New Ward Boundaries were established.
- 1992 May 13: Amherst Street School celebrated its 100th Anniversary.
- 1992 November: City of Nashua Received "1st Place" award for excellence in Annual Reports by the New Hampshire Municipal Association.
- 1993 January 12: Created Hunt Memorial Building Restoration Fund.
- 1993 January: Regional Roundtable established.
- 1993 SARA Title III Regional Meeting and Conference with EPA.
- 1993 November 2: Budget Control Charter Amendment and Approval of Salaries and Collective Bargaining Agreements of the Nashua School District approved by Nashua voters by Referendum Question.
- 1994 April 26: Dedication of Libby Field (lower field at Lincoln Park) in recognition of Linda Libby.
- 1994 May 10: Dedication of Matt Dube Field (Baseball Field at St.Andrew's Playground) in recognition of his courage, hope and inspiration.
- 1994 June 1: Nashua Memorial Hospital changed its name to Southern New Hampshire Regional Medical Center.
- 1994 Aug. 15: 100th Anniversary Celebration - Amherst Street Fire Station.
- 1995 March. American Stage Festival leased Center for The Arts Building at 14 Court Street.

City of Nashua

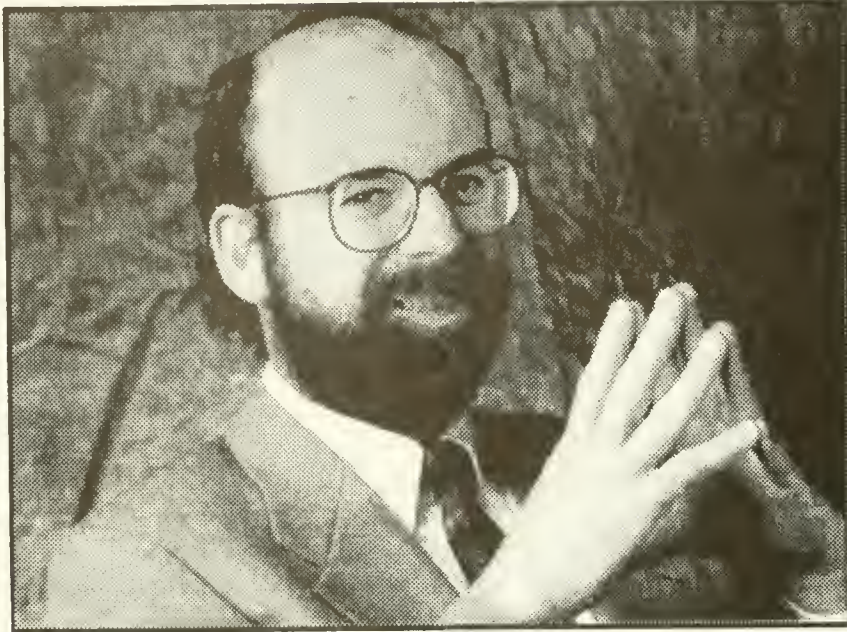
— CITY CLERK'S DEPARTMENT — VITAL STATISTICS

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

Municipal Government Report

VITAL STATISTICS (CONT)

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1958	511	652	1447	
1959	494	649	1384	
1960	486	560	1437	39,096
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	
1964	554	670	1689	
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	55,820
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	67,817
1981	665	942	2167	
1982	665	1044	2227	
1983	753	923	2197	
1984	676	974	2308	
1985	720	1010	2595	
1986	665	916	2676	
1987	765	921	2874	
1988	690	900	3017	
1989	682	899	3059	
1990	704	827	2993	79,662
1991	684	732	2758	
1992	727	711	2638	
1993	735	702	2650	
1994	730	747	2608	



MAYORS OF NASHUA

1. Joseph Baldwin	1853-1854	27. Thomas Sands	1894
2. Freeman S. Rogers	1855-1856	28. Joseph W. Howard	1895-1896
3. Thomas W. Gillis	1857	29. Jason E. Tolles	1897-1900
4. Albin Beard	1858-1859	30. Milton A. Taylor	1901-1902
5. Aaron W. Sawyer	1860	31. Jeremiah J. Doyle	1903-1904
6. George Bowers	1861	32. Andros B. Jones	1905-1906
7. Hiram T. Morrill	1862-1863	33. Albert Shedd	1907-1910
8. Edward Spalding	1864	34. William H. Barry	1911-1914
9. Virgil C. Gilman	1865	35. James B. Crowley	1915-1919
10. Gilman Scripture	1866-1867	36. Henri A. Burque	1920-1923
11. George Bowers	1868	37. Eaton D. Sargent	1924-1927
12. Jotham D. Otterson	1869-1870	38. William F. Sullivan	1928-1933
13. Dana Sargent	1871	39. Alvin A. Lucier	1934-1937
14. Seth D. Chandler	1872	40. Frank A. McMaster	1938-1939
15. Frank A. McKean	1873-1874	41. Eugene A. Lemay	1939-1945
16. George H. Whitney	1875	42. Oswald S. Maynard	1946-1949
17. Charles Williams	1876-1877	43. Hugh Gregg	1950
18. William H. Cook	1878	44. Claude E. Nichols	1951
19. Charles Holman	1879-1880	45. Lester H. Burnham	1952-1957
20. Benjamin Fletcher, Jr	1881-1882	46. Mario J. Vagge	1958-1965
21. Alfred M. Norton	1883-1884	47. Dennis J. Sullivan	1966-1977
22. John A. Spalding	1885	48. Donald C. Davidson	1977
23. James H. Tolles	1886-1888	49. Maurice L. Arel	1977-1984
24. Charles H. Burke	1889-1890	50. Thomas J. Leonard	1984
25. William H. Beasom	1891-1892	51. James W. Donchess	1984-1991
26. Williams Hall	1893	52. Rob Wagner	1992-1995



**JOYCE L. AREL
PRESIDENT, BOARD OF ALDERMEN**

PRESIDENTS, BOARD OF COMMON COUNCIL

1903-1904	Warren H. Prichard	1909-1910	Harry A. Gregg
1905-1906	Moses L. Truel	1911-1912	John F. Shea
1907-1908	James H. Connor	1913-1914	Frederick A. Collins

PRESIDENTS, BOARD OF ALDERMEN

1915-1919	George H. Alley	1948-1949	Henry J. Ouellette
1920-1921	Fred E. Taggart	1950-1953	Conrad H. Bellavance
1922-1925	Edwin Morey	1954-1955	Michael J. Dell Isola
1926-1927	Wilbert Blanchard	1956-1957	Francis LaFlamme
1928-1929	Henry A. Lagasse	1958-1959	Wilfred Pelletier
1930-1931	Walter E. Grant	1960-1961	Thomas J. Leonard Jr.
1932-1933	Charles H. Parker	1962-1963	Henry J. Fortin
1934-1935	Walter E. Grant	1964-1967	Francis LaFlamme
1936-1937	Joseph A. Therriault	1968-1971	Maurice L. Arel
1938-1939	Eugene H. Lemay (Elected Mayor 2/14/39)	1972-1975	Donald L. Ethier
1939	Joseph E. Houde (Elected on 2/14/39)	1976-1977	Alice L. Dube
1940-1941	Edward R. Benoit	1978-1979	Donald L. Ethier
1942-1943	Walter B. Mason	1980-1981	Donald C. Davidson
1944-1945	Edward R. Benoit	1982-1985	Thomas B. Kelley
1946-1947	Lester H. Burnham	1986-1987	Carl Andrade
		1988-1991	Thomas B. Kelley
		1992-1993	Philip J. Grandmaison
		1994-1995	Joyce L. Arel

**A MESSAGE FROM THE PRESIDENT OF
THE BOARD OF ALDERMEN**

**"There is a wonderful law of nature
that the three things we crave most in life -
happiness, freedom, and peace of mind -
are always attained by giving them to someone else"**

Author unknown

During 1995, many of the initiatives begun in 1994 came to fruition. Definition of the parameters of the two referendum questions voted into law in November 1993 and the implementation of the Charter changes were achieved. The long-range plans mapped during the previous year through both the City government priority setting sessions and the MAI report met with various degrees of success. As president of the Board, I continued the pre-budget division meetings to review the immediate and long range needs of the various City divisions.

The Planning and Economic Development Committee worked with non-governmental community leaders and citizens to address impact fees, the Southwesterly Quadrant, and the Master Plan. As we approach the conclusion of the legislative term, we are addressing resolutions in these areas.

The American Stage Festival now occupies Fourteen Court Street and presents theater offerings in this downtown location. Downtown has also benefitted from the enthusiastic support of the CDBG supported downtown coordinator, along with a media focused series on revitalization. The Center for Economic Development has made great strides in encouraging business and industry.

Alderman Kathy Hersh has been responsible for gathering supportive funding for the purchase of the railroad corridor along West Hollis Street. This corridor is being developed into a source of recreation and mobility which connects Mine Falls Park to Downtown.

Among other initiatives during this legislative session were the establishment of a Traffic Oversight Committee, selection of Plodzick and Sanderson Co., Inc. as city auditors, and legislation requiring aldermanic approval of Overlay allocations. We continue to foster citizen participation and have established, through the cooperative efforts of the Board of Aldermen and State legislative delegation, a plan for periodic joint meetings to address needs and legislation.

The dean of the Board of Aldermen, Thomas B. Kelley, will be leaving the Board at the end of this term. Alderman Kelley has served this City and its citizens for twenty-two years, and we are grateful for his dedication. This year, Tom, as chair of the Joint Special School Building Committee has overseen the completion of renovations on and the rededication of New Searles School, and the ground breaking for the expansion and renovation of Fairgrounds Junior High School

It takes total community effort to address the needs of the City most effectively. I wish to thank the employees and leadership of the various City Divisions for their cooperation during this legislative session. Special appreciation is due our legislative assistant Bertha Landry, for her outstanding effort. City Clerk Eleanor Benson and Deputy City Clerk Patricia Lucier have been a great support to the Board. I wish to thank each member of the Board of Aldermen for their dedication and industry in addressing their responsibilities as elected representatives of the citizens of this fine City.

Sincerely,

Joyce L. Arel, President
Nashua Board of Aldermen



**BOARD OF ALDERMEN
1994-1995**

First row, left to right:

Alderman-at-Large Fred S. Teeboom; Alderman-at-Large Thomas B. Kelley; Alderman-at-Large Joyce L. Arel, President; Mayor Rob Wagner; Alderman-at-Large Katherine E. Hersh; Alderman-at-Large Claire M. McGrath, Vice President; Alderman-at-Large Victor C. DuVarney Jr;

Second row, left to right:

Ward Five Alderman David Rootovich; Ward Eight Alderman Maureen Lane Lemieux; Ward Two Alderman Tracy S. Hatch; Ward Five Alderman Brian S. McCarthy;

Third row, left to right;

Ward Three Alderman Arthur Ferlan; Ward Seven Alderman Thomas W. Grant; Ward Four Alderman Eric R. Wilson; Ward One Alderman James R. Tollner; Ward Six Alderman David G. Fredette; Chief Finance Officer Paul Martel;

Fourth row, left to right:

Deputy Corporation Counsel Judy Constantian; Legislative Assistant Bertha A. Landry; Deputy City Clerk Patricia E. Lucier; City Clerk Eleanor Benson.

City of Nashua

————— MUNICIPAL GOVERNMENT —————

1994-1995

MAYOR

Honorable Rob Wagner

Elected at the December Mayoral Run-Off Election
for a Four Year Term Expiring December 31, 1995

PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Joyce L. Arel

Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 1995

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Claire M. McGrath

Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 1995

ALDERMAN-AT-LARGE

Three members elected at the Municipal Election

Katherine E. Hersh

Thomas B. Kelley

Victor C. DuVarney, Jr.

28 Bicentennial Drive

21 Todd Road

13 Ritter Street

Term Expires December 31, 1995

Joyce L. Arel

Claire M. McGrath

Fred S. Teeboom

10 Virginia Drive

19 Lojko Drive

24 Cheyenne Drive

Term Expires December 31, 1997

WARD ALDERMEN

Ward 1

James R. Tollner

1 Sequoia Circle

Ward 2

Tracy S. Hatch

7 Ferncroft Drive

Ward 3

Arthur Ferlan

6 Glendale Drive

Ward 4

Eric R. Wilson

1 Burs Street

Ward 5

Brian S. McCarthy

65 Musket Drive

Ward 6

David G. Fredette

17 Hassell Brook Road

Ward 7

Thomas W. Grant

7 Lincoln Avenue

Ward 8

Maureen Lane Lemieux

87 Spindlewick Drive

Ward 9

David Rootovich

5 Shelton Street

CLERK OF THE BOARD:

Eleanor A. Benson

23 Countryside Drive

594-3305

LEGISLATIVE ASSISTANT:

Bertha Ann Landry

101 Tolles Street

594-3381

Municipal Government Report

CITY OF NASHUA

BOARD OF ALDERMEN STANDING COMMITTEES

FINANCE COMMITTEE ON CLAIMS

ALSO

PURCHASING AGENCY FOR DEPARTMENTAL PURCHASES

His Honor, Mayor Rob Wagner, Chairman
Alderman-at-Large Thomas B. Kelley, Vice Chairman
Alderman-at-Large Victor C. DuVarney, Jr.
Alderman-at-Large Claire McGrath
Ward One Alderman James R. Tollner
Ward Five Alderman Brian S. McCarthy
Ward Eight Alderman Maureen Lane Lemieux

PLANNING & ECONOMIC DEVELOPMENT

Alderman-at-Large Katherine E. Hersh, Chairman
Alderman-at-Large Claire McGrath, Vice Chairman
Alderman-at-Large Fred S. Teeboom
Ward One Alderman James R. Tollner
Ward Five Alderman Brian S. McCarthy

TRAFFIC COMMITTEE

Alderman-at-Large Claire McGrath, Chairman
Ward Four Alderman Eric R. Wilson, Vice Chairman
Alderman-at-Large Katherine E. Hersh
Ward One Alderman James R. Tollner
Ward Seven Alderman Thomas W. Grant

LANDS AND BUILDINGS

Alderman-at-Large Thomas B. Kelley, Chairman
Ward Two Alderman Tracy S. Hatch, Vice Chairman
Alderman-at-Large Victor C. DuVarney, Jr.
Ward Three Alderman Arthur Ferlan
Ward Four Alderman Eric R. Wilson

BUDGET COMMITTEE

Ward Six Alderman David G. Fredette, Chairman
Alderman-at-Large Katherine E. Hersh, Vice Chairman
Alderman-at-Large Fred S. Teeboom
Ward Two Alderman Tracy S. Hatch
Ward Four Alderman Eric R. Wilson
Ward Seven Alderman Thomas W. Grant
Ward Nine Alderman David Rootovich

**PERSONNEL CLASSIFICATION, EMPLOYMENT,
APPOINTMENTS AND POLICIES**

Alderman-at-Large Victor C. DuVarney, Jr., Chairman
Ward Nine Alderman David Rootovich, Vice Chairman
Ward Three Alderman Arthur Ferlan
Ward Six Alderman David G. Fredette
Ward Five Alderman Brian S. McCarthy

ELECTIONS AND RETURNS

Ward Two Alderman Tracy S. Hatch, Chairman
Ward Eight Alderman Maureen Lane Lemieux, Vice Chairman
Alderman-at-Large Fred S. Teeboom
Ward Six Alderman David G. Fredette
Ward Nine Alderman David Rootovich

RULES AND LICENSES

Ward One Alderman James R. Tollner, Chairman
Ward Five Alderman Brian S. McCarthy, Vice Chairman
Alderman-at-Large Katherine E. Hersh
Ward Six Alderman David G. Fredette
Ward Nine Alderman David Rootovich

STREET ACCEPTANCE AND STREET LIGHTS

Alderman-at-Large Victor C. DuVarney, Chairman
Ward Three Alderman Arthur Ferlan, Vice Chairman
Ward Six Alderman David G. Fredette
Ward Eight Alderman Maureen Lane Lemieux
Ward Four Alderman Eric R. Wilson

PRINTING AND STATIONERY

Alderman-at-Large Fred S. Teeboom, Chairman
Ward Seven Alderman Thomas W. Grant, Vice Chairman
Ward Three Alderman Arthur Ferlan
Ward Eight Alderman Maureen Lane Lemieux
Ward Four Alderman Eric R. Wilson

JOINT SPECIAL SCHOOL BUILDING COMMITTEE

MEMBERS OF THE BOARD OF ALDERMEN

Alderman-at-Large Joyce L. Arel
Alderman-at-Large Thomas B. Kelley
Alderman-at-Large Claire McGrath
Alderman-at-Large Fred S. Teeboom
Ward Three Alderman Arthur Ferlan
Ward Seven Alderman Thomas W. Grant
Ward Eight Alderman Maureen Lane Lemieux
Ward Five Alderman Brian S. McCarthy
Ward Nine Alderman David Rootovich

MEMBERS OF THE BOARD OF EDUCATION

Steven A. Bolton
Ann Cohen
George E. Farrington
Dorothy Oden
Athena "Tina" Munroe
Sue A. Newman
Jane Schmidt
Joan Sweeney
Lindsey Wormley

SPECIAL LIAISON COMMITTEES

Board of Health

Ward Seven Alderman Thomas W. Grant
Alderman-at-Large Claire McGrath (Alt.)

BPW Pension

Ward Six Alderman David G. Fredette
Ward Seven Alderman Thomas W. Grant (Alt.)

Capital Improvements

Ward Five Alderman Brian S. McCarthy
Ward Eight Alderman Maureen Lemieux (Alt.)

Library

Alderman-at-Large Joyce L. Arel

Ira Harris Fund

Alderman-at-Large Joyce L. Arel

Hunt Legacy

Alderman-at-Large Joyce L. Arel

Nashua Housing Authority

Ward Four Alderman Eric R. Wilson
Ward Three Alderman Arthur Ferlan (Alt.)

Planning Board

Ward Six Alderman David G. Fredette

Cable TV Advisory Board

Ward Three Alderman Arthur Ferlan
Alderman-at-Large Fred S. Teeboom (Alt.)

Municipal Channel Advisory Committee

Alderman-at-Large Joyce L. Arel

CITY OF NASHUA

— ADMINISTRATIVE DIVISION —

Chief administrative office of the City

Mayor Rob Wagner

The Mayor's staff shall consist of those individuals as he shall determine necessary to perform the following functions

Assistants to the Mayor

Assistant to Mayor
Executive Assistant
Mayoral Assistant
Secretary/Receptionist

Peter Finney
Christine Nolan Konys
Georgie Lyons
Beatrice Dean
Rita Diggins

Legal Department

City Corporation Counsel
Deputy Corporation Counsel
Assistant Corporation Counsel
Legal Secretary
Legal Secretary

Mark J. Bennett
Judith T. Constantian
Sonja Boyan
Susan Lovering
April Larsen

Legislative Assistant to the Aldermen

Legislative Assistant

Bertha A. Landry

— ADMINISTRATIVE SERVICES DIVISION —

Director

Russell R. Marcoux

Assessor's Department

Assessing Manager

Lucien G. Rousseau, Jr.

City Clerk's (Records and Statistics Department)

City Clerk
Deputy City Clerk

Eleanor A. Benson
Patricia E. Lucier

Financial Services (Revenue and Expenditures Department)

Treasurer and Chief Financial Officer
Financial Coordinator

Paul A. Martel
Dawn Enwright

Human Resources/Insurance Benefits

Manager
Manager Insurance Benefits

Marilyn Baron
Susan Jeffery

Municipal Government Report

Management Information Services Department

Manager

Louis Simmons

Purchasing Department

Manager

William A. Thompson

Voter Registration Department

Deputy Registrar

Ralene Rousseau

—— COMMUNITY DEVELOPMENT DIVISION ——

Division Director

David S. Boesch, Jr.

Planning Department

Director/Manager

Roger L. Houston

Code Department

Code Official

William Walsh

Urban Programs Department

Manager

Paul E. Newman

—— PUBLIC WORKS DIVISION ——

Division Director

Lorraine Sander

Business Manager

Robin Belanger

Engineering

City Engineer

James F. Hogan

Deputy City Engineer

Jon Lebrun

Deputy City Engineer

Joseph Morrill

Assistant City Engineer

Arthur Kidd

Superintendent of Solid Waste

David Allen

City Recycling Coordinator

Sally Hyland

Streets Superintendent

Assistant Superintendent

Jim Hall

Dennis Aussant

Traffic Engineer

Arthur Dietrich

Landfill

Supervisor
Refuse Foreman

Ron Jenkins
Roland Anger

Parks & Recreation Department

Superintendent
Recreation Supervisor

Frank Dorsey
June Caron

Treatment Plant

Superintendent

Rick Seymour

———— COMMUNITY SERVICES DIVISION ————

Division Director

Dolores A. Bellavance

Child Care Services Coordinator

Christine Lister

Environmental Health Department

Health Officer

Michael V. Tremblay

Community Health Department

Chief Public Health Nurse

Joan Schulze

Welfare Department

Welfare Officer

Robert W. Tamposi

———— SAFETY AND ENFORCEMENT ————

Fire Department

Chief
Assistant Fire Chief
Deputy Chief
Deputy Chief
Deputy Chief
Deputy Chief
Fire Marshal

Richard Navaroli
Michael Buxton
John Chesnulevich
Robert Burnham
Eugene S. Farnum
John Allison
Kenneth J. Renoux

Police Department

Chief
Deputy Chief of Police

Clifton D. Largy
Donald J. Gross

Municipal Government Report

— PUBLIC LIBRARY —

Director
Assistant Director

Clarke Davis
Robert Frost

— CEMETERIES —

Superintendent, Edgewood & Suburban Cemeteries
Superintendent, Woodlawn Cemetery

Jeffrey Snow
Howard Frizzell

— SCHOOL DEPARTMENT —

Superintendent
Assistant Superintendent-Instructional
Assistant Superintendent-Administrative
Business Administrator

Joseph R. Giuliano
Elaine Holt
John Cepaitis
Mark Conrad

CITY OF NASHUA BOARDS AND COMMISSIONS

— AIRPORT AUTHORITY —

*Appointed by the Mayor, subject to confirmation by
the Board of Aldermen, for five year terms ending August 31*

1996	Barbara L. Cote	11	Miami Street
1997	Elizabeth A. Cepaitis	16	Shakespeare Road
1998	Roland Noyes	16	Coburn Avenue
1999	Donald K. Mathieson	17	Briarwood Drive
2000	Donnalee M. Lozeau	125	Shore Drive

— BOARD OF ASSESSORS —

*Appointed by the Mayor subject to confirmation by
the Board of Aldermen for Indefinite Terms*

Stephen J. Densberger	22	Nova Road
Marylou Blaisdell	32	Webster Street
Richard G. Ethier	5	Kingston Drive

City of Nashua

— BOARD OF EDUCATION —

*Four members elected at the Municipal Election of 1977 to
maintain the nine member board as passed by
referendum at the Municipal Election of 1971.
Four year terms ending December 31*

1995	Steven A. Bolton	4	Kyle Avenue
1995	Ann Cohen	46	Pinehurst Avenue
1995	Sue A. Newman	25	Charlotte Avenue
1995	Dorothy Oden	16	Cathedral Circle
1995	Lindsey Wormley	8	Margaret Circle
1997	George Farrington	24	Lutheran Drive
1997	Athena "Tina" Munroe	15	Shelton Street
1997	Jane Schmidt	7	Acacia Street
1997	Joan Sweeney	7	Nutmeg Drive

— BOARD OF HEALTH —

*Elected by the Board of Aldermen for two year terms
ending December 31*

1995	Dr. David W. Brumley	155	Main Dunstable Rd.
1995	Dr. Donald Levi	155	Kinsley Street
1995	Dr. Anthony Storage	5	Coliseum Avenue
1995	Ward Seven Alderman Thomas W. Grant, Liaison Member		
1995	Alderman-at-Large Claire McGrath, Alternate Liaison Member		

— BOARD OF PUBLIC WORKS —

*Elected at the Municipal Election
Four Year Terms ending December 31*

1995	Mayor Rob Wagner		Ex-Officio
1995	Francis X. Donovan	2	Glen Drive
1995	Donald J. Dyer	16	Radcliffe Drive
1997	Ansel S. Grandmaison	571	South Main Street
1997	Roland Petersen	4	Lynn Street

— BOARD OF PUBLIC WORKS RETIREMENT SYSTEM TRUSTEES —

Four year terms ending December 31

1995	Ward Six Alderman David G. Fredette, Liaison Member		
1995	Ward Seven Alderman Thomas W. Grant, Alternate Liaison Member		
1995	Donald J. Dyer*	16	Radcliffe Drive
1995	Robert E. Hussey***	40	Burnside Street
1995	Lucien Roy** (resigned May 30, 1995)		Riverside Street
1997	Jon Collins**		Riverside Street

*Represents Commissioners of the B.P.W.

**Represents Employees of the P.W.D

***Represents the Financial and Investment Community

— BOARD OF REGISTRARS —

*Appointed by the Mayor subject to confirmation by the
Board of Aldermen for a three year term ending December 31*

1995	Theresa A. Marquis	2	Miami Street
1996	Maureen Irvine	7	Birchbrow Road
1997	Katherine K. Fogal	38	Whitford Road

— BUILDING CODE/BOARD OF APPEALS —

Part of the Building Code Ordinance

Original ordinance passed May 12, 1953, Amended June 12 1973

Members appointed by the Mayor, confirmed by the

Board of Aldermen, for three year terms ending March 31

1995	David Farr, P.E.	100	Perimeter Road
1996	Gerard Roberge	23	Almont Street
1996	George Fallet (Alt)	32	Watersedge Drive
1999	Alvin Corzilius	39	Stark Street
1999	Joseph W. Hogan	31	Williams Street
1999	Richard Cane (Alt)	21	Drury Lane
2000	John A. Carter	12	Bartlett Avenue
2000	David W. Cheever (Alt)	8	Spaulding Avenue

City of Nashua

— CABLE TELEVISION ADVISORY BOARD —

*Appointed by the Mayor subject to confirmation by the Board of Aldermen
(3 year terms to expire May 23)*

1995	Ward 3 Alderman Arthur Ferlan, Liaison Member	6	Glendale Dr.
1998	Wilma Allen, Representing Business Community	7	Massasoit Rd.
1998	Albert A. St. Onge, Representing Residents at-large	167	Cypress Ln.
1998	Charles Lothrop, Representing Residents at-large	9	Landsdown Rd.
1998	Robert Frost, Representing Public Library		
1998	Sonja M. Boyan, Representing Legal Department		
1998	Arthur Dietrich, Representing Police Department		
1998	Richard Turgeon, Representing Fire Rescue		
1998	Bill Stoney, Representing School District		

— CAPITAL EQUIPMENT RESERVE FUND TRUSTEES —

*Established by Ordinance passed August 12, 1969
Five trustees consisting of the Mayor,
President of the board of Aldermen, The Finance Officer
and two other members to be appointed by the Mayor
subject to the approval of the Board of Aldermen
for two year terms ending December 31*

1995	Honorable Rob Wagner, Mayor		
1995	Alderman-at-Large Joyce L. Arel, President Board of Aldermen		
Indef	Paul A. Martel, Treasurer & Chief Finance Officer		
1995	Walter Warren	17½	Manchester Street
1996	D.C. Ramsay McLauchlan	21	Kessler Farm Drive

— CAPITAL IMPROVEMENTS PROGRAM —

*Four citizens appointed by the Nashua City Planning Board
an Alderman appointed by the President of the Board of Aldermen
The Finance Officer, and the Planning Director
Citizen terms are two years*

Indef.	Paul A. Martel, Treasurer and Chief Finance Officer		
Indef.	Roger L. Houston, Planning Director		
1995	Ward Five Alderman Brian S. McCarthy, Liaison Member		
1995	Ward Eight Alderman Maureen Lane Lemieux, Alternate Liaison Member		
1995	Charles Budris	2	Shelley Drive
1995	Bette Lasky	15	Masefield Road
1996	Laurence C. Szetela	74	Northeastern Boulevard
1996	Hollis E. Harrington	62	Farmington Road
1997	Bette Lasky	15	Masefield Road

Municipal Government Report

— CEMETERY TRUSTEES —

*Elected by the Trustees and Board of Aldermen
in Joint Convention
for five year terms ending March 31*

EDGEWOOD CEMETERY

1995	Mayor Rob Wagner, Ex-Officio		
Indef.	Paul A. Martel, Treasurer & Chief Finance Office		
Indef.	Jeffrey Snow, Superintendent		
1996	George B. Law	24	Pine Hill Avenue
1996	Thomas Maffee, Secretary	20	Beauview Avenue
1997	Alan M. Barker	15	Bartlett Street
1997	Norman E. Hall	66	Manchester Street
1998	Philip L. Hall	8	Edson Street
1998	Douglas Barker	5	Royal Oak Drive
1999	Rev. James S. Chaloner	1	Concord Street
1999	Alan Jeffery	3	Deerhaven Drive
2000	Frederick E. Shaw	137	Manchester Street
2000	Kenneth Spaulding	7	Franconia Drive

SUBURBAN CEMETERIES

1995	Mayor Rob Wagner, Ex-Officio		
Indef	Paul A. Martel, Treasurer & Chief Finance Officer		
Indef	Jeffrey Snow, Superintendent		
1993	Richard I. Hall		P.O. Box 651, Hollis, NH
1994	Jacob E. Crosby	101	Robinson Road
1995	Conrad E. Thibault*	393	Main Street
1996	Davis P. Thurber	25	Swart Terrace
1997	Daniel Murdock**	70	Berkeley Street
*Passed away March 14, 1995		**Passed away 1995	

WOODLAWN CEMETERY

1995	Mayor Rob Wagner, Ex-Officio		
Indef.	Paul A. Martel, Treasurer & Chief Finance Officer		
Indef.	Howard Frizzell, Superintendent		
1996	Marvis Mellen	10	Meade Street
1996	Herbert William Snow	4	Adelaide Avenue
1997	Lester Gidge	61	Linwood Street
1997	Gordon Tyszko	41	Meade Street
1998	David Aponovich	2	Indiana Drive
1998	Niles F. Jensen, Jr.	57	Watson Street
1999	Charles H. Farwell, Jr., Sec.	9	Todd Road
1999	David L. Wells, President	236	Manchester Street
2000	John Lafazanis	34	Alder Drive
2000	Stanley Zis	26	Kinsley Street

City of Nashua

— CHILD CARE ADVISORY COMMISSION —

*Appointed by the Mayor subject to confirmation by the
Board of Aldermen for three year terms ending October 13*

1994	Joanne Burke (resigned 10/94)	4	Berkeley Street
1994	Marcia Landsman (resigned 10/94)	8	Lamb Road
1995	Dawn Easton*	24	Chester Street
1995	Mary Jordan	4	Lake Street
1995	Devra Cohen	36	Columbia Avenue
1995	John Fisher (resigned 1995)	29A	Manchester Street
1995	Peter Alden	30	West Road, Londonderry, NH
1996	Kathy Nelson	230	Daniel Webster Hwy.
1996	Linda Ryan	35	Vespa Lane
1996	Sr. Nancy Braceland	3	Crown Street
1996	Ken Renoux	11	Broadcrest Lane
1996	Kathy Bolton	2	Court Street
1997	Helen Honorow	9	Berkeley Street
1997	Diane Ouellette	26	Nightingale Road
1997	Elizabeth Paradis	42	Balcom Street

*Passed away November 10, 1995

— CONSERVATION COMMISSION —

*Appointed by the Mayor subject to confirmation by the
Board of Aldermen for three year terms ending December 31*

1992	Vacant (Alt.)		
1995	Kathryn A. Nelson	4	Massassoit Road
1995	Linda Courtney Bretz	105	Spit Brook Road, A#8A
1995	Craig Worcester	25	Cider Lane
1995	Ryan Teeboom (resigned 4/6/95)	6	Fox Street
1997	David Diamond (Alt.)	4	Franconia Drive
1997	William Barrett	129	Ash Street
1997	Fred A. Elkind	6	Baymeadow Drive
1997	Leslie Formby	35	Spring Cove Road
1997	Michael F. Scanlon (Alt.)	6	Knightsbridge Drive
Indef.	Mark Fougere, Liaison member from the Planning Department		

— DIRECTOR OF EMERGENCY PREPAREDNESS —

Indefinite Term

Michael Buxton

Conant Road Fire Station

594-3651

Municipal Government Report

ENERGY COMMISSION

*Appointed by the Mayor subject to confirmation
by the Board of Aldermen for an indefinite term*

Mayor Rob Wagner	Ex-Officio		
Maurice L. Arel		10	Virginia Drive
Charles E. Clough		44	Franklin Street
Ronald Moskowitz		40	Simon Street
Fred Yochum		39	Cathedral Circle

FIRE COMMISSION

Four year terms ending December 31

1995	Bob Dawe	9	Chaucer Road
1995	Mark Piekarski	71	Middle Dunstable Rd.
1995	Maurice Trottier	93	Fairview Avenue
1997	David Lavoie	92	Ash Street A#21
1997	James P. Monahan*	13	Chaucer Road

*Passed away January 21, 1995 - replaced by Edward J. Lecius for a term to expire 31-DEC-1995.

FIRE PREVENTION CODE OF APPEALS BOARD

Three Year Terms ending October 31

1997	Alvin Corzilius	39	Stark Street
1997	Richard Cane	21	Drury Lane
1997	Richard A. Smith, Alternate	22	Royal Crest Drive
1997	David W. Cheever	8	Spaulding Street

HISTORIC DISTRICT COMMISSION

*Appointed by the Mayor subject to confirmation by the
Board of Aldermen for three year terms ending September 30*

1995	Mayor Rob Wagner, Ex-Officio		
1993	Warren Daansen, Alternate	11	Shattuck Street
1994	Bruce Labbitt	46	Concord Street
1994	David Pierce, Alternate	13	Manchester Street
1995	Bette Lasky	15	Masefield Road
1995	Timothy J. Vadney	29	Grand Avenue
1995	Alvin B. Corzilius	39	Stark Street
1995	Frank Mellen	10	Meade Street
1996	Scott McPhie, Alternate	24	Granite Street
1996	Helen Morris	2	Manchester Street
Indef	Roger Houston, Planning Manager		
Indef	Mark Fougere, Deputy/Development		

City of Nashua

HOUSING AUTHORITY

Appointed by the Mayor subject to confirmation by the Board of Aldermen for five year terms ending October 14

Indef.	George F. Robinson, Director	101	Major Drive
1995	Thomas Monahan	28	Swart Terrace
1996	William C. Marcoux, Jr.	6	East Dunstable Road
1997	Selma Pastor	24	Stark Street
1998	Florida C. Lovely	165	Pine Street
1999	Kris E. Durmer	17	Berkeley Street
1995	Alderman Eric R. Wilson, Liaison Member		
1995	Alderman Arthur Ferlan, Alternate Liaison Member		

LEGACY TRUSTEES

Appointed by the Board of Aldermen for two year terms ending December 31

IRA F. HARRIS LECTURE FUND

1995	Honorable Rob Wagner, Mayor, Ex-Officio		
1995	Alderman-at-Large Joyce L. Arel		
	President, Board of Aldermen, Ex-Officio		
1995	George E. Farrington		
	President, Board of Education, Ex-Officio		
1995	Donald Marquis	23	Tenby Drive
1996	Mary Swanson	11	Birchwood Drive

MOSES HUNT LECTURE FUND

1995	Honorable Rob Wagner, Mayor, Ex-Officio		
1995	Alderman-at-Large Joyce L. Arel		
	President, Board of Aldermen, Ex-Officio		
1995	George E. Farrington		
	President, Board of Education, Ex-Officio		
1994	Ruth Gaukstern	26	Adelaide Ave.
1995	Arthur Olsson	169	Coburn Woods

POLICE COMMISSION

Appointed by the Governor and Executive Council for three year terms ending September 1

1995	Maurice L. Arel	10	Virginia Drive
1996	John Stabile	48	Lutheran Drive
1997	Thomas Maffee	20	Beauview Avenue

Municipal Government Report

— NASHUA INDUSTRIAL DEVELOPMENT AUTHORITY —

*Appointed by the Mayor subject to confirmation by the
Board of Aldermen for three year terms ending September 13*

1995	Honorable Rob Wagner, Mayor, Ex-Officio		
1995	Alderman-at-Large Joyce L. Arel		
	President, Board of Aldermen, Ex-Officio		
Indef.	Paul A. Martel		
	Treasurer/Chief Finance Officer, Ex-Officio		
1995	Mark Crandall (resigned 3/ 28/95)	15	Pemberton Road
1995	Lawrence M. Hersh	28	Bicentennial Drive
1995	Mark D. Prolman	18	Berkeley Street
1995	Frederick Yochum	39	Cathedral Circle
1996	Edward G. Bryer	9	Beverlee Drive
1996	Donald Keohan	177	Cypress Lane
1996	Robert Prunier	8	Powers Street
1997	Thomas J. McAndrews III	21	Ferry Road

— NASHUA PUBLIC BUS TRANSIT COMMISSION —

Established by Ordinance June 12, 1990

1995	Walter Warren	17½	Manchester Street
1996	Janice Saylor	168	Harris Road
1997	A. Theresa Drabinowicz	56	Temple Street
1995	Victor C. DuVarney, Jr., Alderman-at-Large		
Indef.	David S. Boesch, Jr., Director Community Development		

— NASHUA REGIONAL PLANNING COMMISSION —

*Nashua Representatives nominated by the City Planning Board and
confirmed by the Board of Aldermen for four year terms*

1994	Frank Bolmarcich, NCPB Rep.	11	Wagon Trail
1994	Joseph Goodman	13	Fountain Lane
1994	Audrey Carragher	48	Coburn Woods
1994	Walter Warren	17½	Manchester Street
1993	Shaun T. McMahon, Alternate		Citizen Representative
1993	David G. Fredette, Alternate		NCPB Representative
1995	Alderman Claire McGrath, Alt.		Traffic Committee Chairman
1997	Alderman Katherine E. Hersh		Citizen Representative
Indef.	David Boesch, Alternate		Community Development Div.
	Donald Zizzi		Executive Director NRPC
	Ann Caldwell		Chairman NRPC
	Annemarie Hargreaves		Treasurer NRPC

City of Nashua

PERSONNEL ADVISORY BOARD

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending June 30

1995	Clifford D. Colquitt	73	Concord Street
1996	Elizabeth T. Cooper	21	Shelburne Road
1997	Barbara Foran	88	Bluestone Drive

PLANNING BOARD

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending March 31

1995	Honorable Rob Wagner, Mayor		Ex-Officio
Indef	James F. Hogan		Engineer, Ex-Officio
Indef	Roger Houston		Planning Director
1995	Alderman David G. Fredette		Liaison Member
1995	Vacant - Alternate		
1996	William T. Hack	31	Cushing Avenue
1996	Lyn W. Healy, Alternate	43	Monza Road
1996	Jody Wilbert	51	Concord Street
1997	Joseph Foster, Alternate	9	Keats Drive
1997	Richard J. LaRose	36	Charlotte Avenue
1997	Linda Wormley	8	Margaret Circle
1998	Franklin Bolmarcich	11	Wagon Trail
1998	Bette Lasky	15	Masefield Road

PUBLIC LIBRARY TRUSTEES

His Honor the Mayor, and the President of the Board of Aldermen are Trustees ex-officio, one trustee is elected annually for a seven year term ending March 31 by the Board of Aldermen and Trustees in Joint Convention

1995	Honorable Rob Wagner, Mayor		Ex-Officio
1995	Alderman-at-Large Joyce L. Arel		
	President Board of Aldermen		Ex-Officio
1996	Frank Clancy	16	Berkeley Street
1997	Arthur L. Barrett	24	Deerhaven Drive
1998	Mary S. Nelson	18	Stanley Lane
1999	Roger Osgood		Osgood Road
2000	S. Robert Winer	56	Wood Street
2001	Dr. Arthur E. Comolli	16	Browning Avenue
2002	Maurice L. Arel	10	Virginia Drive

Municipal Government Report

REVIEW AND COMMENT COMMISSION

*Appointed by the Mayor subject to confirmation by
the Board of Aldermen for a three year term*

1995	Dorothy H. Turner	3	Fowell Avenue
1996	Elinor W. Hooker	27	Cabot Drive
1997	Rhonda Karlsberg	25	Hampton Drive

VOTING MACHINE PROGRAMMERS

*Appointed by the Mayor
subject to confirmation by the Board of Aldermen
for four year terms ending September 11*

