

Annual Report of the City of Nashua New Hampshire



Holman Stadium Construction – 1936

2006

153rd Municipal Government Report

*153rd MUNICIPAL
GOVERNMENT REPORT*

FISCAL YEAR

JULY 1, 2005 – JUNE 30, 2006

Office of the City Clerk

Paul R. Bergeron, City Clerk

Patricia E. Lucier, Deputy City Clerk

Printed by: Ralph B. Jackson

Cover photo: Municipal Stadium being built by WPA, Nashua, NH, 10/36
National Archives Call Number 069-N-5296A

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.

“There are many ways of going forward, but only one way of standing still.”

Franklin D. Roosevelt (1882 – 1945)

The 2005 – 2006 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.

Seventy years ago – in 1936 – a number of Nashua’s public facilities – including City Hall, the Elm Street School, and Holman Stadium – were built with support from President Franklin E. Roosevelt’s New Deal program. In his *Annual Message to the Board of Aldermen* on January 1, 1937, Mayor Alvin A. Lucier noted:

“During the past year, we have continued the policy of closely cooperating with the Federal Government as we did in the years 1934 and 1935.... For the most part, projects sponsored by the City to which the Federal Government liberally contributed have provided nearly steady employment at very moderate wages to all of our employables...:city streets, city sewers, municipal airport, flood work, farm roads, sidewalks, Artillery Pond athletic development, renovation of buildings, water reservoirs, tree project, assistance in snow removal, sewing projects, visiting service, cemetery work, municipal parks, State armory, transient camp, historical project, register of deeds, skating facilities and other playground facilities. These projects were all in addition to the regular city work... The work done has been important, permanent and useful.”

1936 was also the year of the Great Flood. Heavy snow, high rivers, a quick thaw, and rain contributed to a flood level of 12 feet high in some areas. Houses floated downstream. Roads and railroad beds were underwater. Homes were evacuated.

In addition to FY06 department reports, the 2006 Municipal Annual Report includes some historical snapshots from Nashua’s past – 70 years ago. We hope that you will find this information interesting and informative.

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



Paul R. Bergeron
City Clerk

DEDICATION

Julia Ward

1957 – 2005

Julia Ward, a former President of the Board of Education and Director of the Greater Nashua Chamber of Commerce and Great American Downtown, passed away in August 2005 of complications stemming from her battle with myelodysplasia, a blood disease.

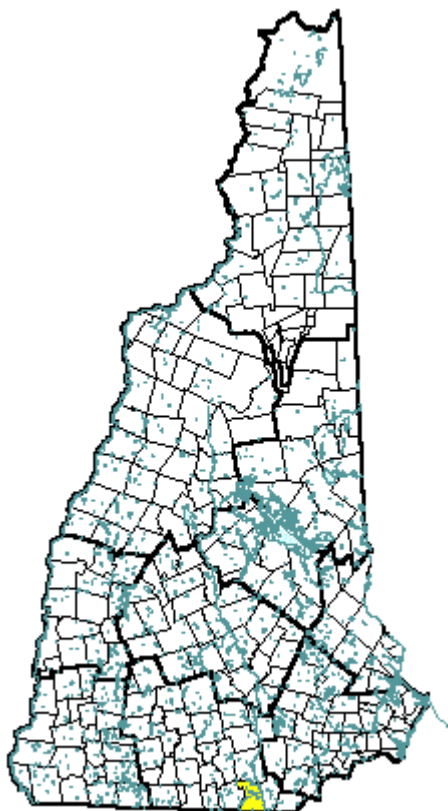
Mrs. Ward served on the Board of Education for six years and played an important role in the creation of Nashua's new high schools and the renovation of Amherst Street Elementary School. Inner-city schools were important to Julia Ward, and the new addition at the Amherst Street School was named after Mrs. Ward in acknowledgement of her passion for providing a good education for all of Nashua's children. Kim Shaw, Board of Education President, at the time of announcing the dedication, pointed out that "It's an honor that's given out sparingly. You want to make sure it is something for somebody who has done a lot of things that are extraordinary."

There was much about Julia Ward that was *extraordinary*. Friends described her as "passionate," "intelligent," "a visionary," "tireless," and a friend who cared about people. She enjoyed gardening and cooking and maintaining a warm and open home. Scott Flegal described the Ward residence as "the epicenter of this neighborhood, and Julia was its den mother" (*Telegraph*, 4 September 2005).

Julia Ward left behind her husband of 22 years, Dr. Harry A. Ward, and two sons, Andrew T. Ward and Ethan H. Ward.

Nashua lost a friend in Julia Ward.

Nashua, NH



Community Contact

City of Nashua

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Municipal Office Hours

Monday through Friday, 8 am - 5 pm

County
Labor Market Area
Tourism Region
Planning Commission
Regional Development

Hillsborough
Nashua NH-MA NECTA Division, NH Portion
Merrimack Valley
Nashua Regional
Gateway Industrial Development Corp.

Election Districts

US Congress
Executive Council
State Senate
State Representative

District 2 (All Wards)
District 5 (All Wards)
District 12 (Wards 1, 2, 5, & 9), and 13 (Wards 3, 4, 6, 7, & 8)
Hillsborough County Districts 20 (Ward 1), 21 (Ward 2), 22 (Ward 3), 23 (Ward 4), 24 (Ward 6), 25 (Ward 7), and 26 (Wards 5, 8, & 9)

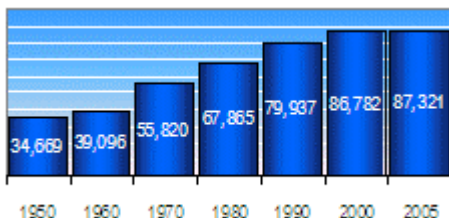
Incorporated: 1746

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

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

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

Population Trends: Nashua ranked first in numeric population change, totaling 52,113 over 50 years, from 34,669 in 1950 to 86,782 in 2000. The largest decennial percent change was 43 percent between 1960 and 1970; the smallest, nine percent between 1990 and 2000. The 2005 Census estimate for Nashua was 87,321 residents, which ranked second among New Hampshire's incorporated cities and towns.



Population Density, 2005: 2,839.7 persons per square mile of land area, the second highest among the cities and towns. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.



Hillsborough County

MUNICIPAL SERVICES

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

Boards and Commissions

Elected:	Aldermen; School; Public Works; Fire
Appointed:	Planning; Conservation; Library; Cemetery; Zoning; Business & Industrial Dev; Housing Authority

Public Library **Nashua Public**

EMERGENCY SERVICES

Police Department	Full-time
Fire Department	Full-time
Town Fire Insurance Rating	2
Emergency Medical Service	Municipal
Nearest Hospital(s)	Distance Staffed Beds
Southern NH Medical Center, Nashua	Local 188
St. Joseph Hospital, Nashua	Local 208

UTILITIES

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

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

2005 Total Tax Rate (per \$1000 of value)	\$16.32
2005 Equalization Ratio	99.2
2005 Full Value Tax Rate (per \$1000 of value)	\$16.02
2005 Percent of Local Assessed Valuation by Property Type	
Residential Land and Buildings	69.5%
Commercial Land and Buildings	28.6%
Public Utilities, Current Use, and Other	1.9%

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

2005 Total Estimated Housing Units	36,593
2005 Single-Family Units	16,737
Residential Permits, Net Change of Units	119
2005 Multi-Family Units	18,966
Residential Permits, Net Change of Units	111
2005 Manufactured Housing Units	890

DEMOGRAPHICS*(US Census Bureau)*

Total Population	Community	County
2005	87,321	401,291
2000	86,782	382,384
1990	79,937	336,549
1980	67,865	276,608
1970	55,820	223,941

Census 2000 Demographics

Population by Gender			
Male	42,775	Female	43,830
Population by Age Group			
Under age 5			5,644
Age 5 to 19			17,735
Age 20 to 34			18,734
Age 35 to 54			27,055
Age 55 to 64			7,395
Age 65 and over			10,042
Median Age			35.8 years

