

2003

Annual Report of the



City of Nashua, New Hampshire

150th Municipal Government Report

2003

44
112
2003

Municipal Government Report

*150th MUNICIPAL
GOVERNMENT REPORT*

FISCAL YEAR

JULY 1, 2002 - JUNE 30, 2003

Office of the City Clerk

Paul R. Bergeron, City Clerk

Patricia E. Lucier, Deputy City Clerk

Printed by: Ralph B. Jackson

Cover:

Three Nashua High School students, Josh Hardwick, Lacey Ritter, and Jenn Turcotte, designed the logo for Nashua's Sesquicentennial. The students, who worked under the guidance of Nashua High School teacher Mark Christensen, also developed the design that was chosen for the City's 150th anniversary license plates, which were sold to residents and displayed on the front of their vehicles throughout 2003.

City of Nashua

“We are getting to be a large place, and already begin to feel the necessity of a more efficient government than the old town organizations can give. We shall have to have a city government before long, that is perfectly apparent and if we do not adopt it now, we shall be forced into it by and by as other places of our magnitude, importance, and circumstances have been...The fact of having a city government exerts a powerful influence upon the growth of a place...People seek for larger places, they seek for cities, not only because of the fact that they are cities presupposes importance, but because there is something pleasing and respectable in the idea of a city.”

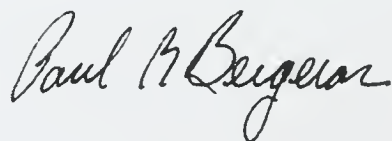
Albin Beard, Editor
The Nashua Telegraph
July 25, 1853
(Mayor: 1858 and 1859)

The 2002 – 2003 Municipal Government Report for the City of Nashua has been compiled through the efforts of your local city officials, to serve as a permanent record of the past year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report.

Throughout the 2003 calendar year, the City of Nashua celebrated the 150th anniversary of its incorporation as New Hampshire’s third city. Nashua had been preceded in its transformation to city government by Manchester in 1846 and by Concord earlier in 1853.

The 150th Municipal Government Report includes a number of photographs of Nashua buildings taken near the beginning of the 20th Century, which were obtained from the Library of Congress Prints and Photographs Division. These, and other photographs, may be searched online at <http://www.loc.gov/rr/print/catalog.html> . We hope that you will find this report interesting and informative.

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



Paul R. Bergeron
City Clerk

**CITY OF
NASHUA, NEW HAMPSHIRE**

Management Letter

For the Year Ended June 30, 2003

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

We have audited the financial statements of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2003 and have issued our report thereon dated January 15, 2004. As part of our audit, we made a study and evaluation of the City's system of internal accounting control to the extent we considered necessary to evaluate the system as required by auditing standards generally accepted in the United States of America. Under these standards, the purpose of such evaluations are to establish a basis for reliance on the system of internal accounting control in determining the nature, timing, and extent of other auditing procedures that are necessary for expressing an opinion on the financial statements.

The management of the City of Nashua, New Hampshire is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by them are required to assess the expected benefits and related costs of control procedures. The objectives of such a system are to provide reasonable, but not absolute assurance that assets are safeguarded against loss from unauthorized use or disposition, that transactions are executed in accordance with required authorization and recorded properly to permit the preparation of financial statements in accordance with accounting principles generally accepted in the United States of America.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may still occur without being detected. Also, projection of any evaluation of the system to future periods is subject to the risks that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation was not designed for the purpose of expressing an opinion on the internal accounting control and would not necessarily disclose all weaknesses in the system. However, as a result of our study and evaluation, and in an effort to be of assistance to the City, we are submitting for your consideration comments and recommendations intended to improve operations and internal accounting control.

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

Melanson Beuch + Company P.C.

Nashua, New Hampshire
January 15, 2004

The City has begun the process of implementing many of the recommendations made in our previous management letter. Certain prior recommendations, however, require programming changes that necessitate implementing at the start of a fiscal year. Accordingly, comment one summarizes our prior year recommendations that have not been fully implemented and that the City expects to address in fiscal year 2005. Comment two, is also repeated from our prior letter.

1. Implement Prior Recommendations in Fiscal 2005

Prior year issues:

Trust Fund Accounting: In the prior year, we recommended that the City segregate the responsibilities of Trust Fund accounting and cash reconciliation, and establish a complete general ledger to maintain the accounting records of the various trusts. This will improve the City's internal controls by providing an adequate segregation of duties, and improved documentation.

Segregate Budget Information: In the prior year, we recommended that the City discontinue the practice of combining the annual budget with actual activity. This will result in a general ledger that reconciles with subsidiary ledgers, and reports actual year-to-date activity in conformity with generally accepted accounting principles.

Revise Internal Service Funds: In the prior year, we recommended that the City revise the accounting procedures for the Internal Service Fund by transferring the entire appropriation for the self-insured activities to the Internal Service Fund, and establishing separate funds for each major self-insurance program.

Current Year Status:

We understand the City expects to implement these recommendations in fiscal year 2005.

Further Action Required:

The City should ensure that all reorganizations and programming changes are in place during Spring 2004 to ensure a smooth transition effective July 1, 2004.

City Response:

The Trust Fund Accounting and Revision of Internal Service Funds are nearing completion and will be transitioned effective July 1, 2004. The changes in Trust Fund Accounting will greatly enhance internal controls and segregation of duties. The revision of the Self-Insured Fund will provide more meaningful analysis of this activity for administration, management and the Board of Aldermen.

With reference to Segregation of Budget Information, the City will be continuing to produce current reports as well as developing new reports to meet Generally Accepted Accounting Principles (GAAP) reporting standards. We understand this will satisfy the audit requirements.

2. Finalize Conflict of Interest Policy for Public Works Retirement

Prior Year Issue:

In the prior year, we recommended that the Board of Public Works Retirement System establish a Conflict of Interest Policy for the System, its employees, Board members, service providers and professional advisors.

Current Year Status:

The City has drafted a formal conflict of interest policy, however, the Board has not yet adopted the policy.

Further Action Required:

The City should continue to review the draft policy and implement as soon as practical.

City Response:

The policy issue is nearing completion at this date. Adoption of the policy is expected prior to June 30, 2004.

CURRENT YEAR RECOMMENDATION:

3. Consider an Alternative Valuation Methodology - Public Works Retirement

The actuarial valuation of the Board of Public Works Retirement System does not separately identify the unfunded actuarial liability, if any. While the actuarial cost method currently used by the City's actuary is permitted under generally accepted accounting principles, an alternative method would provide the City with additional information about the System's funding status.

We recommend that the City consider the use of an alternative actuarial cost method that will provide the City with the separately identified unfunded actuarial liability, if any.

City Response:

The City is following up on this recommendation.

CITY OF NASHUA, NEW HAMPSHIRE
Independent Auditors' Reports Pursuant
to Governmental Auditing Standards
and The Single Audit Act Amendments of 1996
For the Year Ended June 30, 2003

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REPORT ON COMPLIANCE AND ON INTERNAL CONTROL
OVER FINANCIAL REPORTING BASED ON AN AUDIT OF
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH GOVERNMENT AUDITING STANDARDS

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

We have audited the financial statements of the City of Nashua, New Hampshire as of and for the year ended June 30, 2003 and have issued our report thereon dated January 15, 2004. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether the City's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the City's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce, to a relatively low level, the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses. However, we

Municipal Government Report

noted other matters involving the internal control over financial reporting that we have reported to management of the City in a separate letter dated January 15, 2004.

This report is intended solely for the information and use of management, the Mayor and Board of Aldermen, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
January 15, 2004

REPORT ON COMPLIANCE WITH REQUIREMENTS APPLICABLE
TO EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER
COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133

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

Compliance

We have audited the compliance of the City of Nashua, New Hampshire with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement* that are applicable to each of its major federal programs for the year ended June 30, 2003. The City's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of the City's management. Our responsibility is to express an opinion on the City's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the City's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination of the City's compliance with those requirements.

As described in items 03-1 and 03-2, in Section III of the accompanying schedule of findings and questioned costs, the City did not comply with requirements regarding sub-recipient monitoring and equipment and real property management that are applicable to its Community Development Block Grant and Federal Transit Assistance Program, respectively. Compliance with such requirements is necessary, in our opinion, for the City to comply with requirements applicable to these programs.

In our opinion, except for the noncompliance described in the preceding paragraph, the City complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs of the year ended June 30, 2003.

Internal Control Over Compliance

The management of the City is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the City's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on the internal control over compliance in accordance with OMB Circular A-133.

Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce, to a relatively low level, the risk that noncompliance with the applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

Schedule of Expenditures of Federal Awards

We have audited the basic financial statements of the City as of and for the year ended June 30, 2003, and have issued our report thereon dated January 15, 2004. Our audit was performed for the purpose of forming an opinion on the financial statements taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by OMB Circular A-133 and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

This report is intended solely for the information and use of management, the Mayor and Board of Aldermen and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
January 15, 2004

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
 Schedule of Expenditures of Federal Awards
 For the Fiscal Year Ended June 30, 2003

<u>Program Title</u>	<u>Federal Catalog Number</u>	<u>Federal Expenditures</u>
U.S. DEPARTMENT OF AGRICULTURE		
Passed Through the State Department of Education		
National School Lunch Program	10.555	\$ 1,363,836
Total U.S. Department of Agriculture		1,363,836
U.S. DEPARTMENT OF EDUCATION		
Passed Through the State Department of Education		
Adult Education	84.002	19,222
Title I	84.010	1,792,658
SPED 94-142	84.027	1,914,274
Vocational Education-Basic Grants to States	84.048	337,913
Preschool	84.173	82,548
Eisenhower Math & Science	84.281	47,203
Innovative Education Program Strategies (Title VI)	84.298	114,903
Reading Excellence	84.338	318,437
Class Size Reduction	84.340	21,773
Teach Tech Fund	84.342	5,997
Improving Teacher Quality	84.367	526,388
Direct Grants:		
Safe and Drug Free Schools	84.186	478,947
Training for all Teachers	84.195	12,371
Smaller Learning Communities	84.215	327,382
Twenty First Century Community Learning Centers	84.287	755,726
Total U.S. Department of Education		6,755,742
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT		
Direct Grants:		
Community Development Block Grant	14.218	777,560
Edi-Special Project Grants	14.246	331,672
Total U.S. Department of Housing and Urban Development		1,109,232
U.S. DEPARTMENT OF JUSTICE		
Passed Through the State Attorney General's Office		
Byrne Formula Grant Program	16.579	40,175
Violence Against Women Grant	16.588	77,661
COPS Technology	16.710	316,026
Direct Grants:		
Local Law Enforcement Block Programs	16.592	51,955
COPS Universal Hiring Grant	16.710	15,549
Bullet Proof Vest Partnership Program	16.607	515
Total U.S. Department of Justice		501,881

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(continued)

<u>Program Title</u>	<u>Federal Catalog Number</u>	<u>Federal Expenditures</u>
U.S. DEPARTMENT OF TRANSPORTATION		
Passed through the State Office of Emergency Management Smart Grant	20.703	4,150
Passed Through the State Department of Safety:		
Sobriety Checkpoint	20.601	1,300
DWI Patrol FY03	20.601	2,215
NH Clique Seatbelt 5/02-12/02	20.604	2,181
NH Clique Seatbelt Campaign FY03	20.604	1,257
Passed Through the State Department of Transportation:		
CMAQ Grant	20.514	6,327
Direct Grants:		
Job Access Reverse Commuter	20.216	151,559
Federal Transit Capital and Operating Assistance	20.507	<u>830,709</u>
Total U.S. Department of Transportation		999,698
FEDERAL EMERGENCY MANAGEMENT AGENCY		
Passed Through State Office of Emergency Management Emergency Preparedness Grant	83.552	<u>12,306</u>
Total Federal Emergency Management Agency		12,306
ENVIRONMENTAL PROTECTION AGENCY		
Direct Grants:		
Outreach Lead Program	66.606	9,822
Brownfield Grant - Environmental	66.811	<u>19,730</u>
Total Environmental Protection Agency		29,552
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES		
Passed Through the State Department of Health & Human Services Grants for Supportive Services and Senior Centers	93.044	56,512
TB Grant FY03	93.116	32,940
Immunization Outreach FY02/FY03	93.268	61,377
Bioterrorism	93.283	11,473
CC Recruit & Training FY02/FY03	93.475	18,090
Child Care and Development Block Grant	93.575	36,643
Job Access Reverse Commute	93.588	125,982
HIV Prevention FY03	93.940	128,820
HIV Counseling and Testing FY03	93.940	17,525
Sexually Transmitted Diseases Control Grants	93.977	34,887
Child Health Services FY03	93.994	<u>61,738</u>
Total U.S. Department of Health and Human Services		<u>585,987</u>
Total Federal Expenditures		<u>\$ 11,358,234</u>

See Independent Auditors' Report.

City of Nashua

City of Nashua, New Hampshire
Schedule of Findings
For the Year Ended June 30, 2003

SECTION I - SUMMARY OF AUDITORS' RESULTS

Financial Statements

Type of auditor's report issued:

Unqualified

Internal control over financial reporting:

- Material weakness(es) identified? yes no
- Reportable condition(s) identified that are not considered to be material weakness(es)? yes none reported

Noncompliance material to financial statements noted?

yes no

Federal Awards

Internal control over major programs:

- Material weakness(es) identified? yes no
- Reportable condition(s) identified that are not considered to be material weakness(es)? yes none reported

Unqualified for all major programs, except Community Development Block Grant and Federal Transit Assistance Program, which were qualified.

Any audit findings disclosed that are required to be reported in accordance with section 510(a) of Circular A-133?

yes no

Identification of major programs:

CFDA Number(s)

10.555
14.218
20.507
84.010
84.027
84.186
84.287
84.367

Name of Federal Program or Cluster

National School Lunch
Community Development Block Grant
Federal Transit Assistance
Title I
SPED 94-142
Safe and Drug Free Schools
Twenty-First Century Learning Centers
Improving Teacher Quality

Dollar threshold used to distinguish between type A and type B programs:

\$ 340,747

Auditee qualified as low-risk auditee?

yes no

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SECTION II - FINANCIAL STATEMENT FINDINGS

None.

SECTION III - FEDERAL AWARDS FINDINGS

<u>Finding #</u>	<u>Program</u>	<u>Finding/Noncompliance</u>	<u>Cost</u>
03-1	CDBG (14.218)	<u>Perform Annual Subrecipient Monitoring</u> The Community Development Division did not perform required monitoring of subrecipients during fiscal year 2003. As a result, the Division was unable to provide assurance that subrecipients have administered grant awards in compliance with Federal requirements. We recommend the Community Development Division develop and execute an annual risk-based subrecipient monitoring plan. This will help ensure compliance with Federal requirements.	\$ -
03-2	Federal Transit Assistance (20.507)	<u>Improve Controls over Computer Equipment</u> Computer equipment purchased with Federal Transit Assistance program funds is not added to the equipment inventory maintained by the Urban Programs Department, as required by Federal guidelines. As a result, these assets are not adequately safeguarded, and the equipment inventory is understated. We recommend that policies and procedures be implemented to ensure that all equipment purchased with Federal Transit Assistance program funds is added the grant equipment inventory records. Implementation of this recommendation will provide assurance that the equipment is adequately safeguarded and will help ensure the accuracy of inventory records.	\$ -

SECTION IV - SCHEDULE OF PRIOR YEAR FINDINGS

There were no prior year findings.

**CITY OF
NASHUA, NEW HAMPSHIRE**
Annual Financial Statements
For the Year Ended June 30, 2003

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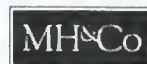
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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2003, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Nashua's management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the Nashua Airport Authority Component Unit as of June 30, 2003 and for the year then ended. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the component unit, is based solely on the report of the other auditors.

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

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, as of June 30, 2003, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis on the following pages and the pension information on page 53 is not a required part of the basic financial statements but is supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated January 15, 2004 on our consideration of the City's internal control over financial reporting and our tests of its compliance with laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Melenson Hentel + Company P.C.

Nashua, New Hampshire
January 15, 2004

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the City of Nashua, we offer readers of the City of Nashua's financial statements this narrative overview and analysis of the financial activities of the City of Nashua for the fiscal year ended June 30, 2003. **All amounts, unless otherwise indicated, are expressed in thousands of dollars.**

A. FINANCIAL HIGHLIGHTS

- The assets of the City of Nashua exceeded its liabilities at the close of the most recent fiscal year by \$ 195,883 (net assets). Of this amount, \$ 54,819 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors. See part C. Government-wide Financial Analysis for explanation.
- The government's total net assets increased by \$ 16,208. The increase primarily results from strong general fund results of \$ 4,661, debt principal payments in excess of depreciation expense of \$ 4,098, strong wastewater operations of \$ 3,790, a loss in solid waste of \$ 1,242 and the acquisition of capital assets from non-debt related sources of \$ 4,901.
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$ 62,394, a decrease of \$ 35,198 in comparison with the prior year. (This decrease is discussed in Part D. Financial Analysis of the Government's Funds). Approximately 77% or \$ 47,894 is the total unreserved fund balance, broken down as follows: \$ 2,175 is designated in the General Fund for abatement contingency; \$ 30,282 is for School Capital and other reserves; \$ 11,009 is for Permanent Funds (i.e. Cemetery, Library, and other trust funds); and \$(15,473) is the Capital Projects Funds deficit. The remaining \$ 19,901 is the general fund undesignated, unreserved fund balance.
- At the end of the current fiscal year, unreserved/undesignated fund balance for the general fund was \$ 19,901, or 11% of total general fund expenditures. Subsequent to June 30, 2003, \$ 5,400 was applied to the FY04 tax rate.
- The City of Nashua's total debt increased by \$ 16,071 (8%) during the current fiscal year. The key factors in this increase were Nashua High School South construction project; Parking Facilities Renovations project; Multi-site Landfill Closure/Parks Rehab project; and Four-Hills Landfill Expansion and Closure (phase II).

B. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis are intended to serve as an introduction to, and explanation of, the City of Nashua's basic financial statements. The City of Nashua's basic financial statements comprise three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

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

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

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

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

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

Governmental funds. Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows

of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

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

The City of Nashua maintains approximately 250 individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the general fund and the South High School Project fund, which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

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

Proprietary funds. The City of Nashua maintains 2 different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City of Nashua uses enterprise funds to account for its Solid Waste and Wastewater operations. Internal service funds are an accounting device used to accumulate and allocate costs internally among the City of Nashua's various functions. The City of Nashua uses an internal service fund to account for its self-insured program. Because this service predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.

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

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. (i.e., Public Works Pension Fund, Scholarship Funds, etc.) Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available

to support the City of Nashua's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

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

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

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal year.

CITY OF NASHUA'S
NET ASSETS AT JUNE 30, 2002 and 2003

	<u>Governmental</u> <u>Activities</u>		<u>Business-Type</u> <u>Activities</u>		<u>Total</u>	
	<u>2002</u>	<u>2003</u>	<u>2002</u>	<u>2003</u>	<u>2002</u>	<u>2003</u>
Current and other assets	\$ 189,683	\$ 180,176	\$ 46,309	\$ 31,485	\$ 235,992	\$ 211,661
Capital assets	<u>162,047</u>	<u>201,433</u>	<u>91,849</u>	<u>98,238</u>	<u>253,896</u>	<u>299,671</u>
Total assets	351,730	381,609	138,158	129,723	489,888	511,332
Long-term liabilities outstanding	160,379	150,879	34,469	36,605	194,848	187,484
Other liabilities	<u>97,812</u>	<u>123,531</u>	<u>17,553</u>	<u>4,434</u>	<u>115,365</u>	<u>127,965</u>
Total liabilities	258,191	274,410	52,022	41,039	310,213	315,449
Net assets:						
Invested in capital assets, net of related debt	34,683	41,900	72,276	76,086	106,959	117,986
Restricted	23,981	22,563	508	515	24,489	23,078
Unrestricted	<u>34,875</u>	<u>42,736</u>	<u>13,352</u>	<u>12,083</u>	<u>48,227</u>	<u>54,819</u>
Total net assets	<u>\$ 93,539</u>	<u>\$ 107,199</u>	<u>\$ 86,136</u>	<u>\$ 88,684</u>	<u>\$ 179,675</u>	<u>\$ 195,883</u>

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	Governmental Activities		Business-Type Activities		Total	
	<u>2002</u>	<u>2003</u>	<u>2002</u>	<u>2003</u>	<u>2002</u>	<u>2003</u>
Revenues:						
Program revenues:						
Charges for services	\$ 7,121	\$ 8,048	\$ 14,445	\$ 13,081	\$ 21,566	\$ 21,129
Operating grants and contributions	43,190	45,027	-	-	43,190	45,027
Capital grants and contributions	7,807	5,052	882	1,329	8,689	6,381
General revenues:						
Property taxes	119,231	125,768	-	-	119,231	125,768
Motor vehicle	11,130	11,255	-	-	11,130	11,255
Grants and contributions not restricted to specific programs	6,118	4,306	-	-	6,118	4,306
Other	<u>5,348</u>	<u>5,147</u>	<u>1,039</u>	<u>895</u>	<u>6,387</u>	<u>6,042</u>
Total revenues	199,945	204,603	16,366	15,305	216,311	219,908
Expenses:						
General government	9,253	10,509	-	-	9,253	10,509
Police	16,973	18,751	-	-	16,973	18,751
Fire	12,673	13,951	-	-	12,673	13,951
Water fire protection services	1,672	1,680	-	-	1,672	1,680
Education	92,042	103,479	-	-	92,042	103,479
Public works	9,897	9,540	-	-	9,897	9,540
Health and human services	3,175	3,830	-	-	3,175	3,830
Culture and recreation	5,733	6,309	-	-	5,733	6,309
Community development	4,695	5,458	-	-	4,695	5,458
Communications	277	566	-	-	277	566
Interest and costs	7,051	7,436	-	-	7,051	7,436
Intergovernmental	9,472	9,574	-	-	9,472	9,574
Wastewater	-	-	8,436	8,391	8,436	8,391
Solid waste services	-	-	<u>4,261</u>	<u>4,366</u>	<u>4,261</u>	<u>4,366</u>
Total expenses	<u>172,913</u>	<u>191,083</u>	<u>12,697</u>	<u>12,757</u>	<u>185,610</u>	<u>203,840</u>
Increase in net assets before transfers and permanent fund contributions	27,032	13,520	3,669	2,548	30,701	16,068
Transfers	23	-	(23)	-	-	-
Permanent fund contributions	<u>94</u>	<u>140</u>	<u>-</u>	<u>-</u>	<u>94</u>	<u>140</u>
Increase in net assets	27,149	13,660	3,646	2,548	30,795	16,208
Net assets - beginning of year (2003 - as restated)	<u>66,390</u>	<u>93,539</u>	<u>82,490</u>	<u>86,136</u>	<u>148,880</u>	<u>179,675</u>
Net assets - end of year	<u>\$ 93,539</u>	<u>\$ 107,199</u>	<u>\$ 86,136</u>	<u>\$ 88,684</u>	<u>\$ 179,675</u>	<u>\$ 195,883</u>

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the City of Nashua, assets exceeded liabilities by \$ 195,883 at the close of the most recent fiscal year.

The largest portion of the City of Nashua's net assets (60%) reflects its investment in capital assets (e.g., land, buildings, machinery and equipment), less any related debt used to acquire those assets that is still outstanding. As stated previously, certain major segments of prior year infrastructure (i.e., road and sidewalks) are not fully recorded in this Statement of Net Assets.

The City of Nashua uses its capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City of Nashua's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the City of Nashua's net assets (12%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net assets \$(54,819) may be used to meet the government's ongoing obligations to citizens and creditors.

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

There is \$ 515 in restricted net assets reported in connection with the City of Nashua's business-type activities, which is the regulatory set-aside for the closure of the newly lined landfill.

Governmental activities. Governmental activities increased the City of Nashua's net assets by \$ 13,660. Key elements of this increase have been discussed in the Financial Highlights.

Business-type activities. Business-type activities overall increased the City of Nashua's net assets by \$ 2,548 (\$ 3,790 for the Wastewater Fund and \$(1,242) for the Solid Waste Fund). The end of year net assets is comprised of \$ 95,316 for the Wastewater Fund, and \$(6,632) for the Solid Waste Fund.

- The sewer user fee has been structured to generate several million in revenues per year to fund current and future costs associated with the CSO project. The City of Nashua has successfully negotiated with the Department of Environmental Services to reduce the current Consent Order, and as a result the sewer fee consumption rate was reduced by 27% effective July 1, 2003.

- The Solid Waste Disposal Activity is currently operating at a deficit, but a plan with several options is being developed to fund this activity currently and in the future. The total net asset deficit of \$ 6,632 is primarily because most of the fund's debt is related to landfill closure costs; therefore, there are no capital assets to offset this long-term liability. Also, generally accepted accounting principles (GAAP) require that the closure/post-closure liability (the amount the City would be required to spend should the landfills cease operations) of \$ 2,567 be reported.

D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

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

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

As of the end of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$ 62,394, a decrease of \$ 35,198 in comparison with the prior year. This decrease is due primarily to the spending of \$ 41,102 for the High School projects without a significant revenue source to offset the spending. A bond anticipation note of \$ 23,220 (short-term debt) was issued to provide cash for the capital projects, but a bond anticipation note is recorded as a liability to the fund, not a revenue source. Also, \$ 18,278 of School and other Capital Project expenses were funded through the previous year's bond issue, which was a revenue source in the previous, not the current, fiscal year. Therefore, the FY03 Capital Project fund balance has decreased by the total net expenses of \$ 41,731. The remaining governmental fund groups (General Fund, Special Revenue Funds, and Permanent Funds) had a combined net increase of \$ 6,532.

Approximately 77% (\$ 47,894) of the \$ 62,394 total combined ending fund balances constitutes unreserved fund balance. Included in this amount is:

- \$ 2,175 designated for Abatement Contingency
- \$ 30,282 for Special Revenue Funds (primarily School Capital Reserves)
- \$(15,473) Capital Project Fund deficits
- \$ 11,009 Permanent Funds (perpetual care of the municipal cemeteries)
- \$ 19,901 General Fund unreserved/undesignated

The remainder of fund balance (\$ 14,500) is reserved to indicate that it is not available for new spending because it has already been committed (1) to liqui-

date contracts and purchase orders of the prior period \$(10,149), (2) to be used as a funding source for the subsequent budget (i.e., escrows 500's and 600's) \$(4,146), and (3) for other restricted purposes \$(205).

The general fund is the chief operating fund of the City of Nashua. At the end of the current fiscal year, unreserved/undesignated fund balance of the general fund was \$ 19,901, while total fund balance reached \$ 29,402 (for encumbrances \$ 2,975, escrows \$ 4,146, reserve for tax deed and inventory \$ 205). In addition, \$ 2,175 is designated for abatement contingency (potential prior year property tax abatements).

As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved fund balance represents 11% of total general fund expenditures, while total fund balance (inclusive of unreserved amounts designated for encumbrances, escrows, capital improvements, etc.) represents 17% of that same amount. These percentages are at June 30, 2003, prior to applying \$ 5,400 to FY04 tax rate.

The total fund balance of the City of Nashua's general fund increased by \$ 4,661 during the current fiscal year. Key factors in this change include excess revenues of \$ 4,658, unexpended current year appropriations of \$ 1,302, an increase in escrow and encumbrance reserves of \$ 1,862, and usage of (\$ 3,265) to offset the FY03 tax rate.

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

Unrestricted net assets of the enterprise funds at the end of the year amounted to \$ 12,083. The total growth in net assets was \$ 2,548. Other factors concerning the finances of these two funds have already been addressed in the discussion of the City of Nashua's business-type activities.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

There were no budgetary deficits within any governmental functions for this fiscal period and no change in the overall appropriation was required.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. The City of Nashua's investment in capital assets for its governmental and business-type activities as of June 30, 2003 amounts to \$ 299,671 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment, park facilities, roads (current year and one year prior), and bridges. The total increase

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in the City of Nashua's investment in capital assets for the current fiscal year was \$ 45,775, a 24% increase for governmental activities and a 6% increase for business-type activities.

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

- Construction for two Nashua High School Projects – Nashua North High School completed; Nashua South High School construction well under way.
- Construction-in-progress for the Multi-site Landfill Closure/Parks Rehab.
- Wastewater CSO – Sargeants Avenue area and Robinson Road/Main Street construction in progress; Temple Street area nearly completed.

**CITY OF NASHUA'S
CAPITAL ASSETS AS OF JUNE 30, 2003**
(net of depreciation)

	Governmental Activities		Business-Type Activities		Total	
	2002	2003	2002	2003	2002	2003
Land	\$ 22,051	\$ 22,051	\$ 232	\$ 232	\$ 22,283	\$ 22,283
Buildings and system	48,297	107,926	19,800	19,343	68,097	127,269
Machinery and equipment	7,915	12,714	5,432	15,892	13,347	28,606
Infrastructure	5,648	13,991	39,222	38,914	44,870	52,905
Construction in progress	<u>78,136</u>	<u>44,751</u>	<u>27,163</u>	<u>23,857</u>	<u>105,299</u>	<u>68,608</u>
Total	\$ <u>162,047</u>	\$ <u>201,433</u>	\$ <u>91,849</u>	\$ <u>98,238</u>	\$ <u>253,896</u>	\$ <u>299,671</u>

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

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt outstanding of \$ 181,685, all of which was debt backed by the full faith and credit of the government.

Short-term debt. The City issued \$ 23,220 in bond anticipation notes, as discussed below.

**CITY OF NASHUA'S
OUTSTANDING DEBT AS OF JUNE 30, 2003**
General Obligation Bonds, Notes and BAN's

	Governmental Activities		Business-Type Activities		Total	
	2002	2003	2002	2003	2002	2003
Bonds and notes	\$ 155,893	\$ 146,665	\$ 32,941	\$ 35,020	\$ 188,834	\$ 181,685
Bond anticipation note	-	<u>23,220</u>	-	-	-	<u>23,220</u>
Total	\$ <u>155,893</u>	\$ <u>169,885</u>	\$ <u>32,941</u>	\$ <u>35,020</u>	\$ <u>188,834</u>	\$ <u>204,905</u>

The City of Nashua issued new debt of \$ 26,940 during the current fiscal year. A \$ 23,220 bond anticipation note was issued to fund construction/ renovations of Nashua High School South and the Parking Facility Improvements/Renovations project. \$ 3,720 in State Revolving Loan funds were received to continue with the closure of the Four Hills Landfill, and fund the Multi-site Landfill Closure/ Parks Rehab project.

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

State statutes limit the amount of general obligation debt a governmental entity may issue to 3% City or 7% School of its total assessed valuation. The City of Nashua imposed more restrictive limits at 2% City and 6% School. The current total debt limitation for the City of Nashua is \$ 446,280, which is significantly in excess of the City of Nashua's outstanding general obligation debt, currently at \$ 155,892. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. The City's debt burden is below average at 2.7% and less than 2% when the state reimbursement is applied. Sewer debt of \$ 25,812 is not subject to limitation.

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

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

- The unemployment rate for the City of Nashua is currently (Dec. 2003) 5.1%, which is a decrease from a rate of 6.2% a year ago. This compares to the State's average unemployment rate of 4.1% and the national average rate of 5.7%.
- On November 2, 1993, the voters adopted an amendment to the City Charter, proposed by an initiative petition, which limits annual budget increases. The amendment provides in part as follows in paragraph 56-c:

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

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

For purposes of the FY03 budget, the 3-year average as defined above was 2.8% with all capital and total principal and interest payments being exempted. The FY03 Budget was a 6.06% increase in appropriations as adopted and a tax rate increase of 4.8%. The allowable increase for FY04 is 2.6% with the same exemptions applied. The overall FY04 operating budget increased 4.73%, with a tax rate increase of less than 3.3%.

A significant revenue source has been the State Education Adequacy Grant, which in FY03 was \$ 29,492, and State Vocational Technology Grant of \$ 2,151. In FY04, the Adequacy Grant decreased to \$ 26,364 and the Technology Grant is approximately \$ 2,350. These sources are currently the subject of review and revision in the upcoming year.

Twelve of the City's union contracts expired June 30, 2002; the balance expire at various dates through June 30, 2004. As of January 2004, the City has 15 union contracts, all of which are currently in effect through various dates between June 30, 2004 and June 30, 2006.

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

During the current fiscal year, unreserved/undesignated fund balance in the general fund increased to \$ 19,901. The City of Nashua has appropriated \$ 5,400 of this amount for spending in the 2004 fiscal year budget. It is intended that this use of available fund balance will minimize the need to raise taxes or charges during the 2004 fiscal year.

H. PROPOSED ACQUISITION OF WATER SYSTEM

At a special election held on January 14, 2003, the voters of the City authorized the City to acquire the privately owned water systems serving the City and other municipalities. The water system serving the City and certain other municipalities is currently owned by Pennichuck Water Works, Inc., a subsidiary of the Pennichuck Corporation ("Pennichuck"). Two other subsidiaries of Pennichuck own the water systems serving other New Hampshire municipalities. Negotiations between the City and Pennichuck for the purchase of the water systems by the City recently ended without reaching an agreement. The City is currently considering whether or not to pursue an eminent domain taking of the water systems. Any eminent domain taking of the water systems must be determined to be in the public interest by the state Public Utilities Commission (the "PUC"), and the PUC is the entity charged with determining the value of the water systems that would

have to be paid by the City in order to carry out the taking. At this time, the City does not know how long the PUC approval and valuation process would take or what the PUC would determine the value of the water systems to be. Any taking of the water systems by the City would ultimately need to be approved by a two-thirds vote of the Board of Aldermen.

Pennichuck filed a lawsuit on February 4, 2004 challenging the City's legal authority to take the water systems by eminent domain. In addition, Pennichuck indicated in the lawsuit that it is reserving the right to sue the City for monetary damages it claims to have incurred as a result of the City's actions to acquire the water systems. The City does not know if Pennichuck intends to pursue any such claim for monetary damages or what the amount of any such claim would be.

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

The City has also been in discussions with a number of other municipalities serviced by the Pennichuck water systems regarding the possibility of creating a regional water district for the purpose of eventually owning and operating all or a portion of the water systems.

REQUESTS FOR INFORMATION

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

Chief Financial Officer
City of Nashua
229 Main Street
Nashua, New Hampshire 03061

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CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2003

	Primary Government			Component Units
	Governmental Activities	Business- Type Activities	Government Wide Total	
ASSETS				
Current:				
Cash and cash equivalents	\$ 137,899,293	\$ 29,135,900	\$ 167,035,193	\$ 409,492
Investments	12,644,521	-	12,644,521	255,545
Receivables, net of allowance for uncollectibles:				
Property taxes	14,275,561	-	14,275,561	-
User fees	-	2,835,290	2,835,290	5,075
Departmental and other	2,218,016	-	2,218,016	-
Intergovernmental	10,202,295	-	10,202,295	58,552
Loans	468,181	-	468,181	-
Internal balances	771,252	(771,252)	-	-
Other assets	1,002,998	32,098	1,035,096	-
Noncurrent:				
Other assets	694,537	252,846	947,383	-
Capital assets, net of accumulated depreciation	<u>201,432,706</u>	<u>98,237,879</u>	<u>299,670,585</u>	<u>5,545,558</u>
TOTAL ASSETS	381,609,360	129,722,761	511,332,121	6,274,222
LIABILITIES				
Current:				
Accounts payable	9,293,822	1,216,355	10,510,177	60,390
Accrued liabilities	10,087,309	1,369,715	11,457,024	4,310
Deferred revenues	64,652,519	-	64,652,519	11,252
Due to external parties - fiduciary funds	9,390	-	9,390	-
Other	5,052,242	-	5,052,242	-
Notes payable	23,220,000	-	23,220,000	-
Current portion of long-term liabilities:				
Bonds and notes payable	9,675,484	1,689,037	11,364,521	-
Compensated absences	1,237,438	31,243	1,268,681	2,663
Capital leases	221,245	128,137	349,382	-
Other	81,299	-	81,299	-
Noncurrent:				
Bonds and notes payable	136,989,242	33,331,327	170,320,569	-
Compensated absences	11,999,176	315,806	12,314,982	48,601
Capital leases	516,838	390,746	907,584	-
Other	<u>1,374,206</u>	<u>2,566,736</u>	<u>3,940,942</u>	<u>-</u>
TOTAL LIABILITIES	274,410,210	41,039,102	315,449,312	127,216
NET ASSETS				
Invested in capital assets, net of related debt	41,900,074	76,085,896	117,985,970	5,545,558
Restricted for:				
Federal and state grants	10,512,968	-	10,512,968	-
Capital projects	1,040,507	514,562	1,555,069	-
Permanent funds				
Expendable	357,309	-	357,309	-
Non-expendable	10,652,097	-	10,652,097	-
Unrestricted	<u>42,736,195</u>	<u>12,083,201</u>	<u>54,819,396</u>	<u>601,448</u>
TOTAL NET ASSETS	\$ <u>107,199,150</u>	\$ <u>88,683,659</u>	\$ <u>195,882,809</u>	\$ <u>8,147,006</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2003

	Net (Expenses) Revenues and Changes in Net Assets					Component Units	
	Expenses	Program Revenues		Primary Government Business-Type Activities			Total
		Indirect Cost Allocation	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions		
Primary Government							
General government:							
General government	\$ 10,508,757	\$ 575,152	\$ -	\$ -	\$ (9,266,779)	\$ -	
Police	18,750,664	1,733,365	846,110	-	(16,820,362)	(16,820,362)	
Fire	13,951,084	23,654	88,782	-	(14,071,168)	(14,071,168)	
Water fire protection services	1,680,348	-	-	3,998,558	(1,680,348)	(1,680,348)	
Education	103,478,805	3,161,108	40,128,099	360,000	(62,505,436)	(62,505,436)	
Public works	9,538,821	570,057	1,325,651	-	(7,583,244)	(7,583,244)	
Health and human services	3,629,848	243,853	460,629	-	(3,125,887)	(3,125,887)	
Culture and recreation	6,309,324	533,911	428,203	211,468	(5,427,743)	(5,427,743)	
Community development	5,458,052	1,186,442	1,748,664	481,848	(2,203,569)	(2,203,569)	
Communications	565,646	-	-	-	(897,665)	(897,665)	
Interest and costs	7,436,384	-	-	-	(9,574,285)	(9,574,285)	
Intergovernmental	9,574,285	-	-	-	(132,956,486)	(132,956,486)	
Total Primary Government	191,082,818	8,047,542	45,027,118	5,051,672	(132,956,486)	-	
Business-Type Activities:							
Wastewater services	6,390,920	10,092,100	-	1,268,104	2,969,284	2,969,284	
Solid waste services	4,365,834	2,989,737	-	60,443	(1,316,654)	(1,316,654)	
Total Business-Type Activities	12,756,754	13,080,837	-	1,328,547	1,652,630	-	
Total primary government	\$ 203,839,572	\$ 21,128,379	\$ 45,027,118	\$ 6,380,219	(132,956,486)	(131,303,856)	
Component unit							
Nashua Airport Authority	\$ 991,992	\$ 831,195	\$ -	\$ 235,950	-	75,153	
General Revenues:							
Property taxes					125,787,508		
Auto permits					11,255,201		
Penalties, interest and other taxes					989,372		
Grants and contributions not restricted to specific programs					4,305,876		
Investment income					2,740,353	5,598	
Miscellaneous					1,418,409		
Permanent fund contributions					140,186		
Total general revenues and contributions					146,816,903	5,598	
Change in Net Assets					13,660,417	80,751	
Net Assets:							
Beginning of year, as restated					93,538,733	6,066,255	
End of year					\$ 107,199,150	\$ 6,147,006	

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
GOVERNMENTAL FUNDS
BALANCE SHEET
JUNE 30, 2003

	General	South High School Project	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 112,648,163	\$ -	\$ 25,251,130	\$ 137,899,293
Investments	-	-	12,644,521	12,644,521
Receivables, net of allowance for uncollectibles:				
Property taxes	14,922,007	-	605,978	14,922,007
Departmental and other	1,612,011	-	10,202,295	2,217,989
Intergovernmental	-	-	468,181	468,181
Loans	6,844,461	11,967,350	12,417,430	31,229,241
Due from other funds	35,946	-	-	35,946
Other assets	-	-	-	-
TOTAL ASSETS	\$ 136,062,588	\$ 11,967,350	\$ 61,589,535	\$ 209,619,473
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable	\$ 4,324,930	\$ 3,711,503	\$ 1,233,570	\$ 9,270,003
Accrued liabilities	4,586,785	2,608,003	458,158	7,652,946
Taxes levied in advance	64,652,519	-	-	64,652,519
Deferred revenues	1,160,157	-	5,792,898	8,953,055
Notes payable	-	22,000,000	1,220,000	23,220,000
Due to other funds	31,757,024	-	3,540,380	35,297,404
Other liabilities	179,241	-	-	179,241
TOTAL LIABILITIES	106,660,656	28,319,506	12,245,008	147,225,168
Fund Balances:				
Reserved for:				
Encumbrances and continuing appropriations	7,121,188	3,882,144	3,291,618	14,294,948
Other specific purposes	204,860	-	-	204,860
Unreserved:				
Designated	2,175,000	-	-	2,175,000
Undesignated, reported in:				
General fund	19,900,884	-	-	19,900,884
Special revenue funds	-	-	30,281,823	30,281,823
Capital projects funds	-	(20,234,300)	4,781,684	(15,472,616)
Permanent funds	-	-	11,009,406	11,009,406
TOTAL FUND BALANCES	29,401,932	(16,352,156)	49,344,529	62,394,305
TOTAL LIABILITIES AND FUND BALANCES	\$ 136,062,588	\$ 11,967,350	\$ 61,589,535	\$ 209,619,473

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2003

	General	South High School Project	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Property taxes	\$ 125,313,651	-	\$ 722,715	\$ 126,038,366
Auto permits	11,255,201	-	-	11,255,201
Penalties, interest and other taxes	989,372	-	-	989,372
Charges for services	1,415,055	-	5,589,143	7,004,198
Intergovernmental	40,290,878	-	13,107,540	53,398,218
Licenses and permits	828,574	-	5,565	834,139
Interest earnings	2,256,951	-	608,791	2,865,742
Miscellaneous	937,188	-	99,754	1,036,942
Contributions	-	-	1,226,578	1,226,578
Total Revenues	<u>183,286,670</u>	<u>-</u>	<u>21,360,186</u>	<u>204,646,856</u>
Expenditures:				
Current:				
General government	30,723,658	-	218,200	30,941,856
Police	13,979,968	-	2,124,812	16,104,780
Fire	11,665,411	-	48,991	11,714,402
Water fire protection services	1,680,348	-	-	1,680,348
Education	75,430,823	30,558,138	-	128,469,056
Public works	7,396,620	-	615,541	8,012,161
Health and human services	2,945,896	-	507,756	3,453,652
Culture and recreation	5,080,838	-	617,413	5,698,051
Community development	1,866,674	-	3,140,740	5,007,414
Communications	166,105	-	361,949	528,054
Debt service	-	-	-	-
Principal	9,654,987	-	-	9,654,987
Interest and issuance cost	7,615,223	-	-	7,615,223
Intergovernmental	9,574,285	-	-	9,574,285
Total Expenditures	<u>177,780,634</u>	<u>30,558,138</u>	<u>30,115,497</u>	<u>238,454,269</u>
Excess (deficiency) of revenues over expenditures	5,506,036	(30,558,138)	(8,755,311)	(33,807,413)
Other Financing Sources (Uses):				
Proceeds of refunding bonds	4,612,000	-	-	4,612,000
Payments to escrow agents	(4,612,000)	-	-	(4,612,000)
Operating transfers in	2,571,876	362,000	1,704,832	4,638,708
Operating transfers out	(3,417,359)	-	(2,612,404)	(6,029,763)
Total Other Financing Sources (Uses)	<u>(845,483)</u>	<u>362,000</u>	<u>(907,572)</u>	<u>(1,391,055)</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	4,660,553	(30,196,138)	(9,662,883)	(35,198,468)
Fund Equity, July 1, 2002, as restated	24,741,379	13,843,982	59,007,412	97,592,773
Fund Equity, June 30, 2003	<u>\$ 29,401,932</u>	<u>\$ (16,352,156)</u>	<u>\$ 49,344,529</u>	<u>\$ 62,394,305</u>

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

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

FISCAL YEAR ENDED JUNE 30, 2003

Total governmental fund balances	\$ 62,394,305
<ul style="list-style-type: none">• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	201,432,706
<ul style="list-style-type: none">• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	7,001,145
<ul style="list-style-type: none">• Internal services funds are used by management to account for health insurance and workers' compensation activities. The assets and liabilities of the internal service funds are included in the governmental activities in the Statement of Net Assets.	898,918
<ul style="list-style-type: none">• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(2,432,996)
<ul style="list-style-type: none">• Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds.	<u>(162,094,928)</u>
Net assets of governmental activities	<u>\$ 107,199,150</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
RECONCILIATION OF THE STATEMENT OF REVENUES,
EXPENDITURES, AND CHANGES IN FUND BALANCES OF
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
FISCAL YEAR ENDED JUNE 30, 2003

NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$(35,198,468)

- Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:

Capital outlay purchases	44,515,827
Depreciation	(5,130,213)

 - Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue. (40,047)

 - The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets:

Issuance of debt	(4,612,000)
Repayments of debt	13,840,000

 - In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. 196,638

 - Some expenses reported in the Statement of Activities, such as compensated absences and the amortization of bond premiums and discounts, do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds. 461,658

 - Internal service funds are used by management to account for health insurance and workers' compensation activities. The net activity of internal service funds is reported with Governmental Activities. (372,978)
- CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES** **\$ 13,660,417**

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
GENERAL FUND

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

FISCAL YEAR ENDED JUNE 30, 2003

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
Revenues and Other Sources:				
Taxes	\$ 125,210,215	\$ 125,210,215	\$ 125,210,215	\$ -
Auto permits	8,999,208	8,999,206	11,255,201	2,255,995
Penalties, interest and other taxes	567,279	567,279	989,372	422,093
Charges for services	1,278,079	1,278,079	1,415,055	136,976
Intergovernmental	39,713,201	39,713,201	40,290,878	577,477
Licenses and permits	1,232,876	1,232,876	828,574	(404,302)
Interest earnings	1,508,000	1,508,000	2,256,951	748,951
Miscellaneous	686,758	686,758	937,190	250,432
Transfers in	-	-	670,462	670,462
Other sources	3,265,000	3,265,000	3,265,000	-
Total Revenues and Other Sources	182,460,614	182,460,614	187,118,698	4,658,084
Expenditures and Other Uses:				
General government	36,415,680	33,609,421	32,980,450	628,971
Police	13,974,607	14,291,837	14,008,429	285,408
Fire	11,739,270	11,742,198	11,650,427	91,771
Water fire protection services	1,682,987	1,682,987	1,680,348	2,639
Education	73,838,903	75,113,630	75,112,140	1,490
Public works	7,423,291	7,744,856	7,666,314	78,542
Health and human services	2,477,160	2,977,160	2,948,282	28,898
Culture and recreation	4,700,272	4,803,982	4,786,033	17,949
Community development	1,582,831	1,632,871	1,581,280	51,591
Communications	224,333	224,333	166,105	58,228
Debt service	17,788,393	17,268,723	17,212,159	56,564
Intergovernmental	9,574,285	9,574,285	9,574,285	-
Transfers out	1,038,802	1,794,331	1,794,331	-
Total Expenditures and Other Uses	182,460,614	182,460,614	181,158,563	1,302,051
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 5,960,135	\$ 5,960,135

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2003

	Business-Type Activities Enterprise Funds		Governmental Activities
	Waste Water Fund	Solid Waste Fund	Internal Service Funds
<u>ASSETS</u>			
Current:			
Cash and cash equivalents	\$ 26,270,850	\$ 2,865,050	\$ -
User fees, net of allowance for uncollectibles	2,515,515	319,775	27
Due from other funds	-	2,275,550	4,830,025
Other assets	31,445	653	967,052
Total current assets	28,817,810	5,461,028	5,797,104
Noncurrent:			
Property, plant and equipment, net of accumulated depreciation	84,519,714	13,718,165	-
Other	252,846	-	-
Total noncurrent assets	84,772,560	13,718,165	-
TOTAL ASSETS	113,590,370	19,179,193	5,797,104
<u>LIABILITIES</u>			
Current:			
Accounts payable	837,860	378,495	25,186
Due to other funds	3,046,802	-	-
Accrued liabilities	967,772	401,943	4,873,000
Current portion of long-term liabilities:			
Bonds and notes payable	1,036,877	652,160	-
Compensated absences	18,121	13,122	-
Capital leases	-	128,137	-
Total current liabilities	5,907,432	1,573,857	4,898,186
Noncurrent:			
Bonds and notes payable	12,174,462	21,156,865	-
Compensated absences	192,964	122,842	-
Landfill closure and post closure	-	2,566,736	-
Capital leases	-	390,746	-
Total noncurrent liabilities	12,367,426	24,237,189	-
TOTAL LIABILITIES	18,274,858	25,811,046	4,898,186
<u>NET ASSETS</u>			
Invested in capital assets, net of related debt	71,308,375	4,777,521	-
Restricted for capital projects	-	514,562	-
Unrestricted	24,007,137	(11,923,936)	898,918
TOTAL NET ASSETS	\$ 95,315,512	\$ (6,631,853)	\$ 898,918

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2003

	Business-Type Activities Enterprise Funds		Governmental Activities
	Waste Water Fund	Solid Waste Fund	Internal Service Fund
Operating Revenues:			
Charges for services	\$ 10,092,100	\$ 2,963,509	\$ -
Other	<u>-</u>	<u>25,228</u>	<u>-</u>
Total Operating Revenues	10,092,100	2,988,737	-
Operating Expenses:			
Salaries and wages	1,639,740	1,845,973	-
Operating expenses	2,858,725	1,710,808	1,819,163
Depreciation	<u>3,141,829</u>	<u>323,326</u>	<u>-</u>
Total Operating Expenses	<u>7,640,294</u>	<u>3,880,107</u>	<u>1,819,163</u>
Operating Income (Loss)	2,451,806	(891,370)	(1,819,163)
Nonoperating Revenues (Expenses):			
Intergovernmental	710,089	60,443	-
Investment income	820,819	74,578	55,130
Interest expense	(750,626)	(485,727)	-
Developer contributions	<u>558,015</u>	<u>-</u>	<u>-</u>
Total Nonoperating Revenues (Expenses), Net	<u>1,338,297</u>	<u>(350,706)</u>	<u>55,130</u>
Income (Loss) Before Transfers	3,790,103	(1,242,076)	(1,764,033)
Transfers:			
Transfers in	<u>-</u>	<u>-</u>	<u>1,391,055</u>
Change in Net Assets	3,790,103	(1,242,076)	(372,978)
Net Assets at Beginning of Year, as restated	<u>91,525,409</u>	<u>(5,389,777)</u>	<u>1,271,896</u>
Net Assets at End of Year	<u>\$ 95,315,512</u>	<u>\$ (6,631,853)</u>	<u>\$ 898,918</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2003

	Business-Type Activities Enterprise Funds		Governmental Activities
	Waste Water Fund	Solid Waste Fund	Internal Service Fund
<u>Cash Flows From Operating Activities:</u>			
Receipts from customers and users	\$ 10,159,608	\$ 2,906,528	\$ -
Payments to vendors	(2,436,552)	(1,755,014)	1,136,689
Payments to employees	(1,445,475)	(1,722,189)	-
Net Cash Provided By (Used For) Operating Activities	6,277,581	(570,675)	1,136,689
<u>Cash Flows From Noncapital Financing Activities:</u>			
Receipts under interfund loan agreements	-	2,070,011	-
Payments under interfund loan agreements	(10,527,331)	-	(2,582,874)
Transfers In	-	-	1,391,055
Intergovernmental subsidy	875,889	129,013	-
Net Cash (Used For) Noncapital Financing Activities	(9,651,442)	2,199,024	(1,191,819)
<u>Cash Flows From Capital and Related Financing Activities:</u>			
Proceeds from issuance of bonds and notes	-	3,720,429	-
Acquisition and construction of capital assets	(5,374,531)	(4,038,783)	-
Principal payments on bonds and notes	(1,014,806)	(648,251)	-
Interest expense	(660,849)	(463,925)	-
Net Cash (Used For) Capital and Related Financing Activities	(7,050,186)	(1,430,530)	-
<u>Cash Flows From Investing Activities:</u>			
Investment income	747,520	74,578	55,130
Net Change in Cash and Short-Term Investments	(9,676,527)	272,397	-
Cash and Short-Term Investments, Beginning of Year	35,947,377	2,592,653	-
Cash and Short-Term Investments, End of Year	\$ 26,270,850	\$ 2,865,050	\$ -
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>			
Operating income (loss)	\$ 2,451,806	\$ (891,370)	\$ (1,819,163)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:			
Depreciation	3,141,829	323,326	-
Changes in assets and liabilities:			
User fees	67,508	(82,209)	-
Other assets	257,005	649	-
Accounts payable	371,486	277,150	(16,012)
Accrued liabilities	(2,761)	67,295	698,486
Other liabilities	(9,292)	165,049	-
Landfill closure liability	-	(430,565)	-
Net Cash Provided By (Used For) Operating Activities	\$ 6,277,581	\$ (570,675)	\$ (1,136,689)

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET ASSETS
JUNE 30, 2003

<u>ASSETS</u>	<u>Pension Trust</u>	<u>Private Purpose Funds</u>	<u>Agency Funds</u>
Cash and cash equivalents	\$ 282,925	\$ 201,003	\$ 379,749
Investments	21,937,144	3,160,928	-
Due from other funds	8,590	800	-
Other assets	<u>169,959</u>	<u>-</u>	<u>-</u>
Total Assets	<u>\$ 22,398,618</u>	<u>\$ 3,362,731</u>	<u>\$ 379,749</u>
 <u>LIABILITIES AND NET ASSETS</u>			
Accounts payable	\$ <u>-</u>	\$ 52,255	\$ 379,749
Total Liabilities	-	52,255	379,749
Total net assets held in trust for pension benefits and other purposes	<u>22,398,618</u>	<u>3,310,476</u>	<u>-</u>
Total Liabilities and Net Assets	<u>\$ 22,398,618</u>	<u>\$ 3,362,731</u>	<u>\$ 379,749</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
 FIDUCIARY FUNDS
 STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS
 FISCAL YEAR ENDED JUNE 30, 2003

	Pension <u>Trust</u>	Private Purpose <u>Funds</u>
Additions:		
Contributions:		
Employers	\$ 637,391	\$ -
Plan members	637,763	-
Other	<u>-</u>	<u>4,039</u>
Total contributions	1,275,154	4,039
Investment Income:		
Dividend and interest	705,522	112,641
Appreciation (depreciation) in fair value of investments	<u>97,951</u>	<u>(68,839)</u>
Total Investment income	<u>803,473</u>	<u>43,802</u>
Total additions (reductions)	2,078,627	47,841
Deductions:		
Benefit payments to plan members and beneficiaries	1,247,791	93,680
Administrative expenses	<u>106,086</u>	<u>24,414</u>
Total deductions	<u>1,353,877</u>	<u>118,094</u>
Net increase (decrease)	724,750	(70,253)
Net assets held in trust:		
Beginning of year	<u>21,673,868</u>	<u>3,380,729</u>
End of year	<u>\$ 22,398,618</u>	<u>\$ 3,310,476</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

Notes to Financial Statements

1. Summary of Significant Accounting Policies

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

A. Reporting Entity

The government is a municipal corporation governed by an elected Mayor and Board of Aldermen. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2003, it was determined that the Nashua Airport Authority met the required GASB-14 criteria of component units.

B. Government-Wide and Fund Financial Statements

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

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

Fund Financial Statements

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

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

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

Government-Wide Financial Statements

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

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

Fund Financial Statements

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

The government reports the following major governmental funds:

- The *general fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The South High School Capital Project accounts for the construction cost of the newly renovated South High School.

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

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

The government reports the following major proprietary funds:

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

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

The *pension trust fund* accounts for the activities of the Employees Contributory Retirement System, which accumulates resources for pension benefit payments to qualified employees.

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

D. Cash and Cash Equivalents

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

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

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

E. Investments

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

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

F. Interfund Receivables and Payables

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

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

G. Inventories

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

H. Capital Assets

Capital assets, which include property, plant, equipment and infrastructure assets, are reported in the applicable governmental or business-type acti-

vities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than \$ 15,000 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

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

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

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

<u>Assets</u>	<u>Years</u>
Buildings	40
Building improvements	20 - 40
Infrastructure	10 - 65
Vehicles	3 - 8
Machinery and equipment	5 - 20
Computer equipment	3 - 5

I. Compensated Absences

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

J. Long-Term Obligations

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

K. Fund Equity

In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Desig-

nations of fund balance represent tentative management plans that are subject to change.