1995	Lucien Roy, Assistant*(resigned 6/95)	9	Oakdale Avenue
1996	Steve Davenport, Chief	48	Elm Street
1997	Robert Beaucher, Assistant	12	Benson Avenue

*Replaced by Donna Walton August 8, 1995

ZONING BOARD OF ADJUSTMENT

*Appointed by the Mayor
subject to confirmation by the Board of Aldermen
for three year terms ending September 11*

1995	(Vacant/Alternate)		
1995	(Vacant/Alternate)		
1995	Hilary Keating	5	Coburn Woods
1995	Joan D. Meckel, Alternate	14	Turnbridge Drive
1995	Bridget Belton-Jette, Alternate	9	Westbrook Drive
1996	Stephen Zalewski	11	Settlement Way
1997	Dennis Drake	5	Grace Drive
1997	John Everett, Alt. (Resigned 5/95)	41	Sanborn Drive
1997	Kevin P. McAfee	17	Cassandra Lane
Indef	Michael Yeomans		Zoning Administrator

City of Nashua

1995-1996

— REPRESENTATIVES TO THE GENERAL COURT —

Ward 1

Suzan L.R. Franks	(R)	26	42 Cathedral Circle, 03063
Mark Holt	(R)	26	45 Seminole Drive, 03063
Jane E. O'Hearn	(R)	26	7 Pope Circle, 03063

Ward 2

Cheryl Aksten	(R)	27	43 Sherri-Ann Drive 03060
Richard LaRose	(R)	27	36 Charlotte Avenue, 03060
Robert Mercer	(R)	27	11 Dinsmore Street, 03060-1850

Ward 3

Normand R. Bergeron	(D)	28	8 Overhill Avenue, 03060
Sylvia A. Holley	(R)	28	6 Benton Drive, 03060
Laura A. Kane	(D)	28	18 Merrimack Street, 03060

Ward 4

David E. Cote	(D-R)	29	96 West Hollis Street, 03060
A. Haettenschwiller	(D)	29	24 Mulberry St. A#2, 03060
Craig Michael Wheeler	(D)	29	32 Chestnut St., 03060

Ward 5

Philip M. Ackerman	(D)	30	26 Carline Drive, 03062
Donnalee Lozeau	(R)	30	125 Shore Drive, 03062
Kathryn Toomey	(D)	30	10 Lantern Lane, 03062

Ward 6

Jane A. Clemons	(D-R)	31	177 Kinsley Street, 03060
Roland J. Lefebvre	(D)	31	19 Dane Street, 03060
Richard A. Soucy	(D-R)	31	1 Lake Avenue, 03060

Ward 7

Peter R. Cote	(D)	32	68 Bowers Street, 03060
Claudette R. Jean	(D)	32	52 Burke Street, 03060
Janice B. Streeter	(R)	32	26 Indiana Drive, 03060

Ward 8

Elizabeth A. Cepaitis	(R)	33	16 Shakespeare Road, 03062
Joseph A. Foster	(D)	33	9 Keats Drive, 03062
Joan Sullens	(R)	33	5 Kyle Drive, 03062

Ward 9

Frederick Andrews	(R)	34	41 Monica Drive, 03062
Mary Ellen Martin	(D-R)	34	5 Lone Star Drive, 03062
Paul W. Taylor	(R)	34	214 Harris Road, 03062

FLOTENTIAL DISTRICTS

Wards 1, 2, 3 & 5

David B. Holt	(R)	35	45 Seminole Drive, 03063
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Wards 4, 6, 7 & 8, 9

A. Theresa Drabinowicz	(D-R)	36	56 Temple Street, 03060
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Municipal Government Report

— CITY ELECTION OFFICIALS —

1994-1995

Moderators:

Ward 1	Francis J. Pickett	42 Bartemus Trail, 03063
Ward 2	V. Mary Hall	66 Manchester Street, 03060
Ward 3	Joseph G. Sakey	48 Walden Pond Drive, 03060
Ward 4	Barbara Cote	11 Miami Street, 03060
Ward 5	Dennis M. Drake	5 Grace Drive, 03062
Ward 6	Laurie Michalewicz	14 Fowell Avenue, 03060
Ward 7	Adams C. Gureckis, Jr.	1 Cherry Street, 03060
Ward 8	Tim Dolan	8 Chaucer Road, 03062
Ward 9	Peter D. Curran	91 Langholm Drive, 03062

Ward Clerks:

Ward 1	Mary Poston	14 Bible Way, 03063
Ward 2	William A. Marshall	15 Watson Street, 03060
Ward 3	Carol P. Marshall	14 Abbott Street, 03060
Ward 4	Muriel C. Mazeika	9 North Seventh Street, 03060
Ward 5	Jean E. Fortier	1070 West Hollis Street, 03062
Ward 6	Cynthia P. Sweeney	14 Fowell Avenue, 03060
Ward 7	Darryl Courtenay	8 Cherry Street, 03060
Ward 8	Viola Taranto	5 Belgian Place, 03062
Ward 9	Ann A. Corbett	168 Searles Road, 03062

Selectmen:

Ward 1	Paul G. Bergeron Patricia Chadwick Brooks Thompson	28 Brian Drive, 03063 43 Indian Rock Road, 03063 36 Lutheran Drive, 03063
Ward 2	Cheryl Aksten Andrew Hall Robert Mercer	43 Sherri-Ann Avenue, 03060 66 Manchester Street, 03060 11 Dinsmore Street, 03060
Ward 3	Normand R. Bergeron Selma Pastor A. David Pierce	8 Overhill Avenue, 03060 24 Stark Street, 03060 13 Manchester Street, 03060
Ward 4	Joan M. Ellis (Resigned 1/95) Robert J. McManus (Resigned 6/95) Rita C. Raucykevich	44 Amherst Street, 03060 9 Long Avenue, 03060 9 Grand Avenue, 03060
Ward 5	John Hostage Madeline Laflamme James E. Malone III	14 Rosemary Court, 03062 55 Buckmeadow Road, 03062 897 West Hollis Street, 03062
Ward 6	Carol Ancil Doris Maynard* Patricia R. Morrill	28 Hunt Street, 03060 3 Lakeside Avenue, 03060 3 Emmett Street, 03060
Ward 7	Valerie A. Denault Lawrence F. MacIntyre Anne M. Sirois	48 Burke Street A#4, 03060 5 Arlington Street, 03060 57 Newbury Street, 03060
Ward 8	Hallock M. Boutwell Martha Gan Eric Schneider	9 Scott Avenue, 03062 15 Lansing Drive, 03062 19 Stanley Lane, 03062
Ward 9	Mark Avery Laurie Dobrowolski Barbara Spacek	5 Westray Drive, 03062 126 Searles Road, 03062 3 Lamb Road, P.O. Box 7010, 03062

*Passed away April 4, 1995

RESOLUTIONS

Passed by the

BOARD OF ALDERMEN

July 1, 1994

through

June 30, 1995

R-94-44

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Jay A. Godin, 24 Gendron Street)

R-94-45

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Dennis P. & Constance McCullion, 604 Broad Street)

R-94-53

RELATIVE TO THE ACCEPTANCE OF CERTAIN FUNDS
FROM THE NEW HAMPSHIRE CHILDREN'S TRUST FUND
FOR A PARENT SUPPORT GROUP AND CHILDREN PLAY
LEARNING GROUP FOR THREE AND FOUR YEAR OLDS

R-94-54

EXTENDING CONGRATULATIONS TO
BOYS NATION REPRESENTATIVE

R-94-55

EXTENDING CONGRATULATIONS TO THE
GOVERNOR OF GIRLS STATE

R-94-57

SETTING THE TIME FOR THE OPENING AND CLOSING
OF THE POLLS FOR THE SEPTEMBER 13, 1994
STATE PRIMARY ELECTION

The preceding resolutions were passed July 12, 1994

Joyce L. Arel, President

Approved July 12, 1994

Rob Wagner, Mayor

R-94-52

RELATIVE TO ESTABLISHING A COMMITTEE
TO EVALUATE THE CITY'S CURRENT FEE STRUCTURE

R-94-56

RELATIVE TO THE ACCEPTANCE OF CERTAIN FUNDS
FROM THE NASHUA ROTARY CLUB, INC.
AND ROTARY WEST OF NASHUA FOR PURCHASE OF
EQUIPMENT FOR THE NASHUA PUBLIC HEALTH DEPARTMENT
WELL CHILD CLINIC AND A LEAD POISON PROGRAM

Municipal Government Report

R-94-58

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(John R. & Linda E. Cunliffe, 602 Broad Street)

R-94-59

RELATIVE TO RESCINDING AUTHORIZATION OF THE
MAYOR AND CITY TREASURER TO ISSUE BOND AMOUNTS
SET FORTH IN THE FOLLOWING RESOLUTION: R-94-01
FOR A TOTAL OF \$20,000,000

R-94-61

AUTHORIZING HIS HONOR, THE MAYOR, AND THE CITY TREASURER
TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF FOUR HUNDRED
AND FIFTY-TWO THOUSAND DOLLARS (\$452,000) BONDING FOR
THE FINAL PHASE OF THE WEST WING OF THE
NASHUA PUBLIC LIBRARY

R-94-66

RELATIVE TO EXECUTION OF AGREEMENTS

R-94-69

RELATIVE TO THE AMENDMENT OF RESOLUTIONS
94-09 AND 94-10 BY ADDING USEFUL LIFE YEARS

R-94-70

DECLARING THE CONDITION PRECEDENT
IN R-94-21 TO BE SATISFIED

*The preceding resolutions were passed August 9, 1994
Joyce L. Arel, President
Approved August 9, 1994
Rob Wagner, Mayor*

R-94-73

RELATIVE TO AMENDING R-94-30 FISCAL YEAR '95 BUDGET

*The preceding resolution was passed August 18, 1994
Joyce L. Arel, President
Approved August 23, 1994
Rob Wagner, Mayor*

R-94-62

AUTHORIZING THE SALE OF CERTAIN REAL ESTATE
TO FIRST EQUITY PARTNERSHIP

R-94-63

AUTHORIZING HIS HONOR, THE MAYOR, AND THE CITY TREASURER
TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF EIGHT HUNDRED
AND FORTY-NINE THOUSAND DOLLARS (\$849,000) BONDING FOR THE
NASHUA SCHOOL DISTRICT LIGHTING EFFICIENCY PROJECT

R-94-65

RELATIVE TO THE ACCEPTANCE OF FUNDS FROM ALLSTATE
INSURANCE COMPANY FOR THE PURCHASE OF COMPUTER
EQUIPMENT TO TRACK AND MONITOR FIRE CODE ENFORCEMENT

R-94-68

RELATIVE TO THE TRANSFER OF \$18,787 FROM ACCOUNT
591-86532 - CONTINGENCY FIRE DEPARTMENT TO
ACCOUNT 532-11318 FIRE DEPARTMENT PAYROLL

R-94-74

RELATIVE TO THE TRANSFER OF \$855,000 FROM THE
INSURANCE FUND TO GENERAL FUND REVENUE

R-94-89

EXTENDING CONGRATULATIONS TO NASHUA SOUTH
NEW ENGLAND REGIONAL 10 YEAR OLD 1994 CHAMPIONS
AND THEIR COACHING STAFF

The preceding resolutions were Passed September 14, 1994

Joyce L. Arel, President

Approved September 14, 1994

Rob Wagner, Mayor

R-94-64

APPROVING A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE
NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS UNION

R-94-75

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS
FROM VARIOUS SOURCES INTO SPECIAL REVENUE
(REVOLVING) ACCOUNT #302 "CONSUMER EDUCATION PROJECT" FOR
THE OFFICE OF CHILD CARE SERVICES, COMMUNITY SERVICES DIVISION

Municipal Government Report

R-94-77

RELATIVE TO THE ACCEPTANCE FROM VARIOUS SOURCES INTO SPECIAL REVENUE (REVOLVING) ACCOUNT #359 "CHILD CARE RECRUITMENT AND TRAINING" PROJECT FOR THE OFFICE OF CHILD CARE SERVICES, COMMUNITY SERVICES DIVISION

R-94-78

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM HILLSBOROUGH COUNTY PREVENTION FUNDING AND OTHER SOURCES INTO SPECIAL REVENUE ACCOUNT #367 "MEDIATION MINI GRANT" (FY 95-96) FOR THE NASHUA MEDIATION PROGRAM

R-94-79

RELATIVE TO THE TRANSFER OF \$150,000 FROM ACCOUNT 591-86531-2 - CONTINGENCY POLICE DEPARTMENT TO ACCOUNTS 531-64045 - COMPUTER EQUIPMENT (\$40,000) AND 531-64215 - PHOTOGRAPHIC EQUIPMENT (\$110,000)

R-94-80

RELATIVE TO TRANSFER OF \$50,000 FROM ACCOUNT 591-86531-2 - CONTINGENCY POLICE DEPARTMENT TO ACCOUNTS 531-11535 - PAYROLL - CAPTAIN POLICE DEPARTMENT(\$25,000) AND 531-11537 PAYROLL - LIEUTENANT POLICE DEPARTMENT (\$25,000)

R-94-87

AUTHORIZING THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE TRUSTEES OF DARTMOUTH COLLEGE INTO SPECIAL REVENUE ACCOUNT #337, AND AUTHORIZING THE CITY OF NASHUA TO ENTER INTO CONTRACTS THEREFORE WITH SAID TRUSTEES

R-94-88

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF CERTAIN FUNDS FROM HILLSBOROUGH COUNTY INTO SPECIAL REVENUE ACCOUNT#339 FOR A PLAY LEARNING/PARENT SUPPORT/HOME VISITOR GROUP

R-94-91

SETTING THE TIME FOR THE OPENING AND CLOSING OF THE POLLS FOR THE NOVEMBER 8, 1994 GENERAL ELECTION

The preceding resolutions were Passed September 27, 1994

Joyce L. Arel, President

Approved September 27, 1994

Rob Wagner, Mayor

R-94-92

RELATIVE TO AN APPROPRIATION OF \$700,000 FOR
THE PURPOSE OF MEETING ANTICIPATED EXPENDITURES
IN OVERLAY ACCOUNT #595

The preceding resolution was Passed October 11, 1994

Joyce L. Arel, President

Approved October 11, 1994

Rob Wagner, Mayor

R-94-107

EXTENDING APPRECIATION TO DONALD R. LEVESQUE
FOR HIS MANY YEARS OF EXEMPLARY SERVICE
TO THE CITY OF NASHUA

R-94-108

EXTENDING CONGRATULATIONS TO
1994 NEW HAMPSHIRE STATE CHAMPION 14 YEAR OLD
BABE RUTH TEAM
AND THEIR COACHING STAFF

R-94-109

EXTENDING CONGRATULATIONS TO
1994 NEW HAMPSHIRE STATE CHAMPION
NASHUA BABE RUTH GIRLS SOFTBALL TEAM
AND THEIR COACHING STAFF

R-94-110

AUTHORIZING THE BOARD OF EDUCATION TO
COMMENCE AN EXECUTIVE SEARCH FOR THE
POSITION OF SUPERINTENDENT OF SCHOOLS

The preceding resolutions were Passed October 25, 1994

Joyce L. Arel, President

Approved October 25, 1994

Rob Wagner, Mayor

Municipal Government Report

R-94-43

AUTHORIZING THE SALE OF 55-57 PINE STREET
AND 55½-57½ PINE STREET TO
KENNETH H. FORRENCE, SR. AND CHARLES E. FORRENCE

R-94-67

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Bernardusc & Anneke Van Etten, 4 Custom Street)

R-94-76

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION
OF FUNDS FOR THE COMMUNITY SERVICES DIVISION'S
SPECIAL REVENUE ACCOUNT (REVOLVING) #352

R-94-85

AUTHORIZING THE RELEASE OF CERTAIN INTERESTS
IN REAL ESTATE TO JAMES B. BURNS

R-94-93

AUTHORIZING THE ACCEPTANCE OF FUNDS
BY THE PUBLIC HEALTH DEPARTMENT

R-94-97

RELATIVE TO THE TRANSFER OF \$2,900 (FISCAL '95 RENT)
FROM ACCOUNT 499-46 - RENTAL CIVIL DEFENSE BUILDING,
36 ARLINGTON STREET TO ACCOUNT 517-75023-2
MAINTENANCE GENERAL BUILDINGS AND GROUNDS

R-94-106

RELATIVE TO TRANSFER OF \$10,000 FROM ACCOUNT
591-86005 GENERAL CONTINGENCY TO
ACCOUNT 505-81023 - EMERGENCY PREPAREDNESS

The preceding resolutions were Passed November 7, 1994

Joyce L. Arel, President

Approved November 7, 1994

Rob Wagner, Mayor

R-94-72

REQUIRING ALL CITY DIVISIONS, DEPARTMENTS
AND AGENCIES TO LIST MEETINGS IN THE CITY CALENDAR

R-94-95

AUTHORIZING HIS HONOR, THE MAYOR, AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE HUNDRED TWENTY-FIVE THOUSAND DOLLARS, FOR THE ARCHITECTURAL AND ENGINEERING PHASE OF THE NEW ADDITIONS AND RENOVATIONS TO THE FAIRGROUNDS JUNIOR HIGH SCHOOL

R-94-96

RELATIVE TO THE FUNDING OF THE SCHOOL DISTRICT LIGHTING PROJECT

R-94-105

RELATIVE TO ESTABLISHING AN AD HOC COMMITTEE TO INVESTIGATE THE FEASIBILITY OF PRIVATIZING SELECTED GOVERNMENT SERVICES CURRENTLY PROVIDED BY THE CITY OF NASHUA

R-94-116

RELATIVE TO THE INTERIM MAINTENANCE OF THE BUILDING LOCATED AT 14 COURT STREET

R-94-117

EXTENDING CONGRATULATIONS TO ALAN P. HALLEE FOR BEING SELECTED AS A RECIPIENT OF A PRESIDENTIAL AWARD FOR EXCELLENCE IN SCIENCE AND MATHEMATICS TEACHING

R-94-119

EXTENDING CONGRATULATIONS TO RON MILLER FOR HIS OUTSTANDING WORK IN THE AREA OF CODE ENFORCEMENT

The preceding resolutions were Passed November 22, 1994

Joyce L. Arel, President

Approved November 29, 1994

Rob Wagner, Mayor

R-94-126

EXTENDING CONGRATULATIONS AND THANKS TO MARK PROULX FOR HIS VOLUNTEER FIREFIGHTING EFFORTS IN SARAJEVO

Municipal Government Report

The preceding resolution was Passed December 13, 1994

Joyce L. Arel, president

Approved December 13, 1994

Rob Wagner, Mayor

R-94-114

RELATIVE TO AUTHORIZING THE NASHUA POLICE DEPARTMENT
TO ACCEPT CONTRIBUTIONS TO EQUIP THE BOMB SPECIALIST

R-94-128

RELATIVE TO RESCINDING THE AUTHORIZATION TO ISSUE
BOND AMOUNTS FOR THE NASHUA AIRPORT AUTHORITY
SET FORTH IN RESOLUTION R-92-37 IN
THE AMOUNT OF \$56,500

R-94-132

AUTHORIZING THE ACCEPTANCE AND APPROPRIATION
OF FUNDS FROM THE STATE OF NEW HAMPSHIRE,
DEPARTMENT OF HEALTH AND HUMAN SERVICES
INTO SPECIAL REVENUE ACCOUNT #392, AND
AUTHORIZING THE CITY OF NASHUA TO ENTER INTO
CONTRACTS THEREFOR WITH THE STATE OF NEW HAMPSHIRE

The preceding resolutions were passed December 20, 1994

Joyce L. Arel, President

Approved December 20, 1994

Rob Wagner, Mayor

R-94-115

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Scott D. Michaud & Brenda Benidetto, 36 Yarmouth Drive)

R-94-124

TRANSFERRING THE SUM OF \$3,000.00 FROM ACCOUNT 383-60
CONTINGENCY, TO A NEW ACCOUNT TO BE ESTABLISHED
ENTITLED "COMMUNITY CENTER/POLICING OUTPOST"
FOR USE FOR THAT PURPOSE AND AUTHORIZING THE
FUNDING FOR THE PURCHASE OF CERTAIN REAL ESTATE
BY THE CITY OF NASHUA FOR THE POLICE ATHLETIC LEAGUE (PAL)

R-94-129

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF
CERTAIN FUNDS FROM THE BUREAU OF MATERNAL AND
CHILD HEALTH INTO SPECIAL REVENUE ACCOUNT #374 FOR
MOTHER AND INFANT CHEMICAL DEPENDENCY PROJECT SERVICES

R-95-138

EXTENDING APPRECIATION TO L. PETER BENET FOR HIS MANY
YEARS OF DEDICATED SERVICE TO THE CITY OF NASHUA

The preceding resolutions were Passed January 10, 1995

Joyce L. Arel, President

Approved January 10, 1995

Rob Wagner, Mayor

R-94-127

AUTHORIZING HIS HONOR, THE MAYOR, AND THE
CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE
AMOUNT OF THREE MILLION SEVEN HUNDRED AND TWENTY-THREE
THOUSAND DOLLARS (\$3,723,000) FOR THE LINED EXPANSION
OF THE NASHUA FOUR HILLS LANDFILL, TO INCLUDE
PROFESSIONAL ENGINEERING SERVICES

R-95-135

RELATIVE TO THE FACILITIES AT 14 COURT STREET

The preceding resolutions were passed January 24, 1995

Joyce L. Arel, President

Approved January 24, 1995

Rob Wagner, Mayor

R-95-139

APPROVING A COLLECTIVE BARGAINING AGREEMENT
BETWEEN THE NASHUA BOARD OF EDUCATION
AND THE NASHUA TEACHERS UNION

The preceding resolution was passed February 9, 1995

Joyce L. Arel, President

Approved February 9, 1995

Rob Wagner, Mayor

R-94-122

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(James J. & Lisa M. Gadbois, 10 Winchester Street)

R-95-143

EXTENDING APPRECIATION TO FLORENCE SHEPARD
FOR HER MANY YEARS OF DEDICATED SERVICE TO
THE CITY OF NASHUA

The preceding resolutions were passed February 14, 1995

Joyce L. Arel, President

Approved February 14, 1995

Rob Wagner, Mayor

R-95-140

AUTHORIZING THE RELEASE OF A REVERTER
PERTINENT TO PREMISES AT 30 SARGENT AVENUE

R-95-141

ORDERING THE REMOVAL OF A HAZARDOUS AND
UNMAINTAINED STRUCTURE LOCATED AT
40 BRIDGE STREET AND 10 SANDERS STREET

R-95-142

AUTHORIZING THE MAYOR TO CONVEY THE PROPERTY
LOCATED AT 140-148 CANAL STREET TO THE
AREA AGENCY FOR DEVELOPMENTAL SERVICES
REGION VI

R-95-144

AUTHORIZING THE ACCEPTANCE OF FUNDS FROM
THE STATE OF NEW HAMPSHIRE GOVERNOR'S OFFICE
OF ENERGY AND COMMUNITY SERVICES

R-95-146

RELATIVE TO THE TRANSFER OF \$150,000 FROM
ACCOUNT 591-86545 - CONTINGENCY-WELFARE
COSTS TO ACCOUNT 545-97015 - WELFARE COSTS

R-95-147

ESTABLISHING A DEDICATED NON-LAPSING ACCOUNT
FOR SCHOOL DISTRICT MEDICAID REIMBURSEMENT

R-95-148

RELATIVE TO TRANSFER OF \$615,000 FROM ACCOUNT
591-86581 - GENERAL CONTINGENCY TO ACCOUNT
581-11727 - SCHOOL PAYROLL TO FUND THE
TEACHERS' CONTRACT

R-95-149

RELATIVE TO TRANSFER OF \$40,000 FROM ACCOUNT
590-23581 - SCHOOL ESCROW TO ACCOUNT 581-11727 -
SCHOOL PAYROLL TO FUND THE TEACHERS' CONTRACT

The preceding resolutions were Passed February 28, 1995

Joyce L. Arel, President

Approved February 28, 1995

Rob Wagner, Mayor

R-94-94

AMENDING THE COMMUNITY DEVELOPMENT BLOCK GRANT

R-94-99

AMENDING THE COMMUNITY DEVELOPMENT BLOCK GRANT

R-94-130

AUTHORIZING THE CONVEYANCE OF PORTIONS OF
DISCONTINUED BEAUCHER AVENUE TO AREA AGENCY

The preceding resolutions were Passed March 14, 1995

Joyce L. Arel, President

Approved December March 14, 1995

Rob Wagner, Mayor

R-94-90

AUTHORIZING THE CONVEYANCE OF CERTAIN
PROPERTY ON DEERWOOD DRIVE TO FLORINE DUMONT

R-94-131

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Kenneth D. Steinberg, Lori C. Anderson, 156 Westwood Drive)

Municipal Government Report

The preceding resolutions were Passed March 28, 1995

*Joyce L. Arel, President
Approved March 28, 1995
Rob Wagner, Mayor*

R-94-133

RELATIVE TO TRANSFER OF \$16,538 FROM ACCOUNT
591-86605-1 - CONTINGENCY GENERAL TO
ACCOUNT 575-11900 - LIBRARY PAYROLL

R-95-136

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Normand E. & Dale M. Fournier)

R-95-137

RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(William R. & Elaine A. Gomez, 36 East Glenwood Street)

R-95-157

RELATIVE TO THE ACCEPTANCE OF CERTAIN FUNDS
FROM DARTMOUTH COLLEGE INTO SPECIAL REVENUE
ACCOUNT #389 "PUBLIC HEALTH DEPARTMENT
TRAINEESHIP FUND"

R-95-161

EXTENDING CONGRATULATIONS TO THE TRIVIA TEAM
FROM MAIN DUNSTABLE ELEMENTARY SCHOOL

The preceding resolutions were Passed April 11, 1995

*Joyce L. Arel, President
Approved April 11, 1995
Rob Wagner, Mayor*

R-95-151

RELATIVE TO THE ACCEPTANCE OF FUNDS INTO
SPECIAL REVENUE ACCOUNT #341
"MEDIATION MINI GRANT TOWN CONTRIBUTION FUND"

R-95-154

RELATIVE TO TRANSFER OF \$70,000 FROM
VARIOUS SOURCES TO ACCOUNT #324-71 RAILROAD CORRIDOR

R-95-159

AUTHORIZING AN ADDITIONAL LEASE TERM FOR CERTAIN FACILITIES TO GRANITE STATE BALLET SCHOOL, INC.

R-95-160

RELATIVE TO TRANSFER OF \$9,400 FROM ACCOUNT 591-86581 - GENERAL CONTINGENCY TO ACCOUNT 591-11016 - ASSESSOR, COMMERCIAL SPECIALIST

R-95-162

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE STATE OF NEW HAMPSHIRE SAFETY AGENCY INTO SPECIAL REVENUE ACCOUNT #329 "B.G. CHEMICAL FREE CELEBRATION FY 95"

R-95-169

EXTENDING CONGRATULATIONS TO SEAN H. DELAHUNT FROM INFANT JESUS SCHOOL

R-95-172

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF CERTAIN FUNDS FROM THE BUREAU OF MATERNAL AND CHILD HEALTH SERVICES INCLUDING DENTAL AND IMMUNIZATION PROGRAMS INTO SPECIAL REVENUE ACCOUNT #342 6446 FOR CHILD HEALTH PROGRAM SERVICES

The preceding resolutions were passed April 25, 1995

Joyce L. Arel, President

Approved April 25, 1995

Rob Wagner, Mayor

R-95-165

AUTHORIZING THE MAYOR TO APPLY FOR THE ANNUAL COMMUNITY DEVELOPMENT BLOCK GRANT

R-95-170

RELATIVE TO THE TRANSFER OF \$7,500 FROM ACCOUNT 591-86005 CONTINGENCY, \$2,000 FROM ACCOUNT 571-11621 COMMUNITY DEVELOPMENT, SECRETARY IV, AND \$3,500 FROM ACCOUNT 571-98050 COMMUNITY DEVELOPMENT, TRANSIT STUDY, TO ACCOUNT 573-11139 CODE DEPARTMENT, SENIOR BUILDING CLERK

R-95-178

EXTENDING CONGRATULATIONS TO THE TRIVIA TEAM
FROM MOUNT PLEASANT ELEMENTARY SCHOOL

The preceding resolutions were Passed May 9, 1995

Joyce L. Arel, President

Approved May 9, 1995

Rob Wagner, Mayor

R-94-120

RELATING TO CABLE TELEVISION

R-94-121

ESTABLISHING A CABLE TELEVISION ADVISORY BOARD

R-95-166

ESTABLISHING A PROCEDURE FOR THE REVIEW OF TRAFFIC
RELATED ISSUES, LEGISLATION, AND EXPENDITURE ON A TRIAL BASIS

R-95-177

AUTHORIZING HIS HONOR, THE MAYOR, AND THE
CITY TREASURER TO ISSUE BONDS NOT TO EXCEED
THE AMOUNT OF ONE HUNDRED FIFTEEN THOUSAND DOLLARS,
TO SUPPLEMENT THE ORIGINAL AUTHORIZATION FOR THE
CONSTRUCTION PHASE OF THE NEW ADDITIONS AND
RENOVATIONS TO THE NEW SEARLES ELEMENTARY SCHOOL

R-95-179

APPROVING A COLLECTIVE BARGAINING AGREEMENT
BETWEEN THE NASHUA ASSOCIATION OF SUPERVISORS,
COORDINATORS AND DIRECTORS AND
THE NASHUA BOARD OF EDUCATION

R-95-180

APPROVING A COLLECTIVE BARGAINING AGREEMENT
BETWEEN THE NASHUA TEACHERS UNION, LOCAL 1044,
AFT AFL-CIO, UNIT C AND THE NASHUA BOARD OF EDUCATION

R-95-181

APPROVING THE COST OF SALARIES OF THE NON-AFFILIATED
SECRETARIES OF THE NASHUA BOARD OF EDUCATION

R-95-182

RELATIVE TO TRANSFER OF \$43,600 FROM ACCOUNT
591-86581 - GENERAL CONTINGENCY (SCHOOL) TO
ACCOUNT 581-11162, SCHOOL PAYROLL TO FUND THE
NASDC AND SECRETARIES CONTRACTS

R-95-184

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF
CERTAIN FUNDS FROM THE BUREAU OF DISEASE CONTROL
INTO SPECIAL REVENUE ACCOUNTS #342 6438, 342 6439,
342 6440, 342 6441 AND 342 6442 FOR
DISEASE CONTROL PROGRAM SERVICES

The preceding resolutions were Passed May 23, 1995

Joyce L. Arel, President

Approved May 23, 1995

Rob Wagner, Mayor

R-95-133

RELATIVE TO COLLECTIVE BARGAINING

The preceding resolution was passed May 23, 1995

Joyce L. Arel, President

*Took effect seven days after passage
without Mayor's signature May 30, 1995*

R-95-188

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION
OF FUNDS INTO SPECIAL REVENUE ACCOUNT #390
"REGIONAL HAZARDOUS MATERIALS FUNDING"

R-95-189

EXTENDING APPRECIATION TO SUSAN W. HAAS FOR
HER DEDICATION TO THE YOUTH AND CITIZENS OF NASHUA

R-95-191

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION
OF FUNDS FROM THE NATIONAL PARK SERVICE INTO SPECIAL
REVENUE ACCOUNT #387 "DOWNTOWN CONNECTOR TRAIL"

Municipal Government Report

The preceding resolutions were Passed June 13, 1995

Joyce L. Arel, President

Approved June 13, 1995

Rob Wagner, Mayor

R-94-60

RELATIVE TO TAX DEEDED PROPERTY AT
KESSLER FARMS OWNED BY THE CITY OF NASHUA

R-95-155

RELATIVE TO PETITIONING THE PUBLIC UTILITIES
COMMISSION FOR A HEARING

R-95-158

AMENDING THE COMMUNITY DEVELOPMENT BLOCK GRANT
TO FUND PREPARATION OF SPECIFICATIONS FOR
HEATING AND ROOFING IMPROVEMENTS AT 14 COURT STREET

R-95-173

AUTHORIZING CONVEYANCE OF AN EASEMENT
ON E STREET TO PENNICHUCK WATER WORKS

R-95-175

AUTHORIZING THE ACQUISITION OF A
STORM DRAIN EASEMENT ON TAYLOR STREET

R-95-176

AUTHORIZING LAND ACQUISITION OF EASEMENTS
FOR THE HASSEL BROOK DRAINAGE
IMPROVEMENTS PROJECT OF 1995

R-95-183

AUTHORIZING THE RELEASE OF A
RESERVOIR EASEMENT AT 6 KELLEY STREET

R-95-186

AUTHORIZING THE CONVEYANCE OF CITY OWNED
PROPERTY AT 10 STONEHAVEN ROAD
TO MANUEL J. GOMES, JR.

R-95-196

APPROVING A CONTRACT WITH THE SUPERINTENDENT OF SCHOOLS

R-95-197

RELATIVE TO THE TRANSFER OF \$13,000 FROM ACCOUNT
591-86005 - GENERAL CONTINGENCY TO
ACCOUNT 774 - SHADY LANE LANDFILL

The preceding resolutions were Passed June 27, 1995

Joyce L. Arel, President

Approved June 27, 1995

Rob Wagner, Mayor

R-94-174

RELATIVE TO THE ADOPTION OF FISCAL YEAR '96
PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL FUND

R-95-190

RELATIVE TO THE TRANSFER OF \$35,000 FROM ACCOUNT
591-86005 - GENERAL CONTINGENCY TO
ACCOUNT 613-01 - VOTING MACHINES

The preceding Resolutions were passed June 27, 1995

Joyce L. Arel, President

*Took effect seven days after passage
without Mayor's signature July 4, 1995*

ELECTIONS

*STATE PRIMARY ELECTION
SEPTEMBER 13, 1994*

for

GOVERNOR
REPRESENTATIVE IN CONGRESS
EXECUTIVE COUNCILOR
STATE SENATOR
STATE REPRESENTATIVES
SHERIFF
COUNTY ATTORNEY
COUNTY TREASURER
REGISTER OF DEEDS
REGISTER OF PROBATE
COUNTY COMMISSIONER
REPUBLICAN DELEGATES TO THE STATE CONVENTION

*STATE GENERAL ELECTION
NOVEMBER 8, 1994*

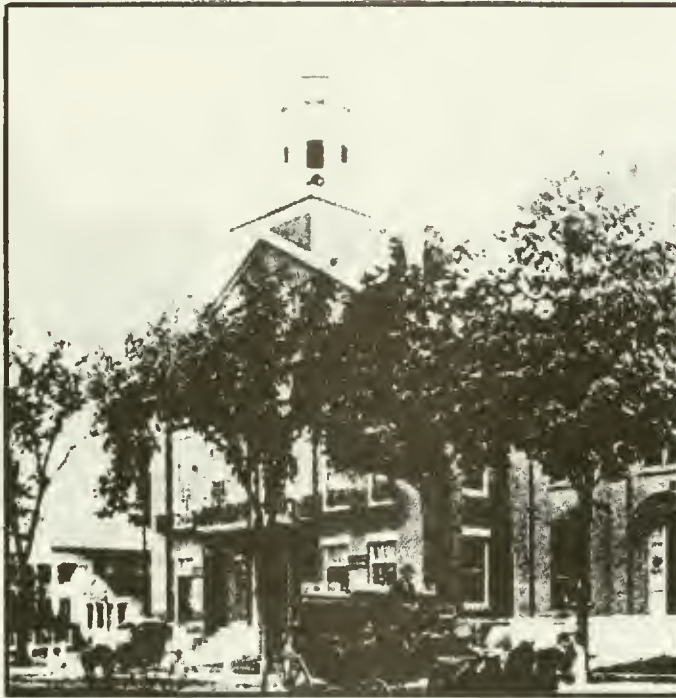
For

GOVERNOR
REPRESENTATIVE IN CONGRESS
EXECUTIVE COUNCILOR
STATE SENATOR
STATE REPRESENTATIVES
SHERIFF
COUNTY ATTORNEY
COUNTY TREASURER
REGISTER OF DEEDS
REGISTER OF PROBATE
COUNTY COMMISSIONER

— CITY OF NASHUA POLLING AREAS —

Ward 1	BROAD STREET ELEMENTARY SCHOOL (Gym) 390 BROAD STREET
Ward 2	CHARLOTTE AVENUE ELEMENTARY SCHOOL (Gym) 48 CHARLOTTE AVENUE
Ward 3	AMHERST STREET ELEMENTARY SCHOOL 71 AMHERST STREET
Ward 4	ST. PATRICK'S YOUTH CENTER 220 MAIN STREET
Ward 5	MAIN DUNSTABLE ELEMENTARY SCHOOL 20 WHITFORD ROAD
Ward 6	FAIRGROUNDS JUNIOR HIGH SCHOOL 27 CLEVELAND STREET
Ward 7	DR. NORMAN CRISP ELEMENTARY SCHOOL 50 ARLINGTON STREET
Ward 8	BICENTENNIAL ELEMENTARY SCHOOL 296 EAST DUNSTABLE ROAD
Ward 9	GRACE LUTHERAN CHURCH (Primary) 125 NORTHEASTERN BOULEVARD THE HOLIDAY INN (General) 9 NORTHEASTERN BOULEVARD

OLD CITY HALL



The first City Hall was built in 1843 at a cost of \$23,000.00. There were three floors - the basement consisted of the Police Department, a meat market, and a room for emergency surgery. The first floor had the selectmen's offices and in the rear was a hall, with the capacity to seat 500 people. This hall later became the Hillsborough county Court House. The second floor had an auditorium with a seating capacity of almost 1,000 people. The third floor served as the armory.

The top of the City Hall was on the same design as the present one. The bell was used to call court into session and also used as a fire alarm.

Five Presidents, Pierce, Garfield, Arthur, Harrison and T. Roosevelt, spoke from this City Hall. It was used for 96 years.

In 1926 the roof began leaking on the city officials and they immediately had the building inspected and found that parts of it were in a dangerous situation. In 1937 the ground work was laid for the new City Hall. The building was completed in 1939 at a cost of \$642,492.00, 45% of this cost was paid by the Federal Government. The contracting company was Grande & Volpe. If the building had to be replaced today the cost would be approximately 10 million dollars.

When they took the top of the Old City hall down, they gave the bell to the Greek Church, who later gave it to the Historical Society. Efforts to save the original top were in vain, for the Eagle had suffered a case of terminal molt and it is believed the cupola part had dry rot.

These postcards have been reproduced from the private collection of Urban Programs Manager Paul Newman.



*This is a picture of Old City Hall on Main Street in approximately 1920.
Notice the Nashua Business College across the street.*



*This picture shows City Hall in it's present location. It is vintage "1957"
Notice the Donuts Shop and the large Coca Cola sign on the building next to City Hall.*

FINANCIAL STATEMENT

REPORTS

July 1, 1994

through

June 30, 1995

Plodzick & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

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

We have audited the accompanying general-purpose financial statements of the City of Nashua as of and for the year ended June 30, 1995. These general-purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general-purpose financial statements based on our audit. We did not audit the financial statements of the Nashua Airport Authority, which represents 100% of the assets and revenues of the component unit columns; nor did we audit the financial statements of the Nashua School Student Activity Funds which statements reflect total assets of \$396,948. These financial statements of the Nashua Airport Authority and the Nashua School Student Activity Funds were audited by other auditors whose reports have been furnished to us, and our opinion on the general-purpose financial statements, insofar as it relates to the amounts included for the Nashua Airport Authority and the Nashua School Student Activity Funds, is based on the reports of the other auditors.

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 City of Nashua 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, based on our audit and the reports of other auditors, 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 City of Nashua, as of June 30, 1995, and the results of its operations and the cash flows of its proprietary fund types and nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

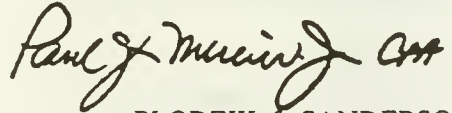
Municipal Government Report

*City of Nashua
Independent Auditor's Report on Financial Presentation*

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 and schedules 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 City of Nashua. 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.

In accordance with *Government Auditing Standards*, we have also issued a report dated September 29, 1995 on our consideration of the City of Nashua's internal control structure and a report dated September 29, 1995 on its compliance with laws and regulations.