Educational Attainment, population 25 years and over

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

ANNUAL INCOME, 1999*(US Census Bureau)*

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

LABOR FORCE*(NHES – ELMI)*

Annual Average	1995	2005
Civilian labor force	44,276	50,258
Employed	42,188	48,138
Unemployed	2,088	2,120
Unemployment rate	4.7%	4.2%

EMPLOYMENT & WAGES*(NHES – ELMI)*

Annual Average Covered Employment	1995	2005
Goods Producing Industries		
Average Employment	12,420	10,614
Average Weekly Wage	\$857	\$1,387
Service Providing Industries		
Average Employment	31,042	36,953
Average Weekly Wage	\$470	\$731
Total Private Industry		
Average Employment	43,462	47,568
Average Weekly Wage	\$581	\$877
Government (Federal, State, and Local)		
Average Employment	3,439	4,653
Average Weekly Wage	\$735	\$963
Total, Private Industry plus Government		
Average Employment	46,901	52,220
Average Weekly Wage	\$592	\$885

n = indicates that data does not meet disclosure standards

EDUCATION AND CHILD CARE*(NH Dept. of Education)*

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

Educational Facilities	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	12	4	2	8
Grade Levels	P K 1-5	6-8	9-12	K-12
Total Enrollment	7,027	3,249	3,081	n/a

NH Licensed Child Care Facilities, 2006: Total Facilities: **58** Total Capacity: **3,811**

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

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

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

Road Access	US Routes	3
	State Routes	101A, 111, 111A, 130, 101A Bypass
Nearest Interstate, Exit	Everett Tpk., Exits 1 - 8; I-93, Exit 3	
Distance	Local access; 11 miles	
Railroad	Boston & Maine	
Public Transportation	Yes	
Nearest Public Use Airport, General Aviation		
Boire Field, Nashua	Runway	5,501 ft. asphalt
Lighted? Yes	Navigation Aids?	Yes
Nearest Airport with Scheduled Service		
Manchester-Boston Regional	Distance	18 miles
Number of Passenger Airlines Serving Airport		8
Driving distance to select cities:		
Manchester, NH		18 miles
Portland, Maine		106 miles
Boston, Mass.		43 miles
New York City, NY		234 miles
Montreal, Quebec		276 miles

COMMUTING TO WORK *(US Census Bureau)*

Workers 16 years and over	
Drove alone, car/truck/van	83.5%
Carpooled, car/truck/van	9.2%
Public transportation	1.5%
Walked	2.5%
Other means	0.7%
Worked at home	2.7%
Mean Travel Time to Work	24.7 minutes
Percent of Working Residents:	
Working in community of residence	47%
Commuting to another NH community	26%
Commuting out-of-state	26%

RECREATION, ATTRACTIONS, AND EVENTS

X	Municipal Parks
X	YMCA/YWCA
X	Boys Club/Girls Club
X	Golf Courses
X	Swimming: Indoor Facility
X	Swimming: Outdoor Facility
X	Tennis Courts: Indoor Facility
X	Tennis Courts: Outdoor Facility
X	Ice Skating Rink: Indoor Facility
X	Bowling Facilities
X	Museums
X	Cinemas
X	Performing Arts Facilities
X	Tourist Attractions
X	Youth Organizations (i.e., Scouts, 4-H)
X	Youth Sports: Baseball
X	Youth Sports: Soccer
X	Youth Sports: Football
X	Youth Sports: Basketball
X	Youth Sports: Hockey
	Campgrounds
X	Fishing/Hunting
X	Boating/Marinas
	Snowmobile Trails
X	Bicycle Trails
	Cross Country Skiing
	Beach or Waterfront Recreation Area
	Overnight or Day Camps
	Nearest Ski Area(s): Pat's Peak
	Other: Holiday Stroll; Summer Fun Series; Indoor Rock Climbing; Indoor Sky Jumping

CITY OF NASHUA NEW HAMPSHIRE

Comprehensive Annual Financial Report

**For The Fiscal Year Ended
June 30, 2006**



**Prepared by :
The Financial Services Division**

**Carol A. Anderson
CFO/ Comptroller**

City of Nashua, New Hampshire
Comprehensive Annual Financial Report
For the Fiscal Year Ended June 30, 2006

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City of Nashua

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

(603) 589-317
Fax (603) 589-320

December 29, 2006

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

It is our pleasure to present the Comprehensive Annual Financial Report (CAFR) for the City of Nashua, New Hampshire, for the fiscal year ended June 30, 2006. Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with management. To the best of our knowledge and belief, the report accurately presents the City's financial position and the results of operations in all material respects in accordance with generally accepted accounting principles (GAAP). All disclosures necessary to enable the reader to gain an accurate understanding of the City's financial activities have been included.

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

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

History and Government

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

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

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

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

Municipal Services

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

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

The City is responsible for providing education to its citizens in compliance with requirements established by the State of New Hampshire. Public education is offered for grades kindergarten through twelve; providing a comprehensive program of general education, business and college preparatory courses. An elected nine-member School Board manages the school district's affairs

with fiscal autonomy on certain matters; however, the School Board does not represent an autonomous governmental unit independent from the City of Nashua. Financial management and reporting, as well as the issuance of debt obligations, are the City's responsibility.

Financial Structure and Management

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

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

Single Audit - As a recipient of federal and state funds the City is required to undergo a yearly single audit in conformity with the provisions of the *Single Audit Act Amendments of 1996* and U.S. Government Office of Management and Budget's Circular A-133, *Audits of States and Local Governments and Non-Profit Organizations*. The City is also responsible for implementing an adequate internal control structure to ensure compliance with the rules and regulations of these funds. This internal control structure is subject to ongoing and/or periodic evaluation by management and the external audit firm retained by the City for this purpose. Information related to this single audit including a Schedule of Expenditures of Federal Awards; findings and recommendations; and auditor's reports on the internal control structure and compliance with applicable laws and regulations is available in a separately issued single audit report. The results of the single audit for the fiscal year ended June 30, 2006, provided no instances of material weakness in the City's internal control structure.

Discussion of Infrastructure Asset Accounting -Governmental units had to report all capital assets, with the exception of retroactive reporting of infrastructure assets, in their annual audits beginning with fiscal year 2002 to comply with *GASB 34*. Retroactive reporting of infrastructure assets must be included in annual audits beginning with fiscal year 2006. The City uses the straight-line method to depreciate all capital assets.

Enterprise Operations - The City's enterprise operations are comprised of Wastewater Utilities and the Solid Waste Fund. Wastewater is fully self-supported by user fees. These fees were reduced by 27% in fiscal year 2003 due to a projected surplus and a renegotiated rate for the Combined Sewer Overflow (CSO) Consent Order. CSO projects are expected to cost approximately \$65 million over the next ten years. Certain aspects of CSO projects are eligible for a New Hampshire Department of Environmental Services (NHDES) 20% grant. The City expects to utilize unrestricted net assets and the NHDES State Revolving Loan Fund Program to fund CSO projects. The solid waste fund receives a transfer from the general fund to cover a portion of the cost of residential solid waste collection and disposal. This transfer is funded by property taxes and supplements the cost of disposal for approximately 33,400 tons of residential solid waste.

Debt Administration - The City has approximately \$14.2 million of authorized unissued debt, excluding unissued balances of refunding bonds authorized and enterprise activities. It is expected that \$3.5 million of this authorized debt will be rescinded due to favorable financing terms and grants received after the bonds had been authorized. There is approximately \$138

million of authorized debt for the school district. The school bonds are eligible for grant reimbursement payments equal to 30% of project costs, payable annually over the life of bonds issued for this purpose.