L. Use of Estimates

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

2. Stewardship, Compliance and Accountability

A. Budgetary Information

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

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

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

B. Budgetary Basis

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

C. Budget/GAAP Reconciliation

The budgetary data for the general and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial

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statements, the results of operations of the general fund are presented in accordance with budgetary accounting principles to provide a meaningful comparison with budgetary data.

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

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Revenues/Expenditures (GAAP basis)	\$ 183,286,670	\$ 177,780,634
Other financing sources/uses (GAAP basis)	<u>2,571,876</u>	<u>3,417,359</u>
Subtotal (GAAP Basis)	185,858,546	181,197,993
Adjust tax revenue to accrual basis	(103,434)	-
Reverse beginning of year appropriation carryforwards from expenditures	-	(3,071,779)
Add end of year appropriation carryforwards to expenditures	-	4,933,763
To reverse activity budgeted in the prior year	(1,901,414)	(1,901,414)
Recognize use of fund balance as funding source	<u>3,265,000</u>	<u>-</u>
Budgetary basis	\$ <u>187,118,698</u>	\$ <u>181,158,563</u>

D. Deficit Fund Equity

The following funds had deficits as of June 30, 2003:

South high school	\$(16,352,156)
Non-major governmental funds:	
Northwest Conservation Land Acquisition	\$(260,000)
Transit fleet replacement	\$(180,000)
Parking facility renovations	\$(70,530)

The deficits in these funds will be eliminated through bond proceeds.

3. Cash and Cash Equivalents

The carrying amount of the City's deposits with financial institutions at June 30, 2003 was \$ 167,898,870. The bank balances, which do not include reconciling items such as deposits in transit and outstanding checks, were fully

insured by the FDIC and DIF, or collateralized with securities held by the City in its name.

4. Investments

The City's investments are categorized into the following three categories of credit risk:

- (1) Insured or registered, or securities held by the City or its agent in the City's name.
- (2) Uninsured and unregistered, with securities held by the counterparty's trust department or agent in the City's name.
- (3) Uninsured and unregistered, with securities held by the counterparty, or by its trust department or agent but not in the City's name.

At year-end, the government's investment balances were as follows (in thousands):

	<u>Category</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>Total</u>
U.S. Government securities	\$ 5,966	\$ -	\$ -	\$ 5,966
Corporate equity	20,484	-	-	20,484
Corporate bonds	<u>7,343</u>	<u>-</u>	<u>-</u>	<u>7,343</u>
Subtotal	<u>\$ 33,793</u>	<u>\$ -</u>	<u>\$ -</u>	33,793

Investments not subject to categorization:

Mutual funds	<u>3,950</u>
Total Investments	<u>\$ 37,743</u>

5. Taxes Receivable

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

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

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

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Taxes receivable at June 30, 2003 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2003	\$ 13,368
Levy of 2002	989
Levy of 2001	384
Prior	<u>181</u>
Total	\$ <u>14,922</u>

6. Allowance for Doubtful Accounts

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

Property taxes	\$ 646
----------------	--------

7. Intergovernmental Receivables

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2003.

8. Interfund Fund Receivables/Payables

Although self-balancing funds are maintained, most transactions flow through the general fund. In order to obtain accountability for each fund, interfund receivable and payable accounts must be utilized. The following is an analysis of the June 30, 2003 balances in interfund receivable and payable accounts:

	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
<u>Funds:</u>		
General fund	\$ 6,844,461	\$ 31,757,024
Capital Project funds:		
South High School project	11,967,350	-
Non-major governmental funds	12,417,430	3,540,380
Enterprise funds:		
Waste water	-	3,046,802
Solid waste	2,275,550	-
Internal service fund:		
Self insurance	4,830,025	-
Fiduciary fund types:		
Pension trust	8,590	-
Private purpose	<u>800</u>	<u>-</u>
Total	\$ <u>38,344,206</u>	\$ <u>38,344,206</u>

9. Capital Assets

Capital asset activity for the year ended June 30, 2003 was as follows (in thousands):

	<u>Beginning Balance</u>	<u>Net Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 82,056	\$ 62,327	\$ -	\$ 144,383
Infrastructure	11,878	8,546	(119)	20,305
Machinery and equipment	<u>16,061</u>	<u>7,289</u>	<u>(1,082)</u>	<u>22,268</u>
Total capital assets, being depreciated	109,995	78,162	(1,201)	186,956
Less accumulated depreciation:				
Buildings and improvements	(33,439)	(3,018)	-	(36,457)
Infrastructure	(5,604)	(711)	1	(6,314)
Machinery and equipment	<u>(8,152)</u>	<u>(2,161)</u>	<u>759</u>	<u>(9,554)</u>
Total accumulated depreciation	<u>(47,195)</u>	<u>(5,890)</u>	<u>760</u>	<u>(52,325)</u>
Total capital assets, being depreciated, net	62,800	72,272	(441)	134,631
Capital assets, not being depreciated:				
Land	22,051	-	-	22,051
Construction in progress	<u>77,196</u>	<u>31,762</u>	<u>(64,207)</u>	<u>44,751</u>
Total capital assets, not being depreciated	<u>99,247</u>	<u>31,762</u>	<u>(64,207)</u>	<u>66,802</u>
Governmental activities capital assets, net	<u>\$ 162,047</u>	<u>\$ 104,034</u>	<u>\$(64,648)</u>	<u>\$ 201,433</u>
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	\$ 40,123	\$ 164	\$ -	\$ 40,287
Land improvements	-	470	-	470
Infrastructure	41,149	2,205	-	43,354
Machinery and equipment	13,571	11,667	-	25,238
Storm drains	<u>15,038</u>	<u>1,642</u>	<u>-</u>	<u>16,680</u>
Total capital assets, being depreciated	109,881	16,148	-	126,029
Less accumulated depreciation for:				
Buildings	(20,323)	(1,079)	-	(21,402)
Land improvements	-	(12)	-	(12)
Infrastructure	(16,191)	(850)	-	(17,041)
Machinery and equipment	(8,139)	(1,207)	-	(9,346)
Storm drains	<u>(3,762)</u>	<u>(317)</u>	<u>-</u>	<u>(4,079)</u>
Total accumulated depreciation	<u>(48,415)</u>	<u>(3,465)</u>	<u>-</u>	<u>(51,880)</u>
Total capital assets, being depreciated, net	61,466	12,683	-	74,149
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>30,151</u>	<u>7,717</u>	<u>(14,011)</u>	<u>23,857</u>
Total capital assets, not being depreciated	<u>30,383</u>	<u>7,717</u>	<u>(14,011)</u>	<u>24,089</u>
Business-type activities capital assets, net	<u>\$ 91,849</u>	<u>\$ 20,400</u>	<u>\$(14,011)</u>	<u>\$ 98,238</u>

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

Governmental Activities:

General government	\$ 157
Police	420
Fire	406
Education	2,954
Public works	782
Culture and recreation	433
Health and human services	17
Community development	320
Communications	<u>401</u>

Total depreciation expense - governmental activities \$ 5,890

Business-Type Activities:

Waste water	\$ 3,142
Solid waste	<u>323</u>

Total depreciation expense - business-type activities \$ 3,465

10. Accounts Payable

Accounts payable represent additional 2003 expenditures paid after July 31, 2003.

11. Deferred Revenue

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

The balance of the General Fund deferred revenues account is equal to the total of all June 30, 2003 receivable balances, except real and personal property taxes that are accrued for subsequent 60-day collections.

12. Anticipation Notes Payable

The City had the following notes outstanding at June 30, 2003:

	<u>Interest Rate</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Balance at June 30, 2003</u>
Bond anticipation	1.5%	5/08/03	4/15/04	\$ <u>23,220,000</u>
Total				\$ <u>23,220,000</u>

City of Nashua

The following summarizes activity in notes payable during fiscal year 2003:

	<u>Balance Beginning of Year</u>	<u>New Issues</u>	<u>Maturities</u>	<u>Balance End of Year</u>
Bond anticipation	\$ -	\$ 23,220,000	\$ -	\$ 23,220,000

13. Capital Lease Obligations

The City is the lessee of certain equipment under capital leases expiring in 2008. Future minimum lease payments under the capital leases consisted of the following as of June 30, 2003 (in thousands):

	<u>Governmental Fund Types</u>	<u>Business- Type Funds</u>
2004	\$ 247	\$ 144
2005	248	142
2006	250	141
2007	27	74
2008	<u>27</u>	<u>74</u>
Total minimum lease payments	799	575
Less amount representing interest	<u>(61)</u>	<u>(56)</u>
Present Value of Minimum Lease Payments	\$ <u>738</u>	\$ <u>519</u>

14. Long-Term Debt

A. General Obligation Bonds

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

	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of June 30, 2003</u>
<u>Governmental Activities:</u>			
Parking garage/City Hall annex	05/04	4.35%	\$ 460,000
Mt. Pleasant - renovation/construction	05/06	4.50%	2,440,000
Parking garage - Garden and Elm St.	11/10	5.24%	543,900
Public improvements	11/12	5.24%	798,950
Public improvements	11/12	5.24%	3,229,440
Elementary school/admin bldg. renovation	07/13	5.483%	5,085,716
New Searles and Elm St.	07/15	3.66%	550,000
Refunding bond for school component	07/15	3.66%	2,976,476
Arts and Science Center, library addition, and fire station addition	07/15	3.66%	160,000
Refunding bond for Arts and Science	07/15	3.66%	737,277
Shady Lane landfill closure	07/15	3.66%	160,000
			(continued)

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(continued)

	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2003
<u>Governmental Activities:</u>			
Refunding bond for Shady Lane	07/15	3.66%	897,967
New Searles school	11/16	5.31%	70,000
Fairgrounds junior high school	11/16	5.31%	4,530,000
Fairgrounds junior high school	11/16	5.31%	70,000
Dr. Crisp/bicentennial	11/16	5.31%	4,495,000
Ridge road	11/16	5.31%	70,000
Lake St. fire station/comm. system	01/19	4.33%	4,910,000
Amherst St. school renovations	10/19	4.5 - 7.5%	4,005,000
School land acquisition	10/19	4.5 - 7.5%	5,950,000
Athletic fields	04/19	7.50%	850,000
Southwest quadrant land acquisition	04/19	7.50%	2,210,000
Citywide communication towers	09/21	5.10%	4,500,000
Library automation	09/21	5.10%	460,000
NPD CAD system	09/21	5.10%	3,600,000
NPD CAD system	09/21	5.10%	2,250,000
Highway and sidewalk construction	09/21	5.10%	1,045,000
Athletic field	09/21	5.10%	3,590,000
High school construction	09/21	5.10%	43,470,000
High school planning	09/21	5.10%	1,530,000
School construction	01/22	4.73%	36,805,000
Holman stadium Series A	01/22	5.2979%	2,365,000
Holman stadium Series C	01/22	6.0982%	<u>1,850,000</u>
Total Governmental Activities			<u>\$ 146,664,726</u>
	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2003
<u>Business-Type Activities:</u>			
<u>Solid Waste Disposal Fund:</u>			
Four Hills landfill closure	01/14	6.50%	50,000
Refunding bonds	07/15	3.66%	241,802
Landfill expansion and closure	02/18	4.216%	2,756,971
Landfill expansion and closure	04/21	4.464%	<u>7,910,156</u>
Total Solid Waste Disposal Fund			10,958,929
<u>Waste Water Treatment Fund:</u>			
Refunding bonds	11/11	5.24%	3,661,100
Refunding bonds	11/11	5.24%	176,610
Sewer bonds	07/12	5.58%	854,284
Sewer component	01/14	6.50%	30,000
Refunding bonds	07/15	3.66%	186,478
Sludge digester	08/20	4.16%	<u>8,302,867</u>
Total Waste Water Treatment Fund			<u>13,211,339</u>
Total Enterprise Fund Bonds Payable			<u>24,170,268</u>
Grand Total			<u>\$ 170,834,994</u>

B. Future Debt Service

The annual principal payments to retire all general obligation long-term debt outstanding as of June 30, 2003 are as follows:

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004	\$ 9,675,484	\$ 6,974,253	\$ 16,649,737
2005	9,748,740	6,557,409	16,306,149
2006	9,463,570	6,146,617	15,610,187
2007	9,423,441	5,727,785	15,151,226
2008	8,826,062	5,317,102	14,143,164
2009 - 2013	42,121,264	20,316,304	62,437,568
2014 - 2018	36,481,165	10,226,257	46,707,422
2019 - 2023	<u>20,925,000</u>	<u>1,829,396</u>	<u>22,754,396</u>
Total	\$ <u>146,664,726</u>	\$ <u>63,095,123</u>	\$ <u>209,759,849</u>
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004	\$ 1,689,037	\$ 1,037,811	\$ 2,726,848
2005	1,695,782	961,783	2,657,565
2006	1,695,952	886,197	2,582,149
2007	1,696,081	811,960	2,508,041
2008	1,688,459	737,727	2,426,186
2009 - 2013	7,511,344	2,617,996	10,129,340
2014 - 2018	5,491,440	1,260,957	6,752,397
2019 - 2023	<u>2,702,173</u>	<u>233,382</u>	<u>2,935,555</u>
Total	\$ <u>24,170,268</u>	\$ <u>8,547,813</u>	\$ <u>32,718,081</u>

C. Notes Payable

During fiscal year 2003, the City issued \$ 3,720,428, for a total of \$ 10,850,096 in State Revolving Loans. The notes accrue interest at 1% during the construction phase and will be permanently financed upon completion.

D. Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2003 are as follows:

<u>Purpose</u>	<u>Amount</u>
High school projects	\$ 46,700,000
Replacement of bus fleet	360,000
Land purchase	460,000
Holman stadium	50,000
Refunding	13,020,000
Four Hills landfill closure	8,000,000
Multi-site closure and park improvements	5,000,000
Downtown parking renovations	<u>1,220,000</u>
Total	\$ <u>74,810,000</u>

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E. Changes in General Long-Term Liabilities

During the year ended June 30, 2003, the following changes occurred in long-term liabilities (in thousands):

	Total Balance <u>7/1/02</u>	Additions	Reductions	Total Balance <u>6/30/03</u>	Less Current Portion	Equals Long-Term Portion <u>6/30/03</u>
<u>Governmental Activities</u>						
Bonds payable	\$ 155,893	\$ 4,612	\$(13,840)	\$ 146,665	\$(9,676)	\$ 136,989
Compensated absences	13,175	61	-	13,236	(1,237)	11,999
Capital leases	813	125	(200)	738	(221)	517
Other:						
Unamortized bond premium	<u>1,537</u>	<u>-</u>	<u>(81)</u>	<u>1,456</u>	<u>(81)</u>	<u>1,375</u>
Totals	\$ <u>171,418</u>	\$ <u>4,798</u>	\$(<u>14,121</u>)	\$ <u>162,095</u>	\$(<u>11,215</u>)	\$ <u>150,880</u>
<u>Business-Type Activities</u>						
Bonds payable	\$ 25,812	\$ 428	\$(2,070)	\$ 24,170	\$(1,689)	\$ 22,481
Notes payable	7,129	3,721	-	10,850	-	10,850
Compensated absences	325	22	-	347	(31)	316
Capital leases	243	338	(62)	519	(128)	391
Other:						
Landfill closure and post-closure	<u>2,997</u>	<u>-</u>	<u>(430)</u>	<u>2,567</u>	<u>-</u>	<u>2,567</u>
Totals	\$ <u>36,506</u>	\$ <u>4,509</u>	\$(<u>2,562</u>)	\$ <u>38,453</u>	\$(<u>1,848</u>)	\$ <u>36,605</u>

15. Landfill Closure and Post-closure Care Costs

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

The \$ 2,566,736 reported as landfill closure and post-closure care liability at June 30, 2003 represents that cumulative amount reported to date based on the use of 98% of the estimated capacity of landfill. The City will recognize the remaining estimated cost of closure and post-closure care as the remaining estimated capacity is filled. These amounts are based on what it would cost to perform all closure and post-closure care in 2004. The City expects to close the landfill in the year 2004. The actual life of the landfill may be longer due to increased recycling efforts. Actual cost may be higher due to inflation, changes in technology, or changes in regulations. The City expects to close

a second landfill in 2008 with an estimated closure and postclosure cost of \$ 3,900,000 that will be recognized as the landfill is used.

16. Restricted Net Assets

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

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

17. Reserves and Designations of Fund Equity

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

The following types of reserves and designations are reported at June 30, 2003:

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

Unreserved - designated - Represents the amount of fund balance management has set aside for potential future abatements.

18. Commitments and Contingencies

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

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

19. Post-Retirement Health Care and Life Insurance Benefits

The City's employee contracts provide for health care and life insurance benefits to retirees, their dependent, or their survivors. These benefits are provided through the City's group plans. The cost of these benefits are included in the total cost of benefits for both active and retired employees. The number of participants currently eligible to receive benefits, and cost of benefits for retirees, their dependents, or their survivors for the year ended June 30, 2003 was not available.

20. Contributory Retirement System

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

New Hampshire Retirement System

A. Plan Description

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

B. Funding Policy

Plan members are required to contribute between 5% and 9.30% of annual covered compensation to the pension plan. The City makes annual contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100-A: 16, and range from 2.64% to 13.44% of covered compensation. The City's contributions to the System for the years ended June 30, 2003, 2002 and 2001 were \$ 3,294,872, \$ 3,112,891 and \$ 3,056,201, respectively, which were equal to its annual required contributions for each of these years.

Public Works Employees' Retirement System

C. Plan Description and Contribution Information

All public works employees of the City are members of the Public Works Employees Retirement System (the System), a cost sharing, single employer defined benefit PERS. Eligible employees must participate in the System. The pension plan provides pension benefits, and death and disability benefits to employees reaching age 60, provided they have accumulated 10 years of service. A City ordinance passed in 1947 established the System which is administered by a five-member Board of Trustees. Amendments to benefit provisions are made by the Board of Trustees with the concurrence of the Board of Aldermen.

Membership of each plan consisted of the following at June 30, 2003, the date of the latest actuarial valuation:

Retirees and beneficiaries receiving benefits	71
Terminated plan members entitled to but not yet receiving benefits	1
Active plan members	<u>184</u>
Total	<u>256</u>
Number of participating employers	1

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

D. Summary of Significant Accounting Policies

Basis of Accounting - Contributory retirement system financial statements are prepared using the accrual basis of accounting. Plan member contributions are recognized in the period in which the contributions are due. Employer contributions are recognized when due and the employer has made a formal commitment to provide the contributions. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan.

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

21. Self Insurance

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

General Liability/Workers' Compensation

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

Health Insurance

The City contracts with insurance carriers for claims processing. Under the terms of the insurance coverage, the employee is only liable for the cost sharing premiums and co-pays. The City retains the risk to \$ 150,000 and maintains excess insurance for claims that exceed \$ 150,000 with a maximum lifetime coverage of \$ 1,000,000. The claims liability represents an estimate of claims incurred but unpaid at year end, based on past historical costs and claims paid subsequent to year end.

Changes in the aggregate liability for general liability and health claims for the year ended June 30, 2003 are as follows:

Claims liability, July 1, 2002	\$ 4,173,500
Claims incurred/recognized in fiscal year 2003	1,819,163
Claims paid in fiscal year 2003	(1,119,663)
Claims liability, June 30, 2003	<u>\$ 4,873,000</u>

22. Risk Management

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

23. Beginning Fund Balance/Net Asset Restatement

The beginning (July 1, 2002) fund balances/net assets of the City have been restated as follows:

City of Nashua

	Governmental Activities	Business-Type Activities Enterprise Fund		Total
		Waste Water Fund	Solid Waste Fund	
As previously reported	\$ 93,245,143	\$ 77,418,568	\$(5,389,777)	\$ 72,028,791
Transfer/Capitalize additional storm drains	(961,919)	15,040,089	-	15,040,089
Remove non-accepted capital assets	-	(775,150)	-	(775,150)
Capitalize additional fixed assets	1,255,509	-	-	-
Correct receivable from state	<u>-</u>	<u>(158,098)</u>	<u>-</u>	<u>(158,098)</u>
As restated	<u>\$ 93,538,733</u>	<u>\$ 91,525,409</u>	<u>\$(5,389,777)</u>	<u>\$ 86,135,632</u>

24. Beginning Fund Balance Reclassification

The City's major governmental funds for fiscal year 2003, as defined by GASB Statement 34, have changed from the previous fiscal year. Accordingly, the following reconciliation is provided:

	Fund Equity June 30, 2002 (as previously reported)	Reclassification	Fund Equity June 30, 2002 (as restated)
North High School project	\$ 13,352,149	\$(13,352,149)	\$ -
South High School project	-	13,843,982	13,843,982
Non-Major funds	<u>59,499,245</u>	<u>(491,833)</u>	<u>59,007,412</u>
Total	<u>\$ 72,851,394</u>	<u>\$ -</u>	<u>\$ 72,851,394</u>

NASHUA AIRPORT AUTHORITY FOOTNOTES

**NASHUA AIRPORT AUTHORITY
NOTES TO FINANCIAL STATEMENTS**

June 30, 2003

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

1. Financial Reporting Entity

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

2. Basis of Accounting

The financial statements of the Authority have been prepared on the accrual basis of accounting. The Authority has elected not to follow the FASB pronouncements issued subsequent to November 30, 1989 in accounting and reporting for its proprietary operations. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when they are incurred.

3. Estimates

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

4. Assets, Liabilities, and Fund Balance

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

Municipal Government Report

Accounts Receivable - At June 30, 2003, accounts receivable includes unpaid tie-down fees and land lease rental fees. An allowance for estimated uncollected receivables is not deemed necessary as of June 30, 2003.

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

	<u>Years</u>
Land improvements	10 - 25
Buildings	10 - 39
Equipment	3 - 30

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

5. Revenues and Expenses

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

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

NOTE 2 - CASH AND INVESTMENTS

The Authority limits its deposits to money market investment accounts and certificates of deposit. At year-end, the carrying amount of the Authority's deposits was \$ 409,492 and the bank balance was \$ 413,699. Of the bank balance, \$ 401,538 was covered by federal depository insurance or collateralized by a public deposit guarantee bond, and \$ 12,161 was uninsured and uncollateralized.

Investments outstanding at year-end consist of certificates of deposit. The balance of the Authority's investments was \$ 255,545. The entire bank balance was collateralized by a public deposit guarantee bond. Of the bank balance, \$ 253,813 was covered by federal depository insurance or collateralized by a public deposit guarantee bond and \$ 1,732 was uninsured and uncollateralized.

NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consist of various federal and state fundings. All receivables are considered collectible in full and will be received within one year. A summary of the principal items of intergovernmental receivables as of June 30, 2003 is as follows:

Control tower income from United States Treasury Department	\$ 31,175
State and federal share of Federal Aviation Administration projects	<u>23,377</u>
Total	\$ <u>54,552</u>

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets:

	Balance <u>07/01/02</u>	Additions	Reductions	Balance <u>06/30/03</u>
Capital assets, not being depreciated:				
Land	\$ 1,995,475	\$ -	\$ -	\$ 1,995,475
Construction in progress	<u>93,674</u>	<u>108,858</u>	<u>(92,049)</u>	<u>110,483</u>
Total capital assets, not being depreciated	<u>2,089,149</u>	<u>108,858</u>	<u>(92,049)</u>	<u>2,105,958</u>
Other capital assets:				
Land improvements	4,141,607	250,385	-	4,391,992
Buildings and improvements	1,458,693	2,025	-	1,460,718
Equipment	<u>598,452</u>	<u>15,307</u>	<u>(2,310)</u>	<u>611,449</u>
Total other capital assets at historical cost	<u>6,198,752</u>	<u>267,717</u>	<u>(2,310)</u>	<u>6,464,159</u>
Less accumulated depreciation for:				
Land improvements	(2,094,763)	(171,985)	-	(2,266,748)
Buildings and improvements	(364,600)	(37,436)	-	(402,036)
Equipment	<u>(326,890)</u>	<u>(31,195)</u>	<u>2,310</u>	<u>(355,775)</u>
Total accumulated depreciation	<u>(2,786,253)</u>	<u>(240,616)</u>	<u>2,310</u>	<u>(3,024,559)</u>
Total other capital assets, net	<u>3,412,499</u>	<u>27,101</u>	<u>-</u>	<u>3,439,600</u>
Total capital assets, net	\$ <u>5,501,648</u>	\$ <u>135,959</u>	\$ <u>(92,049)</u>	\$ <u>5,545,558</u>

NOTE 5 - PENSION PLAN

1. Plan Description

The Authority contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. The plan provides service, disability, death

and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 4 Chenell Drive, Concord, New Hampshire 03301.

2. Funding Policy

Covered general employees are required to contribute 5.0% of their covered salary and the Authority is required to contribute at an actuarially determined rate. The Authority's contribution rate was 4.14% of covered payroll for general employees. The Authority contributes 100% of the employer cost for general employees.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The Authority's contributions to the NHRS for the years ending June 30, 2003, 2002, 2001 were \$ 6,703, \$ 5,851 and \$ 5,744, respectively, equal to the required contributions for each year.

NOTE 6 - OPERATING LEASE

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

The Authority subleases a portion of this land under twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2003, estimated yearly lease income is \$ 178,000.

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

NOTE 7 - NET ASSETS

Unrestricted net assets as of June 30, 2003 is as follows:

Designated for –	
Capital improvements/equipment	\$ 205,731
Project capital improvements/equipment	49,813
Safety related expenditures	<u>2,010</u>
	257,554
Undesignated	<u>343,894</u>
	<u>\$ 601,448</u>

NOTE 8 - RESTATEMENT OF EQUITY

During the year ended June 30, 2003, it was determined that the cumulative unused sick days have been understated for the past several years. The employee hand-book had been updated and the sick leave policy was revised. Previously, employees were entitled to earn one sick day per month and accumulate up to a maximum of thirty days sick leave. This policy had been changed and the employees are currently entitled to earn 1.25 sick days per month and accumulate up to a maximum of ninety days sick leave, which is payable upon retirement. Net assets at July 1, 2002 have been restated as follows:

Balance, July 1, as previously reported	\$ 6,084,443
Amount of restatement due to increase in compensated absences payable	(18,188)
Balance, July 1, as restated	\$ <u>6,066,255</u>

NOTE 9 - CONTINGENCIES

1. Litigation

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

2. Federal Grants

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

NOTE 10 - COMMITMENTS

During June 2003, the Authority signed a \$ 79,826 contract with an independent company for professional engineering services relating to the design of an aircraft tie-down apron. The Authority was awarded a grant from the Federal Aviation Administration for the construction of the tie-down apron. The total estimated cost of the project is \$ 822,032 and is to be funded with federal funds \$(739,829), state funds \$(41,102), and local funds \$(41,101). The balance of the contract for the engineering services is \$ 68,743 as of June 30, 2003.

NOTE 11 - SUBSEQUENT EVENT

During August 2003, the Authority signed a \$ 693,543 contract with an independent company for the construction of a 17,600 square yard aircraft tie-down apron. The Authority was awarded a grant from the Federal Aviation Administration for the construction of the tie-down apron. The total estimated cost of the project is \$ 822,032 and is to be funded with federal funds \$(739,829), state funds \$(41,102) and local funds \$(41,101).

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

Schedules of Funding Progress and Employer Contributions

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

Schedule of Funding Progress:

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b - a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll ((b - a)/c)
06/30/97	\$ 14,807,457	\$ N/A *	\$ N/A *	N/A *	\$ 5,509,530	N/A *
06/30/99	\$ 19,437,151	\$ N/A *	\$ N/A *	N/A *	\$ 5,960,884	N/A *
06/30/01	\$ 21,772,296	\$ N/A *	\$ N/A *	N/A *	\$ 6,762,252	N/A *

* The Aggregate Method does not identify or separately amortize unfunded actuarial liabilities.

Schedule of Employer Contributions:

Year Ended June 30	Annual Required Contribution	Percentage Contributed
1998	\$ 501,408	100%
1999	558,922	100%
2000	584,725	100%
2001	621,726	100%
2002	630,871	100%
2003	637,391	100%

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

Valuation date	07/01/2001
Actuarial cost method	Aggregate actuarial cost method
Amortization method	Level dollar
Remaining amortization period	N/A
Asset valuation method	Average of book and market value plus any due, yet unpaid, contributions at year-end
Actuarial assumptions:	
Investment rate of return	7.00%
Projected salary increase	4.00%

See Independent Auditors' Report.

Nashua, NH



Incorporated: 1746

Community Contact: **CITY OF NASHUA**
Community Development Division
PO Box 2019, 229 Main Street
Nashua, NH 03061-2019

Telephone: (603) 589-3098
Fax: (603) 589-3119
E-mail: CD@ci.nashua.nh.us
Web Site: www.gonashua.com

City/Town Office Hours: Monday through Friday, 8 am - 5 pm

County: Hillsborough
Labor Market Area: Nashua
Planning Commission: Nashua Regional
Tourism Region: Merrimack Valley

Demographics, 2000 Census: From 1990 to 2000, Nashua's population grew by 8.7 percent to 86,605, adding 6,943 residents. Nashua is the 2nd largest city, and had the 2nd highest numeric population growth. The median age is 35.8, with 24.7 percent of the population under the age of 18 and 11.6 percent age 65 and older. The total number of households is 34,614, with an average size of 2.5 persons. Of those, 22,083 are family households, with an average size of 3.1 persons. As of April 1, 2000, there were 35,387 total housing units.

Population density, 2002: 2,843.5 persons per square mile of land area, the 2nd highest. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.

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



Hillsborough County

Source: <http://www.nhes.state.nh.us/elmi/htmlprofiles/pdfs/nashua.pdf> NH Employment Security, accessed April 26, 2004.

Municipal Government Report

MUNICIPAL SERVICES

City/Town Office Hours:	
M-F 8-5 pm	
Type of Government	Mayor & Council
Annual Budget (2002)	\$174,954,287
Planning Board	Appointed
Industrial Plans Reviewed By	Planning Board
Zoning Ordinance	1930/01
Master Plan	2002
Capital Improvement Plan	Yes
Public Library	Nashua Public

EMERGENCY SERVICES

Police Department	Full-time
Fire Department	Full-time
Town Fire Insurance Rating	2
Emergency Medical Service	Municipal/Other/Commercial

Nearest Hospital(s):

Southern NH Regional or St. Joseph, Nashua
Distance: Local Staffed Beds: 173; 135

PROPERTY TAXES

2002 Total Tax Rate	\$23.60
2002 Equalization Ratio	74.0
2002 Full Value Tax Rate	\$17.29
2002 Property Valuation:	
Residential	62.3%
Commercial	35.1%
Other	2.6%

UTILITIES

Electric Supplier	PSNH
Natural Gas Supplier	KeySpan
Water Supplier	Pennichuck Water Works
Sanitation	Municipal
Municipal Wastewater Treatment Plant	Yes
Curbside Trash Pickup	Yes
Mandatory Recycling Program	No
Telephone Company	Verizon
Cellular Telephone Access	Yes
Cable Television Access	Yes
High Speed Cable Internet Service	
Business Cable Internet Service	unknown
Residential Cable Internet Service	unknown

HOUSING

2001 Total Housing Units	35,737
2001 Single-Family Units	18,569
Building Permits Issued	115
2001 Multi-Family Units	16,287
Building Permits Issued	40
2001 Manufactured Housing Units	881
2000 Census Housing Costs	
Median Value, Owner-Occupied Housing	\$137,500
Median Gross Rent (monthly)	\$757

DEMOGRAPHICS

Total Population	Community	County
2001	87,449	388,762
2000	86,605	380,841
1990	79,662	336,073
1980	67,865	276,608
1970	55,820	223,941

2000 Census Demographics

Population by Gender			
Male	42,775	Female	43,830

Population by Age Group

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

Total Households	34,614	Ave. Size	2.5 persons
Total Families	22,083	Ave. Size	3.1 persons

Educational Attainment, population 25 years and over

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

ANNUAL INCOME, 1999

	(US CENSUS)
Per capita income	\$25,209
Median 4-person family income	\$61,102
Median household income	\$51,969

Median Earnings, full-time, year-round workers

Male	\$43,893
Female	\$29,171

Families below the poverty level	5.0%
----------------------------------	------

TRANSPORTATION

Road Access	Federal Routes	3
	State Routes	3A, 101A, 102, 130
Nearest Interstate, Exit	Everett Tpk., Exit 1-10	
Distance	Local access	

Railroad	Boston & Maine
Public Transportation	Yes

Nearest Airport	Nashua
Runway	5,501 feet
Lighted? Yes	Navigational Aids? Yes

Nearest Commercial Airport	Manchester
Distance	18 miles

DISTANCE TO

Manchester, NH	18 miles
Portland, ME	112 miles
Boston, MA	45 miles
New York City, NY	231 miles
Montreal, Quebec	276 miles

City of Nashua

EDUCATION/CHILD CARE FACILITIES

Primary & Secondary	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	12	3	1	7
Grade Levels	P K R-6	7-9	10-12	K-12
Total Enrollment	7,456	3,096	2,867	2,235

If no schools, district students attend:

Regional Career Technology Center(s): **Nashua, Alvirne & Milford High Schools**

Region: **16**

NH Licensed Child Care Facilities, 2003: Total Facilities: **69** Total Capacity: **4,111**

Nearest Community/Technical College: **Nashua**

Nearest Colleges or Universities: **Daniel Webster; Rivier; Thomas More**

LARGEST EMPLOYERS

PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
BAE Systems North America	1,000+	
Southern NH Medical Center	1,000+	
St. Joseph Hospital & Trauma Center	1,000+	
Teradyne Connection Systems Inc.	1,000+	
City of Nashua	1,000+	
Compaq Computer Corp.	500+/-	
Nashua Corporation	500+/-	
GL & V Pulp Group Inc.	250+/-	
G N Netcom/Unex Inc.	250+/-	
Hampshire Chemical Corp.	250+/-	

LABOR FORCE

	1992	2002
Annual Average		
Civilian labor force	45,279	48,701
Employed	41,743	45,425
Unemployed	3,536	3,276
Unemployment rate	7.8%	6.7%

COMMUTING TO WORK (US CENSUS)

Workers 16 years and over	
Drove alone, car/truck/van	83.5%
Carpooled, car/truck/van	9.2%
Public transportation	1.5%
Walked	2.5%
Other means	0.7%
Worked at home	2.7%

Mean Travel Time to Work **24.7 minutes**

EMPLOYMENT & WAGES 2001 2002

	2001	2002
Goods Producing		
Average Employment	13,840	11,633
Average Weekly Wage	\$1,116	\$1,169
Service Providing		
Average Employment	34,994	34,008
Average Weekly Wage	\$669	\$658
Total Private Industry		
Average Employment	48,833	45,641
Average Weekly Wage	\$796	\$788
Government		
Average Employment	4,527	4,600
Average Weekly Wage	\$839	\$881
Total, Private plus Government		
Average Employment	53,361	50,241
Average Weekly Wage	\$800	\$797

n = indicates that data does not meet disclosure standards

RECREATIONAL FACILITIES

X	Municipal Parks
X	YMCA/YWCA
	Boys Club/Girls Club
X	Golf Courses
X	Swimming: Indoor Facility
X	Swimming: Outdoor Facility
X	Tennis Courts: Indoor Facility
X	Tennis Courts: Outdoor Facility
X	Ice Skating Rink: Indoor Facility
X	Bowling Facilities
	Museums
X	Cinemas
X	Performing Arts Facilities
X	Tourist Attractions
X	Youth Organizations (i.e., Scouts, 4-H)
X	Youth Sports: Baseball
X	Youth Sports: Soccer
X	Youth Sports: Football
X	Youth Sports: Basketball
X	Youth Sports: Hockey
	Campgrounds
X	Fishing/Hunting
X	Boating/Marinas
	Snowmobile Trails
X	Bicycle Trails
	Cross Country Skiing
	Nearest Ski Area(s): Pat's Peak
	Other: Indoor rock climbing

Municipal Government Report

INFORMATIONAL STATISTICS

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

SEAL OF THE CITY

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

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



INTERPRETATION

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

City of Nashua

SAMPLING OF IMPORTANT HISTORICAL EVENTS IN THE HISTORY OF NASHUA

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

Municipal Government Report

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

City of Nashua

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

Municipal Government Report

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

City of Nashua

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

Municipal Government Report

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

City of Nashua

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

Municipal Government Report

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

City of Nashua

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



**MAYOR AND BOARD OF ALDERMEN
2002-2003**

First row, left to right: Alderman-at-Large Paula Johnson; Alderman-at-Large Steven A. Bolton; Alderman-at-Large David Rootovich, President; Mayor Bernard A. Streeter; Alderman-at-Large James R. Tollner, Vice-President; Alderman-at-Large David Deane.

Second row, left to right: Ward One Alderman Kevin McAfee; Ward Two Alderman Timothy Nickerson; Ward Three Alderman Kevin E. Gage; Ward Four Alderman Marc W. Plamondon; Ward Five Alderman Brian S. McCarthy.

Third row, left to right: Ward Six Alderman Robert A. Dion; Ward Seven Alderman Lori Cardin; Ward Eight Alderman Stephen C. Lamos; Ward Nine Alderman Scott A. Cote.

Fourth row, left to right: City Clerk Paul R. Bergeron; Corporate Counsel David Connell; Treasurer/Tax Collector David Fredette.

Absent when photo was taken: Alderman-at-Large Frederick Britton.

City of Nashua

MAYORS OF NASHUA

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



THE STATE OF THE CITY ADDRESS OF MAYOR BERNARD A. STREETER

February 18, 2003

I would like to thank the Chamber for giving me the opportunity to address you this morning. This is my fourth and **last** State of the City Address... in my **current term**. Frankly I am very proud of the number of accomplishments my administration has made over the past 3 years.

City Government is a team effort and I am proud to be surrounded by some of the best professionals of any city in our nation and I would like to thank them for their dedicated service to our Great City.

Nashua is not an island, we are impacted by what is happening in our nation and around the world. Talk of war looms overhead. Threats to our security, a stalled economy, and state and federal budget reductions are just a few of the challenges that we must consider.

Our Health and Community Services Division, in conjunction with representatives from many local and state agencies, have formulated plans, including smallpox preparedness, coordinating personnel and developing an emergency plan should the need arise.

We have received a number of state and federal grants. They include \$400,000 for a Bio-Terrorism Grant; \$68,000 to the Police Department for Chemical / Bio Protective Clothing; \$58,000 for the Hazardous Materials Teams' Decontamination Unit; and \$168,000 for Structural Fire Protective Clothing.

In 2002, Fire Rescue Service responded to approximately 6,400 emergency calls consisting of multiple alarm fires, motor vehicle accidents, medical rescues, and hazardous material situations. Last spring our Emergency Preparedness Personnel conducted a Cross Border Exercise that involved a full-scale mock disaster drill between

City of Nashua

the State of NH and MA focusing on the Cities of Nashua and Lowell along the Merrimack River. This event involved Police, Fire, Medical and Public Works Emergency personnel from several communities.

This year the Nashua Police Department received the Trojanowicz Community Policing Award for communities in New England with a population of over 50,000. Nashua Police Department is the first New Hampshire department to receive the award. It is given by the New England Community Policing Partnership

In the Spring of this past year, the City was notified that the ownership of Pennichuck Corporation would be transferred to an out of state entity. One of the most important decisions we would face in the next 100 years would be how we would deal with that announcement.

The citizens of our city in a special referendum overwhelming endorsed the purchase of the water system and we have officially notified the NH PUC and Pennichuck of our desire to purchase the water system. We are currently working with our state legislative body to pass enabling legislation to allow communities to form a regional water system, and are deep in the process of working with neighboring communities to develop a Charter for a Regional Authority. This effort demonstrates the tremendous capacity of this region, and our collective ability to come together in crafting our future.

I want to acknowledge the tremendous outpouring of support for this acquisition not only by the voters in Nashua but the Board of Aldermen, and specifically the Special Water Committee headed by ward 5 Alderman Brian McCarthy.

Also a special thanks to members of our community and the surrounding towns who rallied together under the leadership of former Sen. Barbara Pressly and Pennichuck Watershed Council President Allan Fuller, the editorial support of The Telegraph, the state legislative leadership from our city headed by Rep. Nelson Allen, and the hard work by members of my administration (who know who they are).

Much work is needed before we finally purchase the water system, but our course of action is steady and will result in Nashua and surrounding communities being in a position to manage our water supply to insure that one of our most precious resources will be sustainable for future generations.

EDUCATION

Our school system is one of the best in New England, and it is due in large part to the commitment made by our community, administration, faculty, staff and elected officials.

I continue to be impressed with the young people in our community as represented here today by Kevin Koo.

Nashua High School North, under the leadership of Principal Pat Corbin, opened successfully in September and the feedback from staff, students, and the community

Municipal Government Report

has been very positive. The Academy of Learning and Technology, the alternative middle school, opened its doors for the first time this fall.

The renovations at Nashua High School South are on target and under budget, with all of our efforts culminating in September 2004 when we will have two fully operational high schools educating grades 9 through 12.

The City has done much more than just focus on school buildings. We are in the process of creating smaller learning communities for our high school students, instituting block scheduling, developing academies of learning, and focusing on school to work programs.

In addition, on October 1st I announced the formation of a new initiative – “Nashua Stays in School.” Under the leadership of Maureen Lemieux as chair, “Nashua Stays in School” has brought educators, parents, business leaders, elected officials and students together to create programs to decrease the dropout rate, increase attendance and ultimately increase graduating seniors by raising community awareness of and involvement in the educational process. We will be looking at ways to increase family involvement and evaluating alternative learning environments.

In the area of Human Services, welfare costs continue to rise due to unemployment, lack of affordable housing and the downturn in the economy. As you know the demand for housing in our region has outstripped the supply in recent years, especially affordable housing.

The problem is large, the resources are limited, but we continue to work with our partners in the private and public sector. Therefore, I have formed “The Mayor’s Task Force on Affordable Housing” chaired by Donnalee Lozeau to address this challenge.

In our city’s performing arts culture, we mourn the demise of the American Stage Festival. Although personally saddened by the fact that we no longer will have a professional theater group located here in Nashua, I believe we have taken some very positive steps with the space left vacant at 14 Court St. To date we have been able to make 2 small performing venues available for 9 different organizations throughout our area with the result being more than 5,000 patrons attending performances at the Court Street Theaters in the past 6 months.

The Arts are alive and well here in our city as evidenced by the statewide recognition of several of our performing arts organizations.

The Peacock Players and the Actorsingers were winners of the 2002 NH Theatre Awards for Community Theatre, and Yellow Taxi Productions won several NH Theater Awards in the Professional Theatre division.

It is still my dream that in better economic times we will be able to have a first-class performing arts center in our city and the return of professional theatre.

City of Nashua

In the Public Works arena, many exciting things are happening under the leadership of George Crombie and his excellent staff. Holman Stadium renovated, Roby Park expanded, and summerfun performances celebrating their 30th season. In addition we are investing \$1.2 Million in upgrading parking lots, meters and security in the city's garages. One of my first initiatives as Mayor was to approve a closure plan and capping of the Four Hills Landfill that had plagued the neighborhoods with continuous odor for years. This coming spring we will be completing this \$8 million project and opening a new state of the art lined landfill. Over this coming summer we will be implementing a new automated solid waste collection system and continuing to improve our waste water treatment facility using state of the art technology.

An exciting private public non-profit partnership was developed with the City this past year under the leadership of Tom Monahan and Charlie Hall and who had a vision to allow thousands of young people and adults to participate in ice sports by building the Conway Ice Center.

We need to create a consensus of what the Broad Street Parkway should be. I am convinced the Parkway is critical to the development and vitality of our downtown, however the challenge is to come up with a design that protects the quality of the neighborhoods it passes through. You will be hearing a lot more about this in the next few months.

Our country is going through turbulent times. Not since the 40's and 50's have we gained a greater appreciation for our veterans, and the dedicated service they have provided. It is important that we recognize and demonstrate our thanks. Last year we bestowed honorary high school diplomas on our veterans, completely renovated the Soldiers and Sailors Memorial on Library Hill and continue to refurbish the Veteran's Walk on Deschenes Circle.

In the area of Economic Development, Nashua's economy has seen a significant shift and decline in the manufacturing sector. Manufacturing jobs have historically been the source of family wage income for our citizens and it is important that we provide opportunities for manufacturing to grow and thrive. With the support of the Aldermen, we have hired the city's first Director of Economic Development, revived the City's Industrial Development Authority, appointed new members to the IDA Board and signed off on several IDA loans that will create additional industrial opportunities.

A big plus for our city is that our retail sector is creating hundreds of jobs annually and it is among the most robust sectors in New England.

As we look forward economically we are cognizant that our City is over 95% built out. While new growth is limited, the challenge is different. We are now in the "Re" decade, when redevelopment becomes more important than development, reconstruction will outpace construction, renew is more important than new, and revitalization supplants de-vitalization.

Municipal Government Report

Brownfields redevelopment has emerged as a pre-eminent economic development issue. With federal and state partners, the Community Development Division was awarded a Merit Award for the innovative program that brought the Whitney Screw Machine property into productive service.

A Downtown Master Plan that will guide future redevelopment over the next decade is well underway. Hundreds of citizens have been involved in helping us determine our downtown's future.

This year, we will propose the adoption of the International Existing Building and Property Maintenance Codes to increase safety standards for existing buildings. This is in response to the findings of the Blue Ribbon Commission; I set up after the collapse of the Pennichuck Junior High School's roof.

For many, public transit is a lifeline to work, school, family and friends, and to critical services, like health care. Last year, CityBus routes were reconfigured and expanded to provide better service and the entire fleet of buses and Para transit vans was replaced. More than 290,000 rides will be taken on CityBus this year.

From a financial perspective, we experienced steady and conservative fiscal growth amidst economic uncertainties. This past year we applied more than half of last year's surplus to reduce the tax rate. We have worked diligently to maintain moderate tax rate increases while funding the largest school building project in the history of the state.

We have taken advantage of the extremely low interest rates by refunding over \$10 million worth of bonds netting a savings in excess of \$800,000 for our taxpayers.

In the area of customer service, we are focusing on enhanced efficiencies by extending Motor Vehicle registration hours two evenings a month, enabling residents to renew dog licenses by mail and evaluating use of the internet and other electronic payment options.

The Nashua Public Library completed automating its collections and is now fully available to Nashuan's over the internet. The Library continued to provide more interesting and informative adult and children's programs than any other public library in Northern New England.

In conclusion ...during my Inaugural Address, four years ago, I said that "We need to retain the character and strong sense of community that has made me proud to call this city my home and to set realistic goals and objectives."

Nashua officially became a city 150 years ago. We have seen many milestones – some good, some bad, many historic.

Over this Sesquicentennial Year celebration year, it is my hope to continue a discussion of Nashua's past, its present, and our hopes for its future. For they say the "past is

City of Nashua

prologue," and with honest scrutiny of our ancestors and the city they built, I believe we can realize a clear vision of how we must proceed to pave the way for a finer Nashua of tomorrow.

I believe we have stayed on that path, and I know we will continue to do so.



Post Office, Nashua, NH c. 1908
Corner, Court and Park Streets

Source: Library of Congress Prints and Photographs Division, Washington, D.C. 20540.
Part of Detroit Publishing Company Photograph Collection. Call number LC-D4-70425<P&P>[P&P]. Reproduction number LC-D4-70425 (b&w glass neg.)

THE COMMON COUNCIL AND BOARD OF ALDERMEN

Under the City's first Charter of 1853, the Mayor and Aldermen sat as one board, with the Mayor presiding. Though the Mayor exercised "general supervision" over the affairs of the new city, the executive powers of Nashua rested with the full Board which possessed all the powers that town Selectmen had under state law, except as otherwise provided by the Charter.

The Common Council had the "power to make all such salutary and needful by-laws...and make, establish, publish, alter, modify, amend or repeal ordinances, rules, regulations and by-laws..." In addition, the Council oversaw city property and finances, had the power to construct drains and sewers, had all power and authority vested in boards of health, and provided for the appointment or election of city officials and fixed their compensation. The Board of Mayor and Aldermen did not have veto authority over the Council.

The 1853 Charter was significantly amended by the voters in December, 1914. Effective January 1, 1915, the Common Council was abolished and the Board of Aldermen became the legislative authority. The Mayor remained the chief executive officer, but he was now granted veto power over the Board's actions. The Mayor retained the right to introduce legislation, but he would no longer preside over the Board's meetings. Beginning in 1915, the Board of Aldermen elected a President for that purpose.

The final meeting of the Common Council was held on December 15, 1914. During that session, the council did "meet the Board of Mayor and Aldermen in Joint Convention to canvass the vote of the election on December 8th." Although the Council adjourned until December 22nd, there is no record of the Council meeting on that date.

Historical Notes: The 1915 Charter granted limited voting rights to women who were now permitted to vote only "for the choice of a board of education of said city":

"The board of inspectors of checklists of said city shall prepare, post up, revise and correct an alphabetical list of the females who are legal voters in each ward of said city qualified under this act to vote for a board of education of said city, in the manner selectmen of towns are required to do in the case of males who are legal voters in towns...and they shall deliver an attested copy of the lists of such female voters, so prepared and corrected, to the clerks of the respective wards...and the said ward clerks shall use the list of such female voters, prepared and corrected as aforesaid in the case of females voting for said board of education. In all other particulars of information required in the case of male voters in said city as to checklists, the same shall be followed as to said checklists of females."

The provision that "Any holder of an office elected at large may be recalled and removed therefrom by the qualified voters of the city..." was first introduced as part of the 1915 Charter. Today, Nashua is the only New Hampshire community that still has a recall provision in its Charter.

City of Nashua

PRESIDENTS, BOARD OF COMMON COUNCIL

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

¹ elected on 33rd ballot

² resigned November 4, 1913

³ elected November 4, 1913

Municipal Government Report

PRESIDENTS, BOARD OF ALDERMEN

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

⁴ elected Mayor February 14, 1939

⁵ elected February 14, 1939

⁶ resigned August 14, 2001

⁷ elected August 14, 2001

City of Nashua

MUNICIPAL GOVERNMENT
2002-2003

MAYOR

Honorable Bernard A. Streeter
Elected at the December 7, 1999
Mayoral Run-Off Election for a Four Year Term

PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large David Rootovich
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2003

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large James R. Tollner
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2003

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire December 31, 2003:

James R. Tollner	1 Sequoia Circle
David Rootovich	5 Shelton Street
Frederick D. Britton	32 Walden Pond Dr.

Terms Expire December 31, 2005:

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

WARD ALDERMEN

Ward 1	Kevin McAfee	8 Stonybrook Road
Ward 2	Timothy B. Nickerson	45 Watson Street
Ward 3	Kevin E. Gage	29 Cabot Drive
Ward 4	Marc W. Plamondon	78 Elm Street
Ward 5	Brian S. McCarthy	65 Musket Drive
Ward 6	Robert A. Dion	266 Pine Street
Ward 7	Lori Cardin	76 Marshall Street
Ward 8	Stephen Lamos	29 Spindlewick Dr.
Ward 9	Scott A. Cote	39 Tenby Drive

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

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

Municipal Government Report

STANDING COMMITTEES: 2002 – 2003

Budget Review Committee	Britton (CH), Tollner (VC), Johnson, Cardin, Gage, Bolton, Lamos
Finance Committee	Bolton (VC), Britton, Deane, McAfee, Dion, Cote
Human Affairs	Cardin (CH), Plamondon (VC), Lamos, Tollner, Deane
Infrastructure	Dion (CH), Gage (VC), Deane, Plamondon, McCarthy
Planning & Economic Development	McCarthy(CH), Cote (VC), McAfee, Nickerson, Cardin
Personnel/Administrative Affairs	Tollner (CH), Lamos (VC), Johnson, Nickerson, Dion
Joint Special School Bldg	Bolton(CH), Cote (VC), McCarthy, Nickerson, Johnson, Gage, Plamondon, Britton, McAfee

SPECIAL LIAISON COMMITTEE MEMBERSHIP

Board of Education	Nickerson, Johnson (Alt)
Board of Health	Bolton, McAfee (Alt)
Board of Public Works	Deane, Plamondon (Alt)
BPW Pension.	Lamos, Deane (Alt)
Cable TV Advisory Board.	McCarthy, Johnson (Alt)
Capital Equipment Reserve Fund	Rootovich
Capital Improvements.	Cote, McCarthy (Alt)
Ethic Review Committee	Cardin, Nickerson (Alt)
Ethnic Awareness Committee	Plamondon, Gage (Alt)
Housing Authority.	Cardin, Britton (Alt)
Hunt Legacy.	Rootovich
IRA Harris Fund	Rootovich
Library.	Rootovich
Planning Board.	McAfee, Cote (Alt)
Transit Advisory Committee	Lamos, Cardin (Alt)

Municipal Government Report

The Board also successfully renegotiated a contract with the *Nashua Pride* as well. Alderman Tollner and Alderman Bolton were the two Aldermen who worked closely with the *Pride* to develop a package that would keep the *Pride* here in Nashua for years to come.

The city finished up its Sesquicentennial year with a fantastic fire works display that was part of a long list of activities throughout the year to celebration its 150th Birthday. As the President of the Board of Aldermen, I must say that I was proud to serve as co-chairman, along with the Mayor, on the Executive Committee that oversaw the many fine activities during this historic year. There is a lot of great history here in Nashua. We live in the best city in the country. We have a lot of heritage and culture here, and we should all be proud to be part of this great community.

The city's web site at <http://www.gonashua.com> was improved during 2003. The Board of Aldermen's web site continues to strive to grow and develop to bring information to its citizens as it happens. Citizens can get any agenda for any meeting of the Board of Aldermen online. They can also get minutes of the meetings and the schedule of all Aldermanic committees as well. There is a section for citizens to learn about their Aldermen and profiles for each member of the board are also available. I encourage each citizen to utilize this tool to keep informed of all city business and proposed legislation.

The members of the Board of Aldermen are dedicated elected officials who work long hours in order to provide each citizen a quality of life that each individual expects and deserves. There are many other individuals who continue to work closely with the board in an effort to make our government more responsive to meet the needs of its citizens.

Sue Lovering, our Legislative Manager, along with Dawn MacMillian, our Legislative Specialist, worked hard at supporting 15 members of the Board in their endeavors to serve their constituents each day to the best of their ability. Paul Bergeron, our City Clerk, Pat Lucier, the Deputy City Clerk and their staff have also worked hard at supporting the Board as the official record keepers of minutes and legislation that is passed by the Board of Aldermen throughout the year. Without the help and support of these individuals our job in serving the public would be nearly impossible. We thank them for their efforts, hard work and dedication to the job.

As the outgoing President of the Board of Aldermen for 2002-2003, I want to take this time to thank all my colleagues for their support and for helping me to provide the best representation possible to all the citizens of Nashua. It has been a true pleasure to have served you in the role as Board President. I will continue my work on the Board as an Alderman-at-Large and look forward to making Nashua an even better place to live and raise a family.

Respectfully submitted,

David Rootovich, President
Board of Aldermen
City of Nashua, NH

City of Nashua



**DAVID ROOTOVICH
PRESIDENT
BOARD OF ALDERMEN
2002 - 2003**

In November 2003, we saw several changes made to the Board of Aldermen. Alderman Brian McCarthy was elected Alderman-at-Large from his Ward 5 seat, along with the re-election of Alderman at Large David Rootovich and Jim Tollner. There were several changes to the Ward seats as well. Kathy Vitale was elected in Ward 1, Richard Larose in Ward 2, David Lozeau took over the seat in Ward 5 vacated by Alderman-at-Large Brian McCarthy, Ward 8 saw newcomer David McLaughlin and in Ward 9, Robert Shaw took the seat vacated by Scott Cote.

Members that were re-elected to the Board were, Ward 3 Alderman, Kevin Gage, Ward 4 Alderman Mark Plamondon, Ward 6 Alderman Robert Dion and Ward 7 Alderman Lori Cardin.

There was a new President elected to the Board of Aldermen. In January 2004, Alderman-at-Large Brian McCarthy took over as President and Alderman-at-Large Jim Tollner was once again re-elected as the Vice President.

There were also five Aldermen who did not seek re-election. Alderman-at-Large Fred Britton did not seek re-election to the Board after serving eight years. Others that did not seek re-election were Ward 1 Alderman Kevin McAfee, Ward 2 Alderman Tim Nickerson, Ward 8 Alderman Steve Lamos, and Ward 9 Alderman Scott Cote. Each has contributed a great deal to our city, and we give our gratitude for the service they provided during their term(s) on the Board. Each will be sincerely missed.

There were several issues that the Board had before it during the past year. The acquisition of Pennichuck Water started. This was a year-long task that ended up with a petition being filed before the PUC for eminent domain proceedings.