September 29, 1995



PLODZIK & SANDERSON
Professional Association

*EXHIBIT A
CITY OF NASHUA, NEW HAMPSHIRE
Combined Balance Sheet - All Fund Types and Account Group
June 30, 1995*

<u>ASSETS AND OTHER DEBITS</u>	<u>Governmental Fund Types</u>			<u>Proprietary Fund Types</u>
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	<u>Enterprise Funds</u>
<u>Assets</u>				
Cash and Equivalents	\$ 41,580,904	\$	\$	\$ 4,161,091
Investments	9,509,937			600,000
<u>Receivables (Net of Allowances For Uncollectibles)</u>				
Liens				97,206
Taxes	8,761,280			
Accounts	2,959,896	83,027		1,883,950
Intergovernmental		1,205,415		
Other				
Interfund Receivable		846,979	740,718	572,683
Voluntary Tax Liens	24,863			
Voluntary Tax Liens Reserved Until Collected	(24,863)			
Mortgage Notes Receivable	58,232			
Inventory	58,232			
Prepaid Items	35,773			3,371
Fixed Assets				86,770,510
Accumulated Depreciation				(25,766,304)
Tax-Deeded Property Subject to Resale	163,576			
<u>Other Debits</u>				
Amount To Be Provided For Retirement of General Long-Term Debt	_____	_____	_____	_____
TOTAL ASSETS AND OTHER DEBITS	<u>\$ 63,127,830</u>	<u>\$ 2,135,421</u>	<u>\$ 740,718</u>	<u>\$ 68,322,507</u>

Municipal Government Report

A (1)

<u>Fiduciary Fund Types Trust and Agency</u>	<u>Account Group General Long-Term Debt</u>	<u>Totals Primary Government (Memorandum Only)</u>	<u>Component Unit - Nashua Airport Authority</u>	<u>Totals Reporting Entity (Memorandum Only)</u>
\$ 1,211,967 19,630,001	\$	\$ 46,953,962 29,739,938	\$ 104,015 101,000	\$ 47,057,977 29,840,938
		97,206		97,206
		8,761,280		8,761,280
		4,926,873	28,556	4,955,429
		1,205,415	46,497	1,251,912
6,008,421 2,519,641		6,008,421 4,680,021 24,863		6,008,421 4,680,021 24,863
		(24,863)		(24,863)
		58,232		58,232
		58,232		58,232
		39,144		39,144
		86,770,510	743,196	87,513,706
		(25,766,304)		(25,766,304)
		163,576		163,576
	<u>46,957,992</u>	<u>46,957,992</u>	<u>16,954</u>	<u>46,974,946</u>
<u>\$ 29,370,030</u>	<u>\$ 46,957,992</u>	<u>\$ 210,654,498</u>	<u>\$ 1,040,218</u>	<u>\$ 211,694,716</u>

City of Nashua

EXHIBIT A (Continued)
CITY OF NASHUA, NEW HAMPSHIRE
Combined Balance Sheet - All Fund Types and Account Group
June 30, 1995

<u>LIABILITIES, EQUITY AND OTHER CREDITS</u>	<u>Governmental Fund Types</u>			<u>Proprietary Fund Types</u>
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	<u>Enterprise Funds</u>
<u>Liabilities</u>				
Accounts Payable	\$ 2,157,174	\$ 324,824	\$ 31,221	\$ 255,930
Accrued Payroll and Benefits	2,813,688	2,895		106,390
Contracts Payable			251,838	
Retainage Payable			98,796	4,995
Interfund Payable	3,611,877	791,342	37,097	180,255
Due to Student Groups				
Escrow and Performance Deposits				
Other Current Liabilities				59,153
Deferred Tax Revenue	54,717,208			
Other Deferred Revenue	174,199			
Accrued Landfill Closure and Postclosure Costs				7,837,200
General Obligation Debt Payable - Current				603,050
General Obligation Debt Payable				8,457,200
Compensated Absences Payable				238,529
Total Liabilities	<u>63,474,146</u>	<u>1,119,061</u>	<u>418,952</u>	<u>17,742,702</u>
<u>Equity and Other Credits</u>				
Investment in General Fixed Assets				
Contributed Capital				54,626,820
<u>Retained Earnings</u>				
Unreserved (Deficit)				(4,047,015)
<u>Fund Balances</u>				
Reserved For Tax-Deeded Property	163,576			
Reserved For Endowments				
Reserved For Encumbrances	1,622,379		185,125	
Reserved For Inventory	58,232			
Reserved For Special Purposes			265,637	
<u>Unreserved</u>				
Designated For Special Purposes		1,016,360		
Undesignated (Deficit)	(2,190,503)		(128,996)	
Total Equity and Other Credits	<u>(346,316)</u>	<u>1,016,360</u>	<u>321,766</u>	<u>50,579,805</u>
TOTAL LIABILITIES, EQUITY AND OTHER CREDITS	<u>\$ 63,127,830</u>	<u>\$ 2,135,421</u>	<u>\$ 740,718</u>	<u>\$ 68,322,507</u>

Municipal Government Report

A (2)

<u>Fiduciary Fund Types Trust and Agency</u>	<u>Account Group General Long-Term Debt</u>	<u>Totals Primary Government (Memorandum Only)</u>	<u>Component Unit - Nashua Airport Authority</u>	<u>Totals Reporting Entity (Memorandum Only)</u>
\$ 6,019,682	\$	\$ 8,788,831	\$ 39,674	\$ 8,828,505
		2,922,973		2,922,973
		251,838		251,838
		103,791		103,791
59,450		4,680,021		4,680,021
396,948		396,948		396,948
255,537		255,537	1,647	257,184
		59,153		59,153
		54,717,208		54,717,208
		174,199	29,279	203,478
		7,837,200		7,837,200
		603,050		603,050
	39,747,750	48,204,950		48,204,950
	<u>7,210,242</u>	<u>7,448,771</u>	<u>16,954</u>	<u>7,465,725</u>
<u>6,731,617</u>	<u>46,957,992</u>	<u>136,444,470</u>	<u>87,554</u>	<u>136,532,024</u>
			743,196	743,196
		54,626,820		54,626,820
		(4,047,015)		(4,047,015)
		163,576		163,576
6,597,553		6,597,553		6,597,553
		1,807,504		1,807,504
		58,232		58,232
16,040,860		16,306,497		16,306,497
		1,016,360	12,424	1,028,784
		(2,319,499)	<u>197,044</u>	<u>(2,122,455)</u>
<u>22,638,413</u>		<u>74,210,028</u>	<u>952,664</u>	<u>75,162,692</u>
<u>\$ 29,370,030</u>	<u>\$ 46,957,992</u>	<u>\$ 210,654,498</u>	<u>\$ 1,040,218</u>	<u>\$ 211,694,716</u>

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

City of Nashua

*EXHIBIT B
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Governmental Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1995*

	<u>Governmental Fund Types</u>			Ref (N.)
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	
<u>Revenues</u>				
Taxes	\$ 99,419,216	\$	\$	\$
Licenses and Permits	6,974,712			
Intergovernmental	6,279,275	5,706,064		
Charges For Services	4,711,742	1,651,048		
Miscellaneous	2,877,605	899,303	55,761	
<u>Other Financing Sources</u>				
Operating Transfers In	2,230,967	369,186	13,000	
Proceeds of General Obligation Debt			4,827,000	
<u>Total Revenues and Other Financing Sources</u>	<u>122,493,517</u>	<u>8,625,601</u>	<u>4,895,761</u>	<u>1</u>
<u>Expenditures</u>				
<u>Current</u>				
General Government	19,896,895	189,051		
Public Safety	18,202,815	144,795		
Highways and Streets	6,851,072	1,212,920		
Water Distribution and Treatment	1,571,701			
Health	543,323	325,894		
Welfare	469,678			
Culture and Recreation	2,753,337	44,547		
Conservation		2,288		
Redevelopment and Housing	890,132			
Education	51,626,535	5,594,663		
Debt Service	5,112,387			
Capital Outlay	50,552	736,663	4,953,678	
Intergovernmental	7,709,100			
<u>Other Financing Uses</u>				
Operating Transfers Out	1,018,194	257,770		
<u>Total Expenditures and Other Financing Uses</u>	<u>116,695,721</u>	<u>8,508,591</u>	<u>4,953,678</u>	<u>1</u>
<u>Excess (Deficiency) of Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing Uses</u>	5,797,796	117,010	(57,917)	
<u>Fund Balances - July 1</u>	<u>(6,144,112)</u>	<u>899,350</u>	<u>379,683</u>	
<u>Fund Balances - June 30</u>	<u>\$ (346,316)</u>	<u>\$ 1,016,360</u>	<u>\$ 321,766</u>	<u>\$</u>

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Municipal Government Report

B

<u>Fiduciary</u> <u>Fund Types</u> <u>Expendable</u> <u>Trust</u>	Totals Primary Government (Memorandum Only)	Component Unit - Nashua Airport Authority	Totals Reporting Entity (Memorandum Only)
\$	\$ 99,419,216	\$	\$ 99,419,216
	6,974,712		6,974,712
	11,985,339	276,820	12,262,159
	6,362,790	234,761	6,597,551
141,152	3,973,821	77,506	4,051,327
1,380,404	3,993,557		3,993,557
	<u>4,827,000</u>		<u>4,827,000</u>
<u>1,521,556</u>	<u>137,536,435</u>	<u>589,087</u>	<u>138,125,522</u>
1,037,498	21,123,444	495,921	21,619,365
	18,347,610		18,347,610
	8,063,992		8,063,992
	1,571,701		1,571,701
	869,217		869,217
	469,678		469,678
	2,797,884		2,797,884
	2,288		2,288
	890,132		890,132
	57,221,198		57,221,198
	5,112,387	36,640	5,149,027
	5,740,893	53,817	5,794,710
	7,709,100		7,709,100
<u>2,275,363</u>	<u>3,551,327</u>		<u>3,551,327</u>
<u>3,312,861</u>	<u>133,470,851</u>	<u>586,378</u>	<u>134,057,229</u>
(1,791,305)	4,065,584	2,709	4,068,293
<u>6,212,101</u>	<u>1,347,022</u>	<u>206,759</u>	<u>1,553,781</u>
<u>\$ 4,420,796</u>	<u>\$ 5,412,606</u>	<u>\$ 209,468</u>	<u>\$ 5,622,074</u>

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

City of Nashua

EXHIBIT C
CITY OF NASHUA, NEW HAMPSHIRE
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual (Budgetary Basis)
General Fund
For the Fiscal Year Ended June 30, 1995

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u> <u>Favorable</u> <u>(Unfavorable)</u>
<u>Revenues</u>			
Taxes	\$ 96,740,752	\$ 99,419,216	\$ 2,678,464
Licenses and Permits	5,920,922	6,974,712	1,053,790
Intergovernmental	6,227,527	6,279,275	51,748
Charges For Services	4,546,987	4,711,742	164,755
Miscellaneous	2,028,914	2,877,605	848,691
<u>Other Financing Sources</u>			
Operating Transfers In	<u>2,230,967</u>	<u>2,230,967</u>	<u> </u>
<u>Total Revenues and Other Financing Sources</u>	<u>117,696,069</u>	<u>122,493,517</u>	<u>4,797,448</u>
<u>Expenditures</u>			
<u>Current</u>			
General Government	20,459,253	19,967,774	491,479
Public Safety	18,025,948	18,368,338	(342,390)
Highways and Streets	7,082,876	7,120,944	(38,068)
Water Distribution and Treatment	1,640,000	1,571,701	68,299
Health	575,100	543,323	31,777
Welfare	516,639	501,678	14,961
Culture and Recreation	2,763,949	2,768,598	(4,649)
Redevelopment and Housing	902,205	899,109	3,096
Education	51,721,625	51,808,591	(86,966)
Debt Service	5,056,180	5,042,387	13,793
Capital Outlay	225,000	221,905	3,095
Intergovernmental	7,709,100	7,709,100	
<u>Other Financing Uses</u>			
Operating Transfers Out	<u>1,018,194</u>	<u>1,018,194</u>	<u> </u>
<u>Total Expenditures and Other Financing Uses</u>	<u>117,696,069</u>	<u>117,541,642</u>	<u>154,427</u>
<u>Excess of Revenues and Other</u>			
<u>Financing Sources Over Expenditures</u>			
<u>and Other Financing Uses</u>			
		4,951,875	4,951,875
<u>Fund Balance - July 1</u>	<u>(6,144,112)</u>	<u>(6,144,112)</u>	<u> </u>
<u>Fund Balance - June 30</u>	<u>\$ (6,144,112)</u>	<u>\$ (1,192,237)</u>	<u>\$ 4,951,875</u>

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

Municipal Government Report

EXHIBIT D
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Revenues, Expenses
and Changes in Retained Earnings/Fund Balances
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1995

	<u>Proprietary Fund Types</u>	<u>Fiduciary Fund Types</u>		Total (Memorandum Only)
	<u>Enterprise Funds</u>	<u>Non- expendable Trusts</u>	<u>Pension Trust</u>	
<u>Operating Revenues</u>				
Charges For Sales and Services	\$ 9,112,193	\$	\$	\$ 9,112,193
New Funds		74,093	997,660	1,071,753
Interest and Dividends		415,684	679,054	1,094,738
Capital Gains (Losses)		227,089	(219,947)	7,142
Miscellaneous		<u>14,851</u>		<u>14,851</u>
<u>Total Operating Revenues</u>	<u>9,112,193</u>	<u>731,717</u>	<u>1,456,767</u>	<u>11,300,677</u>
<u>Operating Expenses</u>				
<u>Cost of Sales and Services</u>				
Salaries and Benefits	2,780,716			2,780,716
Contracted Services	2,672,555			2,672,555
Maintenance and Repairs	133,187			133,187
Materials and Supplies	484,278			484,278
Utilities	555,880			555,880
Administration			49,233	49,233
Miscellaneous	45,608			45,608
Small Equipment	21,376			21,376
Depreciation	2,316,401			2,316,401
Landfill Closure Costs	373,200			373,200
Trust Income Distributions		448,064		448,064
Benefit Payments			<u>520,142</u>	<u>520,142</u>
<u>Total Operating Expenses</u>	<u>9,383,201</u>	<u>448,064</u>	<u>569,375</u>	<u>10,400,640</u>
<u>Operating Income (Loss)</u>	<u>(271,008)</u>	<u>283,653</u>	<u>887,392</u>	<u>900,037</u>
<u>Nonoperating Revenues (Expenses)</u>				
Interest Revenue	279,569			279,569
Interest Expense	(543,862)			(543,862)
Intergovernmental & Other	<u>344,460</u>			<u>344,460</u>
<u>Total Nonoperating Revenues (Expenses)</u>	<u>80,167</u>			<u>80,167</u>
<u>Income (Loss) Before Operating Transfers</u>	<u>(190,841)</u>	<u>283,653</u>	<u>887,392</u>	<u>980,204</u>

EXHIBIT D (Continued)
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Revenues, Expenses
and Changes in Retained Earnings/Fund Balances
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1995

	<u>Proprietary Fund Types Enterprise Funds</u>	<u>Fiduciary Fund Types Non- expendable Trusts</u>	<u>Pension Trust</u>	<u>Total (Memorandum Only)</u>
<u>Operating Transfers</u>				
Transfers In	342,409			342,409
Transfers Out			(14,878)	(14,878)
<u>Total Operating Transfers</u>	<u>342,409</u>		<u>(14,878)</u>	<u>327,531</u>
<u>Net Income</u>	151,568	283,653	872,514	1,307,735
<u>Add Depreciation on Fixed Assets Acquired by Capital Grants that Reduces Contributed Capital</u>	1,363,151			1,363,151
<u>Retained Earnings/ Fund Balances - July 1</u>	<u>(5,561,734)</u>	<u>6,624,372</u>	<u>10,437,078</u>	<u>11,499,716</u>
<u>Retained Earnings/ Fund Balances - June 30</u>	<u>\$ (4,047,015)</u>	<u>\$ 6,908,025</u>	<u>\$ 11,309,592</u>	<u>\$ 14,170,602</u>

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

Municipal Government Report

EXHIBIT E
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Cash Flows
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1995

	Proprietary Fund Types Enterprise Funds	Fiduciary Fund Types		Total (Memorandum Only)
		Non- expendable Trusts	Pension Trust	
<u>Cash Flows From Operating Activities</u>				
Cash Received From Customers and Users	\$ 8,669,117	\$	\$ 997,660	\$ 9,666,777
Cash Payments to Suppliers for Goods and Services	(3,875,608)			(3,875,608)
Cash Payments for Benefits and Other			(569,375)	(569,375)
Cash Payments to Employees for Services	(2,789,782)			(2,789,782)
Interest and Dividends Received		413,284	679,054	1,092,338
New Funds Received		88,944		88,944
Trust Income Distributions		(446,901)		(446,901)
<u>Net Cash Provided (Used) by Operating Activities</u>	<u>2,003,727</u>	<u>55,327</u>	<u>1,107,339</u>	<u>3,166,393</u>
<u>Cash Flows From Investing Activities</u>				
Proceeds From Sales and Maturities of Investment Activities	576,681	403,939	271,357	1,251,977
Purchase of Investment Securities	(600,000)	(443,653)	(1,400,665)	(2,444,318)
Gain on Sale of Investments	4,723			4,723
Purchase of Fixed Assets	(182,525)			(182,525)
Construction (including capitalized interest costs)	(654,490)			(654,490)
Interest Income	279,569			279,569
<u>Net Cash Provided (Used) in Investing Activities</u>	<u>(576,042)</u>	<u>(39,714)</u>	<u>(1,129,308)</u>	<u>(1,745,064)</u>
<u>Cash Flows From Financing Activities</u>				
Operating Transfers	342,409		(14,878)	327,531
Principal Payments - Long-Term Debt	(559,050)			(559,050)
Interest Payments - Long-Term Debt	(543,862)			(543,862)
Capital Contributions	649,841			649,841
State Bond Interest Aid	339,737			339,737
<u>Net Cash Provided (Used) by Financing Activities</u>	<u>229,075</u>		<u>(14,878)</u>	<u>214,197</u>
<u>Net Increase (Decrease) in Cash</u>	<u>1,656,760</u>	<u>15,613</u>	<u>(36,847)</u>	<u>1,635,526</u>
<u>Cash - July 1</u>	<u>2,896,759</u>	<u>291,212</u>	<u>(21,440)</u>	<u>3,166,531</u>
<u>Cash - June 30</u>	<u>\$ 4,553,519</u>	<u>\$ 306,825</u>	<u>\$ (58,287)</u>	<u>\$ 4,802,057</u>

City of Nashua

EXHIBIT E (Continued)
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Cash Flows
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1995

	<u>Proprietary Fund Types Enterprise Funds</u>	<u>Fiduciary Fund Types</u> Non- expendable Trusts	Pension Trust	<u>Total (Memorandum Only)</u>
<i>Reconciliation of Net Income to Net Cash Provided (Used) by Operating Activities</i>				
<u>Net Operating Income (Loss)</u>	\$ (271,008)	\$ 283,653	\$ 887,392	\$ 900,037
<u>Adjustments to Reconcile Net Income to Net Cash Provided (Used) by Operating Activities</u>				
Gain on Sales of Investments		(227,089)	219,947	(7,142)
Depreciation Expense	2,316,401			2,316,401
<u>(Increase) Decrease in Receivables</u>				
Accounts	(306,790)			(306,790)
Liens	(15,184)			(15,184)
(Increase) Decrease in				
Due From Other Funds	(180,255)	(2,400)		(182,655)
(Increase) Decrease in Prepaid Items	250			250
Increase (Decrease) in Accounts Payable	(134,462)			(134,462)
Increase (Decrease) in				
Accrued Payroll and Benefits	68,336			68,336
Increase (Decrease) in Due To Other Funds	180,255	1,163		181,418
Increase (Decrease) in Retainage Payable	(8,767)			(8,767)
Increase (Decrease) in				
Due to Other Liabilities	59,153			59,153
Increase (Decrease) in				
Compensated Absences Payable	(77,402)			(77,402)
Increase (Decrease) in Accrued Landfill Closure and Postclosure Care Costs	373,200			373,200
<u>Total Adjustments</u>	<u>2,274,735</u>	<u>(228,326)</u>	<u>219,947</u>	<u>2,266,356</u>
<u>Net Cash Provided (Used) by Operating Activities</u>	<u>\$ 2,003,727</u>	<u>\$ 55,327</u>	<u>\$ 1,107,339</u>	<u>\$ 3,166,393</u>

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Financial Reporting Entity

The City of Nashua, New Hampshire, incorporated in 1853, is a municipal corporation governed by an elected Board of Aldermen and Mayor. As required by generally accepted accounting principles, these financial statements are for the City of Nashua, and its component unit. Component units are organizations for which the primary government is financially accountable or for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

The Nashua Airport Authority is the component unit of the City. The component unit is included in the City's reporting entity because of the significance of its operational and financial relationships with the City. It is discretely presented in a separate column in the combined financial statements to emphasize that it is legally separate from the City. The component unit operates on the same fiscal year as the City and is reported in the financial statements as of and for the year ended June 30, 1995.

The Nashua Airport Authority was incorporated by legislative act on August 27, 1961, and meets the criteria for being a component unit of the City because the City is responsible for selecting its Board of Directors, the Airport Authority's employees are included in the City's retirement system, the City issues debt on behalf of the Airport Authority, and the City is responsible for the budgetary appropriations of the Airport Authority. All debt of the Airport Authority is backed by the full faith and credit of the City. Complete financial statements for the Nashua Airport Authority can be obtained directly from the Board of Directors of the same.

The Nashua Housing Authority is not included in these financial statements because City officials have concluded that it is not part of the reporting entity after careful consideration of the criteria for component units. These criteria include whether the City is financially accountable for the entity, and whether the exclusion of the entity would render the City's financial statements misleading or incomplete.

B. Basis of Presentation - Fund Accounting

The accounts of the City are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures/expenses, as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped by type in the financial statements. The following fund types and account groups are used by the City:

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources, and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The following are the City's Governmental Fund Types:

General Fund - The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. From the fund are paid the general operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The following funds are included in this fund type:

- School Food Service Fund
- School Federal Grants
- Community Development Block Grants
- Department of Transportation Grants
- Other

Capital Projects Funds - Capital Projects Funds are established to account for major capital expenditures not financed by Enterprise or Trust Funds.

Proprietary Fund Types

Proprietary Funds - Proprietary Funds account for operations that are organized to be self-supporting through user charges. The funds included in this category are the Enterprise Funds. These funds are established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The Solid Waste Disposal and Wastewater Treatment Funds are included in this fund type.

Fiduciary Fund Types

Fiduciary Fund Types - These funds account for assets held by the City as a trustee or agent for individuals.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

The following funds are included in this fund type:

Public Works Pension Trust Fund - The Board of Public Works Pension Fund is used to account for the assets of the retirement plan available for payment of retirement benefits and administrative expenses of the plan.

Nonexpendable Trust Funds - Nonexpendable Trust Funds are those funds for which the principal may not be expended and are accounted for essentially in the same manner as proprietary fund types.

Expendable Trust Funds - Expendable Trust Funds are those for which both principal and earnings may be expended. The Capital Reserve and Self-Insurance Funds are included in this category and are accounted for in the same manner as governmental funds.

Agency Funds - Agency Funds are used to account for funds held as an agent for individuals. These funds include the Board of Public Works Escrow Accounts, the Deferred Compensation Plan Fund, and the Student Activity Funds.

Account Groups

Account groups are not "funds." They are concerned only with the measurement of financial position. They are not involved with measurement of results of operations. The City uses the following account groups:

General Fixed Assets Account Group - General fixed assets have been acquired for general governmental purposes and have been recorded as expenditures in the fund making the expenditure. These expenditures are required to be capitalized at historical cost in a General Fixed Asset Group of Accounts for accountability purposes. In accordance with the practices followed by most other municipal entities in the State, the City does not maintain a record of its general fixed assets and, accordingly, a statement of general fixed assets, required by generally accepted accounting principles, is not included in this financial report.

General Long-Term Debt Account Group - This account group is established to account for all long-term debt of the City except that which is accounted for in the proprietary funds.

Component Unit

The component unit's primary functions are accounted for as governmental fund types; therefore the modified accrual basis of accounting is used. Under this method, revenues are recorded when susceptible to accrual and expenditures are recorded when the liability is incurred, if measurable.

CITY OF NASHUA, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1995

C. Measurement Focus/Basis of Accounting

Governmental funds, Expendable Trust Funds, and Agency Funds use the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable (flow of current financial resources measurement focus). Licenses and permits, charges for services, fines and forfeits, and miscellaneous revenues are recorded as revenues when received in cash. General taxes, intergovernmental revenues, charges for services, and investment earnings are recorded when earned (when they are measurable and available). Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except expenditures for debt service, prepaid expenses, and other long-term obligations, which are recognized when due.

All proprietary funds, Nonexpendable Trust Funds, and Pension Trust Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred (flow of economic resources measurement focus).

D. Budgetary Accounting

General Budget Policies

General governmental revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements which govern the City's operations. The Board of Aldermen adopts an annual operating budget, which can be amended by the Board throughout the year for the General Fund and Enterprise Funds. Project-length financial plans are adopted for all Capital Projects Funds. The budget as presented represents adjusted departmental appropriations as voted by the Board of Aldermen. The Board may make supplemental appropriations from fund balance or transfer funds between departments by issuing resolutions.

The Financial Services Department may transfer appropriations between operating categories within departmental budgets at the request of department heads, but expenditures may not legally exceed budgeted appropriations in total. All annual appropriations lapse at year-end unless encumbered.

State statutes require balanced budgets, and provide for the use of beginning unreserved fund balance to achieve that end.

Amounts recorded as budgetary expenditures in the Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual - General Fund (Exhibit C) are presented on the basis budgeted by the City. The amounts differ from those reported in conformity with generally

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

accepted accounting principles in the Combined Statement of Revenues, Expenditures and Changes in Fund Balances for All Governmental and Similar Trust Funds (Exhibit B) as follows:

<u>Expenditures and Other Financing Uses</u>	
Per Exhibit C	\$117,541,642
<u>Adjustments</u>	
Encumbrances - June 30, 1994	776,458
Encumbrances - June 30, 1995	<u>(1,622,379)</u>
Per Exhibit B	<u>\$116,695,721</u>

Budget Control Charter Amendment

An amendment to the City's charter limits increases in departmental budgets to a factor equal to the average of the changes in the Consumer Price Index of the three preceding calendar years. Specified categories of expenditures are exempt from the limitations upon approval of the Board of Aldermen.

Encumbrances

Encumbrance accounting, under which purchase orders, contracts, and continuing appropriations (certain projects and specific items not fully expended at year end) are recognized, is employed in the governmental funds. Encumbrances are not the equivalent of expenditures and are therefore reported as a reservation of the fund balance at June 30 and are carried forward to supplement appropriations of the subsequent year.

E. Assets, Liabilities and Fund Equity

Cash and Investments

The City Treasurer is required by State statute to have custody of all monies belonging to the City. The City Treasurer shall deposit all such monies in solvent banks in the state or in participation units in the public deposit investment pool established pursuant to RSA 383:22. Funds may be deposited in banks outside the state if such banks pledge and deliver to the state treasurer as collateral security for such deposits in value at least equal to the amount of the deposit in each case.

The City pools cash resources of its governmental and proprietary fund types to facilitate the management of cash. Cash applicable to a particular fund is reflected through interfund balances. Cash in excess of current operating requirements is invested in various interest-bearing securities and is disclosed as part of the City's investments.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

For financial reporting purposes, cash and equivalents include amounts in demand deposits, money market funds, certificates of deposit, and short-term investments with original maturities of 90 days or less.

The City is authorized by State statute to invest Trust Funds, except Capital Reserve Funds, in obligations of political subdivisions and stocks and bonds that are legal for investment by New Hampshire savings banks. Capital Reserve Funds must be kept in separate accounts and not intermingled with other funds. Capital Reserve Funds shall be invested only by deposit in a savings bank or in the savings department of a national bank or trust company, or in the share of a cooperative bank, building and loan association, or federal savings and loan association, in this state, or in bonds, notes or other obligations of the United States government, or in bonds or notes of this state, or in participation units in the public deposit investment pool established pursuant to RSA 383:22.

Investments are stated at cost or, in the case of donated investments, at the market value of the date of bequest or receipt.

Receivables

All receivables are reported at their gross value and, where appropriate, are reduced by the estimated portion that is expected to be uncollectible. Estimated unbilled revenues from the Wastewater Treatment Enterprise Fund are recognized at the end of each fiscal year on a pro-rata basis. The estimated amount is based on billings during the months following the close of the fiscal year.

Due to and Due from Other Funds

Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which transactions are executed.

Inventories

Inventories for all governmental funds are valued at cost (first-in, first-out). The consumption method is used to account for inventories. Under the consumption method, inventories are recorded as expenditures when used.

Prepaid Items

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

Other Assets

Other assets held are recorded and accounted for at cost.

Proprietary Fund Types - Property, Plant and Equipment

Property, plant and equipment in the Wastewater Treatment Fund and Solid Waste Disposal Fund are valued at cost. Assets constructed by the City are based on estimated costs by the City's engineering department, including estimated costs for materials and labor. Assets contributed by independent contractors/developers are based on cost figures supplied by the contractor to the City. The cost of sewer lines constructed before 1970 are not reflected in the financial statements of the Wastewater Treatment Fund. The estimated book value of these lines at the inception of the Sewer Fund is not material to the financial statements of the Wastewater Treatment Fund.

Depreciation of exhaustible fixed assets used by proprietary funds is charged as an expense against operations, and accumulated depreciation is reported on the proprietary funds' balance sheets.

Depreciation is being provided for over the estimated useful lives of the assets using the straight line method. The estimated useful lives are as follows:

	<u>Years</u>
Buildings and Improvements	40
Lines and Interceptors	50
Machinery and Equipment	7 - 40

Deferred Revenue

The government reports deferred revenue on its combined balance sheet. Deferred revenue arises when a potential revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenue also arises when resources are received by the government before it has a legal claim to them, as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods, when both revenue recognition criteria are met, or when the government has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

Long-Term Liabilities

General Obligation Debt - General obligation bonds, notes, capital leases, and other forms of long-term debt supported by general revenues are obligations of the City as a whole. Accordingly, such unmatured obligations of the City are accounted for in the General Long-Term Debt Group of Accounts, with the exception of bonds and notes which are being financed by the Enterprise Funds and are reported as liabilities in the particular fund.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

Compensated Absences - Employees may accumulate a limited amount of earned but unused vested benefits, which will be paid to employees upon separation from the City's service. In Governmental Fund Types and Fiduciary Fund Types, the cost of vested benefits paid or expected to be liquidated with expendable available financial resources are reported as an expenditure and fund liability of the fund. Amounts of vested or accumulated leave benefits that are not expected to be liquidated with expendable available financial resources are reported in the general long-term debt account group. No expenditure is reported for these amounts. In accordance with the provisions of Statement of Financial Accounting Standards No. 43, *Accounting for Compensated Absences*, no liability is recorded for nonvesting accumulating rights to receive benefits.

Fund Equity

The unreserved fund balances for governmental funds represent the amount available for budgeting future operations. The reserved fund balances for governmental funds represent the amount that has been legally identified for specific purposes. Unreserved retained earnings for proprietary funds represent the net assets available for future operations or distribution. The entire fund balances of fiduciary funds are reserved due to the legal restriction on their expenditure.

The portion of fund balance which has been legally segregated for a specific future use, or which indicates that a portion is not appropriable for expenditures, is shown as reserved. The following reserves were used by the City during the year:

Reserved for Tax-Deeded Property - accounts for property taken by tax deed to be resold and is recorded at the value of taxes and costs due the City.

Reserved for Endowments - represents the principal balance of Nonexpendable Trust Funds which must be held for investment purposes only.

Reserved for Encumbrances - is used to account for open purchase orders, contracts and other commitments at year end for which goods and services have not been received.

Reserved for Inventory - represents inventory which is a component of net current assets.

Reserved for Special Purposes - is used to account for the unencumbered balance of restricted funds. These include the uncommitted balances of bond proceeds, grant revenues, the City's Expendable Trust Funds, and the income portion of the City's Nonexpendable Trust Funds.

F. Property Tax Revenue

The City's property taxes were levied on the assessed valuation listed as of the prior April 1 for all real property located within City boundaries. The net assessed valuation as of April 1, 1994, upon which the 1994-95 property tax levy was based, was \$3,508,873,595.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

Taxes are due in two installments on June 1 and December 1, with interest assessed thereafter on the unpaid balance. Taxes not paid by December 1 accrue interest at 12% per annum. As prescribed by state law, the Tax Collector shall place a priority lien on properties for which taxes remain unpaid in the following year after taxes are due. The City, in addition to its priority tax lien, accrues interest at 18% per annum on outstanding balances due. If the property taxes and accrued interest are not paid within a two-year period, the property is deeded to the City.

Semi-annual property tax billings for the June, 1995 levy recorded prior to June 30, 1995 that relate to fiscal 1996 have been recorded as deferred tax revenues (See Note 4A).

As provided by New Hampshire Statutes, the City in its annual tax commitment, raises an amount (commonly referred to as overlay) to provide for property tax abatements. The actual abatements and refunds incurred during the year are reflected as reductions of the current year property tax revenue in Exhibits B and C.

For the year ended June 30, 1995, \$5,480,145 was provided for abatements and refunds. Actual abatements and refunds for the year ended June 30, 1995 were \$2,625,868.

G. Federal Grant Revenue

The City, through various federal grants, has extended loans for the development or rehabilitation of residential properties within the City. As the repayment of these loans is contingent on numerous factors outside the control of the City, such as financial viability of the projects, these loans are not reflected as loans receivable in these financial statements. It is the City's policy to recognize the grant revenues when the loans are repaid.

H. Other Revenues and Expenditures/Expenses

Revenues for governmental funds are recorded when they are determined to be both measurable and available. Generally, fees and nontax revenues are recognized when received. Grants, other than those described in G above, from other governments, are recognized when qualifying expenditures are incurred. Expenditures for governmental funds are recorded when the related liability is incurred.

Revenues and expenses of proprietary funds are recognized in essentially the same manner as used in commercial accounting.

I. Total Columns

The Combined Financial Statements include total columns that are described as memoranda only. Data in these columns do not present financial position, results of operations, or cash flows in conformity with generally accepted accounting principles. Interfund transactions have not been eliminated from the total column of each financial statement.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

J. Postemployment Healthcare Benefits

The City does not provide postemployment healthcare benefits except those mandated by the Consolidated Omnibus Budget Reconciliation Act (COBRA). The requirements established by COBRA are fully funded by employees who elect coverage under the Act, and no direct costs are incurred by the City.

NOTE 2 - STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

General Fund

The General Fund balance is in a deficit position of \$2,190,503 at June 30, 1995. This deficit arises as the result of the application of the 60-day recognition period for property taxes which is a requirement of generally accepted accounting principles. The deficit is actually \$4,883,061 less than at June 30, 1994, due to an excess in estimated revenues.

The total fund balance budgetary deficit of \$1,192,237 as reported on Exhibit C does not include the effect of the 60-day recognition rule which, at June 30, 1995, is \$4,552,918. Also, the budgetary expenditures on Exhibit C include encumbrances.

Capital Projects Funds

The following deficits exist at June 30, 1995, in the Capital Projects Funds:

<u>Project</u>	<u>Deficit</u>	<u>Method of Financing</u>
Amherst Street Traffic Mitigation	\$97	Impact Fees
New Searles School	\$3,899	Interfund Transfer
Fairgrounds Junior High	\$125,000	Long-Term Debt

Enterprise Fund - Solid Waste Disposal Fund

There is a deficit of \$7,297,255 in the Solid Waste Disposal Fund at June 30, 1995. This deficit arises because of the application of *Government Accounting Standards Board* Statement No. 18, "Accounting for Municipal Solid Waste Landfill Closure and Postclosure Care Costs," which requires the accrual of closure and postclosure care costs over the life of the landfill. Total accrual for this purpose at June 30, 1995, is \$7,837,200.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

NOTE 3 - ASSETS

A. Cash and Equivalents

The City's investment policy for Governmental Fund Types requires that deposits and investments be made in New Hampshire-based institutions that are insured by the Federal Deposit Insurance Corporation or other agencies of the federal government. The City limits its investments to U.S. Government obligations, mutual funds consisting of U.S. Government obligations, repurchase agreements and certificates of deposit in accordance with New Hampshire state law (RSA 41:29). Certificates of deposit with a term of less than 90 days are reported as deposits in these financial statements. Investments for Nonexpendable and Pension Trust Funds are at the discretion of the various boards of trustees.

The City maintains a common bank account in which the cash balances of most funds are maintained. The common bank account is used for receipts and disbursements relating to all these funds. All time deposits are the property of the General Fund.

At year end, the City's cash deposits categorized according to risk assumed were as follows:

Category 1 Includes deposits that are insured (Federal Depository Insurance).

Category 2 Includes deposits that are uninsured, but are collateralized by securities held by the pledging financial institution, its trust department or agent in the City's name.

Category 3 Includes deposits that are uninsured and uncollateralized.

	Category			Total	
	1	2	3	Bank Balance	Carrying Value
Cash	\$ 668,088	\$	\$ 1,436,843	\$ 2,104,931	\$ 1,848,742
<u>Cash Equivalents</u>					
Repurchase Agreements		47,177,859		47,177,859	45,105,220
<u>Total Cash and</u>					
<u>Cash Equivalents</u>	\$ 668,088	\$ 47,177,859	\$ 1,436,843	\$ 49,282,790	\$ 46,953,962

Repurchase Agreements

Included in the City's cash equivalents at June 30, 1995, were short-term investments in repurchase agreements issued by a local banking institution. Under these agreements, the City will be repaid principal plus interest on a specified date which is subsequent to year end. The agreement is guaranteed/collateralized with securities held by the banking institution which exceed

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 NOTES TO FINANCIAL STATEMENTS
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the amount of the agreement. . At June 30, 1995, the City held investments in repurchase agreements as follows:

<u>Amount</u>	<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Underlying Securities</u>	<u>Market Value</u>
<u>\$43,615,606</u>	6.0625%	July 3, 1995	FHMC/FFCB/ FHLB/FLMC	<u>\$36,087,848</u>
<u>\$ 3,562,253</u>	6.0625%	July 3, 1995	FHLM/FNMC	<u>\$ 3,565,726</u>

Cash and Equivalents - Statement of Cash Flows

Cash and equivalents reported in Exhibit E, Combined Statement of Cash Flows, consist of the following components:

<u>Demand Deposit and Savings Accounts</u>		
Enterprise Fund - Wastewater	\$ 4,161,091	
Nonexpendable Trusts	<u>306,825</u>	
<u>Total Demand Deposit and Savings Accounts</u>		\$ 4,467,916
<u>Interfund Receivable (Payable)</u>		
<u>Representing Equity in Pooled Cash</u>		
Enterprise Fund - Solid Waste Disposal	\$ 316,964	
Enterprise Fund - Wastewater Treatment	75,464	
Pension Trust	<u>(58,287)</u>	
<u>Total Interfund Receivable (Payable)</u>		
<u>Representing Equity in Pooled Cash</u>		<u>334,141</u>
 <u>Total Cash and Equivalents, Exhibit E</u>		 <u>\$ 4,802,057</u>

B. Investments

Investments made by the City are summarized below. The investments that are represented by specific identifiable investment securities are classified as to credit risk into three categories as follows:

- Category 1* Includes investments that are insured or registered, for which the securities are held by the City or its agent in the City's name.
- Category 2* Includes uninsured and unregistered investments, for which the securities are held by the City, broker, counter party's trust department or agent in the City's name.

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JUNE 30, 1995

Category 3 Includes uninsured and unregistered investments, for which the securities are held by the broker, counter party, counter party's trust department, or agent, but not in the City's name.

	Category			Carrying Amount	Market Value
	1	2	3		
Certificates of Deposit	\$ 12,400	\$	\$	\$ 12,400	\$ 12,400
US Government Obligations		20,349,282		20,349,282	19,920,374
Corporate Bonds		3,723,803		3,723,803	3,779,014
Common Stocks		2,634,680		2,634,680	3,963,008
	<u>\$ 12,400</u>	<u>\$ 26,707,765</u>	<u>\$ -0-</u>	<u>\$ 26,720,165</u>	<u>\$ 27,674,796</u>
Mutual Funds				\$ 3,004,004	\$ 3,485,833
Other				15,769	13,262
				<u>3,019,773</u>	<u>3,499,095</u>
<u>Total Investments</u>				<u>\$ 29,739,938</u>	<u>\$ 31,173,891</u>

C. Property Taxes Receivable

During the current fiscal year, the Tax Collector on March 27, placed a lien on all uncollected 1994 property taxes.