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

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

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

Cash Management - General fund and enterprise fund cash is invested at several New Hampshire banking institutions and the New Hampshire Deposit Investment Pool in accordance with the directives set forth in the City's adopted investment policy. This policy is reviewed and approved by a finance committee, comprised of the Mayor and seven appointed members of the Board of Aldermen. The policy has several objectives which include, but are not limited to, risk, liquidity, income, maturity and diversification. All funds are fully collateralized through a joint custody account at the Federal Reserve Bank. The City requires collateral on all investments in the form of U.S. government obligations at no less than 102% in excess of the face value of the investment unless funds are marked to market. Commercial insurance coverage for amounts in excess of FDIC limits in the form of surety bonds issued by approved insurance corporations may be considered. The average yield for general fund investments during fiscal year 2006 was 4%, an increase of 74% over fiscal year 2005.

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

Summary of Financial Position and Operations-General Fund

The general fund cash balance has remained relatively unchanged over the past several fiscal years, with adjustments for the school capital reserve fund and due to/due from accounts. The most significant sources of city revenue continue to be property taxes, followed by the State Enhanced Education Grant and motor vehicle revenue. Overall, city revenue and the collection of taxes remained strong and stable. Tax collections stated as a percent of the current levy were 99.1%, comparable to the prior year level of 98.9%. The City has been successful in negotiating payment plans for taxpayers unable to meet their property tax obligations. It is an aggressive, yet fair plan, and benefits both the City and taxpayers. A ten-year comparison of property tax collection rates is available in the statistical section.

The State Enhanced Education Grant remained essentially level from fiscal year 2004 to fiscal year 2005. However, funding for fiscal year 2006 was reduced by approximately \$2.3 million, a 9% decrease, and will remain at this level for the next fiscal year. The reduction in the state grant remains the city's most challenging revenue concern.

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

Motor vehicle revenue exceeded budgeted levels and increased by 1.1% over fiscal year 2005. The minimal increase in revenue over the prior fiscal year was due to fewer auto dealer rebates and year-end promotions.

The City's total fund balance position at the end of fiscal year 2006 was \$31.8 million; approximately \$6 million was designated for tax stability purposes. See MD&A for further discussion.

2006 Budget

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

Budget Control Charter Amendment - The City's budget must adhere to the Budget Control Charter Amendment passed by voters in 1993. (See MD&A for details.) It allows for certain exemptions voted upon annually by the Board of Aldermen. No exemption was required in fiscal year 2006 as the total budget came in under the cap of 2.69%. In fiscal year 2005, the Board of Aldermen voted to override the budget increase limit by \$29 million to meet appropriation requirements for health insurance, pensions, police, fire and bonded debt.

Economic Conditions and Outlook

Relatively low mortgage rates continued to moderately stimulate an increase in residential property values and construction. Commercial values, while increasing slightly, have not kept pace with residential increases. Properties are remaining on the market slightly longer than in the recent past, an indication of a slight turn in the local economy. The City will continue to assess the impact on overall property values.

While national and state economic growth remains relatively stable, cost increases in benefits, level state budget appropriation for local education and the shift of the tax burden from commercial to residential all point toward a challenging fiscal environment for fiscal year 2007. There has been discussion at the State level of changes in education funding and the City is hopeful it will receive a greater share of the State funding allocation for fiscal year 2008.

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

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

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

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

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

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

Awards

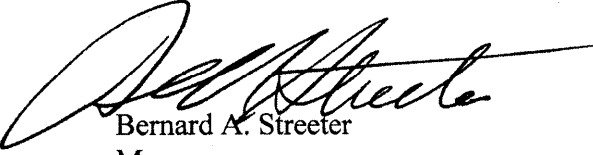
The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Nashua for its CAFR for the fiscal year ended June 30, 2005; the first prepared by the City. In order to receive this prestigious award the report must be easily readable and efficiently organized, the contents must conform to program standards, and it must satisfy both generally accepted accounting principles and applicable legal requirements. The award is presented to government units and public employee retirement systems whose CAFRs achieve the highest standards in government accounting and financial reporting.

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

Acknowledgements

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

Respectfully submitted,



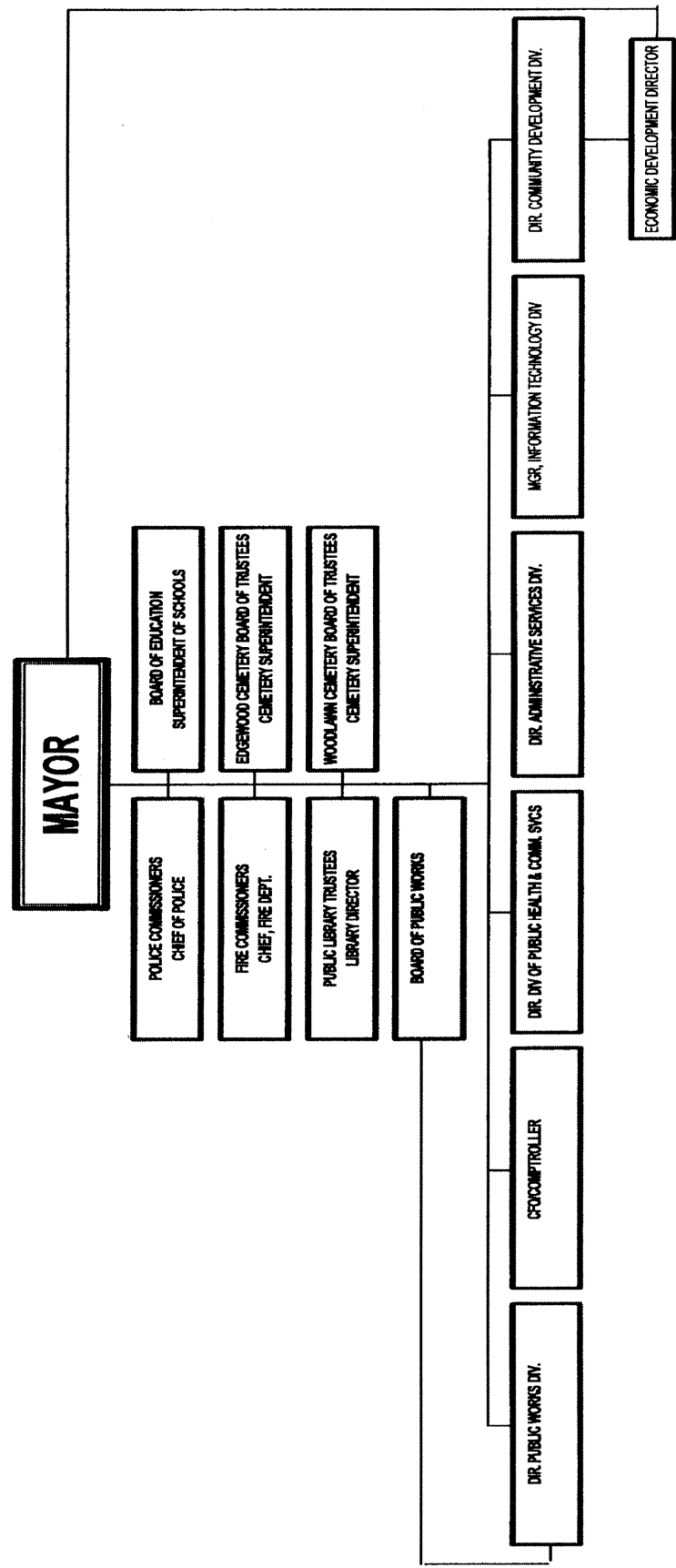
Bernard A. Streeter
Mayor

Carol A. Anderson

Carol A. Anderson
Chief Financial Officer

CITY OF NASHUA

ADMINISTRATIVE/EXECUTIVE STRUCTURE



**CITY OF NASHUA, NEW HAMPSHIRE
LIST OF PRINCIPAL OFFICIALS
FISCAL YEAR 2006**

MAYOR

BERNARD A. STREETER

ALDERMEN AT LARGE

DAVID ROOTOVICH, PRESIDENT

JAMES R. TOLLNER, VICE PRESIDENT

STEVEN A. BOLTON

DAVID W. DEANE

BRIAN McCARTHY

FRED S. TEEBOOM

WARD ALDERMEN

MARK S. COOKSON

WARD 1

ROBERT A. DION

WARD 6

RICHARD LaROSE

WARD 2

RICHARD P. FLYNN

WARD 7

DANIEL RICHARDSON

WARD 3

DAVID MacLAUGHLIN

WARD 8

MARC W. PLAMONDON

WARD 4

GREGORY WILLIAMS

WARD 9

MICHAEL J. TABACSKO

WARD 5

**CITY OF NASHUA, NEW HAMPSHIRE
DIVISION AND DEPARTMENT HEADS
FISCAL YEAR 2006**

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

DIVISION OF PUBLIC HEALTH HEALTH
AND COMMUNITY SERVICES

Director	Stefan Russakow
Manager, Community Health	Debra McLaughlin
Manager, Environmental Health	Michael Tremblay
Welfare Officer	Robert Mack