City of Nashua

BOARD OF EDUCATION: 2002 – 2003

JOHN ANDRICK, CLERK	5 POPE CIRCLE	03063
VINCENT CAPASSO, PRES.	35 DEERHAVEN DRIVE	03064
MICHAEL CLEMONS	177 KINSLEY STREET	03060
RICHARD DOWD	74 LOCHMERE LANE	03063
DANIEL C. HANSBERRY	20 SHELLEY DRIVE	03062
EDWINA KWAN	48 CATHEDRAL CIRCLE	03063
LATHA D. MANGIPUDI	5 DECATUR DRIVE	03062
KIMBERLY SHAW	14 SWEET WILLIAM CIRCLE	03062
JULIA WARD	15 COLUMBIA AVENUE	03064

BOARD OF PUBLIC WORKS: 2002 – 2003

MARILYN BARON	15 OLD COACH ROAD	03062
DANIEL L. GAGNON	13 COURTLAND STREET	03064
JAMES L. HALL	32 PRESCOTT STREET	0306
TIMOTHY LAVOIE	22 DODGE STREET	03064

FIRE COMMISSION: 2002 – 2003

DAVID LAVOIE ⁸	5 WATSEEDGE DRIVE	03063
EDWARD P. MADIGAN	4 WESTRAY DRIVE	03062
MARK W. PIEKARSKI	71 MIDDLE DUNSTABLE RD	03062
RICHARD A. SOUCY	254 LAKE STREET	03060
MAURICE A. TROTTIER	93 FAIRVIEW AVENUE	03060

⁸ Replaced by Donald C. Davidson, 3/20/03.

Municipal Government Report

**CITY ELECTION OFFICIALS
2002 – 2003**

MODERATORS

WARD 1	PATRICIA A. CHADWICK	43 INDIAN ROCK ROAD	03063
WARD 2	V. MARY HALL	66 MANCHESTER STREET	03064
WARD 3	ARTHUR L. BARRETT, JR.	73 WALDEN POND DRIVE	03064
WARD 4	CLARENCE C. KRAMMES	6 MT. VERNON STREET	03060
WARD 5	ELEANOR BENSON	23 COUNTRYSIDE DRIVE	03062
WARD 6	IRENE D. WHITMORE	348 LAKE STREET	03060
WARD 7	PETER CURRAN	38 FARMINGTON ROAD	03060
WARD 8	EILEEN O'CONNELL	145 PEELE ROAD	03062
WARD 9	MARK F. AVERY	5 WESTRAY DRIVE	03062

WARD CLERKS

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

City of Nashua

CITY ELECTION OFFICIALS
2002 – 2003

WARD SELECTMEN

WARD 1	ELAINE DORGAN M. JOANNE PETERSEN BROOKS THOMPSON	1 BIRCH HILL DRIVE 6 PEWTER COURT 36 LUTHERAN DRIVE	03063 03063 03063
WARD 2	HEATHER M. BLONDIN ANN MORAN MARC SIMONEAU	76 CHARLOTTE STREET 21 DANBURY ROAD 18 WATSON STREET	03064 03064 03064
WARD 3	STEPHANIE BALLENTINE GEORGE A. FERRIS ELEANOR M. QUINN	9 BARTLETT AVENUE 59 WALDEN POND DRIVE 28 HALL AVENUE	03064 03064 03064
WARD 4	DAVID H. DAVIS HENRY LABINE, JR. GEORGE W. SARGENT	9 MIAMI STREET 1 PERRY AVENUE 8 MILFORD STREET	03060 03060 03060
WARD 5	NELSON S. ALLAN PATRICIA D. ALLAN PAUL PELLERIN	107 SHORE DRIVE 107 SHORE DRIVE 2 HAWTHORNE LANE	03062 03062 03062
WARD 6	DAVID HUDSON TIMOTHY STAPLES ARTHUR KEEFE	41 NAGLE STREET 87 LAKE STREET, A-10 15 JOFFRE STREET	03060 03060 03060
WARD 7	JUNE M. CARON KENNETH E. FORTUNE ANNE M. SIROIS	24 MONTGOMERY AVENUE 19 MELROSE STREET 57 NEWBURY STREET	03060 03060 03060
WARD 8	LINDA BOLMARCICH ALBERT C. CERNOTA ERIC SCHNEIDER	11 WAGON TRAIL 129 SHELLEY DRIVE 19 STANLEY LANE	03062 03062 03062
WARD 9	DON DILLABY RITA MALONEY KAY POTFORA	27 PALISADES DRIVE 130 SEARLES ROAD 102 CONANT ROAD	03062 03062 03062

RESOLUTIONS

Passed by the

BOARD OF ALDERMEN

July 1, 2002

through

June 30, 2003



R-02-50

AUTHORIZING THE FILING OF AN APPLICATION WITH THE U.S. DEPARTMENT OF TRANSPORTATION FOR GRANTS UNDER THE URBAN MASS TRANSPORTATION ACT OF 1964, AS AMENDED, FOR FISCAL YEARS 2003 AND 2004

R-02-55

RELATIVE TO THE TRANSFER OF \$100,000 FROM GENERAL CONTINGENCY – ACCOUNT 591-86005 INTO CONSULTING SERVICES, FINANCIAL SERVICES DEPARTMENT – ACCOUNT 512-53025, TO HIRE CONSULTANTS TO CONDUCT A COMPREHENSIVE REVIEW OF PENNICHUCK WATER SYSTEM

R-02-60

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$4,668 FROM THE STATE OF NEW HAMPSHIRE HIGHWAY SAFETY AGENCY INTO SPECIAL REVENUE ACCOUNT 331-6277

R-02-61

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$1,493 FROM THE STATE OF NEW HAMPSHIRE HIGHWAY SAFETY AGENCY INTO SPECIAL REVENUE ACCOUNT 331-6278

R-02-67

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$3,252 OBTAINED FROM THE BUREAU OF JUSTICE ASSISTANCE, INTO SPECIAL REVENUE ACCOUNT 331-6279

The preceding Resolutions were passed June 25, 2002

David Rootovich, President

Approved July 1, 2002

Bernard A. Streeter, Mayor

R-02-44

RELATIVE TO THE ADOPTION OF FISCAL YEAR 2003 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL FUND

The preceding Resolution was passed July 9, 2002

James Tollner, Vice-President

Approved July 15, 2002

Bernard A. Streeter, Mayor

R-02-68

ESTABLISHING POLLING TIMES FOR THE STATE PRIMARY ELECTION ON SEPTEMBER 10, 2002 AND GENERAL ELECTION ON NOVEMBER 5, 2002

Municipal Government Report

R-02-73

RELATIVE TO THE TRANSFER OF \$600,000 FROM ACCOUNT 596-86581 CONTINGENCY, RETIREMENTS – SCHOOL DEPARTMENT, INTO ACCOUNT 581-19210 SCHOOL DEPARTMENT – PAYROLL, SEVERANCE

The preceding Resolutions were passed July 9, 2002

James Tollner, Vice-President

Approved July 11, 2002

Bernard A. Streeter, Mayor

R-02-74

RELATIVE TO THE TRANSFER OF \$707,916.21 FROM EXPENDABLE TRUST FUND ACCOUNTS 942 "AMHERST STREET FIRE STATION," 944 "DEFERRED MAINTENANCE – SCHOOL," 945 "CITY HALL RENOVATIONS," AND 971 "PORTABLE CLASSROOMS," INTO THE RELATED CAPITAL IMPROVEMENT ACCOUNTS

The preceding Resolution was passed July 9, 2002

James Tollner, Vice-President

Took Effect Without Mayor's Signature Seven Days After Passage

July 17, 2002

R-02-76

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS' UNION, LOCAL 1044, AFT, AFL-CIO, UNIT C, SECRETARIES THROUGH JUNE 30, 2005

R-02-77

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS' UNION, LOCAL 1044, AFT, AFL-CIO, UNIT B, PARAPROFESSIONALS THROUGH AUGUST 31, 2005

The preceding Resolutions were passed August 1, 2002

David Rootovich, President

Approved August 5, 2002

Bernard A. Streeter, Mayor

R-02-54

AUTHORIZING THE MAYOR AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE MILLION TWO HUNDRED TWENTY THOUSAND DOLLARS (\$1,220,000.00) BONDING TO FUND RENOVATIONS AND IMPROVEMENTS TO THE DOWNTOWN PARKING FACILITIES

R-02-75

RELATIVE TO THE APPROPRIATION OF \$205,000 FROM FY02 UNANTICIPATED/EXCESS REVENUE INTO ACCOUNT 571-64040 "COMMUNITY DEVELOPMENT DIVISION, COMPUTER SOFTWARE"

R-02-78

RELATIVE TO THE TRANSFER OF \$18,213 FROM ACCOUNT 596-86532 CONTINGENCY, RETIREMENTS – FIRE DEPARTMENT INTO ACCOUNT 532-11297 FIRE DEPARTMENT PAYROLL – SENIOR DISPATCHER

R-02-79

RELATIVE TO THE TRANSFER OF \$341,550 UNEXPENDED FY02 BALANCE FROM ACCOUNT 596-86 "CONTINGENCY – RETIREMENTS" INTO NON-CAPITAL RESERVE FUND ACCOUNT 975 "CITY RETIREMENT"

R-02-80

RELATIVE TO THE TRANSFER OF \$2,640 FROM ACCOUNT 596-86605 CONTINGENCY NEGOTIATIONS INTO ACCOUNT 572-18081 PLANNING AND ZONING CONSERVATION COMMISSIONERS

R-02-82

PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO REVISION OF THE BOUNDARIES OF WARDS 4, 6, 7 AND 8

R-02-84

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF GRANTS IN THE AMOUNT OF UP TO \$150,000 FROM THE FEDERAL TRANSIT ADMINISTRATION OF THE US DOT AND UP TO \$130,000 FROM THE DEPARTMENT OF HEALTH AND HUMAN SERVICES OF THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 374-7240 FOR PUBLIC TRANSPORTATION FOR JOB ACCESS AND REVERSE COMMUTE TRANSIT

The preceding Resolutions were passed August 13, 2002

David Rootovich, President

Approved August 19, 2002

Bernard A. Streeter, Mayor

R-02-81

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$25,000 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, INTO SPECIAL REVENUE ACCOUNT #331-6280 FOR LOCAL AND STATE POLICE INTERFACE CAPABILITY

Municipal Government Report

R-02-85

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE ENVIRONMENTAL PROTECTION AGENCY INTO SPECIAL REVENUE ACCOUNT #342-6492 FOR A LEAD OUTREACH PROGRAM

R-02-86

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$2,501 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6281 "DWI PATROL FY 03"

R-02-87

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$40,175 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6282 "NH DRUG TASK FORCE 2003"

R-02-90

EXTENDING CONGRATULATIONS TO THE NORTHWEST CAL RIPKEN LEAGUE 12-YEAR OLD ALL-STARS

The preceding Resolutions were passed September 9, 2002

David Rootovich, President

Approved September 12, 2002

Bernard A. Streeter, Mayor

R-02-83

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2002 ESCROWS

R-02-91

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$400,000 INTO SPECIAL REVENUE ACCOUNT #341-6440 "BIOTERRORISM GRANT" FROM THE STATE OF NEW HAMPSHIRE HEALTH AND HUMAN SERVICES DEPARTMENT

R-02-92

RELATIVE TO THE TRANSFER OF \$124,572 FROM ACCOUNT #597-86608 "CONTINGENCY – NEGOTIATIONS, SCHOOL DEPARTMENT," INTO ACCOUNT #581-18001 "SCHOOL DEPARTMENT – PAYROLL RESERVE FOR ADJUSTMENTS"

R-02-93

RELATIVE TO THE TRANSFER OF \$251,956 FROM ACCOUNT #597-86608 "CONTINGENCY – NEGOTIATIONS, SCHOOL DEPARTMENT," INTO ACCOUNT #581-18001 "SCHOOL DEPARTMENT – PAYROLL RESERVE FOR ADJUSTMENTS"

R-02-94

APPROVING THE COST ITEMS OF A REVISED COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA SCHOOL CUSTODIAN UNION, LOCAL 365/COUNCIL 93, AFSCME, AFL-CIO, JULY 1, 1999 THROUGH JUNE 30, 2003

R-02-96

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$1,805 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, HIGHWAY SAFETY AGENCY, INTO SPECIAL REVENUE ACCOUNT #331-6285 "SOBRIETY CHECKPOINT FY03"

R-02-97

ESTABLISHING THE USE OF UNDESIGNATED FUND BALANCE FOR TAX RATE

R-02-98

RELATIVE TO THE TRANSFER OF \$25,000 FROM ACCOUNT #591-86025 "CONTINGENCY – SESQUICENTENNIAL," INTO ACCOUNT #505-81080 "CIVIC AND COMMUNITY ACTIVITIES – SESQUICENTENNIAL CELEBRATION," TO CONTRIBUTE TOWARDS NASHUA'S SESQUICENTENNIAL CELEBRATION

The preceding Resolutions were passed September 24, 2002

David Rootovich, President

Approved September 30, 2002

Bernard A. Streeter, Mayor

R-02-95

ORDER TO REPAIR, RAZE OR REMOVE HAZARDOUS BUILDING LOCATED AT 6 FAXON AVENUE, NASHUA, NEW HAMPSHIRE

The preceding Resolutions was passed October 8, 2002

David Rootovich, President

Approved October 14, 2002

Bernard A. Streeter, Mayor

R-02-105

LIGHTS ON AFTER SCHOOL – TO DESIGNATE THURSDAY, OCTOBER 10, 2002, AS NATIONAL COMMUNITY EDUCATION DAY IN NASHUA

The preceding Resolution was passed October 8, 2002

David Rootovich, President

Approved October 15, 2002

Bernard A. Streeter, Mayor

Municipal Government Report

R-02-101

AUTHORIZING THE ACQUISITION, FOR CONSERVATION PURPOSES, OF APPROXIMATELY 101 ACRES OF LAND LOCATED OFF DEERWOOD DRIVE ADJACENT TO THE CITY'S NORTHWEST CONSERVATION LAND

R-02-102

AUTHORIZING THE MAYOR TO APPLY FOR AND ACCEPT A GRANT FROM THE NEW HAMPSHIRE LAND AND COMMUNITY HERITAGE INVESTMENT PROGRAM AND/OR A GRANT FROM THE NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES WATER SUPPLY GRANT FOR THE PURPOSE OF ASSISTING IN THE COST OF ACQUISITION, FOR CONSERVATION PURPOSES, OF 101 ACRES OF LAND OFF DEERWOOD DRIVE ADJACENT TO THE CITY'S NORTHWEST CONSERVATION LAND

R-02-103

AUTHORIZING THE ACQUISITION OF A PRESERVATION RESTRICTION ON A HISTORICALLY SIGNIFICANT BUILDING ON MAIN STREET

R-02-104

AUTHORIZING THE MAYOR TO APPLY FOR AND ACCEPT A GRANT FROM THE NEW HAMPSHIRE LAND AND COMMUNITY HERITAGE INVESTMENT PROGRAM FOR THE PURPOSE OF ASSISTING IN THE RESTORATION OF A HISTORICALLY SIGNIFICANT BUILDING ON MAIN STREET AND TO ACQUIRE A PRESERVATION RESTRICTION TO ASSURE THAT THE RESTORED FEATURES ARE MAINTAINED

The preceding Resolutions were passed October 22, 2002

David Rootovich, President

Approved October 23, 2002

Bernard A. Streeter, Mayor

R-02-128

URGING THE STATE LEGISLATURE TO ADOPT ENABLING LEGISLATION ALLOWING INTERMUNICIPAL AGREEMENTS FOR THE PURPOSE OF CREATING REGIONAL WATER DISTRICTS WITH BONDING AUTHORITY AND EMINENT DOMAIN AUTHORITY

R-02-129

RELATIVE TO THE TRANSFER OF \$3,700 FROM ACCOUNT #592-85011 "ANTICIPATED BOND INTEREST – NEW," INTO ACCOUNT #512-53025 "FINANCIAL SERVICES, CONSULTING SERVICES," FOR FINANCIAL CONSULTING RELATED TO THE PENNICHUCK WATER STUDY

City of Nashua

The preceding Resolutions were passed November 12, 2002

David Rootovich, President

Approved November 15, 2002

Bernard A. Streeter, Mayor

R-02-88

EXPRESSING SUPPORT FOR A GREATER CITY ROLE IN ADMINISTRATION OF THE BROAD STREET PARKWAY PROJECT AND URGING THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION TO IMPLEMENT A MEMORANDUM OF AGREEMENT TO ACCOMPLISH THIS PURPOSE

R-02-99

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT #342-6480 FOR A PLAY LEARNING/PARENT SUPPORT/HOME VISITOR PROGRAM

R-02-106

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$28,000 FROM HILLSBOROUGH COUNTY AS WELL AS CONTRIBUTIONS FROM AREA TOWNS AND OTHER MISCELLANEOUS REVENUES INTO SPECIAL REVENUE ACCOUNT 341-6406 "MEDIATION COMMUNITY EDUCATION SERVICES"

R-02-107

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$10,000 FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT #332-6309 "NASHUA FIRE RESCUE'S RISK WATCH PROGRAM"

R-02-108

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$14,000 FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT #332-6308 TO CREATE AND OPERATE A REGIONAL ADOLESCENT FIRE SCHOOL

R-02-111

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO THREE OFFICE SPACE LEASES AND MULTIPLE SHORT-TERM THEATER RENTAL AGREEMENTS AT 14 COURT STREET

R-02-112

EXTENDING CONGRATULATIONS TO THE NASHUA CATHOLIC REGIONAL JUNIOR HIGH SCHOOL GIRLS JUNIOR VARSITY SOCCER TEAM

R-02-113

EXTENDING CONGRATULATIONS TO THE NASHUA CATHOLIC REGIONAL JUNIOR HIGH SCHOOL BOYS JUNIOR VARSITY SOCCER TEAM

Municipal Government Report

R-02-114

EXTENDING CONGRATULATIONS TO THE NASHUA CATHOLIC REGIONAL JUNIOR HIGH SCHOOL GIRLS VARSITY SOCCER TEAM

R-02-115

EXTENDING CONGRATULATIONS TO THE NASHUA CATHOLIC REGIONAL JUNIOR HIGH SCHOOL BOYS VARSITY SOCCER TEAM

R-02-116

EXTENDING CONGRATULATIONS TO THE NASHUA CATHOLIC REGIONAL JUNIOR HIGH SCHOOL GIRLS CROSS COUNTRY TEAM

R-02-117

EXTENDING CONGRATULATIONS TO THE NASHUA CATHOLIC REGIONAL JUNIOR HIGH SCHOOL BOYS CROSS COUNTRY TEAM

R-02-118

EXTENDING CONGRATULATIONS TO THE BOY SCOUTS WHO HAVE ACHIEVED THE RANK OF EAGLE SCOUT

R-02-119

HONORING ALPHEUS BEALS, JR.

The preceding Resolutions were passed November 12, 2002

David Rootovich, President

Approved November 18, 2002

Bernard A. Streeter, Mayor

R-02-120

RELATIVE TO THE TRANSFER OF \$77,626 FROM ACCOUNT 597-86608 CONTINGENCY-NEGOTIATIONS, SCHOOL DEPARTMENT, INTO ACCOUNT 581-18001 SCHOOL DEPARTMENT – PAYROLL RESERVE FOR ADJUSTMENTS

R-02-121

RELATIVE TO THE TRANSFER OF \$15,932 FROM ACCOUNT 596-86512 CONTINGENCY RETIREMENTS – FINANCIAL SERVICES, INTO ACCOUNT 512-11533 FINANCIAL SERVICES FULL-TIME PAYROLL, PAYROLL ANALYST I

R-02-122

RELATIVE TO THE TRANSFER OF \$70,573 FROM ACCOUNT 597-86608 CONTINGENCY – NEGOTIATIONS, SCHOOL DEPARTMENT, INTO ACCOUNT 581-18001 SCHOOL DEPARTMENT – PAYROLL RESERVE FOR ADJUSTMENTS

R-02-123

RELATIVE TO THE TRANSFER OF \$21,889 FROM ACCOUNT 596-86576
CONTINGENCY RETIREMENTS – BUILDING DEPARTMENT, INTO
ACCOUNT 576-11083 BUILDING DEPARTMENT FULL-TIME PAYROLL,
SPECIAL PROJECTS MANAGER

R-02-124

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE
NASHUA ASSOCIATION OF SCHOOL PRINCIPALS THROUGH JUNE 30,
2004

R-02-125

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF LOCAL LAW
ENFORCEMENT BLOCK GRANT FUNDS IN THE AMOUNT OF \$34,661 INTO
SPECIAL REVENUE ACCOUNT #331-6284 AND THE TRANSFER OF \$3,851
FROM ACCOUNT #597-86607-9991 CONTINGENCY POLICE GRANTS INTO
SPECIAL REVENUE ACCOUNT #331-6284

R-02-126

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE
AMOUNT OF \$320,000 OBTAINED FROM THE UNITED STATES
DEPARTMENT OF JUSTICE, OFFICE OF COMMUNITY ORIENTED POLICING
SERVICES INTO SPECIAL REVENUE ACCOUNT #331-6283

R-02-127

ENDORING AND ENCOURAGING THE CREATION OF A REGIONAL WATER
DISTRICT, PROVIDING FOR MUNICIPAL ACQUISITION OF THE PUBLIC
WATER WORKS SYSTEM AND PURSUING POSSIBLE CITY MEMBERSHIP
IN A REGIONAL WATER DISTRICT ON MUTUALLY BENEFICIAL TERMS

R-02-130

EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS
MIDGETS FOOTBALL CHEERLEADING SQUAD

R-02-131

EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS
MIDGETS FOOTBALL TEAM

R-02-132

EXTENDING CONGRATULATIONS TO THE 2002 NASHUA HIGH SCHOOL
PURPLE PANTHER GOLF TEAM

Municipal Government Report

R-02-135

RELATIVE TO THE TRANSFER OF \$12,715 FROM ACCOUNT 591-86005 – GENERAL CONTINGENCY – INTO ACCOUNT 513-12024, 513-12064, 513-12108, 513-12132, 513-12213, 513-13016, 513-43005, 513-49075, 513-59115, 513-66020 – CITY CLERK – TO COVER EXPENSES INCURRED FOR THE MUNICIPAL SPECIAL ELECTION ON JANUARY 14, 2003

R-02-136

ESTABLISHING THE POLLING TIMES FOR THE JANUARY 14, 2003 MUNICIPAL SPECIAL ELECTION AND ISSUING PRECEPTS TO THE SELECTMEN OF THE RESPECTIVE WARDS

R-02-137

RELATIVE TO THE TRANSFER OF \$187,000 FROM ANTICIPATED BOND INTEREST – NEW ACCOUNT 592-85011 INTO CONSULTING SERVICES, FINANCIAL SERVICES DEPARTMENT – ACCOUNT 512-53025, TO HIRE CONSULTANTS TO CONDUCT PHASE II OF THE COMPREHENSIVE REVIEW OF PENNICHUCK WATER SYSTEM AND THE PUBLIC UTILITIES COMMISSION PROCESS AND POSSIBLE CITY ACQUISITION OF THE SYSTEM

The preceding Resolutions were passed November 26, 2002

David Rootovich, President

Approved December 2, 2002

Bernard A. Streeter, Mayor

R-02-109

CHANGING THE NAME OF THE PASSAGEWAY BETWEEN MAIN STREET AND COURT STREET KNOWN AS “AMERICAN LEGION WAY” BACK TO “LIBRARY WALK”

R-02-138

EXTENDING CONGRATULATIONS TO THE 2002 NASHUA HIGH SCHOOL PURPLE PANTHER GIRLS VOLLEYBALL TEAM

The preceding Resolutions were passed December 10, 2002

David Rootovich, President

Approved December 16, 2002

Bernard A. Streeter, Mayor

R-02-89

RELATIVE TO THE TRANSFER OF \$12,568 FROM ACCOUNT 556-53104 HIGH STREET PARKING GARAGE, CONTRACT LABOR – KINNEY INTO DPW PAYROLL ACCOUNT 557-11161 – PARKING MAINTENANCE, AND THE TRANSFER OF \$22,295 FROM ACCOUNT 558-53104 ELM STREET PARKING GARAGE, CONTRACT LABOR – KINNEY INTO DPW PAYROLL ACCOUNT 557-11160 PARKING MANAGER

City of Nashua

R-02-139

RELATIVE TO THE TRANSFER OF \$16,400 FROM ACCOUNT 591-86005
"CONTINGENCY – GENERAL" INTO ACCOUNT 575-75023 "LIBRARY
MAINTENANCE, GENERAL BUILDINGS AND GROUNDS"

R-02-143

HONORING FULCRUM ASSOCIATES FOR THEIR EXCELLENCE IN
CONSTRUCTION AWARD FOR THE PENNICHUCK JUNIOR HIGH SCHOOL
RECONSTRUCTION

R-02-144

CONGRATULATIONS TO THE NASHUA GIRLS SOCCER ASSOCIATION
(NGSA) GIRLS U-14 "SHOCKWAVE" TEAM

The preceding Resolutions were passed December 23, 2002

David Rootovich, President

Approved December 26, 2002

Bernard A. Streeter, Mayor

R-02-148

RELATIVE TO VOTER INFORMATION REGARDING THE SPECIAL ELECTION
TO BE HELD JANUARY 14, 2003

The preceding Resolution was passed December 23, 2002

David Rootovich, President

Approved December 27, 2002

Bernard A. Streeter, Mayor

R-02-133

NAMING A PORTION OF THE NASHUA HERITAGE RAIL TRAIL THE "MAX I.
SILBER TRAIL"

R-02-134

AUTHORIZING BOY SCOUT TROOPS 250, 272, 410, 19 AND 773 TO ADOPT
THE PORTION OF THE NASHUA HERITAGE RAIL TRAIL KNOWN AS THE
"MAX I. SILBER TRAIL"

R-02-140

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A FEMA
GRANT IN THE AMOUNT OF \$168,560 INTO SPECIAL REVENUE ACCOUNT
332-6310

The preceding Resolutions were passed January 13, 2003

David Rootovich, President

Approved January 15, 2003

Bernard A. Streeter, Mayor

Municipal Government Report

R-02-142

ADOPTING A MEMORANDUM OF UNDERSTANDING AMONG CERTAIN MUNICIPALITIES CONCERNING THEIR POTENTIAL AFFILIATION AS A WATER DISTRICT UNDER RSA CHAPTER 53-A

R-02-146

RELATIVE TO RESCINDING THE AUTHORIZATION GRANTED TO THE MAYOR AND CITY TREASURER BY RESOLUTIONS R-99-266 (PURCHASE AND CONSTRUCTION OF A BAILING SYSTEM) AND R-00-136 (CONSTRUCTION OF PHASE III OF NORTHEAST SEWER INTERCEPTOR)

The preceding Resolutions were passed January 13, 2003

David Rootovich, President

Approved January 16, 2003

Bernard A. Streeter, Mayor

R-03-149

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$12,000 FROM THE STATE OF NEW HAMPSHIRE GOVERNOR'S OFFICE OF ENERGY AND COMMUNITY SERVICES

R-02-150

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$15,000 FROM THE NEW HAMPSHIRE THE BEAUTIFUL ORGANIZATION

R-03-151

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

R-03-160

PROVIDING, PURSUANT TO RSA 38:6, FOR DETERMINATION OF THE PLANT AND PROPERTY NECESSARY FOR MUNICIPAL WATER UTILITY SERVICE AND AUTHORIZING THE MAYOR TO GIVE REQUIRED WRITTEN NOTICE TO THE UTILITY

The preceding Resolutions were passed January 28, 2003

David Rootovich, President

Approved February 3, 2003

Bernard A. Streeter, Mayor

R-02-145

ADOPTING THE CITY OF NASHUA WELFARE DEPARTMENT'S AMENDED GENERAL ASSISTANCE GUIDELINES

R-03-152

RELATIVE TO THE TRANSFER OF \$31,763 FROM ACCOUNT 596-86575
CONTINGENCY RETIREMENTS – PUBLIC LIBRARIES, INTO ACCOUNT
575-11042, PUBLIC LIBRARIES – ASSISTANT LIBRARY DIRECTOR

R-03-153

SUPPORTING THE MAYOR TO SEND A LETTER TO THE NEW HAMPSHIRE
CONGRESSIONAL DELEGATION CONCERNING CABLE TELEVISION RATES

R-03-157

RELATIVE TO THE TRANSFER OF \$124,341 FROM ACCOUNT 596-86531
“CONTINGENCY RETIREMENTS – POLICE” TO ACCOUNT 531-11900
“POLICE – FULL-TIME PAYROLL”

R-03-159

RELATIVE TO ESTABLISHING A “SUMMERFUN” EXPENDABLE TRUST
FUND AND ACCEPTING AND APPROPRIATING CONTRIBUTIONS AND
DONATIONS INTO THIS EXPENDABLE TRUST FUND

R-03-161

AUTHORIZING THE MAYOR TO INQUIRE AS TO AVAILABILITY OF CERTAIN
LAND FOR WATER SUPPLY AND WATERSHED PROTECTION

R-03-162

URGING THE STATE OF NEW HAMPSHIRE TO MAINTAIN FUNDING FOR
THE LAND AND COMMUNITY HERITAGE INVESTMENT PROGRAM

R-03-163

REQUIRING THE MAYOR AND CITY ADMINISTRATION TO PROCEED WITH
THE DEVELOPMENT OF A FACILITIES ASSESSMENT AND SPACE
UTILIZATION PLAN CONCERNING CITY HALL AND OTHER RELATED CITY
BUILDINGS

The preceding Resolutions were passed February 11, 2003

David Rootovich, President

Approved February 17, 2003

Bernard A. Streeter, Mayor

R-03-154

TO REJECT THE COST ITEMS OF THE FACTFINDER'S
RECOMMENDATIONS RELATIVE TO A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE INTERNATIONAL ASSOCIATION OF
FIREFIGHTERS, AFL-CIO, CLC, LOCAL 789 AND THE MAYOR AND THE
BOARD OF FIRE COMMISSIONERS OF THE CITY OF NASHUA

Municipal Government Report

R-03-155

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$68,376
OBTAINED FROM THE STATE OF NEW HAMPSHIRE, INTO SPECIAL
REVENUE ACCOUNT #331-6287 "DOMESTIC PREPAREDNESS EQUIPMENT
PROGRAM"

R-03-156

RELATIVE TO THE TRANSFER OF \$1,300,000 FROM ACCOUNT 970
"SCHOOL CAPITAL RESERVE FUND" INTO ACCOUNT 681-25 "ELM STREET
JUNIOR HIGH RENOVATION"

R-03-164

CONGRATULATIONS TO THE NASHUA PAL CROSS COUNTRY TEAM

R-03-165

AUTHORIZING THE MAYOR TO SIGN ON BEHALF OF THE CITY AS OWNER
OF LOT 577, AN "ESTOPPEL CERTIFICATE" TO WAIVE ENFORCEMENT OF
CERTAIN COVENANTS WITH RESPECT TO THE BUILDING ON LOT 634 IN
WESTWOOD PARK, CURRENTLY OWNED BY CORNING LASERTRON, INC.

The preceding Resolutions were passed February 25, 2003

David Rootovich, President

Approved February 27, 2003

Bernard A. Streeter, Mayor

R-03-169

ENCOURAGING THE GOVERNOR AND EXECUTIVE COUNCIL TO APPROVE
THE CONTRACT EXTENSION TO PARSONS BRINKERHOFF FOR THE
RETURN OF COMMUTER RAIL SERVICE TO NASHUA

The preceding Resolution was passed March 11, 2003

David Rootovich, President

Approved March 11, 2003

Bernard A. Streeter, Mayor

R-03-170

RELATIVE TO THE TRANSFER OF \$300,000 FROM ACCOUNT 591-86545
CONTINGENCY – WELFARE COSTS INTO ACCOUNT 545-97020 WELFARE
COSTS, RENT PAYMENTS

The preceding Resolution was passed March 11, 2003

David Rootovich, President

Approved March 16, 2003

Bernard A. Streeter, Mayor

R-02-147

REFUNDING THE IMPACT FEES PAID BY SSJ, LLC FOR HOUSING FOR THE ELDERLY AT THE COLONY CLUB OFF CONANT ROAD PURSUANT TO NRO SECTION 16-594

The preceding Resolution was passed March 25, 2003

David Rootovich, President

*Took Effect Without Mayor's Signature Seven Days After Passage
April 2, 2003*

R-03-158

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF CONTRIBUTIONS AND DONATIONS FROM VARIOUS SOURCES INTO SPECIAL REVENUE ACCOUNT 332-6309 "NASHUA FIRE RESCUE'S RISK WATCH PROGRAM"

R-03-167

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE DEPARTMENT OF JUSTICE, STATE OF NEW HAMPSHIRE, INTO SPECIAL REVENUE ACCOUNT 331-6286 "DOMESTIC VIOLENCE UNIT"

R-03-168

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$610,000 OF HOME PARTNERSHIPS FUNDS FROM THE NEW HAMPSHIRE HOUSING FINANCE AUTHORITY INTO SPECIAL REVENUE ACCOUNT 374-7009, FOR A SPECIAL NEEDS TRANSITIONAL RENTAL HOUSING PROJECT TO BE DEVELOPED BY THE NASHUA CHILDREN'S HOME

R-03-171

RELATIVE TO THE TRANSFER OF \$110,000 FROM ACCOUNTS 541-11048 – COMMUNITY SERVICES, FINANCIAL COORDINATOR (\$19,000), 541-11240 – COMMUNITY SERVICES, DIVISION DIRECTOR (\$36,500), 590-23542 – PRIOR YEAR ESCROW, PUBLIC HEALTH (\$27,500), 542-11484 – PUBLIC HEALTH, MEDICAL DIRECTOR (\$17,000), AND 542-11519 – PUBLIC HEALTH, NURSE PRACTITIONER (\$10,000), INTO ACCOUNT 545-97020 – WELFARE COSTS, RENT PAYMENTS

R-03-178

DESIGNATING SATURDAY, APRIL 12, 2003 AS NATIONAL YOUTH SERVICE DAY IN NASHUA, NEW HAMPSHIRE

The preceding Resolutions were passed April 8, 2003

David Rootovich, President

Approved April 10, 2003

Bernard A. Streeter, Mayor

Municipal Government Report

R-03-175

RELATIVE TO THE TRANSFER OF \$28,642 FROM ACCOUNT 596-86553
"CONTINGENCY RETIREMENTS – STREETS" TO ACCOUNT 553-11078
"OPERATIONS MANAGER -- STREETS"

R-03-180

RELATIVE TO THE TRANSFER OF \$26,397 FROM ACCOUNT 597-86605
CONTINGENCY – NEGOTIATIONS, INTO ACCOUNT 531 – 11900 POLICE
DEPARTMENT, FULL-TIME PAYROLL

R-03-181

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE NASHUA POLICE COMMISSION AND THE
NASHUA POLICE SUPERVISORS ASSOCIATION THROUGH JUNE 30, 2005

R-03-192

OFFICIALLY NAMING THE BASEBALL FIELD AT ROUSSEL-GARDNER PARK
"ROGER R. BOYER FIELD"

The preceding Resolutions were passed April 22, 2003

David Rootovich, President

Approved April 29, 2003

Bernard A. Streeter, Mayor

R-03-174

RELATIVE TO THE TRANSFER FROM ACCOUNTS 505-81008 "FUNDING
FOR THE ARTS" AND 590-23505-6148 "PRIOR YEAR ESCROW – FUNDING
FOR THE ARTS" INTO VARIOUS ARTS ORGANIZATIONS ACCOUNTS

R-03-176

AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY
DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS
GRANT, FISCAL YEAR 2004

R-03-177

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$4,000
RECEIVED FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF
RESOURCES AND ECONOMIC DEVELOPMENT, PARKS AND RECREATION
DIVISION, BUREAU OF TRAILS INTO SPECIAL REVENUE ACCOUNT #352-
6513 "MINE FALLS PARK BOARDWALK GRANT"

R-03-184

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF GRANTS IN
THE AMOUNT OF UP TO \$149,302 FROM THE FEDERAL TRANSIT
ADMINISTRATION OF THE US DOT AND UP TO \$131,801 FROM THE
DEPARTMENT OF HEALTH AND HUMAN SERVICES OF THE STATE OF

City of Nashua

NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 374-7242 FOR JOB
ACCESS AND REVERSE COMMUTE TRANSIT

R-03-185

AUTHORIZING THE MAYOR TO APPLY FOR AND ACCEPT A HUD SPECIAL
EDI GRANT IN THE AMOUNT OF \$180,000

R-03-186

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE
AMOUNT OF \$3,791 FROM THE STATE OF NEW HAMPSHIRE HIGHWAY
SAFETY AGENCY INTO SPECIAL REVENUE ACCOUNT 331-6288

R-03-187

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE CITY OF NASHUA, THE BOARD OF PUBLIC
WORKS, THE BOARD OF FIRE COMMISSIONERS, AND U.A.W. LOCAL 2232,
CLERICAL AND TECHNICAL UNIT FROM JULY 1, 2002 THROUGH JUNE 30,
2005

R-03-188

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE CITY OF NASHUA, THE BOARD OF PUBLIC
WORKS AND U.A.W. LOCAL 2232, PROFESSIONAL UNIT FROM JULY 1,
2002 THROUGH JUNE 30, 2005

R-03-189

RELATIVE TO THE TRANSFER OF \$318,670 FROM ACCOUNT 592-85011
"BONDED DEBT SERVICE, ANTICIPATED BOND INTEREST – NEW" TO
CAPITAL IMPROVEMENT ACCOUNT 653-37 "STREET PAVING PROGRAM"

R-03-190

RELATIVE TO THE TRANSFER OF \$293,308 FROM TRUST ACCOUNT 974
"DPW SNOW REMOVAL" (\$111,460), ACCOUNT 590-23553 "PRIOR YEAR
ESCROW – STREETS" (\$83,539), ACCOUNT 590-23555 "PRIOR YEAR
ESCROW – TRAFFIC DEPARTMENT" (\$64,612), AND ACCOUNT 590-23557
"PRIOR YEAR ESCROW – PARKING LOTS" (\$33,697) INTO ACCOUNT 553-
13004 "STREETS, PAYROLL, OVERTIME" (\$229,337), ACCOUNT 553-45260
"STREETS, ROAD SALT" (\$15,399), AND ACCOUNT 552-13004 "PARKS –
PAYROLL, OVERTIME" (\$48,572)

R-03-194

EXTENDING CONGRATULATIONS TO THE NASHUA HIGH SCHOOL GIRLS
BASKETBALL TEAM

*The preceding Resolutions were passed May 13, 2003
David Rootovich, President*

Municipal Government Report

*Approved May 14, 2003
Bernard A. Streeter, Mayor*

R-03-182

PROHIBITING INSTALLATION OF WALKING TRAILS OR OTHER DEVELOPMENT ON CERTAIN CITY-OWNED LAND SITUATED BETWEEN SPINDLEWICK DRIVE AND PROCTOR PARK WITHOUT A RESOLUTION BY THE BOARD OF ALDERMEN

*The preceding Resolution was passed May 13, 2003
David Rootovich, President
Took Effect Without Mayor's Signature Seven Days After Passage
May 21, 2003*

R-03-198

RELATIVE TO THE TRANSFER OF \$200,000 FROM ACCOUNT 591-86005 CONTINGENCY-GENERAL INTO ACCOUNT 545-97020 WELFARE COSTS – RENT PAYMENTS (\$125,000) AND ACCOUNT 545-97015 WELFARE COSTS – GENERAL ASSISTANCE (\$75,000)

*The preceding Resolution was passed May 27, 2003
David Rootovich, President
Approved May 28, 2003
Bernard A. Streeter, Mayor*

R-03-216

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF GRANTS IN THE AMOUNT OF UP TO \$45,000 FROM THE DEPARTMENT OF ENVIRONMENTAL SERVICES OF THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 374-7246 FOR CLEAN AIR QUALITY ACTION DAYS FARE REIMBURSEMENT

*The preceding Resolution was passed June 10, 2003
David Rootovich, President
Approved June 11, 2003
Bernard A. Streeter, Mayor*

R-03-193

PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO AUTHORIZING REVISION OF THE WARD BOUNDARIES BY ORDINANCE

R-03-195

RELATIVE TO THE TRANSFER OF \$58,392 FROM ACCOUNT 524-64040 "COMPUTER SOFTWARE" INTO SPECIFIC MAINTENANCE ACCOUNTS

R-03-199

RELATIVE TO THE TRANSFER OF \$7,000 FROM ACCOUNT 561-64165 "EDGEWOOD CEMETERY – MAINTENANCE EQUIPMENT" (\$3,000) AND ACCOUNT 561-75023 "EDGEWOOD CEMETERY – MAINTENANCE, BUILDING AND GROUNDS" (\$4,000) INTO ACCOUNT 561-12153 "EDGEWOOD CEMETERY – SUMMER GROUNDSMEN"

R-03-200

RELATIVE TO THE TRANSFER OF \$100,064 FROM ACCOUNT 596-86531 "CONTINGENCY – RETIREMENTS, POLICE," INTO ACCOUNT 531-11900 "POLICE DEPARTMENT FULL-TIME PAYROLL"

R-03-201

RELATIVE TO THE TRANSFER OF \$59,075 FROM ACCOUNT 597-86605 "CONTINGENCY – NEGOTIATIONS" INTO ACCOUNT 531-11900 "POLICE DEPARTMENT, FULL-TIME PAYROLL"

R-03-203

ESTABLISHING AN EXPENDABLE TRUST FUND FOR PAVING

R-03-204

RELATIVE TO THE TRANSFER OF \$135,909 FROM VARIOUS DEPARTMENT OF PUBLIC WORKS PRIOR YEAR ESCROW ACCOUNTS INTO EXPENDABLE TRUST FUND ACCOUNT #978 FOR FUNDING PAVING

R-03-213

AUTHORIZING THE CITY OF NASHUA TO LEASE LAND AT 76 TEMPLE STREET FOR 99 YEARS TO SOUTHERN NEW HAMPSHIRE SERVICES, INC. FOR THE DEVELOPMENT OF A LOW-INCOME ELDERLY HOUSING PROJECT

R-03-214

NAMING THE OUTDOOR SITTING AREA OUTSIDE THE CITY CLERK'S OFFICE "IN MEMORY OF ELEANOR BENSON"

R-03-217

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$540 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 331-6289 "NASHUA DWI SATURATION PATROLS"

*The preceding Resolution was passed June 10, 2003
David Rootovich, President
Approved June 13, 2003
Bernard A. Streeter, Mayor*

Municipal Government Report

R-03-215

RELATIVE TO THE TRANSFER OF \$10,300 FROM ACCOUNT 592-85005
BONDED DEBT, BOND CERTIFICATION COSTS, INTO ACCOUNT 503-59100
BOARD OF ALDERMEN, MISCELLANEOUS SERVICES

The preceding Resolution was passed June 10, 2003

David Rootovich, President

*Took Effect Without Mayor's Signature Seven Days After Passage
June 18, 2003*

R-03-209

CHANGING THE NAME OF DEPARTMENT 517 – CITY HALL, TO BUILDING
MAINTENANCE – CITY ADMINISTRATION

R-03-210

CHANGING THE NAME OF DEPARTMENT 506 – TELEPHONE SYSTEM, TO
TELECOMMUNICATIONS

R-03-218

RELATIVE TO THE TRANSFER OF \$474,954 FROM EXPENDABLE TRUST
FUND ACCOUNT 971 "PORTABLE CLASSROOMS" INTO ACCOUNT 681-34
"CAPITAL IMPROVEMENT – SCHOOL PORTABLE CLASSROOMS"

R-03-221

ESTABLISHING POLLING TIMES FOR THE MUNICIPAL MAYORAL PRIMARY
ELECTION ON SEPTEMBER 9, 2003 AND THE MUNICIPAL GENERAL
ELECTION ON NOVEMBER 4, 2003

R-03-226

RELATIVE TO THE TRANSFER OF \$300,000 FROM ACCOUNT 507-82901
"PENSIONS – TRANSFER TO CAPITAL IMPROVEMENT" INTO ACCOUNT
611-10 "CAPITAL IMPROVEMENT – ADMINISTRATIVE SERVICES – LONG
TERM SPACE SOLUTION"

R-03-227

RELATIVE TO THE TRANSFER OF \$37,000 FROM ACCOUNT 590-23597
"PRIOR YEAR ESCROW – CONTINGENCY NEGOTIATIONS" INTO ACCOUNT
590-23553 "PRIOR YEAR ESCROW – STREETS"

The preceding Resolution was passed June 24, 2003

David Rootovich, President

Approved June 26, 2003

Bernard A. Streeter, Mayor

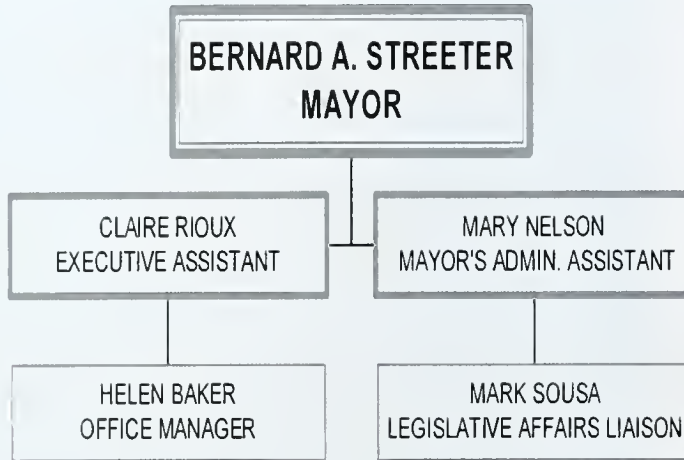


*DEPARTMENTAL
REPORTS
JULY 1, 2002
THROUGH
JUNE 30, 2003*

OFFICE OF THE MAYOR

Bernard A. Streeter, Mayor

ORGANIZATIONAL CHART



**Public Square, Nashua, NH
Between 1894 and 1901**

Source: Library of Congress Prints and Photographs Division. Call number LC-D4-12583<P&P>[P&P]. Reproduction number LC-D4-12583 (b&w glass neg.) Date based on Detroit, Catalogue J (1901) and on date of completion of church in background (1894).



Improvement of Parks with Environmental difficulties

The City engaged in the reconstruction of five city parks and recreational areas formerly used as municipal solid waste landfills. These parks were previously established in the early 1960's over landfills that received non-engineered soil caps. This project provided the establishment of five premier recreational facilities utilizing what was once viewed as a liability to the community.



Pennichuck Water System

The city is working in due course to purchase the Pennichuck Water System. This will result in Nashua and the surrounding communities being in a position to manage the water supply to ensure that one of our most precious resources will be sustainable for future generations.



One of the most significant problems facing our Nation today at both the state and local levels is the lack of affordable housing. Mayor Streeter created the **Mayor's Task Force on Housing** in August 2002. This task force consists of more than 30 representatives including members from the social service, business and development areas as well as private/public landlords, elected officials and employees.

Schools

Our public school system is one of the best in New Hampshire, due in large part to the commitment made by our community, administration, faculty, staff and elected officials. In October 2002, the Mayor formed the Nashua Stays in School Task Force. Nashua Stays in School was created to be an educational initiative designed to bring educators, parents, business leaders, elected officials and students together to create programs to decrease the drop-out rate, increase attendance and ultimately increase the number of

graduating seniors by raising community awareness of, and involvement in, the educational process.



Emergency Planning

Emergency planning focuses on different types of emergencies the City might face, and ensures that we are adequately prepared in the areas of protection and detection.

SummerFun Program

The City, along with business community funding, offered 85 family entertainment programs during the summer. These included the very popular Fairy Tail Festival and Children's Day. The NH Parks and Recreation Association recognized this program with the *Best Program Award 2002*.



ADMINISTRATIVE SERVICES DIVISION

Administrative Services Director

Maureen Lemieux

ASSESSING DEPARTMENT

Board of Assessors

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

The duty of the Board of Assessors is to see that department policies are in compliance with the laws and regulations of the State Department of Revenue Administration. The Board is ultimately responsible for all assessments and must review all applications for abatement. Regularly scheduled meetings of the Board are held the second and fourth Thursday of each month at 4:30 p.m. The meetings are open and public, but appointments are required for appearance before the Board and can easily be made by calling the department staff at 589-3040. Accommodating appointments at times other than Thursdays will be made if and when necessary.

Assessors Office

**Chief Assessor
Appraiser VI
Appraiser III
Appraiser II
Appraiser I
Administrative Assistant
Department Coordinator
Deeds Specialist
Plans/New Accounts Specialist
Data Collector**

**Angelo Marino
Robert Lakeman
Douglas Dame
Gary Turgis
Gregory Turgis
Jeanne Dunfey
Cheryl Walley
Louise Brown
Noreen Duxbury
Wynta Whitcher**

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

Municipal Government Report

The real estate market continued to be strong in the Nashua area throughout 2003 but some changes have been noted. While marketing times have begun to stabilize, inventory of available, affordable housing is still low. Favorable financing has been a positive factor in the movement of real estate this year as in the past. The Housing shortage continues to fuel the development of new subdivisions with three new major subdivisions proposed this year with a total of over 100 new homes. The retail and service markets continue to be strong in the City. The Amherst Street area continues to be a major area of growth in the City. With the lack of available land and space on Daniel Webster Highway many retailers are turning to Amherst Street to locate. In addition, many retailers on Daniel Webster Highway have sought new presence in the City by also locating on Amherst Street with additional sites.

The City offers exemptions for the elderly, the blind, the disabled, building improvements for the handicapped, certain handicapped veterans, certain wood-burning furnaces, solar energy and wind-powered energy systems. The tax credit for veterans who qualify will be gradually increased in the coming years \$500. The tax credit for veterans who have a 100% permanent and total service-connected disability will be increased in 2004 from to \$2,000.

CITY CLERK'S OFFICE

City Clerk
Deputy City Clerk
Deputy Voter Registrar
Vital Statistics Clerks

Paul R. Bergeron
Patricia E. Lucier
Susan Wayne
Mary Cutter
Diana Perrault
Carol Silva
Colette Trempe
Esperanza Ward

Vital Records

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

Nashua continued its participation as a pilot site for the state's Vision 2000 program for the electronic filing and issuance of birth, death and marriage records. Under this program a growing number of communities are linked to a centralized, state database, which can then be accessed by any community linked to it in order to generate certified copies of the record. This project is primarily funded by a portion of the revenues collected by local city and town clerks at the time they issue birth, death or marriage certificates.

Dog Licensing

The Office of the City Clerk continued an aggressive campaign to bring owners of unlicensed canines into compliance with state law and city ordinances. Over 7,000 dogs were licensed in 2002 – 2003 raising \$48,756 in license revenues. An additional \$9,975 was collected in fines from owners of dogs who failed to license their pets.

Uniform Commercial Credit Code filings

Effective July 1, 2001, state laws relating to lien filings changed as new Hampshire moved to adopt and implement the National Model Act for UCC Revised Article 9. Town and city clerks no longer receive filings or changes for UCC's. The only new filings to be accepted by the City Clerk are federal tax liens, state tax liens, hospital liens, town/city tax liens on manufactured housing, changes to any of these liens, and terminations for UCC's already on file with the City Clerk.

These changes impacted revenues. Financing statement recording revenues, which were at \$35,439 in 2000 – 2001, dropped to \$23,442 in FY02 and to \$20,822 in FY03. One significant change in the National Model Act is that financial filings now occur in the state of formation of the entity, not the state of the location of the assets. For example, an asset of *XYZ Store* doing business in Nashua would be filed with the State of Minnesota if that is the place of incorporation for *XYZ Store*. Under the previous law, the filing – and filing fee – would have been placed with the Nashua City Clerk's Office.

Elections

The NH General Election held on November 5, 2002, attracted the highest voter turnout in city history for a non-Presidential Election, resulting in a 36% increase over the number of ballots cast in the 1998 State General Election (25,530 ballots cast vs. 18,749.) In addition 1,869 voter registration transactions were conducted at the polls. This number includes new-voter registrations as well as previously-registered Nashua residents who had moved to new wards. This compares to 900 voter-registration transactions processed during the 1998 General Election. 1,444 absentee ballots were cast vs. 865 in 1998. Based on opening registration totals and the total number of ballots cast, 65.4% of Nashua's voters went to the polls in November.

Municipal Government Report

In addition to casting ballots for Governor, U.S. Senator, U.S. Congress, Executive Councilor, State Senators and Representatives, and County Officials, Nashua voters were asked to weigh in on two proposed amendments to the NH Constitution and to one proposed amendment to the City Charter. The Constitutional Amendment questions failed; the charter amendment question passed.

Constitutional Amendment Question No. 1, relative to *Court Rules and Administration*, would have added the following language to article 73-a of the second part of the NH Constitution: "The general court may also regulate these matters by statute provided that the general court shall have no authority to abridge the necessary adjudicatory functions for which the courts were created. In the event of a conflict between a statute and a rule, the statute shall supersede the rule, if not contrary to the provisions of the Constitution." This proposed amendment was adopted by the NH House of Representatives (290 "yes" votes to 48 "no" votes) and by the NH Senate (16 "yes" votes to 7 "no" votes. A two-thirds "yes" vote by the people who voted on the question was necessary for approval of the amendment. The question failed, 221,588 (yes) to 129,579 (no).

Constitutional Amendment Question No. 2 asked, "Shall there be a convention to amend or revise the constitution?" and appeared on the ballot because the Constitution requires the Secretary of State to pose this question to the voters if it has not been on the ballot in the past ten years. The question failed: 177,721 (yes) to 184,042 (no).

Question No. 3 was a proposed amendment to the City Charter, which asked voters to adjust the boundaries of Wards 4, 6, 7 and 8 in order to equalize the population of the wards for election purposes based on corrected U.S. Census data. The City needed to re-visit the ward boundaries approved by voters in 2001 after it was learned that the Census had not established its population tracts and blocks along voting district lines, as it should have. This problem occurred in a number of New Hampshire's cities. In Nashua, the biggest problem occurred in Wards 7 and 8. The Census treated Route 3 as Ward 8's eastern boundary instead of the Daniel Webster Highway. There were approx. 3,219 people living in this strip of land between the two highways. As a result, using population numbers provided by the NH Office of State Planning, the City had redistricted in 2001 thinking the populations in Ward 7 were 12,534 and 7,034 in Ward 8. The boundary error surfaced during the summer of 2002, while the NH Supreme Court was establishing new lines for State Senate Districts. The City and the Court agreed that Nashua now had 7,438 residents in Ward 7 and 11,816 in Ward 8. Corporate Counsel advised that the ward populations needed to be balanced closer to the average population of 9,623 residents per ward prior to the 2003 City Elections in 2003. The City Clerk advised the Mayor and Board of Aldermen that, upon passage of this proposed charter amendment, he would ask the Legislature to adjust House District lines to match up with the changes

City of Nashua

voters approved in City Ward lines. The question required a majority “yes” vote for approval, and the proposed charter amendment was adopted.

I would like to take this opportunity to acknowledge the hard work of our 45 elected Ward officials, 36 appointed Ballot Inspectors, 18 Voter Registrars, and our Board of Registrars. These election officials begin arriving at the polls by 5 a.m. and stay as late as 10:30 p.m.

In addition, I want to express my appreciation to the schools that host our polling places – (the administrators, faculty and staff are always gracious hosts); to Highway Department personnel who respond to our frequent requests to remove inappropriate political signage; to the Street Department employees who set-up and tear-down our voting booths; to all other municipal employees who have pitched in to assist our staff with the numerous calls for voter information; and to the local print and broadcast media for their efforts to educate voters about the candidates and our electoral process. I also would like to thank the Mayor and the Board of Aldermen for their support of the city’s programs pertaining to the conduct of elections and registration of city voters.

Our voting process would not run smoothly without their dedication.