Taxes receivable at June 30, 1995, are as follows:

<u>Property Taxes</u>	
Levy of 1995	\$ 3,347,864
Levy of 1994	61,500
 <u>Unredeemed Taxes (under tax lien)</u>	
Levy of 1994	3,710,311
Levy of 1993	1,264,798
Levy of 1992	478,301
Levy of 1991 and Prior Years	322,057
Yield Taxes	5,058
Less: Reserve for estimated uncollectible taxes	(428,609)
<u>Total Taxes Receivable</u>	<u>\$ 8,761,280</u>

City of Nashua

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NOTES TO FINANCIAL STATEMENTS

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D. Receivables

Receivables as of June 30, 1995, including the reserves for uncollectible amounts, are as follows:

	<u>General</u>	<u>Special Revenue</u>	<u>Enterprise</u>	<u>Trust and Agency</u>	<u>Total</u>
<u>Receivables</u>					
Liens	\$ 5,800,329	\$	\$ 102,206	\$	\$ 5,902,535
Taxes	3,414,423				3,414,423
Accounts	2,964,408	83,027	1,883,950		4,931,385
Intergovernmental		1,205,415			1,205,415
Due from Invest- ment Services				6,008,421	6,008,421
Allowance for Uncollectible Amounts	(457,984)	_____	(5,000)	_____	(462,984)
<u>Net Total Receivables</u>	<u>\$ 11,721,176</u>	<u>\$ 1,288,442</u>	<u>\$ 1,981,156</u>	<u>\$ 6,008,421</u>	<u>\$ 20,999,195</u>

E. Interfund Receivables/Payables

Individual fund interfund receivable and payable balances at June 30, 1995 are as follows:

<u>Fund</u>	<u>Interfund Receivable</u>	<u>Interfund Payable</u>
General Fund	\$	\$ 3,611,877
<u>Special Revenue Funds</u>		
School Food Service	253,109	
School Federal Grants		602,673
Community Development Block Grants	81,002	58,674
Department of Transportation Grants	48,209	57,061
Other	464,659	72,934
<u>Capital Projects Funds</u>		
Watson Street Pump Reconstruction	81,500	
Main Dunstable/Birch Hill Roads	7,015	
Elm Street Junior High	14,315	
Daniel Webster Highway South	5,858	
Amherst Street Traffic Mitigation		97
Fire Department - Mechanics Bay	153	
Library West Wing Addition	42,656	
New Searles School	260,918	
Shady Lane Landfill	274,303	
School Lighting Project	54,000	
Fairgrounds Junior High School		37,000

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E. Interfund Receivables/Payables (Continued)

<u>Fund</u>	<u>Interfund Receivable</u>	<u>Interfund Payable</u>
<u>Enterprise Funds</u>		
Solid Waste Disposal	497,219	
Wastewater Treatment	75,464	180,255
<u>Trust Funds</u>		
Self-Insurance	2,420,607	
Capital Reserve	96,634	
Public Works Pension		58,287
Cemetery	2,400	
School		1,163
	\$ 4,680,021	\$ 4,680,021
<u>Totals</u>	<u>\$ 4,680,021</u>	<u>\$ 4,680,021</u>

F. Enterprise Fund - Fixed Assets

Following is a summary of the property, plant, and equipment of the Wastewater Treatment and Solid Waste Disposal Enterprise Funds at June 30, 1995:

	<u>Wastewater Treatment</u>	<u>Solid Waste Disposal</u>	<u>Total</u>
Sewerage Treatment Plant	\$ 28,992,332	\$	\$ 28,992,332
Machinery and Equipment	18,091,576	115,363	18,206,939
Sewer Lines and Interceptors	36,626,622		36,626,622
Construction in Progress	<u>2,159,408</u>	<u>785,209</u>	<u>2,944,617</u>
	\$ 85,869,938	\$ 900,572	\$ 86,770,510
Less: Accumulated Depreciation	<u>(25,723,658)</u>	<u>(42,646)</u>	<u>(25,766,304)</u>
Net Property, Plant and Equipment	<u>\$ 60,146,280</u>	<u>\$ 857,926</u>	<u>\$ 61,004,206</u>

NOTE 4 - LIABILITIES

A. Deferred Revenue

General Fund

Deferred revenue at June 30, 1995, consists of property taxes and other revenue collected or levied in advance of the fiscal year to which they apply, and property taxes not collected within 60 days of year end as follows:

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1995 Property Taxes Levied in Fiscal Year 1995	\$50,163,417
Current and prior-year uncollected and unredeemed taxes due previously but not collected within 60 days after current year end	<u>4,553,791</u>
<u>Total Deferred Tax Revenue</u>	<u>\$54,717,208</u>
<u>Other Deferred Revenue</u>	<u>\$ 174,199</u>

B. Defined Benefit Pension Plan

Plan Description and Provisions

Substantially all employees, except for the Board of Public Works employees, participate in the State of New Hampshire Retirement System (the System), a multiple-employer cost-sharing public employee retirement system (PERS). The payroll for employees covered by the System for the year ended June 30, 1995, was \$61,553,850; the City's total payroll was \$73,664,797.

All full-time employees are eligible to participate in the System. The System is divided into two employee groups; **Group I** - teachers and all other employees except firefighters and police officers, and **Group II** - firefighters and police officers.

Group I Employees who retire at age 60 are entitled to retirement benefits equal to 1.667%, or 1.515% for retirement at age 65, of the average of their three highest-paid years of compensation, multiplied by their years of creditable service. Earlier retirement allowances at reduced rates are available after age 45 with 10 years of service. Benefits fully vest upon reaching 10 years of service or attaining age 60.

Group II Employees who are age 60 or who are at least age 45 with at least 20 years of creditable service, are entitled to retirement benefits equal to 2.5% of the average of their three highest-paid years of service, multiplied by their years of service, not to exceed 40. The vesting requirements are the same as Group I.

Members of both groups are entitled to disability allowances and also death benefit allowances subject to various requirements and rates based on AFC earnable compensation.

The State of New Hampshire funds 35% of employer costs for public safety officers (Group II) and teachers employed by the City. The State does not participate in funding the employer cost of other City employees. The City has not elected early application of GASB Statement #24 in these financial statements.

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Description of Funding Policy .

The System is financed by contributions from both the employees and the City. By State statute, Group I employees are required to contribute 5% of earnable compensation. Group II employees are required to contribute 9.3% of gross earnings. The City must contribute the remaining amounts necessary to pay benefits when due. The contribution requirement for the year ended June 30, 1995, was as follows:

City's Portion	\$ 1,732,171
Employees' Portion	<u>3,703,427</u>
<u>Total</u>	<u>\$ 5,435,598</u>

The amount shown as "pension benefit obligation" in the System's financial statements is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure, which is the actuarial present value of credited projected benefits, is intended to help users assess the System's funding status on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among PERS and employers. The System does not make separate measurements of assets and pension benefit obligations for individual employers. The pension benefit obligation at June 30, 1994, for the System as a whole, determined through an actuarial valuation performed as of June 30, 1993, was \$1,954,158,402. The System's net assets available for benefits on June 30, 1994, (valued at market) were \$1,897,588,132. The System holds none of the City's securities.

Trend Information

Historical trend information showing the System's progress in accumulating sufficient assets to pay benefits when due is available for only eight years and is presented in the System's June 30, 1994 annual financial report (the latest year available).

The Nashua Airport Authority's participation in the System is detailed in the separate audited report of the Authority dated August 3, 1995.

Board of Public Works Employees' Retirement System

The Board of Public Works Employees' Retirement System is a defined contribution plan with the City matching employee contributions to the plan. The plan was adopted by an ordinance on July 15, 1947 by the City's Board of Aldermen. Participation in the plan is compulsory for all employees hired by the Public Works Department.

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The plan provides retirement, disability, and death benefits. Employees are eligible for normal retirement after reaching age sixty, provided they have accumulated twenty-five years of continuous service. Benefits are vested after 10 years of service.

Covered wages paid under this plan for the year ended June 30, 1995 were \$5,451,694; the City's total wages were \$73,664,797. Employer and employee contributions were each \$498,830. The employer and employee contribution rate was 9.15% of covered wages. The plan was fully funded according to the latest actuarial valuation as of January 1, 1989.

Plan assets at June 30, 1995 were \$11,367,879 and are reported as a fiduciary fund type in these financial statements. Investments consist of certificates of deposit, U.S. Government Obligations, and corporate stocks and bonds.

Deferred Compensation Plan - The City offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The plan, available to all employees, permits the employees to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, death, or unforeseeable emergency. The plan assets and a corresponding liability to employees for deferred compensation is recorded in an agency fund.

The plan is administered by an independent company, and the City remits all compensation deferred to this administrator for investment as requested by the participant employees. All compensation deferred and funded under the plan, all investments purchased and all income attributable thereto are solely the property and rights of the City (until paid or made available to the employee or other beneficiary), subject only to the claims of the City's general creditors. Participants' rights under the plan are equal to those of general creditors of the City in an amount equal to the fair market value of the deferred account for each participant.

It is the opinion of Management that the City has no liability for losses under the plan but does have the duty of due care that would be required of an ordinary prudent investor. The City believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

C. Construction and Other Significant Commitments

As of June 30, 1995, the City had the following commitments with respect to unfinished capital projects:

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<u>Capital Project</u>	<u>Remaining Construction Commitment</u>
New Searles School	\$ 54,596
Shady Lane Landfill	50,063
Fairgrounds Junior High School	77,196
Combined Sewer Overflow	20,639
Miscellaneous Sewer - 1994	29,874
Landfill Expansion & Closure	<u>579,108</u>
<u>Total</u>	<u>\$ 811,476</u>

D. Landfill Closure and Postclosure Care Costs

State and federal laws and regulations require that the City of Nashua place a final cover on its landfill when closed and perform certain maintenance and monitoring functions at the landfill site for thirty years after closure. In addition to operating expenses related to current activities of the landfill, an expense provision and related liability are being recognized based on the future closure and postclosure care costs that will be incurred near or after the date the landfill no longer accepts waste. The recognition of these landfill closure and postclosure care costs is based on the amount of the landfill used during the year. The estimated liability for landfill closure and postclosure care costs has a balance of \$7,837,200 as of June 30, 1995, which is based on 84 % usage (filled) of the landfill. It is estimated that an additional \$1,492,800 will be recognized as closure and postclosure care expenses between the date of the balance sheet and the date the landfill is expected to be filled to capacity (estimated to be fiscal year 1998). The estimated total current cost of the landfill closure and postclosure care (\$9,330,000) is based on the amount that would be paid if all equipment, facilities, and services required to close, monitor, and maintain the landfill were acquired as of June 30, 1995. However, the actual cost of closure and postclosure care may be higher due to inflation, changes in technology, or changes in landfill laws and regulations.

The City expects to finance the closure and postclosure care costs through the issuance of long-term debt.

E. Operating Leases

The City is obligated under certain leases accounted for as operating leases. Operating leases do not give rise to property rights and therefore the results of the lease agreements are not reflected in the City's Account Groups.

City of Nashua

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The following is a schedule by years of future minimum rental payments required under operating leases that have initial or remaining noncancelable lease terms in excess of one year as of June 30, 1995:

Fiscal Year Ending June 30,	Amounts
1996	\$ 9,812
1997	9,812
1998	9,811
1999	8,587
2000	8,587
<u>Total Minimum Payments Required</u>	<u>\$ 46,609</u>

F. Long-Term Debt

The following is a summary of the City's general long-term debt transactions for the fiscal year ended June 30, 1995:

	General Obligation Debt Payable	Compensated Absences Payable	Total
<i>General Long-Term Debt Account Group</i>			
Balance, Beginning of Year	\$ 38,016,700	\$ 8,999,687	\$ 47,016,387
Issued	4,827,000		4,827,000
Retired	(3,095,950)		(3,095,950)
Net (decrease) in compensated absences payable		(1,789,445)	(1,789,445)
Balance, End of Year	<u>\$ 39,747,750</u>	<u>\$ 7,210,242</u>	<u>\$ 46,957,992</u>
<i>Enterprise Funds</i>			
<u>Wastewater Treatment Fund</u>			
Balance, Beginning of Year	\$ 9,135,300	\$ 184,166	\$ 9,319,466
Retired	(559,050)		(559,050)
Net (decrease) in compensated absences payable		(60,493)	(60,493)
Balance, End of Year	<u>8,576,250</u>	<u>123,673</u>	<u>8,699,923</u>
<u>Solid Waste Disposal Fund</u>			
Balance, Beginning of Year	\$ 484,000	\$ 131,765	\$ 615,765
Net (decrease) in compensated absences payable		(16,909)	(16,909)
Balance, End of Year	<u>484,000</u>	<u>114,856</u>	<u>598,856</u>
<u>Total Enterprise Funds</u>	<u>9,060,250</u>	<u>238,529</u>	<u>9,298,779</u>
<u>Total Account Group and Enterprise Funds</u>	<u>\$ 48,808,000</u>	<u>\$ 7,448,771</u>	<u>\$ 56,256,771</u>

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NOTES TO FINANCIAL STATEMENTS

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Long-term debt payable at June 30, 1995, is comprised of the following individual issues:

<u>Description of Issue</u>	<u>Original Amount</u>	<u>Issue Date</u>	<u>Maturity Date</u>	<u>Interest Rate %</u>	<u>Outstanding at 6/30/95</u>
<u>General Long-Term</u>					
<u>Debt Account Group</u>					
<u>General Obligation Debt Payable</u>					
Amherst Street and Crowley School	\$1,430,000	1979	1999	5.3	\$ 280,000
Police Station	\$100,000	1979	1999	5.3	20,000
Public Works Garage	\$300,000	1979	1999	5.3	60,000
Refunded Bonds	\$2,478,000	1985	2005	4.35	2,436,000
Refunded Bonds	\$7,012,000	1986	2007	4.5038	6,919,000
Refunded Bonds	\$2,320,000	1986	1997	7.2	1,160,000
Parking Garage	\$1,650,000	1990	2008	6.6056	1,191,500
Public Improvements	\$1,910,000	1992	2012	6.7275	1,623,500
School Public Improvements	\$7,675,000	1992	2012	6.7275	6,523,750
Revaluation	\$1,800,000	1993	1998	5.68	595,000
Police Station Plan	\$245,000	1993	1996	6.467	80,000
School Bonds	\$10,230,000	1993	2013	5.483	9,150,000
Various	\$9,684,000	1995	2015	4.95-6.5	8,860,000
Lighting Project	\$849,000	1995	2000	5.2-6.0	849,000
					<u>\$39,747,750</u>
<u>Compensated Absences Payable</u>					
Vested Sick Leave					\$ 5,690,977
Accrued Vacation Leave					1,464,461
Vested Earned Time					54,804
					<u>7,210,242</u>
<u>Total General Long-Term</u>					
<u>Debt Account Group</u>					
					<u>\$46,957,992</u>
<u>Enterprise Funds</u>					
<u>Wastewater Treatment Fund</u>					
Sewer Interceptors and Drainage	\$1,655,000	1978	1998	5.3	\$ 320,000
Municipal Purpose	\$8,350,000	1989	2009	6.615	6,308,500
Sewer Public Improvement	\$415,000	1991	2011	6.7275	352,750
Sewer	\$1,340,000	1992	2012	5.483	1,255,000
Sewer Component	\$340,000	1995	2014	4.95-6.5	340,000
					<u>\$ 8,576,250</u>
<u>Solid Waste Disposal Fund</u>					
Landfill Closure	\$484,000	1995	2015	4.95-6.5	484,000
<u>Compensated Absences Payable</u>					
Vested Sick Leave					\$ 137,377
Accrued Vacation Leave					100,414
Vested Earned Time					738
					<u>238,529</u>
<u>Total Enterprise Funds</u>					
					<u>9,298,779</u>
<u>Total Account Group</u>					
<u>and Enterprise Funds</u>					
					<u>\$56,256,771</u>

City of Nashua

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Annual Requirements To Amortize General Obligation Debt

The annual requirements to amortize all general obligation debt outstanding as of June 30, 1995, including interest payments, are as follows:

Fiscal Year Ending June 30,	Governmental Fund Debt		
	Principal	Interest	Total
1996	\$ 3,304,950	\$ 2,306,822	\$ 5,611,772
1997	3,050,950	1,939,803	4,990,753
1998	2,910,950	1,780,519	4,691,469
1999	2,855,950	1,634,388	4,490,338
2000	2,695,950	1,492,124	4,188,074
2001-2015	<u>24,929,000</u>	<u>8,428,412</u>	<u>33,357,412</u>
<u>Totals</u>	<u>\$ 39,747,750</u>	<u>\$ 17,582,068</u>	<u>\$ 57,329,818</u>

Fiscal Year Ending June 30,	Enterprise Fund Debt		
	Principal	Interest	Total
1996	\$ 603,050	\$ 569,936	\$ 1,172,986
1997	599,050	516,197	1,115,247
1998	604,050	478,781	1,082,831
1999	609,050	441,126	1,050,176
2000	534,050	405,388	939,438
2001-2015	<u>6,111,000</u>	<u>2,219,930</u>	<u>8,330,930</u>
<u>Totals</u>	<u>\$ 9,060,250</u>	<u>\$ 4,631,358</u>	<u>\$ 13,691,608</u>

All debt is general obligation debt of the City, which is backed by its full faith and credit. Enterprise Fund debt will be funded through user fees. All other debt will be repaid from general governmental revenues.

NOTE 5 - FUND EQUITY

A. Reservations of Fund Balances

Reserve for Encumbrances

Funds encumbered at year end were as follows:

General Fund		\$ 1,622,379
<u>Capital Projects Funds</u>		
Elm Street Junior High	\$ 275	
Library West Wing Addition	2,995	
New Searles School	54,596	
Shady Lane Landfill	50,063	
Fairgrounds Junior High School	<u>77,196</u>	
<u>Total Capital Projects Funds</u>		<u>185,125</u>
<u>Total Reserve for Encumbrances</u>		<u>\$ 1,807,504</u>

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Reserved for Special Purposes

In the Capital Projects Funds, the reserve for special purposes represents the unexpended and unobligated balance of bond funds or the interest earned thereon. These funds can only be used for the bonded purposes or, in the case of interest earned, for the repayment of such debt if not subsequently reappropriated for another purpose. Individual fund balances reserved for special purposes at June 30, 1995 were as follows:

<u>Capital Projects Funds</u>	
Watson Street Pump Reconstruction	\$ 81,500
Main Dunstable/Birch Hill	7,015
Elm Street Junior High	14,040
Library West Wing Addition	28,372
Shady Lane Landfill	80,710
School Lighting Project	<u>54,000</u>
<u>Total Capital Projects Funds</u>	<u>\$ 265,637</u>

In the Trust Funds, the reserve for special purposes represents the unspent balance of the City's Trust Funds which may be spent for the purposes specified as follows:

<u>Nonexpendable Trust Funds (Income Balances)</u>	
Perpetual Care/Cemetery	\$ 147,438
Scholarships/School	117,552
Library	45,439
Other	<u>43</u>
<u>Total Nonexpendable Trust Funds</u>	\$ 310,472
<u>Public Works Pension</u>	11,309,592
<u>Expendable City Trusts</u>	
Capital Reserve Fund - Equipment Replacement	\$ 2,000,189
Self-Insurance Fund	<u>2,420,607</u>
<u>Total Expendable City Trusts</u>	<u>4,420,796</u>
<u>Total Trust Funds</u>	<u>\$ 16,040,860</u>

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Reserved for Endowments

The reserved for endowments at June 30, 1995 represents the principal amount of all Nonexpendable Trust Funds which is restricted either by law or by terms of individual bequests, in that only income earned may be expended. The principal balances of the City's Nonexpendable Trust Funds at June 30, 1995 are detailed as follows:

<u>Purpose</u>	<u>Principal</u>
Perpetual Care/Cemetery	\$ 3,126,318
Scholarships/School	1,900,790
Library	1,391,839
Other	<u>178,606</u>
<u>Total</u>	<u>\$ 6,597,553</u>

Reserved for Inventory

The \$58,232 reserved for inventory represents General Fund inventory which is recorded under the consumption method and reserved.

Reserved for Tax-Deeded Property

This reserve amounts to \$163,576 and accounts for property taken by tax deed to be resold and is recorded at the value of taxes and costs due the City.

B. Unreserved Fund Balances

Designated for Special Purposes

The amount designated for special purposes represents Special Revenue Fund balances which management intends to use in the subsequent years, as follows:

<u>Special Revenue Funds</u>	
School Food Service	\$ 378,607
School Federal Grants	150,953
Department of Transportation Grants	67,393
Other	<u>419,407</u>
<u>Total</u>	<u>\$ 1,016,360</u>

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

C. Changes in Contributed Capital - Enterprise Funds

Wastewater Treatment Enterprise Fund

	<u>Municipal Investment</u>	<u>Federal and State Grants</u>	<u>Developers</u>	<u>Total</u>
Balance - July 1, 1994	\$11,887,840	\$33,543,056	\$9,798,405	\$55,229,301
Capital Contributed	168,651	299,716	181,472	649,839
Depreciation Applied to Contributed Capital	<u> </u>	<u>(1,134,125)</u>	<u>(229,026)</u>	<u>(1,363,151)</u>
Balance - June 30, 1995	<u>\$12,056,491</u>	<u>\$32,708,647</u>	<u>\$9,750,851</u>	<u>\$54,515,989</u>

Solid Waste Disposal Enterprise Fund

Contributed capital of the Solid Waste Disposal Enterprise Fund consists of municipal investment of \$110,831 contributed in previous fiscal years.

NOTE 6 - SEGMENT INFORMATION FOR ENTERPRISE FUNDS

The City maintains two enterprise funds. The Solid Waste Disposal Fund accounts for the provision of solid waste disposal services and the Wastewater Treatment Fund accounts for the basic sewerage treatment facilities. Selected segment information for the year ended June 30, 1995, is as follows:

	<u>Solid Waste Disposal</u>	<u>Wastewater Treatment</u>	<u>Total</u>
Operating Revenues	\$ 2,647,851	\$ 6,464,342	\$ 9,112,193
Depreciation	14,869	2,301,532	2,316,401
Operating Income (Loss)	(454,538)	183,530	(271,008)
Interfund Operating Transfers In	298,013	44,396	342,409
Net Income (Loss)	(156,525)	308,093	151,568
Current Capital Contributions		649,839	649,839
Depreciation Reducing Capital Contributions		1,363,151	1,363,151
Property, Plant, and Equipment Additions	207,766	629,249	837,015
Net Working Capital	362,706	5,745,822	6,108,528
Total Assets	1,469,954	66,852,553	68,322,507
Bonds and Other Long-Term Liabilities			
Payable from Operating Revenues	484,000	8,576,250	9,060,250
Total Equity (Deficit)	(7,186,424)	57,766,229	50,579,805

CITY OF NASHUA, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1995

NOTE 7 - SUMMARY DISCLOSURE OF SIGNIFICANT CONTINGENCIES

A. Litigation

There are various claims and suits pending against the City which arise in the normal course of the City's activities. In the opinion of management and legal counsel, the ultimate disposition of these various claims and suits will not have a material effect on the financial position of the City.

B. Grants

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

C. Insurance

The City is self-insured with respect to Worker's Compensation Insurance. The first \$350,000 of claims per person, per accident, is paid by the City. Any additional per person, per accident, claims are insured up to \$5,000,000 by insurance carriers.

The City has established a self-insurance fund for the purpose of providing for claims of employee benefit programs, property, liability, bond, automobile, long-term disability and other commercial or self-insurance programs that may be lawfully implemented. The fund is currently funded by applying the unexpended balances of insurance appropriations and appropriations recommended by the Mayor and approved by the Board of Aldermen.

This fund is reported as an Expendable Trust Fund in these financial statements. The City transferred \$1,373,932 of unexpended appropriations to this fund for the year ended June 30, 1995. The City spent \$1,036,365 of funds from the fund to pay for health insurance premiums, and transferred \$1,855,000 from this fund to the General Fund.

The City does not have a "blanket coverage" policy that extends the liability limits of underlying policies.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

NOTE 8 - RESTATEMENT OF FUND EQUITY

A. Restatement and Reclassification of Beginning Fund Balances

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Capital Projects Funds</u>
To reserve tax-deeded property	\$ (254,734)	\$	\$
To remove liability for compensated absences budgeted in subsequent year	287,592		
To record federal lunch and breakfast reimbursements in the Food Service Fund in proper year		131,978	
To correct improperly posted expenditure in Daniel Webster Highway South Fund			6,199
To correct retainage payable in Main Dunstable/Birch Hill Fund			80,000
Fund Balances, June 30, 1994 as previously reported			
Unreserved, Undesignated	(7,106,422)	767,372	
Designated for Capital Projects	<u> </u>	<u> </u>	<u>293,484</u>
Fund Balances, June 30, 1994 as restated			
Unreserved, Undesignated	<u>\$ (7,073,564)</u>		
Designated for Special Purposes		<u>\$ 899,350</u>	
Total Fund Equity			<u>\$ 379,683</u>

B. Restatement of Beginning Solid Waste Fund Retained Earnings Due to Change in Prior-Year Estimate

Due to changes in federal and state regulations, the estimated landfill capacity used as of June 30, 1994 was reduced which resulted in a reduction in the accrual for landfill closure and postclosure care costs at June 30, 1994 and a corresponding decrease in the retained earnings deficit of the Solid Waste Disposal Enterprise Fund.

Deficit, June 30, 1994 as previously reported	\$ (7,969,980)
Decrease in Accrued Landfill Closure and Postclosure Care Costs	<u>829,250</u>
Deficit, June 30, 1994 as restated	<u>\$ (7,140,730)</u>

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1995

NOTE 9 - CHANGE IN ACCOUNTING PRINCIPLE - RESERVATION OF INVENTORY

Effective in fiscal year 1995, the City has begun reserving fund balance in an amount equal to the inventory shown on the balance sheet. The amount that would have been reserved at June 30, 1994, had the City been following this principle, would have been \$56,497.

Municipal Government Report

SUMMARY INVENTORY OF VALUATION

LAND	\$1,028,509,000
BUILDINGS	\$2,454,289,570
PUBLIC UTILITIES:	
WATER	\$37,194,800
GAS	\$41,099,300
ELECTRIC	<u>\$64,600,000</u>
TOTAL VALUATION BEFORE EXEMPTIONS	\$3,625,692,670
EXEMPTIONS ALLOWED:	
BLIND	(\$945,000)
ELDERLY	(\$68,033,150)
PHYSICALLY HANDICAPPED	(\$241,755)
SOLAR/WIND POWER	(\$323,500)
TOTALLY & PERMANENTLY DISABLED	<u>(\$573,400)</u>
TOTAL EXEMPTIONS ALLOWED	<u>(\$70,116,825)</u>
NEW VALUATION ON WHICH THE TAX RATE IS COMPUTED	\$3,555,575,845
	=====

STATEMENT OF APPROPRIATIONS

GENERAL GOVERNMENT	\$18,221,768
ADMINISTRATIVE SERVICES	\$2,611,135
PROTECTION OF LIFE AND PROPERTY	\$20,412,005
COMMUNITY SERVICES	\$1,270,335
PUBLIC WORKS DIVISION	\$7,880,796
PUBLIC SERVICES DIVISION	\$342,628
COMMUNITY DEVELOPMENT	\$904,075
PUBLIC LIBRARIES	\$1,539,330
SCHOOL DEPARTMENT	\$53,376,423
CONTINGENCY	\$424,000
CAPITAL RESERVE FUND	\$150,000
BONDED DEBT SERVICE	\$5,547,559
CAPITAL IMPROVEMENTS	<u>\$265,584</u>
	\$112,945,638
	=====

City of Nashua

STATEMENT OF ESTIMATED REVENUES

FINANCIAL SERVICES	\$14,144,000
CITY CLERK'S OFFICE	\$124,404
BOARD OF ASSESSORS	\$7,000
POLICE DEPARTMENT	\$908,110
FIRE DEPARTMENT	\$50,914
COMMUNITY SERVICES	\$8,460
PUBLIC HEALTH DEPARTMENT	\$107,486
ENVIRONMENTAL HEALTH	\$103,400
WELFARE DEPARTMENT	\$20,000
PUBLIC WORKS AND ENGINEERING	\$43,500
PARKS AND RECREATION	\$61,900
STREET DEPARTMENT	\$1,713,977
PARKING GARAGES	\$154,600
PARKING LOTS	\$258,800
CEMETERIES	\$243,675
COMMUNITY DEVELOPMENT DIVISION	\$354,500
PUBLIC LIBRARIES	\$22,100
SCHOOL DEPARTMENT	\$1,367,670
MISCELLANEOUS	<u>\$446,400</u>
	\$20,140,896
	=====

PROPERTY TAXES ASSESSED

TOTAL APPROPRIATIONS	\$112,328,028
LESS REVENUES	(\$20,640,350)
ADD: OVERLAY (ABATEMENT ACCOUNT)	\$5,000,000
HILLSBOROUGH COUNTY TAX	\$7,966,396
VETERANS EXEMPTION	<u>\$429,300</u>
AMOUNT TO BE RAISED FROM TAXES	\$105,083,374
	=====

Municipal Government Report

TAX RATE HISTORY

FISCAL YEAR	MUNICIPAL	COUNTY	SCHOOL	TOTAL
1995	9.07	2.20	18.68	29.55
1994	9.14	2.15	17.61	28.90
1993	8.04	2.32	17.74	28.10
1992	7.89	2.48	17.92	28.30 (R)
1991	11.42	3.59	26.19	41.20
1990	11.23	3.59	23.98	38.80
1989	10.04	3.47	21.79	35.30
1988	8.36	2.83	19.41	30.60
1987	8.65	2.17	17.58	28.40
1986	9.20	2.03	16.77	28.00
1985	9.78	1.85	15.57	27.20
1984	9.28	1.73	16.69	26.70
1983	9.09	1.72	15.19	26.00
1982	9.20	1.50	14.90	25.60
1981	8.40	1.20	14.10	23.70 (R)
1980	19.40	3.30	35.00	57.70
1979	17.40	3.20	34.20	54.80
1978	18.60	2.70	33.50	54.80
1977	18.20	2.20	32.10	52.20

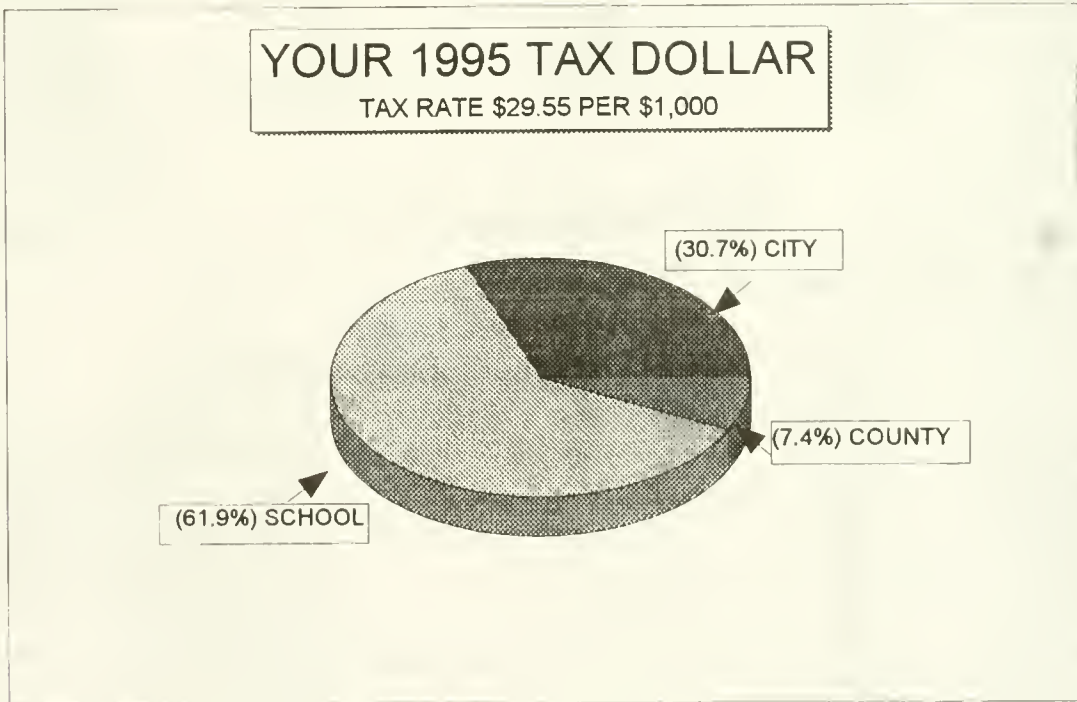
HISTORY OF ASSESSED VALUATION

FISCAL YEAR	VALUATION
1995	\$3,555,575,845
1994	\$3,508,873,595
1993	\$3,463,299,556
1992	\$3,482,583,656 (R)
1991	\$2,238,774,141
1990	\$2,250,401,251
1989	\$2,230,037,778
1988	\$2,218,194,400
1987	\$2,089,387,100
1986	\$1,981,794,500
1985	\$1,839,854,100
1984	\$1,697,638,650
1983	\$1,606,277,150
1982	\$1,535,149,600
1981	\$1,495,814,600 (R)
1980	\$ 558,000,000
1979	\$ 532,000,000
1978	\$ 509,000,000
1977	\$ 190,000,000

(R) R E V A L U A T I O N

LONG TERM DEBT

The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long term debt. The City customarily issues 20 year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. The limits are 2% of the assessed property valuation for City projects and 6% for school projects. At the end of FY'95 the City had long term debt of \$30,624,750.00 for school related projects and \$18,183,250.00 for all other City projects.



CITY OF NASHUA TRUST FUNDS

The City of Nashua has thirty seven individual Trust Funds devoted to:

- . Cemetery perpetual care for three cemeteries.
- . Cemetery flower funds.
- . Individual perpetual care.
- . Scholarship trusts for Nashua High School.
- . Concert and lecture series.
- . Nashua Public Library.
- . Board of Public Works Retirement.
- . Capital Equipment Reserve Fund.
- . Various other personal and community purposes.

The following is a report on the City of Nashua's Trust, Capital Reserve Funds and Common Trust Fund Investments.

City of Nashua

Report of the Trust Funds of the City or Town of NASHUA, NH as of JUNE 30, 1995 FORM MS-9

DATE OF CREATION	NOTES	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL			INCOME		Balance End of Year	Expanded During Year	FUND BAL
					Balance Beginning of Year	New Funds	Grants or (Losses) on Sale of Securities	Withdrawals	Balance Beginning of Year			
1883	Orig Est	Suburban Cemetery/Whitman Perpetual Care Fund	Perpetual Care	(Common Trust) Bank Trust Dept	500,143.70	0.00	(443.65)	0.00	519,700.05	55,556.35	6,230.08	611,895.51
1883	Orig Est	Suburban Cemetery Perpetual Care Fund	Perpetual Care	(Common Trust) Bank Trust Dept	50,478.56	0.00	(276.41)	0.00	50,202.15	8,257.39	4,406.12	59,563.46
Various Years	Let-down	Nashua High School Scholarship Trust	Scholarships	(Common Trust) Bank Trust Dept	604,445.14	0.00	(11,461.17)	0.00	592,983.97	1,593.92	30,015.29	593,999.27
Orig Est	1895	Edgewood Cemetery Perpetual Care Fund	Perpetual Care	(Common Trust) Bank Trust Dept	843,493.70	43,494.99	114,357.92	0.00	1,001,352.61	57,231.50	50,742.23	1,058,624.66
Various Years		Edgewood Cemetery Flower Trust Fund	Flowers on Gravesites	(Common Trust) Bank Trust Dept	78,350.36	1,000.00	0.00	0.00	77,350.36	5,662.25	6,444.35	82,969.36
Various Years		Nashua Library Trust Fund	Various Library Trust Uses	(Common Trust) Bank Trust Dept	1,293,321.81	0.00	96,317.21	0.00	1,389,639.02	89,317.88	78,196.72	1,437,278.29
1941		Board of Public Works Retirement Fund (Fleet Bank)	Employee Pension	(Common Trust) Bank Trust Dept	4,663,585.23	250,100.87	(31,763.64)	0.00	4,879,868.26	858,313.36	388,502.80	5,527,641.87
1941		Board of Public Works Retirement Fund (Bank of NH)	Employee Pension	(Common Trust) Bank Trust Dept	4,570,118.51	248,094.39	(168,197.22)	0.00	4,633,055.64	538,433.74	290,550.88	5,242,237.32
1895		Woodlawn Cemetery Perpetual Care Fund	Perpetual Care	Money Market Stocks, Bonds, Money Market	1,312,100.50	22,247.11	(31,957.33)	0.00	1,302,390.28	(5,397.99)	131,376.71	1,397,050.76
Unknown		Edgewood Cemetery Equipment Reserve Fund	Upgrade and Purchase of Equipment	Money Market Fund	78,294.26	0.00	0.00	0.00	78,294.26	3,255.16	12,298.60	66,353.72
1982		Charles H. Austin Scholarship Trust Fund	Scholarships	Bank Trust Dept	1,165,530.39	0.00	(20,325.33)	0.00	1,145,205.06	108,695.35	69,229.57	1,237,064.54
11/19/95		Ralph & Alice Burns Scholarship	Scholarships	Bank Trust Dept	165,669.16	0.00	(5,149.51)	0.00	160,518.65	4,166.43	8,575.68	167,027.29
Unknown		Chairman's Fund/Health Dept	Health Awareness	Money Market Fund	16,429.65	0.00	0.00	0.00	16,429.65	2,581.30	3,366.53	25,177.48
Unknown		Conservation Commission	Conservation Projects	Money Market Fund	47.73	0.00	0.00	0.00	47.73	(47.73)	0.00	0.00
12/19/94		George M. French Bequest	Uniform and Equipment	Saving and Cert of Dep	1,368.66	0.00	0.00	0.00	1,368.66	61.54	-49.62	1,477.82
10/1/90		Charlotte Burns	NHS Track Team	Saving and Cert of Dep	1,644.91	0.00	0.00	0.00	1,644.91	14.00	53.70	1,778.62
7/19/98		Ira F. Harris Lecture Fund	Free Public Lectures	Money Market Fund	26,673.99	0.00	(29.54)	0.00	26,644.45	1,378.96	1,706.32	25,799.73
2/19/00		Mary P. Harris Beauducation Fund	Beauducation of Nashua	Money Market Fund	550.73	0.00	0.00	0.00	550.73	31.62	17.06	591.81
1899		Moses Hunt Lecture Fund	Lecture Series	Money Market Fund	40,224.50	0.00	36.80	0.00	40,261.30	1,113.21	2,523.13	42,087.64
1945		Charles Jackman Fund/Park Rec.	Beauducation and Utilization of Greeley Park	Money Market Fund	51,530.92	0.00	0.00	0.00	51,530.92	(9,818.84)	9,340.33	46,814.01
5/1/91		Anna N. Wallace Trust Fund	Pegs for Veterans' Graves	Savings and Cert of Dep	4,305.26	0.00	0.00	0.00	4,305.26	239.57	178.47	5,213.32
5/1/79		Sarah Wallace Welfare	Nashua Social System Support	Checking Acct and Stocks	3,658.47	0.00	(1,719.83)	0.00	1,938.64	1,215.81	2,353.80	3,193.85
Unknown		Weaver Union Hospital Trust	Savings and Cert of Dep	Savings and Cert of Dep	4,791.46	0.00	0.00	0.00	4,791.46	223.24	174.95	5,189.65
2/18/91		S.P. Coburn Trust	Perpetual Care	Savings	974.36	0.00	0.00	0.00	974.36	24.14	11.93	(974.37)
2/18/91		S.B. Coburn Trust	Perpetual Care	Savings	743.97	0.00	0.00	0.00	743.97	18.43	9.11	(743.97)
2/18/93		Laura A. Hill Bequest	Perpetual Care	Savings	313.17	0.00	0.00	0.00	313.17	7.73	3.84	(313.18)
1/19/92		E.J. Hubbard Trust	Perpetual Care	Savings	136.53	0.00	0.00	0.00	136.53	3.59	1.67	(136.52)
5/1/88		Capital Equipment Reserve Fund	Purchase Equipment	REPO & Money Market	2,330,688.81	0.00	924.95	(572,820.90)	1,758,792.86	80,015.12	1,133.00	2,000,198.97

17,864,599.64
 17,869,398.70
 2,407,657.68
 20,277,256.98
 VER TOTAL 20,277,256.98

TOTALS

Report of the Trust Funds of the City or Town of NASHUA, NH as of JUNE 30, 1995 FORM MS-10

DATE OF CREATION	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME DURING YEAR		Balance End of Year	FUND BAL			
				%	Balance Beginning of Year	New Funds	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End of Year			Expended During Year		
1989	Suburban Cemetery/Whitman Perpetual Care Fund	Perpetual Care	(Common trust) Bank Trust Dept	100	530,143.70	0.00	(143,554)	0.00	599,700.05	55,955.53	33,129.95	6,300.03	82,195.46	611,895.51
1989	Suburban Cemetery Perpetual Care Fund	Perpetual Care	(Common trust) Bank Trust Dept	100	50,478.56	0.00	(2,811)	0.00	50,000.15	8,897.38	4,787.20	4,402.12	9,259.46	59,566.81
Various Years	Nashua High School Scholarship Trust	Scholarships	(Common trust) Bank Trust Dept	100	664,445.14	0.00	(11,746.11)	0.00	597,699.03	1,563.52	30,015.29	30,343.57	1,339.24	593,934.27
1885 in 1989	Edgewood Cemetery Perpetual Care Fund	Perpetual Care	(Common trust) Bank Trust Dept	100	643,499.70	-43,494.39	114,357.62	0.00	1,201,527.01	57,291.50	50,727.23	50,748.69	57,272.05	1,058,624.65
Various Years	Edgewood Cemetery Flower Trust Fund	Flowers on Gravestones	(Common trust) Bank Trust Dept	100	76,350.36	1,000.00	0.00	0.00	77,350.36	5,662.25	8,381.10	6,444.35	5,603.00	82,339.36
1941	Nashua Library Trust Fund	Various Library Uses	(Common trust) Bank Trust Dept	100	1,293,521.81	0.00	98,317.21	0.00	1,391,839.02	89,317.88	78,196.72	122,075.33	45,420.27	1,437,279.29
1941	Board of Public Works Retirement Fund (Fleet Bank)	Employee Pension	(Common trust) Bank Trust Dept	50	4,683,585.23	250,103.37	(33,789.54)	0.00	4,879,899.06	666,213.99	398,502.80	17,074.17	1,047,742.61	3,927,641.57
1941	Board of Public Works Retirement Fund (Bank of NH)	Employee Pension	(Common trust) Bank Trust Dept	50	4,570,119.57	-49,094.49	(186,757.27)	0.00	4,334,265.34	558,499.74	280,550.86	31,836.94	607,181.68	5,440,237.52
1885	Woodlawn Cemetery Perpetual Care Fund	Perpetual Care	Money Market, Stocks, Bonds, Cert. of Dep.	100	1,312,199.50	26,249.21	51,357.23	0.00	1,390,207.34	(5,991.79)	131,378.71	129,343.50	(3,265.59)	1,387,040.76
TOTALS										2,052,667.19	16,593,160.35			
										=====	=====			
										VER TOTAL	16,514,180.55			

TOTALS



NASHUA PUBLIC LIBRARY TRUST FUNDS

OVERVIEW:

Library Trust Funds represent the cooperative spirit of public and private wealth in providing library services to the community. The following information defines and identifies each individual fund including their value classifications:

GUIDELINES:

A) TRUST FUND CATEGORIES:

The Library currently has fifteen trust funds available for a variety of designated purposes as specified by the donor. Seven basic categories include:

TRUST FUND	% OF ASSETS
1. Works of Art _____	8.30
2. Maintenance of Chandler Memorial Library _____	13.26
3. Maintenance of Main Library _____	0.74
4. Lithuanian Studies _____	0.74
5. Without Condition _____	0.65
6. Bill of Rights and Constitution _____	0.12
7. Purchase of Reading Matter _____	76.19
Total Assets _____	100.00

B) OBJECTIVES:

1. WORKS OF ART

The Burbank Fund is 8.30% of the funds and is for the purpose of providing pictures, paintings, and works of art by living artists. The Burbank Advisory Committee discusses objectives, reviews project proposals, and makes recommendations to the Board of Library Trustees. Emphasis is placed on locating works of art around the community so that individuals encounter art in their everyday lives and experience aesthetics as part of their daily routine. Parks, public

buildings and other outdoor sites are considered with the goal of promoting an understanding and appreciation of visual arts. Purchases have included prints for the Library circulating collection, paintings for public buildings, and sculpture for outdoor areas.