PUBLIC WORKS DIVISION

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

COMMUNITY DEVELOPMENT DIVISION

Director	Kathy Hersh
Manager, Planning Department	Roger Houston
Manager, Urban Programs	Paul Newman
Economic Development Director	A. John (Jay) Minkarah
Building Department Manager	Michael Santa
Code Enforcement Department Manager	Laura Games

PUBLIC LIBRARIES

Director	Joseph Dionne
Assistant Director, Library	Thomas Corbett

SCHOOL DEPARTMENT

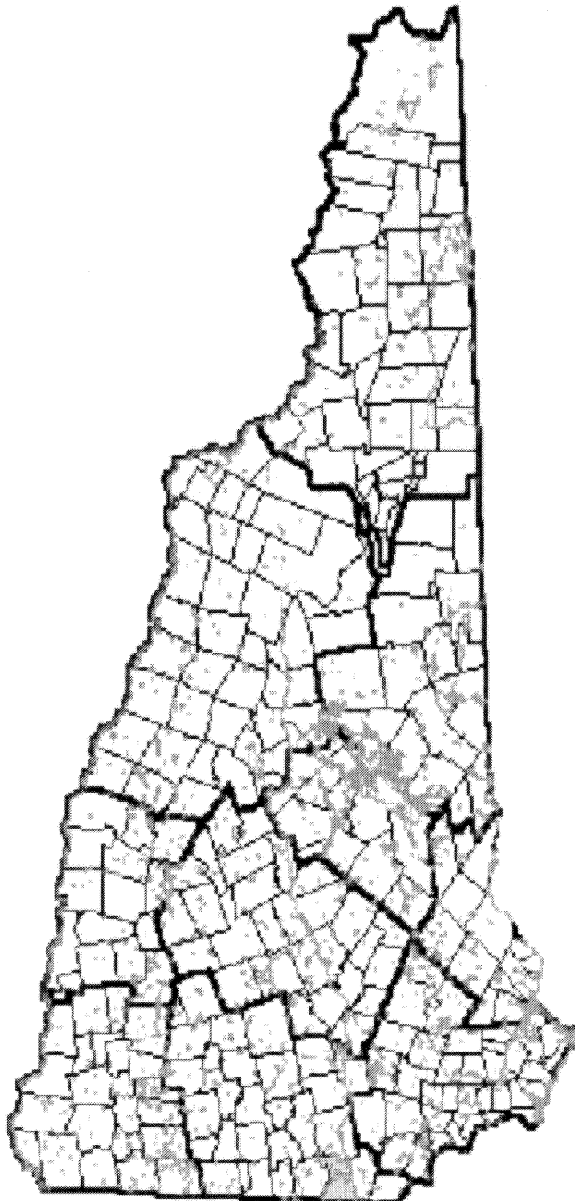
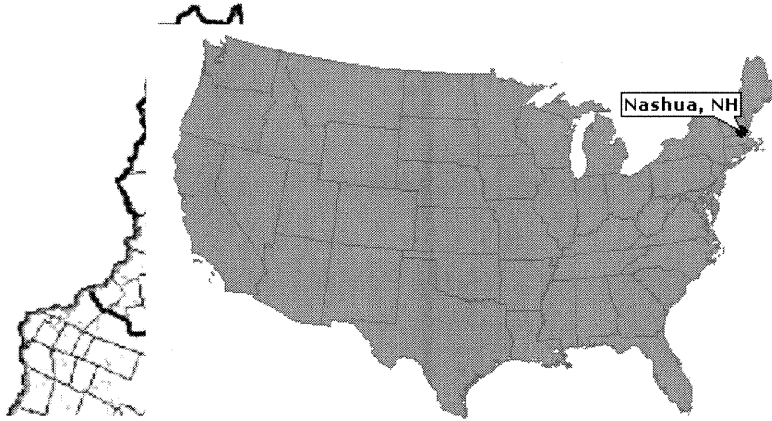
Superintendent	Joseph Giuliano
Assistant Superintendent, Instruction	Richard LaSalle
Assistant Superintendent, Administration	John Nelson
Business Administrator	Mark Conrad

CEMETERIES

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

CITY OF NASHUA, NH

Geographic Location





The Government Finance Officers Association
of the United States and Canada

presents this

AWARD OF FINANCIAL REPORTING ACHIEVEMENT

to

Financial Services
City of Nashua, New Hampshire



The award of Financial Reporting Achievement is presented by the Government Finance Officers Association to the individual(s) designated as instrumental in their government unit achieving a Certificate of Achievement for Excellence in Financial Reporting. A Certificate of Achievement is presented to those government units whose annual financial reports are judged to adhere to program standards and represents the highest award in government financial reporting.

Executive Director

Date August 17, 2006

**FINANCIAL
SECTION**



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

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

INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2006, 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, 2006 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, 2006, 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 76 is not a required part of the basic financial statements but is supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on them.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated December 16, 2006 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 16, 2006

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, 2006. **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 \$ 230,912 (net assets). Of this amount, \$ 45,400 (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 \$ 13,279. This change is comprised of increases of \$ 11,019 and \$ 2,260 in Governmental and Business-Type Activities, respectively.
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$ 65,043, a decrease of \$ (15,018) in comparison with the prior year. (This decrease is discussed in Part D. Financial Analysis of the Government's Funds). Approximately 48% or \$ 31,306 is the total unreserved fund balance, broken down as follows: \$ 3,400 is designated in the General Fund for abatement contingency, \$ 350 for interest repayment, \$ 4,500 for the FY07 tax rate, and \$ 1,503 for FY08 school bonded debt; \$ 15,589 is for Special Revenue Funds; \$ (12,114) is the Capital Projects Funds deficit; and \$ 590 is for Permanent Funds. The remaining \$ 17,488 is the General Fund undesignated, unreserved fund balance.
- At the end of the current fiscal year, unreserved fund balance (designated and undesignated) for the general fund was \$ 27,242 or 13% of total general fund expenditures. Subsequent to June 30, 2006, \$ 4,500 was applied to the FY07 tax rate.
- The City of Nashua's total debt decreased by \$ (5,681) (3%) during the current fiscal year. Factors causing the net decrease were \$ 14,392 in debt being paid down, and the issuance of BANS and State loans totaling \$ 8,711.