Results – NH Direct Primary – September 10, 2002

For Governor

	Republican						Democratic	
	Benson	Haas	Humphrey	Keough	Kingsbury	Kroepel	Fernald	Hollingworth
Ward 1	398	7	314	308	4	1	210	221
Ward 2	320	6	257	248	3	1	176	129
Ward 3	303	1	242	181	3	2	209	185
Ward 4	134	0	129	76	2	1	108	110
Ward 5	402	6	272	263	7	5	192	231
Ward 6	207	4	171	108	2	0	171	157
Ward 7	138	0	158	97	2	3	133	153
Ward 8	313	8	267	202	3	2	228	168
Ward 9	325	4	271	215	10	4	170	186
Total	2540	36	2081	1698	36	19	1597	1540
NH:	56,099	759	42,698	51,461	877	578	34,683	27,777

Municipal Government Report

For United States Senator

	Republican			Democratic
	Smith	Stremsky	Sununu	Shaheen
Ward 1	521	21	487	339
Ward 2	416	10	410	303
Ward 3	359	15	357	374
Ward 4	211	9	120	225
Ward 5	500	28	428	401
Ward 6	305	13	182	313
Ward 7	237	8	159	280
Ward 8	411	17	376	670
Ward 9	418	12	399	337
Total	3378	133	2918	3242
NH:	68,608	2,694	81,920	57,995

For U.S. House – Second District

	Republican		Democratic	
	Bass	Douglass	Jackman	Swett
Ward 1	850	138	80	356
Ward 2	682	110	71	248
Ward 3	614	93	85	320
Ward 4	269	52	52	178
Ward 5	772	107	81	356
Ward 6	396	77	79	251
Ward 7	332	49	51	243
Ward 8	628	120	79	321
Ward 9	682	118	81	277
Total	5225	864	659	2550
District:	61,473	9,486	6,700	24,997

For Executive Council – District 5

	Republican Wheeler	Democratic Blaisdell
Ward 1	748	362
Ward 2	621	279
Ward 3	527	334
Ward 4	261	198
Ward 5	326	371
Ward 6	367	282
Ward 7	300	246
Ward 8	580	337
Ward 9	605	310
Total	4335	2719
District:	19,976	9,811

For State Senate – District 12

	Republican		Democratic
	Enright	O'Hearn	Bergeron
Ward 1	265	667	373
Ward 2	251	459	264
Ward 3	255	403	343
Ward 7	128	187	250
Brookline	226	289	155
Hollis	636	621	285
Mason	68	94	58
New Ipswich	217	268	121
Total	2046	2988	1849

For State Senate – District 13

	Republican Francoeur	Democratic Foster
Ward 4	258	181
Ward 5	590	305
Ward 6	333	271
Ward 8	534	309
Ward 9	623	297
Total	2338	1363

Municipal Government Report

For State Representatives [*] Asterisk denotes winner

District No. 59 – Ward 2 – three nominated

*Michael A. Balboni, r	407
*Robert S. Mercer, r	385
*Elenore Crane, r	332
Holly Harmon, r	311
Richard LaRose, r	194
*Leo A. Balzano, d	272

District No. 60 – Ward 3 – three nominated

*Paul Harington, r	493
*Nancy M. Ford, r	471
*Paul Vallerand, r	388
Lori A. Movsesian, r	1
*Robert Daigle, d	311
*Lori A. Movsesian, d	269
*Barbara D. Koumjian, d	242

District No. 61 – Ward 1 – three nominated

*Claire B. McHugh, r	709
*Paul LaFlamme, r	563
*Henry McElroy, r	559
Anthony P. Matarazzo, r	2
Ruth Ginsburg, r	1
Frank Pickett, r	1
*Ruth Ginsburg, d	352
*Anthony P. Matarazzo, d	282
*Frank Pickett, d	265

District No. 62 – Wards 4 and 6 – six nominated

*David J. Gleneck, r	522
*Kathleen Vincent, r	430
*Sandra Ziehm, r	407
*Elizabeth Van Twuyver, r	386
*Jane A. Clemons, d	407
*Cynthia P. Sweeney, d	387
*David E. Cote, d	379
*Debra Kudalis, d	361
*Roland J. Lefebvre, d	351
*Mary Gorman, d	350
Kathleen Vincent, d	3
David J. Gleneck, d	2

City of Nashua

District No. 63 – Ward 5 – three nominated

*William E. Mosher, r	346
*Nelson Allan, r	331
*Barry J. Palmer, r	315
E. Arthur Andres, r	212
Joseph W. DuBois, Jr., r	204
Alan Prince, r	199
F. George Andosca, r	1
Mary L. Andosca, r	1
*Angeline A. Kopka, d	284
*Mary L. Andosca, d	248
*F. George Andosca, d	228

District No. 64 – Ward 9 – three nominated

*Christine Furman, r	538
*Lawrence A. Artz, r	533
*Pamela Price, r	454
Dawn C. Piteri, r	317
*Mary Ellen Martin, d	277
*David L. Brody, d	231
*Jeffrey R. Richardson, d	231

District No. 65 – Wards 7 and 8 – six nominated

*Helen M. Baker, r	943
*Albert C. Cernota, r	934
*Alan Sewell, r	922
*Kenneth E. Fortune, r	912
Claudette R. Jean, r	11
(refused nomination)	
A.R. Theresa Drabinowicz, r	1
Joan H. Schulze, r	1
*Peter R. Cote, d	481
*Claudette R. Jean, d	468
*Chris Konys, d	461
*Bette R. Lasky, d	454
*A.R. Theresa Drabinowicz, d	447
*Joan H. Schulze, d	433

Municipal Government Report

For Hillsborough County Offices

	Sheriff		Attorney		Treasurer	
	Rep. Hardy	Dem Dionne	Rep. Coughlin	Dem. McDonough	Rep. Fredette	Dem. Duval
Ward 1	749	371	25	368	760	356
Ward 2	625	280	10	276	622	269
Ward 3	537	333	9	331	530	323
Ward 4	257	202	6	200	241	195
Ward 5	707	480	12	381	632	373
Ward 6	360	299	0	280	393	281
Ward 7	282	259	5	255	286	244
Ward 8	591	334	12	335	588	324
Ward 9	615	312	4	313	613	301
Total	4723	2870	83	2739	4665	2666
County:	32,107	15,823	564	16,217	31,027	15,550

	Register of Deeds	Register of Probate		Commissioner District 2	
	Rep. MacDonald	Rep. Rivard	Dem. Lombard	Rep. Charbonneau	Dem. Clemons
Ward 1	759	727	351	726	362
Ward 2	618	601	268	608	272
Ward 3	540	518	315	516	328
Ward 4	257	251	194	242	208
Ward 5	708	689	373	667	376
Ward 6	370	362	272	361	288
Ward 7	283	269	235	273	243
Ward 8	590	567	312	558	325
Ward 9	607	593	294	604	303
Total	4732	4577	2614	4555	2705
County:	32,220	31,707	14,845	7,489	3,895

City of Nashua

Results – NH General Election – November 5, 2002

For Governor

	Benson, r	Fernald, d	Babiarz, lib
Ward 1	2059	1493	135
Ward 2	1739	1037	87
Ward 3	1550	1171	108
Ward 4	760	737	73
Ward 5	1934	1253	113
Ward 6	1338	1072	82
Ward 7	960	718	75
Ward 8	1821	1262	96
Ward 9	1910	1139	96
City Total	14,071	9,882	865
NH	259,663	169,277	13,028

For U.S. Senator

	Sununu, r	Shaheen, d	Blevens, lib	Smith, write-in
Ward 1	1735	1889	97	19
Ward 2	1483	1351	48	4
Ward 3	1302	1489	64	9
Ward 4	596	942	46	16
Ward 5	1590	1657	74	18
Ward 6	1039	1398	86	14
Ward 7	766	977	25	10
Ward 8	1497	1646	56	13
Ward 9	1503	1598	63	11
City Total	11,511	12,947	559	114
NH	227,229	207,478	9,835	2,396

For U.S. House – Second District

	Bass, r	Swett, d	Babiarz, lib
Ward 1	1994	1638	84
Ward 2	1673	1146	55
Ward 3	1491	1286	76
Ward 4	704	837	41
Ward 5	1775	1467	79
Ward 6	1204	1248	73
Ward 7	896	836	43
Ward 8	1720	1404	69
Ward 9	1765	1325	68
City Total	13,222	11,187	588
NH	125,804	90,479	5,051

Municipal Government Report

For Executive Council – District 5

	Wheeler, r	Blaisdell, d
Ward 1	1789	1639
Ward 2	1546	1179
Ward 3	1346	1334
Ward 4	650	850
Ward 5	1643	1443
Ward 6	1123	1259
Ward 7	786	865
Ward 8	1477	1450
Ward 9	1591	1297
City Total	11,951	11,316
NH	42,810	37,286

For State Senate – District 12

	O'Hearn, r	Bergeron, d
Brookline	1113	532
Hollis	2201	1009
Mason	326	157
New Ipswich	1130	1477
Ward 1	2103	1074
Ward 2	1705	1268
Ward 3	1467	874
Ward 7	818	414
Total	10,863	6,805

For State Senate – District 13

	Francoeur, r	Foster, d
Ward 4	650	870
Ward 5	1707	1460
Ward 6	1138	1315
Ward 8	1449	1598
Ward 9	1600	1404
Total	6544	6647

For State Representatives

[*] Asterisk denotes winner

District No. 59 – Ward 2 – three elected

*Michael A. Balboni, r	1604
*Robert S. Mercer, r	1514
*Elenore Crane, r	1623
Leo A. Balzano, d	1183

District No. 60 – Ward 3 – three elected

*Paul Harington, r	1291
*Nancy M. Ford, r	1374
Paul Vallerand, r	1015
Robert Daigle, d	1244
*Lori A. Movsesian, d	1274
Barbara D. Koumjian, d	1039

District No. 61 – Ward 1 – three elected

*Claire B. McHugh, r	1770
*Paul LaFlamme, r	1841
*Henry McElroy, r	1663
Ruth Ginsburg, d	1584
Anthony P. Matarazzo, d	1504
Frank Pickett, d	1133

District No. 62 – Wards 4 and 6 – six elected

David J. Gleneck, r	1742
Kathleen Vincent, r	1612
Michael Christopher, r	1516
Sandra Ziehm, r	1331
Elizabeth Van Twuyver, r	1386
Kenneth A. Ziehm, r	1248
*Jane A. Clemons, d	2036
*Cynthia P. Sweeney, d	2048
*David E. Cote, d	2135
*Debra Kudalis, d	1828
*Roland J. Lefebvre, d	1839
*Mary Gorman, d	1847

District No. 63 – Ward 5 – three elected

*William E. Mosher, r	1547
*Nelson Allan, r	1551
Barry J. Palmer, r	1454
*Angeline A. Kopka, d	1516
Mary L. Andosca, d	1383
F. George Andosca, d	1148

Municipal Government Report

District No. 64 – Ward 9 – three elected

*Christine Furman, r	1709
*Lawrence A. Artz, r	1490
*Pamela Price, r	1546
Mary Ellen Martin, d	1335
David L. Brody, d	1009
Jeffrey R. Richardson, d	1004

District No. 65 – Wards 7 and 8 – six elected

Helen M. Baker, r	2160
*Albert C. Cernota, r	2202
Alan Sewell, r	2103
Kenneth E. Fortune, r	2033
*Peter R. Cote, d	2259
*Claudette R. Jean, d	2280
*Chris Konys, d	2208
*Bette R. Lasky, d	2646
A.R. Theresa Drabinowicz, d	2052
*Joan H. Schulze, d	2277

For Hillsborough County Offices

	Sheriff		Attorney		Treasurer	
	Hardy, r	Dionne, d	Coughlin, r	McDonough, d	Fredette, r	Duval, d
Ward 1	1855	1536	1594	1827	1997	1378
Ward 2	1564	1108	1389	1283	1673	988
Ward 3	1410	1217	1165	1502	1501	1104
Ward 4	618	854	570	915	711	756
Ward 5	1677	1364	1512	1548	1832	1193
Ward 6	1097	1239	992	1360	1375	1006
Ward 7	806	842	745	910	896	727
Ward 8	1585	1286	1390	1521	1699	1168
Ward 9	1665	1226	1454	1424	1776	1065
City	12,277	10,672	10,811	12,290	13,460	9,385
County	69,242	48,342	59,274	59,148	70,016	45,787

City of Nashua

	Reg. of Deeds MacDonald,r&d	Reg. of Probate Rivard, r Lombard,d	County Commissioner Charbonneau,r Clemons,d
Ward 1	3114	1882	1387
Ward 2	2452	1588	1007
Ward 3	2406	1444	1096
Ward 4	1328	662	785
Ward 5	2832	1717	1236
Ward 6	2133	1174	1114
Ward 7	1495	853	747
Ward 8	2638	1569	1211
Ward 9	2654	1658	1124
City	21,052	12,547	9,707
County	107,784	74,667	40,417

Constitutional Amendment Question #1: Court Rules and Administration

	YES	NO
Ward 1	1758	1161
Ward 2	1453	847
Ward 3	1290	932
Ward 4	688	523
Ward 5	1570	1005
Ward 6	1043	792
Ward 7	765	526
Ward 8	1582	964
Ward 9	1606	903
City	11,755	7,553
NH	221,588	129,579*

**Constitutional Amendment Question No. 2:
Calling a Constitutional Convention**

	YES	NO
Ward 1	1393	1664
Ward 2	1123	1298
Ward 3	964	1350
Ward 4	585	716
Ward 5	1232	1477
Ward 6	855	1117
Ward 7	602	793
Ward 8	1169	1470
Ward 9	1244	1383
City	9,167	11,268
NH	177,721	184,042*

Municipal Government Report

Charter Amendment: Amending the Boundaries to Wards 4, 6, 7 & 8

	YES	NO
Ward 1	2476	467
Ward 2	2265	392
Ward 3	1936	377
Ward 4	1143	251
Ward 5	2328	431
Ward 6	1557	379
Ward 7	1273	304
Ward 8	2319	468
Ward 9	2456	410
Total	17,753	3,479

Recounts After the General Election:

“The recount of Hillsborough County Attorney was appealed to the Ballot Law Commission. Then, an appeal was filed with the Supreme Court, who ruled John Coughlin the winner. Below, in the first column are the figures as officially returned to the Secretary of State. The second column contains the recount figures, and the third column contains the figures after appeals to the Ballot Law Commission. Asterisks designate the person elected.” (*NH Manual for the General Court. No. 58. 2003, p. 373.*)

State Senate District No. 13

Joseph A. Foster, d	6,616	6,647*
Bea Francoeur, r	6,543	6,544

Hillsborough County Attorney

John Coughlin, r	59,179	59,274*	59,270*
Peter McDonough, d	58,953	59,148	59,148

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	LEDGE STREET ELEMENTARY SCHOOL 139 LEDGE 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	NEW SEARLES ROAD ELEMENTARY SCHOOL 39 SHADY LANE

CITY OF NASHUA POLLING AREAS

Ward 1	BROAD STREET ELEMENTARY SCHOOL (Gym) 390 BROAD STREET
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Ward 8	BICENTENNIAL ELEMENTARY SCHOOL 296 EAST DUNSTABLE ROAD
Ward 9	NEW SEARLES ROAD ELEMENTARY SCHOOL 39 SHADY LANE

Municipal Government Report

NASHUA'S RESIDENT VITAL STATISTICS¹

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

¹ Deaths and Marriages: Nashua residents, any NH city or town. Births: within city limits, regardless of parents' residence.

City of Nashua

NASHUA'S RESIDENT VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
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	67,865
1981	665	942	2167	
1982	665	1044	2227	
1983	753	923	2197	
1984	676	974	2308	
1985	720	1010	2595	
1986	665	916	2676	
1987	765	921	2874	
1988	690	900	3017	
1989	682	899	3059	
1990	704	827	2993	79,662
1991	684	732	2758	
1992	727	711	2638	
1993	735	702	2650	
1994	730	747	2608	
1995	709	795	2572	
1996	735	753	2455	
1997	728	755	2416	
1998	740	663	2282	
1999	597	629	2257	
2000	670	662	2411	86,605
2001	649	721	2256	
2002	595	629	2356	

HUMAN RESOURCES DEPARTMENT

Human Resources Manager
Human Resources Analyst II
Human Resources Analyst I
Human Resources Generalist, P/T

Jane Joyce
Barbara Cote
Gary Diaz
Diane Denning

The mission of the Human Resources Department is to ensure that the standards of employment are applied in a fair and equitable manner to all employees and applicants in accordance to all applicable State and Federal rules and regulations. In addition, Human Resources provides comprehensive administrative support through personnel policies, professional development programs and general activities to all City departments consistent with organizational objectives.

The duties and responsibilities of Human Resources include, but are not limited to, recruitment, employee relations, budgeting, forecasting, staff development, staffing analysis, performance evaluation, and the implementation of programs, which further enhance the services rendered to the City of Nashua and its citizens. One of the primary goals is to ensure that all policies and procedures governing employment are implemented in a fair and equitable manner.

Human Resources has continued in its role as an active member of the City's Negotiating Team. The collective bargaining process was successfully concluded with the Professional Unit and the Clerical/Technical Unit of the UAW, Local 2232, with contracts signed on 30 May 2003 and 2 June 2003, respectively. HR is continuing to assist in the negotiation process with Local 789 of the IAFF (Firefighters), Local 365, of the AFSCME (Public Works), Local 633 of the Teamsters Union (Non-Sworn positions in the Police Department), and the Police Officers and Police Supervisors.

During this year, the Human Resources Department has continued to manage and/or track a comprehensive Professional Development Program to further enhance the abilities of City employees to continue to meet the operational needs of the City of Nashua in an effective and efficient manner. Several departments continue to ensure their respective employees are trained either through in-house efforts or through outside sources. Hundreds of employees received training, which included, but was not limited to: Sexual Harassment training, FLSA, FMLA, EAP, ADA, Performance Evaluation, and Spanish for the Workplace Workshops. The Nashua Police Department and Nashua Fire Rescue provide comprehensive programs to address issues related to public safety and issues related to supervisory and managerial positions in the public sector. The Public Works Division completed a year long mid-line supervisor program as a mentoring program to target personnel to assume the roles of management in the future. The last course in this series was completed February 2003. Our training goals for fiscal year 2004 continue to be to train staff in several areas

such as defusing hostile behavior/non-violent intervention/ homeland security, Spanish for the Workplace, and various supervisory, managerial, and communication workshops. Human Resources will continue to build on the Professional Development Program, which is a key element in a continuing effort to assist our employees in their efforts to provide the best service possible to Nashua and her citizens.

The on-going process of conducting an assessment of the Position Description Forms (PDFs) for citywide positions has continued. Basically, the work as a result of the re-organization of the Community Development Division and the Financial Services Division has been completed. HR is continuing in the effort to ensure that all PDFs accurately reflect the duties and responsibilities of each position. The results of this effort have proven to be very beneficial to both city managers and HR in the classification, recruitment, and daily management processes.

Regarding recruitment during this year, 2,381 applications for employment were reviewed and processed by Human Resources. These applications for employment do not include those applications received by the Public Library, the Police Department for Uniformed/Sworn Police positions, and the Nashua School District. Human Resources posted a total of 69 job postings for the public and 188 new persons were hired. During fiscal year 2002, the Human Resources website experienced a phenomenal degree of interest in employment with the City with over 69,712 individuals visiting our website, an increase of over twenty-two thousand. This approach to recruitment has not only enabled us to attract a much larger number of applicants but also provides a more experienced and diversified pool of candidates as well.

The total number of persons (excluding the School Department) employed by the City of Nashua as of June 30, 2003 was 834. The total number of positions funded for fiscal year 2003 was 895.

PURCHASING DEPARTMENT

Purchasing Manager
Purchasing Agent II
Purchasing Agent I
Printing Technician
Mail Messenger

Janice A. Tremblay, C.P.M.
Mary Sanchez
Carole Gaffney
Ralph B. Jackson
Carole Gaffney

The Purchasing Department's web page continues to serve the City and its potential suppliers in a cost-effective and timesaving manner. Many suppliers consult the page on a daily basis to stay in touch with new bidding activities. We continue to build a database that will give us the ability to provide electronic mailing of bid requests directly to the supplier's contact. These combined efforts have allowed us to shorten the length of time required for the bidding process

and to save taxpayer money that was previously spent on paper and postage. Updates are posted to the site following a bid opening, providing feedback to suppliers without the necessity of calling the Purchasing Department.

During FY2003, the department processed 4400 purchase orders. Seventy-five sealed bid requests were handled through this office. We continue to work with our Information Technology Department to re-engineer the requisitioning/purchasing process to save resources.

Ralph Jackson, the city Print Shop Technician, continues to provide cost effective, timely printing and graphics services to all city departments. Annual activity continues to exceed 4 million ink impressions and includes this City Annual Report, the City budget, and an assortment of printed items, forms and reports.

BUILDING MAINTENANCE

Building Manager

Building Maintenance Specialist

Custodian III

Custodian II

Custodian I

Custodian I (Part Time)

Ron E. Jenkins

Roger J. Bertrand

Kevin Teeboom

Edward S. Leary

Robert Fernandes

Steve Bibbo

We continued our ongoing efforts to improve the appearance and efficiency of City Hall with a major renovation to the Motor Vehicle Registration area and the Tax Collector's offices. We continue to be challenged by space constraints and older systems within the City Hall building.

Our Building Manager and Custodian III continue to spend many hours at the City-owned building at 14 Court Street. Support at this building as well as the Hunt Memorial Building includes plumbing, electrical and HVAC issues. Major upgrades to lighting, especially in the theater area, were undertaken this year. In addition, the public restrooms on the lower level were renovated, including the installation of new fixtures and walls.

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

EDGEWOOD CEMETERY

A second water well for the cemetery was drilled and a pump installed to supplement the supply from the first well. As part of the development of the eastern side of the cemetery this will also be used to bring water to additional areas that are currently being supplied from the public water supply.

A compressor with jackhammer was purchased to replace the 1978 model that had been being used.

During the year there were a total of 134 graves sold as follows; 1 – 6 grave lot, 15 – 4 grave lots, 26 – 2 grave lots, 12 single graves and 2 - 2 grave cremation lots. There were a total of 110 interments performed; 76 adults, 31 cremations and 3 infants.

Thomas A. Maffee, President

Allan M. Barker

Norman E. Hall

Morgan A. Hollis

George B. Law

Douglas M. Barker, Secretary

James S. Chaloner

Philip L. Hall

Brian H. Law

Kenneth Spaulding (died Feb 2003)

COMMUNITY DEVELOPMENT DIVISION

Director
Business Coordinator
Administrator

Katherine Hersh, AICP
Jean Lyons
Denise Coglin

Mission

The mission of the Community Development Division is to guide the City of Nashua and its citizens in its pursuit of a clear vision for its future and to provide the framework and mechanisms for the city and private sector to implement that vision.

Goals

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

Adequate and Competent Staff – to attract and maintain an adequate and competent workforce to provide the quality and quantity of services delivered to the public

Quality Working Environment – to provide an environment that stimulates productivity and reflects our pride in our work and ourselves

Education Outreach - to proactively educate the general public regarding community development resources, regulations, services and procedures

Professional Identity - to build the Community Development Division's identity in the community and region

Quality of Service / Public Involvement – to be recognized as a resource to other city departments and to citizens and to lead the city to implementing its vision

Technology - to maximize the use of the latest technology tools to increase our efficiency and effectiveness

Strategic Orientation – to have focus, vision and well-ordered priorities; to function within a sound master plan; to be innovative and creative; to think outside of the box

Quality Working Environment

In FY02 the Quality Working Environment Team surveyed Division staff regarding the HVAC, office appearance, lighting, space, maintenance, etc. Results of the survey indicated a need for improvements. The Team presented their findings to the Mayor and Director of Administrative Services. The Division requested funds from the Capital Improvements Program to address the needs identified in the survey. The Business Coordinator successfully applied for

technical assistance from the Dartmouth College Library to assess our archival needs. The *Inlook Group* provided the assessment for the Division at no charge. A request was made for funds from Capital Improvements to create an archival system.

Technology

In FY03 the City entered into a contract with Municipal Software, Inc. to update the Division's software. Currently there is no comprehensive system that maintains all the information about each parcel in the same location. Information on violations, permits, easements, site plans, etc. is all kept separately. Updated software would create the opportunity for information to be readily available in one location and easily accessible for all of Community Development Division, as well as the Fire Marshal's office, the Engineering Department, and the Public Health Department. A team comprised of Community Development Division and Information Technology representatives have worked diligently with the consultant and the software is expected to go live in November 2003.

Personnel Changes

A number of personnel changes occurred in FY03. Jean Lyons' position was reclassified as Business Coordinator to better reflect Ms. Lyons' business responsibilities for the Division. Denise Coglin continues to offer administrative assistance for the Division on a part-time basis.

Daniel DeSantis vacated the Economic Development Director position in May to take advantage of a unique opportunity. Jennifer Mulstay joined the Office of Economic Development before Dan's departure to create and enhance the administrative and programmatic structure of the Department. Alan Manoiian assumed the Assistant Director of the Office of Economic Development position and responsibilities.

Bill Walsh retired after 17 years of dedication to the City in various capacities in the Building Safety Department, including Code Official. The Building Safety Department was reorganized and Tedd Evans and Bruce Buttrick both advanced to management positions. Mark Simard joined the Building Safety Department as an Inspector.

Karen Berchtold in the Planning Department earned her American Institute of Certified Planners certification.

Funding for Downtown

Thanks to Senator Judd Gregg, the Community Development Division received \$178,000 for the development of a façade restoration and preservation program for the city's historic downtown structures; for the development of a downtown public space design program to focus on decorative lighting, sidewalk trees and flowers and interpretive signs; and for the creation of a special events/arts/street performance program in the downtown district.

Great American Downtown

Mayor Streeter, Aldermanic President David Rootovich and Director Katherine Hersh participated in the development of a non-profit organization to continue to invest in the future of Downtown. The city's unsuccessful bid for NH Main Street designation was the impetus for the new organization, which continues the legacy of Destination Downtown. Great American Downtown is funded by the City of Nashua, by several large businesses, and by numerous small businesses and residents. In May 2003 John Mitterholzer was hired as the Executive Director of the newly formed organization.

Senior Activity Center

Mayor Streeter and Director Hersh worked diligently with the Senior Activity Center to determine the best alternative for the future of their facility. Fund raising for the addition to their 20-year old building was falling short of the costs. Many meetings beginning in November led to the Senior Activity Center partnering with Southern NH Services, who is pursuing HUD funding to build 43 affordable elderly apartments. Legislation was introduced to bond the capital costs of building a new 25,000 square foot Senior Activity Center.

St. Francis Xavier Church Task Force

The Diocese of Manchester announced early in FY03 the closure of St. Francis Xavier Church, St. Stanislaus Church and St. Casimir's Church. At the initiative of Mayor Streeter, the St. Francis Xavier Church Task Force was formed to seek re-use alternatives for this important City structure. Built in 1898 with the pennies and nickels of the poor French Canadian families surrounding it, St. Francis Xavier Church has stood for over a hundred years as the symbol of people's determination and resolve. It is the core of a neighborhood and city with a rich history of spirit and drive. The Community Development Division is responsible for the administration of the Task Force.



DEPARTMENT OF BUILDING SAFETY

Building Official/Department Manager

Michael Santa, CBO

Building Permit Processing and Plans Review Team:

Plans Examiner (as of 1/21/2003)

Bruce W. Buttrick

Assistant Plans Examiner / Assistant Building Inspector

Mark Collins

Building Clerk

Sandra Bastien

Building Clerk

Marcia Wilkins

Construction Inspections Team:

Supervisor of Inspections (as of 4/7/2003)

Tedd Evans

Building Inspector

Russell Marcum

Electrical Inspector

Francis Leahy

Plumbing Inspector

Tedd P. Evans

Mechanical Inspector (as of 6/3/2003)

Mark Simard

Mission

The mission of the Department of Building Safety is to assure that the built environment meets the adopted codes.

Department Reorganization

The department went through some re-organization this year. The most significant change was the re-establishment of the position of supervisor of inspections, formerly known as the chief building inspector. This position's primary responsibilities are to coordinate the inspectors' daily work-load as well as to have a general knowledge of the status of all building projects; and to advise the building official accordingly. In April, Tedd Evans, the department's former plumbing inspector, was promoted into that position. Also, as part of the re-organization, Bruce Buttrick, the department's former mechanical inspector, was promoted into the position of plans examiner. This position was vacated by Michael Santa after he was promoted to Building Official. Both Tedd and Bruce have dedicated themselves to training and preparing themselves, so they might be ready for these advancements. Lastly, in June, Mark Simard was hired to replace Bruce Buttrick, as the department's mechanical inspector.

Mayor's Customer Service Award

Each year the Mayor gives out the Customer Service award to a member of the City's work force who has exhibited outstanding customer service. Sandy Bastien was nominated and selected as this year's recipient. Sandy has always gone out of her way to make the customers who come to our department very welcome. She was very deserving of this award.

Permit Technician Certification

The International Code Council has developed a certification program, which tests and certifies people in all aspects of code enforcement. One of the newer areas in which to become certified is in the area of permit administration. The permit technician is the person who manages the work as it comes into the office from the public. The work entails such tasks as data entry from permit applications, inspection scheduling, answering the public's questions, inter-department approvals, etc. Marcia Wilkins prepared and passed this certification exam this year and became the first building clerk in New Hampshire to receive this certification.

Staff Vehicles

It has been over 10 years since the City has supplied vehicles for use by the departments to conduct inspections. Instead it has chosen to have the staff use their own vehicles and reimburse them with stipends. This issue was again reviewed and it was proposed to the aldermanic budget committee that three vehicles be purchased this year, in an effort to start to transition back to using City owned vehicles. Unfortunately the request was not approved.

Training and Education

The training and education of our staff is always of prime importance to the department. Our profession is dynamic; new technology and new codes must be reviewed constantly. Our staff attends New Hampshire Building Officials Association meetings monthly and the New England Municipal Building Officials meetings annually. Our inspectors are all licensed or have received certifications through the ICC code organization. Currently our staff holds 4 state licenses and 30 different certifications. This year our staff accumulated over 100 hours of continuing education credit towards maintaining these credentials.

Construction

During FY 2003 4,023 construction related permits were issued, up from 3,685 the previous year. Of these, 1,228 were for structural work, 1,139 for electrical, 552 for plumbing, and 1,105 for mechanical (fire related permits are no longer counted or issued by this department). A total of \$361,509 in permit fees was collected. The total construction value amounted to \$68,801,665 of which approximately 51% was for residential construction and about 49% for nonresidential construction. A total of 133 new dwelling units were added, plus the conversion of one additional dwelling unit. This permit activity generated the performance of 10,020 inspections, up from 9,802 the previous year. The adopted codes require these inspections to be called at the initial, rough and finished stages of work.

City of Nashua

	<u>Number of Buildings</u>	<u>Number of Units/Rooms</u>	<u>Valuation of Construction</u>
New Residential Housing			
Single family detached	128	128	\$22,977,670
Single family attached (townhouses)	<u>1</u>	<u>5</u>	<u>522,000</u>
<i>Total new residential housing</i>	129	133	\$23,499,670
Demolitions/Razing of Buildings			
Single-family detached	9	9	
All other buildings/structures	<u>1</u>	<u>3</u>	
<i>Total demolitions/razing of buildings</i>	10	12	
	<u>Private Buildings</u>	<u>Public Buildings</u>	
New Non-Residential			
Amusement, social, recreation 2,600,000	1		
Churches, other religious			
Offices, banks, professional buildings	6		4,964,021
Schools, other educational 880,902	1		
Stores, consumer services	6		8,700,500
Other non-residential buildings (includes sheds)	96	1	322,887
Structures other than buildings (includes in-ground pools)	<u>28</u>	<u>..</u>	<u>539,600</u>
<i>Total new non-residential</i>	138	1	\$18,007,910
Additions/Alterations/Conversions			
Residential (includes unit conversions)	451	1	8,295,957
Non-residential, non-housekeeping	84		10,453,149
Residential garages/carports	<u>14</u>	<u>..1</u>	<u>297,500</u>
<i>Total additions, alterations, conversions</i>	549	1	\$19,046,606
Construction valued \$500,000 or more			
<i>Residential:</i>			
23 Fletcher Street – 5-unit apartment building			\$522,000
33 Tanglewood Drive – Single-family dwelling			600,000
491 Main Dunstable Road – Single-family dwelling			675,000
<i>Commercial:</i>			
<i>New</i>			
449 Amherst Street – Retail space			\$800,000
105 Daniel Webster HWY – Infinity Auto Dealership			510,000
6 Townsend West – NH Employment Security			1,146,619
8 Townsend West – Goddard School			880,902
600 Amherst Street - Target			3,900,000
15 Marmon Drive – 1400 Motors			1,028,000
283 Broad Street – Community Bank			712,379
580 Amherst Street – Texas Road House Restaurant			700,000

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0 Profile Circle – Medical Office	600,000
590 Amherst Street – T.J. Maxx	1,762,500
238 Main Street – Citizens Bank	1,300,000
101 Broad Street – Merrimack County Bank	1,171,518

Additions/Alterations/Renovations

268 Daniel Webster HWY - Bed Bath and Beyond	\$925,000
65 Spit Brook Road – BAE Systems/Teds Lab	750,000
38 Tyler Street – SNHMC Dialysis Center	2,000,000
2 Riverside Street – Ice Skating Rink	2,600,000
17 Tanquay Ave – Law Warehouse	548,500
2 Robinson Road – Windmill Development	750,000
116 West Pearl Street – Restaurant/Residential Units	500,000
230 Daniel Webster HWY – Applebees	650,000

Total building (structural) permits issued (911 residential, 325 commercial) 1,236

Total construction value for permits \$68,800,665

Includes:

127 Signs	
280 Miscellaneous/Out of Scope	\$7,904,305
2 Mobile home replacements	159,174
1 Dwelling units conversions	140,000

CODE ENFORCEMENT DEPARTMENT

Manager

Laura Games, Esquire

Code Enforcement Officer

Thomas Malley

Code Enforcement Officer

Nelson Ortega

Mission

The mission of the Code Enforcement Department is to assure compliance with city housing and zoning ordinances in order to protect the health and safety of the community, to protect the environment, to maintain property values and to promote an aesthetically pleasing environment.

Highlights of Fiscal Year (FY) 2003

During the period July 1, 2001 to June 30, 2002 we had the following enforcement activity:

HOUSING – More than 3720 (up 35 percent from FY02) inspections were conducted with 900 warnings and 396 violations being issued. No cases were prosecuted.

ZONING/BUILDING/SITE PLAN – More than 392 violations were issued. Of these 392, 4 were prosecuted in District Court.

Activities Directly Related to Goals

Increase zoning and site plan enforcement responsibilities of Code Enforcement Officers. Housing Code Enforcement Officers now also:

- Investigate illegal used car sales along West Hollis Street
- Work with the Solid Waste and Assessing Departments to resolve zoning issues, which are uncovered during implementation of the new trash collection system
- Address unregistered vehicles, unsafe construction sites, alleged illegal businesses and prohibited signage.

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

- The Code Enforcement Department continues to conduct drive-by inspections for zoning violations. If a building starts to look dilapidated, an inspection for housing code violations is scheduled.
- Code Enforcement's close work with the police department has resulted in new police officers being given instructions regarding code enforcement issues. This has helped us be more proactive because now police officers report code enforcement issues to us.

Continue to work with other departments and agencies to coordinate enforcement actions and to create innovative resolutions whenever necessary (Environmental Health, Police, Fire and Public Works).

- One Code Enforcement Officer continues to participate in the Code Team Detail with Environmental Health, the Police Department and Fire Rescue on Fridays. Since the Police Officer has recently been assigned full time for community policing issues, he will be available to us more often to assist with safety concerns, serving District Court Summonses, etc.
- The Code Enforcement Department also continues to work with Community Services when we feel that a building may be condemned and ordered vacated so that if people may be homeless as a result of the condemnation, appropriate resources will be made available if necessary.
- One Code Enforcement Officer continues to provide Spanish translation services for staff and other departments.

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

- The Code Enforcement Department continues to manually distribute our educational brochures on Housing Code Enforcement, Nashua's Sign Laws, Land Use Restrictions in Residential Zones and Code Enforcement Services. In addition, an appropriate brochure is sent out with each Notice of Violation.

Municipal Government Report

- Code Enforcement also attends Neighborhood meetings, gives informational presentations and distributes educational material after working hours whenever requested.

Continue to work with Urban Programs and social service agencies to help solve housing code problems.

- The Code Enforcement Department helped an elderly tenant get her heating fixed through Nashua Housing Authority. The Department also contacted Elderly Services and told them about the tenant because the tenant seemed confused and didn't know who her landlord was or whom she paid rent to.
- The Department has referred several tenants in financial need to welfare emergency funds when utilities have been shut off.

Awards and Recognition

The Code Enforcement Department received a letter of recognition in an awards ceremony from the Nashua Police Department for having uncovered dangerous and life threatening conditions within the City and bringing them to a successful resolution.

OFFICE OF ECONOMIC DEVELOPMENT

Director (through May 2003)
Assistant Economic Development Director
Project Coordinator (starting May 2003)

Daniel DeSantis
Alan S. Manoian
Jennifer Mulstay

Mission

The mission of the Office of Economic Development is to promote a diversified, sustainable and vibrant economic base that supports a high quality of life for Nashua residents and businesses. To implement the mission, the Office of Economic Development is responsible to enhance the economic viability of the City including:

- Maintain strong communications between the business community and the City of Nashua
- Foster opportunities for job retention and existing business expansion
- Promote employment diversity and growth through new business recruitment
- Encourage the continued enhancement and vitality of downtown Nashua as the focal point of the community and a desirable place to live, work, shop and conduct social discourse.

The following are programs and projects of the Office of Economic Development, consistent with its mission.

Downtown Master Plan

This extensive document provides a vision for residents, government, business owners and real estate developers to use as a framework for the positive growth of Downtown Nashua. The development of this plan began in late summer 2002 and was adopted by the Planning Board on May 1, 2003. The Board of Aldermen will consider a resolution to accept the Downtown Master Plan in early FY04.

Developed with extensive community input, the plan makes several recommendations to be implemented over ten years in the area of:

- The Nashua Riverfront
- Broad Street Parkway
- Center for Nashua Heritage and Future Technology
- Main Street South Streetscape
- Parking and one-way street issues

The implementation of this plan will enhance our already vibrant downtown with a diversified economy benefiting all residents of Nashua and solidifying the downtown as the soul of the region.

Revolving Loan Fund

The purpose of the City of Nashua Revolving Loan Fund is to provide the City's small businesses with "gap financing" in partnership with the community's private sector financial institutions. Seven loans have been made since January 1, 2003 for a total of \$400,000. A loan officer was contracted in August of 2002 and is working with the Office of Economic Development to service these loan portfolios.

Marketing and Branding

The Office of Economic Development contracted with Sullivan Creative, Inc. to develop marketing materials for the Office. The materials include a folder for materials, a tri-fold brochure, a web site and a template for single sheets of information to be included in the folder. Completion of the marketing materials is anticipated in Fall 2003.

Industrial Development Authority

The Industrial Development Authority held two meetings in 2003, establishing the role and goals of the Authority. It is available to assist in the development of industrial land, thus assuring an important manufacturing presence in the City.

Jackson Falls



The Office of Economic Development worked closely with the future owners of 48-52 Main Street, known to many as the former Goodale's Bike Shop. The City's goals were to preserve the opportunity for a Riverfront Promenade along the Nashua River, to assure quality development that reflects the unique historic context of Downtown, and to encourage private investment in Railroad Square. Initiated by the Planning Department and the Office of Economic Development, the City was successful in designating the property a Tax Increment Financing District to fund the completion of the Riverfront Promenade. \$70,000 was secured from the Community Development Block Grant (CDBG) to complete the architectural design and engineering for the section of the Riverfront Promenade from Main Street to the proposed new condominiums. \$45,000 was secured to assist the new owner to restore the historic facade of the Car House.

Historic Walking Tours

Alan Manoian again this year provided the City with several Thursday evening historic presentations on an informal walks. Planned walks included:

- The Nashua Manufacturing Company Mill Yard
 - The Working People's Neighborhood
 - The Main Street South/Harbor-Salmon Brook
 - The Temple/East Pearl Street Neighborhood
 - The French Hill Neighborhood/St. Francis Xavier Church
- Some of the tours unfortunately needed to be cancelled due to inclement weather.

Nashua Heritage and Innovation Center

The Heritage and Innovation Center will be a living, interactive, user-friendly, dynamic cultural/educational facility dedicated to inspiring future generations of Nashua inventors and innovators. The proposed 30,000 square foot Center will serve as a heritage tourism destination for the southern New Hampshire region, showcasing Nashua's finest historic inventions and products, as well as current and emerging Nashua technologies. The Feasibility Study, completed in Spring 2003, indicated that a Center would be successful in Nashua. It estimated the cost to be around \$16 million. Private support will be solicited to make the Heritage and Innovation Center a reality.

Brownfields Supplemental Grant

In 1999 the City received an initial grant from the Environmental Protection Agency to investigate and assist in the clean up of the Whitney Screw site on Broad Street and the Bennett Street site with the goal of turning these sites into productive tax producing ventures. The City successfully supported a private-public partnership turning the Whitney Screw site into tax producing retail property.

In 2002 an additional \$100,000 was requested and received allowing additional investigative work to be done on the Bennett Street site and the evaluation of 24 asbestos sites with the goal of developing remediation plans for the highest priority sites.

Included in this investigation was a Phase 1 site assessment for the Senior Activity Center site and the adjacent parking lot. This assessment was necessary for Southern NH Services to complete their application for HUD funds to build affordable senior housing in conjunction with the new Senior Activity Center. The City was pleased to be able to use this grant to leverage additional federal funds to benefit the City and its seniors.



The previous Coca Cola plant on Amherst Street became the site of the new Target store

PLANNING DEPARTMENT

Planning Director

Roger L. Houston, AICP, BOCA

Development Review Team

**Deputy Manager Development Review
Administrative Assistant I, Planning**

**Michael Yeomans, AICP
Christine Webber**

Zoning and Land Use/Sign Permit Team

**Deputy Manager Zoning
Administrative Assistant II, Zoning**

**Carter Falk, AICP
Linda Taylor**

Special Services/Technical Team

Planner III

Richard Sawyer, AICP, ASLA

(assists Director and Development Review Team)

Planner II

Karen Berchtold, AICP

(assists conservation committee, CIC, and special projects)

Planner I

Howard Coppari

(counter, assists development review and zoning)

Mission

The mission of the Planning Department is to provide the regulatory framework and leadership to guide the city in the process and maintenance of its vision and support of its respective boards and commissions.

Overview

The Nashua Planning Department experienced another robust economic year in Fiscal Year (FY) 2003 with numerous plan approvals, construction activity, significant implementation of the Master Plan by hiring consultant to update land use code ordinances, initiation of the East Hollis Street area plan, and lastly, the annual Capital Improvements Plan.

The Planning Department provides technical expertise and services in an advisory capacity as staff to the Nashua City Planning Board (NCPB), the Zoning Board of Adjustment (ZBA), Capital Improvements Committee, Nashua Historic District Commission, and the Nashua Conservation Commission. In addition to its regular daily functions and responsibilities, the Planning Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies during FY03.

Staff Reports

The Department completed 126 detailed reports or reviews on site plans, minor site plans and subdivision plans for the NCPB. The reports are delivered to the Planning Board prior to the meeting date. This process gives the Board better information to assist them in their decision process. The Department prepared ZBA reports on use variances to aid in their decision process. The Department

City of Nashua

processed 242 ZBA applications for variances, special exceptions and rehearing requests.

Nashua City Planning Board Applications

	<i>1st Qtr</i>	<i>2nd Qtr</i>	<i>3rd Qtr</i>	<i>4th Qtr</i>	<i>Total</i>
<i>Subdivisions</i>					
<i>Projects</i>					
Residential	6	9	6	7	28
Non-residential	3	2	0	4	7
Total	9	11	6	11	35
<i>Units</i>					
Residential	85	96	76	15	272
Non-residential	1	0	0	5	6
Total	86	96	76	20	278
<i>Site Plans</i>					
Planning Board	20	10	19	11	60
Administrative Review	11	5	6	9	31
Total	31	15	25	20	91
<i>Square Footage</i>					
Industrial/Office	56,867	980	36,832	88,420	183,099
Church/School	2,472	0	0	8,000	2,472
Commercial	57,507	3,774	19,292	10,397	90,970
Housing Units	1	0	51	76	128

Capital Improvements Program

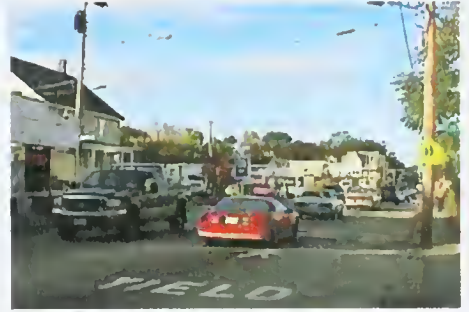
The Department is the primary agency responsible for providing staff support to the Capital Improvements Committee, which coordinates and prepares the Capital Improvements Budget and Six-year Plan. The Capital Improvements Committee is a subcommittee of the Nashua City Planning Board established by City Charter, Chapter 77a that annually recommends a fiscal year capital improvements program outlining long-range needs and anticipated expenditures. The Planning Director serves as a voting member of this Committee pursuant to City Charter.

Bond Rating Preparation

The most current statistics available were compiled by the Director and the planning staff in preparation of Nashua's Official Statement including history, population, economy, planning and development, housing costs, employment base, largest employers, retail sales, unemployment, building permits, and state tax receipts. This information and that contained in the Capital Improvements Plan were contributing factors in the City obtaining a favorable interest rate on its bond issues and saving the City on interest payments.

East Hollis Street Area Plan

The Planning Department, recognizing the need to plan for the future of this complicated and diverse area, successfully sought funding from the Federal Transit Authority for the East Hollis Street area plan. Pursuant to City laws, Von Grossman and Company was hired to assist the City, its citizens and its businesses, to analyze and make recommendations regarding transportation, land use, open space, train depot location, economic development and aesthetics. The Department worked diligently to encourage broad participation. A Steering Committee helped to guide the process. The Plan is expected to be completed in the autumn of 2003.



Miscellaneous Fees and Contributions

The Department assesses and collects school impact fees. In addition, the Department administers the collection of contributions for new subdivisions/site plans; sidewalk contributions and the Heritage Trails (UTA) fund accounts. Fees are charged for applications before the various boards and applications for Land Use and Building Permits and for copying records open to the public on request.

Transportation

The Department continues to be an active member of the Nashua Area Transportation Study (NATS) Technical Advisory Committee. This committee membership consists of representatives from the region's municipalities, and the state/federal transportation departments.

Land Use and Sign Permits

The Zoning and Development Review Teams reviewed 1403 land use permits and sign permits as part of the land use sign permit process, in addition to responding to numerous telephone inquiries and requests for information. The permits are reviewed for conformance to subdivision, site plan and zoning approvals, as well as the land use ordinances under the Department's jurisdiction.

Land Use Ordinance Rewrite

The Department received funding to proceed to hire a consultant to assess and rewrite the City's Land Use Ordinances mostly contained in NRO Chapter 16. This includes the subdivision, site plans and all zoning ordinances and other pertinent regulations. Freilich, Leitner & Carlisle, a well-respected national firm, was selected. A Steering Committee, with broad representation, including Planning staff, the development community, Conservation Commission, housing, regional issues, engineering, and others, worked with the Consultant to complete

a draft acceptable to the Committee in June 2003. It is anticipated this will be introduced and reviewed by the Aldermen in the future.

DES and LCHIP Grant

The Department was instrumental in the application and completion of the materials to garner \$450,000 in funding to acquire 100 acres of land at Deerwood Drive and N. Fork of Blood's Crossing (known as the Tamposi Land) for open space and water supply protection. This is adjacent to the 300 acres of land acquired in the previous year in the Pennichuck Pond Watershed area. It is anticipated the closing will occur early FY2004. Along with Irene West's donation of 80 acres in 2002, this will provide for nearly 500 acres of contiguous protected conservation land for the City.

Jackson Falls Project on Nashua River Downtown

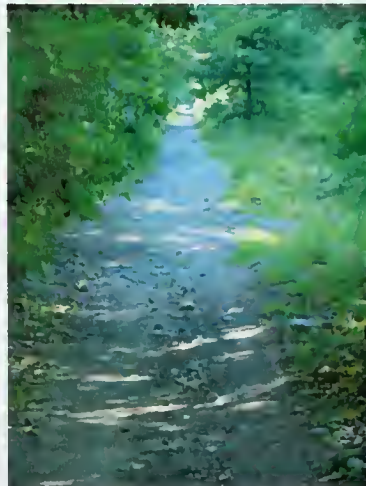
The Department played a key role in determining appropriate reuse of this parcel and proposed a financing mechanism to make it a reality. Anticipate a 22 unit residential building to be approved early next fiscal year. This project will lead the way to completion of riverfront walk system as envisioned since the 1990 Downtown Master Plan and subsequent plans.

Downtown Master Plan

The Department provided support to the Economic Development Department and their Consultant Urban Design Associates in the completion of the Downtown Master Plan update. The Planning Board adopted this plan in May 2003 and a resolution by the Board of Aldermen is anticipated in early FY04.

Trail Acquisition

The Department secured the municipal agreement with the New Hampshire Department of Transportation to acquire an abandon railroad line in the extreme southwest corner of Nashua that connects to the "Nashua Riverfront Trail" in the State of Massachusetts that is currently constructed from Nashua's border to the Ft. Devens/Ayer area in Massachusetts. This sale was completed with the deed anticipated in next fiscal year.



Permit Software

The Department provided key assistance in process to work with consultant on the implementation of a permit software system for the Department and the entire Community Development Division.

URBAN PROGRAMS DEPARTMENT

Manager

Paul Newman

Deputy Manager

Klaas Nijhuis

Project Specialist

John Slebodnick

Project Specialist

Robert Rice

Grant Management Specialist

Sheila O’Riordan

Administrative Assistant

Linda Jeynes

Background

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

- Affordable and decent, safe housing for families, the elderly and those with special needs
- Emergency shelter for the homeless
- Transit services for the mobility-impaired
- Facilities and services to provide education, job training, health, nutrition, and recreational assistance to those in need

The Department focuses its efforts on inner-city neighborhoods and the downtown, to assist in revitalizing them and to eliminate substandard housing and blighting influences. Many of the department's activities are accomplished with the cooperation and participation of other City agencies and departments, such as the Public and Environmental Health, Public Works, Building Safety and Planning Departments, the Nashua Housing Authority, and numerous local non-profit organizations.

Additionally, the Department oversees the operation of the Nashua Transit System (NTS), consisting of Citybus, Citylift and Access to Jobs services.

Statistical Highlights of Fiscal Year (FY) 2003

The Department oversaw expenditures totaling \$3,662,1676 in FY 2003, compared to \$5,058,996 in FY 2002. (FY 2002 expenditures included \$2,500,000 in fleet replacement costs.) Over 97% of these funds were from sources other than the City. Community Development Block Grant (CDBG) funds in the amount of \$951,959 were expended in FY 2003, compared to \$893,335 in FY 2002. The transit system operated at a cost of \$1,391,659 in FY 2003, compared to \$1,337,575 in FY 2002 (These figures include capitalized maintenance to comply with National Transit Database reporting requirements.) \$229,671 was expended on capital transit items. The volume of housing rehabilitation, including the HOME program, was \$690,226 in FY 2003, compared to \$235,477 in FY 2002.

Community Development Block Grant (CDBG)

HUNT MEMORIAL LIBRARY BUILDING – The Hunt Memorial Library Building, now used for a number of community activities, is located in the Railroad Square Redevelopment area. Along with private renovation efforts in this area, the City has made a substantial commitment to bringing this building back to its former glory. This year, windows in the main tower were replaced. The conditions prior to their replacement had presented a very significant public safety threat. At some time in the last forty years or so, fiberglass panels replicating leaded glass (the original material) were used to fill the many Gothic-style windows in the tower. Due to age and exposure to sun, these were cracked, and some large, jagged fragments were falling from a height of 25 feet or so into the main public circulation area below. Fortunately, no one had been injured. Temporary netting was placed over the windows until new, historically correct replacements were fabricated. As it happened, the low bidder teamed with a leaded glass specialist directly across the street from the Hunt Building, so there was a wonderful coming together of local industry, small business involvement, and historic restoration.

ADULT LEARNING CENTER – Adult Learning Center multi-year grant: During the fiscal year, interior renovations are underway.

RAILROAD SQUARE PARK RESTORATION – During the past several years Nashua's CDBG Historic Building Façade Restoration Program has served as a noteworthy catalyst for encouraging greater private investment and improvement within the urban blighted area known as Railroad Square.

Façade and commercial signage redesign improvements have been carried out on several structures in past years. This year, the City focused on the future of the former Goodale's building, which sits right at the Nashua River on Main Street. Redevelopment visions were created for prospective investors, with the possibility of façade restoration assistance from CDBG and an Economic Development Initiative grant.

The presence and application of CDBG funding has positively and tangibly resulted in a renewed appreciation and valuing of this long disadvantaged inner-city district. Life in Railroad Square has become safer, cleaner, healthier, prouder, and optimistically vibrant.

MEMORIAL FIELD LIGHTING – The City undertook the complete renovation of the baseball fields, basketball courts, walkways, drainage, and landscaping at Memorial Field on Ledge Street and North Seventh Avenue over the last 2 construction seasons. CDBG funds were applied to new and improved lighting for the ball fields. This will allow better use of the fields by all age groups after school, when nighttime otherwise curtails their use. The lighting was completed in FY 2003. This park is also the site of Al Savage Basketball courts, a street hockey rink, and a walking track. The walking track has been a big hit with

seniors who walk daily through the park. In the winter the basketball courts are flooded and are used for ice-skating.

LYONS FIELD – Activity on CDBG-funded improvements at Lyons Field (at Marshall and Allds Street) was initially held up as the City dealt with asbestos discovered on the site. This has been capped (through another funding source) and the entire field re-graded and loamed and seeded. The CDBG were used in FY 2002 to install fencing along the north side of the park to protect neighborhood homes from well-hit balls.

ROUSSELL AND GARDINER FIELDS – Improvements at Roussell and Gardiner Fields, both off Haines Street in the Crown Hill neighborhood, were held up to remediate hazardous subsurface conditions from its days as a landfill. This work is now complete (accomplished through other resources), and consideration is being given to using the balance of CDBG funds for a batting cage.

SULLIVAN PARK – In FY 2003, landscaping, re-grading, paving and replacement of obsolete equipment was undertaken at this park located at Marshall and Bowers Streets. CDBG funds are being used for purchase of equipment and materials only. Improvements will also include establishment of walking paths. Work is expected to be complete by October 2003.

SALEM STREET TOT LOT – This inner city park is located on Salem Street near Tolles and Cross Streets in an area called French Hill. Work has begun to enhance this park with new playground equipment, new lighting, benches and fencing repairs. There will also be paved areas with games painted on them as well as new landscaping. Construction is expected to be complete in November 2003.

BELVEDERE PLAYGROUND – This inner city park is located at Bridge and Union Streets and receives very heavy use by neighborhood children. Improvements were discussed with the children during a sandbox talk to determine what they would like to see in the park. New playground equipment, including a space net and new swings, and new benches and shade trees will highlight the improvements scheduled for completion by the spring of 2004.

BUS GARAGE – Funding was set-aside in several old CDBG grants to serve as the part of the local share of Federal transit funding to build a bus garage. The Nashua Regional Planning Commission (NRPC) completed their findings on the evaluation of possible sites, and the City selected the Four Hills Landfill. Preliminary design began in the fall of 2002, and it is intended to seek design/build proposals during the winter of 2003-2004. The City has included the balance of the local share needed for match of Federal Transit Administration funds in the Capital Improvement Program.

City of Nashua

HOME HEALTH AND HOSPICE – Flooring and heating repairs were accomplished in the prior year, and funds were drawn down in FY03.

PLUS COMPANY – The City made final payments in this program year for building envelope repairs to the Plus Company group home located on Harbor Avenue.

COMMUNITY COUNCIL – During this fiscal year heating systems repairs and asbestos abatement work were completed. Community Council serves the region's population with mental health issues.

NASHUA PASTORAL CARE CENTER – The City provided opportunity acquisition funds for the acquisition of the former Norwell Home at 12 Concord Street for use as housing for single mothers with newborns. CDBG multi-year capital projects monies were expended on the acquisition.

NASHUA SOUP KITCHEN AND SHELTER – Miscellaneous repairs at transitional housing units owned by the Nashua Soup Kitchen and Shelter, Inc. were completed.

AREA AGENCY – Heating system replacement, window replacements and miscellaneous interior renovations were completed at 3 Area Agency properties on Atherton Avenue, Beard Street and Upstone Drive.

NEIGHBORHOOD HOUSING SERVICES PROPERTY REPAIRS – The City assisted Neighborhood Housing Services of Greater Nashua (NHSGN) with exterior and porch repairs to their multi-family rental property located on Holman Street. Urban Program staff helped with in-kind labor to upgrade landscaping at the NHSGN rental property on East Pearl Street.

Human Services Program Support

Continuing support of the following programs, which principally benefit lower-income Nashua residents, was provided to 4 human service programs.