2. MAINTENANCE OF CHANDLER MEMORIAL LIBRARY:

The Chandler Fund, 9.43% of assets; Hickey Fund, 0.22%; and the Locke Fund, 3.61% provide income from 13.26% of the fund's assets for the purpose of maintenance of The Chandler Memorial Library, with emphasis on preserving the architecture and style of the building while accommodating library needs.

3. MAINTENANCE OF MAIN LIBRARY

The Hunt Fund, 0.74%, is under review and is assumed to be for use in maintaining or expanding the main library.

4. LITHUANIAN STUDIES

The Charles Zylonis Fund, 0.74%, is for the purpose of providing books, programs and materials to promote the understanding of Lithuanian culture. Books and records are regularly bought when available in Lithuanian and titles in English as well. Crafts, cooking, travel and current affairs are areas where books are available. Programs include films and guest speakers, usually to celebrate holidays and co-sponsor programs by churches and community groups.

5. WITHOUT CONDITION

The Cramer Fund, 0.46%; Fairfield Fund, 0.15%; and Jaquith Fund, 0.04% total 0.65% of assets. Income is usually used for the purchase of media equipment, improvements to the theater and sound system and

purchase of non-book materials. Media equipment includes VCRs, CD players, amplifiers, mixers, speakers and related hardware. Computer hardware and software are additional categories for consideration. Software upgrades, printers and enhancements provide new or improved services to library patrons and help promote computer literacy and state-of-the-art media services.

6. BILL OF RIGHTS AND CONSTITUTION

The U.S. Constitution Fund, 0.12%, is the newest fund and income is to be used to promote the interest, appreciation and understanding of these two documents. Films, speakers, books and periodicals are possible uses for income; co-sponsoring programs for holidays and special events are anticipated.

7. PURCHASE OF READING MATTER

The Harkaway Fund for children's books, 0.04%; The Harris Fund, 1.23%; The Hussey Fund, 1.11%; The A. E. Smith Fund, 0.29%; and The Henry Stearns Fund, 73.52%, total 76.19% of assets.

Income from these funds helps the Library implement its collection development process as summarized in The Materials Selection Policy approved by the Board of Library Trustees on March 8, 1982:

"The major goals of the Nashua Public Library are to select, acquire, organize, circulate and promote the use of a broad range of communication materials and services which are provided:

- *to meet the individual's need for information;*
- *to help the individual attain maximum self-development through life-long intellectual and cultural growth;*
- *to supplement both the formal*

and informal educational experience of individuals;

- *to encourage the use of library materials, services and programs during leisure time;*
- *to provide the means for thoughtful and productive participation by individuals and groups in the affairs of the community, the nation and the world;*
- *to support the educational, governmental, cultural, recreational and economic activities within the community;*
- *to foster productive diversity;*
- *to accommodate the library needs of a changing and dynamic community, and to sustain the principles embodied in the Library Bill of Rights, Freedom to Read and Freedom to View statements, as enunciated by the American Library Association."*
- *"In addition to the requirements of the general public served, materials will be selected to meet the needs of such groups as business, the professions, government, community organizations, the homebound, the visually, physically and mentally disabled, individuals with learning disabilities, adult beginning readers, and of people for whom English is not the principal language. Both the adult and young people's collections will serve as supplementary sources for student use, but materials selected for students must also be useful to the general reader."*

When selecting special or exceptional materials, consideration is given to the availability of duplicate editions already in the community. Textbooks, classroom manuals, and similar curriculum-related materials are usually not acquired or placed in the collection except if they also serve the needs of the general public and are the only material available. Materials of varying

complexity are selected on a topic in an effort to serve patrons from a wide range of educational background, age, and reading skill. Depth and breadth of subject coverage is evaluated based on judgmental factors such as demand and value ranging from minimal and selective, representative, to comprehensive and exhaustive.

Professional collections in areas such as law and medicine are selected with care, with emphasis placed on supplying authoritative, standard, and popular titles geared to the layman. Library literature and practical experience indicate an increasing demand from the lay public for more specialized and advanced material on several levels of difficulty but no attempt is made to establish an academic library on a topic regardless of occasional college student or faculty demand. The role of the public library in an era of electronic information will increase. The American Library Association Commission on Freedom and Equality of Access to Information in 1985 stated the belief:

"that print will remain a major vehicle for the dissemination of information and ideas for the indefinite future. Nonetheless, information stored and disseminated in the newer electronic formats will wholly supersede some types of printed information and electronic access will become the preferred mode of access for other important bodies of information"

"... the community library and information service center has the potential to serve as a primary local resource to help raise the general level of community literacy, both traditional print literacy and computer or electronic access skills."

"Libraries and information centers have a vital role to play in assuring that all Americans have ready, effective access to the full range of information resources that are essential to meaningful participation in modern life."

In an effort to fulfill our mission statement as a public library and in consideration of our collection development policy, we

recommend that income from these funds be allocated to purchase materials which provide additional depth and insight in a variety of areas. Most important is the need to provide newer expanded Reference resources, available in print or electronic formats. We recommend renewal of our subscription to the UMI General Periodicals and Business Periodicals on CD-ROM. In addition, we recommend selection of authoritative, comprehensive, printed materials mainly in but not limited to the following:

- 1) Circulating Art books
- 2) Art & Media Reference
Encyclopedias and multi-volume sets
- 3) Art & Media Periodicals
- 4) Business Reference sets and directories
- 5) New England area studies/geography/history; includes town and state histories, genealogy, travel
- 6) General Reference encyclopedias and multi-volume sets
- 7) General circulating collection; science, law, medicine, history, social sciences.

In conclusion, we must evaluate, select, and organize library resources and give continuing attention to how our goals relate to the development and achievement of public policies which ultimately provide for the allocation and distribution of our nation's wealth.

"Knowledge will forever govern ignorance: And a people who mean to be their own governors, must arm themselves with the power which knowledge gives. A popular government without popular information, or the means of acquiring it, is but a prologue to a farce or a tragedy; or perhaps both."

James Madison

NASHUA PUBLIC LIBRARY TRUST FUNDS



BANK OF NH, NA INVESTMENT ADVISORY ACCT. #1090024654

<i>Fund Name</i>	<i>Market Value as of 6/30/94</i>	<i>% of Total Fund</i>	<i>Principal Inc./Dec. Fy94/95</i>	<i>Market Value as of 6/30/95</i>	<i>Income Distribution FY94/95</i>
BURBANK	123,247.98	8.30	5,344.03	140,211.01	5,038.71
CHANDLER	140,027.53	9.43	6,071.59	159,299.98	5,724.70
CONSTITUTION FUND	1,781.90	0.12	77.27	2,027.15	72.85
CRAMER	6,830.61	0.46	296.17	7,770.73	279.25
FAIRFIELD	2,227.37	0.15	96.57	2,533.93	91.06
HARKAWAY	593.97	0.04	25.76	675.72	24.28
HARRIS	18,264.46	1.23	791.95	20,778.26	746.70
HICKEY	3,266.81	0.22	141.65	3,716.44	133.55
HUNT	10,988.38	0.74	476.45	12,500.74	449.24
HUSSEY	16,482.56	1.11	714.68	18,751.11	673.85
JACQUITH	593.97	0.04	25.76	675.72	24.28
LOCKE	53,605.45	3.61	2,324.33	60,983.34	2,191.53
SMITH	4,306.25	0.29	186.71	4,898.93	176.05
STEARNS	1,091,709.86	73.52	47,336.50	1,241,965.47	44,631.97
ZYLONIS	10,988.38	0.74	476.46	12,500.74	449.24
TOTALS	1,484,915.48	100.00	64,385.88	1,689,289.27	60,707.26

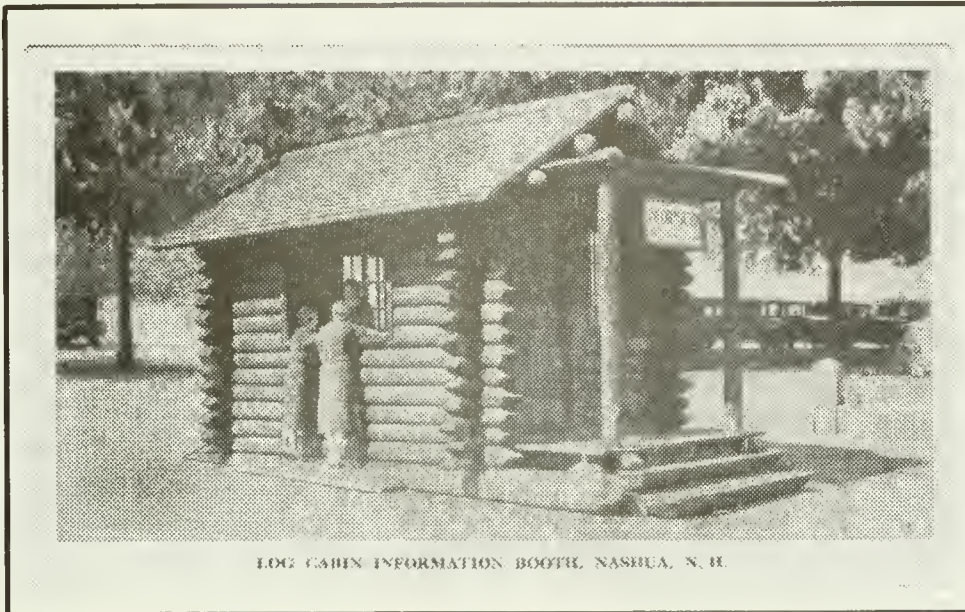
These postcards have been reproduced from the private collection of Urban Programs Manager Paul Newman.



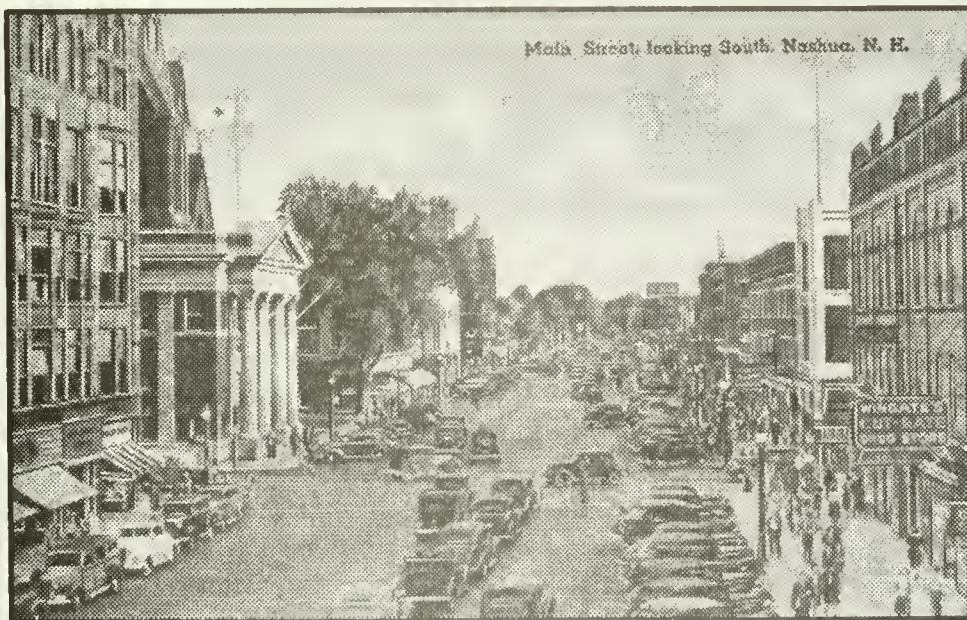
This was called Tremont Square (1908) which is at the intersection of Main and East Pearl Streets



*We presume this was the railroad station (1908).
It looks as though people are waiting to greet their loved ones.*



*This information booth was located in
Railroad Square (1920)*



*Main Street (1940) with its parallel parking on one side...
Note Wingate's Drug Store, The Elks Club and the vintage cars.
It's also a Main Street with many people on the sidewalk.*

DEPARTMENTAL

REPORTS

JULY 1, 1994

Through

JUNE 30, 1995

Municipal Government Report

ADMINISTRATIVE SERVICES DIVISION

DIRECTOR
Administrative Assistant

Russell R. Marcoux
Jean E. Roth

The Administrative Services Division encompasses several departments involved in diverse, yet related administrative efforts of these departments: Assessor, City Clerk, Financial Services, Human Resources, Insurance - Benefits and Risk Management, Management Information Services, Purchasing, Building Maintenance, Printing and Voter Registration.

In addition to its operating departments, the Director also acts as liaison for other autonomous and semi-autonomous departments in the areas of budget preparation, personnel administration and financial/payroll procedures. Again this year, the Director was actively involved in the N.H. legislative process, testifying and lobbying on behalf of the city. In November, 1994, the Director was elected President of the New Hampshire Municipal Association. He represented New Hampshire local government at the League of Cities annual conference in Minneapolis, Minnesota and the Congressional City Conference in Washington, D.C. In addition, he was named as a member of the N.H. Local Government Advisory Committee to Governor Merrill.

Fiscal '95 proved to be another difficult year. Financially, the city had to overcome a negative fund balance from the previous year which had some severe impacts on the overall operating budget. However, this situation was reversed by the end of the fiscal year, putting us back on a sound financial basis, which was recognized by the rating agencies. This year saw the retirements of Anita Slusarczyk in Financial Services after 11 years and our City Hall matron Anna Sweklo after 20 years of service. Neither position was replaced. In addition, four other positions were eliminated: one in Assessing, two in Purchasing and another in our Building Maintenance department - two of these resulted in transfers. With the passage of the fiscal '96 budget, we added a much needed Commercial Assessor position. This year also saw the promotion of Dawn Enwright to the position of Financial Coordinator, whose primary function this year was the implementation of the new program budgeting function - a truly challenging initiative!

While on the personnel side of the division, we were fortunate to honor three other employees during the course of the year: long-time employee Elizabeth (Betty) Scanlon of the Motor Vehicle Registration department was honored by her peers as our division Employee of the Year and Cindy Bielawski, Financial Reporting Supervisor and Sherry Spofford, Benefits Coordinator were honored as Exemplary Employees by Nashua Rotary West. We are very proud of each of these and all other employees for their service to city government and the community.

This year we experienced an increase in Motor Vehicle registrations and an increase in Traffic Violation collections, both of which significantly increased revenues over budget. We were also successful in gaining financial support for half of the cost of new electronic voting machines, with the second half anticipated in this next fiscal year. Unfortunately, they will not be in place before the Presidential election in 1996. The first phase of our citywide voice mail system went on line, which was generally very well received. It should be completed during this next fiscal year.

We saw a slight shift in our tax base this year from Commercial to Residential, while increasing our overall tax base to \$3.55 billion. At the same time, we doubled the Veteran's Exemption from \$50 to \$100 effective this tax year. Our equalized tax base rose to 102%, which clearly emphasized the reliability of our tax assessment records. We also saw the Stratification process begin in earnest. This year, we experienced the first year of the merged Human Resources - Insurance and Risk Management department with significant operational benefit. Our Benefits Manager, Susan Jeffery was renominated by Governor Merrill to the State Workers Compensation Board of Appeals - a positive tribute to her level of professionalism.

We continued to enhance our computer technology that assists all divisions of the city to work more efficiently with another year of relatively small investment. This department continues to operate with six employees with a budget of less than .3% of the overall city budget. The LAN continued to grow into all divisions this year. Each of these projects are identified in the department's annual report. Our tax collections were once again the envy of all municipalities in the state: close to 99% was collected prior to the lien date, which resulted in an increase in our interest earnings. Lastly, in June, we conducted our annual city auction which again realized over \$5,000 which was deposited in the general fund. This annual project is staffed by employee volunteers.

In conclusion, most other innovations are mentioned in the respective department reports. Our annual audit, which is included elsewhere in this annual report, clearly makes note of these and other accomplishments, both administrative and financial. Another first for our division's City Clerk office staff: the 1994 Annual Report won **1st Place** in the city division at the New Hampshire Municipal Association annual meeting!!

Our division's employees are once again to be commended for their continued support and assistance during this year of continued transition and improvement in personnel services, processes and equipment enhancement. They are "Outstanding".

Municipal Government Report

OFFICE OF THE BOARD OF ASSESSORS

Board of Assessors

Stephen Densberger, Chair
Richard Ethier
Marylou Blaisdell

The duty of the Board of Assessors is to see that department policies are in compliance with the laws and regulations of the State Department of Revenue Administration. The Board is ultimately responsible for all assessments and must review all applications for abatement. Regularly scheduled meetings of the Board are held the second Wednesday of each month at 4:30 p.m. The meetings are open and public, but appointments are required for appearance before the Board and can easily be made by calling the department staff at 594-3301. Accommodating appointments at times other than Wednesdays will be made if and when necessary.

Assessors Office

Assessing Manager	Lucien Rousseau, Jr.
Assessor, Commercial Specialist	Michael Fedele
Assessor, Residential Specialist	Andrea Heyn
Assessor, Commercial Specialist	Rex Norman
Assessor, Residential Specialist	Daniel McMullen
Administrative Assistant	Sherry Honeycutt
Assessing Secretary	Jeannine Zins
Deeds Transfer Specialist	Barb Egan
Project Coordinator	William Toomey

As the second largest city in the state, Nashua has experienced a significant population increase over the past ten years. This growth trend is expected to continue with the New Hampshire Office of State Planning projecting a population increase of 3% by the year 2000.

Being within one hour of Boston's cultural influence and the New Hampshire/Maine coastline and only two hours from the White Mountains, a good highway system, and proximity to some of the most highly respected industrial, educational and medical facilities in the world, have all contributed to our growth. Also, the one million square foot Pheasant Lane Mall with 150 retail shops, many shopping strips, plazas, fine restaurants, and excellent schools make Nashua an extremely attractive place to live or visit.

Through 1995, the real estate market demonstrated positive signs of recovery in the Nashua area. Prior economic circumstances created foreclosures, as well as an over-supplied and sluggish market. However, a majority of the bank-owned and FDIC-owned property has been sold. Marketing times have decreased significantly, due in part to the shrinking inventory. Favorable financing has been a positive factor in the movement of real estate this year. Moderately priced properties have attracted new and first time home buyers to this market.

Construction activity has been noted this year in new residential subdivisions. Several large tracts are being developed and home sales are up. A few commercial enterprises such as the new JC Penney Home Store, Shorty's Restaurant, Home Goods, Honey Dew Donuts, and the newly-constructed Shop n Save have opened for business. In 1996, the City looks forward to new construction by Digital Equipment Corporation next to the Sheraton Tara Hotel, and by Oasis Imaging at the continually expanding Southwood Industrial Park.

The tax base has shifted slightly from residential to commercial property in 1995. Overall, residential land and building assessments have decreased over 7%. The value of taxable real estate for the City for 1995 is \$3,555,442,545. With the tax base increase, and through conservative fiscal operation, the tax rate increase was only \$.65 per \$1,000 or 2.2% from 1994. The increase for the City of Nashua was one of the lowest in the county, and at \$29.55, measures favorably in this region.

The City offers exemptions for the elderly, the blind, building improvements for the handicapped, certain handicapped veterans, certain wood-burning furnaces, solar energy and wind-powered energy systems. The tax credit for veterans who qualify was increased from \$50. to \$100. this year. The tax credit for veterans who have a 100% permanent and total service-connected disability is \$700.

Municipal Government Report

CITY CLERK'S OFFICE

City Clerk
Deputy City Clerk

Eleanor Benson
Patricia E. Lucier

Vital Statistic Clerks

Mary Cutter
Donna Decato
Colette Trempe
Nancy Deslauriers

Deputy Voter Registrar

Ralene Rousseau

During this fiscal year we automated our UCC (Uniform Commercial Code) filings. This required that the staff input five years of document information to bring the program up-to-date. A computer terminal is now available at the counter to allow public access. It is a definite asset for the public and saves staff time, space and paper. I would like to thank the ladies in the department who entered all of this data. We were also able to automate our leased parking permits. A big thanks to Doreen Beaulieu in M.I.S., who designed both programs.

A new law passed this year requiring all veterinarians to notify us when any dog, cat or ferret receives a rabies shot. This allows us to update our dog license records and eliminates the need for dog owners to bring in rabies shot information to license their dog. It has also created a file informing us of unlicensed dogs in the City. We are working on a program to get ALL dogs licensed in Nashua.

The elections took place in September and November and I would like to take this opportunity to thank our Election Officials for doing such a wonderful job. They take pride in this operation and every ward has demonstrated teamwork. Traditionally the first Ward in is WARD 7. There are approximately 100 people involved in the election process and their actions are very much appreciated by this office.

The September and November State elections were the first ones that allowed "same day voter registration" at the polls. This was met with more people taking part in the voting process. We have had to appoint deputy voter registrars at each polling area to implement this program.

Donna Worcester left our office in March to transfer to the Community Development Department. She was replaced by Nancy Deslauriers who transferred from the Purchasing Department.

We were awarded 1st Prize in the city division for the "Best Annual Report" by the New Hampshire Municipal Association. Thanks to all who participated in this.

The State of New Hampshire provided us with a third computer for our vital records. We have a large volume of records which deemed the third computer necessary. We have automated most of the tasks in the office but some items, such as adoptions, still have to be done manually. We are working with the state to hopefully automate them in the near future.

We are always striving to make this office the type that treats customer satisfaction as the highest priority. We try to treat our customers as we would like to be treated. I would like to thank the staff of this office for taking care of all the customer's concerns.

Municipal Government Report

FINANCIAL SERVICES DEPARTMENT

Treasurer and CFO	Paul A. Martel
Administrative Assistant	Jean E. Roth
Assistant Deputy Treasurer	Susan M. Martinelli
Deputy Tax Collector	Ruth E. Raswyck
Treasury Accountant	John A. Lysik
Customer Service Research	Kathryn R. Guillemette
Customer Service Support	Susan L. Decker
Customer Service Representative	Dawn M. Roy
Financial Analyst	Dawn K. Enwright
Supervisor Financial Reporting	Cindy J. Bielawski
Accountant Financial Reporting	Carol A. Anderson
Traffic Violation Bureau	Judith A. Miele
Supervisor Motor Vehicle Registrations	Pauline M. Lucier
Assistant Supervisor M.V.R.	Elizabeth Scanlon
Audit Clerk M.V.R.	Fleurette Rioux
Motor Vehicle Clerk	Sylvie D. Corriveau
Motor Vehicle Clerk	Janet L. Durand
Motor Vehicle Clerk	Sheila Galipeau
Motor Vehicle Clerk	Nancy Maples
Motor Vehicle Clerk	Brenda Sullivan
Motor Vehicle Clerk	Suzanne R. Thibault

This year brought yet another retirement when Anita Slusarczyk left City employment after eleven years of service.

The Financial Services Department is divided into three major operating units:

TREASURY AND TAX COLLECTIONS

The unit's responsibility centers around property tax collections, investment of the City's funds and the City's bonded debt. All City receivables are billed, collected, invested and disbursed through this operation. Additional Tax Collection program enhancements were made again this past year to accommodate rapid and accurate customer telephone services as well as providing more efficient window service to the City's residents. The continued growth of our Municipal Automated Payment System (electronic tape to tape) has provided the tax collection unit with more timely collections. The Municipal Automated Payment System in concert with the Lock Box collections through First NH Bank allows the City to invest its funds sooner and resulted in \$2,043,000 of income on investments for the year ending June 30, 1995.

MOTOR VEHICLE REGISTRATION AND TRAFFIC VIOLATIONS BUREAU

This unit's primary responsibility is the registration of motor vehicles and the collection of traffic violations. The registration process incorporates processing motor vehicle title applications,

collection of all City fees related to MVR processing, distributing State MV decals and license plates to Nashua residents, and the collection of State Revenues and the processing of and collection of traffic violations and fines. During FY'95 the City registered 82,706 automobiles and prepared 18,300 title applications for revenue of \$6,677,500 in addition to 79,461 State decals for \$158,922. There were 27,385 traffic violations collected for a revenue of \$196,697. The City continues to require all traffic violations be paid prior to registering any vehicle. In addition, the City has been cooperating with area Towns in a reciprocal agreement to not register a Nashua resident's vehicle if there are any outstanding violations in other communities.

FINANCIAL REPORTING

The responsibilities of this unit are the entire accounting, reporting, budgeting, auditing, bill and payment processing functions for the City, culminating in financial reports, annual budgets, annual audit, bimonthly warrants and numerous other products for the City's citizens, boards, Aldermen, Mayor, divisions, departments and staff. During this fiscal year, the position of Financial Analyst was created in lieu of Associate Financial Officer to assist in the technical aspects of budgeting and reporting. The Financial Analyst compliments the Financial reporting staff with direct assistance and support. Additional enhancements are being made on an on-going basis to meet the City's various reporting needs. During the fiscal year an aggressive project was undertaken to re-write the City's budgeting and financial reporting system. The new system was designed based on a program format which will allow a more finite means of reporting on any given program in City government to include the cost of providing the service and the revenue generated by it. The City's main computer cluster is continuously being upgraded to provide more flexible and efficient information gathering and dissemination to the users in the General Fund, Special Revenue Funds and the Capital Project Funds.

*ADMINISTRATIVE SERVICES DIVISION
EMPLOYEE OF THE YEAR*



*Congratulations to
" ELIZABETH (BETTY) SCANLON "
Assistant Supervisor Motor Vehicle Registrations*

It couldn't happen to a more deserving person.

— PURCHASING DEPARTMENT —

Purchasing Manager
Assistant Purchasing Manager
Supervisor, Accounts Payable
Purchasing Supply Clerk
Accounts Payable Coordinator
Accounts Payable Clerk
Accounts Payable Clerk
Clerk/Typist
Printing Technician
Mail/Receiving Clerk

William A. Thompson
Shirley C. Bonenfant
Bernice N. Diggins
Carol A. Silva
Naomi Patch
Mary V. Brazas
Patricia A. Deforte
Mildred S. Maverick
Ralph B. Jackson
Philip D. Hagen

To say this past year was a year of turbulence would be an understatement. This department has severely felt the financial pressure of the spending cap voted in two years ago. As a result of decentralizing the city accounts payable function, a portion of the processing work and two accounts payable positions were transferred to the School Department. Many of the services provided by the city accounts payable staff were not easily separable. Work is on-going to reconstruct and maintain the high level of proficiency and the city account payable's reputation of providing timely payment of city bills.

Concurrent with staffing reductions, the purchasing and accounts payable staff wrestled with the challenge of converting to a new budgeting and financial reporting system. To the credit of the accounts payable staff, the necessary and time consuming training was provided to the new School Department accounts payable clerks without any noticeable reduction in proficiency or output of this work unit. Most impressively, the training was provided with the utmost professionalism and harmony, despite the fact that the training provided would result in the eventual displacement of personnel in this office. I commend the personnel involved and affected by these changes for their professionalism, cheerful and dedicated service during this most difficult and stressful period.

During FY95 a total of 44 formal invitation for bids/request for proposals with a total value of \$3,439,493 were processed. The total annual savings from the high to the awarded bid amount exceeded \$750,000 and represented a savings of 34%. During this period a total of 12,805 purchase order documents with a total value of \$18,036,832 were processed.

During this year the city added new telecommunications capability and experienced the potential for misuse of modern technology. We became very much aware of our vulnerability to the multi billion dollar telephone toll fraud "business" when our Centrex system was used to connect calls originating in California to destinations in several foreign countries for a total of \$3,500. Education of employees and the blocking of international calling were steps taken to reduce

exposure to such criminal activity. On a more positive note, a citywide voice mail system was implemented. At present, the system supports 500 voice mail boxes. Although further enhancements are necessary and underway, the system provides a new and useful service to the city and its customers.

We continued to increase productivity and service offered by the City Hall print shop by the addition of a new collator/booklet maker machine, numbering machine and a personal computer scanning system. These additions have already paid for themselves in terms of cost savings to the city and reductions in turn around time for our print shop customers. It is estimated that the total annual individual ink impressions made by the City Hall print shop is between 3.5 and 4 million.

City Hall Maintenance and Custodial Staff

Building Manager
Custodian II
Custodian
Custodian

"James" R. Duchesne
Roger J. Bertrand
Robert C. Fernandes
Marcel J. Beaudoin

An addition made to the building this year was an outdoor enclosure over the public rest room entrance on the south side of the building. This addition increases safety and will help our limited maintenance staff by preventing the stairwell from filling with snow.

The City Hall Building Maintenance staff was also hit hard by the "down sizing" experienced by the Purchasing Department and taking place throughout corporate America. Anna Sweklo retired in February 1995 after 20 years of service to the city. Her position as City Hall Matron was not filled. It is with sadness to record in this annual report that Anna Sweklo passed away in September 1995. Her cleaning services, pleasant smile, matronly advice and inspiration are sorely missed by all City Hall employees. Another loss to the maintenance staff was Darlene Heatherman who resigned in September 1994 due to employment uncertainty related to possible budget cuts. Her replacement, Paul Blow, was forced to cease employment as a custodian in June 1995 due to actual budget cuts and the elimination of the position. Although the building size and requests for the services of the maintenance staff have not decreased, the department is now operating at 70% of the previous staffing level. Through the dedication and hard work of the remaining personnel, City Hall continues to be maintained as a place of pride for the community.

———— HUMAN RESOURCE DEPARTMENT ————

Manager, Human Resource
Manager, Insurance Benefits
Human Resource Assistant
Human Resource Coordinator
Payroll Coordinator
Payroll Coordinator
Administrative Assistant
Benefits Clerk
Human Resource Specialist (P/T)

Marilyn "Mitzi" Baron
Susan Jeffery
Barbara Cote
Joan M. Ellis
Sue Hill-McCarthy
Barbara Anctil
Sherry L. Spofford
Kathleen E. Donovan
Diane Denning

Generally, the term human resources refers to the activities, policies, beliefs, and overall function that pertain to employees or to the personnel department. Human Resources is comprised of three related functions: Human Resources Management; employment, employee relations, compensation management, and labor/management relations; Payroll Administration; and Insurance Benefits.

The purpose and contributions of the Human Resource Department (HR) is to provide comprehensive support through personnel policies and general activities to all City departments consistent with organizational objectives.

GENERAL ADMINISTRATION

The duties and responsibilities include but are not limited to budgeting, forecasting, staff development, and implementation of programs.

EMPLOYMENT

Recruiting, advertising, testing, interviewing, reference checking, enrollment function, recording keeping, benefits enrollment, and management reporting for approximately 800 regular full time and 180 part time which includes temporary seasonal employees.

EMPLOYEE RELATIONS

Equal employment and affirmative action, employee/management training, policy development: implementation and dissemination, Employee Assistance Program, employee awards, employee health programs/seminars and administration of the Merit System and various union contracts.

COMPENSATION MANAGEMENT

The coordination of salary relationship to classification/grade, maintaining current and accurate job descriptions for City employees in accordance with state and federal laws.

LABOR/MANAGEMENT RELATIONS

Assistance with in labor/management agreements with United Auto Workers professional and clerical/technical units (UAW), ASFCME union representing the Board of Public Works employees, IAFF union representing the Fire department employees and AFT representing the Nashua Public Library employees.

PAYROLL OPERATIONS

City wide management of the City of Nashua payroll process which includes the Board of Education employees. This function is responsible for the weekly/biweekly payroll to include interfacing with payroll clerks from all divisions, adjustments to payroll due to errors, the distribution of manual checks, direct deposit tape process (ACH), quarterly tax audits, and the year end W-2 process.

INSURANCE BENEFITS

Briefly, this department administers a combination of twenty-two (22) commercial and self-insured programs as well as all health, dental, and life insurance programs for both City and Board of Education.

HEALTH INSURANCE: Responsible for providing insurance protection for all City/School assets, personal liability overages, special insurance unique to a municipality, and for providing an array of employee benefits. The challenge is in keeping the rate of increase in the cost of health benefits as low as possible.

LOSS PREVENTION: To prevent or minimize the chance of financial loss to the City and its taxpayers. This is accomplished through a combination of loss prevention, safety awareness and a comprehensive insurance program of self-funded plans and commercial policies.

STANDARDS AND REQUIREMENTS: For types and levels of insurance which assists in the maintenance of certificates of insurance to minimize liability from contractors.

This year, in all, was dynamic and resourceful. Last year, a major reorganization was initiated between the Human Resource Department and Risk Management Department. This process initiated the analysis of the functions performed resulting in consolidation. Through much of this year, the departments objective was to determine ways in which we can provide services to our employees to produce a combination of direct and indirect savings. In some cases, we turned our focus toward a redesign of the safety program and conducted salary surveys to reduce costly employee turnover.

Human Resources had an active year regarding the employment process during this fiscal year:

City of Nashua

	FY 95	FY 94	FY93
FULL TIME/REGULAR POSITIONS POSTED	28	24	20
Applicants	1140	880	891
Applicants per job (approx)	40	37	45
SUMMER/TEMPORARY POSITIONS POSTED	15	60	70
Applicants	150	329	415
Applicants per job (approx)	10	6	6
TOTAL APPLICANTS FOR EMPLOYMENT (Other than Library, Police uniformed and Board of Education)	1290	1209	1305
TOTAL EMPLOYED AS OF JUNE 30 Regular full-time employees	715	720	725

The insurance function has made progress in the area of safety and training. In the past year the Central Safety Committee (CSC) has been seated and meeting on a monthly basis as with all divisional committees. The First Annual City of Nashua Safety Seminar was held and proved successful. This provided the first coordinated city wide training effort.

A safety committee is in the process of being seated for the School district. Training effort will be coordinated between department/divisions. Prospectively, training efforts will be conducted on a city wide basis.

Employee Awards Luncheon was held to honor employees for perfect attendance and length of service to the City of Nashua. Other categories included Division Employee of the Year, and the Community Volunteer Award. The committee was comprised of representatives from each division. This year's recipients: Division Employee Award include the following division winners: City Government, Bea Dean; Administrative Services, Betty Scanlon; Community Development, Mark Fougere; Fire Department, Sandra Faucher; Nashua Public Library, Bruce Marks; Public Works, Eric Currier; Police Department, Louise Knoll; Community Services, Candace Dochatader and Marie Savage. The Community Volunteer Award was presented to Christine Konys. Alice Gill was presented with a special service award from the Nashua Public Library for her dedication over the past 15 years as a volunteer.

As of this writing the status of the various union contracts which are the responsibility of the Human Resource department as a team negotiating member: employees of the Board of Public Works represented by AFSCME, Local 365 ratified their contract; employees of the Fire Department represented by the IAFF, Local 789 currently negotiating their contract; employees represented by the United Auto Workers, Local 2232 professional and clerical/technical units are in the process of negotiating: the employees of the Nashua Public Library represented by AFT, FE, AFL-CIO, Local 4831 ratified their first contract June 1994.

— MANAGEMENT INFORMATION SYSTEMS —

M.I.S. Manager
Systems Resource Manager
Systems Analyst/Development Specialist
Systems Analyst/Development Specialist
Systems Analyst/Development Specialist
Systems Analyst/Programmer I

Louis H. Simmons
Michael Roy
Luann Moore
Mary Crawford
Kerri Lunn
Doreen Beaulieu

FY95 was very busy with new systems efforts as well as the enhancement of numerous existing enterprise and departmental systems. A total of 1007 requests for services were processed in 1995.

ACCOUNTING - Completely recorded the City's integrated financial programs including all supporting modules to enable use of Handbook II codes. The modules include, but are not limited to, journal entries, ledgers, charts of accounts, accounts payable, encumbrances, lifts, receipts, supplies, telecommunications, advertising, etc. This conversion provides for a much more highly detailed analysis of financial activities on a program basis. It also enables full support for reporting of School department fiscal activity. Menu driven reporting systems were developed to provide managers with daily updates of financial activities.