B. OVERVIEW OF THE FINANCIAL STATEMENTS

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

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

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

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

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

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

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

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

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

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

The City of Nashua maintains approximately 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. Data from all the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

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

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

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

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

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

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

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

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

NET ASSETS AT JUNE 30, 2005 and 2006

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>
Current and other assets	\$ 177,693	\$ 182,846	\$ 31,514	\$ 30,684	\$ 209,207	\$ 213,530
Capital assets	<u>231,190</u>	<u>238,711</u>	<u>99,653</u>	<u>101,473</u>	<u>330,843</u>	<u>340,184</u>
Total assets	408,883	421,557	131,167	132,157	540,050	553,714
Long-term liabilities outstanding	177,544	179,144	34,824	35,394	212,368	214,538
Other liabilities	<u>105,829</u>	<u>105,884</u>	<u>4,220</u>	<u>2,381</u>	<u>110,049</u>	<u>108,265</u>
Total liabilities	283,374	285,028	39,044	37,775	322,417	322,803
Net assets:						
Invested in capital assets, net of related debt	62,814	71,330	77,780	81,468	140,594	152,798
Restricted	26,597	30,981	1,169	1,733	27,766	32,714
Unrestricted	<u>36,099</u>	<u>34,218</u>	<u>13,174</u>	<u>11,182</u>	<u>49,273</u>	<u>45,400</u>
Total net assets	\$ <u>125,510</u>	\$ <u>136,529</u>	\$ <u>92,123</u>	\$ <u>94,383</u>	\$ <u>217,633</u>	\$ <u>230,912</u>

CHANGES IN NET ASSETS

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>
Revenues:						
Program revenues:						
Charges for services	\$ 14,817	\$ 16,326	\$ 11,853	\$ 13,160	\$ 26,670	\$ 29,486
Operating grants and contributions	43,784	45,251	-	-	43,784	45,251
Capital grants and contributions	3,881	7,106	1,268	3,189	5,149	10,295

(continued)

(continued)

	Governmental Activities		Business-Type Activities		Total	
	2005	2006	2005	2006	2005	2006
General revenues:						
Property taxes	139,414	146,928	-	-	139,414	146,928
Motor vehicle	11,934	12,078	-	-	11,934	12,078
Grants and contributions not restricted to specific programs	5,398	5,696	-	-	5,398	5,696
Other	<u>8,706</u>	<u>7,520</u>	<u>867</u>	<u>1,134</u>	<u>9,573</u>	<u>8,654</u>
Total revenues	227,934	240,905	13,988	17,483	241,922	258,388
Expenses:						
General government	9,553	11,147	-	-	9,553	11,147
Police	22,694	23,071	-	-	22,694	23,071
Fire	18,304	19,194	-	-	18,304	19,194
Water fire protection services	1,775	1,634	-	-	1,775	1,634
Education	123,124	127,629	-	-	123,124	127,629
Public works	11,021	10,893	-	-	11,021	10,893
Health and human services	3,859	3,454	-	-	3,859	3,454
Culture and recreation	7,430	7,605	-	-	7,430	7,605
Community development	6,116	5,936	-	-	6,116	5,936
Communications	1,079	1,004	-	-	1,079	1,004
Interest and costs	8,732	7,702	-	-	8,732	7,702
Intergovernmental	9,177	9,233	-	-	9,177	9,233
Wastewater services	-	-	9,073	10,776	9,073	10,776
Solid waste services	-	-	<u>5,648</u>	<u>5,836</u>	<u>5,648</u>	<u>5,836</u>
Total expenses	<u>222,864</u>	<u>228,504</u>	<u>14,721</u>	<u>16,612</u>	<u>237,585</u>	<u>245,116</u>
Increase in net assets before transfers and permanent fund contributions	5,070	12,401	(733)	871	4,337	13,272
Transfers	(1,750)	(1,389)	1,750	1,389	-	-
Permanent fund contributions	<u>109</u>	<u>7</u>	<u>-</u>	<u>-</u>	<u>109</u>	<u>7</u>
Increase in net assets	3,429	11,019	1,017	2,260	4,446	13,279
Net assets - beginning of year	<u>122,081</u>	<u>125,510</u>	<u>91,106</u>	<u>92,123</u>	<u>213,187</u>	<u>217,633</u>
Net assets - end of year	\$ <u>125,510</u>	\$ <u>136,529</u>	\$ <u>92,123</u>	\$ <u>94,383</u>	\$ <u>217,633</u>	\$ <u>230,912</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 \$ 230,912 at the close of the most recent fiscal year.

The largest portion of the City of Nashua's net assets (\$ 152,798, or 66%) 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. Roads and sidewalks retroactive to 1980, previously unreported, have been recorded in this year's Statement of Net Assets as required by GASB.

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 (\$ 32,714, or 14%) represents resources that are subject to external restrictions on how they may be used (i.e. grants, contributions, etc.). The remaining balance of unrestricted net assets (\$ 45,400) may be used to meet the government's ongoing obligations to citizens and creditors.

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

There is \$ 1,733 in restricted net assets reported in connection with the City of Nashua's business-type activities, which is the regulatory set-aside for the closure of the Phase I Lined Landfill.

Governmental activities. Governmental activities increased the City of Nashua's net assets by \$ 11,020. Significant elements of this increase are the Capital Grants and Contributions of \$ 7,106 and the net activity of the Internal Service fund of \$ 3,942.

Business-type activities. Business-type activities overall increased the City of Nashua's net assets by \$ 2,260 (\$ 1,978 for the Wastewater Fund and \$ 282 for the Solid Waste Fund). The end of year net assets is comprised of \$ 103,802 for the Wastewater Fund, and \$ (9,419) for the Solid Waste Fund.

- The sewer user fee is structured to generate several million in revenues per year to fund plant operations and combined sewer overflow (CSO) abatement. The City's CSO project, mandated by the EPA, is expected to cost approximately \$ 65 million over the next 10 years.
- The Solid Waste Disposal activity continues to operate at a deficit. The City has supplemented Solid Waste operations through property taxation for the past two years for the residential costs of collection and disposal. There is no separate fee charged to the City's residential population. The City anticipates that this funding method will continue through FY2008, after which other funding options will be considered.

The total net asset deficit of \$ (9,419) is primarily due to the fund's high percentage of non-capital related (landfill closure) debt, as well as the GAAP (generally accepted accounting principals) requirement to report closure and

post closure care liability (the amount the City would be required to spend should the landfill cease operations).

D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

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

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

As of the end of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$ 65,043, a decrease of \$ (15,018) in comparison with the prior year. The main factor in the overall fund balance decrease is due to Capital Project Funds (CPF) expenditures and transfers out of \$ (14,667), and current year CPF revenues (Federal grants) and transfers in of only \$1,786. Another factor in the fund balance decrease is usage of the General Fund's fund balance of \$ (19,004) netted against an FY06 surplus of \$ 6,107. In addition, there were increases to non-major Special Revenue Funds and Permanent Funds of approximately \$ 2,700.

Approximately 48% (\$ 31,306) of the \$ 65,043 total combined ending fund balances constitutes unreserved fund balance. Included in this amount is:

- \$ 3,400 designated for Abatement Contingency
- \$ 4,500 designated for the FY07 Tax Rate
- \$ 1,503 designated for FY08 School bonded Debt
- \$ 350 designated for Interest Rebate
- \$ 15,589 for Special Revenue Funds
- \$ (12,114) Capital Project Funds deficit
- \$ 590 for Permanent Funds
- \$ 17,488 General Fund unreserved/undesignated

The remainder of fund balance (\$ 33,737) is reserved to indicate that it is not available for new spending because it has already been committed (1) to liquidate contracts and purchase orders of the prior period (\$ 9,759), (2) to be used as a funding source for the subsequent budget (i.e., escrows 500's and 600's) (\$ 2,032), (3) for School capital reserve fund (\$ 7,822), (4) for perpetual permanent funds (\$ 13,917), and (5) for other restricted purposes (\$ 207).

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 \$ 17,488, while total fund balance reached \$ 31,768 (reserved for

encumbrances \$ 2,287, escrows \$ 2,032, and for tax deed and inventory \$ 207). In addition, \$ 3,400 is designated for abatement contingency (potential prior year property tax abatements), \$ 350 for interest repayment, \$ 4,500 for the FY07 tax rate, and \$1,503 for FY08 School bonded debt.