BOYS AND GIRLS CLUB OF GREATER NASHUA – \$18,000 was granted to the Boys and Girls Club of Greater Nashua to support their Hispanic Outreach Program. During FY 2003, the Boys and Girls Club served 476 Hispanic Youth. Greater than 60% of these were low/moderate income beneficiaries. Members participated in all areas of Club programs including games room activities, physical education, swimming, arts and crafts, and teen programs. Hispanic members were represented in all Leadership Programs, including Keystone Club, Teen Council, Torch Club, Jr. Staff, Swoosh Club and Los Amigos, which is a leadership program for teens that works to break down cultural barriers and negative stereotypes. Twenty-five members participated in the National Night Out Crime Walk. Forty Club members attended the J.C. Penney "I Can Achieve" rally to commit to doing homework and to ask adults for help when they need it.

Thirty-nine Latino members graduated from the Smart Moves drug and alcohol prevention program.

GREATER NASHUA COUNCIL ON ALCOHOLISM – The Greater Nashua Council on Alcoholism was awarded \$28,000 to assist with operating costs associated with provision of outpatient substance abuse counseling services to low-income persons. This past fiscal year, with all patient services combined, a total of more than 600 unduplicated individuals were served. Of these, 289 received outpatient counseling. 89% of beneficiaries are in the low-income category.

NASHUA SOUP KITCHEN AND SHELTER – \$38,300 was granted to the Nashua Soup Kitchen and Shelter in FY 2003 to assist with operating costs. During the year the organization assisted 700 persons, all of whom were in the extremely low-income category. The shelter provided a total of 11,774 bed nights, which is down from 12,285 in FY 2002.

NASHUA AREA HEALTH CENTER – The Nashua Area Health Center received \$45,000 in CDBG Funds for FY 2003. This agency provides low-cost, comprehensive primary health care services to low/moderate income Nashua Area citizens who either lack medical insurance or are under-insured. In FY 2000 the Health Center expanded its capacity in pediatric and adult care and experienced a 22% increase in prenatal patients over the prior year. Bilingual capacity was also increased to better accommodate the growing Portuguese and Hispanic population. In FY 2003, 4,150 unduplicated persons were served. Of these, 92% were in the extremely low-income category.

NASHUA CHILDREN'S HOME – After bidding out construction and site work on the property at 123 Amherst Street, it was determined that all funding would be targeted to that site, as costs exceeded the total CDBG funding planned over 5 years. Total contract costs were \$249,006.16, of which CDBG will eventually have contributed \$225,000.00. Work was finished and the new transitional home was occupied on June 7, 2002. It will be home to 4 young men, ages 16 to 18. A grand ceremony for the community was held on June 11. This facility will offer the youth of the Children's Home a real opportunity to transition successfully to adulthood upon aging out of the child protective/juvenile justice system. They will learn household budgeting, housekeeping, and meal planning and preparation.

Affordable Housing

HOME RENTAL HOUSING PROGRAM – Starting with the current Fiscal Year the City of Nashua receives a direct allocation of HOME funds from HUD. HOME projects meet the objectives of the program and conform to the intent as defined in the Consolidated Plan. In the past, the City has received a sub-allocation of HOME funds from the New Hampshire Housing Finance Authority.

City of Nashua

An allocation of \$550,000 from New Hampshire Housing Finance Authority's (NHHFA) Special Needs HOME Partnerships funds was awarded to the Nashua Children's Home for the development of 4 units of transitional housing for youth aging out of the child protective custody system. The City is administering the project for NHHFA, as it has done with past sub-allocations of HOME funds. The City is also receiving from NHHFA an additional amount (approximately 8% of the project value) of HOME funds for the purpose of administering this project.

HOUSING IMPROVEMENT PROGRAM (HIP) – Renovations to 5 single-family residences amounted to \$47,631 in total CDBG investment. Renovations in eleven multi-family units were funded with \$92,595 of CDBG monies. As this is a continuing program, other applications have been received during the program year and progress is being made on bid documents, awards and construction.

LEAD HAZARD REDUCTION – The Department was awarded an Economic Development Initiative grant from HUD. The EDI grant includes a component for lead hazard reduction, which will enable the City to continue assisting landlords and homeowners in removing lead hazards from the rental housing stock typically occupied by low and moderate income households. The EDI grant is also being used for other projects leading to safe and decent affordable housing opportunities for the City's low- and moderate-income households.

Public Transit

ACCESS TO JOBS – Ridership on Citybus continued to increase substantially with the addition of Access to Jobs service, funded entirely by grants. Routes had been reconfigured for greater convenience and to reduce waits for transfers from one route to another. Frequency of service was also increased in many areas of service. Application was made for funding to continue this new service for at least an additional 2 years. Funding was approved for the first of these 2 years, and expectations are positive for the ensuing year. Anne Brockway assumed the position of Mobility Manager, funded by this grant, as well.

BUS REPLACEMENT – Funding was authorized to acquire a 35-foot, low-floor, diesel bus to replace the one 1987 bus that had been retained. This larger bus will be used on routes where passengers must otherwise stand when all the seats are taken.

EVENING SERVICE – Planning began on extended Citybus service on weekday evenings. This service will commence next budget year, when a Congestion Mitigation and Air Quality grant will be available.

BUS GARAGE – After conducting an extensive search, the Four Hills Landfill was selected as the most promising site for a new, City-owned bus maintenance and office facility. It will be developed jointly with a Solid Waste Department equipment garage, achieving economies of scale in their construction. CMA Engineers was retained to prepare preliminary plans and design/build bid documents.

AUTOMATED SCHEDULING SOFTWARE – As part of the Job Access/Reverse Commute grant, an automated paratransit scheduling software program was purchased. After an extensive review of all vendors that responded to the City's request for proposals, RouteMatch software was selected as the winning proposer. The implementation of this software took place in December and January with a "go live" date of February 1st. This software has greatly reduced the time that the dispatchers take to schedule trips from approximately 6 hours per day down to twenty minutes. The software has also made the system run more efficiently and allowed for the use of one less van per day. One driver's position was cut from the budget due to this savings.

Economic Development

Last year a new Department of Economic Development was formed within the Community Development Division. This joins the activities of the former center for Economic Development and the Deputy Manager for Downtown Development. At this time, no CDBG funds are supporting the Department, other than anticipated repayments to the Revolving Loan Fund established some years ago. However, the Aldermen approved funding for 2 Economic Development undertakings, one for the design of a river walk connecting Main Street around the former Goodales Bicycle Shop to a soon to be developed condominium project along the Nashua River. The other project restores the façade of the former Bicycle Shop.

NASHUA CITY PLANNING BOARD (NCPB)

Chair	Bette Lasky
Vice Chair	Ken Dufour
Secretary	Robert Rheume
Member (term expired March 31, 2003)	Claire McGrath
Member	Steve Farkas
Member	William P. Slivinski
Alternate Member	Hugh F. Moran
Mayor's Representative Member	Malcolm (Mike) Lowe
Ex-Officio Member	Mayor Bernard A. Streeter
Ex-Officio Member	Eric Teitelman, City Engineer
Aldermanic Representative Ex-Officio	Kevin McAfee, Alderman
Alternate Aldermanic Representative Ex-Officio	Scott Cote, Alderman

Overview

The NCPB is a City Charter Board comprised of appointed and ex-officio members charged with assessing various City policies and programs. The Board advises the Board of Aldermen regarding public facilities and capital projects or improvements and formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are primary responsibilities of the Planning Board. The Planning Board also has legal duty

for the review and approval of all plans for the subdivision of land, and all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments.

Summary

During Fiscal Year (FY) 2003, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Mike Yeomans, Richard Sawyer, Chris Webber, Karen Berchtold and Howard Coppari), reviewed and approved 35 subdivisions and 91 site plans. Through these subdivisions the Planning Board approved a total of 272 residential lots and 18 non-residential lots. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees. The Planning Board appointed 3 of its members to sit on the Land Use Advisory Committee that was charged to update the City's land use ordinances (NRO Chapter 16). This was a key implementation recommendation in the City's Master Plan adopted in December 2001. Another important implementation of the City's Master Plan was an area plan for the East Hollis Street neighborhood. The Planning Board appointed a subcommittee to work with the Consultants (Von Grossman & Company in collaboration with Howard/Stein-Hudson Associates, Inc., RKG Associates, Inc., SAS/Design, Inc., and Michael Radner Design) to complete this area plan for East Hollis Street. This plan is anticipated to be complete in FY2004.

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair

Vice-Chair

Secretary

Member

Member (appointed 10-23-02)

Alternate (resigned on 6-4-03)

Alternate (went from Member to Alternate on 10-23-02)

Alternate (resigned on 9-17-02)

Alternate (resigned 8-5-02)

Alternate (appointed 11-26-02)

Alternate (appointed 6-24-03)

Kevin Milligan

Judy Nessel

Sean Duffy

Thomas Jenkins

Jay Coffey

Mark Malkasian

Susan Douglas

Cyril F. Chandler

Mary Ann Picard

John Edwards

Jonathan Currier

Overview

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

Summary

In Fiscal Year 2003 the Zoning Board of Adjustment considered 182 requests for variances, of which 24 were denied, also, there were 20 use variance requests, of which 4 were denied. There were 39 requests for special exceptions, with 6 denials; and 10 rehearing requests, of which 3 were granted. There was 1 appeal of a decision by the administrative officer, which was granted.

NASHUA CONSERVATION COMMISSION (NCC)

Chair	Kathryn Nelson
Vice Chair	Jack Currier
Clerk	Michael Glenn
Treasurer	Sara Osborne
Member	Karen Archambault
Member	James Banow
Member	Linda Bretz
Alternate Member (appointed June 2003)	Alex Duran
Alternate Member (resigned January 2003)	Rachel Maccini
Alternate Member	Jacqueline Trainer
Alternate Member	Kathy Vitale
Planning Liaison	Karen Berchtold, AICP

Overview

The Nashua Conservation Commission's (NCC) mission is to protect Nashua's natural resources as described in and under the authority of the 1991 City Wetlands Ordinance. The NCC works with city and state agencies to review the environmental effects of proposed activities in the protected wetlands and wetland buffers. Research is conducted by site walks, evaluation of reports written by licensed soil or wetland scientists, presentations by applicants, their representatives, abutters and other affected parties. The NCC then makes a recommendation to the Department of Environmental Services Wetland Board and the Zoning Board of Adjustment on the application. When NCC approval is granted for the project, stipulations are often made to the applicants such as mitigation, conservation easements, landscaping, etc. that allow the project to go forward while maintaining responsible stewardship of the environment and compliance with wetland laws, ordinances and regulations.

Major Projects

Major projects on which the commission worked in FY 2003 included:

- Continued work on the acquisition of the Northwest Conservation Land, including facilitating the development of the stewardship plan, approving an expenditure from the Conservation Fund to acquire a significant parcel from the Tamposi family and working with state agencies to obtain grants to assist in the acquisition

City of Nashua

- Continued an ongoing view of the renovations to Mine Falls Park, encouraging the inclusion of educational opportunities in addition to those planned for the Cove, reviewing plans for the re-build of the Mill Pond boat ramp and inspecting a possible wetlands violation created by the ice rink underground utility trench
- Continued the ongoing communication with the developers of the Gagnon Farm property to ensure that the significant wetlands in the area serve both the current wildlife residents and future homeowner residents
- Continued monitoring the planning of the commuter rail line, its parking lot and station on East Spit Brook Road
- Continued oversight of the airport Holden Farms development taking into account past "mitigation banking", construction plans and practices, new transportation security rules, wildlife safety and migratory bird nesting sites; worked with the contractor to assure its needs (gravel from existing roadway) and the needs of the environment (funds toward purchase of high-quality off-site wetland/upland off-site mitigation land rather than construction of a lower-quality artificial wetland) were balanced
- Continued negotiations with BAE Systems on their Canal Street complex as they attempt to keep up with the aging facilities and the impacts of their riverfront discharges
- Continued with the ongoing review concerning the northeast quadrant of the circumferential highway; participated in a joint meeting with Conservation Commissioners of the affected city and towns
- Reviewed and made recommendations to the proposed Land-Use Ordinance and iterations thereof
- Assisted the Southern New Hampshire Medical Center environmental planning for the new building on Northwest Boulevard adjacent to their redeveloped site
- Worked with the developer of the proposed Jackson Falls Condominium to find an ecologically-friendly way to justify work of this extent in the buffer; ultimately, a majority of the Commission determined that the project represented too great a threat to a prime wetland and recommended against its approval
- Re-visited the Railroad Square / Canal Street Combined Sewer Outfall project with suggestions of new technology; the DPW decided to continue with the project as previously approved
- Approved the plan to reconstruct the Salmon Brook culverts behind the Globe Plaza / Main Street Marketplace rehabilitation
- Began communication with the designers of the re-routing of Lincoln Brook as the result of the Nashua North High School project
- Began a review of the plans for a Wal-Mart retail store on Amherst Street that proposes to replace the detention ponds in the front of the property, constructed with the existing building, with one of a different design and capacity

- Approved the construction of a small wetland to replace a low-quality one that would allow the expansion of the Sells Mobil station on Amherst Street
- Began a review of the proposed re-development of the uncompleted Corning site on Northwest Boulevard; the Commission's position is that all mitigation and remediation required for the original construction are to be completed and any other measures required by new construction or new use(s) will be identified and are to be implemented
- Began a review of the expansion of the Senior Center on Temple Street
- Defined the makeup and duties of a Land Conservation Commission, to exist under the supervision of the NCC, which will regulate the use and monitor the stewardship of conservation land in Nashua
- Posted notice of and held an off-site meeting outside of the normal meeting schedule to set priorities for NCC duties, examine the Commission's place in the scheme of things and to clarify procedural rules

In addition to these major projects, the Commission inspects, studies and recommends in response to numerous applications from or violation reports concerning individual homeowners. The NCC also continues its educational role, including participating in Earth Day exhibits (weather permitting).

Conservation Land Designation

The Board of Aldermen passed legislation in FY03 creating the designation 'conservation land' and authorizing the Conservation Commission to create stewardship plans for conservation lands. The Conservation Commission designated sub-committee, called the Land Conservation Committee, to focus on conservation lands and make recommendations back to the Conservation Commission. The Land Conservation Committee will continue the work of the ad hoc Open Space Committee that has met for a number of years. The first property designated 'conservation land' is the Northwest Sanctuary.

Summary

Nashua Conservation Commission activities include:

- Reviewing dredge and fill applications
- Participating in and providing public education
- Preserving, protecting, and sometimes purchasing land for open space
- Participating in state and local legislation to protect our natural resources
- Obtaining conservation easements
- Mitigating for disturbed wetlands
- Working with the NH Department of Transportation (DOT) on highway projects

The NCC convenes on the first and third Tuesdays of each month at 7:00 p.m. in City Hall, except for the months of July and August when one meeting is held in each month.



The Northwest Conservation Area was the first to be designated 'conservation land' per Aldermanic legislation

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

Mayor (ex-officio)

Chairman, Resident, Historic District

Vice Chairman, Alderman-At-Large

Registered Architect

Local Non-profit Historic Organization

Nashua City Planning Board

Alternate

Alternate (appointed November 26, 2002)

Bernard Streeter

Dean Sena

Fred Britton

Michael Findley

Frank Mellen

Robert Rheaume

Les Blundon

Roberta Woitkowski

Overview

On July 9, 1980 the Nashua Historic District Commission was established by the Board of Alderman to enhance, recognize and strengthen Nashua'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 historic district.

Summary

With technical assistance from Planning Department staff, during Fiscal Year 2003, the NHDC reviewed and acted upon 7 building permit applications.



NASHUA REGIONAL PLANNING COMMISSION

The Nashua Regional Planning Commission (NRPC) provides transportation, land use, environmental, mapping and data planning services to twelve communities in the greater Nashua area. NRPC stands ready to assist its member communities with any issue of concern. We at the NRPC are grateful for the participation of Nashua's NRPC Commissioners: Frank Bolmarcich, Kathy Hersh, Bette Lasky, Robert Dion, Scott Cote, Kevin Gage, Brian McCarthy, and Steve Farkas. The following is a summary of our accomplishments for the period encompassing July 1, 2002 to June 30, 2003. More detailed information about these projects and NRPC's activities can also be found at www.nashuarpc.org

Transportation Planning

NRPC as the designated Metropolitan Planning Organization (MPO) for the region is responsible for developing and maintaining the region's transportation planning program. This includes soliciting, prioritizing and making recommendations on regional and local transportation projects that are funded through Federal or State sources. NRPC is responsible for developing the region's portion of the State's Transportation Improvement Program (STIP), maintaining the regional traffic model, and performing required air quality analyses. In addition, NRPC MPO funds are used to provide municipal technical assistance on transportation issues.

Broad Street Parkway Terminus Study

- Developed a highly accurate traffic-forecasting model for the City of Nashua for use in the Broad Street study. This model can be used in the future for traffic impact analysis throughout the community.
- Performed approximately 160 traffic volume counts to document existing traffic conditions.
- Performed 50 morning and afternoon peak hour turning movement counts.
- Analyzed transit trip patterns throughout the downtown area
- Conducted pedestrian and bicycle trip counts at approximately 50 locations.
- Prepared a parcel specific land use inventory
- Prepared a complete inventory of on and off street parking in the downtown area.
- Prepared an inventory of cultural, natural and historic features of the downtown area.
- Analyzed traffic impacts for 30 Broad Street Parkway alternative scenarios.
- Assisted city and consultant staff in the development and analysis of alternatives.
- Procured the Broad Street Parkway Terminus study consultant.
- Performed all required project management tasks.

Transit

- Performed an on-board transit survey and analyzed resulting data to assist NTS with route planning and other activities.
- Developed a complete transit plan for Nashua documenting future transit needs and identifying improvements.
- Analyzed transit ridership patterns for both fixed route and paratransit services.
- Met with low income and minority groups to solicit input on transit needs.
- Developed social services transit forum to improve communication between the transit system and human service providers.
- Participated in the steering committee for the East Hollis Street area plan and provided input on issues related to rail station development.
- Supported and updated the NTS transit webpage as part of the NRPC website.

Commuter Rail

- Conducted a complete land use study for the area surrounding the proposed Spit Brook Road Commuter Rail station.
- Facilitated meetings between NH DOT, consultants and Community Development staff on design issues related to the design of the commuter rail station.
- Prepared materials for the development of the Spit Brook Road Commuter Rail station as a public-private joint venture.
- Reviewed and commented on the commuter rail Preliminary Engineering and Environmental Assessment documents.

NH 101A Corridor Plan

- Completed the corridor plan and published the final report in consultation with Community Development department staff. The Corridor Plan included detailed recommendations regarding traffic improvements, site design and stormwater management for the corridor area.
- Provided review and comment on proposed developments in the corridor for the Community Development Department.

Other Transportation Activities

- Provided staff support to the Urban Trails Alliance.
- Conducted approximately 50 traffic counts at locations throughout Nashua.
- Reviewed and commented on the Downtown Master Plan.
- Facilitated input by the Nashua Conservation Commission on the Circumferential Highway Supplemental EIS.
- Updated and adopted the 2003-2022 NRPC Region Long Range Transportation Plan, Transportation Improvement Program and Air Quality Analysis. These documents are required for the development of priority projects for Nashua such as the southbound off-ramp for Exit 36, the NH 101A improvements and the Lowell – Nashua Commuter Rail extension.

Municipal Government Report

- Provided traffic counts in at least 10 locations in Nashua at the request of city staff.
- Began development of ITS architecture for region.
- Prepared application for NH DOT for federal transportation funding for Exit 36 southbound off-ramp.
- Represented Nashua transportation projects before state and federal elected officials.

Land Use and Environmental Planning

NRPC provides technical assistance on land use and environmental issues to planning staff and to the Planning Board and Conservation Commission.

- Played a key role organizing communities and exploring the issue of the formation of a regional water district.
- Acted as an intervenor in the Public Utilities Commission case regarding the Pennichuck Corporation and Philadelphia Suburban Water Company.
- Assisted with the formation of the Pennichuck Brook Watershed Council and provided staff support for that organization for the fiscal year.
- Conducted a detailed "build-out" analysis and conservation strategy for the Pennichuck Brook Watershed.
- Provided extensive technical assistance to local staff, planning board members and conservation commission members on all aspects of land use and environmental planning.
- Participated on the Mayor's Affordable Housing Task Force and provided technical assistance to the Chair.
- Hosted training for Planning Board members on the Phase II Stormwater Regulations, Shoreland Protection Act and Wetlands Protection.
- Maintained database of regional housing sales by community and summarized the results on our web-site.
- Worked with the Community Development Division to develop the Northwest Conservation Land Stewardship Plan.
- Coordinated with the Conservation Commission, Heritage District Commission and the Community Development Division to develop environmental, cultural and historical resources in need of protection. These resources will be included in the Regional Environmental Plan 2003.
- Coordinated with the Conservation Commission to develop mitigation options for the Nashua-Hudson Circumferential Highway Project.
- Worked with the Mayor's Office and the Community Development Division to recruit committee members for the Lower Merrimack River Local Advisory Committee.
- Assisted with identifying illicit discharges for development of the EPA Phase II Stormwater Regulations.
- Conducted a build-out of the New Hampshire portion of the Salmon Brook watershed using NRPC's Geographic Information System (GIS).
- Developed a GIS map required for the LCHIP application submitted for land adjacent to the Northwest Conservation Land.

- Compiled a grant application to update the Lower Merrimack River Corridor Management Plan, with support from the Conservation Commission and the Mayor's Office.
- Provided comments on Site Specific Applications for development within the Lower Merrimack River Corridor in Nashua through the Lower Merrimack River Local Advisory Committee.
- Completed a quality assurance protection plan and water quality sampling for the Mill Pond Water Quality Project.

Geographic Information Systems (GIS)

- NRPC maintains and operates a detailed geographic information system (GIS) utilizing PC Arc-Info and ArcView software by ESRI. The system includes an extensive database of environmental, land use and transportation related data for all twelve communities in the region. NRPC spends a significant amount of its resources ensuring the timely updating and accuracy of the system.
- Generated new base maps detailing soil, water and forest features.
- Updated Citybus maps and underlying data.
- Completed a series of updated maps for the Nashua Fire Department Management and Operations Plan.
- Updated database of conservation and protected lands.
- Inventoried vacant and available mill space for CDFA mill inventory.
- Developed map series and GIS data necessary for the Northwest Sanctuary Management Plan.
- Collected data and populated an inventory of available industrial space for the ProCure property management software.
- Mapped real estate transactions for the year 2002/03 to maintain a tool for monitoring housing sales trends.
- Prepared Census data in GIS form for City and GIS and planning staff.
- Updated the regional database of childcare providers.
- Met regularly with Nashua GIS staff to share ideas, processes and data.

FINANCIAL SERVICES DIVISION

Chief Financial Officer/Comptroller	Carol A. Anderson
Treasurer/Tax Collector	David G. Fredette
Accounting/Compliance Manager	Cindy J. Bielawski
Compensation Manager	Doreen Beaulieu
Financial Administrative Assistant	Kathy Anctil
Admin. Assistant/Payroll Operations Specialists (PT)	Jean R. Roth
Deputy Treasurer/ Deputy Tax Collector	Ruth E. Raswyck
DPW Billing Accountant	Denise Lieberman
DPW Collections Accountant	Nancy Naples
Customer Service Representative	Sylvie Corriveau
Revenue-Service Specialist	Dawn K. Roy
Customer Service Support – PT	Stella Bilodeau
Revenue Coordinator	Susan Martinelli
Compliance/Trust Coordinator	Lynn Thibodeau
Supervisor, Motor Vehicle Registrations	Pauline M. Lucier
Motor Vehicle Registration Coordinator	Janet Durand
Motor Vehicle Clerk – FT	Brenda Sullivan
Motor Vehicle Clerk – FT	Paulette Morgan
Motor Vehicle Clerk – FT	Sandy Desharnais
Motor Vehicle Clerk – FT	Ruth Anderson
Motor Vehicle Clerk – FT	Vacant
Motor Vehicle Clerk – FT	Becky Schrader
Motor Vehicle Clerk – PT	Norma I. Graceffa
Motor Vehicle Clerk – FT	Deborah Martel
Motor Vehicle Clerk – PT	Jeni S. C. Leonard
Traffic Violations Coordinator	Judy Miele
Senior Accountant/Auditor *	Rean Lam
Accountant/Auditor	Patricia A. Lyons
Accounts Payable Supervisor	Bernice N. Diggins
Accounts Payable Clerk	Fleurette Rioux
Accounts Payable Clerk	Patricia Deforte
Accounts Payable Clerk	Naomi Patch
Payroll Analysts II	Julie Marchese
Payroll Analysts II	Sue Hill-McCarthy

* Deputy Manager, Accounting, Compliance

The Financial Services Department consists of three distinct segments:

- **TREASURY/COLLECTIONS**
(Treasury, Tax/Collections, Motor Vehicle and Traffic Violations)
- **FINANCIAL REPORTING/COMPLIANCE**
(Accounting, Audit/Compliance, Accounts Payable)
- **COMPENSATION**
(Payroll, related Administration and programming)

TREASURY/COLLECTIONS/MOTOR VEHICLE & TRAFFIC VIOLATIONS

Treasury is responsible for processing all the "City's cash deposits" and investment of City funds. The Treasurer is responsible for investing the City's capital, maintaining banking relationships and disbursement of City obligations. The Chief Financial Officer and the city Treasurer are responsible for the management of the City's debt. The City maintained their financial outlook from rating agencies. The rating agencies continue to express a positive outlook for the City of Nashua. Our bond rating is Aa2 from Moody's rating services. Moody's stated the city's reserves will remain strong and should be maintained. The economy should retain its vitality with continued tax base growth, and the debt position will remain manageable. Conservative fiscal management and steadily growing reserves support the city's stable financial position.

Tax/Collections has the responsibility to bill and collect in excess of 52,000 property tax bills and approximately 72,000 wastewater bills. In addition, this unit also collects solid waste tipping fees and various fees/payments generated by special requirements. The unit is responsible for the collection and processing of the revolving loan fund administered by the city. The wastewater department continues to reflect strong fiscal management in building financial reserves that will benefit the city in the years to come.

Motor Vehicle and Traffic Violations primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. A record number of over 91,000 registration transactions were performed in FY2003. The parking violations bureau exercised a renewed effort to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect growth in the collections of parking fines.

The City of Nashua pioneered the mail-in vehicle registration system whereby renewal notices are mailed mid-month prior to the registration month. Again this year we have experienced long lines at City Hall with residents waiting to register motor vehicles at the end and beginning of each month. To avoid these lines, we encourage residents to mail in renewal papers. The City requires that all parking violations be paid prior to registration of any motor vehicle. In addition, the City has been cooperating with area towns in a reciprocal agreement to deny registration of any Nashua resident's motor vehicle with outstanding parking violations in other communities.

FINANCIAL REPORTING/COMPLIANCE

This segment is responsible for the accounting of all City expenditures including, tax-supported and fee-based appropriations, bond proceeds, federal/state/county grants, gifts and trust expenditures. It is inclusive of reporting, auditing and accounts payable functions for the City of Nashua culminating in bi-monthly warrants, and monthly and year-end financial reports.

Additional responsibilities include the preparation of the annual budget, which for FY03, including the Enterprise Funds, was approximately \$185,000,000. Melanson Heath & Company, PC, conducted the FY '03 external audit. Each fiscal year, the City of Nashua has strived to improve its overall financial operation and position. In FY 03 the City automated it's Capital Asset system (initially established in FY 02 by Maximus Inc) allowing us to produce in-house reports necessary for GASB 34 compliance.

The Accounts Payable function, as a separate function, processes all City obligations (exclusive of the School Department). Accounts Payable produces the bi-monthly warrants & vendor checks for both the city and school departments.

The Compliance function has added increased oversight of the City's financial resources. It results in greater accountability for all Divisions for their allocated funds. This is a critical function that will additionally result in the development of strong fiscal policies and procedures. With the growth in the annual budget, capital expenditures and bonding, grant awards, and trust and reserve funds, this function will experience more demands for compliance with federal, state, county and local rules and regulations. This function will be required to expand in order to meet that demand.

COMPENSATION

This segment is responsible for the compensation of approximately 2,700 employees, inclusive of all City and School District employees. Responsibility includes administration of and compliance with regulations relating to all payroll deductions inclusive of taxes, pensions, garnishments, union dues, etc. This segment plays an integral role in the collective bargaining process, including cost analysis and agreement implementation. It provides and analyzes payroll and payroll-related data for the City's annual budgetary process. Further, it provides and maintains the related database programming and ensures the accuracy of data entered. Programming for Human Resources is also incorporated into this function.

City of Nashua

SUMMARY INVENTORY OF VALUATION

LAND	\$1,585,684,900
BUILDINGS	3,868,667,383
PUBLIC UTILITIES:	
WATER	51,176,500
GAS	37,811,300
ELECTRIC	<u>59,158,400</u>
TOTAL VALUATION BEFORE EXEMPTIONS	\$5,602,498,483
EXEMPTIONS ALLOWED:	
BLIND	(\$1,006,700)
ELDERLY	(85,051,100)
SOLAR/WIND POWER	(155,500)
SCHOOL DINING/DORMITORY/KITCHEN	(300,000)
PHYSICALLY HANDICAPPED	(140,175)
TOTALLY & PERMANENTLY DISABLED	(\$3,850,400)
TOTAL EXEMPTIONS ALLOWED	<u>(\$90,503,875)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	<u>\$5,511,994,608</u>
LESS PUBLIC UTILITIES	(148,146,200)
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	<u>\$5,363,848,408</u>

STATEMENT OF APPROPRIATIONS

GENERAL GOVERNMENT	\$28,255,419
ADMINISTRATIVE SERVICES	4,139,861
PROTECTION OF LIFE AND PROPERTY	28,034,997
COMMUNITY SERVICES	2,440,160
PUBLIC WORKS DIVISION	9,118,184
PUBLIC SERVICES DIVISION	426,102
COMMUNITY DEVELOPMENT	1,317,631
PUBLIC LIBRARIES	2,154,434
SCHOOL DEPARTMENT	73,238,903
CONTINGENCY	581,000
CONTINGENCY - RETIREMENTS	1,500,000
CAPITAL RESERVE FUND	564,000
CONTINGENCY NEGOTIATIONS	1,490,798
BONDED DEBT SERVICE	17,788,393
CAPITAL IMPROVEMENTS	1,836,447
SOLID WASTE DISPOSAL	5,831,870
SEWERAGE DISPOSAL SYSTEM	<u>6,478,056</u>
TOTAL FY '03 BUDGET	<u>\$185,196,255</u>

Municipal Government Report
STATEMENT OF ESTIMATED REVENUES

FINANCIAL SERVICES	\$17,333,756
CITY CLERK'S OFFICE	172,485
BOARD OF ASSESSORS	5,000
POLICE DEPARTMENT	90,000
FIRE DEPARTMENT	13,960
EMERGENCY MANAGEMENT	22,500
COMMUNITY SERVICES	960
PUBLIC HEALTH DEPARTMENT	25,600
ENVIRONMENTAL HEALTH	105,050
WELFARE DEPARTMENT	45,000
PUBLIC WORKS AND ENGINEERING	70,183
PARKS AND RECREATION	35,100
STREET DEPARTMENT	1,242,237
PARKING GARAGES	244,500
PARKING LOTS	276,000
CEMETERIES	299,175
COMMUNITY DEVELOPMENT DIVISION	833,900
PUBLIC LIBRARIES	12,100
SCHOOL DEPARTMENT	34,083,954
MISCELLANEOUS	568,000
SOLID WASTE DISPOSAL	5,831,870
SEWERAGE DISPOSAL SYSTEM	<u>14,163,056</u>
	<u>\$75,474,386</u>

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PROPERTY TAXES ASSESSED

TOTAL APPROPRIATIONS	\$185,196,255
LESS REVENUES (1)	(58,627,145)
ADD: OVERLAY (ABATEMENT ACCOUNT)	2,011,062
HILLSBOROUGH COUNTY TAX	9,418,474
VETERANS EXEMPTION	427,300
FUND BALANCE APPLIED (5,400,000)	
AMOUNT TO BE RAISED FROM TAXES	<u>\$133,025,946</u>

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(1) Revenues adjusted for DRA Tax Rate Calculation

City of Nashua

TAX RATE HISTORY

FISCAL YEAR	MUNICIPAL	COUNTY	SCHOOL	TOTAL
2003	8.88	1.68	13.81	24.37 (1)
2002	8.51	1.74	13.35	23.60
2001	7.82	1.75	12.93	22.50
2000	6.64	1.70	13.01	21.35 (R)
1999	8.48	2.01	15.41	25.90
1998	8.96	1.93	17.76	28.65
1997	9.33	2.14	17.63	29.10
1996	9.39	2.30	18.51	30.20
1995	9.07	2.20	18.68	29.55
1994	9.14	2.15	17.61	28.90
1993	8.04	2.32	17.74	28.10
1992	7.89	2.48	17.92	28.30 (R)
1991	11.42	3.59	26.19	41.20
1990	11.23	3.59	23.98	38.80
1989	10.04	3.47	21.79	35.30
1988	8.36	2.83	19.41	30.60
1987	8.65	2.17	17.58	28.40
1986	9.20	2.03	16.77	28.00
1985	9.78	1.85	15.57	27.20
1984	9.28	1.73	16.69	26.70
1983	9.09	1.72	15.19	26.00
1982	9.20	1.50	14.90	25.60
1981	8.40	1.20	14.10	23.70 (R)
1980	19.40	3.30	35.00	57.70
1979	17.40	3.20	34.20	54.80
1978	18.60	2.70	33.50	54.80
1977	18.20	2.20	32.10	52.20

(1) Reflects calendar year 2003 rate or FY 04 rate.

HISTORY OF ASSESSED VALUATION

FISCAL YEAR	VALUATION
2003	\$5,363,848,408
2002	\$5,435,992,099
2001	\$5,331,857,935
2000	\$5,251,008,071 (R)
1999	\$4,073,784,799
1998	\$3,399,095,691
1997	\$3,705,861,192
1996	\$3,565,468,405
1995	\$3,555,575,845
1994	\$3,508,873,595
1993	\$3,463,299,556
1992	\$3,482,583,656 (R)
1991	\$2,238,774,141
1990	\$2,250,401,251
1989	\$2,230,037,778
1988	\$2,218,194,400
1987	\$2,089,387,100

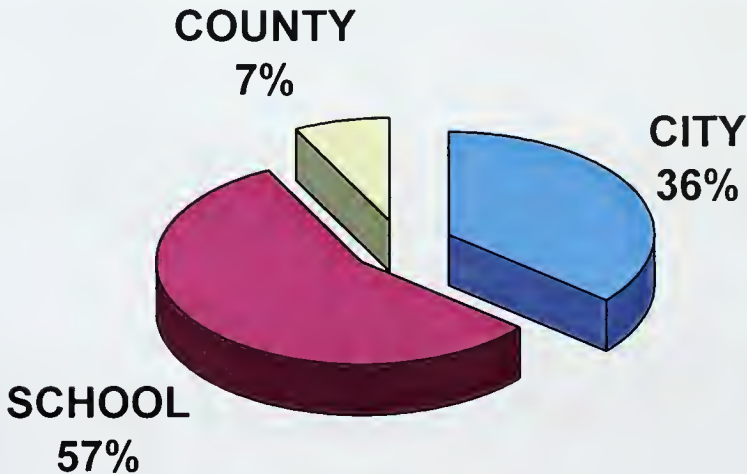
Municipal Government Report

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)

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'03, the City had long-term debt of \$118,796,632 for school related projects, \$27,868,094 for City, \$291,802 for Solid Waste Disposal and \$4,908,472 for the Waste Water Treatment Plant.

YOUR 2003 TAX DOLLARS



CITY OF NASHUA TRUST FUNDS

The City of Nashua currently has over 70 trust funds with a combined market value as of June 30, 2003, of over \$40.9 million. The purpose of some these funds include; scholarship awards for Nashua High School students, perpetual care for the City's cemeteries, capital equipment purchases, cultural enrichment for the City's citizens, and the Nashua Public Library, to name just a few. The city's trust funds must be invested pursuant to the provisions in RSA 31:25. Information regarding this and other state statutes concerning trust funds may be obtained from the Charitable Trusts Unit of the Department of the Attorney General in Concord, New Hampshire.

The city is required to annually report to the Department of Charitable Trusts and the Department of Revenue Administration. These reports, the MS – 9 & 10, state the purpose of each trust fund, date created, and the fund's earnings and expenditures during the year.

The following is the report for the City of Nashua's Trust Funds for the fiscal year ending June 30, 2003.

Municipal Government Report

MS-9
Report of the Trust Funds of the City of Nashville, New Hampshire as of June 30, 2003

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Fiduciary (Book Value)					Income			Balance End of Year	Grand Total Principal & Income Fund at Year
				Balance Beginning of Year	New Funds (includes transfer of funds)	Gifts/Losses	Withdrawals (includes transfer of funds)	Balance End of Year	Income (includes transfer of funds)	Expended (includes transfer of funds)			
1920	Willis T. Dodge Award	scholarship	Common Trust #1	7,241.61		(352.06)		6,889.55	294.88	2,603.30	(653.67)	502.10	7,401.65
1869	Noyes Prize	scholarship	Common Trust #1	2,527.61		(121.21)		2,406.40	23.96	87.98	(88.49)	23.45	2,429.85
1992	Class of 1924 Evelyn F. Lamond Scholarship	scholarship	Common Trust #1	24,943.08		(1,106.16)		23,836.92	228.03	8,673.91	(932.35)	163.64	23,910.58
1983	Thomas F. Dix Award	scholarship	Common Trust #1	11,705.50		(561.24)		11,144.26	108.44	407.22	(425.38)	76.15	11,222.31
1993	Maine Mathematics Achievement Award	scholarship	Common Trust #1	11,653.06		(658.83)		11,094.23	169.94	405.56	(435.19)	80.31	11,174.54
1991	Annex Scholarship**	scholarship	Common Trust #1						25.71	(5,411)	(20.20)		
1979	Leo and Olive Ferrall Scholarship	scholarship	Common Trust #1	16,462.61		(789.46)		15,673.15	156.62	571.03	(620.35)	111.30	15,784.45
1073	Gibb Hill Dunlap Award	scholarship	Common Trust #1	477.07		(22.87)		454.20	31.97	12.59	(18.48)	32.88	487.08
1973	Virginia Hill Dunlap Award	scholarship	Common Trust #1	539.86		(25.89)		513.97	6.92	14.92	(18.95)	6.49	520.46
1947	Walter and Evelyn Nemund Scholarship Prize	scholarship	Common Trust #1	9,149.20		(438.25)		8,710.95	91.37	318.36	(316.90)	93.03	8,803.48
1993	Arthur J. Nason Scholarship	scholarship	Common Trust #1	31,323.65		(1,502.13)		29,821.52	292.62	1,090.98	(1,178.99)	203.71	30,023.23
1990	SHS Class of 1939 Memorial Scholarship	scholarship	Common Trust #1	17,131.25		(405.26)		16,725.99	152.99	584.25	(622.26)	113.36	16,439.99
1983	Raymond N. Chantal Memorial Scholarship	scholarship	Common Trust #1	8,019.87		(384.39)		7,635.48	80.41	279.09	(309.60)	55.90	7,662.38
1985	Honorable Frank B. Cloney and Emma D. Cloney Scholarship	scholarship	Common Trust #1	121,633.35		(6,832.92)		115,000.43	1,107.63	4,232.11	(4,539.20)	795.54	116,595.97
1987	William H. and Edith E. Keenan Scholarship	scholarship	Common Trust #1	575,805.96		(27,564.55)		548,241.41	5,266.40	20,952.45	(21,639.33)	3,679.52	551,870.93
1997	Sharon Bulley Parks Cultural and Enrichment Fund	student enrichment	Common Trust #1	13,412.65	94.00	(663.10)		13,043.55	324.13	482.15	(606.28)		13,243.55
1997	Loretta Swolder Scholarship	scholarship	Common Trust #1	19,759.99		(947.59)		18,812.40	199.11	687.79	(944.47)	131.43	18,948.93
1997	Linda Swolder Scholarship	scholarship	Common Trust #1	24,244.05		(1,183.13)		23,060.92	2,207.70	2,207.70	(2,180.37)	27.33	21,792.66
2001	Miro H. & Jeanne M. Schert Science Award	scholarship	Common Trust #1	11,568.53		(445.15)		11,023.38	262.89	399.36	(483.11)	579.14	11,602.32
1999	Both Nylan Scholarship	scholarship	Common Trust #1	259,457.39		(12,442.28)		247,015.11	14,326.41	9,313.54	(11,096.77)	11,243.18	258,780.59
1892	Weavers Union	retirement/maintenance of a city hospital	Common Trust #2	5,009.74				5,009.74	2,234.94	126.31		2,411.25	7,419.99
1921	Jennie N. Wallace	flags for veterans graves	Common Trust #2	5,127.56				5,127.56	2,093.82	174.97		2,318.79	7,446.35
1903	Charles O. Harris	public bath	Common Trust #2	1,717.26				1,717.26	604.88	41.79		737.67	2,454.93
1964	George M. French	school track team uniforms & equipment	Common Trust #2	1,464.60				1,464.60	537.84	34.67		572.51	2,037.11
2003	Mark Thibault Wrestling Scholarship	scholarship	Common Trust #2	3,942.00		(471.05)**		3,470.95		28.95			3,499.90
unknown	Chairman's Fund	used at the discretion of the Chairman of the Board of Public Health	Common Trust #2	25,909.65	2,841.75			28,751.40	8,974.72	771.59	(965.43)	8,780.88	47,532.28
1930	Sarah Wallace Fund	public welfare needs	Common Trust #2						0.22			0.22	
			Citizen's Checking Bank of NH CD					1,369.83				1,322.49	
1997	Welfare Expendable Trust	welfare emergencies	Common Trust #3	25,219.30				25,219.30	312.96	1,399.41	(1,309.81)	312.66	27,024.92
1998	DPW Expendable Trust	snow removal	Common Trust #3	13,037.54				13,037.54	292.88	177.76	(256.20)	574.38	13,589.48
2001	Landfill Closure Fund	landfill closure costs	Common Trust #3	108,891.80		(108,898.80)			1,702.79	1,386.68	(2,061.20)	528.18	
2001	Landfill Loan Repayment Fund	loan repayment	Common Trust #3	500,000.00				500,000.00	7,789.95	6,774.49		14,564.44	514,564.44
2001	Affordable Housing Fund	housing aid	Common Trust #3	1,350,249.92		(1,016,000.00)		334,249.92	434,264.92	19,054.17		638,514.01	1,972,764.93
2003	School Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #3	190,000.00		(150,000.00)		40,000.00	2,247.27	899.26		3,146.53	53,146.53
2003	Summerlin Paving	summer activities for citizens	Common Trust #3						4,536.05			73.43	4,536.05
2003	City Retirement Expendable Trust	retirement needs of the City	Common Trust #3	342,313.35				342,313.35	21.85	108.38		108.38	342,421.73
1999	School Construction Renovation	Capital Reserve Fund	Common Trust #4	21,002,472.50				21,002,472.50	3,651.14	204,521.28	(204,521.28)		21,801,514.64
2000	Portable Classrooms	rental fees for portable classrooms	Common Trust #4	44,807.32				44,807.32	47,413.46	(4,606.14)			47,513.46
1968	Capital Equipment Reserve	Capital Reserve Fund	Fleet*	1,377,440.71		(2,419.92)		1,374,920.79	605,310.12	73,550.22		678,460.50	2,053,381.29
2000	Amherst St. Fair Station	Capital Reserve Fund	Common Trust #5	190,321.07				190,321.07	622,451.48	8,251.91	(8,251.91)	7.03	2,000,673.82
2000	School Deferred Maintenance	Capital Reserve Fund	Common Trust #5	541.49				541.49		318.36		7.03	860.88
			Common Trust #5	24,413.02				24,413.02				318.36	24,801.38

ME-9
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2003

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds (includes transfer of funds)	Realized Gains/Losses	Withdrawals (includes transfer of funds)	Balance End of Year	Income (includes transfer of funds)	Expenditures (includes transfer of funds)		Balance End of Year
2000	City Hall Renovations	Capital Reserve Fund	Common Trust #5	3,275.13	-	-	-	3,275.13	42.59	-	42.59	3,317.72
2000	Solid Waste Equipment Reserve	Capital Reserve Fund	Common Trust #5	714,600.18	224,000.00	-	(136,400.10)	822,120.48	12,364.50	(12,364.50)	-	822,120.48
etia 1900	Edgewood Cemetery Equipment Reserve	equipment purchases	Common Trust #6	39,124.02	3,100.00	-	-	42,224.02	962.81	-	1,679.00	43,903.02
1989	Edgewood Cemetery Deed Fund	developing new sections of cemetery	Common Trust #6	54,320.76	24,000.00	-	-	78,320.76	1,114.07	-	2,317.49	80,832.25
1996	Woodlawn Cemetery Capital Improvement	improvements to cemetery	Common Trust #7	71,068.64	33,437.43	-	(31,714.88)	71,889.19	363.74	(363.74)	-	71,589.19
etia 1895	Woodlawn Cemetery	perpetual care	Common Trust #7	23,988.33	24,051.47	-	(51,403.00)	43,268.20	59.74	-	194.44	43,462.64
			Pennam Investments*	162,437.31	-	-	-	162,437.31	10,142.66	(10,142.66)	-	162,437.31
			Seaman's America*	2,079,334.45	66,879.14	298,071.19	-	2,444,284.78	136,061.48	(135,239.40)	-	2,445,106.86
1994	Woodlawn Cemetery Arboretum	raising & caring for trees in cemetery	Securities America*	8,006.71	2.52	-	-	8,009.23	962.76	-	421.99	8,431.22
etia 1893	Edgewood Cemetery	perpetual care	Banknorth Group*	2,622,764.87	74,500.00	(122,704.46)	-	2,574,560.41	67,252.57	(68,379.43)	-	2,526,433.55
1975	Edgewood Cemetery Flower Fund	flowers on gravesites	Banknorth Group*	110,868.80	699.00	(5,492.11)	-	105,975.69	1,923.98	(1,923.98)	-	105,975.69
etia 1897	Suburban Cemetery	perpetual care	Banknorth Group*	44,445.88	14,000.00	(13,945.53)	-	44,500.35	1,993.21	(1,993.21)	-	44,500.35
1944	Suburban Cemetery Whittman Fund	maintenance of cemetery	Banknorth Group*	946,174.97	-	-	(33,902.48)	912,272.49	14,765.64	-	140,078.65	1,052,351.14
1937	Irish F. Hara Lecture Fund	public lectures & concerts	McDonald Investments*	27,093.43	5.54	-	-	27,098.97	1,964.42	(1,809.00)	-	27,254.39
1919	Misses Hunt Lecture Fund	public lectures of popular & versatile lecturers	McDonald Investments*	47,713.10	310.32	-	-	48,023.42	3,303.22	(3,330.32)	-	47,996.32
2003	Sequoiennal Celebration	to celebrate City's 150th anniversary of incorporation	Citizens checking	-	189,049.28	-	(23,931.72)	165,117.56	-	-	-	165,117.56
1989	Upham H. Austin Scholarship	scholarship of incorporation	Citizens Bank*	1,295,230.44	124.21	(92,955.84)	-	1,202,398.81	4,270.54	-	5,348.48	1,207,747.29
1992	Paige J. and Alicia F. Burns Scholarship	scholarship	Banknorth Group*	252,252.95	-	65.59	-	252,318.54	971.28	-	434.10	253,753.92
Grand Total All Funds				35,240,554.15	2,442,514.74	(31,276.99)	(3,679,287.72)	34,480,589.22	708,013.86	(674,473.07)	911,949.72	35,492,512.94

*See attachment for portfolio holdings
 **Donor authorized invasion of principal
 ***Not a perpetual fund

MS-10 Report of the Common Trust Fund Investments of the City of Nashua, New Hampshire as of June 30, 2003

How Invested	Principal (Book Value)							Income			Gross Total Principal & Income End of Year
	Balance Beginning of Year	New Funds	Capital Gains	Withdrawals	Gains/Losses from Sales	Balance End of Year	Income During Year	Expended During Year	Balance End of Year		
Common Trust #1 Citizens Bank*	1,167,552.33	94.00	54.52	(1,352.50)	(56,091.57)	1,110,256.69	22,877.98	(46,735.14)	18,423.36	1,128,680.05	
Common Trust #2 Bank of New Hampshire Money Market	49,213.81	6,786.75	0.00	(471.05)		55,529.51	14,587.42	(994.31)	14,721.32	70,250.83	
Common Trust #3 Citizens Bank Municipal Checking	2,414,709.61	742,207.66		(1,186,074.41)		1,970,842.86	12,075.98	(2,561.20)	42,020.46	2,012,863.32	
Common Trust #4 Citizens Bank Municipal Revenue	21,046,479.82	474,802.00		(1,566,774.58)		19,954,507.24	3,658.14	200,863.14	0.00	19,954,507.24	
Common Trust #5 Citizens Bank Municipal Checking	863,121.29	788,000.00		(177,849.59)		1,473,271.70	0.00	(20,984.41)	367.98	1,473,639.68	
Common Trust #6 Bank of New Hampshire Money Market	93,694.78	27,100.00		0.00		120,794.78	2,169.23	1,827.26	3,996.49	124,791.27	
Common Trust #7 Citizens Bank Checking	95,854.97	57,488.90		(85,119.88)		68,223.99	59.34	(363.74)	191.44	68,418.43	

* See attachment for portfolio holdings

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

Name of Bank/Brokerage: Banknorth Investment Management

Fees Paid: \$31,706.80

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

Name of Bank/Brokerage: Citizens Bank Investment Management Services

Fees Paid: \$21,914.14

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

MS-9
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2003

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Values)					Income			Balance End of Year	Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Restored Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income (includes transfer of funds)	Expended (includes transfer of funds)		
1979	Charles Zylons	education/inform the public about Lithuania	Common Trust #1 Common Trust #2 Common Trust #3	346,309.00	200.00	(6,954.86)		339,554.14	1,684.00	10,001.66	(10,087.74)	1,598.12	363,418.83
1982	Alfred Everett Smith	non-fiction and/or art book purchases	Common Trust #1 Common Trust #2 Common Trust #3	8,354.30		(178.99)		8,175.31	43.36	237.41	(239.64)	41.13	9,918.68
1892	John M. Hunt Memorial	building of library	Common Trust #1 Common Trust #2 Common Trust #3	24,447.40		(439.99)		24,007.41	106.60	632.76	(638.26)	101.10	24,571.31
1906	Daniel Halsey	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	31,730.59		(663.72)		31,066.87	160.81	954.30	(962.80)	152.31	32,164.38
1935	Ira F. Hunt Fund	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3	34,791.13		(745.73)		34,045.40	180.69	1,072.46	(1,081.79)	171.36	35,236.17
1916	Adura Jaquith	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	14.33		(22.37)		(8.04)	3.42	32.17	(32.45)	3.14	39,174.56
2000	Nanna M. Reye	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	13,912.14		(242.35)		13,669.79	58.72	348.53	(351.56)	55.69	14,723.45
1990	Martha C. Cramer	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	13,035.98		(298.31)		12,737.67	72.27	428.99	(432.72)	68.54	14,796.51
1965	Aida Harkway Trust	purchase of children's books with emphasis on fairy tales and myths	Common Trust #1 Common Trust #2 Common Trust #3	1,084.86		(22.37)		1,062.49	5.42	32.16	(32.44)	5.14	1,102.84
1991	U.S. Constitution	to promote a greater understanding and appreciation of the U.S. Constitution and the Bill of Rights	Common Trust #1 Common Trust #2 Common Trust #3	3,785.41		(74.58)		3,710.83	18.07	107.25	(108.18)	17.14	3,828.00
1973	Chandler Memorial Library Fund	care & maintenance of the Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3	125,340.22		(5,675.17)		119,665.05	1,379.02	8,161.51	(8,232.47)	1,304.06	133,362.75
1922	Leonard Freeman Burbank	purchase of works of art by living artists	Common Trust #1 Common Trust #2 Common Trust #3	70,325.02		(4,096.53)		66,228.49	1,210.60	7,185.55	(7,248.02)	1,148.13	73,535.10
1974	Marion Fairfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	4,121.89		(96.35)		4,025.54	23.49	139.42	(140.93)	22.28	4,114.33
1984	Bertha Hickey	Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3	6,409.33		(149.15)		6,260.18	36.14	214.49	(216.36)	34.27	6,761.30
								895.69	187.70			1,183.39	7,477.84

Municipal Government Report

MS-9
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2003

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Values)				Income				Grand Total Principal & Income End of Year		
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income (includes transfer of funds)	Expended (includes transfer of funds)		Balance End of Year	
1983	Jessie C. Locke	Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3	109,028.29		(2,177.60)		106,850.69	\$27.60	3,131.62	(3,158.84)	300.38	13,659.59	123,010.66
2000	Frank B. Clancy	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	32,000.56		(633.93)		31,366.63	153.39	911.67	(919.59)	145.67	1,207.02	33,719.32
1988	Henry Stearns Fund	purchase of reading matter	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	1,933,914.54		(44,267.84)		1,889,646.70	10,725.84	63,661.97	(64,215.46)	10,172.05	126,982.18	
1956	Genevieve NeSmith	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3	28,335.42		(507.57)		27,827.85	122.98	729.97	(736.32)	116.63	7,859.42	2,034,810.35
1996	Virginia Carr Bloomfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	405,087.66		(7,308.36)		397,779.30	1,770.73	10,510.23	(10,401.41)	1,879.15	24,697.14	424,155.79
2002	General Library Trust	general library purposes	Common Trust #3						26,772.15	10,895.00	(10,895.00)	27.89		27.89
Grand Total All Funds				3,192,388.09	200.00	(75,456.39)		3,117,141.70	234,433.32	232,677.13	(290,110.32)	266,800.13		3,383,941.83

MS-10
Report of the Common Trust Fund Investments of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2003

How Invested	Principal				Income				Grand Total Principal & Income End of Year	
	Balance Beginning of Year	New Funds	Withdrawals	Gains/Losses from Sales	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
Common Trust #1 Banknorth Investment Management*	3,192,398.09	200.00		(75,456.39)	3,117,141.70	18,281.05	108,514.52	(109,456.88)	17,338.69	3,134,480.39
Common Trust #2 Bank of New Hampshire Pool Plus CD						216,142.20	57,536.16	(34,135.11)	239,543.25	239,543.25
Common Trust #3 Bank of New Hampshire checking						10.07	43,403.95	(42,386.13)	1,027.89	1,027.89
Common Trust #4 City of Nashua (Citizens checking)						0.00	23,222.50	(14,332.20)	8,890.30	8,890.30

* See attachment for portfolio holdings

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

Name of Bank/Brokerage: Banknorth Investment Management

Fees Paid: \$21,667.42

Expenses Paid:

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

NASHUA FIRE RESCUE 2003

MISSION:

It is the mission of Nashua Fire Rescue to protect life, property, and lessen the effect on the environment by providing effective emergency services related to fire suppression, emergency medical response, specialized rescues and hazardous materials mitigation.

Nashua Fire Rescue will encourage all personnel to take a pro-active role in reducing the impact of such emergencies by providing programs related to public education, risk reduction education, fire prevention, community relations, disaster planning, and operational training.

All services provided to the City of Nashua and its mutual aid communities will be delivered in the most efficient and effective manner to meet the needs of our internal and external customers.

NASHUA BOARD OF FIRE
COMMISSION

Nashua Fire Rescue Goals & Objectives 2003

Short Term (Within this budget year)

- Training program for all firefighters, dispatcher, specialist and supervisors.
- Monthly officer meetings and quarterly continue education.
- Expand on new officers' Orientation Program.
- Comprehensive Evaluation System.
- Review Standard Operation Guidelines, Policies, and Rules and Regulations.
- Establish a Minimum Standards Committee to design and develop Company Standards.
- Strategize Goals and Objectives.
- Improved communications and feedback internal and external.
- Upgrade OPTICOM.
- Increase Awareness and Prevention programs and build additional partnerships throughout the community.

City of Nashua

- Continue Awareness/Public Relations Campaign: continuation of the Citizens' Academies.
- Continue enhancement of the Nashua Fire Rescue's Computer System.
- Continue Deferred Maintenance Program.
- Develop Station #4 plan, acquire land, and do Architectural Engineering. Replace and relocate Crown Hill Station (Capital Improvement).
- Quarterly discussions with all staff and Fire Commission.
- Management retreats.
- Quarterly discussions with Local 789 Executive Committee and Senior Officers.
- Joint effort with Local 789 in customer service program/evaluation program.
- Update Job Descriptions.
- Working with other city agencies throughout the community.
- Two sets of structural fire protective gear for every member.