ASSESSORS - Work continues on reviewing and recording the various modules which support the "core" application such as Sales Verifications and Abatements. Future plans include integration of property data and photographs.

TAX COLLECTORS - Work continued on the standardization of tax and lien receivables to provide better internal controls of data. Began using Carrier Routing on tax mailings to control mailing costs at a savings of approximately \$3,500 a year.

SEWER RECEIVABLES - Billing process reviewed and streamlined. Created a menu driven process which allows consolidated processing of the weekly and monthly tapes saving many man hours. Began using Carrier Routing on sewer billings to control mailing costs at a savings of approximately \$5,000 a year. Upgraded CPU used for entire billing and receivable processing.

MANAGEMENT INFORMATION SERVICES - The conversion of older applications into newer menu-driven applications continues, the goal being to completely menu all applications. The City's Local Area Network continues to grow providing computer services to users at various locations. First steps were taken to network all schools into the larger overall City network. Central MIS is now connected to both the police and school administration building by high speed "T1" communications links. We have ten central processing units (cpu's) as part of our digital based vax cluster.

**522- MIS
RESOURCE ANALYSIS
FY 90-95**

RESOURCES	FY90	FY95	FY90-96 % INCREASE
ADMINS Licenses	48	96	100%
VMS Licenses	52	210	304%
CPU (Nodes)	3	10	233%
CPU Power (VUPS)	2.8	82.9	2860%
DISC Capacity (GIGS)	4.6	25.0	443%
Staff	6	6	0%

FIRE DEPARTMENT - The Fire Department had it's first year on-line with the new system. It has gone very well, and has saved the Fire Department a lot of manual work. Many new modules were written and installed during this year to further automate the fire departments processes.

Fire Department Application Projects:

- Automated press release
- Fire Payroll/Roster/Roll Call application w/direct tie-in to City Payroll.
- Payroll forecasting (8 weeks)
- Preplan/HAZMAT/Tier II application
- Fire Marshall application
- On-line requisitions
- Fire training app in planning stage
- Many enhancements to existing applications

WELFARE SYSTEM - Enhancements to the Welfare system to track state funding delays. Programmed for the use of receipts and the online balancing of money owed. Installed three additional demand document printers.

MASTER PLAN/GIS - Scanned & digitized additional layers to the city map to include but not limited to school zones, recycling, zoning map, city routes, sewer lines, and trails map. Refined these maps for final plot. Worked extensively with the planning department to produce several maps for the South West Quadrant Master Plan.

CONNECT SCHOOL & POLICE TO VAX NETWORK - Worked with all involved to order, install and connect these out lying buildings to our Digital MicroVax based network.

PC SUPPORT (HARDWARE & SOFTWARE) - This has been an on-going process. Learning

Municipal Government Report

new software packages and assisting in the troubleshooting of problems. There are many software products used for MIS PC support and for the future GIS project. Some of these software products include Autocad, Geo/Sql, Word Perfect, Lotus.

TROUBLE SHOOTING & INSTALLATIONS - The daily problems which show up require our immediate attention and troubleshooting skills. As well as all the installation of new equipment, cables and moving of existing computer cables.

VMS BASED SERVICES - Began initial work on project to provide Word Perfect word processing and Lotus 1.2.3 spreadsheet capabilities across city vax cluster network.

POLICE DEPARTMENT - Began a number of projects which will ultimately automate dispatching "mug" shot process, and records storage and management.

Police Dispatch Application - This is currently being reviewed and written along with the Police programming staff. It will eventually have many of the same processes the Fire Department currently uses but will be modified to meet the exact specifications needed by the Police Department.

BUILDING DEPARTMENT APPLICATION - Extensive rewrite of application based on Division/Departmental TQM project. This year the Building Department went on-line with the new system. The new system tracks the permit approval process and C/O issuance processes more closely. The C/O's can not be issued until proper approvals have been acquired. More enhancements are likely to be done to the system as more can be automated to increase efficiency and accuracy.

CITY CLERK SYSTEM - Designed automated system for the UCC/Lien process with public viewing access (screens, reports, commands). Designed automated system for Vital Records (birth, death, marriage) with mass printing of vital record cards (screens, reports, commands). Designed automated system for leased parking permits with mass printing of permit cards (screens, reports, commands). Continued enhancements on all City Clerk and Voter applications including various reports and commands. Also providing data for transfers to diskette or mag tape.

PAYROLL /HUMAN RESOURCE SYSTEM - Continued enhancements on all Human Resource/Payroll applications. Providing data via reports, commands, etc. Mass salary/insurance changes.

School - Designed automated system of all personnel logs (new hires, leaves of absence, employee probation tracing, etc.) (Reports, commands, automatically generates memos to Principals/Administrators).

Implementation of numerous union contracts with 1 to 2 year retro payments, as well as insurance benefit changes.

Continued enhancements for all School department applications. Providing a great deal of data via reports, commands, etc.

Payroll City-wide - Rewrote payroll system based on NEW program budget accounting installed city-wide 7/1/95. This system ties directly into the financial system.

New information is now being tracked to automate payroll processing and reporting. W2 forms were printed on the laser printer for the 1995 tax year. A system was developed to reprint W2 forms for employees on the laser printer instead of having the payroll type these forms.

On-line information is now available to more departments which includes check history and attendance history of its employees.

Risk Management - Information tracking/reporting was developed for the Safety Program that is being managed by the Risk Management Department.

City Human Resources - Provide support in a joint Fire Rescue/Human Resource regional firefighter testing initiative. Track testing results for multiple testing procedures and provide reports.

Police - A reporting system was designed for the management of the Nashua Police Department to provide payroll information in various ways to be used for cost analysis purposes.

PUBLIC HEALTH - New systems were developed to track program information. An automated appointment system was designed for the Well Child Clinic.

MAYOR'S OFFICE - Analytical reports for data analysis.

LEGAL DEPARTMENT - Data base support for tracking of critical legal information on the VAX verses a P/C based system.

TAX COLLECTOR'S OFFICE - Automation of some treasury receipts to eliminate duplicate data entry.

FINANCIAL REPORTING - Reduction of duplication of work by using commands to gather and manipulate information already available for use in the accounting system. Automation of 941 and 945 Federal Reporting to reduce time and increase accuracy.

SCHOOL CAFETERIA - Automation of accounting system for tracking of revenue and costs by school. Reports were generated for management use.

SCHOOL FEDERAL ACCOUNTING - Automation of accounting system based on State of New Hampshire Regulations to increase efficiency and providing better reporting tools.

SCHOOL BUSINESS - Reports for the School Board were automated so that they could be generated off of the City's database instead of being generated manually. The MS22 report was set up to be run automatically.

Municipal Government Report

DIVISION OF PUBLIC WORKS

**Director of Public Works
Business Manager**

**Lorraine Sander
Robin Belanger**

1995 was a year of significant changes in the Division of Public Works. L. Peter Benet, the Division Director for the past 17 years, retired in January and was replaced by Lorraine Sander who had previously been Superintendent of the Wastewater Treatment Facility.

In a concentrated effort to improve services to the City and consolidate functions for increased efficiency, two new departments were created out of personnel and equipment previously assigned to the Street Department. The Solid Waste Department now manages trash collection, recycling and landfill operation. David Allen was appointed Superintendent of this department. In addition, the traffic maintenance functions were also combined to create the Traffic Department, headed by City Traffic Engineer Arthur Dietrich.

The Division of Public Works continues to explore, new, more efficient methods to deliver its services to the citizens of Nashua.

ENGINEERING DEPARTMENT

James F. Hogan

City Engineer

A. STREET ACCEPTANCE

Streets or portions thereof, totaling 0.14 miles were accepted as follows:

Caitlyn Circle	750 ft. or 0.14 miles
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B. STREETS DISCONTINUED

Streets or portions thereof, totaling 0.04 miles were discontinued as follows:

Beaucher Avenue	225 ft. or 0.04 miles
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C. SEWERAGE CONSTRUCTION BY CITY

During this period a total of 2,677 feet (0.51 miles) of Sanitary Sewer was installed as follows:

City of Nashua

<u>Location</u>	<u>From</u>	<u>To</u>	<u>Length</u>
Fulton Street-Replacement	Brook St.	Lake St.	362'
Bowers Street-Replacement	Main St.	Dearborn St.	524'
South Merrimack Interceptor	Relocation due to State Highway Construction at Sagamore Bridge		<u>1,791</u>
		TOTAL	2,677 L.F.

D. STORM DRAINAGE CONSTRUCTION BY CITY

During this period a total of 3,747 feet (0.71 miles) of storm drain was installed as follows:

<u>Location</u>	<u>From</u>	<u>To</u>	<u>Length</u>
East Dunstable Rd.	Spit Brook Rd.	Southgate Dr.	2,190'
Nagle Street Easement	Pine St. Dexter St.	Northerly Nagle St.	833' 225'
Easement	Hunt St.	Nagle St.	333'
Fulton St.	Lake St.	Southerly	196'
Bowers St.	Main St.	Dearborn St.	84'
Taylor Road Culvert			41'
Amherst Street School Countryside Drive	School Driveway Colonial Ave.	Sargents Ave. Northerly	36' <u>100'</u>
		TOTAL	4,038 ft.

E. PUBLIC SEWERAGE AND DRAINAGE BY DEVELOPERS

SEWERAGE

<u>Location</u>	<u>From</u>	<u>To</u>	<u>Length</u>
Canter Court	Broad St.	Coburn Ave	611'
Rosecliff Dr.	Bicentennial Dr.	Rosecliff Dr.	1,446'
Freshwater Ct.	Lund Rd.	Cul-de-Sac	585'
Smokey Lane	Arthurs Lane	Cul-de-Sac	215'
Ayer Rd.	Exist. S.M.H.	Northerly	117'
Pine Hill Rd.	Exist. S.M.H.	Holden Rd.	340'
Hadley Dr. (Dry)	Route 111A	Mystic Ct.	828'
Federal Hill Rd. (Dry)	Ridge Rd.	Cul-de-Sac	<u>1,029'</u>
		TOTAL	5,171 L.F.

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DRAINAGE

<u>Location</u>	<u>From</u>	<u>To</u>	<u>Length</u>
Canter Court	Broad St.	Coburn Ave.	820'
Rosecliff Dr.	Bicentennial Dr.	Rosecliff Dr.	1,837'
Freshwater Ct.	Lund Rd.	Cul-de-Sac	631'
Smokey Lane	Arthur's Lane	Cul-de-Sac	167'
Pinebrook Rd.	Ridge Rd.	Byfield Cir.	1,173'
Hadley Dr.	Rte. 111A 1	Mystic Ct.	1,484'
Federal Hill Rd.	Ridge Rd.	Cul-de-Sac	<u>1,020'</u>
		TOTAL	7,132 L.F.

SEWER PERMITS

A total of 353 sewer permits were issued by the City Engineer's Office as follows:

- | | |
|--|-----|
| 1. Residential/Commercial Sewer Permits | 220 |
| 2. New and/or Renewed Industrial Sewer Permits as follows: | |

<u>Category</u>	<u>Industrial Description</u>	<u>Issued</u>	<u>Renewed</u>
I	Toxic discharge that required pretreatment	1	19
II	Limited toxic discharges that did not require pretreatment	0	3
III	non-toxic discharges	2	17
IV	Sanitary discharges only	4	87
	Total Industrial Permits	<u>7</u>	<u>126</u>

City of Nashua

SOLID WASTE DEPARTMENT

David M. Allen
Ron Jenkins
Sarah O. Hyland
Roland Anger

Superintendent
Operations Supervisor
Recycling Coordinator
Refuse Foreman

Residential waste & Recycling operations staff

Donald A. Chouinard
Philip J. Couturier
Eric R. Currier
Steven Davenport
Harry G. Derderian
Kathryn A. Dionne
Robert Durant
John M. Frattallone
Gary C. Goodwin
Michael Harris
Kevin Holbrook
Edgar Jackson
Roger D. Lavoie
Daniel O'Dierno
James A. O'Mara
Andrew Patrician
Brian D. Peterman
Michael S. Pinkham
Thomas R. Russell
Manuel R. Silveira
David A. Theriault
David C. Trombley
Donald Vlahos

Landfill Operations Personnel

Ronald F. Berry
Victor R. Boisvert
Daniel A. Dewyngaert
Alvin K. Dudley
Kevin G. Harvey, Sr.
Lawrence O. Jeanson, Sr.
Richard McDonald
Richard H. Melvin
Walter Sage, Jr.
Michael W. Zibolis

The Solid Waste Department was created in FY 95 in response to the increasing costs and liabilities associated with the management of the City's waste stream. The Solid Waste Department is responsible for the collection, disposal and recycling of Nashua's waste stream including:

- Operation of the Four Hills Landfill
- Collections of residential waste, recyclables and yard waste
- Yard waste composting operations
- Landfill construction
- Closure of old Landfills
- Recycling Center Operations

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Major accomplishments of the Department in its first year include:

Reduction of waste collection crews by 1/3

Increased residential services by providing weekly collection of yard waste

Receipt of a long-awaited NH DES permit for expansion of the Four Hills Landfill

Initiation of construction of the Landfill Gas-to-Energy system at the Four Hills Landfill to control odors and produce approximately 3MgW of electricity

Initiation of construction of the Shady Lane Landfill closure as part of the re-opening of the New Searles Elementary School

Planning for a permanent household hazardous waste facility in Nashua, and continued efficiency improvements in the NASHUA RECYCLES program.

During FY95, more than 7,600 tons of material were recycled through the various **NASHUA RECYCLES** programs for residents of the City. Recycling advocacy and promotion efforts included:

- formation of a Nashua Business Recycling Consortium, a cooperative marketing effort of more than 70 companies which collectively recycle about eight tons of fiber each week; this public-private partnership, made possible by the WasteCap and Governor's Recycling Programs, has become a model for other communities
- ongoing efforts of the Nashua Recycling Committee
- a new brochure on Backyard Composting and Grass-Cycling
- an Earth Ball, donated by the Anheuser-Busch Recycling Corporation and painted by Nashua High art students, available for use by teachers and other groups, and
- special events such as the annual **TRASH BASH** and the City's observance of *Earth Day 25*, an event that drew thousands of people to Greeley Park to celebrate the environment.

STREET DEPARTMENT

James L. Hall

Superintendent

The Spring of 1995 saw the Street Department reorganize and split the Street Department into the Solid Waste Department, and the Traffic Department. The actual division of responsibilities and personnel is still an on-going process, and most likely will continue into 1996.

During the Winter of 94-95, the City experienced only one major snow storm on February 4th.

Several major projects were undertaken and were completed by the Street Department in 1995 and are listed as follows:

- 1) Reconstruction of Pine Street from West Hollis Street to Ledge Street.
 - 2) Reconstruction of Taylor Street and Massachusetts Drive.
 - 3) Reconstruction of Harbor Avenue from Bowers Street to Pond Street.
 - 4) Paving and sidewalk on Amherst Street from Bruce Street to Broad Street.
 - 5) Overlay of West Hollis Street from Main Street to Eaton Street.
-
-

TRAFFIC DEPARTMENT

Arthur Dietrich

Traffic Department Engineer

The Traffic Department is undergoing a major transformation this year.

At the recommendation of the new director of Public Works, Lorraine Sander with concurrence from Mayor Rob Wagner and the Board of Public Works, the Traffic Department was separated from the Street Department.

City Traffic Engineer, Arthur J. Dietrich Jr. was installed as head of department.

Gerald Joyce was promoted to Traffic Supervisor and John Lockwood Jr. was promoted to Senior Sign Maintenance Man. The Traffic Department is located at 4 Riverside Street next to the Street Department garage.

The separation of the Traffic Department from the Street Department provided better delineation

of duties for both departments.

The Street Department's responsibility of street and under street repair continues.

Operational activities are now the responsibilities of the Traffic Department such as Traffic signals, stop signs, striping, detours, permits to encumber (private use of the public ways) parades, block parties, etc.

While the Traffic Department continues to maintain its portion of the public infrastructure, enhancements are being accomplished.

One street enhancement was the installation of a remote controlled visually impaired person crossing on Spit Brook Road at Sanders, with the push of a button on a key chain remote the intersection safely stops all vehicles and an audibly enhanced crossing is provided. The equipment used was off the shelf electronics. The cost was \$70.00.

NASHUA WASTEWATER TREATMENT FACILITY

GENERAL:

The total flow to the Nashua Wastewater Treatment Facility (WTF) was 4,086,000,000 gallons. The average flow was 11.2 million gallons per day (mgd), with a daily maximum flow of 29.5 mgd and a minimum flow of 8.2 mgd.

The total amount of septage delivered to the facility was 487,050 gallons.

The operations budget for Fiscal '95 was \$3,913,412. The budget for Fiscal '96 is 3,894,364. This represents a 0.49% decrease.

Total Quality Management (TQM) projects for the year, included such items as: odor control self design and construction, increased use of plant water versus private utility water, reduced lighting programs, new pump controller system, etc. Estimated direct savings as a result of all programs was \$185,000.

PLANT OPERATION AND MAINTENANCE

The WTF disposed of 33,498,282 lbs. of filter cake to the Nashua Four Hills Landfill. This equals 2,036 truck loads.

The WTF entered into a contract with Browning Ferris Industries (BFI) in May of 1995. BFI was

contracted to handle and dispose of all filter cake on Monday of each week. Filter cake is utilized by BFI in beneficial land reclaim and agricultural soil enhancement programs. During this period, BFI handled 1,720,220 lbs. of filter cake for the WTF.

New odor control systems were put on line in Fiscal '95. The grit chambers were covered and a dedicated wet scrubber tower system was designed and installed by the WTF crew. This project cost \$15,185 (on third of the estimated cost of a private contractor). A sludge storage odor control system was 85% completed during this period. New air intake manifolds were installed and a two stage scrubber tower system was constructed. This project cost \$36,500 (one third of the cost of a private contractor).

A new raw sewage pump (RSP) controller system was put on line for #3 RSP and #4 RSP, converting the old system into a flow paced variable speed system. Total cost was \$24,000. This conversion allows for more efficient flow control and energy consumption and is expected to save over \$18,000 per year in electrical costs.

Major equipment purchased during this period included a yard tractor, trailer, forklift work platform and a personal computer.

LABORATORY

Laboratory personnel handled over 7,000 samples and performed 22,000 tests. The laboratory also performed analysis for outside customers for a total income of \$6,006.

The industrial pretreatment program issued 128 Industrial User Permits and performed 110 industrial samplings and 49 inspections.

NEW PERSONNEL AND PROMOTIONS

Patricia M. Rogers was hired as Secretary III in November of 1994. Richard S. Seymour, Jr. was promoted to Superintendent in December of 1994. Nancy McAuley-Lesieur was promoted to Laboratory Supervisor in January of 1995. Sebastian Ribeiro was promoted to Senior Chemist in March of 1995. Michele Bolton was hired as Junior Chemist in May of 1995.

PARK AND RECREATION DEPARTMENT

The Park System encompasses 800 acres. Included are 32 athletic fields; three outdoor swimming pools; tennis courts at five locations; eleven ice skating rinks; Holman Stadium; Greeley Park, which has a Performing Arts Shell; 24 horseshoe pits, eight outdoor basketball courts; and numerous playlots and playgrounds.

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Additionally, there are two boat launches, garden plots, walking/hiking trails, mini-parks/leisure areas and a refurbished "grove" on Salmon Brook.

A unique attribute was added to Greeley Park with the dedication of a sensory garden, developed in conjunction with the Nashua garden Club and Perkins School for the Blind.

A new Tot Lot was given by the Nashua Exchange Club for Greeley Park, along with a building which houses the Freedom Trail placques.

The Rotary Club has given a new brick walkway at Greeley Park which is an outstanding new feature at the Park.

A new area of approximately 17 acres will come on-line in the spring of 1996 at the Yudicky Farm. Requests for specific utilization are numerous and varied, but specific sport utilization has not been determined.

Demand for youth recreation has paralleled the demand for classrooms. In addition to youth, there is an apparent increase in requests for activities for all adult age groups, with the young adult and seniors becoming more active.

Space, however, is fully utilized. And each year it is more difficult to meet the needs of all groups. Use of facilities is high, and idle time for restoration and rehabilitation of fields is at a minimum.

The department personnel resource is declining and part-time seasonal help is offsetting this trend. A flat budget for four years has necessitated cooperative programs with some user groups. Consideration is being given to "adoption" programs at certain facilities.

Personnel continue to assist with City tree maintenance and snow plowing. The nursery at Greeley Park had another good year with the tree program for residents.

Reports from the State of New Hampshire and others indicate that demands for active and passive recreation will increase in the next twenty-five years at a rate exceeding the population growth. And that the age of the people desiring opportunities for recreational participation will also increase. This growth in numbers, with its changing participant profile, forecasts a need for more facilities.

New Tot Lots have been completed at Sargent Avenue, Temple Street and Salem Street. Lincoln Park's lower field has been completely renovated for a new Pop Warner Football field and Lacrosse complex. Upper Lincoln Park has been completely renovated and, when completed, will host three fields for youth baseball.

COMMUNITY SERVICES DIVISION

Division Director
Coordinator, Child Care Services
Coordinator, Nashua Mediation Program
Coordinator, Satellite Mediation Programs
Assistant, Nashua Mediation Program
Building Manager
Administrative Secretary

Dolores Bellavance
Christina Lister
Candace Dochstader
Ellen Gardent
Lisa Beaulieu
Gerard Deschamps
***Sandra Weymouth**

*resigned August 1994 - replaced by Susan Lapointe, September 9, 1994

MISSION STATEMENT

The mission of the Community Services Division is to serve the community by maintaining the well being of its citizens.

ANHEUSER BUSCH OPERATION BRIGHTSIDE

Anheuser Busch Operation Brightside continued again this year upgrading local parks. Salem Street playground now has the newest equipment meeting ADA standards and in the latest colors.

CAPITAL IMPROVEMENTS

Proposal regarding purchase of the Vine Street building submitted for the second year. Capital Improvement's Committee gave a rating of B 4 on short term projects.

EMPLOYEE RECOGNITION

Candace Dochstader, manager of the Nashua Mediation was awarded the employee recognition award as well as Marie Savage, secretary from the Welfare Department. Loyalty, dedication and commitment for fellow workers were some of the attributes in the decision for these selections.

PERSONNEL

Sandra Weymouth has left her employment with the city after seven and one half years and has relocated to California. Susan Lapointe was hired to fill that position. Susan had been employed in the Environmental Health Department for eight and one half years.

BOARD OF HEALTH

Board of Health continues to meet each month. A liaison from the Board of Aldermen is also in attendance.

NASHUA AREA PRIMARY CARE NEEDS ASSESSMENT

Nashua Area Primary Care Needs Assessment was initiated. Key leaders were interviewed regarding their perspectives on the healthcare needs of this community. Helms and Company was hired through a grant to conduct the interviews.

MEDIATION PROGRAM

The Nashua Mediation Program provided conflict resolution services to four hundred twenty four (424) area youths and families last year. An additional twenty two (22) volunteer mediators were trained to work with families referred to mediation.

The Nashua Mediation Program was honored at the annual NETWORK meeting.

In May, the mayor issued a proclamation recognizing mediation week and the continued efforts of over ninety (90) volunteer mediators.

Our department has been working with Nashua Schools on conflict management skills and violence reduction for students on the elementary and secondary.

OFFICE OF CHILD CARE SERVICES

The Office of Child Care Services established in October of 1987, continues with its objective to facilitate the development of quality, affordable child care programs within the city of Nashua.

The coordinator is responsible for participating in local, regional and state child care initiatives; enhancing and expanding child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and increasing public awareness of child care needs.

- >> Work with the city of Nashua Human Resources Department in the implementation of the city's Dependent Care Assistance Plan for municipal employees.
- >> Assist in the development of employee-supported child care initiatives for interested area businesses.

City of Nashua

- >> Provide technical assistance and information to those interested in becoming licensed child care providers.
- >> Facilitate the formation of center-based Director's Network Professional Organization.
- >> Provide resource and referral information for the community.
- >> Serve on the board of the School Age School Age Child Care Council, the FAA, the Area Agency.
- >> Coordinate a Consumer Education Project Grant
- >> Support the annual Early Childhood Fair

The Nashua Child Care Commission consists of fifteen members, is appointed by the mayor and meets monthly with the coordinator to review child care issues, as well as plan the Week of the Young Child Celebration and the Annual Early Childhood Fair.

ENVIRONMENTAL HEALTH DEPARTMENT

Health Officer:	Michael V. Tremblay
Laboratory Director:	Jeannette T. Kotopoulos (resigned 6/2/95)
Environmental Technologist:	Thomas E. Livingston
Sanitarians:	Jane E. Ouellette Carrie Latour
Secretaries:	Susan Lapointe (transferred Sept 9, 1994) Linda Alukonis (hired Sept 27, 1994)
Summer Rodent Control Team:	Tamara Fucile (94) Jennifer Provost (94) Stephen Murray (94-95) James Lister (95)
Summer Laboratory Assistant:	Kristen O'Sullivan (94) Robert Pereira (95)

The primary areas of involvement continue to be those of food service sanitation, swimming pool/spa inspections, testing, and sampling, inspection of day care facilities and foster homes, investigation of all types of environmental complaints. We continue to take an active role in the remediation of

asbestos sites and the review of building demolition. There has been an increase in the number of individual sewage disposal systems being installed in some of the outlying areas where municipal sewer is not available. The number of animals submitted for rabies testing has decreased with no positive cases being found over the last year in Nashua. The department continues to offer its services as an educational resource to both the public and private sector.

Special investigations and accomplishments were conducted in the following areas:

1. Continued seminars to food service establishments on food sanitation and food handling.
2. Annual swimming pool/spa seminar to all public pool operators.
3. Continued involvement with asbestos problems at the former Johns Manville site. Numerous meetings have been held between local, state and federal agencies to discuss asbestos problems and health risks associated with the site.
4. Participation with the City of Nashua's proposed upgrading of its communications system.
5. Submittal of 53 animal specimens to the State Laboratory for rabies testing.
6. Ongoing participation with the State food sampling program.
7. Numerous lead paint assessments and surveys.
8. Sampling of water for lead analysis.
9. Citywide Safety Committee meetings.
10. Several Board of Housing Appeal meetings.
11. Ongoing meetings with the Nashua School Department relative to maintenance issues and indoor air quality.
12. Participation in Quality Improvement Teams.

Personal Development and Department Improvements:

1. Seminar on Hazardous Materials Identification
 2. Two staff members attended a three day training program for certification as lead paint inspectors.
 3. Representation on Safety Committee
 4. Several presentations to the public on the role of the Environmental Health Department.
 5. Ongoing sanitarians meetings to discuss food service operations.
 6. Staff members attended 1 ½ and 4 day seminars on HACCP.
 7. Building Air Quality Seminar
 8. Monthly N.H. Health Officers meetings and seminars.
 9. Continued involvement with SARA Title III.
 10. Rabies seminar presentation
 11. Several staff members completed CPR Training
 12. Recertification of the Environmental Health Laboratory
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— NASHUA PUBLIC HEALTH DEPARTMENT —

Chief Public Health Nurse/Manager
Medical Director
Nurse Practitioner
Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Outreach Worker
Outreach Worker
Secretary
Secretary
Clinic Assistant

Joan Schulze
Richard M. Slosberg, MD
Claire Macy
Christine Caron
Joan Cote
Laura Edmands
Maria Gilmartin
Beth Guadagnoli
Cynthia Langevin
Lynne Weihrauch
Peter Dal Pra
Linda Purdy
Cynthia Foisy
Annette Rowman
Elaine Drouin

MISSION STATEMENT

The Nashua Public Health Department is dedicated to the promotion and preservation of public health through the utilization of a holistic approach to the individual, family and community.

The Nashua Public Health Department is mandated by Nashua Revised Ordinances to be responsible for development and implementation of the personal health programs of the city. The department continues to seek supplementary funding to support necessary services from grant sources. Present grantors are the New Hampshire Bureau of Maternal and Child Health, the New Hampshire Bureau of Disease Control, the New Hampshire Bureau of Special Medical Services, Hillsborough County 5% Incentive Funds and the Children's Trust Fund.

The department has been granted the following licenses: Clinical Laboratory Improvement Amendment, Pharmacy, Outpatient Clinic and Home Health Care.

The public health van attracts a high risk population. Many clients have indicated they seek van care because they are afraid to attend an established agency during specific hours and they like the wide range of services offered. The purpose of the van is to provide barrier free, off site access to the community residents seeking adult and childhood immunizations, HIV counseling and testing, tuberculosis, hepatitis, syphilis and blood pressure screening, height and weight checks, referrals for shelter, food or medical care, drug and alcohol information/referrals to facilitate entry into chemical treatment programs. The use of the van significantly increased the number of persons provided health related services.

Disease Control Programs

An increase continues to be seen in the number of tuberculosis clients being identified. A large number of infected persons are foreign born. Nashua reflects Massachusetts disease patterns, particularly Lowell and Lawrence. The trend is towards more and more tuberculosis.

The department is committed to outreach activities to educate, identify and treat those infected with tuberculosis in order to quell the spread of disease.

Nashua's proximity to Lowell, Massachusetts continues to influence the incidence of sexually transmitted diseases seen locally. Lowell is so burdened with large numbers of Immuno-deficiency Syndrome (AIDS) and syphilis cases that only complicated gonorrhea cases are followed. In addition, males seeking prostitutes and women living in Nashua and exchanging sex for money and drugs are more likely to travel to Lowell than Manchester. In Lowell they become infected often with more than one disease. When they return to Nashua and their sexual partners here, local rates of syphilis, HIV and gonorrhea are increased.

Nashua's sexually transmitted disease clinic services are much in demand. The investigation, reporting, monitoring and screening of diseases are mandatory and necessary to curtail disease spread.

Hepatitis B vaccine was made available to persons at risk. Ninety-three at risk persons have completed the three part series.

Nashua is feeling the effects of the AIDS epidemic. The number of individuals testing positive or with previously positive tests and now seeking medical treatment continued to increase. More women are being identified with Human Immuno-deficiency Virus (HIV) and at a later stage in the disease process. A new trend is the identification of more than one family member, injecting drug users and gay men continue to be identified as HIV positive.

Gay males were more likely to be educated, working and have adequate support systems to provide for their needs and assume responsibility for seeking health care. Women sometimes present, often as single mothers, undereducated, poor, with limited or no support systems.

The intravenous drug user presents similarly with lack of access to housing, medical care and with a negative support system.

Compliance for appointments, medication regimes and self health promotion is a major concern. Language barriers, use of drugs, lack of transportation and referral by the medical community to provide services are problems.

Outreach to provide HIV risk reduction education messages to targeted at risk individuals has intensified.

Counseling and testing clinics are extremely busy. A counseling and testing course offered by public

health nurses is in much demand.

A self help group for persons infected with HIV and in recovery from substance abuse to discuss private issues is being co-facilitated with the another HIV service agency.

Immunization services increased with an additional grant funding an outreach program. Two clinics are offered weekly at the health department and outreach efforts intensified with the van. A survey of children attending first grade that looked at how well they were immunized at age two years was completed. The overall rate was 66% wide with a variation of 42 to 91%. The Nashua School Department personnel are working closely with the Nashua Public Health Department team to appropriately immunize students and personnel. Immunizations and tuberculosis screening was provided to Department of Public Works personnel.

Influenza vaccine was offered to senior citizens, at risk persons and municipal employees, 2500 doses were administered. Hepatitis B vaccine was given to Police Department personnel. Rabies was administered to three DPW workers.

Team members provide recommendations to other city department personnel regarding the use of universal precautions and general recommendation to decrease the potential for disease.

Team members act as medical referral consultants giving recommendations regarding follow up care after unprotected exposures to potentially infectious matter.

Health education is provided to individuals, persons in groups, service organizations, industries and schools regarding health issues, in order to fulfill its responsibilities of preventing disease and promoting health/wellness in the community.

Child Health Programs

Coordination of discharge planning for mothers and newborns continue.

Home visits are made to involve families in special programs available through the health department and cooperating agencies to promote the health of children and families. Home visits are essential in planning interventions to provide individualized education and emotional support.

Well Child Clinic

The Well Child Clinic continues to provide several hundred children of Nashua with primary health care both in wellness and illness. Usually the children have no insurance or New Hampshire Medicaid. Access to physicians is rare and difficult unless the family utilizes the emergency rooms which of course is not prudent economically for the insured nor the uninsured.

The presence of a full time assistant and a part time assistant who is bilingual provide immeasurable support to the nurse practitioner.

What perhaps is the most overt difference this year is the increased dimension in case management. An increase in spousal abuse by white heterosexual males, more evictions of families because of their inability to pay rent, the scourges of the disease of addiction plus an accelerating economic squeeze in general, all greatly impact the day to day lives of the children. These affect their development physically and emotionally, their security and self-esteem, their nutritional status and readiness to learn. Therefore, the hallmark of public health, i.e. prevention, has taken on a more profound significance as the lives of children, the future, become more fragile.

The Greater Nashua Child Development Program held twenty-one clinics, sixty children were evaluated and one hundred twenty-two home visits were made. As of June 1995, there was ninety-eight children being followed for services.

The Play Learning/Parent Support/Home Visitor Program was offered to families who could not afford traditional day care programs and who may be having parent/child development difficulties. The goal is to educate and support potentially abusive families, to keep the family together and to help the individual become health productive citizens. Home visits were made to reinforce group process. This program has a waiting list for participation.

One family affected by Sudden Infant Death Syndrome (SIDS) was counseled.

The Baby Steps Program, provides care to mothers who are substance users and their babies. This five year program is planning to discontinue services in 1996. The service providers are looking at the most efficient and client centered approach to transition clients to other community services. Three hundred seventy women have been referred to a drug alcohol counselor, three hundred thirty were counseled, sixty-one women signed the program contract and approximately half are still involved with program activities.

Pre school audio and visual screening was offered at ten local day care centers. Three hundred fifty-two children were screened. Failures identified and referred for treatment were five audio and sixteen visual.

The Nashua Catholic Regional Schools were provided with the following services: health record maintenance; immunization review and referral; audio vision and scoliosis/referral; tuberculosis skin testing of personnel and health education for student, staff and parents.

Other

The Nashua Public Health Department team members participated in community service organizations: Southern NH HIV/AIDS Task Force, Neighbor to Neighbor Clinic, Head Start, Gateway Family Health Center, New Hampshire Public Health Association, Hispanic Network, Minority Health Coalition, Home Visit, NIAC, TB Advisory, and the Community Health/Indigent Care.

Municipal Government Report

Student nurses from St. Anselm College and Rivier College observed and participated in department activities. Nashua High School health occupation students observed nursing activities and participate when appropriate.

A Children's Christmas Party was supported by Anheuser-Busch. Senior citizens made hats, mittens and scarfs for the children.

The medical director participated in the "Accessing Developmental and Psychological Training" project, Child Abuse Referral Evaluations and he precepted Dartmouth medical students.

A lead education program was started with funding from Nashua Rotary West.

Samantha Skunk, an anti attitude smoking program for young children, kindergarten to grade two was started. The program will be brought to Nashua public schools.

This was another busy year for the health department team. The growing diversified population and the escalation of new and old diseases have presented health challenges. The team continues to develop and implement strategies to make Nashua a healthy community.

WELFARE DEPARTMENT

Welfare Officer
Case Technician
Case Technician
Account Clerk
Administrative Secretary

Robert W. Tamposi
Lilla Deluca-Khomsky
Edward Roach
Therese Charest
Marie Savage

City Welfare provides general maintenance level assistance by voucher to anyone who is income eligible, without regard to category.

The regions unsteady economy continued to effect city welfare expenditures. Although the department observed more clientele finding temporary work, these employment opportunities paid mostly minimum wages resulting in larger family units still qualifying for assistance. Unemployment compensation rates for the Nashua area also decreased since many had exhausted their benefits. As a result, state welfare caseloads for Nashua, primarily the food stamp program and Aid to Families with Dependent Children program continued to grow. Those who did not qualify for other assistance programs for whatever reasons, continued to seek help through the city.

Welfare reform was a major topic of concern to cities and towns during the year. Though no formal federal or state reform plan saw the light of day, cities and towns were concerned how federal/state reforms would effect local caseloads and expenditures. A legislative bill sanctioning repeat voluntary job quitters from local welfare assistance failed to pass by a slim margin.

The Welfare Department continued to require able bodied recipients to work for their benefits. The program was also available as alternative sentencing by the courts.

The Welfare Officer by ordinance, serves as chairman for the Board of Housing Appeals. Other memberships include the Executive Committee of the New Hampshire Local Welfare Administrators Association and the Southern New Hampshire Aids Task Force.

COMMUNITY DEVELOPMENT DIVISION

Director
Secretary

David S. Boesch, Jr.
Lorania Graves

At the beginning of the Fiscal Year, the Division reorganized its Departments; merging the Code Department into the Planning Department, except for the Housing Code Enforcement function which was transferred to the Urban Programs Department. Roger Houston became the Manager of the consolidated Planning and Building Department, with Paul Newman as the Manager of the expanded Urban Programs Department. Bill Walsh assumed the title of Building Official, consistent with the authority vested in the adopted regulations.

Significant progress was realized through the year ended on a number of priority projects. The City increased the number of Quality Improvement Teams working on a broad range of projects, and continued its efforts to train more employees in the tools and methods of Continuous Improvement. Interdepartmental, "cross-functional" teams were formed to evaluate such functions as the purchasing system and the need to improve the capability to calculate and communicate the status of the current fiscal year budget and prepare multi-year financial forecasts.

A Public Hearing was held in September on the Broad Street Parkway Draft Environmental Impact Statement, with the so-called 4-C Modified Alternative ultimately approved as the preferred and selected alignment. The Southwest Parkway evaluation was concluded with a decision to not proceed further due to environmental constraints and corresponding regulatory impediments. The Master Plan Update for the Southwest Quadrant was begun, with the premise that the existing road network would not be substantially supplemented.

The City also received the results of the work of Applied Economic Research relative to the feasibility of a system of assessing and collecting Impact Fees from new development. The City, in collaboration with the Greater Nashua Center for Economic Development, hired SPIRAL Communications to prepare a targeted marketing strategy in order to better promote the City and region to specific business sectors, that would find this area a particularly attractive location in which to relocate or expand operations.

The Community Development Division ended the year on budget, and having experienced a substantial upturn in economic conditions and development-related activity. The pace of development review and new construction quickened in the first half of 1995, portending a busy construction season as we enter the new fiscal year.

Finally, the Division honored Mark Fougere, Deputy Planning Manger, as its Employee of the Year. Mr. Fougere was acknowledged for his professionalism, positive attitude, and contributions made through his involvement on various teams.

PLANNING AND BUILDING DEPARTMENT

Roger L. Houston, AICP	Planning and Building Director/Manager
Mark Fougere, AICP	Deputy Manager Development Review
Michael Yeomans, AICP	Deputy Manager Zoning
Mark Archambault	Planner II
Jean Lyons	Secretary IV
Linda Taylor	Administrative Assistant
Lori Dwyer	Clerk Typist (Shared position with Urban Programs Department)
William P. Walsh, CBO	Code Official
Michael Santa, CBO	Plans Examiner
Albert J. Finethy	Building Inspector
Francis Leahy	Electrical Inspector
Tedd P. Evans	Plumbing Inspector
Bruce W. Buttrick	Mechanical Inspector
Blanche O'Rourke (Retired April 1995)	Senior Building Clerk
June M. Miner	(Resigned December 1994) Building Clerk
Sandra Bastien	Building Clerk
Donna Worcester	Building Clerk

Starting in Fiscal Year 1994-5 saw the consolidation of the Planning and Zoning Department with a major section of the Building/Code Department; which consists of plans review, building inspections, building permit and certificate of occupancy issuance and required records keeping. The Housing Code section of the Building/Code Department, consisting of three full time housing inspectors, was consolidated with the Urban Programs Department.

Responsibilities and functions of the Nashua Planning and Building Department encompass a wide spectrum of topics and issues ranging from review of current development plans and building permit and certificate of occupancy issuance to conducting long range comprehensive planning aimed at guiding future development and promoting responsible managed, quality growth within the community. The Department is committed to total quality through continuous improvement in our operations.

Nashua continues to promote quality and sound land use planning with the objective of protecting valuable natural resources, planning for necessary future public infrastructure improvements, and working toward achieving a proper balance of safe, attractive and fiscally sound development.