As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved fund balance (inclusive of amounts designated for contingency, etc.) represents 13% of total general fund expenditures, while total fund balance (inclusive of amounts reserved for encumbrances, escrows, capital improvements, etc.) represents 15% of that same amount. These percentages are at June 30, 2006, prior to applying \$ 4,500 to the FY07 tax rate.

The total fund balance for the City of Nashua's general fund decreased by \$ (12,665) during the current fiscal year. Key factors in this change include excess revenues of \$ 2,541, unexpended current year and prior year appropriations of \$ 3,566, and usage of (\$ 19,005) in fund balance of which \$ 11,005 was designated for the fiscal year 2006 tax rate and \$ 8,000 was reserved for the reestablishment of the School Capital Reserve Fund.

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

Unrestricted net assets of the enterprise funds at the end of the year amounted to \$ 11,182. The total growth in net assets was \$ 2,260.

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 four supplemental appropriations during the fiscal year relating to unanticipated/excess revenues:

- \$ 30 in unanticipated revenues for pavement restoration was appropriated into the Street Paving expendable trust fund.
- \$ 567 in excess Special Education Catastrophic aid revenue was appropriated into an expendable trust fund for Special Education.
- \$ 89 in excess revenues was appropriated into the Street Department's budget to cover a projected shortfall in the gasoline line item.
- \$ 241 in unanticipated revenues from a FEMA reimbursement (relating to the 2004/2005 winter storm season) was appropriated into the Snow Removal expendable trust fund.

Other significant revenue budgetary surpluses include Auto Permits (\$ 978) and Interest on Investments (\$ 854).

There were several departments with significant budgetary surpluses at fiscal year end (after escrows):

- Police Department surplus of \$ 544 due to unfilled positions/staff turnover.
- Water Supply surplus of \$ 155 due to Company's prior year billing adjustments resulting in a significant credit for the City.
- School Department surplus of \$ 1,624 due to savings in payroll, supplies, transportation and special education.
- Welfare Department surplus of \$ 366 due to a decrease in request for welfare assistance.

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, 2006 amounts to \$ 340,184 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment, park facilities, roads, and bridges. The total increase in the City of Nashua's investment in capital assets for the current fiscal year was \$ 9,341, a 3% increase for governmental activities and a 2% increase for business-type activities.

Roads and sidewalks retroactive to 1980, previously unreported in the Statement of Net Assets, have been recorded this year in compliance with GASB 34. This results in a net increase of \$ 4,136 in the governmental activities capital asset balance at 7/01/2005.

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

- Police Department HVAC System - nearing completion
- 11 Riverside Street project - Acquisition/rehab of building for DPW administration office and Police Department storage complete; Bus Garage construction in progress
- East Hollis St. Fire Station - construction completed July 2006
- Senior Activity Center - construction substantially complete
- North Riverfront Promenade - under construction
- Ledge Street Combined Sewer Overflow - under construction
- Primary Clarifier Rehab - under construction
- Wet Weather Treatment Facility – under construction

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

	Governmental		Business-Type		Total	
	Activities		Activities			
	2005	2006	2005	2006	2005	2006
Land	\$ 23,825	\$ 24,433	\$ 232	\$ 232	\$ 24,057	\$ 24,665
Buildings and system	166,277	161,889	27,543	25,906	193,820	187,795
Machinery and equipment	15,804	14,835	31,305	36,578	47,109	51,413
Infrastructure	20,496	19,390	26,509	27,650	47,005	47,040
Construction in progress	4,788	18,164	14,064	11,107	18,852	29,271
Total	\$ 231,190	\$ 238,711	\$ 99,653	\$ 101,473	\$ 330,843	\$ 340,184

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

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

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt (bonds and notes) outstanding of \$ 201,370 all of which was debt backed by the full faith and credit of the government.

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

	Governmental		Business-Type		Total	
	Activities		Activities			
	2005	2006	2005	2006	2005	2006
Bonds and notes	\$ 174,111	\$ 170,678	\$ 32,942	\$ 30,692	\$ 207,053	\$ 201,370

The City issued new debt of \$ 8,711 during the current fiscal year. An \$ 8,641 bond anticipation note was issued to fund several projects including Police HVAC replacement, new Fire Station land and construction, Senior Activity Center, and Nashua River Promenade project. \$ 70 in State Revolving Loan funds was received to fund the completion of 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 \$ 755,091, which is significantly in excess of the City of Nashua's outstanding general obligation debt, currently at \$ 162,037. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. The City's debt burden is below average at 1.7% and 1.3% when the state reimbursement is applied. Sewer and Solid Waste debt of \$ 30,692 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 (Oct 2006) 3.5%, which is a slight decrease from a rate of 4.0% a year ago. This compares to the State's average unemployment rate of 3.3% and the national average rate of 4.6%.
- 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 FY06 Budget, the 3-year average as defined above was 2.42% with all capital and total principal and interest payments being exempted. The FY06 Budget was a 6.14% effective increase in appropriations as adopted and a tax rate decrease of 17.8%. The allowable increase

for FY07 is 2.69%. The overall FY07 operating budget had a decrease of 2.5%, with a tax rate increase of 5.4%.

A significant revenue source has been the State Education Adequacy Grant, which in FY06 was \$ 23,866 (an 8% decrease from FY05). This source is currently the subject of review, revision, and pending legal action by the City and other communities in the upcoming year.

The City has 15 union contracts. Thirteen contracts have expired and are currently being renegotiated. The remaining two contracts are in effect until June 30, 2007.

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 \$ 17,488. The City of Nashua has appropriated an amount of \$ 4,500 from designated fund balance for spending in the 2007 fiscal year budget. It is intended that this use of available fund balance will minimize the need to raise taxes or charges during the 2007 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 ended in January 2004 without reaching an agreement. The City is currently pursuing an eminent domain taking of the water systems. Any eminent domain taking of the water systems must be determined to be in the public interest by the state Public Utilities Commission (the "PUC"), and the PUC is the entity charged with determining the value of the water systems that would have to be paid by the City in order to carry out the taking. Thus far the PUC has ruled that the statute allows the City to take the water systems owned by Pennichuck Water Works, Inc. if the PUC ultimately determines it to be in the public interest. The PUC has also ruled that the statute does not allow the City to take water systems owned by other subsidiaries of Pennichuck. Hearings are scheduled in late 2007 at the PUC to determine whether the city will be permitted to take some or all of Pennichuck Waterworks, Inc. and if so, the value of the assets taken. Any taking of the water systems by the City would ultimately need to be approved by a two-thirds vote of the Board of Aldermen.

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

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

REQUESTS FOR INFORMATION

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

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

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CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2006