Mid Term (Within the next three years)

- Continue to enhance the training and equipment in specialty areas:
 - Water Rescue: Dive Team Training and Equipment
 - Building Collapse: Snow Emergencies
 - Fire Pump Operations: Waterous Pumps
 - Alarm Systems: Different systems
 - Driver/Operator program: All members
- Evaluating Job Performance Programs.
- Establish programs to provide residents an opportunity for commenting on service by surveys.
- Analyze computer records for the purpose of improving the Community Risk Reduction Program.
- Newsletter development and distribution.
- Develop inspection report format(s) to streamline inspection process and reduce report time.
- Improve Mutual Aid relations in communication, automatic responses, training, specialty teams, and group purchasing with an eye toward regional dispatching.
- Ambulance service proposal for the City of Nashua.
- Initiate re-inspection fees.
- Third-ranking Training Officers, Fire Marshal Division Protection Engineer, lineman, mechanic hiring, information technician specialist.
- Commercial CAD system for Fire Alarm dispatching, database of property occupancy, protection equipment, permits.
- Gear washers, plumbing and electrical, funding/space (Deferred Maintenance).
- Gear grids (racks) (Deferred Maintenance).
- Training Building at West Hollis St. Class A Burn Building (Capital Improvement).

Municipal Government Report

- Continue to replace vehicles and equipment in accordance with the established Fire Rescue replacement plan.
Engine – 10 years; Ladder – 15 years; car, vans, etc. – 5 years

Long Term (within a five to ten year period)

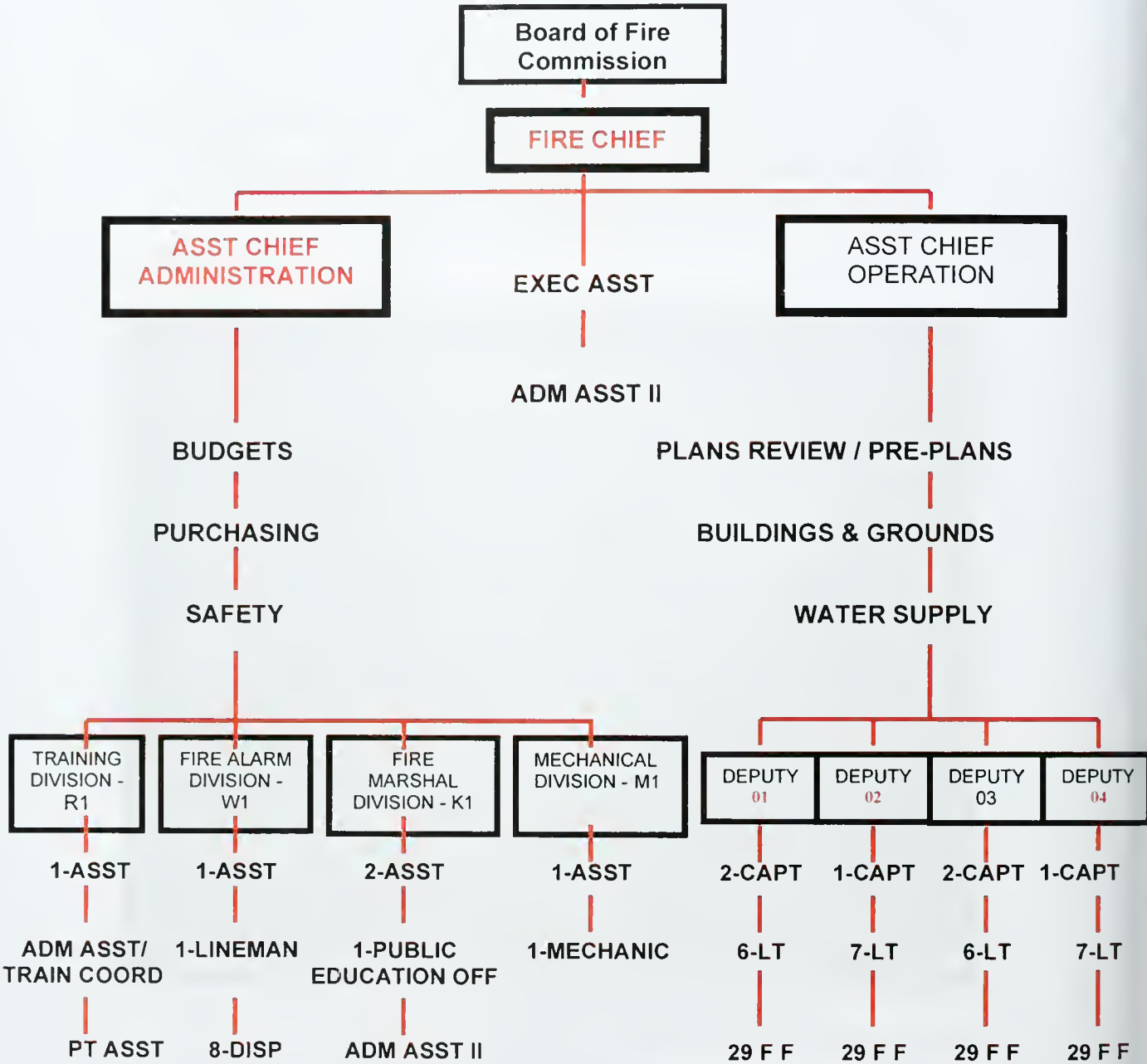
- Rescue Squad (16 new members) (federal funds).
- Improve Emergency Services response times for northwest area/work on plan with Merrimack (road access from Engine 5).
- Improve Emergency Services response time for southwest area.
Improve Emergency Services response time for South Main



Looking north on Main Street, c. 1908

Source: Library of Congress Prints and Photographs Division, Washington, D.C. 20540. Part of Detroit Publishing Company Photograph Collection. Call number LC-D4-70426<P&P>[P&P]. Reproduction # LC-D4-70426 (b&w glass neg.)

CITY OF NASHUA FIRE RESCUE ORGANIZATIONAL CHART



FIRE DEPARTMENT STAFF

Michael Buxton		Fire Chief
Roger Hatfield		Assistant Chief of Administration
Brian Morrissey		Assistant Chief of Operations
Michael O'Brien	(Group I)	Deputy Chief
Robert Burnham	(Group II)	Deputy Chief
Eugene Farnam	(Group III)	Deputy Chief
John Allison	(Group IV)	Deputy Chief

DEPARTMENT PERSONNEL

ADMINISTRATIVE OFFICE

Earlene Davis	Executive Asst./Business Coord.
Tonya Sandberg	Administrative Asst.
Donald McAlman	Custodian/Light Maint.

FIRE MARSHAL OFFICE

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

FIRE TRAINING

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

FIRE FLEET

Thomas Stepney	Superintendent
Philip Pichette	Asst. Superintendent
David Powell	Mechanic

FIRE ALARM

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

DISPATCHERS

Jeremy Audette	Sharon Hill-Filteau
Cynthia Bautista	Kelly Marquis
Jennifer Cahil	Thomas Pzenny
Jennifer Chester	John Rafferty

City of Nashua

NASHUA FIRE RESCUE STATION ROSTER

GROUP 1	GROUP 2	GROUP 3	GROUP 4
AMHERST STREET STATION			
<i>Engine 1</i>	<i>Engine 1</i>	<i>Engine 1</i>	<i>Engine 1</i>
Teague, Daniel, Lt.	Anderson Sr., Keith, Lt.	Chouinard, Philip, Capt.	Walker, George, Lt.
Kirk, James, Pvt.	Migneault, Michael, Pvt.	Buxton, Steve, Pvt.	Open
Johansson, Michael, Pvt.	Conway, Stephen, Pvt.	Wyman, Jessica, Pvt.	Allison, Jeffery, Pvt.
Armstrong, Nathan, Pvt.	Hebert, Cyrus, Pvt.	LaFleur, Michael, Pvt.	Farrar, Timothy, Pvt.
<i>Pump 1</i>	<i>Pump 1</i>	<i>Pump 1</i>	<i>Pump 1</i>
Makarawicz, Keith, Pvt.	Martinage, Scott, Pvt.	Towne, Rodney, Pvt.	Cote, Stephen, Pvt.
<i>Ladder 1</i>	<i>Ladder 1</i>	<i>Ladder 1</i>	<i>Ladder 1</i>
Marquis, Brian, Lt.	Finnerty, Thomas, Lt.	Gerhard, Karl, Lt.	Conway, Richard, Lt.
Cote, Douglas, Pvt.	Fitz, Robert, Pvt.	Lajoie, Peter, Pvt.	Evans, Robert, Pvt.
Cyr, Stephen, Pvt.	Rapaglia, Mark, Pvt.	Murphy, Michael, Pvt.	O'Brien, Cornelius, Pvt.
Parzych, Matthew, Pvt.	Normandin, James, Pvt.	Poloski, Jared, Pvt.	Wholey, Mark, Pvt.
LAKE STREET STATION			
O'Brien Sr., Michael, Dep.	Burnham, Robert, Dep.	Farnam, Eugene, Dep.	Allison, John, Dep.
Douzanis, James, Pvt.	Soucy, Paul, Pvt.	Buxton, Robert, Pvt.	Kass, Michael, Pvt.
<i>Engine 2</i>	<i>Engine 2</i>	<i>Engine 2</i>	<i>Engine 2</i>
Cronin, Daniel, Capt.	Wyatt, Richard, Lt.	Kerrigan, Kevin, Lt.	Araujo, John, Lt.
Atkinson, William, Pvt.	Morse, David, Pvt.	Stowers, Anthony, Pvt.	Lingley, Thomas, Pvt.
Labrecque, Kyle, Pvt.	Tremblay, Eric, Pvt.	Sage, Ronald, Pvt.	Collishaw, Peter, Pvt.
Saunders, Troy, Pvt.	Battistelli, Eric, Pvt.	Sewade, Shane, Pvt.	Pouliot, Adam, Pvt.
<i>Tower 1</i>	<i>Tower 1</i>	<i>Tower 1</i>	<i>Tower 1</i>
Freire, Joseph, Lt.	Rhodes, Brian, Lt.	Kelloway, Ralph, Jr., Lt.	MacDonald, Glen, Lt.
Wilkins, Richard, Pvt.	Breda, Byron, Pvt.	Labrecque, Raymond, Pvt.	Perault, David, Pvt.
DuVarney, Michael, Pvt.	Simard, Matthew, Pvt.	Harrington, Brian, Pvt.	Bollengier, James, Pvt.
McAllister, John, Pvt.	Belanger, Keith, Pvt.	Frazier, John, Pvt.	Farrar, Cory, Pvt.
SPIT BROOK ROAD STATION			
<i>Engine 3</i>	<i>Engine 3</i>	<i>Engine 3</i>	<i>Engine 3</i>
Bernier, Richard, Lt.	Bartlett, Russell, Lt.	Mansfield, Michael, Capt.	Borneman, Alan, Lt.
Paris, John, Pvt.	Cote, Ralph, Pvt.	Bayrd, Judith, Pvt.	Flagler, Alex, Pvt.
Koser, Ronald, Pvt.	Lacombe, Michael, Pvt.	Carrigan, Scott, Pvt.	Pimental, Manuel, Pvt.
Desjadon, Darren, Pvt.	Anderson, Wayne, Pvt.	Quimby, Sage, Pvt.	Sassak, David, Pvt.
<i>Ladder 3</i>	<i>Ladder 3</i>	<i>Ladder 3</i>	<i>Ladder 3</i>
Ricard, Ronald, Lt.	Crowell, Richard, Lt.	Kolden, Erik, Lt.	Perault, Thomas, Lt.
Hall, Roger, Pvt.	Smith, David, Pvt.	Andrews, Wayne, Pvt.	Farrar, Lee, Pvt.
Melchionne, Michael, Pvt.	Petrain, Timothy, Pvt.	Robert, David, Pvt.	Parlon, Lawrence, Pvt.
Open	Tapply, Mark, Pvt.	Nelson, Patrick, Pvt.	Open
CROWN HILL STATION			
<i>Engine 4</i>	<i>Engine 4</i>	<i>Engine 4</i>	<i>Engine 4</i>
Wilson, Gordon, Lt.	Vermette, Mark, Lt.	Deslauriers, Donald, Lt.	Cote, Michael, Capt.
Duclos, Michael, Pvt.	Maynard, Timothy, Pvt.	Mobley, Scott, Pvt.	Lamb, Gary, Pvt.
Cote, John, Pvt.	Chacos, Thomas, Pvt.	Reed, Julian, Pvt.	Couturier, Bruce, Pvt.
Telgen, Glen, Pvt.	Anderson Jr., Keith, Pvt.	Open	Dias, Christopher, Pvt.
AIRPORT STATION			
<i>Engine 5</i>	<i>Engine 5</i>	<i>Engine 5</i>	<i>Engine 5</i>
Beaudoin, Joseph, Capt.	Dobens, Peter, Lt.	Barrows, Robert, Lt.	Hargreaves, Gary, Lt.
Paine, Arthur, Pvt.	Varney, Steven, Pvt.	Varney, Jason, Pvt.	Holman, David, Pvt.

NASHUA FIRE RESCUE EVENTS

In the reporting period from July 1, 2002 thru June 30, 2003, Nashua Fire Rescue logged 6,737 incidents. Of these, 107 incidents were structure fires, 38 for which additional resources were required. Two of these incidents involved fatalities and three of these incidents required all of Nashua Fire Rescue resources and beyond. Although all incidents are of great concern to the customers involved, notable incidents from a Fire Rescue prospective are the multiple alarms requiring additional resources to control.

East Otterson Street: A 3 – alarm fire in a single story commercial structure with heavy fire and smoke conditions on arrival. This early evening fire at 8:17 PM was fueled by an extremely heavy fire load of flammable liquids and was exposing a mid rise structure to the north and an additional single story commercial to the east. Fire was confined to the west section of the structure with minor smoke damage to the mid rise adjacent, no injuries.

Bowers Street: A 2 – alarm fire in a two-story residential single family home with heavy fire extending out the first floor windows on the east side with exposure problems on arrival. This late evening fire 10:35 PM was contained to the east side of structure with only minor extension to the second floor, no injuries.

Fletcher Street: A 3 – alarm fire on a cold December morning at 7:33 AM. This structure is a two and a half story apartment building with dwelling units on 4 levels (walk out basement, first floor, second floor, and attic). The fire originated in the partitions and void spaces too the rear of the structure on the second floor. Access to this structure was very limited by street size and many of the 2nd and 3rd alarm crews walked in from Main Street. Exposures were within inches to the east and a few feet to the south. The fire was confined to the area of origin (where it started) and the attic; few minor injuries.

Boulder Circle: A 2 – alarm fire in a two story single-family residential structure with heavy fire on the first floor on arrival. The fire occurred in the early morning at 12:57 AM. There were minor injuries; fire was confined to first floor.

West Hollis Street: A 3 – alarm fire in a two and half story wood frame apartment building in the early morning at 1:42 AM. On arrival there was heavy fire to the southwest corner extending to the autos in driveway and adjacent structure. Fire was contained to the structure of origin and exposed autos, no injuries.

Pine Street: A 2 – alarm fire, in the early morning at 3:16 AM. This structure was a two and a half story multiple family apartments with heavy fire on the first floor unit to the north. On arrival fire was extending out of the front door and windows of that unit. Fire confined to apartment of origin-limited extension above. Heavy smoke throughout structure, no injuries.

Ash Street: A 2 – alarm fire in a three-story apartment structure at 7:08 AM. On arrival there was heavy fire on the third floor, which was confined. Some water damage to lower floors, no injuries.

The two fatalities were in single-family dwellings, one at 12:34 PM, one at 7:51 PM. Both dwellings had smoke detectors disabled; smoking materials most likely caused both. Please keep smoke detectors working and properly dispose of smoking materials.

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

- Hazardous Materials incidents, 611
- Rescue Incidents, 3110
- Emergency Medical Incidents, 2228

**TYPES OF INCIDENTS FOR
FISCAL YEAR 2003
(7/1/02-6/30/03)**

FIRE EXPLOSION

Structure Fires:	107
Outside of Structural Fires:	24
Vehicle Fires:	56
Trees, Brush, Grass Fires:	62
Refuse Fires:	23
Explosion, No After-Fire:	2
Outside Spill, Leak with Ensuing Fire:	3
Fires, Explosion not classified above:	2
Fire, Exp; insuf info avail to class further:	2
Sub Total.....	281

OVERPRESSURE RUPTURE

Steam Rupture:	4
Air, Gas Rupture:	10
Overpressure Rupture not classified above:	12
Overpressure Rupture; insufficient info:	3
Sub Total.....	29

RESCUE CALL

Inhalator Call:	
Emergency Medical Call:	2,354
Automobile Accident:	667
Lock-In:	24
Search:	2
Extraction:	60

Assist the Occupant:	214
Rescue Call not classified above:	25
Rescue Call; insufficient info:	10
Sub Total.....	3,356

HAZARDOUS CONDITION, STANDBY

Spill, Leak with no Ignition:	177
Carbon Monoxide Problem:	88
Explosive, Bomb Removal:	4
Excessive Heat:	20
Power Line Down:	30
Arching, Shorted Electrical Equipment:	156
Aircraft Standby:	28
Chemical Emergency:	11
Haz Condition, standby not classified above:	60
Hazardous Condition insufficient info:	20
Sub Total.....	594

SERVICE CALL

Lock-Out:	100
Water Evacuation:	68
Smoke, Odor Removal:	28
Animal Rescue:	5
Assist Police:	37
Unauthorized Burning:	32
Cover Assignment:	27
Assist Occupant:	32
Service Call not classified above:	129
Service Call; insufficient info available:	23
Sub Total.....	481

Municipal Government Report

GOOD INTENT CALL

Food on Stove:	158
Smoke Scare:	93
Wrong Location:	16
Controlled Burning:	7
Vicinity Alarm:	9
Steam, other gas mistaken for smoke:	25
Returned in Service before Arrival:	84
Good Intent Call not classified above:	153
Good Intent Call; insufficient info:	79
Sub Total.....	624

System Malfunction:	679
Unintentional:	452
False Call not classified above:	46
False Call; insufficient info:	18
Sub Total.....	1,311

OTHER SITUATION FOUND

Type of situation found not classified above:	31
Sub Total.....	31
Blanks	30

FALSE CALL

Malicious, Mischievous False Call:	114
Bomb Scare, no Bomb:	2

TOTAL INCIDENTS	6,197
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FIRE MARSHAL

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

Risk Watch

Risk Watch is a comprehensive injury prevention curriculum for children in preschool through grade 8. The program is designed to be delivered by teachers as an integrated component of the school curriculum. Our program is unique in that Firefighters volunteer their time to do delivery once a month throughout the school year in the 4th grade. To date we are in 40 4th grade classrooms.

Small World Country Day School is piloting traditional delivery of the program to all grades.

Regional Adolescent Fire School

Our Regional Adolescent Fire School is a collaborative effort between Nashua Fire Rescue, Nashua Police, Nashua Youth Council, Fire Departments from surrounding towns and others. The program serves adolescents who have been involved in fire setting and other related problem behaviors. We consider our program to be one of the best currently offered in the State.

City of Nashua

These programs have been provided with minimal impact on our budget. We have been able to accomplish this as the result of grants, volunteer labor, and cooperative agreements with other agencies and Fire Departments.

We encourage you to learn more about these programs by visiting our web site at <http://www.nashuafire.com>.

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

New Construction

188 Building Permit Applications Reviewed
291 New Building Inspections Made

Request For Information

2409 Information Given

Meetings

739 Meetings Attended

Inspections

141 Places of Assembly
33 Schools
30 Day Cares
50 Foster Homes
4 Health Care Facilities
120 Residential
29 Business Occupancies
20 Mercantiles
4 Industrial Plants
2 Storage Occupancies
179 Vacant Buildings
189 Fire Hazards
52 Other Inspections

Fire Investigations

52 Fires
2 False Alarms
100 Juvenile Firesetter Interventions
6 Other Investigations

Permits & Fire Reports

- 85 Fire Protection Systems Permits
 - 107 Places of Assembly
 - 20 Storage of Hazardous Materials
 - 6 Blasting
 - 11 Abandon/Removal of U.G. Tanks
 - 2 Fireworks
 - 17 Shows (Carnivals, Circuses, etc.)
 - 48 Fire Reports to Insurance Companies
 - 17 Environmental Searches
 - 2 Archive Retrievals
 - 1 Other – Appeals
 - 7 Other – Cost of Copies
 - 62 Other – Fireguard Duty
 - 5 Other – Fire Alarm Restitution
- \$23,911.55 – Income Received from Permits, Reports, etc.

Fire Prevention Services For The Public

- 18 Walking Tours
- 2 School Smoke Drills
- 105 Talks Given
- 16 Press Releases for Fires
- 2567 Monthly Public Service Announcements
- 23 Public Education Meetings
- 6 Evacuation Planning
- 26 Evacuation Drills
- 18 Fire Extinguisher Training
- 213 Other – Smoke Detector Letters
- 2 Other – CPR Training Birch Hill School Teachers
- 13 Other – Christmas Basket Letters
- 3 Other – Community Center on Tuesday
- 2 Other – Law Enforcement Expo
- 58 Other – Smoke Drill packages to all schools
- 58 Other – “Report School Fires” to all schools
- 39 Other – Risk Watch letters to schools
- 2 Other – Grant presentation to Hillsborough County
- 1 Other – Tour for 7 people

Engine Company Activities

- 2 Woodstove Inspections
- 2 Chimney Inspection
- 782 Single Family Smoke Detector Inspections
- 400 Multi-Family Smoke Detector Inspections
- 229 Tours of Fire Stations by Groups
- 5401 # of People in Tours

21 Other
416.5 Hours – Total Time Spent on Prevention Activities

Respectfully submitted,

Michael J. Vaccaro
Fire Marshal

TRAINING DIVISION

SUPERINTENDENT OF TRAINING
ASSISTANT SUPERINTENDENT
TRAINING COORDINATOR

ROBERT M. LEUCI, JR.
Vacant
MARY McLAUGHLIN

The following Division of Training Report covers the period 7/1/02 to 6/30/03.

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

Firefighter I	184	Scuba-Divemaster	3
Firefighter II	184	Confine Space Rescue	1
Firefighter III	75	Rescue Systems I	5
Scuba Open Water	17	EMS Provider License	170
Scuba Adv. Open Water	13	CPR	179
Scuba PS Rescue Diver	14	First Responder	152
EMT Basic	44	Fire Officer II	37
EMT Intermediate	15	Incident Command	150
EMT Paramedic	5	Fire Instructor I	58
Auto Defibrillator	179	Fire Instructor II	4
Manual Defibrillator	3	Fire Instructor III	3
PHTLS	5	Fire Instructor IV	1
ACLS	5	State Instructor	10
Haz-Mat Awareness	174	NHFST Ed Meth Instructor	1
Haz Mat Operational	174	NHFST ICS Instructor	5
Haz-Mat Decon	174	CPR Instructor	4
Haz-Mat Technician	47	EMT Instructor	2
Haz-Mat Incident Manager	6	Haz-Mat A/O Instructor	3
Radiation Monitoring	24	Haz-Mat Decon Instructor	3
Emer. Resp. to Terrorism	98	Haz-Mat Tech Instructor	3
Driver Operator Pumps	26	Emerg. Veh. Driv. Inst.	1
Driver Operator Aerial	1	Ed Meth for Co Officer	8
Driver Operator All Vehicle	8	Fire Inspector	3
NAPD Fire App. Operation	35	Arson Awareness	128
Fire Officer I	38	Emerg. Medical Dispatch	4

Municipal Government Report

PS Dispatcher I	9	Associate Degree	38
PS Dispatcher II	1	Bachelor Degree	8
Executive Fire Officer	1	Masters Degree	1

Along with these certification programs, the Training Division is maintaining a Competency Based Training Program to keep our personnel's competency level high. We continue to build our video programs in the Training Division Library. These programs assist in furthering the education of our members, mutual aid department's members, and other city divisions.

The Nashua Training Ground Facility located on West Hollis Street continues to be widely used throughout the year. All NFR Companies, various other city divisions, and mutual aid departments utilize this facility on a weekly and monthly basis. NFR presently has over 50 agencies that use our drill yard. The Training Props that are in use are: Burn Building, LPG Training Prop, Roof Venting Simulator and a variety of Transportation Containers.

The Nashua Training Division Classroom located at 177 Lake Street is very active with different meetings, seminars, and classes. Our classroom has been scheduled to provide the following:

NFR day training	1700 hours	Other agency meetings	120 hours
Other agency night training	375 hours	NFR meetings	100 hours
NFR night training	40 hours	Seminars	192 hours
NFR meetings	125 hours	HazMat Programs	150 hours
Testing	1400 hours		

For a total of 4202 hours, an amount that continues to grow as we continue to grow.

The scheduled training breakdown for all Nashua Fire Rescue Suppression during FY/2003 consisted of Hazardous Materials Training with the Regional Response Team, EMS Refresher, Basic Fire Skills, SCBA refresher, Recruit School, and approximately 1300 hours of training delivered by the Training Division. Our company officers have logged the following training:

Firefighter	9911.8 hours	Rescue Skills	1327.5 hours
Emergency Medical	3130.5 hours	Hazardous Materials	2806 hours
Driver / Operator	4870.5 hours	Management	1846 hours
Education / Instructor	354.5 hours	Prevention	479 hours
Dispatcher	111.5 hours		

This represents a total of 26,137.3 hours of training that has been provided to the members of Nashua Fire Rescue. As the scope of our job evolves so does the training mission, we in the training division strive to provide the most up to date education for our personnel.

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

HUNT BUILDING

The Hunt Memorial Library Building, now known as the Hunt Building, was the City's first free-standing library. The Hunt Building is an architectural treasure located in Nashua's Historic District. This magnificent structure was designed by the renowned architectural firm of Cram, Goodhue and Ferguson. Originally built as the City's library with a donation of \$50,000 from the Hunt family, it opened in 1903 and served the city until 1970. At that time Nashua opened a new library that could better serve the increasing population. After its use as a library, there were many discussions as to the future use of the Hunt. At one meeting of the Board of Aldermen, it was suggested that the building be torn down to ameliorate traffic flow on Library Hill. Happily, that suggestion was met with a negative response. It was finally determined to be used as the administrative offices for the City's School Department. Later attempts to sell it to private individuals, fortunately, fell through in the early 1990's.

Since 1971, the building has been listed in the National Register of Historic Places. A Restoration Committee was created in 1992 and, in 1997, the City formed a Board of Trustees to manage the building. The Committee is a 501 (c) (1) organization.

Work completed during the past year includes replacement of the windows in the lobby and renovation of the downstairs bathrooms. Light fixtures, originally located in the Main Reading Room, were discovered atop the lanterns in the lobby, and a timer was installed so the newly-renovated lobby windows would be lit from within at night. A study of the feasibility of restoring air conditioning was completed. Wiring in the building has been checked for safety at the present level of use. However, the wiring will need to be upgraded as building use expands, and this could be done most effectively in conjunction with heating, ventilation, and air conditioning improvements. An aesthetic priority during Fiscal year 2003 was replacement of the boarded lower level windows on the south side of the building, highly visible from Main Street.

In Fiscal Year 2003, the Hunt Building received a donation for restoration work from former Governor Hugh Gregg. In addition, the New Hampshire Charitable Foundation and the Ella Anderson Foundation awarded grants to the Hunt Committee for free and open-to-the-public activities, such as a lecture series and concerts.

NASHUA PUBLIC LIBRARY



Nashua Public Library, Two Court Street

**REPORT OF THE TRUSTEES AND DIRECTOR
JULY 1, 2002 – JUNE 30, 2003**

The Honorable Bernard A. Streeter, President ex officio
President of the Board of Aldermen, David Rootovich, Trustee ex officio

BOARD OF TRUSTEES

Arthur L. Barrett, Jr., Chairman
David K. Pinsonneault, Secretary
Maurice L. Arel
Mary S. Nelson
Linda Laflamme
Kathleen Veracco

DIRECTOR

Joseph R. Dionne

ASSISTANT DIRECTOR

Thomas B. Corbett

STAFF

ADMINISTRATION

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

BOOKMOBILE

Karen M. Egle-Gaber, Assistant
Librarian
Jason F. Crook, Library Assistant
Joseph M. LeStrange, Library
Assistant

BUSINESS DEPARTMENT

Joel A. Burdette, Reference Librarian
Susan J. Slaga, Reference Librarian
Candice R. Clark, Library Assistant

**CHANDLER MEMORIAL LIBRARY
& ETHNIC CENTER**

Barbara A. Comer, Library Assistant
Nancy A. Boynton, Library Page
Mary Lou Parrish, Library Page

CHILDREN'S DEPARTMENT

Kathy E. Bolton, Librarian
Sheila E. Dudman, Assistant
Librarian
Susan M. Willmore, Library Assistant
Lindsey K. Jackson, Library
Assistant
Kathleen M. Garbarino, Library Page
Santhi V. Ramaswamy, Library Page

CIRCULATION DEPARTMENT

Loren H. Rosson, Librarian
Lea L. Touchette, Assistant Librarian
Kathleen A. Shepard, Library
Assistant
Dian M. Legerlotz, Library Assistant

Christina H. Lozeau, Library
Assistant
John C. Milton, Library Assistant
Priscilla L. Cunningham, Library
Assistant
Jane S. Hemmingsen, Library
Assistant
Benjamin M. Bone, Library Page
Philippe L. Collard, Library Page
Adam T. Huske, Library Page
Diane L. Michaud, Library Page
Andrea M. Shepard, Library Page

COMMUNITY SERVICES

Carol L. Eyman, Coordinator
EXHIBITS/MEDIA SERVICES
Bruce J. Marks, Coordinator

GENERAL ADULT SERVICES

Nancy A. Grant, Librarian
Kathryn N. Lukasik, Reference
Librarian
Judith S. Dominici, Reference
Librarian
Katrina Yurenka, Reference
Librarian
Nicholas L. Collard, Library Page

MAINTENANCE

Larry R. Case, Supervisor
Priscilla T. Marquis, Housekeeper

MUSIC/ART/MEDIA DEPARTMENT

Charles E. Matthews, Librarian
Linda M. Dougherty, Assistant
Librarian
Karen R. Beaver, Library Assistant
Linda W. Pilla, Library Assistant
Amanda C. Archambeault, Library
Page
Ryan P. Donovan, Library Page
Tammy Dillon, Library Page

SECURITY

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

TECHNICAL SERVICES

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

recreational needs through computerized information services



The Mission, Purposes and Activities of the Nashua Public Library

The Nashua Public Library's mission is to provide educational, informational and recreational service for the entire Nashua community. Books, magazines, audiovisual sources, reference sources, and other forms of communication media are intended to offer people a public forum representative of all points of view. The library seeks to acquire, make available, preserve, and service materials in all fields of knowledge. The library advocates selection of materials, which promote the interests of all races, genders, sexual orientations, and religious creeds. The library serves the needs of preschool children, school children, young adults, adults, business personnel, artists, and more with its broad collection and many community-sponsored programs.

Our library, the community's information center, also serves these educational, informational, and

and library or community-sponsored programs. The intent of such programs is to provide an unbiased public forum for the concerns and interests of the entire Nashua community. The library's objective is to adequately serve all the citizens of Nashua.

A substantial collection of constantly changing, diverse material must be acquired in response to the needs of preschool children, handicapped people, the elderly, business and municipal personnel. The library also serves the continuing educational needs of adults no longer in school, especially those seeking information relating to their employment, household management, family and child development, and the encouragement of a positive attitude toward the world of books and learning for themselves and their children.

Adapted from Minutes of Library Board of Trustees Meeting
June 12, 1978

Report of the Board of Trustees

To: The Honorable Bernard A. Streeter, Mayor of the City of Nashua, President ex officio, The Honorable David Rootovich, President of the Board of Aldermen, Trustee ex officio, and the citizens of Nashua

This year has seen an increase in the library's traditional business as well as increased interest in new areas created by technology. More Nashuans than ever are checking out books and other library materials and more folks are gaining access to the library through our new web site. People are using our automated reserve system, getting their overdue notices via e-mail and checking their accounts remotely from home.

The library's database of books and other materials has a brand new look with brightly illustrated covers of the books showing as you browse the automated collection. Museum passes are being booked over the Internet and new audio books are being downloaded in much the same way. The library has increased the number of electronic databases available from home and at the library so our patrons have immediate access to important collections of electronic information.

The library assisted with the City's 150th Birthday Celebration by organizing the "Nashua Reads Russo" campaign. This "One City, One Book" effort involved hundreds of local people in reading Richard Russo's Pulitzer Prize winning novel "Empire Falls" and attending the many interesting programs that were arranged by the library and the R.I.S.E. Program for seniors on topics related to the book. The program was so successful the committee is contemplating doing it again in 2004!

A three-year Long Range Plan was developed by Trustees, staff and members of the community and adopted by the Board. In a recent review, it was determined that many of the first year's goals and objectives were exceeded and that the library was on target in all areas to fulfill its mission over the next two years.

During the year the Board approved the following staff changes: Joseph Dionne was hired as Library Director, effective 08-15-02; Linda Pilla was hired as a part-time Library Assistant, Music/Art/Media Dept., effective 11-02-02; Lindsey Jackson was hired as a full-time Library Assistant in the Children's Dept., effective 11-02-02; Karen Beaver was hired as a full-time Library Assistant, Music/Art/Media Dept., effective 12-04-03; Thomas Corbett was hired as the Assistant Director, effective 04-14-03; Joel Burdette was promoted to Librarian, Business Dept., effective 03-04-03; and Susan Slaga was hired as a Reference Librarian, Business Dept., effective 05-06-03.

Trustee Kathleen Veracco was re-appointed in 2003 to another seven-year term on the Board by a joint convention of the Board of Trustees and the Board of Aldermen. Ms. Veracco, who has served for 2 years, will now continue until 2010. I want to thank the following Trustees for their years of service and dedication to our library: David K. Pinsonneault, 12 years; Mary S. Nelson, 10 years; Linda Laflamme, 4 years; Maurice L. Arel, 18 years.

Municipal Government Report

We also thank Mayor Streeter for his leadership and the Board of Aldermen for their support in helping us achieve our goals and fulfill our mission of service to the community.

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

Nashua Public Library Trust Funds

Bank of NH, NA Investment Advisory Acct. # 1090024654

Fund Name	Purpose of Fund	Market Value as of 6/30/02	Principal Inc./ Dec. FY 02/03	Market Value as of 6/30/03
Bloomfield	For library purposes	326,116.62	9,748.81	335,865.43
Burbank	Works of art by living artists	222,957.27	6,665.00	229,622.27
Chandler	Care of Chandler Branch Library	253,239.54	7,570.26	260,809.80
Clancy	For library purposes	28,287.57	845.61	29,133.18
Constitution	To publicize and promote U.S. Constitution	3,327.72	99.48	3,427.20
Cramer	For library purposes	13,310.88	397.91	13,708.79
Fairfield	For library purposes	4,326.04	129.31	4,455.35
Harkaway	Children's books; fairy tales & myths	998.32	29.85	1,028.17
Harris	Purchase of books	33,277.20	994.79	34,271.99
Hickey	Chandler Branch	6,655.44	198.96	6,854.40
Hunt	For library purposes	19,633.56	586.92	20,220.48
Hussey	For library purposes	29,616.70	885.37	30,502.07
Jacquith	For library purposes	998.32	29.85	1,028.17
Locke	For library purposes	97,169.44	2,904.75	100,074.19
Nesmith	Purchase of books	22,649.56	677.08	23,326.64
Rose	For library purposes	10,814.35	323.28	11,137.63
Smith	Purchase of nonfiction books and art	7,986.54	238.73	8,225.27
Stearns	Purchase of reading matter	1,975,334.91	59,049.91	2,034,384.82
Zylonis	To educate/inform of Lithuania	310,143.54	9,476.19	319,619.73
TOTALS:		3,366,843.52	100,852.06	3,467,695.58

Director's Report

A very productive year came to a close with an overall 21% increase in circulation. In part, this may be attributed to the new mix of materials we have made available in the past year, especially in the popular fiction and video/DVD formats; also to the several community-wide efforts the library has undertaken to increase awareness and use of the library such as the "Nashua Reads Russo, One City, One Book" program and our participation in the fall Holiday Stroll and other community-wide events; and to a small overall increase in public library usage generally across the country that many experts think is the result of an unsteady economy.

Staff members have completed a strategic planning process this year, and each department has defined clear goals and objectives that will lead to increased satisfaction for library patrons. Staff members have participated in focused customer service training as well. Several staff members have participated in graduate level courses, professional association workshops and other specialized training to improve their work on behalf of all our users.

A number of changes to some of the library's operations have been planned during the year. The Chandler Memorial branch library is being re-organized to feature the library's collections in the local history and genealogy areas. Several popular collections of books, such as mysteries, westerns, new arrivals, and the magazines, will be moved shortly at the main library to better serve our customers.

Our automation system has been improved with enriched content in the online catalog, where library patrons connect to the library by computer, offering helpful online features such as book reviews, summaries, and cover pictures of books. Our new web page is up and running with better graphics and easier-to-use tools. Cash management at the library has greatly improved with the use of cash registers and additional staff training.

When you can't get here in person be sure to stop by our web site, www.nashua.lib.nh.us, to reserve a new book, check your record or find out what's happening next at the library.

Here's a brief synopsis of how busy we were in each of the following library departments in the past year.

Community Services

The highlight of the annual series of fishing programs was Surf restaurant chef Allen Zick's demonstration of how to prepare and cook salmon. Jazz concerts by performers like James Williams, Alex Minasian, John Lockwood, and Yoron Israel, The Group, the Miles Donahue Standard Band, and Tre Corda continued to draw large audiences. At the Chandler branch, the Scottish country dancing, Lithuanian cooking, and Indian cooking programs garnered many loyal followers, and the annual series of classes in Ukranian egg decorating had exceptionally high attendance.

Music, Art, and Media

Additional funding for acquisitions has resulted in substantially increased circulation among several media formats. DVD circulation is up 157%; audiobooks on CD are up 118%; video circulation is up 102%; and music CDs are up 37%. Customers are responding to a steady influx of new titles.

The department replaced a paper-based museum pass booking and circulation system with a web-based application that enables customers to browse and reserve museum passes over the Internet. Linda Dougherty, MAM's Assistant Librarian, spearheaded an Internet training program with the Business Librarian. Beginner and Intermediate Internet Training classes are given up to six times week. MAM has embarked on offering audiobooks in a new format by acquiring two MP3 players and approximately 30 books worth of digital content.

Circulation Department

Above all else circulation increased by 21% over the past fiscal year, and the front desk has seen more activity than it has in years. The display for new books has improved through the use of face-out shelving, with more special shelving to follow next year.

Since winter, an upgrade to the online catalog has enabled customers to request and renew items online, with the result that the number of requests has tripled. The Young Adult area boasts new features such as better displays for new books, a special display for audio-books on Shakespeare, more games for the Sony Playstation, and a new computer from the Gates Foundation used for word processing and Internet access.

Technical Services

Since having the ability, through the automated circulation system, to determine what collections circulate the most, we are cataloging videos and DVDs, audiobooks and music ASAP. Requested books are still the top priority. We are processing more material than ever. We are buying materials that are in high demand by the public as soon as the request is made rather than waiting until the book selection day twice a month. In addition, the Children's Department book budget increases has resulted in the Children's cataloger having a bigger workload. We expected our workflow would change after automation, and it did. It is in response to the public's wants and needs and we recognize that the library has to constantly change in order to survive as an institution.

Buildings and Grounds

Updated air conditioning equipment has been installed to keep the materials safe and the customers comfortable. Capital Improvement Program funding from the City is now available for new handicapped accessible front doors and a new arrangement for the lobby that may include a new handicapped accessible rest room.

Children's Room

Our circulation of children's materials has increased by 8% for the second year in a row, rising from 129,486 to 140,105. Our young customers and their families are adept at using our automated library catalog, and finding materials has never been easier.

Children's programming statistics rose steadily in the last year with an increase in overall programs of 17% and an increase in attendance of 11%. From July 2002 to June 2003, 31,150 people attended 748 programs sponsored by the Children's Department.

The variety of programs ranged from story times and puppet shows to craft classes, school visits (both in-house and on-site at Nashua elementary schools), book discussion groups and special school vacation week programming. We had the Society for Young Magicians here in February, hosted the author of "A River Ran Wild" Lynne Cherry in March, and a bevy of reptiles here for vacation week in April. We issued 255 library cards to parents and their kindergarten children at five kindergarten orientations in April and May and during visits to early elementary grade classrooms.

General Adult Services

Bookmobile

The Bookmobile staff has aggressively searched the community for new stops, and some have been added each quarter. Bookmobile services were requested at the Amherst Street School during the summer school programs. This program consisted of classes in the morning and a day camp atmosphere in the afternoon. The Bookmobile collection has been thoroughly weeded and circulation has increased. We are projecting another increase in circulation as a stop at Rivier College has been added.

Reference

Weeding of Reference and nonfiction is well underway. The Reference staff initiated the purchase of the following databases: CountryWatch, helpful for those doing country studies, especially school classes; FACTS.com, the Facts on File Digest 1940+ and a popular research tool; Learn A Test, a database of vocational tests; Mitchell's Automotive Manuals, whose wiring diagrams are especially useful. This database is not available from home.

The Reference Department is teaching customers how to use the online catalog and the Internet. Customers are using our online "Ask a Question" form for obituary information and for short answer questions.

Business Services

Outreach activity has included attending Chamber of Commerce events to connect with area businesspeople. A highlight of spring 2003 was a Nashua Public Library booth at the first annual Greater Nashua Chambers of Commerce Small Business Expo. The booth featured business resources, including online databases, print items, and new informational brochures. Another form of outreach has been the introduction of free computer classes to library customers.

Municipal Government Report

Additional popular circulating business and career titles were ordered, and numerous reference titles were updated. The popular circulating computer-book section also was updated. A new display area was created to highlight new business materials. We continue to explore online options, as well as new magazine titles, in order to provide the highest quality information and service to our customers.

Volunteers

The library initiated a new volunteer program this year and enjoyed the support of 13 volunteers. Linda Dougherty and Kathy Shepard served as our Volunteer Program Coordinators and did a great job getting the program off the ground. Our wonderful volunteers were here for a total of 402 hours from April to July!! Thanks go to the following for all their help:

Grace Dolbec
Abarna Thirumeni
Jean Owens
Hetty Andrews
Colin Campbell

Barbara Rottenberg
Arundhati Sankar
Christina Staples
Joy Karugu
Allison Gleeson

Karl Maseng
Jessica Case
Mike Torla

We hope to do even more with volunteers next year.

Finally...

The Nashua Public Library is a great resource for the children and adults of the community, and we only hope to make it better in the year to come.

Respectfully submitted,

Joseph R. Dionne
Director,
Nashua Public Library



City of Nashua

Nashua Public Library Activities Indicators

	FY01/02	FY02/03
Number of community groups meeting in library	182	186
Number of meetings in library by community groups	1,641	1,215
Number of reference questions answered	24,154	29,734
Number of programs for adults	167	180
Plaza Pics/special events audience	10,099	8,610
Number of puppet shows	297	353
Puppet show audience	14,592	15,869
Number of story hours	184	203
Story hour audience	8,735	9,981
Arts & craft classes	21	41
Arts & craft participants	387	583
Group visits to Children's Room	55	49
Group visit participants	1637	1,521
School programs/book talks	13	63
School program participants	741	1,744
Special Children's Room programs	39	27
Special program participants	1494	1,373
Materials ordered and cataloged	15,035	20,084
Bookmobile stops	46	50

Library Program Budget

PROGRAM #	DESCRIPTION	FY01/02	FY02/03
6367	Administration	355,374	344,425
7301	Operations Support	125,255	120,105
7302	Book & Resource Selection	291,350	262,350
7303	Bookmobile Services	92,849	104,474
7304	Business Services	101,280	92,671
7305	Chandler Memorial/Ethnic Center	69,544	90,591
7306	Children's Services	144,334	175,913
7307	Circulation Services	267,367	289,384
7308	General Reference	158,518	166,731
7309	Music, Art, Media Services	157,214	158,398
7310	Technical Services/Cataloging	152,802	173,645
7311	General Operations/Plant Maintenance	79,685	79,274
7312	Utilities	99,621	96,473
	TOTALS	2,095,193	2,154,434

Municipal Government Report

Library Circulation Statistics

	Main	Bookmobile	Chandler
Adult Materials			
Fiction	74,840	2,332	4,014
Nonfiction	65,393	950	626
Periodicals	12,852	476	1,622
Totals	153,085	3,758	6,262

Juvenile Materials			
Fiction	103,751	6,625	144
Nonfiction	32,653	2,195	70
Periodicals	394	49	0
Audio Cassettes	1,621		
Compact Discs	1,686		
Totals	140,105	8,869	214

Media Materials	
Compact Discs	17,924
Audio Cassettes	12,018
Video Cassettes	57,074
Digital Video Discs	34,070
Art Prints	253
Museum Passes	601
Equipment	53

Total 121,993

TOTAL CIRC 434,286 (Main + Bookmobile + Chandler)

Reference/Non-Circ	
Reserves	11,737
Research (REF, BUS, MAM)	26,922
ILL -- by NPL	837
ILL -- for NPL	557
Microforms	5,505
Internet use	21,683
Research (JUV)	2,804
Online databases	10,870
Online renewals (calendar year)	13,515

Groups and Organizations That Used Library Facilities FY 02/03

AARP Tax Assistance	Coastal Conservation Association
Adaptive Driver Rehabilitation Specialists	Community Research
ADD/ADHD Support (Results Project)	Concerned Citizens for a Better Government
Adult Learning Center	Consumer Voice
Al Anon	Crown Hill Commons Condo Association
Al Anon Family Group	Cub Scout Pack 253
Alzheimer's Association of Vermont and New Hampshire	Department of Cultural Resources
A-Men Choral Group	Dunkin Futbol Club
American Association of Individual Investors	Ethnic Awareness Committee
American Sewing Guild	Filipino American Charitable Trust
Antioch University—Natural Resources Volunteers	Gate City Thunderbirds
Ard Teanga Fein	Gates Computer Training
Association for Driver Rehabilitation Specialists	Granite State Modelers Club
Audubon Society, Nashaway Chapter	Granite Staters for Medical Marijuana
Bach's Lunch Committee	Greater Nashua Mothers Club
Benevolent Association	Greater Nashua Software Entrepreneur Group
Boomer Babes Investment Club	Greater Nashua Women's Softball League
Boy Scout Troop 19	Greenville Animals Team
Boy Scout Troop 410	Guys Theater Group
Boy Scouts of America Arrowhead District	Harvard University
Buddhist Study Group	Henry VI
Burbank Advisory	Hesser College
Career Builders	Hillsborough Country Democratic Committee
Casey Family Services	Hispanic Network
Chemical Workers	Hollis Landing Condominium Assn.
Child Care Advisory Commission	International Adoption Seminar
Children's Reading Meeting	International Chemical Workers Union
Chinese Cultural Society of Greater Nashua	Job Search TI
Chinese Language and Culture	Leukemia and Lymphoma Society
Christian Home Schoolers	Lithuanian Cooperative Cemetery
Citizens for Inheritance Tax Equality (C.I.T.E.)	Lithuanian Language Class
Citizens for Local Water Control	Main Dunstable Parent Teacher Organization
City of Nashua Health Department	March into Madness
City of Nashua Public Works Department	Merrimack Community Theatre
	Merrimack Valley Environmental Illness Support
	Merrimack Valley Writers Guild

Municipal Government Report

Microcredit New Hampshire Tax IRS
Workshop
NAACP
Nashua Advocacy Group
Nashua Area Artists' Association
Nashua Area Radio Club
Nashua Area Radio Club Board
Nashua Area Role Playing
Organization
Nashua Arts & Humanities Coalition
Nashua Beauty Pageant
Nashua Chess Club
Nashua City Democratic Committee
Nashua Coin Club
Nashua Custodians Union
Nashua East Cal Ripkin Baseball
Nashua Flyers
Nashua Foundation for Mental
Health
Nashua Garden Club Board
Nashua Girls Soccer
Nashua High School Art Honor
Society
Nashua High School Class of '64
Nashua Inter-Agency Council
Nashua Job Seekers
Nashua Libertarians
Nashua Little League
Nashua Mediation
Nashua Mineral Society
Nashua Northwest Baseball League
Nashua Novel Readers Group
Nashua NOW
Nashua Peace
Nashua Philatelic Society
Nashua Public Library Automation
Committee
Nashua Public Library Board of
Trustees
Nashua Public Library Book
Selection Committee
Nashua Public Library Circulation
Department
Nashua Public Library Department
Heads
Nashua Public Library Internet Policy
Committee
Nashua Public Library Interviews
Nashua Public Library Zylonis Fund
Committee
Nashua Readers Group
Nashua Reads Committee
Nashua Regional Planning
Commission
Nashua Robot Builders
Nashua Role-Playing Organization
Nashua SCBWI Illustrators Critique
Group
Nashua School District
Nashua School District Union
Nashua Soccer Club
Nashua Taxpayers Association
Nashua Theater Guild
Nashua Typographical Union
Nashua West Baseball
Nashua Youth Council
Nashua Youth Lacrosse
Nashua Youth Soccer League
Nashua-Hudson Toastmasters Club
Nashuans Against War
National Association of Retired
Federal Employees
National Multiple Sclerosis Society
Neighborhood Crime Watch
Neighborhood Housing Services of
Greater Nashua
New Hampshire Astronomical
Society
New Hampshire Bass Busters
New Hampshire Citizens for Health
Freedom
New Hampshire Coaching
Organization
New Hampshire Flames
New Hampshire Legal Assistance
New Hampshire Property Owners
Association
New Hampshire Soccer Association
New Hampshire State Employees
Northeast N-Trak
Opera Circle

City of Nashua

Our Heavenly Father Worship
Center
Patriot Golf League
PLUS Co.
Poetry Society of New Hampshire
Poets Unbound
Rakes of the Milford Area
Reclaiming Futures
Refugee and Immigrant Forum on
Legal Rights
Regional Water District Study
RISE and Shine Investment Group
Rivier Institute for Senior Education
Robotics Camp
Rotary Youth Leadership
Russian Community Program
Scottish Country Dancing
Serious Penguin Films
Soaring to Excellence Satellite
Conference
Soccer Council of Nashua
Society for Creative Anachronism
Society of American Magicians
Society of Young Magicians
Southern New Hampshire Apple
Core

Southern New Hampshire Area Pride
Speed Skating Association
Spiral Scouts of Southern New
Hampshire
Suicide Awareness
Sunday Night Coed Softball
Support Group for Mood Disorders
and Anxiety
Tai Chi
Tashas Dance Group
Thursday Network
Tobacco Awareness
United We Stand, America
University of Pennsylvania
US Census Bureau
US Postal Service
USS Hood (Star Trek Club)
V-Day Nashua
Windsor Pond Condominium
Association
Windsor Pond Condominium
Association Board
Writers Corner
Youth Council

**A Sampling of Events @ Your Library
FY 02/03**

Art Exhibits

The History of Nashua:
 Through the Lens of Mike
 Shalhoup
Sky Over Nashua,
 Doug Beals, Photographer
Anne Lemaire, Watercolors
SuNan Call: Pastels and
 Photographs
Aftermath: 9-11
 Nashua Area Artists Association

Book Discussions

Not for Children Only
Little Women
The Classic Fairy Tales
Tatterhood and Other Tales
Roll of Thunder, Hear My Cry
I Am the Cheese
Charlotte's Web
Bridge to Terabithia
Contemporary New England Authors
Midwives
How the Garcia Girls Lost Their
 Accents
I'm a Stranger Here Myself
A Brother's Blood

Computer Instruction

The Internet and Library Databases
Searching the iPac:
 The Library's Online Catalog
Internet for Beginners

Concerts

Classical
Ben Geyer—pianist
George Lopez, Heidi Braun, and
 Rafael Popper
Folk
Hog Mawl
City of Roses
Spirit Fiddle

Vocal
In the Mood
The Music Exchange of Nashua
Cowart Studio of Voice
The Love Songs of Cole Porter
A-Men, By His Grace, and Wretched
 Souls
Margaret O'Keefe and Frederick
 Urrey
Blessed Gospel Ensemble
Jazz
The Group
The Miles Donahue Standard Band
Tre Corda
James Williams, Alex Minasian,
 John Lockwood, Yoron Israel



Nahrmann Jazz Trio
Ethnic
Schannachie—Irish music
Brega Astur—Celtic music
Miscellaneous
The Pimentos—R&B
Cody Michaels—pianist
Ensemble Capolavoro

Ethnic Programs

Lithuanian Cooking
Indian Cooking
Scottish Country Dancing

Acupuncture:

- The Traditional Chinese Treatment
- Aerobic Exercise the Vietnamese Way
- Chinese New Year Celebration
- Introduction to Yoga
- Old Villages of Lithuania
- Pysanky: Ukranian Egg Decorating
- Travels Through India

Fishing

- Big Stripers in Skinny Water
- History of Freshwater Fishing in New Hampshire
- Fishing for Kids
- Fishing the Rangeley Lakes Region
- Cooking Salmon

Health

- Long-Term Health Care: Is Your Family Protected?
- Menopause and Other Health Issues

Literature and Writing

- Poetry and Politics
- The Prolific Bell: How to Write Whenever and Wherever You Want
- Celia Thaxter: The Poet and the Woman
- Words of Terror, Fear, and Dread
- Updating Life's Memories
- Meet Author Lynne Cherry
- Narrator George Guidall

Miscellaneous

- Eleanor Roosevelt: First Lady of the World
- Valentine Rubber Stamping
- Basic Houseplant Care
- De-Junk with Don Aslett, America's Cleaning Expert
- Refinancing Your Home Mortgage
- Trip the Light Fantastic!
- Ballroom Dancing for Beginners

Parenting/Education

- Results Without Drugs for ADD/ADHD
- Waldorf Education for the 21st Century
- Living with Teens: A Program for Parents
- The Gift of Dyslexia

Peacock Players Theater

- The Secret Garden
- Joseph and the Amazing Technicolor Dreamcoat

Self-Improvement

- Get a Life!
- Know Your Dreams, Know Yourself
- Who's Running Your Career Anyway?
- Anger Management: From Destructive to Constructive
- Aromatherapy: Is It All in the Nose?
- Healing with the Angels
- Healing Through Hypnosis
- Introduction to Reiki
- How Astrology Works and How It Can Work for You
- Facing Your Fears to Strengthen Self-Esteem

Young Adult Programs

- Scrapbooking
- Holiday Ornament and Gift Bag
- Beauty Tips: Skin Care and Make-Up
- PlayStation2 Playoffs
- Introduction to Yoga
- Karaoke
- Pottery Workshop

Children

- Holiday Crafts for Children
- Vietnamese Dance for Children
- Create a Pinata
- Storytimes and Puppet Shows

NASHUA POLICE DEPARTMENT



Police Commissioners
Maurice L. Arel, Chairman
Thomas A. Maffee, Clerk
David Lavoie

Chief of Police
Donald J. Gross

Deputy Chief Executive Officer
Timothy Hefferan

Deputy Chief of Uniform Operations
Donald F. Conley

MISSION STATEMENT

The Nashua Police Department strives to improve the quality of life in our community and to protect people and property in partnership with the citizens of Nashua.

PRIMARY MISSION

An urban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary mission of the Nashua Police Department to as closely as possible approach that ideal. In so doing, the department's role is to enforce the law in a fair and impartial manner recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. It is not the role of the department to legislate, to render legal judgments, or to punish. The complexities of policing a free society cannot be totally reduced to a written form. However, in the process of carrying out this mission, there are certain functional objectives that we will endeavor to accomplish. These are enumerated below.

PREVENTION OF CRIME

Peace in a free society depends on voluntary compliance with the law. The primary responsibility for upholding the law, therefore, lies not with the police, but with the people. Since crime is a social phenomenon, crime prevention is the concern of every person living in society. Society employs full time professional police to prevent crime, to deter it, and when that fails, to apprehend those who violate the law. Crime is a symptom of ills within society, which are not the responsibility of the department to cure. The department is responsible, however, for interacting with the community to generate mutual understanding so that there may be public support for crime prevention. Community

involvement is essential to facilitate a free flow of information between the public and the department to assist in the identification of problem areas and to inform the public of crime statistics and trends. Additionally, knowledge of the community is necessary so that each department employee may be instilled with a sense of concern for the crime problems and law enforcement needs of his assigned area of responsibility.

DETERRENCE OF CRIME

While there are certain crimes that cannot be deterred, crimes committed against property and against innocent victims in public places are reduced by police patrol. Street crime is curbed by the potential criminals fear of immediate apprehension or by the increased likelihood of his detention. The deterrence of crime requires the investigation of behavior which reasonably appears to be criminally directed.