The Planning and Building Department provides technical expertise and services in an advisory capacity to the Nashua City Planning Board, the Zoning Board of Adjustment, Capital Improvements Committee, the Building Code Board of Appeals, and the Board of Aldermen and its various committees through the development of land use policies, resolutions, and ordinances. In addition, the Department provides, when possible, professional support services to the Nashua Historic District Commission, the Nashua Conservation Commission, Nashua Heritage Trail Committee, Urban Trails Committee, Facilities Committee, and others as requested.

In addition to its regular daily functions and responsibilities, the Planning Department provided assistance to and initiated the following special processes, projects, reports, analyses, and studies during Fiscal Year 1994-5.

Staff Reports: Over Fiscal Year 1994-5, the Planning Department completed 111 detailed reports or reviews on site and subdivision plans for the Nashua City Planning Board. The reports are delivered to the Planning Board prior to the meeting date. This process gives the Board better information to assist them in their decision

Municipal Government Report

process. Also, the Department provided the Zoning Board of Adjustment reports on use variances to aid in their decision process.

Automation of Records: The Planning Department is continuing its automation of its record system. Stephanie Bouchard, a volunteer from the community has and continues to graciously give her time in helping the Department achieve this long term objective. This process and completed system to date has been a useful tool to quickly retrieve information on past development applications and provide more timely assistance to our customers. ("Thank you" Stephanie for *all* your help!)

Capital Improvements Program: The Planning Department is the primary agency responsible for coordinating and preparing the Capital Improvements Budget and Six-year Plan. The Capital Improvements Committee is a subcommittee of the Planning Board established by City Charter which annually recommends a fiscal year capital improvements program outlining long range needs and anticipated expenditures.

Bond Rating Preparation: The most current statistics available were obtained for preparation of Nashua's Official Statement; including, history, population, economy, planning and development, housing costs, employment base, largest employers, retail sales, unemployment, building permits, and state tax receipts. This information and that contained in the Capital Improvements Plan was a contributing factor in the City obtaining a favorable interest rate on its bond issues.

Master Plan: As part of the Southwest Quadrant Master Plan update, a Charette was organized by the Department to obtain public comment relative to potential future land use and development in an area focussed around the crossroads of Main Dunstable Road, Buck Meadows Road, Gilson Road, and Conant Road. The technical reference section and the Draft Southwest Quadrant Plan was completed by the Department and was submitted to the Planning Board and the Aldermanic Planning and Economic Development Committee. Considerable discussion was heard on the issue areas, further analysis was prepared, and a public hearing scheduled in September 1995.

Development: The Planning and Building Department reviewed the plans and construction of the new Shop 'n Save supermarket (63,000 sq. ft.), a Shorty's Mexican restaurant at the Nashua Mall, X-L Corporation industrial addition (4,358 sq. ft.), Hope Industries addition (18,000 sq. ft.), a ballroom addition to the Marriott Hotel (9,000 sq. ft.), a two-story addition to St. Joseph Hospital nurse's training facility (10,610 sq. ft.), a new veterinary hospital (8,000 sq. ft.), a new Honey Dew donut shop (2,108 sq. ft.), a new restaurant on Broad Street (2,270 sq. ft.), two new hangers at the airport, a seventy unit elderly housing project on Burke Street, an addition to the Hunt Home (24,947 sq. ft.), an addition to the YWCA (4,610 sq. ft.), approval of 140 residential units at Coburn Woods Planned Residential Development (mostly single family detached condominiums), the on-going construction at the Southern New Hampshire Regional Medical Center, Daniel Webster College dormitory, and several other smaller developments. In Fiscal Year 1994-5, there were 198 new residential units added to the City.

Transportation: The Planning Department continues to be an active member of the Nashua Area Transportation Study (NATS) Technical Advisory Committee. This Committee membership consists of representatives from the region's municipalities, and the state/federal transportation departments. The Department also assisted in working with the City's consultants on the Broad Street Parkway.

Construction: During Fiscal Year 1994-5, the Planning and Building Department issued 2,966 building related permits. Total structural building permits totaled 1,055 with a construction value of \$49,121,817. The Department conducted 9,887 inspections in the issuance of these permits. The summary of this construction activity is listed below:

City of Nashua

New Residential Housing	<i>Number of Buildings</i>	<i>Number of Units/Rooms</i>	<i>Valuation of Construction</i>
Single family detached	120	120	\$9,022,147
Single family attached	59	59	4,050,000
Two-family buildings	1	2	70,000
Five or more-family buildings	<u>1</u>	<u>17</u>	<u>1,500,000</u>
<i>Total new residential housing</i>	<i>181</i>	<i>198</i>	<i>\$14,642,147</i>

New Residential Non-Housekeeping	<i>Private Buildings</i>	<i>Public Buildings</i>	<i>Valuation of Construction</i>
Other non-housekeeping shelter	<u>1</u>	-	<u>1,550,000</u>
<i>Total new residential non-housekeeping</i>	<i>1</i>	<i>-</i>	<i>\$1,550,000</i>

New Non-Residential			
Amusement, social, and recreational	1	-	\$280,000
Churches, other religious	1	-	425,000
Schools, other educational	1	-	135,000
Stores, customer services	4	-	2,818,867
Other nonresidential buildings	52	-	338,683
Structures other than buildings	<u>7</u>	<u>-</u>	<u>59,900</u>
<i>Total new non-residential</i>	<i>66</i>	<i>-</i>	<i>\$4,057,450</i>

Addition/Alternations/Conversions			
Residential 330	-		\$4,189,338
Nonresidential, nonhousekeeping	215	3	21,831,142
Additions of residential garages/carports	<u>31</u>	<u>-</u>	<u>453,279</u>
<i>Total additions, alterations, conversions</i>	<i>576</i>	<i>3</i>	<i>\$26,473,759</i>

Conversions (information incorporated in Additions/Alterations/Conversions):
4 permits = increase of 1 more dwelling units *\$1,193,800*

Demolitions/Razing of Buildings	<i>Number of Buildings</i>	<i>Number of Units/Rooms</i>
Single family houses	2	2
Three and four family buildings	1	3
Five-or-more family buildings	3	22
All other buildings/structures	<u>17</u>	<u>-</u>
<i>Total demolitions/razings of buildings</i>	<i>23</i>	<i>27</i>

Construction valued \$500,000 or more		
Commercial - New	175 Coliseum Ave (Shop 'n Save)	\$2,118,867
Commercial - New	347 West Hollis St (Texaco Station)	500,000
Commercial - Addition/alteration	15 Prospect St (YWCA)	700,000
Commercial - Addition/alteration	172 Kinsley St (St Joseph School of Nursing)	1,265,000

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Hospital - Addition/alteration	8 Prospect St (Southern NH Reg Medical Ctr)	4,500,000
Industrial - Alteration	55 Northeastern Blvd (US Postal Service)	750,000
Residential/Non-housekeeping - Add/alt	2200 Southwood Dr (Marriott Hotel)	900,000
Residential - New	16 Mountain Laurels Rd (Sky Meadow)	1,500,000
Residential - Alteration	121-127 West Pearl St (Southern NH Serv)	1,053,000
School - New dormitory	20 University Dr (Daniel Webster College)	1,550,000
School - Addition/alteration	39 Shady Ln (New Searles Elementary School)	1,634,750

Total building (structural) permits issued: 680 residential and 375 commercial **1,055**

Total construction value for permits: **\$49,121,817**

Includes:

106 permits - Signs		
166 permits - Miscellaneous/Out of Scope		\$2,398,461

Miscellaneous/Out of Scope figure includes:

1 mobile home	\$ 35,000
4 mobile home replacements	142,000

Total all building related permits **2,966**

NASHUA CITY PLANNING BOARD (NCPB)

Jody Wilbert	Chair
Bette Las	Vice Chair
Richard LaRose	Secretary
Mayor Rob Wagner	Ex-Officio Member
David Fredette, Alderman	Ex-Officio Member
James F. Hogan, City Engineer	Ex-Officio Member
Kathleen Veracco (term expired March 31, 1995)	Member
W. Torry Hack	Member
Linda Wormley	Member
Frank Bolmarcich	Member
Lynn Healy	Alternate
Joseph Foster	Alternate

Overview

The Nashua City Planning Board is comprised of appointed members charged with assessing various City policies and programs, and advises different agencies regarding public facilities and capital projects or improvements. The Board formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are a primary responsibility of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans for the subdivision of land into lots, and all site plans for any new or expanded multi-family, commercial or industrial facilities.

Project Review Summary

During Fiscal Year 1994-5, the Nashua City Planning Board, with technical assistance provided by the Planning Staff, reviewed and approved 46 subdivisions and 81 site plans. Also, the Planning Board considered additional resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable Committees in Fiscal Year 1994-5.

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

Frank H. Mellen	Chairman, Representative of Nashua Historic Society
Alvin Corzilius	Vice Chairman
Mayor Rob Wagner	Ex-Officio Member
Bette Lasky	Member of the Nashua City Planning Board
Bruce Labitt	Citizen
Helen Morris	Resident of Nashville Historic District
Tim Vadney	Alternate

On July 9, 1980 the Nashua Historic District Commission was established by the Board of Alderman to enhance, recognize and strengthen the City's heritage. The NHDC is responsible for the review and approval of all building permit applications located within the Nashville Historic District. On occasion, the NHDC is also asked to comment regarding applications scheduled before various city boards in reference to the historic significance of properties both within and outside of the National Registered Nashville Historic District.

With technical assistance from Planning Department staff, during Fiscal Year 95/95, the NHDC reviewed and acted upon the following business:

Sign applications:	Approved	1
	Disapproved	2
Concept review:		4
Building permit applications:	Approved	2
	Disapproved	1

During this period, the NHDC also participated in the completion of a process to establish Nashua's status as a Certified Local Government. The importance of this certification is that it makes Nashua eligible to receive special "set-aside" federal historic preservation funds. This certification is also significant in that it certifies the entire city, not just the historic district. This means that worthwhile projects may be undertaken on a city-wide basis.

In anticipation of receiving \$7,797 in matching grant funds under the CLG program, the NHDC has identified several priority projects. They are: the preparation of a city wide area form; an inventory of existing signs in the historic district; and the preparation of a booklet which describes appropriate signage for the district.

ZONING BOARD OF ADJUSTMENT (ZBA)

Kevin McAfee	Chairman
Bob Blaisdell	Vice Chairman
Hilary Keating	Secretary
Dennis Drake	Member
Stephen Zalewski	Member
Joan Meckel	Alternate
Bridget Belton Jette	Alternate
John Everett	Alternate

The Zoning Board of Adjustment is comprised of city residents who are appointed by the Mayor to hear and decide requests for variances, special exceptions and appeals of administrative decisions from the Zoning Ordinances. The Zoning Board also serves as the appeal body to decisions rendered by the Historic District Commission. The Zoning Board meets in public session twice monthly except in December.

In Fiscal Year 1994-5 the Zoning Board considered 88 requests for variances, 51 requests for special exceptions and 1 appeal of an administrative decision. Of the requests for variances, the Board approved 75 and denied 8. Five cases were withdrawn. The Board approved 48 of the 51 requests for special exception. Three were withdrawn.

URBAN PROGRAMS DEPARTMENT REPORT

Paul Newman
Sarah Hinsley
James Malone, III
Robert McManus, succeeded by Jerry Miller
Robert Hatch
Thomas Malley
Ron Miller
Alan Manoian
Carolyn Ryea, succeeded by Lori Dwyer

Manager
Housing Rehabilitation Coordinator
Projects Specialist
Contract Specialist
Chief Housing Inspector
Housing Inspector
Housing Inspector
Downtown Specialist
Clerk-Typist II

Background - The activities of the Urban Programs Department are principally targeted to the following, reflecting the mandates of the Federally-funded programs and City ordinances which the department administers:

- affordable and decent, safe housing
- emergency shelter for the homeless
- transit services for the mobility-impaired
- services, and facilities to provide services, such as education and job training, health, nutrition, and recreation

The Department focuses its efforts on inner-city neighborhoods and the downtown, to revitalize them and eliminate substandard housing and blighting influences. This effort was further concentrated within the department with the transfer of housing code enforcement responsibilities to Urban Programs and the creation and staffing of the Downtown Specialist position. Many of the department's activities are accomplished with the cooperation and participation of other City agencies, such as the Public Works Department, Building and Planning Departments, the Nashua Housing Authority, and local independent non-profit organizations.

Statistical Highlights of Fiscal Year 1995 - The Department oversaw expenditures totaling \$3,329,921 in Fiscal Year 1995, compared to \$2,643,323 in Fiscal Year 1994. Over 85% of these funds were Federal grants. Community Development Block Grant funds in the amount of \$689,470 were expended in Fiscal Year 1995. The transit system was operated at a cost of \$1,063,533, down from \$1,087,946 in Fiscal Year 1994 while maintaining the same level of service; \$104,978 was expended on capital transit items. The volume of housing rehabilitation reached a new peak of \$1,535,479.

Achievements -

Sidewalk Reconstruction: Sidewalks on Burke Street from Allds to Arlington Street were replaced, with the Department of Public Works acting as general contractor.

Opportunities Acquisition Program: Through a partnership with the French Hill Neighborhood Housing Services, the properties at 46-50 and 68-70 Tolles Street were purchased and two of the three buildings demolished. These buildings had been vacant and boarded-up for several years and represented a blight on the neighborhood. The remaining building is to be rehabilitated by the NHS.

Housing Improvement Program: In FY 1995, four two-family buildings and one single-family were completed. One of these was accomplished through a resourceful combination of funding sources so as to renovate a vacant building on Jefferson Street. This received wide recognition, including a visit by Secretary Federico Peña of the US Department of Housing and Urban Development.

Housing Code Enforcement: Regular enforcement of the Housing Code standards for occupancy of residential

structures led to the performance of 2,234 inspections, issuance of 2,126 warnings, and 551 citations of violation of the Code. Ninety percent of all warnings and citations resulted in action taken by the owner to correct the conditions. Three buildings were found to be unfit for human habitation and were brought before the Board of Housing Appeals, which concurred in the finding. One of the buildings, at 73 Tolles Street, was demolished by the City due to its hazard to the neighborhood.

The targeted inspection of buildings with four to eight apartments continued. Two hundred and twenty-three apartment buildings were completed this year.

HOME: Twenty-five rental apartments were rehabilitated and made affordable during the year. Most of these were sponsored by local non-profit organizations. The developer of one, at the corner of Ledge Street and McLaren Avenue, used the Federal Low-Income Housing Tax Credit, in addition to HOME funds, to clear a dilapidated building and completely rebuild two buildings that were acquired from the City. The benefits to the neighborhood include better access for emergency vehicles, off-street parking, and reduction of the number of housing units in a congested area. Commitments of HOME funds in the year totaled \$441,126, and expenditures were \$449,138.

121-127 West Pearl Street: Sponsored by Southern New Hampshire Services, this renovation of the upper floors will provide forty units of affordable, "transitional" housing for women. Of the total development cost of just over \$1,000,000, CDBG funds will put in \$177,000 over five years. The renovation will preserve the historic look of this Victorian era, mercantile building.

Transit: The Department continued to provide support to the Nashua Public Bus Transit Commission in the oversight and administration of the fixed-route (Citybus) and paratransit services. A report on Commission activities is submitted separately for the first time this year. The following administrative actions were taken during the year:

1. NTS staff completed an analysis of Citybus routes and schedules and recommended changes to be implemented in FY96.
2. Health care cost per employee was reduced 11% while improving coverage.
3. Driver uniforms were replaced to improve the system image.
4. Engines of the entire Citybus fleet of Orion buses were rebuilt to extend their life.
5. Fare boxes were installed in paratransit vehicles to eliminate cash handling by drivers.
6. Workers' compensation insurance premiums were reduced by \$12,000 annually.
7. The cost of monthly maintenance uniforms was reduced by 50%.
8. A retirement plan was offered to employees.
9. A replacement bus lift was purchased.

Daily weekday ridership during the year was 1,174; the average was 934 on Citybus, up from 917 in FY94, and the average on paratransit was 240, down from 474 in FY94. The latter reflected the concentration on disabled clients, as mandated by the Americans with Disabilities Act.

Eric Meyerson continued in the capacity of General Manager, Lori Lorman as Assistant GM, and Kevin Randall joined the staff as Director of Maintenance.

Downtown Improvement Strategy - The position of Downtown Specialist was staffed in September and, shortly thereafter, the first Downtown Winter Holiday Stroll plans were underway. This event, and later events like the Taste of Nashua and Spring Awakening, are designed to provide people with the opportunity to rediscover downtown. Participants have included the visual and performing arts communities, businesses and civic organizations. Another highlight was the selection of downtown Nashua for Boston's Channel 4 program, Discovering New England.

NASHUA PUBLIC BUS TRANSIT COMMISSION

Walter R. Warren, Chair
Victor C. DuVarney, Jr., Alderman
David S. Boesch, Jr.
Theresa Drabinowicz
Janice Sylor

The general duties of the Commission are the setting of operating policies, fares, routes, and schedules, and advising the Board of Aldermen on budget requirements and award of contracts. The following was accomplished during Fiscal Year 1995:

1. Service to those with disabilities was brought into full compliance with the Americans with Disabilities Act. In order to maintain capacity to serve the disabled, it was necessary to transition youth agency riders to other means of transit. This occurred smoothly as a result of numerous meetings and analysis of alternatives. One result of this re-orientation to the core ridership was a decline in demand-response passenger trips. The large volume of trips provided to youth, particularly right after school each day, was replaced with a smaller number of trips to ADA-eligible riders. These trips have widely scattered origins and destinations and so are more time-consuming to provide.
2. New paratransit eligibility forms, procedures and the Ride Guide were adopted.
3. The fare structure was simplified for the benefit of the public, and a new youth fare was introduced to encourage use of Citybus. Fares for seniors and disabled person were made consistent throughout the day.
4. The Commission voted to implement Citybus routes and schedules changes to improve efficiency and reliability.
5. The procurement of five new paratransit vehicles began.
6. An ADA appeals committee was formed to assist the Commission in matters of eligibility.
7. The annual Complementary Paratransit Service Plan was adopted and submitted to the Federal Transit Administration.
8. A preliminary layout for a new bus station building was selected. Application was made for Federal funds to construct it.
9. Purchase of new bus signs was authorized.
10. A grant was received for 80% funding toward implementation of a downtown shuttle and express service to Pheasant Lane Mall.

BUILDING CODE BOARD OF APPEALS

John A. Carter
Gerard Roberge
Alvin B. Corzilius
David Farr
Joseph W. Hogan
Richard Cane
David W. Cheever
George Fallet

Chairman
Vice-Chairman
Member
Member
Member
Alternate
Alternate
Alternate

The Building Code Board of Appeals held a hearing on 29 November 1994 regarding unsafe conditions at an industrial site located at 40 Bridge Street and 40 Sanders Street. The Board denied the appeal.

NASHUA CONSERVATION COMMISSION

Fred Elkind, Chair
Linda Bretz, Vice-Chair
Katherine Nelson, Treasurer
Leslie Formby, Clerk
Ryan Teeboom

Craig Worcester
Mike Scanlon
Bill Barrett
Dave Diamond

The Nashua Conservation Commission reviews fill and dredge permits and land development plans, and makes site walks to further evaluate potential environment impacts. The Commission then makes recommendations to the State of New Hampshire Wetlands Board and the City of Nashua Zoning Board of Adjustment. Additionally, the Commission is responsible for protection of the City's natural resources.

This year the Commission participated in several community awareness activities. At the Earth Day celebration at Greeley Park and the Trash Bash at the Nashua Landfill, the Commission made available information about a variety of environmental issues. At events such as these and at other times, members of the Commission are available for the public to answer questions and discuss issues related to the environment and conservation.

This year the Commission was involved in helping to plan for the City's future. The Commission was represented at meetings to discuss the southwest quadrant. Also, the Commission provided part of the funding that, matched by Federal money, purchased the "Downtown Connector", a former railroad corridor that will become a linear public park and trail.

The Commission continued its involvement with the Parks and Recreation Department in the Urban Shade Tree Program. The Commission and its members continued to help with, and to fund, river cleanups.

Commission members attended educational seminars and related conferences, including the annual meeting of the New Hampshire Association of Conservation Commissions and quarterly meetings of the Southern New Hampshire Association of Conservation Commissions.

Meetings of the Nashua Conservation Commission are open to the public. The Commission meets at City Hall on the first and third Tuesdays of each month.

**NASHUA POLICE DEPARTMENT
ORGANIZATION**

BOARD OF POLICE COMMISSIONERS

Chairman Maurice L. Arel
Clerk Thomas Maffee
John P. Stabile, II

CHIEF EXECUTIVE OFFICES

Chief Clifton D. Largy
Carol Desrosiers, Executive Assistant
Michelle R. Barton, Executive Secretary

ADMINISTRATIVE BUREAU

Walter Bausha, Bureau Commander
Sharon Borstel, Secretary IV
Karen Smith, Account Clerk IV
Michele Guilbeault, Account Clerk III

Records Division

Anne-Marie Hutchinson, Supervisor
Louise Knoll, Records Clerk
Charlene Hafner, Records Clerk
Grace Gagne, Records Clerk
Louise Corrigan, Receptionist
Debra Provencher, Records Clerk
Betty Walver, Records Clerk
Jeanne Lavoie, Records Clerk
Dorothy Cillo, Receptionist
Lorette Gagnon, Records Clerk

Building Maintenance Division

Scott Dowd, Custodian II
George Miller, Custodian II
Paul Branchi, Custodian I

LEGAL BUREAU

Capt. Richard Bailey
Lt. James Brackett
Lt. Donald Conley
Sgt. Douglas Sparks
Officer Thomas Felch
Officer Jeffery Pangburn
Donna Belzil, Secretary IV
Evelyn Pride, Secretary III

SERVICES BUREAU

Capt. Robert Hodges
Suzanne Bordeleau, Secretary V
Kendra Hastbacka, Secretary III

Recruiting/Training Division

Lt. Robert Goff
Officer Kevin Crowley

**Planning & Research Division/
Accreditation Unit**

Sgt. Peter Bouchard
Officer Dennis Brown

Community Services Division

Officer Robert Carey
Officer Stephen Gontarz
Officer Leonard Kulikowski
Officer William Mansfield

Data Processing Division

Kathy Roy Supervisor
Marsha Colburn, Technician

Fleet Maintenance Division

Brian Sojka, Supervisor
Michael Norway, Auto Mechanic I
Norman Fournier, Auto Mechanic II

UNIFORM FIELD OPERATIONS BUREAU

First Platoon

Capt. Kim Johnson
Lt. Craig Ritz
Sgt. James Eastman
Sgt. Donald Campbell
Sgt. Peter Segal

Patrol Division - First

Officer Robert Henderson
Officer Bruce Botelho
Officer Barry Fenton
Officer Gerard Healey
Officer Scott Anderson
Officer Alexander Llukan
Officer Nelson Gerow
Officer William Hamilton
Officer Michael Ledoux
Officer Mark Fidler
Officer Daniel Donahue
Officer Paul Wesinger
Officer John Latulippe
Officer Brian Battaglia
Officer Matthew McNulty
Officer Robert Siebert
Officer Robert Sullivan
Officer Manuel Castillo
Officer George McCarthy

Communications Division - First

Kristen Hamilton, Assistant Dispatcher
Lori Nalette, Assistant Dispatcher
Lynn MacLeod, Communications Technician
Rhonda Bernier, Communications Technician
Jane Leger, Communications Technician
Althea Chase, Communications Technician

Second Platoon

Capt. Alan Stuart
Lt. Daniel Kerrigan
Sgt. Robert Johnson
Sgt. Michael Jones
Sgt. John Seusing

Patrol Division - Second

Officer Vince Curtis
Officer William Constantineau
Officer John Fisher
Officer Francis Bourgeois
Officer Scott Hammond
Officer Michael Lavoie
Officer Jane Constant
Officer Ronald Scaccia
Officer Brooke Lemoine
Officer Keith Enright
Officer Thomas MacLeod, Jr.
Officer Todd Therrien
Officer Eden Koerner
Officer James Lima
Officer James Casey
Officer Matthew Eskridge
Officer Karen Becotte
Officer Jeffrey Bukunt
Officer Raymond McDannell
Officer David Lange
Officer Glenn Levesque
Officer Christopher Peach
Officer Joseph Brown
Officer Sergio Hebra, Jr.
Officer Jeffrey Connors
Officer Scott Howe
Officer Jeffrey T. Maher
Officer James Rockett
Officer Andrew Hagan
Officer Gary Farnsworth
Officer James Hargreaves

Communications Division - Second

David Lavoie, Assistant Dispatcher
Debra VanDervort, Assistant Dispatcher
Patti Houle, Communications Technician
Bridget Maguire, Communications Technician
Kathy Pacheco, Communications Technician
Renee Stoncius, Communications Technician

Third Platoon

Capt. Steven Closs
 Lt. Stephen Doyle
 Sgt. Frank Paison
 Sgt. Mark Manley
 Sgt. Kenneth Wilson
 Sgt. Bruce Hansen

Patrol Division - Third

Officer Jeffrey Lamarche
 Officer Kevin Landry
 Officer James Kennedy
 Officer Craig Hammond
 Officer John Newell
 Officer John Yurcak, Jr.
 Officer Kevin Girouard
 Officer John Marengi
 Officer Kevin Rautenberg
 Officer Randy Dumais
 Officer Peter Forgione
 Officer Joseph Molinari, Jr.
 Officer Michael Carignan
 Officer James Maloney, III
 Officer Gregory Tasonis
 Officer Robert Eastman
 Officer Richard Scott Reidy
 Officer Anthony Pivero
 Officer Glen Stagnitta
 Officer Denis Linehan
 Officer Mark Schaaf
 Officer Eric Nordengren
 Officer Francis Sullivan

NH Police Academy Attendees

Officer Ronald Almeida
 Officer John Murphy

Communications Division - Third

Mary-Jo Cody, Assistant Dispatcher
 Daniel Archambault, Assistant Dispatcher
 Robin Simoneau, Assistant Dispatcher
 Cinzia Klinger, Assistant Dispatcher
 Donna Demers, Communications Technician
 Janette Lemire, Communications Technician

Parking Enforcement Division

Kathleen Roussel
 Betty Haskell
 Kim Enwright

Animal Control Division

Robert Langis

CROSSING GUARD PROGRAM

R. Anderson	D. Lancourt
K. Arsenault	P. Lamonday
B. Bouley	J. LeBlanc
J. Chouinard	C. Merrifield
R. Crawford-Smith	M. Michaud
A. Donaldson	D. Michaud
S. Douville	B. Pelletier
L. Doyle	Y. Piwowarski
P. Marquis	G. Plourde
C. Erickson	V. Ricard
J. Fiske	F. Roscoe
S. Gureckis	D. Walker
J. Gurskis	R. Wasluck
P. Hoit	M. Wilkins

DETECTIVE BUREAU

Capt. James Mulligan
Theresa Gravel, Secretary V

Criminal Investigation Division

Lt. William Barlow
Lt. Timothy Hefferan
Susan Poulin, Secretary III
Sgt. Douglas Hayes
Sgt. Lyall Smith
Det. Scott Childs
Det. Kurt Gautier
Det. Mark Hastbacka*
Det. Michael Masella
Det. Martin Matthews
Det. Jamie Provencher
Det. Richard Sprankle
Det. Peter Theriault
Det. Richard Widener

Evidence/Identification Division

Det. James Briggs

Narcotics/Intelligence Division

Lt. Roger Vaillancourt
Lisa Francoeur, Secretary III
Sgt. Paul Gravel
Det. Timothy Goulden
Det. Ronald Dickerson
Det. Richard McDonald
Det. William Moore

Youth Services Division

Lt. John McDermott
Diane Mitchell, Secretary III
Sgt. Gerald Evans
Det. Neal Casale
Det. Sean Donovan
Det. Douglas Dunham*
Det. Donald Fournier
Det. John Gallagher
Det. Andrew Lavoie

*Career Development Program

BUDGET AUTHORIZATION TABLE

DEPARTMENT MEMBERS				
RANK - SWORN MEMBERS	AUTHORIZED	ACTUAL	DIFFERENCE	CHANGE
Chief of Police	1	1		
Deputy Chief of Police	1	1		
Administrative Assistant	1	1		
Captains	6	6		
Lieutenants	11	10	-1	
Sargeants	16	18	+2	
Patrolmen, 1st and 2nd year	117	106	-11	
TOTALS:	153	143	-10	
RANK - NON SWORN MEMBERS				
Animal Control Officer II	1	1		
Animal Control Officer I	1	0	-1	
Parking Enforcement Specialist II	2	2		
Parking Enforcement Specialist I	1	1		
TOTALS:	5	4	-1	
GRAND TOTALS (MEMBERS):	158	147	-11	

DEPARTMENT EMPLOYEES				
POSITION - MERIT EMPLOYEES (NON- UNION)	AUTHORIZED	ACTUAL	DIFFERENCE	CHANGE
Support Personnel (Full Time)	5	5		
Regular Crossing Guards	29	28	-1	
Substitute Crossing Guard	0	0		
Part Time Groundsman	1	1		
TOTALS:	35	34	-1	
UNION EMPLOYEES UNDER COMMISSION				
Clerical Personnel (Full Time)	21	21		
Assistant Dispatchers	9	8	-1	-1
Communications Technicians I	10	10		+1
Mechanic, First Class	1	1		
Auto Mechanic, Second Class	1	1		
Full Time Custodians/Laborer	4	4		
TOTALS:	46	45	-1	-1 / +1
GRAND TOTALS (EMPLOYEES)	81	79	-2	-1 / +1

STRENGTH TABLE

POLICE COMMISSIONERS **3**

SWORN **143**

Chief of Police	1
Deputy Police Chief	1
Administrative Assistant	1
Captains	6
Lieutenants	11
Sergeants	18
Patrolmen	106

MEMBERS UNDER COMMISSION **4**

Animal Control Officers	1
Parking Enforcement Specialists	3

MERIT EMPLOYEES **34**

Full Time Support Personnel	5
Regular Crossing Guards	28
Substitute Crossing Guard	0
Temporary Part Time Employee	1

UNION CIVILIANS **44**

Full Time Clerical Personnel	21
Assistant Dispatchers	8
Communications Technicians	9
Auto Mechanics	2
Custodians/Laborer	4

TOTAL CURRENT STRENGTH **225**

TOTAL AUTHORIZED: 239 (Sworn: 153; Non-Sworn: 86)

FULL TIME 209 (Sworn: 153; Non-Sworn: 56)

PART TIME 30 (Crossing Guards: 29; Other Civilians: 1)

CALLS FOR SERVICE LOGGED

There were **60,202** calls for service logged:

4,251	Persons Arrested
8,888	Reports Made (excluding Arrest Reports)
9,818	Persons Summoned (excluding w/arrests)
37,245	Non-Investigated Incidents

Calls for service **increased 8%** over 1993

TRAFFIC ACCIDENTS

There were **3,661** traffic accidents recorded:

Reported accidents **increased 4%**
13% of the accidents occurred on **Amherst Street**
44% of the accidents occurred on only **5 roadways**
Daniel Webster Highway @ Spit Brook Road was the intersection
with the most reported accidents (**58**)

ARRESTS

There were **4,251** persons arrested

Persons arrested **increased by 4%**
DWI arrests **decreased 3%**
Drug arrests **increased 5%**

SUMMONSES

There were **9,818** persons summoned

Persons summoned **increased 48%**
Non-Moving Violation summonses **increased 22%**
Moving violation summonses **increased 59%**

INCIDENT LOCATIONS

There were **895** calls for service logged at the Nashua Police Department
(**6% decrease**)

401 arrests; **191** reports; **6** summonses; **297** non-investigated
25% of the calls occurred in **sector 7**
44% of the calls occurred on only **21 roadways**

CALLS FOR SERVICE BY SHIFT

7:00 AM - 2:59 PM	22,089	(Increased 7%)
3:00 PM - 10:59 PM	27,104	(Increased 10%)
11:00 PM - 6:59 AM	11,009	(Increased 5%)

PERSONS CHARGED

PART I OFFENSES	JUVENILE	ADULT	TOTAL
1. Criminal Homicide	1	3	4
2. Rape	7	17	24
3. Robbery	8	21	29
4. Aggravated Assault	12	19	31
5. Burglary	29	52	81
6. Theft	281	315	596
7. Motor Vehicle Theft	12	8	20
TOTAL:	350	435	785

PART II OFFENSES	JUVENILE	ADULT	TOTAL
8. Assaults	108	567	675
9. Arson	17	6	23
10. Forgery/Counterfeiting	1	22	23
11. Fraud	5	24	29
12. Embezzlement	0	0	0
13. Receiving Stolen Property	30	38	68
14. Criminal Mischief	29	54	83
15. Weapon Offenses	3	13	16
16. Prostitution	0	0	0
17. Sex Offenses	5	32	37
18. Narcotic Drug Offenses	44	175	219
19. Gambling	0	19	19
20. Offenses Against Family/Children	0	4	4
21. Driving While Intoxicated	5	531	536
22. Liquor Laws	24	46	70
23. Protective Custody	14	62	76
24. Disorderly Conduct	22	182	204
25. Vagrancy	0	0	0
26. Miscellaneous Crimes	115	566	681
27. Truants	10	0	10
28. Curfew	0	0	0
29. Runaway	110	0	110
TOTAL:	542	2,341	2,883
TOTAL PART I & II ARRESTS:	892	2,776	3,668

City of Nashua

PERSONS ARRESTED

Arrests	1994	1993	1992	1991	1990	1989	Total
Female	879	781	815	887	1,014	1,021	6,397
Male	3,372	3,288	3,534	3,812	4,313	4,720	23,039
Total:	4,251	4,069	4,349	4,699	6,327	6,741	28,436
Females	1994	1993	1992	1991	1990	1989	Total
Asian	14	8	7	9	8	6	62
Chinese	1	1	2	0	3	2	9
Hispanic	66	45	64	49	44	47	316
Indian	2	0	4	6	3	5	20
Japanese	0	0	3	0	0	2	6
Black	36	32	29	35	44	28	204
White	747	687	705	787	910	931	4,767
Unknown	13	8	1	1	2	0	26
Total:	879	781	816	887	1,014	1,021	6,397
Males	1994	1993	1992	1991	1990	1989	Total
Asian	23	26	23	13	14	22	121
Chinese	6	1	7	4	13	9	40
Hispanic	382	283	306	288	346	369	1,974
Indian	6	14	13	13	28	45	119
Japanese	1	1	0	1	1	2	6
Black	184	184	219	208	173	185	1,153
White	2,745	2,764	2,693	3,276	3,727	4,085	19,560
Unknown	25	15	3	9	11	3	66
Total:	3,372	3,288	3,534	3,812	4,313	4,720	23,039
Males & Females	1994	1993	1992	1991	1990	1989	Total
Asian	37	34	30	22	22	28	173
Chinese	7	2	9	4	16	11	49
Hispanic	448	328	370	337	390	416	2,289
Indian	8	14	17	19	31	50	139
Japanese	1	1	3	1	1	4	11
Black	220	216	248	243	217	213	1,357
White	3,492	3,451	3,668	4,063	4,637	5,016	24,327
Unknown	38	23	4	10	13	13	91
Total:	4,261	4,069	4,349	4,699	6,327	6,741	28,436

NASHUA FIRE RESCUE

FIRE CHIEF
ASSISTANT FIRE CHIEF

RICHARD J. NAVAROLI
MICHAEL BUXTON

The mission of Nashua Fire Rescue Department is to save lives and protect people and property from the dangers of fire, smoke, medical emergencies, accidents, hazardous materials, weather-related and other emergencies -- manmade or natural.

We are committed to providing the entire population of Nashua a safe place in which to live, own property, work, conduct business, shop and visit.

The Emergency Service Group pride themselves in the ability to mitigate situations to accomplish our mission. More specifically Regional Hazardous Materials Team is well into the planning stages with more than fifteen (15) communities interested in involvement. Automatic defibrillator strategy has been implemented on outlying stations, and should continue to be developed with Deputy Farnam's appointment to the Ambulance Overseeing Committee.

The Fire Marshal's Division focuses on prevention through education, code enforcement and proficient incident investigation. This marks the thirteenth (13) year of the "Learn Not To Burn" partnership with Nashua's Teachers, School Administration, the Exchange Club and Nashua Fire Rescue.

The Training Division is tasked to maintain a high quality of service through continuing education of personnel, in all categories of incidents to which the Department responds. This division also represents the Department of the City Wide Safety Committee and has assisted Risk Management with Safety Planning and Training.

The Communications Division prides itself in efficient handling of emergency information. Professionally trained certified Communication Technicians and current state of the art resources make communications procedures highly effective. This division was extremely busy with the preparations for the new Statewide 911 System, working out many details with both Police Department and Ambulance Service.

The Maintenance Division keeps all mechanical resources in a ready condition to respond, as well as providing support services at emergency scenes. The completion of the shop expansion and renovations has vastly improved efficiency in this operation.

The Administrative Staff with much cooperation of City Officials has been able to place a multi-year plan of building upgrade into action and has the equipment replacement program almost back on track. These building upgrades include energy audits through the Governor's Energy Office for engineering and implementation costs to assist in stretching our budgeted dollars. Staff regularly attends Team Management Meetings, which to mention only one benefit, has enhanced our use of the City's Computer System for record keeping and pre-fire planning.

Nashua Fire Rescue has for many years worked cooperatively with their neighboring communities, always willing to assist with resources or ideas. Sponsoring the annual joint meeting of the two Mutual Aid Associations, assisting with training and drill evaluations, has always been given a very high priority. The City of Nashua has always received more Mutual Aid in Emergency situations than it supplies.

In closing this introduction note to our section of the annual report, we would like to mention the neighborhood thank you note Nashua Fire Rescue received from the Perham Street area after the multiple alarm fire. This note was greatly appreciated by all Nashua Fire Rescue members involved and not to detract from the aggressive work displayed by the members but truly the thanks goes to the City of Nashua for allowing the needed equipment and manpower to be available to "Protect Life and Property."

City of Nashua

Types of Incidents for Fiscal Year 1995

FIRE EXPLOSION

Structure Fires:	140
Outside Structure Fires:	34
Vehicle Fires:	87
Trees, Brush, Grass Fires:	83
Refuse Fires:	62
Explosion, No After-Fires:	2
Outside Spill, Leak With Ensuing Fire:	4
Fire, Explosion Not Classified Above:	3
Insufficient Info Available To Class Further	1
Sub Total	416

OVERPRESSURE RUPTURE

Steam Rupture:	6
Air, Gas Rupture:	3
Overpressure Rupture Not Classified Above:	0
Sub Total	9

RESCUE CALLS

Inhalator Call:	11
Emergency Medical Call:	1845
Lock - in:	13
Search:	0
Extrication:	104
Rescue Call not Classified Above:	55
Rescue Call; Insufficient Information:	26
Sub Total	2,054

HAZARDOUS CONDITION, STANDBY

Spill, Leak with No Ignition:	156
Explosive, Bomb Removal:	3
Excessive Heat:	19
Power Line Down:	22
Arcing, Shorted Electrical Equipment:	108
Aircraft Standby:	17
Chemical Emergency:	7
Hazardous Condition, Not Classified Above	77
Hazardous Condition, Insufficient Information:	15
Sub Total	424

SERVICE CALL

Lock - Out:	27
Water Evacuation:	57
Smoke, Odor Removal:	8
Animal Rescue:	0
Assist Police:	22
Unauthorized Burning:	16
Cover Assignment:	37
Assignment Occupant	221
Service Call Not Classified Above:	69
Service Call; Insufficient Information:	10
Sub Total	467

GOOD INTENT CALL

Food on Stove:	81
Smoke Scare:	214
Wrong Location:	4
Controlled Burning:	14
Vicinity Alarm:	2
Steam, Other Gas Mistaken for Smoke:	25
Return in Service before arrival:	106
Good Intent Call; Not Classified Above:	259
Good Intent Call; Insufficient Information	22
Sub Total	727

FALSE CALL

Malicious, Mischievous False Call:	188
Bomb Scare, No Bomb:	7
System Malfunction:	819
Unintentional:	338
False Call; Not Classified Above:	30
False Call Insufficient Information:	3
Sub Total	1,385

OTHER SITUATION FOUND

Type of Situation Found Not Classified Above:	50
Sub Total	50
Blanks	9

TOTAL INCIDENTS **5,541**

Municipal Government Report

———— FIRE MARSHAL'S OFFICE ————

**Fire Marshall
Inspector
Inspector
Inspector/Public Education
Secretary**

**Kenneth Renoux
Michael Vaccaro
Brian Donaldson
Richard Strand
Pat Gerren**

The Fire Marshal's Office is dedicated to the prevention of fires and the life safety of Nashua's citizens. This is accomplished through three major areas: code enforcement, fire investigation, and public education.