	Primary Government			Component Units
	Governmental Activities	Business- Type Activities	Government Wide Total	
ASSETS				
Current:				
Cash and short-term investments	\$ 123,928,683	\$ 26,366,822	\$ 150,295,505	\$ 168,991
Investments	24,924,849	-	24,924,849	500,000
Receivables, net of allowance for uncollectibles:				
Property taxes	15,293,256	-	15,293,256	-
User fees	-	2,933,081	2,933,081	1,082
Departmental and other	2,611,684	-	2,611,684	-
Intergovernmental	12,407,059	-	12,407,059	19,109
Loans	591,986	-	591,986	-
Internal balances	(1,237,008)	1,237,008	-	-
Due from external parties - fiduciary funds	122,511	-	122,511	-
Other assets	764,100	1,663	765,763	-
Total current assets	<u>179,407,120</u>	<u>30,538,574</u>	<u>209,945,694</u>	<u>689,182</u>
Noncurrent:				
Other assets	3,439,349	146,034	3,585,383	-
Capital assets being depreciated, net of accumulated depreciation	196,114,004	90,134,538	286,248,542	3,739,660
Capital assets not being depreciated	<u>42,597,113</u>	<u>11,338,227</u>	<u>53,935,340</u>	<u>2,422,573</u>
Total non-current assets	<u>242,150,466</u>	<u>101,618,799</u>	<u>343,769,265</u>	<u>6,162,233</u>
TOTAL ASSETS	<u>421,557,586</u>	<u>132,157,373</u>	<u>553,714,959</u>	<u>6,851,415</u>
LIABILITIES				
Current:				
Accounts payable	6,504,748	1,096,553	7,601,301	19,599
Accrued liabilities	16,029,118	1,284,326	17,313,444	906
Deferred revenues	74,459,115	-	74,459,115	14,146
Anticipation notes payable	8,641,265	-	8,641,265	-
Other	249,533	-	249,533	-
Current portion of long-term liabilities:				
Bonds and notes payable	12,118,439	2,319,098	14,437,537	-
Compensated absences	1,271,000	30,820	1,301,820	-
Capital leases	25,169	284,514	309,683	-
Other	<u>194,810</u>	<u>-</u>	<u>194,810</u>	<u>-</u>
Total current liabilities	<u>119,493,197</u>	<u>5,015,311</u>	<u>124,508,508</u>	<u>34,651</u>
Noncurrent:				
Bonds and notes payable	149,918,494	28,373,345	178,291,839	-
Compensated absences	12,845,684	288,081	13,133,765	84,250
Capital leases	26,208	529,163	555,371	-
Other	<u>2,744,443</u>	<u>3,568,838</u>	<u>6,313,281</u>	<u>-</u>
Total non-current liabilities	<u>165,534,829</u>	<u>32,759,427</u>	<u>198,294,256</u>	<u>84,250</u>
TOTAL LIABILITIES	<u>285,028,026</u>	<u>37,774,738</u>	<u>322,802,764</u>	<u>118,901</u>
NET ASSETS				
Invested in capital assets, net of related debt	71,330,362	81,467,773	152,798,135	6,162,233
Restricted for:				
Grants and other statutory restrictions	16,368,165	-	16,368,165	-
Capital projects	106,543	1,732,999	1,839,542	-
Permanent funds:				
Expendable	590,337	-	590,337	-
Nonexpendable	13,916,509	-	13,916,509	-
Unrestricted	<u>34,217,644</u>	<u>11,181,863</u>	<u>45,399,507</u>	<u>570,281</u>
TOTAL NET ASSETS	<u>\$ 136,529,560</u>	<u>\$ 94,382,635</u>	<u>\$ 230,912,195</u>	<u>\$ 6,732,514</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2006

	<u>Expenses</u>	<u>Indirect Cost Allocation</u>	<u>Program Revenues</u>		
			<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Primary Government					
Governmental Activities:					
General government	\$ 11,147,538	\$ 7,438	\$ 1,021,847	\$ 6,700	\$ -
Police	23,070,949	254,350	2,675,975	843,884	-
Fire	19,193,738	95,910	806,487	398,897	-
Water fire protection services	1,634,047	-	-	-	-
Education	127,629,646	6,524,354	7,912,683	38,700,568	3,377,204
Public works	10,893,022	155,921	1,173,293	1,708,581	715,651
Health and human services	3,454,063	-	437,627	702,364	-
Culture and recreation	7,605,481	251,014	955,609	126,177	-
Community development	5,935,757	129,923	1,342,026	2,764,325	3,012,686
Communications	1,003,608	283,766	-	-	-
Interest and costs	7,702,676	(7,702,676)	-	-	-
Intergovernmental	9,233,128	-	-	-	-
Total Governmental Activities	228,503,653	-	16,325,547	45,251,496	7,105,541
Business-Type Activities:					
Wastewater services	10,776,209	-	8,696,732	-	3,133,167
Solid waste services	5,836,163	-	4,463,357	-	56,315
Total Business-Type Activities	16,612,372	-	13,160,089	-	3,189,482
Total primary government	\$ 245,116,025	\$ -	\$ 29,485,636	\$ 45,251,496	\$ 10,295,023
Component unit					
Nashua Airport Authority	\$ 754,490	\$ -	\$ 543,264	\$ -	\$ 282,936

General Revenues, permanent fund contributions and transfers:

Property taxes
 Auto permits
 Penalties, interest and other taxes
 Grants and contributions not restricted
 to specific programs
 Investment income
 Miscellaneous
 Permanent fund contributions
 Transfers in (out)

Total general revenues, contributions and transfers

Change in Net Assets

Net Assets:

Beginning of year, as restated

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets			
Primary Government			
Governmental Activities	Business- Type Activities	Total	Component Units
\$ (10,126,429)	\$ -	\$ (10,126,429)	\$ -
(19,805,440)	-	(19,805,440)	-
(18,084,264)	-	(18,084,264)	-
(1,634,047)	-	(1,634,047)	-
(84,163,545)	-	(84,163,545)	-
(7,451,418)	-	(7,451,418)	-
(2,314,072)	-	(2,314,072)	-
(6,774,709)	-	(6,774,709)	-
1,053,357	-	1,053,357	-
(1,287,374)	-	(1,287,374)	-
-	-	-	-
<u>(9,233,128)</u>	<u>-</u>	<u>(9,233,128)</u>	<u>-</u>
(159,821,069)	-	(159,821,069)	-
-	1,053,690	1,053,690	-
<u>-</u>	<u>(1,316,491)</u>	<u>(1,316,491)</u>	<u>-</u>
-	(262,801)	(262,801)	-
<u>(159,821,069)</u>	<u>(262,801)</u>	<u>(160,083,870)</u>	<u>-</u>
-	-	-	71,710
146,928,299	-	146,928,299	-
12,078,138	-	12,078,138	-
1,032,775	-	1,032,775	-
5,696,471	-	5,696,471	-
5,093,220	1,134,149	6,227,369	19,047
1,393,811	-	1,393,811	-
6,825	-	6,825	-
<u>(1,388,652)</u>	<u>1,388,652</u>	<u>-</u>	<u>-</u>
<u>170,840,887</u>	<u>2,522,801</u>	<u>173,363,688</u>	<u>19,047</u>
11,019,818	2,260,000	13,279,818	90,757
<u>125,509,742</u>	<u>92,122,635</u>	<u>217,632,377</u>	<u>6,641,757</u>
<u>\$ 136,529,560</u>	<u>\$ 94,382,635</u>	<u>\$ 230,912,195</u>	<u>\$ 6,732,514</u>

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2006

	<u>General</u>	<u>School Capital Reserve Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and short-term investments	\$ 106,223,413	\$ 7,821,553	\$ 9,883,716	\$ 123,928,682
Investments	9,177,161	-	15,747,688	24,924,849
Receivables, net of allowance for uncollectibles:				
Property taxes	17,925,635	-	-	17,925,635
Departmental and other	1,692,800	-	897,644	2,590,444
Intergovernmental	-	-	12,407,060	12,407,060
Loans	-	-	591,986	591,986
Due from other funds	5,096,300	-	10,913,988	16,010,288
Other assets	24,954	-	-	24,954
TOTAL ASSETS	\$ 140,140,263	\$ 7,821,553	\$ 50,442,082	\$ 198,403,898
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable	\$ 3,701,586	\$ -	\$ 1,109,936	\$ 4,811,522
Accrued liabilities	4,104,631	-	1,101,521	5,206,152
Taxes levied in advance	74,459,115	-	-	74,459,115
Deferred revenues	1,299,606	-	8,374,818	9,674,424
Due to other funds	24,557,532	-	5,761,524	30,319,056
Anticipation notes payable	-	-	8,641,265	8,641,265
Other liabilities	249,534	-	-	249,534
TOTAL LIABILITIES	108,372,004	-	24,989,064	133,361,068
Fund Balances:				
Reserved for:				
Encumbrances and continuing appropriations	4,319,015	-	7,472,077	11,791,092
School capital reserve	-	7,821,553	-	7,821,553
Reserved for perpetual permanent funds	-	-	13,916,509	13,916,509
Other specific purposes	207,655	-	-	207,655
Unreserved:				
Designated	9,753,333	-	-	9,753,333
Undesignated, reported in:				
General fund	17,488,256	-	-	17,488,256
Special revenue funds	-	-	15,588,739	15,588,739
Capital projects funds	-	-	(12,114,644)	(12,114,644)
Permanent funds	-	-	590,337	590,337
TOTAL FUND BALANCES	31,768,259	7,821,553	25,453,018	65,042,830
TOTAL LIABILITIES AND FUND BALANCES	\$ 140,140,263	\$ 7,821,553	\$ 50,442,082	\$ 198,403,898