In deploying patrol forces to deter crime and to inspire public confidence in its ability to ensure a peaceful environment, the department must strike a balance between the desirable deterrent effect of visible patrol and any undesirable appearance of oppression.

APPREHENSION OF OFFENDERS

The administration of criminal justice consists of the identification, arrest, prosecution, punishment, and rehabilitation of a law violator, and it has as its objective the voluntary compliance with the law as an alternative to punishment. Once a crime has been committed, it is the duty of the department to initiate the criminal justice process by identifying and arresting the perpetrator, to obtain necessary evidence, and to cooperate in the prosecution of the case.

As the certainty of swift and sure punishment serves as an effective deterrent to crime, the department must diligently strive to solve all crimes and to bring the perpetrators to justice.

RECOVERY AND RETURN OF PROPERTY

The actual costs of crime are difficult to measure. There cannot be a dollar value assigned to the broken bodies, ruined lives, and human misery, which are its products. However, it is possible to observe the steadily mounting cost of lost and stolen property. This loss, as well as the other cost of crime, must ultimately be borne by its victims. To minimize the losses due to crime, the department makes every reasonable effort to recover lost or stolen property, to identify its owner, and to ensure its prompt return.

MOVEMENT OF TRAFFIC

To facilitate the safe and expeditious movement of vehicular and pedestrian traffic, the department must enforce traffic laws, investigate traffic accidents, and direct traffic. To enforce compliance with traffic laws and to develop driver awareness of the causes of traffic accidents, the department appropriately warns, cites, or arrests traffic law violators. Traffic accidents are investigated to protect the rights of the involved parties, to care for the injured, to determine the causes of accidents so that methods of prevention may be developed, and when a traffic law violation is discovered, to gather necessary evidence to prosecute the violator. The department maintains intersectional control when necessary to direct vehicular and pedestrian traffic and to provide information to the public when assisting them to arrive at their destination safely and expeditiously.

PUBLIC SERVICE

Often, because there are no other public or private agencies available, the public relies upon the department for assistance and advice in the many routine and emergency situations, which develop in an urban society. For this reason and because there is frequently a potential for crime, the department regularly responds to incidents where it is not contemplated that an arrest will be made.

Saving lives, aiding the injured, locating lost persons, keeping the peace, and providing for many other miscellaneous needs are basic services provided by the department. To satisfy these requests, the department responds to calls for service and renders such aid or advice as is necessitated or indicated by the situation.

COMMUNITY RELATIONS

In order to operate effectively, the department must have the support of the community. Because the conduct of each member/employee reflects the department as a whole, the responsibility for good community relations is shared by everyone.

Good community relations is the exchange of information from the community to the police and from the police to the community. The department is committed to correcting actions, practices and attitudes that may contribute to community tensions and grievances.

FACILITIES

The Department facility is comprised of one headquarters building and six (6) substations scattered throughout the City of Nashua. These substations are the Brookvillage Community Policing Center, Bronstein Apartments Community Policing Center, Pheasant Lane Mall Policing Center, Railroad Square Community Policing Center, French Hill Community Policing Center, and the Maplewood Community Policy Center.

MUTUAL AID DEPARTMENTS

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

Brookline, NH, Police Department
Hollis, NH, Police Department
Hudson, NH, Police Department
Litchfield, NH, Police Department
Merrimack, NH, Police Department
Milford, NH Police Department
Pelham, NH, Police Department

MANPOWER

The Nashua Police Department has an authorized strength of 178 sworn members, 23 civilian Communications and Dispatch personnel, and 58 civilian personnel including Parking Enforcement Specialists and Animal Control Officer. (Total authorized manpower 259).

City of Nashua

<u>Department Members</u>	<u>Authorized</u>	<u>Actual</u>
Chief of Police	1	1
Deputy Chief, Executive Office	1	1
Deputy Chief of Uniform Operations	1	1
Administrative Bureau Commander	1	1
Captains	7	7
Lieutenants	10	10
Sergeants	22	21
Patrolmen, 2nd, 1st	131	124
Sworn Evidence Specialist	1	1
Sworn Senior Relations Officer	1	1
Prisoner Transport Officers	2	2
Sub Total:	178	170
Animal Control Officer	1	1
Parking Enforcement Specialist II	4	3
Parking Enforcement Specialist II/Part-time	5	1
FT Merit Employee	10	10
PT File Clerk	1	1
PT Police Attorney	1	1
FT Police Attorney	1	1
Domestic Violence Advocate	1	1
FT Teamster Positions	31	31
PT Detention Specialist	2	2
PT Outside Detail Specialist	1	1
Dispatchers	11	1
Probationary Dispatcher		2
Senior Dispatchers		1
Dispatcher Specialist		1
Shift Leader		1
Communications Technician I	12	5
Probationary Communications Tech.		2
Communications Technician II		
Senior Communications Technician		3
Communications Specialist		1
Communications Technician Specialist II		
TOTAL	259	240

GOALS & OBJECTIVES

Goal #1 - Reduce the response time to complaints.

OBJECTIVES

1. Attain appropriate staffing levels proportionate to community needs
2. Objective 2: Review services for possible elimination or realignment
3. *Formulate the boundaries of our current sectors*

GOAL #2 - Increase operational efficiency within the Department

OBJECTIVES

1. Improve job skills & knowledge
2. Improve Department Communications
3. Allocate manpower by need.
4. Automate Department functions

Goal #3 – Develop Capital Improvement Projects

OBJECTIVES

1. Building a Department Range:
2. Replacement for HVAC System in old building
3. Obtain a Hazardous Material Handling Robot & Transport Vehicle

Goal # 4 - Re-Evaluate Department's community policing policies

OBJECTIVES

1. Establish Intra-agency partnerships to respond to our community needs
2. Enhance external communications

Goal #5 - Prevent and suppress criminal activity

OBJECTIVES

1. Enhance external communications
2. Conduct thorough & efficient investigations
3. Develop ways to keep the City of Nashua Safe

The significant future issues for the Nashua Police Department center around the demand to do more with less. As New Hampshire's second largest city, it experiences the same problems that most major cities face as a result of growth, the economy, and the social impact of the changing times in which we live. Increased calls for service from the community in such areas as traffic, domestic violence, ethnic growth, narcotics/drugs, terrorism and crime in general act like dominoes affecting the Department's effort to balance resources [financial, personnel, and equipment] and fulfill training and specialization needs with the needs of the service population.

City of Nashua

- Traffic/Crime - proximity of the Massachusetts and lack of a sales tax results in a daily influx of people who require the same level of services as those who live in Nashua.
- Domestic Violence - the disturbing trends in domestic/family violence and its affect on the family members is a real concern.
- Ethnic Growth - while bringing many positives to the community, it has brought language, housing, financial issues, and a need to broaden the training of officers to handle the needs of these culturally different groups.
- Narcotic/Drugs - there has been a significant increase in drug use among members of the community including the youth.
- Terrorism - a recent study in this area indicated that there are many potential threat sites, including schools within the City. The agency is pleased with the financial support it has received from its proactive approach to the threats posed by terrorism and the efforts of its legislators.

These challenges and the demand to do more with less will continue to make the work of the Nashua Police Department more difficult.

SPECIALIZED TEAM RESOURCES

Accident Reconstruction Unit

The function of the Accident Reconstruction Unit is to complete thorough investigations of automobile collisions that involve serious bodily injury, death, or other collisions involving unusual circumstances.

Animal Control Office

The Animal Control Division's responsibilities include assisting the public with animal related problems or nuisance wildlife.

Bicycle Unit

The Bicycle Patrol Unit shall be responsible for maintaining an ongoing awareness of the community's needs and attempt to build an atmosphere of mutual respect and trust between the community and the Department. Duties include enforcement of parking and traffic law regulations, selective enforcement patrols and surveys, traffic direction and control at vehicle accidents/fire scenes, crowd control, and may be used as a first responder to complaints that require immediate response where the Bicycle Unit's mobility is needed.

Canine Unit

The Canine Unit shall be responsible for performing general police duties in protecting life and property, enforcing State, Federal, and local ordinances, and to assist in all aspects of police work. The Unit may be required to track or locate missing persons, patrol high crime areas, assist patrol officers in conducting searches of buildings,

detention & apprehension of criminals, and respond to serious or violent crimes in progress.

Color Guard Unit

The Color Guard Unit has the duty and responsibility of attending certain functions to represent the Nashua Police Department such as formal occasions, City or State functions, presidential details, and official funerals as assigned.

Crime Scene Unit

The Crime Scene Unit is equipped with a Crime Scene Van. This van contains all the equipment necessary for the processing of major crime scenes and is available as a command or transport vehicle in an emergency situation. In addition to lights & sirens, it is outfitted with Halogen lighting that can be utilized to illuminate a fairly large area.

Crisis Negotiation Unit

The function of the highly skilled Crisis Negotiation Unit is to intervene through negotiation with persons in crisis. The Unit is utilized for hostage incidents, barricaded subjects, high risk suicide attempts, high risk warrants, mental health warrants, and conflict resolution. In addition, the Unit is the primary source for information and intelligence for tactical units and command officers in a critical incident. The primary function of the Unit is the peaceful resolution through negotiation of the critical incident. The Unit can also be utilized tactically to assist the SRT Unit if needed.

Dive Team -Search and Recovery Unit

The Dive Team shall have the duty and responsibility of handling those instances where underwater search and recovery are required to cope with particularly crucial situations. Duties include performing search and recovery of stolen property and search and recovery of bodies.

Forensic Artists

The Nashua Police Department has members trained in forensic artistry.

Hazardous Device Unit

The Hazardous Device Unit is responsible for maximum efficiency of operation and safety of all persons concerned in all situations involving hazardous devices. Preservation of human life is of paramount concern to all public safety agencies and individuals for the safe disposal of explosive hazards. Duties include collection and preservation of evidence.

Motorcycle Unit

The Motorcycle Unit shall be responsible for providing enforcement of motor vehicle violations, traffic direction and control at vehicle accidents/fire scenes, and crowd control. The Unit may be used as a first responder to complaints that require an immediate response where the Unit's mobility is needed.

Polygraph Unit

The Nashua Police Department has members trained in polygraph science.

Problem Oriented Policing Unit

The Problem Oriented Policing Unit (POP) is responsible for identifying problems within the community, creating possible solutions for these problems, and implementing the solution. The assignment is proactive and includes both plainclothes assignments and uniformed assignments.

Parking Enforcement Unit

The Parking Enforcement Division is responsible for the enforcement of Nashua ordinances and State statutes governing parking infractions.

Photography Unit

The Nashua Police Department has members trained in photograph taking.

Special Reaction Team

The Special Reaction Team is a unit made up of a group of specialty trained officers whose purpose is to handle instances when weaponry or other special skills are required to cope with: the capture, incapacitation, or elimination of a sniper; protection of VIPs; barricaded and/or armed fugitives; suppressing hostage situations and rescuing hostages; search and arrest warrants where armed resistance is likely; and any other duties as assigned by the Chief of Police or his designee.

Traffic Enforcement Unit

The purpose of the Traffic Enforcement Unit is to enhance traffic enforcement efforts by adopting a proactive policy with the implementation of a highly visible and motivated unit to facilitate the safe and lawful movement of vehicular and pedestrian traffic throughout the community.





**NASHUA POLICE DEPARTMENT
JANUARY 1, 2003 THROUGH DECEMBER 31, 2003**

CALLS FOR SERVICE LOGGED

There were 89,935 calls for service logged:

3,902 Persons Arrested

11,176 Reports Made (excluding Arrest Reports)

7,230 Persons Summoned (excluding w/arrests)

Calls for service **increased 9%** over 2002

Reports Made **increased 41%** over 2002

TRAFFIC ACCIDENTS

There were 4,366 traffic accidents recorded in 2003

Reported accidents **increased 10%** over 2002

ARRESTS

There were 3,902 persons arrested in 2003

Persons Arrested **increased 1%** over 2002

DWI arrests **increased 13%** over 2002

Drug arrests **increased 18%** over 2002

SUMMONSES

There were 7,230 persons summonsed in 2003

Persons Summonsed **increased 111%** over 2002

INCIDENT LOCATIONS

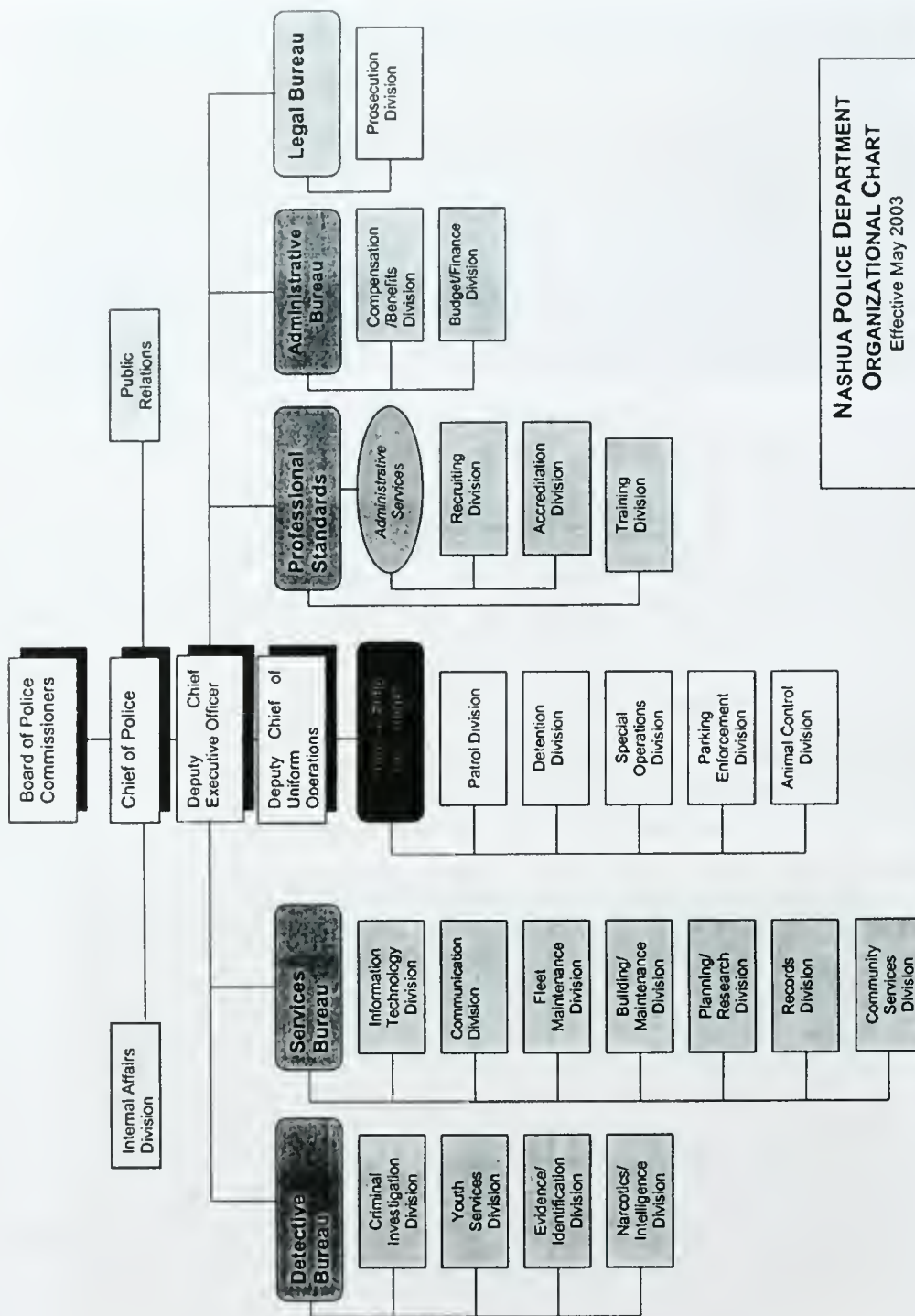
There were 2,864 calls for service logged at the Nashua Police Department
(**increased 1%** over 2002)

CALLS FOR SERVICE BY SHIFT

0700-1459 33,107 (increased 6% over 2002)

1500-2259 37,919 (increased 8% over 2002)

2300-0659 18,909 (increased 17% over 2002)



**NASHUA POLICE DEPARTMENT
ORGANIZATIONAL CHART**
Effective May 2003

PUBLIC HEALTH & COMMUNITY SERVICES DIVISION



Health and Community Services Division
18 Mulberry Street

Mission Statement

To provide a healthy and safe environment for the residents and visitors of Nashua, through a proactive program that embodies the ten essential functions of public health.

Division Director

Stefan A. Russakow M.A., R.S.

Financial Coordinator

Louise Woodworth

Grant/Childcare Coordinator

Christina Lister

Mediation Manager

Carol Stewart

State Multicultural Health Outreach Specialist

Linda Sprague

Departments within the Division

Environmental Health, Community Health, Welfare, Mediation Services, Childcare

Board of Health Members

Dr. Anthony Storage, Chair

Dr. Donald Levi, Member

Dr. Alexander Granok, (resigned August 2003)

Steven Bolton Esq., Aldermanic Liaison

The Board of Health met on a regular basis throughout the year to review statistics relevant to public health and disease prevention. The Board provides guidance to the professional staff and is kept informed of ongoing activities by monthly reports by senior departmental staff. Incentives for the upcoming year will include review of food safety regulations, SARS, pandemic influenza and smallpox guidelines. Meetings of the Board are public and generally occur on the second Wednesday of the Month from 12:00 noon to 1: 30 PM in the Director's conference room at 18 Mulberry Street.

Ongoing Division Activities

The division staff continues to be active in the following major activities:

- New Hampshire Department of Health and Human Services Bioterrorism Steering Committee
- New Hampshire Department of Health and Human Services Communicable Disease and Epidemiologic Control Committee (Focus on SARS and Smallpox and Pandemic Influenza)
- Healthy NH 2010
- New Hampshire Public Health Network
- New Hampshire Hospital Association
- Local Emergency Preparedness Committee and associated sub-committees
- Nashua Task Force on Alcohol and other Drugs
- Greater Nashua Continuum of Care (Homelessness and housing issues)
- United States Interagency Council on Homelessness (Region 1)
- Operation Brightside (Anheuser Busch funding for civic projects)
- Greater Nashua Healthier Community Collaborative
- New Hampshire Childhood Lead Poisoning Advisory Committee

The Division of Public Health and Community Services current focus remains on providing community based public health services based upon the ten essential public health services. These services are conducted through a process of assessment, assurance and policy development. Additionally, the division strives to contain welfare costs, and integrate environmental health and community health services with other city departments. One example of this is the "Oscar Team" in which Environmental Health Specialists link with law enforcement and code enforcement personnel to conduct focused housing inspections. Community Health staff partner with law enforcement personnel in several outreach and education programs targeting intravenous drug use and sexually transmitted disease prevention. Additionally the division staff provides services to other city departments and employees such as providing conflict resolution training, flu vaccinations.

ENVIRONMENTAL HEALTH DEPARTMENT

Health Officer/Manager

Michael Tremblay

(Also served as Interim Director for the Division from November 12, 2002 to April 4, 2003)

Deputy Health Officer

Heidi Peek

Env. Health Specialist II

Jessica Baribault
(Resigned Jan. 2003)

Env. Health Specialist I

Andrew Chevrefils

Promoted to Env. Health Specialist II in April
Env. Health Specialist I vacancy from Jan. to June

Laboratory Supervisor

Sherrie Juris

Changed to Lab Director

Environmental Assistant

Keira Delude

Changed to Laboratory Analyst

Administrative Asst. II

Linda Alukonis

Changed to Env. Health Tech./Office Manager

Inspections and evaluations

Routine food service establishment inspections	793
Food service establishment re-inspections	17
Food service establishment site visits	538
Food service plan reviews	61
Pool and Spa site visits (sampling & inspections)	464
Rabies specimens submitted to State lab for testing	20
Inspections of schools, daycare facilities and foster homes	76
Asbestos/Demolition site checks	36
Septic system site visits	61
Code team/housing inspections	44
Mosquitoes collected and sorted for WNV (West Nile Virus)	2178
Birds collected and submitted to State lab for WNV Testing	45

Employees attended routine meetings for the following:

- o Safety and Risk
- o Smallpox
- o Bioterrorism
- o Space Facility Needs
- o Child Care Advisory
- o Emergency Preparedness
- o Wastewater and Water Treatment
- o Superfund Amendments and Reauthorization Act (SARA)
- o Division & Department Weekly Information
- o West Nile Virus
- o Asthma
- o Lead Advisory
- o Board of Health

Departmental staff received training or certification in the following areas:

- Mosquito Speciation
- Certified Pool Operations
- Weapons of mass destruction/terrorism
- Food analysis training at Massachusetts Dept. of Public Health
- Lead Renovators Course
- GIS

Department staff participated or presented at the following Conferences/Seminars:

- NH Health Officers
- Pool and spa regulation training to Life Guards.
- Safe Food Alliance with the state of New Hampshire
- Rivier College Nursing Students/Role of Environmental Health Department
- LAHN
- West Nile Virus Presentations to Senior Citizens.
- Senior Health Festival
- Numerous Smallpox and Bioterrorism Sessions.
- Northeast Mosquito Control Association Meeting (Mystic Connecticut).

Other Activities

The laboratory received full certification and accreditation for Drinking Water Analysis. They also updated many of the laboratory protocols.

In summary, the department spent a large amount of time in developing plans for smallpox and Bioterrorism. Numerous meetings and training sessions were held in Nashua and in Concord. Major emphasis was placed on developing plans, building communications and public awareness. West Nile Virus surveillance has also consumed a large portion of staff time as they were required to collect dead birds, trap and sort mosquitoes, deliver specimens to the state, transport dry ice, and answer phone calls relative to West Nile information. Some routine programs, specifically food service and pools & spas were affected by time required to address Bioterrorism, Smallpox and West Nile. There was also a period of approximately 6 months with only one Environmental Health Specialist available. Ongoing training continues to be a necessity within the department in an effort to remain informed and kept current on new public health issues and improving programs within the department.

NASHUA COMMUNITY HEALTH DEPARTMENT

Manager	Lucy Saia, MS, MBA, RN (Resigned August 03)
Nurse Practitioner	Lynne Weihrauch, ARNP (Resigned March 03)
Medical Consultant (contract)	Alexander Granok, MD
Clinical Manager	Nina Bauer, MPH, RN (Resigned May 03)
Interagency Coordinator (PT)	Mary Gorman
Public Health Nurse II	Chris Caron
Public Health Nurse II	Nancy Bissell
Public Health Nurse II	Betty Wendt
Public Health Nurse II	Nancy Clayman
Public Health Nurse I (PT)	Sue Klinkow (Resigned July 03)
Public Health Nurse I	Sandra Feliciano
Public Health Nurse I	Shantell Artley
Public Health Nurse I (PT)	Joan Cote
Alcohol and Drug Counselor (PT)	Al Matkowsky, MA, LADC
Outreach Worker	Jade Marco
Outreach Worker (PT)	Karen Mills
Bilingual/Bicultural Translator (Per Diem)	Lina Mingote-Ruiz
Immunization Secretary (PT)	Mary Ann Laliberte
Laboratory Testing Personnel (PT)	John Lethbridge
Laboratory Testing Personnel (PT)	Jackie Cantwell (Resigned June 03)
HIV Counselor (PT)	Terrance Mollohan (Resigned June 03)

Mission

The Nashua Community Health Department (NCHD) is dedicated to the promotion and preservation of public health for all citizens. The Department seeks to achieve its mission through the utilization of a holistic approach to the individual, family and community regardless of race, creed, color, sex, age, political affiliation or belief, religion, sexual orientation, handicap, disability or gender.

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

- Monitor health status to identify community health problems
- Diagnose and investigate health problems and health hazards in the community

City of Nashua

- Inform, educate, and empower people, and the community about health issues
- Mobilize community partnerships to identify and solve problems
- Enforce laws and regulations that protect health and ensures safety
- Link people to needed personal health services and assure the provision of health care when unavailable
- Evaluate effect givens, accessibility, and quality of personal and population based health services

The Nashua Community Health Department is supported primarily by city funds and state grants which include: HIV Counseling and Testing, HIV Prevention, STD Counseling and Testing, Tuberculosis (TB), and Immunization. The NCHD implements these population-based programs to prevent and control disease.

Immunization

Immunizations are made available to improve health standards and to prevent diseases for the individual, the family and the community. Immunizations are given on site at the clinics, on the mobile health van, and at various sites throughout The Greater Nashua Area due to immunization outreach efforts.

- At the Nashua Community Health Department in from July 1, 2002-June 30, 2003- six hundred and eighty (680) children were immunized at the Nashua Community Health Department's Immunization clinics.
- During the 2002 Influenza season, thirteen hundred and eighty (1380) individuals were immunized against the influenza virus at twenty-one sites throughout the city including the Nashua Community Health Department Clinic.
- Immunizations are given at various outreach sites throughout the city and at one site in Hudson. From July 1, 2002-June 30, 2003, sixty (60) children were immunized at one of twenty-two immunization outreach sites throughout the city and at one site in Hudson. Most often, the children that are seen require several vaccines each to reach the minimum immunization requirements as set by The NH Immunization Program.

The Nashua Community Health Department has sponsored and been an active partner in the Nashua Immunization Coalition. The coalition's mission is to promote the importance of immunizations throughout the lifespan. A variety of community and medical agencies throughout the Greater Nashua area are involved in the coalition. Various projects such as putting commercials on Univision-the Hispanic cable channel and writing editorials for the local newspaper have been done through the coalition.

Four immunization educational satellite teleconferences have been facilitated by the Nashua Community Health Department at the Nashua Public Library. These satellite teleconferences are free and target health care providers. They are sponsored by the Centers for Disease Control and Prevention in Atlanta, Georgia. Between eight to eighteen health care professionals attend each satellite teleconference.

The Nashua Community Health Department has also been involved in community events such as the *Fitness University, Senior Fest, the Teddy Bear Picnic and/or*

National Infant Immunization Week. During these events educational pamphlets and giveaways promoting the importance of immunizations were distributed to citizens of the Greater Nashua Area. At least fifty individuals received immunization education at each of these events.

The nurses from the Nashua Community Health Department have also been involved in Clinical Assessment Software Application (CASA) audits of first grade records in Nashua and Hudson. Seventy-five records were audited at each school- there were fourteen schools in Nashua and four schools in Hudson who participated in these audits. For Nashua, eighty-one percent (81%) of first grade students were up to date by two years of age for 4 valid doses of Diphtheria, Tetanus and Pertussis (DTaP), 3 valid doses of Polio, 3 valid doses of Haemophilus Influenza Type B (HIB), 3 valid doses of Hepatitis B (Hep B) and 1 valid dose of Measles, Mumps and Rubella (MMR). In Hudson, eighty-eight percent (88%) were up to date by two years of age for 4 valid doses of Diphtheria, Tetanus and Pertussis (DTaP), 3 valid doses of Polio, 3 valid doses of Haemophilus Influenza Type B (HIB), 3 valid doses of Hepatitis B (Hep B) and 1 valid dose of Measles, Mumps and Rubella (MMR).

The NCHD recently received an award from The State of NH DHHS for exceeding The Healthy NH 2010 goal of 90% vaccination rates in children 24 months of age during the year 2002. We received a similar award commending our reaching this goal in 2000 as well.

Disease Investigation

Under New Hampshire Public Health Law RSA 141-C, the NCHD works collaboratively with the NH, DHHS to investigate reportable diseases and implement disease control measures to locate, contain, treat and or eradicate an identified threat posing risk to the community. There are over fifty different of theses reportable diseases. In FY 2003, there were 377 communicable disease cases reported to The Nashua Community Health Department, all of which required nursing involvement.

The breakdown of these reports is as follows:

Campylobacter	20
Lyme	15
Cryptosporidiosis	4
Salmonella	20
Hepatitis B	26
Positive Mantoux	272
Giardia	7
Hepatitis A	2
Meningitis	3
Strep	3
Ecoli	1
Malaria	1
Vancomycin Resistance Enterococci (VRE)	3

In light of new emerging infections such as severe acute respiratory syndrome (SARS), West Nile virus and monkey pox, and increasing resistance to antimicrobials, Congress is being urged by the scientific research and clinical community to provide significant funding increases for the Centers for Disease Control and Prevention's (CDC) National Center for Infectious Diseases (NCID), particularly the center's antimicrobial resistance and emerging infections programs.

Tuberculosis (TB)

Nursing staff at NCHD planted 709 TB skin tests; 259 were referrals from the outside and 450 were from our Immunization clinic and the Outreach Van. There were 5 active TB cases (4 pulmonary, 1 extra-pulmonary), 5 suspect cases and 22 high-risk Latent Tuberculosis Infections (LTBI's), requiring further follow up.

Sexually Transmitted Disease (STD/HIV) Programs

The STD Program provides counseling, testing, education and treatment for sexually transmitted diseases. Vaccine for hepatitis A and/or B is administered to eligible clients. Six hundred ninety three (693) clients accessed STD services during this time period. Under this program, there is a disease investigation specialist who is CDC trained on the intricacies and nuances in investigating communicable STD's. From July 1 2002 – June 30th, 2003, there were significant increases in syphilis, as well as increases in gonorrhea cases.

- *HIV Counseling and Testing Program* provides anonymous counseling, testing and risk reduction education. There were 446 clients accessing these services in the clinics.
- *HIV Prevention/ Outreach* provides HIV counseling, testing, and risk reduction education to clients whose behaviors are putting them at risk of acquiring or spreading HIV. There is the service of a Licensed Alcohol and Drug Counselor (LADC) who provides individual risk reduction counseling and prevention case management. This program includes two outreach workers who go out into the community to engage those at high risk of acquiring HIV. It also includes the mobile health van that is brought out into areas where high- risk clientele frequent to provide these services as well as many of the STD Program services.
- Group education and in-services are held for clients, agencies and educational institutions by the staff of this program.
- A total of approximately 834 clients were seen both on the van and @ fixed outreach sites in the fiscal year 2003 (July 1, 2002 – June 30, 2003). All of these clients interacted with the Outreach Staff and a majority received some type of health education, usually surrounding harm reduction and/or HIV Prevention. Many also received other services, the majority of which are HIV and/or STD testing, assessment, counseling and vaccinations (A, B, Twinrix). There are numerous other services that clients are able to access in addition to our core services, i.e. Tetanus and flu vaccinations, blood pressure screens, etc.

Well Child Clinic

At the end of 2002, the Nashua Community Health Department ended the Well Child Clinic after decades of service and a caseload of approximately 850 families. In line with changing needs and direction in public health, it was determined that this direct care clinic could be transferred to other agencies/providers in the community. This transition was completed with the largest percentage of clients transferring to The Nashua Area Health Center and the remaining percentage to local pediatric practices.

Lead Poisoning Prevention

The NCHD has received a federal grant from the Environmental Protection Agency for a Lead Project. Six community education sessions have been completed and the program has reached 115 non-English speaking residents of high-risk areas in Nashua by conducting both announced and unannounced home visits by a Spanish-speaking Community Outreach Worker.

NCHD staff continues to be involved with reported elevated blood lead levels in children. There were 26 new cases of blood lead level elevations over 10mcg/dl. PHN involvement ranged from letters to phone calls to home visits.

Newborn / Postpartum

The NCHD also provides newborn and post partum visits as referred from Southern NH Medical Center (SNHMC). These visits are for mothers/newborns who are underinsured, or who have no insurance. The NCHD received 163 referrals and carried out 114 home visits in the time period of 7/1/02 – 6/30/03. The remaining referrals were either not appropriate, refused the visit or were unable to be located.

Emergency Disaster Preparedness

The Nashua Community Health Department (NCHD) shares the primary responsibility for a planned response to a bio-terrorist event. The NCHD, and Environmental Health Department (EHD) have established Memorandum of Understanding's (MOU) with local hospitals, and other health care organizations in the City of Nashua to maximize resources as a public health threat emerges.

In November of 2002, the New Hampshire Department of Health and Human Services received a mandate from CDC to develop a Smallpox plan by December 1, 2002. The NCHD, and EHD facilitated this planning for Nashua, and surrounding towns. The goal was to be prepared for a mass vaccination of 186,021 citizens in 10 days or as the need arises. The strategy built on the existing City of Nashua disaster preparedness plan that would be used to deal with other emergencies such as loss of electrical power for an extensive time after a storm, chemical spill after a major traffic accident, and other events that would stretch the city's normal resources.

The department recently received an award for efforts with The Smallpox Preparedness Program from The State of NH DHHS.

Miscellaneous

Nurses from the Nashua Community Health Department have been involved in facilitating various satellite broadcasts for health care professionals in the greater Nashua area. Titles include but are not limited to: Immunization Updates, Smallpox Training and/or the four part series, Epidemiology and Prevention of Vaccine-Preventable Diseases. This year the Public Health Nurses also presented an infection control talk to the state employees of the Division of Youth, Children and Family Services. Twenty-one individuals participated in this event.

The NCHD and city employees participated in the *March Into May* program. This is a 10-week introductory physical activity program to promote fitness and good health to reduce cardiovascular disease, diabetes, and other illness with physical inactivity as a risk factor.

Summary

In the coming years prevention programs will continue with its focus on infectious diseases, but it will also move further toward chronic diseases, injury, and occupational and environmental diseases. There will be additional challenges as Community Health Department continues to move in this direction, as well as with its continued emergence as a leader in identifying new diseases and protecting the public against non-traditional public health threats, such as bioterrorism and violence.

In these times it is important to remember public health secures the standard of good health for all citizens through the concentration and implementation of its core functions. Attention to these activities provides a solid foundation upon which an effective bio-terrorism plan can be devised and activated. Historically, public health has met all challenges successfully through its courage, ability to mobilize, and expertise.

WELFARE DEPARTMENT

Welfare Officer
Case Technician
Case Technician
Intake Worker/Accounting Clerk
Secretary III
Secretary

Robert Mack
Edward Roach
Karen Emis-Williams
Therese Charest
Marie Savage
Susan Blouin

Mission

The City Welfare Office provides general assistance to those who are poor and unable to sustain themselves according to the mandate of RSA 165 and Welfare Guidelines as adopted by the Mayor and Board of Aldermen.

Municipal Government Report

The following is a comparison for FY 2002 and FY 2003 for the City Welfare Office:

	FY 2002	FY 2003
Total Contacts	5912	7621
Total Applications	1847	2145
Total Cases	1181	1310
Total Interviews	4871	5919
Total Clients who received Assistance	3993	4787

Along with a 9.16% increase in caseloads, there were many factors that carried over from last fiscal year that impacted the Welfare Office in fiscal year 2003. Those factors identified were the unemployment rate and extended length of time benefits were received, the increase in rent and decrease in available housing stock, the fact that shelters were operating above capacity most of the year, the cost of medications and health insurance, and the reality that Social Security and State Welfare benefits do not keep up with the cost of living. A comparison of expenses follows:

	FY 2002	FY 2003
Shelter	\$1,038,073.03	\$1,446,189.19
Medical	\$173,775.99	\$302,810.10
Fuel	\$54,280.38	\$45,323.02
Food/Maintenance	\$65,019.57	\$106,151.70
Totals	\$1,331,147.97	\$1,900,474.01

City Welfare continued to work with the Greater Nashua Continuum of Care to address the homelessness issues, as well as coordinate services/resources with local agencies to meet the basic needs of City Welfare recipients. Some examples include how the Welfare Office worked closely with the Nashua Soup Kitchen & Shelter and Harbor Homes, Inc. Maple Arms shelter to move many families into shelter placements from temporary emergency motel placements, referrals to mainstream community resources, as well as participation in the Committee on Ending Homelessness that is evaluating and developing a 10-Year Plan to End Homelessness.

Staff at City Welfare worked with clients to analyze their specific needs and eligibility for services, including granting of assistance through the voucher system and referrals to alternative resources when appropriate.

NASHUA MEDIATION

Mediation Manager
Mediation Coordinator

Carol Stewart
Sandra Mulcahy

2004 marks the 20th anniversary of the Nashua Mediation Program.

Nashua Mediation offers family and community oriented mediation services to residents of Nashua and surrounding towns. Mediation is a confidential, voluntary service. People who are experiencing conflict at home or in other small group situations such as neighbors or landlord/tenant groups can use mediation to explore issues and develop solutions that will work for all parties involved in the conflict. *Nashua Mediation* also offers training in peer mediation and conflict resolution to schools and community groups.

Mediation and conflict resolution training services address injury and violence prevention goals, one of the need areas identified in the Healthy People 2010 agenda. The risks to healthy child development are not limited to situations of physical violence or child abuse. Children who witness family fights are also affected, with more frequent problems with mental illness, substance abuse and low academic achievement seen in later years. Mediation is one piece of a network of community services that can help reduce that risk.

Services are funded by the City of Nashua, the NH Department of Health & Human Services in partnership with the Hillsborough County Incentive Fund program, and by contributions from area towns including Amherst, Merrimack, Hudson, Litchfield, Pelham, Hollis, and Brookline.

Participation FY03

This summary includes mediation and training or community education services:

Staff and volunteers

- 2 employees: 1 full-time (40 hr) manager + 1 part-time (20 hr) assistant coordinator.
- 32 volunteers provided mediation services in FY03
- 6 volunteers helped provide training services or organizational support for conference activities.

Mediation services

- 84 families with 153 children received mediation services.
- 51% of families were Nashua residents. 15% came from Hudson, 8% from Amherst, and 5.9% from Merrimack. The remaining families came from Hollis, Litchfield and Brookline. 10.7% came from other towns (Milford, Mt Vernon, Windham, Pepperell, East Hampstead, Goffstown, Bedford and Manchester.)
- 5 mediations did not involve minor children. (Couples without children, couples with no minor children, adult children and their parents.)

Training services - students

- 3 elementary schools and 1 middle school received 20-hr peer mediation training for their student peer mediators: In Nashua, Amherst St, Dr. Crisp, and New Searles, and in Pelham, Pelham Middle School and St. Patrick's (combined training)
- 1 middle school received training in communication and conflict resolution skills as a component of their health education class. Nashua: Academy of Learning and Technology
- 1 non-school program for youth received a workshop in conflict resolution skills.
- Nashua Boys & Girls Club

Training services – students and parents

- 10 workshops on parent-child communication and conflict resolution were provided during Nashua's PACT conference and the Family Education Workshop Series.
- Nashua Adult Learning Center, ESL/GED – conflict resolution skills

CHILD CARE SERVICES OFFICE

Child Care/Grant Coordinator

Child Care Advocate

Child Care Recruitment and Training Coordinator

Christina Lister

Shanna Strand

Kimberli Carrier

Mission

To facilitate the continuation of quality, affordable, child care programs within the city of Nashua, NH, and to support families in the balance of their work and family lives.

The Child Care Services Office was established in 1987.

The Coordinator is responsible for participating in local and statewide initiatives which enhance and expand child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and, providing technical assistance to potential and existing providers of early care and education programs.

The Child Care Services Office:

- Offers child care resource and referral services to parents in the community
- Assists providers with the technical support in their professional endeavors
- Supports the activities of the Nashua Early Childhood Care and Education Network, and the Greater Nashua Early Childhood Education Consortium
- Collaborates with the Nashua Child Care Advisory Commission in its annual activities
- Identifies supply of and demand for early childhood resources
- Provides ongoing child care provider workshops
- Recruits new child care providers

City of Nashua

The Child Care Advisory Commission of Nashua, NH consists of a fifteen-member panel. The Commission is appointed by the Mayor, and meets monthly at the Health and Community Services Division. It is the Commission's responsibility to heighten the public perception of child care as a professional, family support service, and as essential component of Nashua's economic success. The Commission is also tasked with supporting the position of the Child Care Services Coordinator in the recommendation of public policy regarding the facilitation of the development of child care programs in Nashua.

Child Care Advisory Commission

Kathy Bolton, *Chair*

Deborah Root

Michael Tremblay

Dorothy Rodrigues

Charlene Wolfe

Diane Ouellette

Kathy Nelson

Lyn Nelson

Pastor Robert Odierna

Karen Harris

Louise Mermer

Clara Levesque

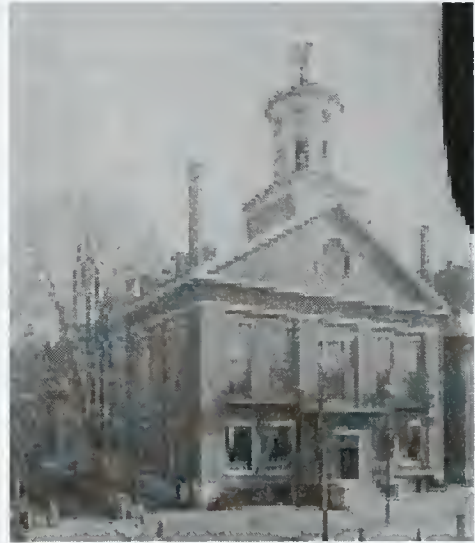
Kelly Ordway, *Vice Chair*

Beth Todgham

Tim Nickerson



Nashua City Hall, between 1935
and 1939/40



Nashua City Hall, c. 1903

Completed in 1843, Nashua's first Town Hall was located on the east side of Main Street near the site of the County Records Building on Temple Street, built in 1866. The current City Hall at 229 Main Street, was dedicated on November 20 and 21, 1939. The Library of Congress description of the left image states that the photo was taken "between 1935 and 1942"; however, this building was taken down in 1939/1940.

Sources: Library of Congress Prints and Photographs Division, Washington, D.C. 20540. Left photo: Call number LC-USF33-004245-M2 [P&P]. Reproduction number LC-USF33-004245-M2 (b&w film nitrate neg.) Right photo: Part of Detroit Publishing Company Photograph Collection. Call number LC-D4-16239<P&P>[P&P]. Reproduction number LC-D4-16239 (b&w glass neg.)

PUBLIC WORKS DIVISION

Public Works Commission

**Mayor Bernard Streeter
Mitzi Baron
Dan Gagnon
Jim Hall
Tim Lavoie**

**Director of Public Works
City Engineer
Deputy Director, Administration
Deputy Director, Waste Water
Deputy Director, Solid Waste
Deputy Director, Street Department
Superintendent, Recreation
Superintendent, Parks
Superintendent, Traffic**

**George Crombie
Eric Teitelman
Jim Mealey
Richard Seymour
Richard Reine
Scott Pollock
June Caron
Nick Caggiano
Todd Landry**

ADMINISTRATION

Administration provides managerial, administrative, and financial support to the departments within the Division of Public Works.

Projects

- Standardize Administration and Financial Functions – Work continued to develop standard systems throughout the Division for such functions as Payroll, Employee Relations, Purchasing, Safety, and Training.
- Continued Implementation of Software Management Modules – work continued on the implementation of software modules for the Division for such functions as Complaint Tracking, Work Management, Asset Management, Permitting, and Call Logging. We have now entered more than 4,000 work orders and requests into the system, and can utilize this information to provide better services to the community.
- Enhance Payroll System – Work continued to improve payroll reporting, reduce errors, and develop a more uniform payroll system for the Division.
- The Mid-Line Supervisor Training Program continued. This program is a joint effort between the Division of Public Works and the University of New Hampshire and results in a Certificate of Supervision for those who successfully complete the program.

City of Nashua

- Awards won by the Division included:
 1. *2003 EPA Environmental Award for Multi-Site Landfill Project*
 2. *New Hampshire Recreation and Park Association, Clarence C. "Willie" Shellnut/Rowland "Kevin" Perkins Program Award for 2002 SummerFun Series.*
 3. *The New Hampshire Magazine's Best of New Hampshire Family Entertainment Award for 2003 for our SummerFun Program*
 4. *New Hampshire Recreation and Park Association Award for Excellence in Aquatic Programming.*
 5. *New Hampshire Preservation Alliance's Achievement Award for the Holman Stadium renovation project.*
 6. *NHASCE's Outstanding Civil Engineering Achievement Award for the Holman Stadium renovation project.*
 7. *American Public Works Association's 2003 Project of the Year Award for the Holman Stadium renovation project.*
 8. *Co-Winner of the Atlantic Professional Baseball League's Award for Best Maintained Field for Holman Stadium.*
 9. *Honorable Mention Award to the Nashua Wastewater Treatment Facility for the 2003 Governor's Award for Pollution Prevention.*
 10. *The George W. Burke Jr. Award New England Water Environment Association, Inc. Safety Award for the Nashua Wastewater Treatment Facility.*

STREET DEPARTMENT

General Information

During fiscal year 2003, the Street Department provided many needed services to the City of Nashua. Street maintenance is an important function of the Street Department. During this year the department started using a new work management system to record, track and document all work of the department. In the spring of 2003 over 800 patching service orders were processed as part of this new system. Street sweeping continued to be a core function of the Street Department. The department operated 4 sweeper units on the streets and one sidewalk sweeper during the year. During April and May the sweepers completed 3600 hours of sweeping. The remainder of the year the sweepers completed about 3840 hours from June to November. In April of 2003, the Street Department offered a spring clean-up program that allowed residents to call in and have items removed that were too large for general pick-up by the Solid Waste Department. Over 80 households took advantage of this free program.

During fiscal 2003 the Street Paving Program allowed for the paving of many streets. These included Main Street from Allds to East Hollis Street, Broad Street from Horse Pond Ave to the Round-a-bout, Spit Brook Road, Lake Street from Almont to Main Dunstable Road, East Dunstable Road from Judith to New Searles Road, Manchester Street from Greeley Park to Royal Oak Drive, Elm

Municipal Government Report

Street from Pearl to West Hollis, Northeastern Boulevard, Tinker Road from White Oak to the city limit and New Searles Road.

The winter of 2002-2003 proved to be very long and challenging. The winter had 35 events with over 100 inches of snow. The season started on October 23, 2002 and ended on April 7, 2003. This was over 23 weeks of winter weather. The department was able to maintain the streets in very good condition during this very long winter.

Projects

- Phase II of the Roby Park construction was completed during FY2003. This work included the reconstruction of 2 softball fields, the installation of a refrigerated ice pad, the construction of an additional parking lot, the relocation of the driveway entrance and the replacement of the landscaping.
- The park at Sandy Pond was reconstructed during FY2003. This work included the installation of new play equipment, the creation of a picnic grove, the installation of a fishing dock and the construction of a new splash pad. This pad was the first of its type constructed in Nashua and was a great success with the children.
- In the spring of 2003, the Street Department replaced the landscaping at City Hall. The work included the construction of a new patio, new planters, sod lawns and new landscape trees. This work was completed as part of the planned improvements for the Sesquicentennial of the city.
- Over the winter of 2002-2003, the pool building was demolished at Centennial Pool and replaced with a new building. The Street Department constructed the building over the winter and spring and had it ready for the opening in June of 2003. The building was a great improvement over the existing building that had been on the site.
- In the fall of 2002, the Street Department rebuilt the baseball field on Shady Lane. The work included a new sod infield and outfield, an irrigation system and a new clay base area.
- Main Street received many improvements during the spring of 2003. This work was completed prior to the Sesquicentennial parade. The work included painting of items, replacement of many signs, new planters, replaced tree grates and repairs to the brick walkways.
- The Street Department played a major role in the planning of the Sesquicentennial Parade. This work included traffic control plans, refuse plans, seating plans and pedestrian control.

SOLID WASTE DEPARTMENT

The Solid Waste Department provides safe and efficient services for residents and businesses of Nashua in the areas of recycling, solid waste, and hazardous waste, through the curbside collection of most residential trash, recycling and seasonal soft yard wastes; the operation of the Four Hills Landfill; and drop-off events at the household hazardous waste / small quantity generator waste collection center.

General Information

Collection program for trash, soft yard wastes and recycling:

Residences served: approximately 21,000 households.

Four Hills Landfill:

	<u>2000</u>	<u>2001</u>	<u>2002</u>
Residential Stickers	8,000	9,561	8,624
Commercial Stickers	669	657	698

Accomplishments

Landfill Closure Projects:

- Final preparation and closure continued on the MSW unlined landfill with approximately 10 acres remaining uncapped. Final capping on this area will occur in early FY 2004
- Former landfill sites:
 - Construction of the the Multi-Site project continued through fiscal year 2003 with substantial completion taking place at Lincoln Park, Roussell/Gardner Memorial Park, Shady Lane Park and Atherton Park. This state of the art landfill re-use project provided landfill closure and park design to five former landfill sites throughout the City. This project earned the City of Nashua the Environmental Protection Agencies Region 1 Environmental Merit Award.

Solid Waste Collection

The automated residential solid waste collection and expanded recycling began in FY 2003 with planning for over 21,000 residential units to receive a new automated collection cart and an additional recycling bin. Initial results are positive with a significant increase in recycling through additional items collected curbside.

Major projects

- Substantial completion of Final Capping and Reconstruction of Roussell/Gardner Memorial Field and Shady Lane Park as part of the Multi-Site Landfill Closure and Park Rehabilitation project.

Municipal Government Report

- Received EPA Environmental Merit Award for the Multi-Site Landfill Reuse Project
- Implemented several aspects of the new Solid Waste Policies and Ordinances which included:
 - Residential Construction and Demolition Charges
 - Elimination of Free Load Program
 - Fee for commercial Soft Yard Waste and Wood Chips disposal
 - Reduced Fees for commercial recyclables
- A \$15,000 grant was received from New Hampshire the Beautiful to defray the cost of the purchase of recycling bins.
- Approval by The State of New Hampshire Department of Environmental Services of the Financial Assurance and Operating Plan for the new lined landfill expansion took place with the opening of this area in April 2003
- Conversion and Expansion of the Curbside Recycling Collection Program to a two Stream Collection (Fiber & Commingled) and addition of items collected (Mixed paper, Cardboard, Steel Cans) along with conversion to off site processing of recyclable products.
- Educational Information and a video was developed and presented to the public at various ward meetings and aired on CATV 16 during the spring and summer 2003 to educate residents about the upcoming automated trash collection program.
- The New Hampshire DES Air Resources Division approved the Title V permit for the regulation of air emissions for the Four Hills Landfill site.
- The Final Capping of the Unlined 60-Acre landfill continued with substantial completion providing final closure to the entire unlined landfill scheduled for fall of 2003.
- The Solid Waste Department continued to receive asbestos waste from the Nashua School District during the South High School renovation project. Employees involved in disposal received comprehensive training and medical monitoring relative to asbestos handling.
- Equipment purchases: Four Automated Collection Trucks
 - Approximately 22,000 Residential Collection Carts
 - 8 Semi-Automated Cart Tippers
 - 23, 000 Recycling Bins
- Five collections of hazardous wastes from residents and small businesses in the Nashua Region Solid Waste Management District
 - Clean Ventures was chosen as contractor for the Household Hazardous Waste program. They provide the staffing of events, weekly facility inspections and consultation to the City and the District.

WASTEWATER TREATMENT FACILITY

General Information

The total wastewater flow into the Nashua Wastewater Treatment Facility (NWTF) was 4,903,600,000 gallons. The average daily flow was 13.4 million gallons, with a one-day maximum of 29.5 million gallons and a one-day minimum of 8.1 million gallons. The total amount of septage received from Hudson and Nashua was 459,905 gallons. The total flow from Hudson, NH was 648,860,000 gallons and the total flow from Merrimack, NH was 34,560,000 gallons. The total number of employees at the facility was 28.

The facility generated 20,073,630 pounds of biosolids. Biosolids were managed under a contract with White Mountain Resource Management Inc. (RMI) of Ashland, NH. RMI hauled Nashua biosolids north to farms as a soil amendment and to reclaim sites.

The laboratory staff performed over 23,000 tests on over 7,500 samples. The industrial pretreatment program processed over 125 industrial permits, performed over 100 industrial inspections and industrial discharge samplings.

The NWTF received the Honorable Mention Award for the 2003 Governor's Award for Pollution Prevention on April 21, 2003.

Projects and Purchases

- A new Closed Circuit TV (CCTV) Inspection System and high cube van was acquired purchased by the NWTF. This system is capable of inspecting sewer lines in the collection system with pipelines from 6 inches to 36 inches in diameter.
- Metcalf and Eddy completed work on the Long Term Water Quality and Infrastructure Control Plan that evaluated combined sewer overflow abatement alternatives. The City presented this program to the EPA in the spring of 2003 and after some modifications the plan was incorporated into the Administrative Order that was issued by the EPA on July 21, 2003. The program consists of several system improvements or optimizations (weir raisings, check valves, sewer line replacements), 2 storage tanks, a wet weather flow treatment facility at the NWTF and a screening and disinfection facility in the vicinity of the East Hollis Street CSO
- The Sargents Avenue sewer separation project was completed in FY 2003 with the installation of an extensive stormwater retention wetlands which was called Anniversary Park
- Phase I of the South Main Street sewer separation project was completed in December of 2003. Phase II of the project will include the installation of stormwater retention wetlands to be built at the Nashua Country Club.
- The NWTF took over the Collection System Program, which had previously been managed by the Street Department.

Municipal Government Report

- The 6,000 ceramic diffusers located in the four secondary aeration tanks were replaced with rubber diffuser membranes.
- Major purchases included two new boilers for the Administration Building, cylinder heads for the digester gas generator, an air/fuel module assembly for the digester gas generator, five Muffin Monster grinders and two new 5,000-gallon chemical storage tanks for Sodium Hypochlorite storage.
- Applied Risk Management and Aquarion Services completed an On-Site Vulnerability Assessment under a grant from the New Hampshire Department of Environmental Services.
- Work on the sewer rate continued throughout the summer of 2003 and the DPW determined that a 20% reduction in the rate was appropriate based on the expected costs of the new CSO program. Underwood Engineers of Portsmouth NH developed the fee structure mechanism for the City.
- The NWF staff assisted the staffs from Camp Dresser and McKee and the Army Corp of Engineers in the ongoing Merrimack River Watershed Assessment Study. The study is being funded by the EPA and the communities of Nashua, Manchester, Lowell MA, Haverhill MA and Lawrence MA. This study when completed in the near future will provide information on existing conditions, pollution sources and potential benefits of pollution control and abatement projects in the Merrimack River Watershed.

PARKS & RECREATION DEPARTMENT

General Information

Summer Camps - The Recreation Department added 6 Skyhawks camps to their summer camp program as well as lacrosse camp for boys and girls. In addition the department established a lacrosse league.

Event trips --The Ice Show, Foxwoods, Mohegan Sun, Six Flags, and Red Sox game.

Special activities -- Halloween House Decorating contest and Halloween Fright Night, which was held in Greeley Park and included a haunted maze and hayride along with face painting and pumpkin decorating.

Candy Grams -- The candy gram included stuffed animal, candy and balloon with deliveries to homes and offices in Nashua only. This was done for Christmas and Valentine's Day.

SummerFun - The NH Recreation and Parks Association recognized the 2002 Program with the Shellnut/Perkins Program Award at the Annual Association Dinner held in Wolfeboro in May. This award is given to a program fulfilling a local need in an outstanding manner. In August of 2002 we held a Luau Day at Greeley Park and will look to expand this and have a few more theme events in 2003. SummerFun will be celebrating its 30th Anniversary in 2003, and the Committee will be planning a birthday celebration during the summer season.

City of Nashua

Winter Carnival – January saw the Parks and Recreation Department holding their Annual Winter Carnival at the renovated Roby Park. There were events for youngsters on the sledding hill as well as demonstrations on the new ice rink. Representatives from Nashua High School hockey team as well as various sporting goods stores were on hand to demonstrate as well as give away various winter sports items.

Summer Pool Season – The New Hampshire Recreation & Parks Association recognized the Parks and Recreation Department's Aquatic Program for 2002 at the Annual Association Dinner held in Wolfeboro in May. This award is given to the department with the most outstanding summer aquatic program. Stacey Allen, Pool Coordinator, along with Supt. Of Recreation June Caron and Supt. Of Parks Nick Caggiano were on hand to receive the award.

Beautification Committee – The Committee increased the number of planting areas as well as the number of whisky barrels throughout the City. We also added four tree plantings on Main Street. The Victory gardens at Greeley Park continue to be popular providing citizens with a place to grow flowers and vegetables.

Projects

- Roby Park saw further improvements including regrading, sod installation, clay infields, irrigation, fencing and landscaping resulting in 2 enhanced women's softball fields. This is the first woman's softball complex in the City.
- Kirkpatrick Park added clay infields, sod, and irrigation for a little league baseball field.
- City Hall saw a major upgrade of the landscaping around the building. Flowers and shrubs were added along with irrigation, sod, and benches.
- Gardner/Roussel Park was enhanced by adding a play set, sod, irrigation and landscaping resulting in 3 baseball fields and 1 rectangular field. Monument was moved to a central location with benches and flagpole installed.
- Shady Lane had clay, sod and irrigation added resulting in an improved Cal Ripkin field and rectangular field.
- Centennial Pool Building on Sargents Avenue was completely renovated including new pool furniture and improved landscaping and fencing
- Sandy Pond saw the addition of a walking path, splash pad, sod, irrigation, landscaping, playground equipment and picnic tables, grills and benches.