Code enforcement ranges from the inspection of existing occupancies to the plan review of new construction projects. Over 384 new projects were either reviewed or inspected this year and nearly 3,200 other inspections were conducted, ranging from simple fire hazards to complex analysis of existing buildings.

Many total quality management concepts continue to be introduced, resulting in increased efficiency and a high quality product. Of particular interest is a computerized work assignment file, which allows easy monitoring of activity. The new computerized fire reporting system also allows hazards to be picked up on immediately rather than waiting for reports to arrive from the six fire stations. We intend to continue expanding and improving on these programs.

An aggressive program of enforcement in the inner-city continues utilizing at times, walking patrols in target areas. This, along with continued monitoring of vacant buildings, is successful and cost effective.

Effective monitoring and lobbying of fire safety issues in the state legislature has given this office a strong and credible voice in the legislature. In many cases, pieces of legislation that would have a negative effect on this community have been defeated.

Over 100 fires were investigated by this division. A strong and cooperative relationship with the Nashua Police Department, resulting in many arrests, has kept the arson rate in this city below that of cities of comparable size.

Nashua continues to be a leader in public fire education. A wide variety of programs is available for all age groups. The elementary school "Learn Not To Bum" program is in its thirteenth year and continues to be an outstanding success. The program is so successful that 10% of all known "saves" in the nationwide program have incurred in Nashua. Last year the "Preschool Learn Not To Burn" program was initiated. As difficult times call for alternative funding of programs, we are grateful to the civic and business associations, who have donated funds and materials for these programs, resulting in effective programs at reduced costs. In addition, thousands of fire safety messages in various subjects were distributed.

Division members attended development courses and seminars at the National Fire Academy, St. Anselms College, New York State Fire Academy, National Fire Protection Association, and New England Association of Fire Marshal's, and the Mass. Association of Arson Investigators. In addition, members have taught courses regionally on fire investigations, arson awareness, public fire education and fire service management.

In closing, the Fire Marshal's Office is here to serve you in lessening your chance of being exposed to the devastating effects of a fire. Feel free to contact us at any time with your questions or concerns.

The following is a list of itemized activities during the past year:

NEW CONSTRUCTION

227	Building Permit Applications Reviewed
157	New Building Inspections Made

MEETINGS

1,435	Meetings
-------	----------

INSPECTIONS

251	Places of Assembly
40	Schools
78	Day Cares
54	Foster Homes
20	Health Cares
225	Residential
53	Business Occupancies
27	Mercantiles
35	Industrial Plants
4	Storage Occupancies
1,109	Vacant Buildings
894	Fire Hazards
203	Night Checks
47	Other Inspections

FIRE INVESTIGATIONS

108	Fires
15	False Alarms
72	Juvenile Firesetter Conferences
61	Other Investigations
2	Other - MFA Conferences

PERMITS & FIRE REPORTS

Municipal Government Report

13	Unvented Heater Permits
136	Places of Assembly
31	Storage of Hazardous Materials
4	Blasting
17	Abandon/Removal of U.G. Tanks
3	Fireworks
31	Shows (Carnivals, Circuses, Sporting Events, etc.)
64	Environmental Searches
13	Archive Retrievals
85	Fire Reports to Insurance Companies
3	Other - Restitution
1	Other - Reimbursement Cost
1	Other - Appeals
2	Other - Copies Only
2	Other - Video Copies
29	Other - Fireguard Duty

\$15,396.61 - Income Received from Permits, Reports, etc.

FIRE PREVENTION SERVICES FOR THE PUBLIC

53	School Smoke Drills
208	Talks Given
149	Press Releases for Fires
126	Press Releases Other
2,576	Monthly Public Service Announcements
824	Other Public Service Announcements
485	Public Education Meetings
2	Videos
35	Evacuation Planning
21	Evacuation drills
12	Fire Extinguisher Training Sessions
2	Fire Drills

ENGINE COMPANY ACTIVITIES

31	Wood Stove Inspections
268	Single Family Smoke Detector Inspections
587	1+2 Family Smoke Detector Inspections
426	Multi-Family Smoke Detector Inspections
81	Smoke Detector Reinspections
48	Other - Inspections
308	Tours of Fire Stations by Groups
6,698	Number of People on Tours

— FIRE DEPARTMENT STAFF —

Richard J. Navaroli		Fire Chief
Michael P. Buxton		Assistant Chief
John Chesnulevich	(Group I)	Deputy Chief
Robert Burnham	(Group II)	Deputy Chief
Eugene Farnum	(Group III)	Deputy Chief
John Allison	(Group IV)	Deputy Chief

— DEPARTMENT PERSONNEL —

ADMINISTRATIVE OFFICE

Richard Navaroli	Chief
Michael P. Buxton	Assistant Chief
Sandra Faucher	Secretary
Earlene Davis	Secretary

MECHANICS

John Marcum	Superintendent
Frank Kenez	Assistant Superintendent
Thomas Stepney	Mechanic

FIRE ALARM

Richard Turgeon	Superintendent
Marc Brodeur	Assistant Superintendent
Kevin Corbit	Lineman

FIRE MARSHAL

Kenneth Renoux	Fire Marshal
Michael Vaccaro	Inspector
Brian Donaldson	Inspector
Richard Strand	Public Education
Pat Gerren	Secretary

TRAINING

Roger Hatfield	Superintendent
Robert Leuci, Jr.	Assistant Superintendent
Mary Pitarys	Secretary

DISPATCHERS

Jeremy Audet	John DuVarney
Fernande Bouley	Charlene Hall
Marc Bouley	John Rafferty
Robert Descoteau	Gail Tronkowski

Municipal Government Report

DEPARTMENT ROSTER

GROUP 1

Chesnulevich, John
Jenkins, Robert
Cronin, Daniel
Cote, Douglas
Ricard, Ronald
Blundon, Leslie
Cyr, Stephen
Borneman, Alan
Conway, Richard

GROUP 2

Burnham, Robert
Moreau, Daniel
Leuci, Robert Sr.
Migneault, Michael
Gamester, Frederick
Michaud, Leroy
Open
Lajoie, Peter
Varney, Jason

GROUP 3

Farnam, Eugene
Rhodes, Brian
O'Brien, Michael
Vermette, Mark
Duquette, Robert
Scire, Robert
Adams, Craig
Hall, Roger
Paris, John

GROUP 4

Allison, John
Araujo, John
Mitchell, James
Pelletier, David
Deboisbriand, Donald
Letendre, Michael
Freire, Joseph Jr.
Weigand, George
Perault, Thomas

Amherst Street

Lake Street

McAllister, Donald
Moore, Kenneth
Kelloway, Ralph Jr.
Carney, Vincent
Breda, Byron
Barrows, Robert

Petrain, Sylvio
Healey, Mark
Smart, John
Lacombe, Michael
Bartlett, Russell
Wood, Richard

Chouinard, Phillip
Waller, Elliott
Evans, Robert
Couturier, Bruce
Conti, Fred
Murtagh, Gary

MacDonald, Glen
Fitz, Robert
Hurley, Thomas
Soucy, Timothy
Wilson, Gordon
Perault, David (Temp)

Spit Brook Road

Beaudoin, Joseph
Lingley, Thomas
Smith, David
McMahon, John
Bernier, Richard
Duclos, Michael

Anderson, Keith
Cote, Ralph
VonHandorf, James
Wyatt, Richard
Sage, Ronald
Finnerty, Thomas

Rapsis, James
Vasiliou, Charles
Courtemanche, Roland
Kobzik, Jeffrey
Labrecque, Raymond
Gerhard, Karl

Suprenant, Arthur
Fauvel, Roland
Duval, Keith
Andrews, Wayne
Simard, Matthew
Dubois, Brian (Temp)

Crown Hill

McHard, Frank
Gray, Peter
Cote, John
Chacos, Thomas Jr.

Morrissey, Brian
Therault, Roland
O'Brien, Cornelius
Crowell, Richard

DesLauriers, Donald
Vaillancourt, Dennis
Maynard, Timothy
Open

McNamara, Robert
Edwards, Robert
Parlon, Lawrence
Bronson, Gregory

Airport Station

Chacos, Thomas Sr.
Paine, Arthur
Gagnon, George
Spofford, Donald

Dolan, Michael
Varney, Steven
Henry, Steven Sr.
Teague, Daniel

Miller, David
McGilvary, Robert
Wilkins, Richard
Kolden, Erik

Mansfield, Michael
Marquis, Brian
Richard, Ronald
Kaas, Michael

Conant Road

Laughton, Bruce
Galipeau, Steven
Murphy, Michael
Proulx, Mark
Walker, George

Huntley, Douglas
Morse, David
Lamb, Gary
Martinage, Scott
Soucy, Paul

Cote, Michael
Letendre, Richard
Dobens, Peter
Kerrigan, Kevin
Atkinson, William

Hargreaves, Gary
Patti, Anthony
Duprat, David
Farrar, Lee
Sullivan, Michael

100TH ANNIVERSARY

AMHERST STREET FIRE STATION



This building was known as the “Three Door House” and was complete in itself with stable, barn, shed, sleeping quarters and company rooms.

In the construction of this building the services of the city engineer, entirely outside of the line of his proscribed duties were enlisted in the belief that a respectable building in appearance as well as structurally enduring in character could be added to the list of public buildings already erected.

The first stone was laid June 27, 1893, and the completed building was transferred to the Fire Department July 17, 1894.

**REPORT OF THE TRUSTEES AND DIRECTOR
NASHUA PUBLIC LIBRARY**

JULY 1, 1994 - JUNE 30 1995

*The Honorable Rob Wagner, President ex-officio
President of the Board of Aldermen, Joyce L. Arel, Trustee ex-officio*

Board of Trustees

Frank B. Clancy, Chairman

S. Robert Winer, Secretary

*Maurice L. Arel
Arthur L. Barrett, Jr.
Dr. Arthur E. Comolli
Mary S. Nelson
Roger H. Osgood, Jr.*

Director

Clarke S. Davis

Assistant Director

Robert C. Frost

Administrative Secretary

Donna M. Cardoza

Barbara L. Maw, Office Assistant

STAFF OF THE
NASHUA PUBLIC LIBRARY

Bookmobile

Carol K. Cookson, Supervisor
Eugene V. Dunn, Library Assistant
Yvonne R. Lavalley, Library Assistant

Business Department

Charles E. Matthews, Supervisor
Karen M. Gaber, Library Assistant
Leslie B. Messina, Library Assistant
Amy R. Friedman, Library Assistant

**Chandler Memorial
Library and Ethnic Center**

Margaret J. Merrigan, Supervisor
Elinor F. Antal, Library Assistant
Helen S. Julier, Library Assistant

Children's Department

Kathy E. Bolton, Supervisor
Sheila E. Dudman, Assistant Supervisor
Constance L. Vandervort, Library Assistant
Susan M. Willmore, Library Assistant

Circulation Department

Sharon A. Woodman, Supervisor
Edna M. Anagnost, Assistant Supervisor
Jane Hanle-Olsson, Library Assistant
Katherina Springer, Library Assistant
Holly A. Sullivan, Library Assistant
Lea L. Touchette, Library Assistant
Doris G. Webb, Library Assistant

Community Services

Jeannine T. Levesque, Coordinator

Exhibits

Bruce J. Marks, Coordinator

General Adult Services

Nancy A. Grant, Supervisor
Margaret L. Comolli, Reference Librarian
Kathryn N. Lukasik, Reference Librarian
D. Julia Papadopoulos, Library Assistant

Maintenance

Larry R. Case, Supervisor
Priscilla T. Marquis
Timothy J. Samson
Joseph L. Lavalley

Music/Art/Media Department

Ann R. Warren, Supervisor
Debra K. Flanagan, Assistant Supervisor
Evelyn A. Carrigan, Library Assistant
Janice M. Donahue, Library Assistant

Security

Richard M. Kiley

Technical Services

Susan G. Howes, Supervisor
Gloria E. Maduzia, Assistant Supervisor
Helen E. Bonenfant, Library Assistant
Louise A. Camp, Library Assistant
Lorraine O. Drouin, Library Assistant

**REPORT OF THE
BOARD OF TRUSTEES**
Frank B. Clancy, Chairman

For the twenty-sixth year, the Chairman is privileged to present the Trustees' Report for the period July 1, 1994, through June 30, 1995.

As Chairman, I wish to express my gratitude to the members of the Board of Trustees for their hard work and dedication on behalf of the Citizens of Nashua. I wish to thank the Honorable Maurice L. Arel for agreeing to serve as Trustee for another term ending March 31, 2002.

My special thanks are extended to Mr. Arel and Mary S. Nelson who served on the Budget Subcommittee.

The challenge of providing high quality library service to the community remained a key concern. At the regular meeting on December 6, 1994, the Trustees discussed the impact of technology on our world and the importance of keeping the Library at the center of changes in how information is handled in our society. In the May, 1995, issue of **Architectural Record** in the article "Reinventing the Library: Where Print and Electronic Worlds Collide", the complex process of redefining the Library incorporation on-line access for subjects from legal citations and research studies to cooking and self-help information was explored. Use of valuable floor space and proper renovation of existing facilities are detailed. Though industry experts estimate that less than five percent of all information is available electronically, the trend is clear that reference sources are shifting more to these new formats, and our library is trying to meet the needs of our patrons.

The impact of technology on our lives is still evolving at an accelerating pace. Economist Paul Romer of the University of California and The Hoover Institution is gaining recognition for his view that cheap, powerful technology and free information are transforming an information age economy and are keys to growth.

The Trustees at the December meeting mentioned the book **Leadership and The Computer** which also explores this trend.

Upon motion duly made and seconded, the Trustees unanimously **Resolved**:

That the Director be authorized to request \$278,984.00 from Capital Improvement Funds for FY96 for the purpose of completion of the East Wing expansion and renovation of the storage area now housing the voting machines on the lower level. In addition, \$465,000.00 is requested from Capital Improvements for FY97 for the purpose of automation of the Library including the circulation system.

At the regular meeting on March 7, 1995, the Trustees discussed their concern that the book budget has not increased to any extent for several years and not allowed for the addition of many new library resource and reference materials. Though we are proud of the services we provide, we are concerned with maintaining this quality in the coming years.

On September 6, 1994, and again on June 6, 1995, representatives from Bank of NH Trust Department addressed the Board on investment performance and strategy of the Library Trust Fund portfolio. Trends in economic growth and interest rates were among the topics discussed as they affect investment decisions, and the Trustees voted to approve recommended changes.

We are grateful for the generosity of those who leave bequests to the Library and the Trustees make every effort to use the funds for the improvement of Library Service while meeting the wishes of the donor.

A legendary example of what can happen occurred upon the death of famed jurist Oliver Wendell Holmes who died in 1935. A voracious reader who summered at Beverly Farms, he possessed unusual insight and pragmatism as a judge, writer, and philosopher. In his will, he left the remainder of his estate which was a sizable amount to the United States of America. The gift was placed in the Dept. Of Treasury's general fund where it sat without interest for twenty years. Finally in 1955, Supreme Court Justice Felix Frankfurter tried to move things along, and Congress created a special committee with the Librarian of Congress as chair for the purpose of creating a multi volume history of the U.S. Supreme Court. Deadlines in 1965 came and went with only one volume completed in 1971, and eleven by 1993. The astute and irascible Justice Holmes would not have been pleased had he lived to witness the sorry tale. Rest assured that Library Trust funds do not languish and suffer such fate.

Income from the Chandler Fund, Hickey Fund, and Locke Fund made possible extensive repairs to the porch of the Chandler Memorial Library and Ethnic Center. Upon inspection by the Chairman, architect David W. Cheever, and staff, it was discovered that extensive rotting of the sills, columns, and balustrade threatened its survival. We are proud to say that maintenance of this branch library is paid for totally with income of trust funds left for its care by Miss Mabel Chandler, Miss Bertha Hickey and Mr. Willard Locke.

The Henry Stearns Fund continues to provide new in-depth reference resources and other reading matter which greatly enrich our library holdings. At the April 4, 1995, meeting the Trustees approved the purchase of about 90 titles for the Books-On-Tape collection which is growing in popularity. At the June 6, 1995, meeting they approved purchase of a 34 volume **Dictionary of Art** due for publication in 1996.

We continued to work with William B. Cullimore, Esq., NH Director of Charitable Funds on the Decree Pro Confesso ordered by Hon. Raymond A. Cloutier, Judge of Probate on August 30, 1994, by which he requires the towns of Londonderry, Pelham, and Litchfield to turn over their Charles Zylonis Funds to the Trustees of the Nashua Public Library.

On October 25, 1994, the Chairman, Trustee Roger H. Osgood, Jr. and Library Administration met with Nashua resident Stanley Stoncius to discuss the formation of a Zylonis Subcommittee to act as an advisory board to make recommendation for the expenditure of income from the Charles Zylonis Trust Fund to the Board of Library Trustees. Those present emphasized the importance of having input from Nashua area Lithuanians for creating programs. Mr. Stoncius submitted a written list of proposals including cultural exchanges, art exhibits, student and teacher exchanges, concerts, and purchase of books and periodicals.

As recommended by the Chairman, the Trustees appointed Trustees Roger H. Osgood, Jr. and Mary S. Nelson and Stanley Stoncius to serve as a Trustee Subcommittee with Messrs. Davis and Frost to assist in planning and administrating programs and projects.

At the February 7, 1995, meeting the Trustees voted to spend up to \$5,000.00 of income from the Zylonis

Municipal Government Report

Fund for the purpose of sponsoring student exchange programs such as the summer program at Vilnius University. In addition, continuation of Lithuanian language classes at the Library was discussed.

At the regular meeting of August 2, 1994, the Trustees approved the location of the kiosk created by local artist Jafar Shoja paid for with income from the Burbank Fund. Also present was Mr. Shoja who commented that the kiosk is intended as a functional art object to be utilized as well as seen.

Trustees Dr. Arthur E. Comolli, at the May 2, 1995, meeting reported on attending in Manchester with Chairman Clancy the annual meeting of the New Hampshire Library Trustees Association at which the importance of autonomy and authority of Library Trustees was emphasized including recent State of New Hampshire judicial proceeding upholding them.

On behalf of the Trustees, we wish to thank the staff for their dedicated efforts to serve our citizens and carry out the policies of the Board on a daily basis.

During the year, contract negotiations with Nashua Public Library Employees Local #4831, AFT, FPE, AFL-CIO continued and at the October 4, 1995, meeting the Trustees unanimously ratified the proposed AFT contract and authorized the Chairman to sign it at a mutually convenient time.

Also, at the October 4 meeting, the Trustees approved hiring Charles Matthews as Supervisor of Business Services.

At the February 7, 1995 meeting Mr. Clancy read a thank you note from Susan Howes, retired Supervisor of Technical Services. On April 4, 1995, the Trustees approved hiring Scott A. Stangroom as her replacement.

In addition, Jeannine T. Levesque was promoted to Reference Librarian having completed her M.L.S. degree while on the staff.

Earlier at the March 7, 1995 meeting the Trustees approved promoting Julie Flemer to Library Assistant I in the Circulation Department.

The evolution of policies affecting library service to the community reflects a respect for the past and a sense of hope for the future. This is no simple task. George F. Kennan, reflecting on his long career in government service in his essay "On American Principles" stresses the importance of maintaining idealism and sound principles brought forward by the conscious effort of leadership that takes responsibility for shaping positive goals which help each of us look beyond our personal lives.

Our Library collection contains hundreds of examples in literature, biography, and history of idealists such as Thomas Jefferson who saw, felt and understood the deeply emotional vision of the Enlightenment, and though he did not live it fully in his own life, only proving that he was human, he eloquently expressed it in simple terms.

The paradoxes and seeming contradictions of the American Vision are exemplified in the opinions of Supreme Court Justice Oliver Wendell Holmes who grew up in Boston and advanced the idea that the Law must be flexible enough to adapt to changes in society, yet firm in its upholding of principles. The range of his opinions include upholding free speech during the 1920's when his ringing dissents were the

lonely voice of tolerance, fairness, and peaceful progress. We are all students in a never-ending debate which is the hallmark of our system of government and hopefully our library will continue to provide the necessary resources helping each of us to participate in a world based more and more on processing information. The library is a symbol of the richness of our history and hope for our future. The metaphors of philosophers and poets become the tools of both tyrants and saints.

We extend our gratitude to Mayor Rob Wagner; the Board of Aldermen; and all the Citizens of Nashua for their participation and support in what is proving to be an expanding but rewarding adventure.

DIRECTOR'S REPORT
Clark S. Davis

New Music/Art/Media Wing Opens

On Sunday, April 30, 1995, eager patrons of the Nashua Public Library crossed the threshold of the greatly expanded Music/Art/Media Department, the result of many years' meticulous planning by library administration, staff, trustees, architect David Cheever, Mayor Wagner, and the Board of Aldermen. This new facility features expanded opportunities for individual study; especially those offered via computers and audio/visual equipment in the area labeled "quiet study".

Thousands of dollars were saved by the personal involvement of library administration on every phase of this project; from interior design consultation to furniture/equipment, audio/video/telecommunications bid specifications, and even to custom design and construction of shelving and display furniture on the premises! All shelving and equipment were installed by library administration. Moving of the entire inventory of the Music/Art/Media Department was accomplished by its staff.

The new West Wing featured world renowned photographer Francois Tuefferd on its generous expanse of exhibit space during its first month of operation; while ambitious plans were being made to present a series of performances on its new Yamaha Grand piano in its central performance area during a summer long Bach's Lunch noontime concert series to be presented by the Library and the Hunt & Harris Funds.

It is hoped that a technology enhancement grant from the Library Services & Construction Act will supplement capital improvement funds set aside to install state of the art information retrieval technologies in the Electronic Learning Center.

The Nashua Public Library More than "JUST A LIBRARY"

Although books will perhaps always be our primary product, the Nashua Public Library has always enthusiastically pursued information in other formats. An ambitious series of free public programs provided much direct information not yet available in print, such as our library orientation seminar, Using the Library Today, designed to help adults, including those who may be returning to school, get the most out of today's library and its services. Major feature films, enhanced by a new wide screen and nine-speaker surround sound, were enjoyed Friday nights from October to May at the NPL Theater's Cinema Cabaret series. Audiences reached much greater size when Plaza Pics presented family film classics such

as “Snow White” and “The Secret Garden” on the Library plaza lawn and at Greeley Park on Monday nights under balmy summer skies.

Our Ethnic Center at the Chandler Memorial Library celebrated its twelfth anniversary in September. The Ethnic Center offers books, magazines, records, films and cooking programs throughout the year, giving Nashuans the opportunity to expand their horizons. Programs featured Chinese New Year, Children’s Ethnic Films from Around the World, along with Ukrainian Egg Decorating, Celtic Heritage Month, Mexican Cooking and Scottish Country Dancing.

Our Children’s Department continued to make the Library engaging for the next generation of readers and library users by offering a huge weekly selection of library programs, Saturday films and live puppet/storytelling sessions.

Much information and entertainment for adults was provided as well as Bach’s Lunch concerts which packed our theater on hot summer days, while Taking Charge of Your Finances, Brush Up Your Resume, Alzheimer’s Disease/Dementia: Caring and Coping seminars helped citizens cope with the serious side of life. All of these events and many more kept the Nashua Public Library Calendar full during 1994....a lot more than just books!

We are indebted to the New Hampshire Humanities Council for their funding assistance on the following programs presented at the Library:

- 1) In Search of the Ancient Ones: A Journey to the Anasazi Southwest
- 2) What’s New Hampshire Reading this Month
- 3) Different People, Different Places: Native Americans, Europeans & The Environments They Created

The Library in the Community

The Nashua Public Library serves a purpose beyond the traditional one of circulating books and other materials. The Library is very much involved in the Community and has served to introduce the community to itself and to act as a forum for a great variety of community programs. Over 1,600 meetings were held free and open to the public in the library’s various meeting rooms during the 75.5 hours per week that the Library is open.

We realize that you will continue to support your library only to the extent that is responsive to your needs. Identifying and satisfying these demands will continue to be our primary goal. As always, the factor contributing most significantly to our success is people - competent and dedicated staff, a concerned Board of Trustees, an alert City government and a community supportive to the services provided by its public library.

As its Director, I hope to continue the excellence established by the Nashua Public Library

— NASHUA SCHOOL DISTRICT —

Superintendent
Assistant Superintendents

Joseph Giuliano
John Cepaitis
Elaine Holt

District Goals 1994-95

1. To support the ongoing efforts of the Curriculum/Student Proficiencies Committee and other key initiatives falling under the NASHUA 2000 project.
2. To implement further a multi year middle school plan with measurable goals which is achievable regardless of grade level structure, and to complete the analysis of facility and operational costs associated with a potential conversion to a different grade level configuration.
3. To study and, where appropriate, act upon recommendations from the MAI (Municipal Advisors Incorporated) Study
4. To fully utilize resources available through the School-to-Work Opportunities (STWO) grant to further expand the Tech Prep program, Grades 7-12.
5. To complete the New Searles building project; to initiate work on the Fairgrounds Junior High project and the planning for a new school.
6. To improve the overall care and maintenance of school buildings and grounds to insure a safe and healthy environment, to complete the development of a comprehensive maintenance manual
7. To utilize the CELT Study recommendations to expand the use of technology for both instructional and support functions, including more fully automating district-wide purchasing and inventory procedures.
8. To plan for the restructuring of secondary school guidance services to better meet the needs of students.
9. To begin a review of the POPPS (Planning, Organization, Policies, Procedures, Staff) Manual and to change outdated policies.
10. To review and expand enrichment programs for students.

Superintendent Retires

After 23 years of distinguished service to Nashua, Berard Masse retired in June and passed on the responsibilities as superintendent to Joseph R. Giuliano, formerly Assistant Superintendent of Elementary Schools for 16 years.

Over 500 people attended a testimonial for Dr. Masse in May, and in his honor the Board of Education renamed the central office the *Berard Masse School Administration Building*.

Capital Projects and Issues

The New Searles Elementary School project was completed during the 1994-95 school year. Additions of 11,750 sq. ft., extensive renovations, improved ventilation, and conversion of the heating source from electricity to gas were key features of the work that was completed. As a result, New Searles students returned to this facility in August after an absence of two years.

Architectural/engineering work for the Fairgrounds Junior High School project was started during the winter and spring of 1995. Additions and renovations are planned in order to increase the capacity of the school to 950 students and to modernize this 33-year old facility. Construction is expected to occur during 1995-96, with the expanded space and renovations completed in the 1996-97 academic year.

With the exception of Fairgrounds Junior High School, Nashua has built and/or renovated and expanded all of its sixteen school buildings since 1975. Few communities have done as well. Nevertheless, due to the significant enrollment growth, the school system is still short of needed space as evidenced by the use of 28 portable classrooms. A new elementary school in the southwest quadrant of the City has been proposed as well as renovations/additions to Dr. Crisp and Bicentennial Elementary Schools.

NASHUA 2000

The NASHUA 2000 initiative was continued during the 1994-95 school year. The Board of Education has reviewed recommendations from various NASHUA 2000 Committees, including groups dealing with the issues of children entering school ready to learn, providing safe and drug-free environments, and student proficiencies and standards.

The NASHUA 2000 committee dealing with curriculum and students proficiencies has continued to work diligently. This committee, co-chaired by Yvonne Dunetz and John Cepaitis, has provided overall direction to a number of School District efforts including the curriculum audits being completed in several academic areas.

Consistent with the Goals 2000 initiative at the federal level, two added goals are being pursued locally. The Nashua schools will continue to promote partnerships that will increase parental involvement and participation in promoting the social, emotional and academic growth of children. Additionally, the School District will update its local staff development plan and promote efforts to ensure that Nashua teachers will have access to programs for the continued improvement of their professional skills.

Test Scores

New Hampshire Educational Improvement and Assessment Program

Results from the May 1994 assessment of third graders became available in the fall of 1994. Scores of third graders were grouped according to the following categories: advanced; proficient; basic; and novice. Most students in New Hampshire scored at either the basic or the novice level on this very

rigorous examination for third graders. Results for Nashua students were favorable when compared to statewide results, and Nashua students overall scored the third highest among students from New Hampshire's thirteen cities.

The purpose of the NHEIAP is to measure student progress over a period of years and to serve as a guide in improving curriculum and instructional practices. This assessment program will be extended to include students in grades 6 and 10 starting in the spring of 1996.

California Achievement Tests

Districtwide Average Scores

Major Sub-tests 1994-95

Median Score = 50

	<u>Reading</u>	<u>Language</u>	<u>Math</u>	<u>Science</u>	<u>Social Studies</u>
Grade 2	63	65	70	91	74
Grade 4	64	64	72	66	60
Grade 6	65	61	69	62	70
Grade 8	62	57	60	65	70
Grade 10	62	59	62	69	66

Advanced Placement Program

Nashua High School continues to be a very active participant in the College Board's Advanced Placement Program. During the last 10 years, NHS students have taken over 1200 AP Examinations, with 82% of the scores being a "3" or higher. Nationally, fewer than 70% of AP examinees earn a score of "3" or higher. Thirteen AP courses are now available at Nashua High School.

Both of New Hampshire's 1995 AP State Scholars, **Colin Crowley** and **Modhumeta Sengupta**, are graduates of Nashua High School's Class of 1995.

Interdisciplinary Curriculum Specialists

As a major part of a restructuring plan for the District, the Board of Education decided to support and facilitate the development and implementation of K-12 curriculum strands which would not only raise academic standards for all students, but also help to ensure their success in the New Hampshire State Assessment Program. As a result, the positions of department coordinators, who traditionally had responsibilities for 7-12 curriculum development initiatives and served as consultants to elementary curriculum committees, were eliminated.

To effect the new directions in curriculum development, the Board created six positions for K-12 Interdisciplinary Curriculum Specialists. It is the responsibility of the individuals holding these positions to facilitate the development and implementation of all new curriculum initiatives, K-12; to plan the staff development programs needed to prepare teachers to implement these curriculums; and to communicate information about curriculum development to all constituencies of the Nashua community. Three of the people in these positions have responsibilities covering all curriculum areas.

Three others have responsibilities for specific program areas: one for Media and Technology; one for Special Services (speech/hearing and gifted and talented); and another for Guidance.

As the Nashua School District continues its efforts to prepare all students to meet the challenges of living and working in the 21st century, the K-12 Interdisciplinary Curriculum Specialists will provide the leadership in all aspects of the organization, development, and implementation of new curriculums and staff development programs which will support staff members' efforts to improve instruction.

Elementary Schools in Nashua

The elementary schools have completed the implementation of an integrated language arts program. This three-year process has included the sequential introduction of the Houghton Mifflin materials, beginning with grades one and two in the 1992-93 school year, grades three and four in 1993-94, and grades five and six during the past year. A variety of staff development and inservice training was provided for all teachers during this transition, as well as informational programs for parents. The reporting systems were also revised to reflect the integrated nature of instruction during this time.

The schools have continued to implement the NCTM mathematics standards through the Addison Wesley program while inservice programs have also been provided in developmental math for young children.

The science curricula was augmented with a second science kit to promote exploration and problem solving. An early release day was dedicated to the importance of science in the 21st century and how we can prepare our students for the challenges of the future.

Middle Schools in Nashua

The Nashua School District has embraced a middle school philosophy for students in the thirteen to fifteen age group. These youngsters have distinct educational and psychological needs; puberty includes not just physical changes, but intellectual, emotional, and psychological changes as well. The District's purpose in moving from a junior high to a middle school philosophy is to help ease the transition from adolescence to puberty and the move from an elementary to a secondary school setting.

The middle schools are committed to providing quality education in a caring community which allows students the opportunity to learn and maximize potential. Each middle school has a number of four-person academic teams servicing 110-120 students. This arrangement provides teachers with a better understanding of students' needs and allows for flexibility through team teaching, individualized instruction, independent study, and expanded tutorial opportunities. All of these efforts focus on teaching children how to learn.

Athletics

During the 1994-95 school year, Nashua High School's interscholastic athletic teams earned a combined record of 245 wins and 117 losses with 4 ties.

The fall teams had a record of 83 wins, 43 losses, and 3 ties. In post season competition, the girls'

swim team captured the Merrimack Valley Conference title and made New England news by defeating Acton/Boxborough High School, the Massachusetts perennial state champions. The girls' soccer team lost in overtime to Memorial High School of Manchester in the finals of the NHIAA State Tournament. The girls' volleyball team went to the finals losing to Oyster River High School.

The ten winter athletic teams were very competitive achieving an overall record of 110 wins, 40 losses, and 1 tie. Nashua High School had three state champions: Wrestling, Girls' Indoor Track, and Girls' Basketball.

The combined spring program had a cumulative record of 52 wins and 34 losses. The Girls' Outdoor Track team was undefeated and went on to win the NHIAA State Championship.

Student and Faculty Honors

During the 1994-95 school year, Nashua students and staff received many honors and awards for individual and group achievement. Among these are the following:

Students and faculty of the trivia team of **Mount Pleasant Elementary School** finished first in the *Brain Quest Challenge* held at the Barnes and Noble book store in Nashua.

Nashua High won first place in Division 1, Region 2, of the 1995 AAPT/Metrologic Physics Bowl under the direction of **Fred Leger**. The top four students were **Naveen Sastry, Sarah Taylor, James Carleton, and Yudy Chen**.

Senior **Scott Jaquith** received Volunteer of the Year honors from The Arc of New Hampshire.

Philip Pagan was selected as the Boys Club Youth of the Year.

Nashua High School students, **Modhumeta Sengupta** and **Naila Moreira**, were selected to attend the 1995 National Youth Science Camp.

Naila Moreira, a Nashua High student, was selected to attend the Department of Energy Honors Program at the Argonne National Laboratory in Chicago, Illinois.

Rex Morey, a Nashua High School student, was selected as a finalist in the Senate Youth Competition.

Modhumeta Sengupta was nominated for the 1995 National Science Scholars Program.

Students **Kristine Bergeron, Jonathan Lipman, James Lister, Jr., and Modhumeta Sengupta** were finalists in the 1995 Competition for Merit Scholarship Awards.

Both of New Hampshire's 1995 AP State Scholars, **Colin Crowley** and **Modhumeta Sengupta**, are graduates of Nashua High School's Class of 1995.

Candice Cordice, Nashua High student, had her essay entitled *I'm Voting Myself In!* published in the national Student Edition of Update on Law-Related Education, No. 4, 1995.

The following students were selected to receive the 1995 New Hampshire High School Women Athletic/Academic award: **Rebecca Adams, Jessica Bresnahan, Michelle Cernuda, Erin Chapyak, Julie Cummings, Courtney Longua, Lindsey Nadeau, Heather Philo, Jessica Stevens, Tamara Stashluk, and Carrie Strong.**

Paul Bellavance received the State Coaches Award for Wrestling.

Nashua High School took second place for their Environment Video under the guidance of **Dan Caron.**

Robin Peringer, Nashua High teacher, has been named the Art Educator of the Year by the NH Art Educators Association.

Clara Guerra, Nashua High teacher, has been selected as a winner in the Educator of the Year program. Senior **Meta Sengupta** wrote an essay detailing why Mrs. Guerra is a special teacher.

Irene Dupont was selected as one of C-Span's Equipment-for-Education recipients.

Muriel Dubois received the New Hampshire Writers and Publishers Award for Literary Achievement for *Abenaki Captive.*

Alan Hallee received the Presidential Award for Excellence in Mathematics Teaching.

Nashua School District received 16 Gold Circle Awards for the Partner-at-Large Programs and Adopt-a-School Programs.

All 16 Nashua schools received the NH Blue Ribbon Achievement Award in recognition of their outstanding school volunteer programs.

EDGEWOOD CEMETERY

Superintendent

Jeffrey Snow

TRUSTEES

George B. Law, President
Allan M. Barker
Douglas M. Barker
Rev. James S. Chaloner
Norman E. Hall

Thomas A. Maffee, Secretary
Philip L. Hall
Frederic E. Shaw
Kenneth Spaulding

As the residents of Nashua continue to seek interment space for their loved ones at Edgewood Cemetery more of the cemetery was developed into saleable lots to meet this need. Of the approximately 5 acres of land not developed into burial lots, 1.2 acres was graded and seeded in the early part of September to be opened eventually June 1, 1995. This area, named Chapel Hill, offers two and four grave lots, most of which allow for monuments. As of June 30 there had been 102 grave spaces sold in this area.

The Trustees regretfully accepted the resignation of Alan Jeffery, who was President of the Board, on December 28. George Law was subsequently elected to the position of President.

In April a water well was drilled to 520 feet to supply a large portion of the grounds with water for irrigation. This was the result of a \$4,000 gift from George Law for this use. George has been a proponent of this project for a number of years. The plumbing and electrical connections have not yet been completed to put the well into service.

The cemetery performed 110 burials during this year; 86 adults, 7 infants and 17 cremations.

The Edgewood Cemetery Trust is managed by the Bank of New Hampshire. The balance as of June 30 was \$1,141,265.20 with a market value of \$1,360,295.60.

Municipal Government Report

WOODLAWN CEMETERY

Superintendent
Sub-foreman
Assistant Horticulturist
Groundsman

Howard Frizzell
Dennis Sweeney
David Coughlin
John Grafton

TRUSTEES

David Wells, President
David Aponovich
Lester Gidge
Marvis Mellen
Gordon Tyszko

Charles Farwell Jr., Secretary
John Lafazanis
Niles Jensen, Jr.
Herbert Snow
Stanley Zis

In the fall of '94, the first wing of the mausoleum was all but completed by Mullen Construction company of New Milford, Connecticut. Temporary windows were put in that will be replaced by stained glass windows that will match the existing building. Sod was laid around the mausoleum wing in spring for an immediate lawn. By the end of June, six crypts were already in use. Gate City Monument Company of Nashua was contracted to engrave the shutters (granite crypt facings). Construction of the south wing is expected to start next May and be completed by the end of the year. In an effort to prepare an area of the cemetery for future burial lots, we removed many trees and leveled the ground in an unimproved area. Trustee Dave Aponovich provided surveying to ensure the appropriate rough grade, and Ron Jenkins from landfill provided a grader for our final grade. A water line was extended into the new area, and the Woodlawn Cemetery Trustees approved a layout plan that will be implemented during fiscal year '96.

Fast growing Carolina Populars were planted as a screen between the new area and our last undeveloped section. These trees were provided by our new arboretum fund established through the generosity of Trustee Lester Gidge and his wife Eileen. The nursery created and supplied by this fund provided us with our first transplants into the landscape this past April, when seven white birches and four red maples were planted.

We continue to take down our dying and weaker trees in anticipation of the forthcoming replacements. Steve Walters from the Park & Recreation Department comes in each year for a couple of days with their cherry picker to remove the trees we wouldn't otherwise tackle.

In an effort to further beautify the grounds, four more oak slated benches were finished this past winter, and added to the six already on the grounds. Also, bent sections of the wrought iron fence surrounding the cemetery were straightened, and monument restoration continued.

Sunken ground markers were raised back to ground level as well.

As well as the nursery, Lester Gidge is also responsible for the new self-watering planters on display in the cemetery. Given to the cemetery in exchange for winter plantings of demonstration models, these planters, both the 5 gallon and 34 gallon, work on a wicking system that provides constant moisture to the plants. Particularly noteworthy were the two filled with cascading petunias at the main entrance.

Safety issues have also been addressed at the cemetery over the past tow years. Previously, the removal of a wood stove and electrical work to bring us up to code were the main focus. This past winter, among other things, a new entrance was built into the lunch room (the previous entrance allowed gas fumes to settle downstairs around the furnace). On March 1st, a final inspection approved all the work we had done.

And lastly, two final notes. John Lafazanis was voted in as trustee to fill a vacancy and finally, a familiar face came back to us for two weeks this past spring. When one of our employees was hospitalized, ex-superintendent Leigh Lancaster came in to lend a much needed hand during the hectic Memorial season.