Purchases

- Two pick-up trucks were purchased
- One zero turn mower
- One infield dragging machine

TRAFFIC & PARKING DEPARTMENTS

General Information

The Traffic Department provides engineering, traffic signal operation, signing, pavement marking, and parking related support to the citizens and elected officials of Nashua as well as other departments within the City and the Division. The Parking Department maintains the City's parking assets, including the management of both municipal parking garages, all parking meters, and 13 parking lots.

Our Traffic Engineering staff performs technical review of all private development plans that are presented to the Nashua Planning Board. They provide recommendations to the Aldermanic Committee on Infrastructure regarding traffic and parking related ordinances and safety issues that involve traffic signs, pavement markings, parking meters and other engineered traffic devices. Traffic Engineering is also involved with numerous design projects ranging from guardrail and traffic signals to traffic calming devices. We also get involved with transportation engineering projects within the City such as the Broad Street Parkway, parking lot rehabilitation, Amherst Street widening, and the Broad Street and S. Main Street roundabouts.

Our Traffic Signal Operations staff provides "in-house" traffic signal maintenance and repair. They also handle other electrical issues related to traffic, such as the school zone flashing yellow signs, the lighting of City parks and the wiring of the Nashua River fountain located downtown. This year we have 86 signalized intersections, 57 are on our coordinated "MIST" system. We have added an additional traffic signal on Amherst Street due to the Target store, and will be adding one on Coliseum Avenue near the Home Depot store.

Our Pavement Marking and Signing Operations staff maintains the City's traffic signage and pavement markings. They are also responsible for implementing new traffic related City Ordinances as they are passed.

Our parking department staff is new this year and consists of two people- a parking manager and a parking technician. They are responsible for managing and maintaining the City's two municipal parking garages, weekly parking meter coin collection, fielding complaints regarding faulty meters and making the necessary parking meter repairs. They also assist with the snow removal efforts of the City's surface parking lots and garage roofs.

Other duties our staff perform, include voting booth set-up and take down (twice per each election), Channel 16 support including traffic camera set-up and maintenance, special events coordination (e.g., Sesquicentennial Parade), and maintenance and storage of the City's Changeable Message Signs (CMSs)

Major Projects and Purchases

- *Downtown Signage Package* - gateway, directional and destination signs to all municipal parking lots and garages. Included new banners on parking garages. Total cost was about \$100K.
- *Traffic Calming* - met twice with two neighborhoods (Sagamore Road and Ashland/Edgewood) to discuss traffic calming options. Developed design plans for advertising a construction contract.
- *New electronic parking meters with park cards & associated equipment* - Awarded contract and received delivery of over \$300K worth of new electronic parking meters with park cards.
- *Video Surveillance and emergency call stations in parking garages* - Installed approximately \$130K worth of security cameras and emergency call stations in our two municipal parking garages.
- *A signalized pedestrian crosswalk* - was installed on Amherst Street near the Amherst Street Fire Station. The approximate cost was \$20K.
- Staff invested much effort in May and June sprucing up downtown prior to City's Sesquicentennial Parade. This included new signs, paint, and new street light lamps on West Pearl Street.
- Painted "RED" crosswalks in all the City's school zone areas.
- Finished Safe Routes to School program for the New Searles Elementary School.
- Completed our Spring pavement marking contract - \$28K
- *Parking Lot Rehabilitation Project*- completed design of this \$482K project. Construction is scheduled to be to be complete by June 2004.
- We performed a complete test and review of all our traffic signal mast arms and pole for structural soundness. Four structures were determined to need replacement.

ENGINEERING DEPARTMENT

General Information

The Engineering Department is responsible for the design and construction of city projects, review and coordination of private development projects that impact city infrastructure, and involvement in the development of regional infrastructure projects such as transportation, road widening, rail, watershed protection and drinking water programs. The Department is also responsible for the management of the city street paving and sidewalk program, management of consultant contracts, project management of ongoing combined sewer outfalls (CSO Program), issuance of sewer permits, street opening permits, and encumbrance permits, and is responsible for providing survey and construction inspection services.

Plan Review

During FY 2003, the City Engineer's Office reviewed and approved 51 Site and Subdivision plans for sewers, drains, street improvements and public access.

Municipal Government Report

The Department continued its inspection of construction to verify that work was completed in accordance with the approved plans and specifications.

Street Acceptance

The Board of Aldermen accepted four streets totaling 3,295 linear feet during this period:

Azalea Lane	275 LF
Autumn Glen Circle	1,511 LF
Cobble Hill Road	936 LF
Brick Manor Drive	573 LF

Street Discontinuance

No streets were discontinued by the Board of Aldermen during this period.

Permits

The Engineering Department issued a total of 211 Residential/Commercial Wastewater Service Permits. A total of 517 "street opening" and "encumbrance" permits were issued.

Geographic Information Systems (GIS)

The final stage of sanitary sewer plans has been verified by the City Engineer's Office and is in the process of being fully integrated into the GIS system. The storm drain system is in the preliminary phase of integration.

Combined Sewer Overflow (CSO) Projects

The Engineering Department managed the design, permitting and construction of CSO (Combined Sewer Outfall) mitigation projects. These projects replace combined sewers with separate sewers and storm drains. At the same time, roadway, sidewalk, signing, traffic signals and other improvements are made.

CSO-4 South Main Street Area

The South Main Street Area CSO Phase 4 project installed 4,171 ft of sanitary sewer and 6,626 ft of storm drain. This project will construct roadway improvements that include a modern roundabout at the intersection of Main Street and South Main Street, and reconstruction of the traffic signal at the intersection of Main Street and East Dunstable Road.

CSO-5 Sargents Avenue Area

The sewer separation in the Sargents Avenue Area CSO Phase 5 was completed. This project included the construction of an innovative storm water management park to detain runoff during peak rain events, while providing a passive recreation area for the community. This project constructed 370 linear feet of sanitary sewer and 4,825 linear feet of storm drain. The storm drain outfall at Canal Street for the CSO-1 project was also constructed as part of this

City of Nashua

contract. A Vortecnics Stormwater unit was installed at both Canal Street and at Sargents Avenue to help remove pollutants from storm water.

Street Paving

Approximately 11,310 LF of streets were paved through the annual overlay program. The South Main Street and Sargents Avenue Area CSO projects reconstructed approximately 10,000 LF of roadway.

Sidewalk Construction

Approximately 3,600 LF of sidewalk were installed through the FY 2003 Sidewalk Program. As part of the South Main Street CSO project, 7,600 LF of sidewalks were constructed, and as part of the Sargents Avenue CSO 5 project 1,040 LF were constructed.

Public Sewers and Storm Drains Installed by Developers

Public sewers totaling 8,029 linear feet and public storm drains totaling 6,204 linear feet were installed as listed below:

- DRAIN PIPE

Jonquil Lane	235'
Forsythia Drive	1,218'
Cherrywood Drive	2,166'
Bayberry Court	266'
Mandinbarb Circle	537'
Ridge Road	702'
Majestic Avenue	775'
Normandy Way	<u>305'</u>
Total drain pipe	6,204 Linear Feet

- SEWER PIPE

Jonquil Lane	383'
Forsythia Drive	948'
Cherrywood Drive	1,744'
Nashua High School South	699'
Bayberry Court	373'
Mandinbarb Circle	423'
Ridge Road	677'
Majestic Ave.	1,527'
Normandy Way	850'
Main Dunstable Road	143'
Ice Center (added 7-25-03)	<u>262'</u>
Total sewer pipe	8,029 Linear Feet

**NASHUA SCHOOL DISTRICT'S ANNUAL REPORT
TO THE COMMUNITY
2002-2003**

The Nashua School District, in partnership with the community, is committed to providing a quality education to all students in a safe, nurturing, and motivating environment; and is dedicated to helping students become lifelong learners and responsible, productive members of a rapidly changing society.

Mission Statement

A Message from the Superintendent

Dear Fellow Citizens of Nashua,

When I joined the Nashua School District 25 years ago, Dr. Berard Masse was the superintendent of schools and my boss.

I had arrived from Keene to take the position of assistant superintendent. For 17 years until his retirement in 1995, I worked side-by-side with Berard.

Last month I was honored to take part in a memorial service for Berard, who died unexpectedly in Michigan last August, just months after he and his wife Kay moved there from Nashua to be closer to family.

For 22 years Berard was a pillar of the educational community in Nashua, and in the state, having been honored as 1995 Superintendent of the Year. His tenure as superintendent is the longest in Nashua's history. And during those years, from 1973 to 1995, Berard set Nashua's schools on a course of growth and improvement. It was a fitting tribute, upon his retirement, that the Board of Education named the school administration building in his honor.

In the late 1980s, Berard initiated a long-range improvement plan that called for the renovation and/or expansion of all District schools. We have continued that objective and after much planning look forward to September 2004 when we will reopen Nashua High School North and South as two 9-12 schools. At that time, the junior high schools will become 6-8 middle schools and the elementary schools will house students up to grade 5.

Last year, the School District made important progress toward our continuing goal of improving the delivery of education to our students. We opened two new schools, Nashua High School North and the Academy of Learning & Technology,

our alternative middle school for students at risk. We also continued to oversee the major renovations of Nashua High School South, which are more than halfway complete; and we progressed with changes and improvements in curriculum.

In June, to cap off its inaugural year as two campuses, Nashua High School graduated 728 students, one of its largest classes ever, 70 students more than the previous year.

I am happy to report that this increase in graduating seniors coincides with a reduction in the rate of high school dropouts over the past two years. For the second consecutive year, the dropout rate was less than 5%. In addition, last year the percentage of graduates who went on to college increased from 69% to 72%.

Encouraging students to overcome obstacles that lead to dropping out, to obtain their high school diplomas, and to pursue post-secondary education remains a priority of the Nashua School District. Toward that end, efforts continue to not just improve facilities, but also to heighten rigor and relevance in instructional programs and to increase learning opportunities for all students.

The Credit Recovery Program is a wonderful new program that offers added learning opportunities to discouraged students who are contemplating dropping out. The Credit Recovery Program provides a second chance to grade 9-12 students. Students can recover from academic failure by participating in after-school studies. Margaret Reynolds, director of Adult and Continuing Education for our schools, launched the program in September 2002 and 157 students have taken advantage of the program.

Block scheduling, another important component of our curriculum revision at Nashua High was implemented this fall. Block scheduling offers added opportunities for our high schoolers and their teachers alike. Fewer classes each semester and longer, daily class time with teachers allow students more time to learn. The elimination of frequent transition between seven daily class periods and study halls keeps students focused. Each semester teachers have significantly fewer students to monitor, increasing the likelihood that they know their students and how they learn better.

Last year, in anticipation of block scheduling, all our high school teachers took advantage of many, valuable workshops on teaching under the block system. A U.S. Department of Education "smaller learning communities" grant provided workshops of great depth and relevancy. Preparing for block scheduling required our teachers to spend valuable time reviewing lesson plans and teaching strategies. Early indications of success under the block system tell us that the time was well spent.

Municipal Government Report

After several years of planning and a year of intense research and teacher training, our District recently introduced a new reading program to our elementary school students. Scott Foresman, the world's leading elementary educational publisher, offers a more comprehensive and systematic approach to literacy instruction. The Scott Foresman approach provides our students with a more consistent and explicit practice in reading. Phonics, spelling, grammar, comprehension skills, and writing are organized around central themes that are consistent across the grades.

As you can see, momentum is building. In just one year we have dramatically stepped up our capacity and capability in facilities, and accelerated the pace of curriculum development to better prepare our students to compete in the global, high-technology workplace. To make progress in so many areas in one year is a tribute to our dedicated staff.

We wish to thank all members of the Nashua educational community for their continuing support. We thank our administrators, teachers, and support staff district-wide for an intense year of planning and preparation. We appreciate their focusing on the immediate needs of students while, at the same time, helping to plan and implement these many improvements. Without their support and commitment, these milestones on behalf of our students would not have been achieved.

In particular I would like to take this opportunity to thank the staff and students of Nashua High School South who have dealt or are dealing with the renovations on a daily basis. They have weathered many changes and inconveniences and are to be commended for their patience. For them, the best is just a few months away.

Within this context about the state of the Nashua School District, I am proud to present the 2002-2003 Annual Report to the Community. We have put this publication together to keep you up to date with all the important work under way here in our schools.

Please keep in mind that as plans for opening day of school in September 2004 are finalized, we will be back in touch. In the meantime, certainly your thoughts, comments, and suggestions are always welcome. Please feel free to write to me at my office at our administration building, at 141 Ledge Street, Nashua, NH 03060 or email me at jgiuliano@nashua.edu.

Again, my thanks to all staff, students, and all the good friends of the District who have stepped up to help us usher in this new era of schooling for Nashua.

Sincerely,
Joseph R. Giuliano
Superintendent

POINTS OF PRIDE

The Nashua School District sees the following awards and honors as further testimonial to the capabilities of our school community members. We are proud of their accomplishments and we salute them.

Amherst Street Elementary Schools

- Mimi Crowley, media specialist, wrote and was awarded a First Books Grant to purchase and distribute books to students. First Book is a national nonprofit organization that gives children the opportunity to read and won their first book.
- Michael Leriche, 6th grader, was the winner in the citywide Mayor's Presidents Day Essay Contest.
- The Amherst Street Elementary School was awarded a Reading Excellence Grant and a Character Education Grant.

Bicentennial Elementary School

- Nathan Chartier, 6th grader, won both the Bicentennial NH Geography Bee and the Bicentennial NH Spelling Bee.
- Alex Chen and Nathan Utterback, 6th and 4th graders, respectively, both won a Math Olympiad Gold Pin Award for scoring in the top 2% of participants.
- Stephanie Phillis, 6th grader, won the state Daughters of the American Revolution Essay Contest.
- The *Girls PAL Cross Country Team* won the citywide championship. Alexandra Chumura, Kathryn Reynolds, and Andrea Marion, students, placed for Bicentennial.
- Shannon Gramitt, 5th grader, won the state Daughters of American Revolution Essay Contest.

Birch Hill Elementary School

- *The Destination Imagination Lost and Found Team* was awarded the Spirit of DI Award for exceptional sportsmanship and citizenship.
- Meaghan Harper, 6th grader, and Juliana Wiele, 5th grader, won first and second place, respectively, in the Mayor's Presidents Day Essay Contest.
- Chris Andrews, Nate Beyer, Joshua Enxing, Laura Franzini, Greg Hindy, and Chris Tenaglier, 6th graders, were recognized by the New England Math League for high academic achievement in mathematics.
- Erez Bleicher, 6th grader, won The Telegraph essay contest, which thanked men and women serving in our armed services.
- Rebecca Tabat, 6th grader, won the Bob O'Brien Outstanding Christian Athlete Award.
- Melissa Lipkind, 6th grader, won the Porter Award for Education Achievement at Hebrew School.

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- Mari Littleton, 5th grader, won the Junior Olympics cross country national championship, age 10 and under, in Atlanta. Willie Powell and Sandra van den Heuvel, 5th graders, also participated.
- Colin Cropley, 6th grader, won a gold medal in the 2003 Special Olympics Games.

Broad Street Elementary School

- Mr. Reynolds's Project Achievement Class, 5th and 6th graders, won the Johnny Elmwood Project for the upkeep and development of an elm tree nursery at Broad Street School. The award was presented by Mayor Bernard A. Streeter and members of the Greater Nashua Chamber of Commerce's Leadership Greater Nashua Project.

Charlotte Avenue Elementary School

- Alec Auten, 4th grader, made the most free throw shots to win the Annual Free Throw Contest by the Nashua Lodge of Elks.
- Jessica Avelar, 4th grader, won first place in the NH State Solo Baton Twirling Championship for ages 7-9.
- Carrie Bellavance, teacher, was awarded the EPA Environmental Teacher Award for developing curriculum on water quality.
- Ryan Clukey, 3rd grader, won best poster in the Environmental Protection Agency Poster Contest.
- Anand Dyavanapalli, 4th grader, won a NH Historical Society Award.
- Lindsey Durant, 4th grader, won best poster in the Environmental Protection Agency Poster Contest.
- Emily Kert, 5th grader, won third place in the NH Poetry Society Contest.
- Angelica LaVine, 5th grader, was selected to have one of her poems published in the Young Americans Poetry Digest.
- Samita Mohanasundaram, 5th grader, won best essay in the Kentucky Fried Chicken-Colonel Way Award.
- Samita Mohanasundaram, 5th grader, won best essay in the Space Camp Scholarship Contest.
- Samita Mohanasundaram, 5th grader, won best essay in the NH Association of Gifted Children Essay contest.

Dr. Crisp Elementary School

- Katy Cummings, 4th grader, was named 2002-2003 Girl of the Year by Girls, Inc. Katy is the youngest-ever winner of the honor.
- Brad Cole, 6th grader, won second place (10-11 year olds) in Nashua's Gatorade Punt-Pass-Kick Football Contest.
- Domenique Hogan, 6th grader, placed third in the Mayor's Presidents Day Essay Contest.
- Kayla Duarte, 5th grader was the winner (10-11 year olds) in Nashua's Gatorade Punt-Pass-Kick Football Contest.

Fairgrounds Elementary School

- Jared Caron, 5th grader, was the winner of the Fairgrounds Elementary/National Geography Bee and qualified for the state competition. His efforts were commendable at the state-level competition in April at Keene State College.
- Cindy Linehan, reading specialist, was appointed committee member for the R.E.A.D. team for the application process for the Reading First Initiative. She is also a state representative to the Reading Academy in Washington, D.C. In addition Cindy is the state coordinator for the International Reading Association and a member of the Granite State Reading Council.
- Kelly Paradis, teacher was named a Schoolhouse Hero by The Sunday Telegraph.

Ledge Street Elementary School

- Jacqueline Dale and Chelsea Parrott, 4th graders, were chosen to participate in the NEA's Read Across America Program held in March at the State House.
- Kelly Arquin-Newton, teacher, won a Boys & Girls Club of Nashua National Service to Youth Award for five or more years of service as a member of the Board of Directors.
- Ryan Gamache, 2nd grader, won first prize and \$100 in the Hellmann's/Best Foods "Create-A-Wrap" Challenge Contest. His entry wowed judges in the categories of creativity, originality, appropriateness to sponsor, and clarity of expression.
- Timothy Heskett, 6th grader, won a gold medal and two bronze medals in cross country ski events at the 2003 Special Olympics Winter Games.
- Timothy Heskett, 6th grader, won a gold medal, a silver medal, a bronze medal, and placed 4th in various aquatic events in the 2003 Special Olympics Summer Games.
- Debbra Uttero, reading specialist, was responsible for Ledge Street School receiving a \$2,970 Reading Is Fundamental (RIF) grant to purchase books. The grant provided four books to each K-6th grader for their home library at no charge.
- The Ledge Street School was the recipient of a Johns Hopkins University Center for Talented Youth Certificate of Recognition for its support of students with high academic potential in the 2003 Talent Search for 5th and 6th grades.

Main Dunstable Elementary School

- Eleanora Cropley, teacher, was named Wal-Mart Teacher of the Year for southern NH.
- Amanda Babington, Kurt Bennett, Kristen Breakey, Cameron Dicecca, Allison Donovan, and Steven Latina, 5th graders, were selected to represent Main Dunstable and NH, one of two teams from the state, at the first National Showcase of the TOYchallenge Program in June at Smith

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College in Massachusetts. The program is sponsored by NASA astronaut Sally Ride, Smith College, and Hasbro, Inc. One of 240 teams nationwide, the Main Dunstable team displayed a toy or game that it had created. The team was coached by Louise Stevens, teacher.

Mt. Pleasant Elementary School

- Charlie Barry, Brent Christiansen, Mary Keane, Douglas McQuaid, Gordon McQuaid, and Melissa Woodbury, students and members of a Mt. Pleasant Destination Imagination Team, completed in May 2003 in the World Competition in Knoxville, TN. The team was coached by Jay and Rosalie McQuaid.

New Searles Elementary School

- Catherine Laliberte, teacher, was awarded the Sister Mary Jane Benoit Award by Rivier College for teaching excellence.
- Jamie Henning, 5th grader, won a NH Environmental Poster Award.
- Caitlin Rush, 5th grader, placed third in the girls (10-11) division in the Junior Olympics cross country national championship in Atlanta.
- FIRST Lego League *Techno Devils* Team won the Directors Award, the Robust Design Award, and the Team Spirit Award at the Lego League city-level tournament and the Directors Award at the state-level tournament.
- FIRST Lego League *Electric Jelly Donuts* Team won first place and the Directors Award at the regional Lego League tournament and the Judges Award at the state-level tournament.

Sunset Heights Elementary School

- Victoria Galyon, 4th grader, caught the biggest fish (15.5") at the Westford Sportsman's Club Fishing Derby.
- Alassandra Mannino, 4th grader, won third place in The Telegraph's Readers Are Winners Contest.
- Julianna Prophet, Matthew Spaziani, and Brittany Warren, 4th graders, had poetry selected for publication in A Celebration of Young Poets.

Academy of Learning & Technology

- Betty Burpee, teacher, was named Lions Club Teacher of the Year.
- Marc Laguerre, school psychologist, was awarded the 2003 Moccasins Award for Community Service by City Year New Hampshire.

Elm Street Junior High School

- Al Beals, volunteer, was named a Schoolhouse Hero by The Sunday Telegraph.
- Elm Street Beat (Show Choir), Select Choir, and Jazz Band received the rare distinction of Platinum Awards at the Great East Music Festival in May. The Beat was also the featured entertainment at Governor Craig Benson's Inaugural Ball in January.

City of Nashua

- Elm Street JHS cheerleaders placed first in April in the Nashua Deanery CYO Cheerleading Jamboree and the state CYO cheering tournament in the public school division. This was the first time in Elm Street's history that the squad placed first at both events.

Fairgrounds Junior High School

- Lauren Gaudette, 8th grader, completed in June as a member of TEAM USA in the Special Olympics World Games in Dublin, Ireland.

Pennichuck Junior High School

- Lauren Bancroft, 9th grader, won first place in digital photograph and video challenge in the 2003 NH Technology Student Association (NH-TSA) Spring Conference.
- Johanna Hinkle, 8th grader, Nikita Landry, 9th grader, Ben Levesque, 7th grader, Katie Porter, 9th grader, and Brittney Sullivan, 8th grader, won second place chapter team in the 2003 NH Technology Student Association (NH-TSA) Spring Conference.
- Paul Duval, 8th grader, won second place flight challenge in the 2003 NH Technology Student Association (NH – TSA) Spring Conference.
- Ryan McFarland, 8th grader, won third place digital photography in the 2003 NH Technology Student Association (NH-TSA) Spring Conference.
- Johanna Hinkle, 8th grader, won third place prepared speech in the 2003 NH Technology Student Association (NH-TSA) Spring Conference.
- Amanda Grenier, Amy Jordan, Angelica Salas, and Ashley Soto, 7th graders, were recognized by the Nashua Humane Society for extraordinary volunteer service.
- Kelsey Hogan and Chris Ledoux, 7th graders, were recognized by the American Cancer Society for extraordinary volunteer service.
- Nicole Cadorette, Jesse St. Clair, and Amy Wagenberg, 7th graders, were recognized by the Make-a-Wish Foundation for extraordinary volunteer service.
- Kirsten Anderson, Mayra Aguilar, Brianna Bowles, Kimberly Goyette, Amanda Holloran, Russell Long, and Jen Neary, 7th graders, were recognized by the Nashua Soup Kitchen for extraordinary service.
- Tim Walant, 8th grader, finished in the top 10 of the individual competition at the southern regional MathCounts competition. Because of his top 10 finish, Tim competed at the state MathCounts competition.

Nashua High School

- Ann Ackerman, teacher, was named a Schoolhouse Hero by The Sunday Telegraph.
- Brenda Grady, teacher, was named Wal-Mart Teacher of the Year for southern NH.
- Kevin Koo, senior, was named to USA Today's Top 20 All-USA High School Academic Team.

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- Kevin Koo, senior, was named a national \$20K Toyota Community Scholar.
- Kevin Koo, senior, won first place in the NE Junior Science and Humanities Program competition and third in the national competition in Colorado. NHS North received a \$500 cash award. Diane Savage and Kenneth Michaud, teachers, served as advisors.
- Kevin Koo, Nicole Phillis, Gina Reppucci, and John Woelfien, seniors were presented in January the 2003 Team Harmony Founders Award. The Team Harmony Foundation, a Boston-based nonprofit agency, works to eliminate prejudice, bigotry, and hatred by inspiring young people to strive toward equitable social justice.
- Elaine Lecius and Robert Schultz, foreign language teachers, were jointly named Schoolhouse Heroes by The Sunday Telegraph.
- Beverly Mann, teacher and Destination Imagination coach, was awarded a Spirit of DI Award for her years of service to the NH creative problem-solving community.
- Crosby Mook, senior, competed in June as a member of TEAM USA in the Special Olympics World Games in Dublin, Ireland.
- David Posnick, Brian Sullivan, and Matthew Valuk, seniors, were recognized in March with a NHIAA Male Scholar/Athlete Award.
- Adolph Ramirez, senior, was named the Boys & Girls Club Youth of the Year.
- Sophia Santerre, teacher, was named a Schoolhouse Hero by The Sunday Telegraph.
- Karthik Sridharan, senior, was selected as a national Presidential Scholar by the College Board. Only two students from each state are chosen. As a part of the award process, Karthik named Tarin Lafrance, his AP Government teacher, as his most influential teacher.
- Silvea Tacheva, junior, was accepted a year early to Boston University.
- Susan Testa, teacher, was voted by the senior class members of the National Honor Society to be awarded the annual No Bell Award for teaching excellence.
- Destination Imagination *Improv a Time* Team was presented the NH Destination Imagination Renaissance Award for outstanding execution and performance in seamlessly creating an illusion of dimension change reinforcing their overall problem solution
- Alan Hallee, teacher, was presented with an Educator of Distinction Award by the Coca-Cola Scholarship Foundation in consort with Joseph Whitehead Foundation.
- * Daniel Aldrich, John Collins, Hobart Combs, Christopher Hopkins, Rachel Insinga, Kevin Koo, Derek Schwarz, Michael Sennott, David Rich, and Timothy Zhu, students, were recognized in March as qualifying to take the American Invitational Mathematics Exam.
- We the People Team received a Freedom Flag as an award for the highest Unit Five score in NH We the People state competition, honoring the students' excellence understanding and application of the importance

of citizenship, patriotism, and American democracy. The flag serves as a memorial symbol for the victims of the September 11, 2001 attacks.

- Jonathan Toub, senior, was selected as the 2002-2003 Gatorade NH High School Boys Soccer Player of the Year.
- Emily Angel, Carrie Blanda, Christine Carbone, Megan Connolly, Meghan Detering, Tracy Hoffman, Jenny Larochelle, Heather McKillop, Jenna Pearlstein, Lindsey Reid, Kately Thoms, seniors, were recognized in February with a NHIAA Female Scholar/Athlete Award.

District

- Elizabeth Korn, director of guidance, was named NH State Level Winner, ABC Awards Recognition Program for Career Awareness and Exploration K-8.
- Shevawn Bingham, head custodian NHS North, was named Custodian of the Year by the Nashua School District Plant Operations.
- Christopher Davies, janitor NHS North, was named Janitor of the Year by the Nashua School District Plant Operations.
- Richard Oden, grounds foreman, was named Tradesman of the Year by the Nashua School District Plant Operations.
- Kathleen Roddy, monitor, was recognized for her 25 year of service to the students of the Nashua School District by the NH School Transportation Association. In 1978, she was the first bus monitor ever hired by the Nashua School District.

TECHNOLOGY

Many exciting advancements have been put in place in the District this year. A portion of Nashua High School South opened on time in September 2003 with a wealth of new technology ready for the students on their first day of school. New desktops, printers, and servers were all functional along with more network bandwidth to serve their needs. A network fiber link now exists between Nashua High School South and North, providing gigabit speed for the flow of information and educational programs between the schools. The District is anxious to continue to connect our schools to fiber being run throughout the city to further enhance the speed of our network and educational opportunities for our children.

The Technology Department continues to provide improved functionality for our administrators, teachers, and staff to service our student population in a variety of ways, including online attendance and improved school-wide communication.

The Technology Department is also working on a new web site for our District that will provide more up to date and comprehensive information for our District and our community. Our high schools now have the ability to post daily announcements on their web sites to keep students and staff aware of current events on a daily basis. The District is working diligently to bring an entire new

and improved web presence to the public next spring. Once this happens, we plan to continue to add features and functionality as an ongoing practice.

As technology further develops, it is always a challenge to continue to provide functionality and efficiencies in a District this size. The Technology Department continues to be excited to meet the challenges ahead and is committed to providing our District with continued excellence.

NATIONAL MERIT SCHOLARS

Rachel Insigna, Kevin Koo, and Anna Wendel, seniors, qualified as finalists in the 2003 National Merit Scholarship Competition. Kevin Koo was named a winner of a National Merit Scholarship.

High school students nationwide enter the Merit Program by taking the PSAT/NMSQT exam. The prestigious Merit Program has been in existence since 1955.

Rachel Insigna now attends Worcester Polytechnic Institute. Kevin Koo was the Class of 2003 valedictorian and now attends Harvard University. Anna Wendel was the Class of 2003 salutatorian and now attends Messiah College.

Eight other members of the Class of 2003 were commended for their achievement on the PSATs. They were Alisha Brizicky, David Hill, Megan Lewis, Aditya Ranade, Derek Schwarz, Vasnathi Sridhar, Karthik Sridharan, and Whitney Tranchemontagne.

ADVANCED PLACEMENT SCHOLARS

Twenty-two students at Nashua High School recently earned the designation of AP Scholars by the College Board in recognition of their exceptional achievement on the college-level advanced placement exams.

The College Board is a national nonprofit membership association that has existed since 1900 to prepare, inspire, and connect students to college. Among its best-known programs are the SAT exam, the PSAT exam, and the Advanced Placement Program.

Three students qualified for the AP Scholar with Distinction Award by earning an average grade of at least 3.5 on all AP exams taken, and grades of 3 or high on four or more of these exams. These students are Kevin Koo, Karthik Sridharan, and Anna Wendel.

Eleven students qualified for the AP Scholar with Honor Award by earning an average grade of at least 3.5 on all AP exams taken, and grades of 3 or higher on four or more of these exams. These students are Jonathan Awerbuch, Hobart Combs, Lisa Farley, Benjamin Geyer, Joseph Grollman, Douglas Hohenese, Rachel Insinga, Megan Lewis, Derek Schwarz, Vasanthi Sridhar, and Valerie Ullrich.

Eight students qualified for the AP Scholar Award by completing three or more AP exams with grades of 3 or higher. The AP Scholars are Benjamin Blotcky, Katie Flanagan, Scott Glajch, Stacey MacGrath, Aditya Ranade, Rory Skaggs, Robert Title, and Mallory Zeising.

Doug Hohenese, a junior, also received the designation of AP State Scholar, which is granted to the one male and one female student in each U.S. state and the District of Columbia with grades of 3 or higher on the greatest number of exams (at least three full-year course exams or the equivalent) and then the highest average grade (at least 3.5) on all AP exams taken.

NASHUA HIGH SPORTS

Nashua High School was presented in October the NHIAA Award of Excellence for Exemplary Display of Sportsmanship, Ethics, and Integrity. This highly prestigious award was presented to Athletic Director Angelo Fantasia because not one NHS athlete was disqualified during a sporting event in 2002-2003. In addition, Nashua High School was presented a NHIAA Sportsmanship Banner Award as Class L runner-up. Exeter High School was first runner-up.

In addition to distinguishing themselves in conduct, several NHS teams competed at the highest levels of their sports. In fact, three teams won state championships:

Girls Volleyball Team
Girls Basketball Team
Boys Spring Track & Field

ARE YOU A NHSS PANTHER OR A NHSN TITAN?

Earlier this month, a Board of Education subcommittee endorsed a District plan that would send students living north of South Main and Fairway streets to Nashua High School North. The recommendation alters slightly the plan to have all students who live south of the Nashua River attend NHS South, and all students who live north of the Nashua River to NHS North.

The Sunset Height Elementary School neighborhood-area students would join the students living in the Dr. Crisp Elementary School-area, although also technically located south of the Nashua River, at NHS North.

Superintendent Joseph Giuliano said that more students living south of the river will attend NHS North in order to keep student population at the two high schools roughly even. The plan also supports the District's mission of keeping a socioeconomic balance between the two high schools.

A public hearing has been tentatively set for Thursday, December 4, 2003 at Sunset Heights Elementary School. The full Board of Education is expected to vote on high school boundaries by mid-December 2003.

Nashua High School North

Tentative Feeder Schools

Amherst Street Elementary
Birch Hill Elementary
Broad Street Elementary
Charlotte Ave. Elementary
Dr. Crisp Elementary
Mt. Pleasant Elementary
Sunset Heights Elementary

Nashua High School South

Tentative Feeder Schools

Bicentennial Elementary
Fairgrounds Elementary
Ledge St. Elementary
Main Dunstable Elementary
New Searles Elementary

BLOCK SCHEDULING

Several years of training and curriculum revision came to fruition with the first day of school this year when block scheduling at both Nashua High School North and South was implemented.

Block scheduling, or what is often referred to as the "semester plan," is a generic term for a wide variety of scheduling scenarios that all generally reduce the number of courses students take at any given time by replacing traditional 50 minute-minute classes with 90 minute classes.

The advantages and drawbacks of this scheduling were widely debated for several years before being adopted by the Board of Education in 2001. Since that time, the faculty and staff at both Nashua High School campuses have been actively engaged in numerous professional development activities geared toward making instruction more interesting, relevant, and rigorous for all students.

Block scheduling provides advantages for both students and staff. There are fewer classes in a given day and, consequently, more opportunities for students to concentrate on the classes they have in their schedules. At any give time, teachers have a significantly smaller number of total students than they would have in a traditional schedule, although the number of students seen for the year for most teachers will increase.

Another important issue relative to the efficacy of this change is that students are in classes all day long. Study halls and frequent transition periods that exist in a conventional school calendar have been eliminated or reduced.

Block scheduling is a key component of the general delivery of education in the Nashua School District. The initial reaction to block scheduling at Nashua High School has been overwhelmingly positive. Students and faculty have been consistently, albeit informally, polled about their feelings and to date the opinions favor the change.

Clearly block scheduling does not work as well in all subjects and requires more creativity and challenge in certain areas. The staff has effectively taken advantage of the many professional training and workshops available to address those challenges and to prepare for implementation of the change in scheduling.

Clearly a byproduct of block scheduling has been the change in climate at the schools. By moving the more than 3,000 students only three or four times a day as opposed to eight times under a conventional system, time is much more effectively used and the climate of the buildings has been clearly more relaxed. Certainly types of disciplinary infractions have decreased by as much as 90% and feedback from administrators, teachers, and cafeteria workers seem to suggest a more positive atmosphere and attitude on behalf of the students.

Both the short- and long-term implications of moving to block scheduling will need to be monitored. Although it is clear that block scheduling does not necessarily improve student achievement, it is equally clear that just having gone through the preparation for this change has created opportunities for dialogue and professional development that would improve teaching under any scheduling format.

The preparation stages also required the professional staff to spend a great deal of time looking at the curriculum in a manner and depth that probably had not occurred for some time.

Block scheduling is yet another piece of a concerted effort by Nashua High School staff and faculty and the Board of Education to make Nashua High School the best in the state.

RENOVATIONS AT NASHUA HIGH SCHOOL SOUTH

At Nashua High South, phase two of the major renovations is underway. As you may know, currently Nashua High School functions as a single high school at two sites, with juniors and seniors housed at the north campus off Broad Street and sophomores at the south campus off West Hollis Street.

This fall students and staff moved from the original half of the high school into the half that was renovated last year, including the new gymnasium and health classroom wing that opened last spring and the renovated A wing, which opened in September 2003 in time for the first day of school. The auditorium, the cafeteria, and the media center are still being renovated. In the meantime, temporary space has been set up to accommodate the need for those services. The auditorium, which is of the same design and seating capacity as the auditorium at NHS North, is expected to be complete in February 2004. The cafeteria is expected to be open and serving students in late April 2004. The media center, which will be located at the former Belanger Gymnasium, will be ready September 2004. Currently English, math, science, social studies, family and consumer science, world languages, and technical classes are being taught at NHS South this year. Band, chorus, and advanced placement classes are offered to sophomores at NHS North.

Next year, in September 2004, renovations will be complete and the City of Nashua will open, for the first time, two public high schools. NHS North and South will house 2,000 students each with a full complement of grades 9-12. Each high school will offer equitable academic and extra-curricular services, programs, organizations, and opportunities for all high school students citywide.

ENGLISH LANGUAGE ARTS

The English Language Arts (ELA) curriculum in the Nashua School District is poised for major changes this year and next year.

This year the high schools' ELA teachers prepared for block scheduling and the academy restructuring. Important preparations began for the September 2004 transition of 9th grade from the junior high schools to Nashua High School North and South. Like teachers in other disciplines, the ELA teachers continued to strive to maintain high standards and improve student achievement during this transition. Literacy skills, standards-based content, and rigorous performance-based assessment were topics that the high school ELA teachers focused on throughout the school year.

Junior high ELA teachers began evaluating instructional practices for literacy in anticipation of the District moving to a middle school grade 5-8 configuration. The ELA teachers concentrated on reading and writing strategies that are systemic and interdisciplinary. Plans are underway to develop a more unified writing management system that will support that interdisciplinary approach.

At the elementary schools, the piloting of two research-based reading programs for grades kindergarten through grade 5 was initiated. The Scott Foresman reading program was selected and implemented this fall. Kindergarten curriculum and instructional practices consistent with the core program were adopted. The Scott Foresman program provides a more systematic and explicit

approach to reading and language learning than the previous language arts program.

Standardized assessments administered in the spring of 2003 provided important data regarding student achievement. The Terra Nova, a nationally recognized reading assessment was given to Nashua 5th grade students. The results indicated that the Nashua students' reading achievement is better than the national average.

NO CHILD LEFT BEHIND

Across the nation, school districts are grappling with the means by which they will meet the requirements of the No Child Left Behind (NCLB) legislation of 2001. Signed by President George W. Bush on January 8, 2002, NCLB calls for stronger accountability for results; expanded local control and flexibility on curriculum; proven teaching methods; and expanded parental options.

One of the act's priorities is teacher quality. The goal states, "for every child, a fair, equal, and significant opportunity to obtain: a high-quality education with highly qualified teachers." According to this federal legislation, all teachers of core academic subjects must be highly qualified by June 2006. The federal legislation leaves it to the states to determine guidelines for this highly qualified teacher status and for the local educational agencies, like the Nashua School District, to carry out the requirements following state guidelines.

In September 2003, Nashua determined that all elementary teachers in the District rated Highly Qualified Teacher (HQT) status. To achieve HQT status, our elementary teachers in self-contained classroom settings, teaching three or more core academic subjects to the same students, needed a bachelor's degree and state certification. We proudly report that all 340 Nashua elementary teachers are certified and highly qualified.

As we move forward with transition plans to establish two high schools and three grade 5-8 middle schools, the teachers needing to address the requirements under NCLB shifts. Teachers in the junior high/middle schools with elementary certification (K-8) and teaching in a departmentalized setting, teaching one or two core academic subjects to different students, and teachers with certifications different from the core content area in which they teach, must undergo inspection of their qualifications. The inspection, including for some a self-assessment, requires teachers to collect and document evidence to determine their HQT status. There are four options for teachers to demonstrate competency to teach each of the core academic subjects they teach: seeking certification; passing an academic subject test; identifying an academic major (30 credits); or creating a school-based professional development plan. The District intends to support teachers with the aforementioned options and anticipates that all teachers will provide evidence of their highly qualified status by June 2006.

21ST CENTURY COMMUNITY LEARNING CENTERS

Since 2000, the 21st Century Community Learning Center effort has created opportunities for students to grow and is now an accepted practice that provides a support system for parents and children in an after-school environment.

This three-year effort was part of a national effort to provide before-school, after-school, and summer programs that would enhance a student's academic and social development. The grant award allowed the District to assist children residing in neighborhoods having high levels of poverty and/or linguistically diverse families to improve their academic achievement and to provide enrichment opportunities that they might not otherwise have been available. These programs stimulated and expanded learning opportunities in the following areas: academics, recreation, and a broad array of enrichment activities such as art, music, and drama.

We know that sustained individualized attention through extended learning time, when combined with parental involvement and quality school instruction, can raise academic achievement. Academic support in mathematics, reading, and writing are core to the project's goals. The Community Learning Centers arrange for a balance of academic and personal growth opportunities for the students. This key strategy pushes these schools to create more after-school, weekend, and summer learning opportunities to supplement quality classroom instruction.

These extended learning opportunities are clearly one of the major ways that we can ensure that all students will have the confidence in their academic skills to graduate from high school. During the school year and into the summer, Nashua's 21st Century Community Learning Center Project created partnerships with the following community-based organizations: the Boys and Girls Club of Nashua; the Nashua Park and Recreation Department; YMCA; the Adult Learning Center; and UNH Cooperative Extension. Efforts to connect college students from Daniel Webster College and Rivier College with elementary age children also occurred. The Nashua 21st Century Community Learning Center Project has been awarded a continuation grant for the 2003-2004 school year.

This year the 21st Century Community Learning Centers will be enhancing efforts to meet the professional development needs of the after-school staff. To that end we are collaborating with the Children's Museum of Boston to support our teachers in delivering the best quality instruction possible to the children. Our second initiative is to improve the access opportunities for health and dental care by collaborating with Nashua's health and dental professionals.

NEW SEARLES MOCK ELECTION

This past spring the League of Women Voters honored Theresa Keane and her 22 grade 6 students at New Searles Elementary School by presenting them with one of three national awards for increasing parent and community participation in both the mock and actual election.

Shortly after recognition ceremonies at the State House in Concord in June, Principal Bill Pimley, Theresa Keane, and the class traveled to Washington, D.C. to accept their award from the national organization.

New Searles earned this award through its participation in the National Student/Parent Mock Election, in which more than 2,800 New Hampshire students from 110 schools took part. The students researched the gubernatorial and senatorial candidates, and invited them to speak at New Searles. They registered all students in the school to vote, and prepared campaign materials to share what they were learning with their fellow New Searles classmates. They also contacted City Clerk Paul Bergeron and arranged for actual voting booths used at that school to be available for the mock election. The school's mock election was held the week before the actual vote. Members of the class then traveled to the NHPTV broadcast center in Durham to assist with tallying the votes from students throughout the state who were also taking part in the mock election.

JOHN HOPKINS CTY

Nineteen students Districtwide were high scorers in the 2003 Johns Hopkins University's Center for Talented Youth Talent Search. All 19 were recognized in May in a special ceremony at Southern New Hampshire University. The celebrated winners were:

Grades 5 & 6: Jonathan Blotcky, Main Dunstable Elementary; Mary Cook, Mt. Pleasant Elementary; Hillary Erb, Broad Street Elementary; Anjali Krishnaswamy, Bicentennial Elementary; Daniel Luciano, Main Dunstable Elementary; Amritha Mangalat, Broad Street Elementary; Mark Posnick, Birch Hill Elementary; David Root, Bicentennial Elementary; and Anand Sastry, Bicentennial Elementary.

Grades 7 & 8: Michelle Cascio, Elm Street JHS; Evan Hedrich, Fairgrounds JHS; David Kwan, Elm Street JHS; Fuxi Lu, Fairgrounds JHS; Vikas Mangipudi, Fairgrounds JHS; Kimberly Poor, Elm Street JHS; Jesse Turiel, Elm Street JHS; Timothy Walant, Pennichuck JHS; Yushu Wan, Pennichuck JHS; and James Zhu, Fairgrounds JHS.

The students were invited to take part in the national talent search because they scored in the 97th percentile or higher on school standardized tests. They took additional above-grade-level exams, which further tested their verbal and mathematical reasoning abilities.

To measure these abilities, the 7th and 8th graders took the college SAT. Compared to all students in the search, the recognized students scored approximately in the top 25%. The 5th and 6th graders took the PLUS Academic Abilities Assessment and those that scored approximately in the top 34% were

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honored. Last year 1,084 students in New Hampshire qualified to participate in the program. Four Nashua students placed in the exams in the following categories:

Fifth grade verbal

1st place Mary Cook, Mt. Pleasant Elementary School

Sixth grade math

1st place David Root, Bicentennial Elementary School

2nd place Jonathan Blotcky, Main Dunstable Elementary School

Seventh grade math

2nd place Vikas Mangipudi, Fairgrounds JHS

NHEIAP RESULTS

In May 2003 NH Educational Improvement and Assessment Program tests were administered and results showed across-the-board improvement in English, mathematics, science, and social studies, with "mean scale score" increases in all areas except grade 10 English, which remained unchanged from the previous year.

In additionally encouraging results, the percentage of students scoring at the novice proficiency level decreased and the percentage of students scoring at the basic and above level increased. This last indicator is very important because it is the standard of progress for the federal No Child Left Behind educational reform initiative. The District is happy to report a positive upward trend in mathematics, where a number of Nashua schools posted its best-ever scores. There has been steady improvement in NHEIAP test scores in math since the adoption of the Everyday Math curriculum three years ago.

TERRA NOVA RESULTS

In April 2003 the Terra Nova Multiple Assessment was administered to Grade 5 students in the areas of language arts, reading, and mathematics; and to Grade 8 students in the areas of language arts, reading mathematics, science, and social studies. Nashua students performed very well on this nationally normed test with 70% of Nashua students exceeding national average scores. In additionally encouraging results, fewer than 9% of them scored in the lowest quarter. This data, along with the NHEIAP data, will assist the District in identifying areas of curriculum that require strengthening and in identifying students that are in need of additional support in the future.

NATIONAL HISTORY DAY

After a dozen years, National History Day returned to New Hampshire, with Nashua leading the way in winning presentations. Twenty-five students from Nashua High School, Elm Street JHS, Fairgrounds JHS, and Main Dunstable Elementary School were selected to represent New Hampshire and compete at the national tournament.

National History Day is a year-long educational program promoting students' study of history. Students have a choice to present their researched histories in four formats: theatrical performance, documentary, exhibit display, and the traditional paper. This year's NHD theme was Rights and Responsibilities.

At the national competition in Washington, D.C., Kevin Koo, NHS North senior, won the Best Use of Our Documents Award. His project was titled "Bitter Strength and Selective Nationalism: The Chinese Exclusion Act of 1882." He presented the project as a dramatic performance.

Marjorie Kasten and Bridget Paznanski, Main Dunstable Elementary 6th graders, and Sarayu Mangipudi, Fairgrounds JHS 9th grader, were recognized by the American Association for State and Local History for outstanding entries from New Hampshire. Marjorie and Bridget's project, "Behind the Smokescreen: The Rights and Responsibilities of Tobacco," discussed the rights and responsibilities of the tobacco industry in advertising. Sarayu's project, "Zip the Lip or Sink the Ship," discussed the rights and responsibilities associated with World War II propaganda. In addition, Nicole Heimarck, REACH teacher, was named NH Outstanding Teacher of the Year.

PARTNERS IN EDUCATION

With a salute from VolunteerNH!, Partners in Education recently celebrated the 35th anniversary of its school volunteer program with two major, statewide awards. The District won the Volunteer NH! Spirit of New Hampshire Champion Award in the municipality category and Sunset Heights Elementary School won the Volunteer NH! Spirit of New Hampshire Champion Award in the individual school category.

On November 5, 2003, at a dinner reception, First Lady and First Volunteer Denise Benson presented the Champion Awards to Richard LaSalle, assistant superintendent; and Pamela Henderson, principal of Sunset Heights, and Judy Blachek, former president of the Sunset Heights PTO.

Sunset Heights won the award for its outstanding volunteer and community efforts in replacing its playground equipment, which had been destroyed by arson in August 2002. In fewer than 10 months, the Sunset Heights community rallied and raised the money to purchase new equipment. Volunteers gathered in shifts in during one weekend in mid-May to prepare the grounds and to assemble the

playground equipment. To accomplish so much in such a relatively short period of time is a remarkable accomplishment and a tribute to the leadership of the PTO, its outstanding volunteers, and supportive school staff.

The District won its award for its outstanding management of its volunteer programs Districtwide. In his congratulatory remarks, David Lamarre Vincent, chair of the VolunteerNH! Board of Directors, noted the scale and scope of the volunteer programs in the District, including the recent work of the 6,465 volunteers last year who contributed 197,270 hours to our schools. To name a few, volunteers served as tutors, mentors, job hosts, clerical aides, event organizers, PTO office holders, chaperones, school tour guides, library/media center assistants, lunch buddies, sports coaches, FIRST and Destination Imagination coaches, booster club members, advisors, internship hosts, classroom helpers, and high school advisory committee members. Certainly we are grateful for the willingness of so many who volunteer in so many different ways to help our students.

In addition this year, for the 15th consecutive year, each school in the District is being awarded the Blue Ribbon School Achievement Award for school volunteerism. To qualify for the award, the school must substantiate exceptional management of the program. Critical areas of review include leadership, administrative and staff support, recruitment, orientation, placement, opportunity for growth, risk management, recognition, and evaluation. This year the District welcomes the Academy of Learning & Technology to its Blue Ribbon schools. We are delighted that ACT met the Blue Ribbon requirements in its first year of existence. Congratulations to ALT and all District schools; and thank you volunteers!

If you would like to become a member of this award-winning program, please contact us. You do not need a teaching degree, previous training or experience, nor do you need to be a parent. You do need to like children and be a kind and responsible person. Please contact the Office of the School/Community Coordinator at 589.6885 or at hyness@nashua.edu for more information on volunteering.

SHPT AND THE NASHUA HISTORICAL SOCIETY

Fairgrounds JHS's Student Historic Preservation Team (SHPT) and the Nashua Historical Society, a Partner in Education, worked together to create a magnificent float that spoke to the Society's motto and to each organization's shared mission: Preserving the Past for the Future.



Photo by Paul R. Bergeron

Joined by local builder, G.M. Roth, the SHPT and the Society conceived, designed, financed, and built a float for the July 5, 2003 Sesquicentennial Parade. After extensive research by the SHPT, the students took part in a design charrette in December at the Society. The charrette was conducted by Mary Coe, who is the SHPT advisor and a REACH teacher in the District. She was assisted by Andrea Fisher, an art teacher at Fairgrounds JHS. The SHPT decided that the float should feature the Mine Falls Gatehouse and the 200 year-old Abbot-Spalding House. Students from Paul Duquette's CADD class at Nashua High School North turned the conceptual design into ready-to-build plans. From there, G.M. Roth carpenters dedicated more than 200 hours during the spring in constructing the replicas of the significantly historic buildings.

Both organizations have these miniature replicas to treasure in addition to many wonderful memories of their unique contribution to Nashua's Sesquicentennial.

Congratulations to both SHPT and the Nashua Historical Society on a magnificent project! The float drew many oohs and ahhs from appreciative parade watchers.

SESQUICENTENNIAL

In celebration of the City of Nashua's 150th Birthday, students from all our schools had the opportunity to take part by writing a letter to future residents of Nashua. Each class at the elementary school level and each English and English as a Second Language class at the secondary level were asked to involve their students in celebrating Nashua's history. Originality, creativity, and

grade-appropriate grammatical usage were encouraged. Thousands of student letters were mailed in the replica of the original 1803 mailbox, which is housed at the Nashua Historical Society. The mailbox is believed to be the first general mailbox used in New England.

With the support of the District's Plant Operations staff, the District's Sesquicentennial Committee, and all the principals, the giant replica of the original 1803 mailbox made stops at each school to allow the students to mail their letters to Nashua citizens of the future. In addition, at each stop the school's selected, student-designed Sesquicentennial Stamp was displayed.

The 18 stamp designs were featured on the District's float in the July 5th Sesquicentennial Parade. The mailbox, containing all student letters, was the centerpiece of the float. Both the mailbox and the float were built by Nashua Technology Center staff, and decorated with the help of two Nashua High students.



Photo by Paul R. Bergeron

A contest was held to select winners of a letter-writing contest. The winning letters were chosen primarily for their creativity and originality. Grade-appropriate grammar and humor were also considerations. Judges were members of the District's Sesquicentennial Committee; Kathleen Drolet, Interdisciplinary Curriculum Specialist; Miriam Swanson, NIE Coordinator for The Telegraph; and Michele Heisner of the Gilbane Building Company, which graciously sponsored the event with the District.

City of Nashua

Winners were chosen in four categories. The winners, listed below, were presented with cash prizes and certificates in June at Birch Hill Elementary School during its Old Home Day Sesquicentennial Celebration.

The winners of the letter-writing contest were:

Pre-K – 3	Ryan Gamache	Ledge Street Elementary
4 – 6	Mayesha Quasim	Fairgrounds Elementary
7 – 9	Caroline Carlson	Elm Street JHS
10 – 12	Garrett Nelson	NHS South

The stamp design contest was organized by members of the Sesquicentennial Committee and by Robin Peringer, head teacher for art, and each schools' art teachers. Art students in grades 4 and up had an opportunity to participate in the competition, which was sponsored by Lavallee Brensinger, P.A., Hayner and Swanson, Inc., and Rist-Frost-Shumway Engineering, P.C.

The winners of the stamp-design contest were:

Franky Infante	Amherst Street
Rinita Zanzerkia	Bicentennial
Johnathan Bartol	Birch Hill
Katherine Carter	Broad Street
Allyson Anderson	Charlotte Ave.
Cathy Le	Dr. Crisp
Colby Santerre	Fairgrounds Elementary
Crestal Biron	Ledge Street
Shayli Kline	Main Dunstable
Crystal Ainslie	Mt. Pleasant
Jeremy Couture	New Searles
Yoona Kwak	Sunset Heights
Andrew Finley	ALT
Stephanie Fieldman	Elm Street JHS
Jill Kinn	Elm Street JHS
Jessica Stern	Elm Street JHS
Aarti Shah	Elm Street JHS
Amy Chow	Fairgrounds JHS
Alyssa Santiago	Pennichuck JHS
Kayleigh Lemieux	NHS South
Candance Richardson	NHS North

Congratulations to all and Happy 150th Birthday, Nashua!

RETIREES

Congratulations to the Nashua School District employees who retired during the 2002-2003 school year. We greatly appreciate their many years of dedicated service and we wish them many more years of continued success in all they do.

40 years

Beverly Mahoney

35-39 years

Sharon Berry
Elizabeth Burpee
Paula Cook
Charles Daileanes
Constance Fisher
Judy Fisher
Deborah Keller
Susan Lyons
Michael Murray

30-34 years

David Ainsworth
Harvey Beaudette
Maurice Belanger
Irene Dupont
Mary Fitts
Roger Gregoire
Richard Paul

25-29 years

Joan Cassidy
Arlene Creech

20-24 years

Jane LaFrance
James MacLeod
Deborah McGrath
Beverly Zeman

15-19 years

Janet Allard
Karen Bellemare
Barbara Dunham
Patricia Geer
Vivian St. Laurent
Priscilla Silva
Robert Whitmore

10-14 years

Dennis Boyer
Robert Carey



Nashua High School, between 1900 and 1910
Corner of Temple and Cottage Streets

Source: Library of Congress Prints and Photographs Division, Washington, D.C. 20540. Part of Detroit Publishing Company Photograph Collection. Call number LC-D4-70424<P&P>[P&P]. Reproduction number LC-D4-70424 (b&w glass neg.)

SCHOOL OFFICIALS

Board of Education

John Andrick
Vincent Capasso
Michael Clemons
Richard Dowd
Daniel Hansberry, President
Edwina Kwan
Latha Mangipudi
Kimberly Shaw
Julia Ward

Nashua Administration

Joseph R. Giuliano
Superintendent

John Nelson
Assistant Superintendent

Richard LaSalle
Assistant Superintendent

Mark Conrad
Business Administrator

Principals

R. Patrick Corbin
Nashua High School North

Richard Burpee
Nashua High School South

Patricia Place
Academy of Learning & Technology

Pauline Caron
Elm Street Junior High School

Ernest Belanger

Fairgrounds Junior High School

Paul Asbell
Pennichuck Junior High School

Karen Crebase
Amherst Street Elementary School

Charles Katsohis
Bicentennial Elementary School

John Richard
Birch Hill Elementary School

Ruth Tuttle
Broad Street Elementary School

Susan Nelson
Charlotte Avenue Elementary School

Jennifer Seusing
Dr. Crisp Elementary School

Chuck Healey
Fairgrounds Elementary School

Andrew Desrosiers
Ledge Street Elementary School

Christopher Gosselin
Main Dunstable Elementary School

Bruce Geer
Mt. Pleasant Elementary School

William Pimley
New Searles Elementary School

Pamela Henderson
Sunset Heights Elementary School

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