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

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

JUNE 30, 2006

Total governmental fund balances	\$ 65,042,830
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	238,711,117
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	9,027,978
• Internal service funds are used by management to account for health insurance and workers' compensation activities. The assets and liabilities of the internal service funds are included in the governmental activities in the Statement of Net Assets.	3,613,223
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(2,470,145)
• Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds. This amount is reported net of deferred assets.	<u>(177,395,443)</u>
Net assets of governmental activities	<u>\$ 136,529,560</u>

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, 2006

	<u>General</u>	<u>School Capital Reserve Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 146,446,497	\$ -	\$ 417,880	\$ 146,864,377
Auto permits	12,078,138	-	-	12,078,138
Penalties, interest and other taxes	614,895	-	742,138	1,357,033
Charges for services	1,708,073	-	5,138,596	6,846,669
Intergovernmental	36,887,798	-	18,069,077	54,956,875
Licenses and permits	1,156,417	-	-	1,156,417
Interest earnings	2,310,387	221,553	1,621,082	4,153,022
Miscellaneous	1,136,265	-	146,670	1,282,935
Contributions	-	-	1,149,442	1,149,442
Total Revenues	<u>202,338,470</u>	<u>221,553</u>	<u>27,284,885</u>	<u>229,844,908</u>
Expenditures:				
Current:				
General government	47,344,938	-	297,903	47,642,841
Police	15,062,015	-	3,925,415	18,987,430
Fire	13,876,296	-	4,858,488	18,734,784
Water fire protection services	1,634,047	-	-	1,634,047
Education	82,965,529	-	15,120,775	98,086,304
Public works	8,296,598	-	1,240,008	9,536,606
Health and human services	2,301,368	-	386,070	2,687,438
Culture and recreation	4,922,137	-	514,256	5,436,393
Community development	1,432,102	-	9,964,245	11,396,347
Communications	246,026	-	-	246,026
Debt service				
Principal	12,073,570	-	-	12,073,570
Interest and issuance cost	7,779,830	-	-	7,779,830
Intergovernmental	9,233,129	-	-	9,233,129
Total Expenditures	<u>207,167,585</u>	<u>-</u>	<u>36,307,160</u>	<u>243,474,745</u>
Excess (deficiency) of revenues over expenditures	(4,829,115)	221,553	(9,022,275)	(13,629,837)
Other Financing Sources (Uses):				
Transfers in	3,860,336	8,000,000	3,652,562	15,512,898
Transfers out	<u>(11,696,153)</u>	<u>(400,000)</u>	<u>(4,805,397)</u>	<u>(16,901,550)</u>
Total Other Financing Sources (Uses)	<u>(7,835,817)</u>	<u>7,600,000</u>	<u>(1,152,835)</u>	<u>(1,388,652)</u>
Change in fund balance	(12,664,932)	7,821,553	(10,175,110)	(15,018,489)
Fund Balance, July 1, 2005	<u>44,433,191</u>	<u>-</u>	<u>35,628,128</u>	<u>80,061,319</u>
Fund Balance, June 30, 2006	<u>\$ 31,768,259</u>	<u>\$ 7,821,553</u>	<u>\$ 25,453,018</u>	<u>\$ 65,042,830</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

FOR THE YEAR ENDED JUNE 30, 2006

NET CHANGES IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$ (15,018,489)

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

Capital outlay purchases, net of loss on disposal 18,903,391

Depreciation (11,383,170)

- 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.

2,285,789

- 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:

Repayment of capital leases 232,940

Repayments of debt 12,073,570

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

88,017

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

(104,049)

- 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.

3,941,819

CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES \$ 11,019,818

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

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

FISCAL YEAR ENDED JUNE 30, 2006

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
Revenues and Other Sources:				
Taxes	\$ 146,095,273	\$ 146,095,273	\$ 146,095,273	\$ -
Auto permits	11,100,000	11,100,000	12,078,138	978,138
Penalties, interest and other taxes	582,786	582,786	614,895	32,109
Charges for services	1,491,280	1,491,280	1,561,758	70,478
Intergovernmental	36,030,799	36,030,799	36,829,952	799,153
Licenses and permits	1,091,410	1,091,410	1,131,417	40,007
Interest earnings	1,456,000	1,456,000	2,310,387	854,387
Miscellaneous	844,423	1,771,768	1,365,427	(406,341)
Transfers in	2,666,200	2,666,200	2,839,105	172,905
Other sources	19,004,860	19,004,860	19,004,860	-
Total Revenues and Other Sources	220,363,031	221,290,376	223,831,212	2,540,836
Expenditures and Other Uses:				
General government	48,868,724	47,460,823	46,800,557	660,266
Police	15,671,940	15,760,708	15,216,991	543,717
Fire	13,541,879	13,627,570	13,624,671	2,899
Water fire protection services	1,801,000	1,789,000	1,745,960	43,040
Education	91,574,700	92,730,805	91,107,590	1,623,215
Public works	9,766,551	9,817,336	9,697,270	120,066
Health and human services	2,770,296	2,787,400	2,301,431	485,969
Culture and recreation	4,934,848	4,977,410	4,964,713	12,697
Community development	1,419,116	1,419,116	1,407,512	11,604
Communications	274,577	274,577	250,073	24,504
Debt service	20,006,272	19,891,272	19,853,400	37,872
Intergovernmental	9,233,128	9,233,128	9,233,128	-
Transfers out	500,000	1,521,231	1,521,231	-
Total Expenditures and Other Uses	220,363,031	221,290,376	217,724,527	3,565,849
Excess of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 6,106,685	\$ 6,106,685

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2006

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
<u>ASSETS</u>				
Current:				
Cash and short-term investments	\$ 23,935,273	\$ 2,431,549	\$ 26,366,822	\$ -
User fees, net of allowance for uncollectibles	2,615,446	317,635	2,933,081	-
Due from other funds	299,258	1,301,564	1,600,822	13,194,271
Other assets	879	784	1,663	465,000
Total current assets	26,850,856	4,051,532	30,902,388	13,659,271
Noncurrent:				
Capital assets being depreciated, net	77,743,718	12,390,820	90,134,538	-
Capital assets not being depreciated	11,106,522	231,705	11,338,227	-
Other	146,034	-	146,034	-
Total noncurrent assets	88,996,274	12,622,525	101,618,799	-
TOTAL ASSETS	115,847,130	16,674,057	132,521,187	13,659,271
<u>LIABILITIES</u>				
Current:				
Accounts payable	1,007,392	89,161	1,096,553	1,693,227
Due to other funds	-	363,814	363,814	-
Accrued liabilities	775,740	508,586	1,284,326	8,352,821
Current portion of long-term liabilities:				
Bonds and notes payable	1,044,775	1,274,323	2,319,098	-
Compensated absences	15,261	15,559	30,820	-
Capital leases	-	284,514	284,514	-
Total current liabilities	2,843,168	2,535,957	5,379,125	10,046,048
Noncurrent:				
Bonds and notes payable	9,041,957	19,331,388	28,373,345	-
Compensated absences	160,177	127,904	288,081	-
Capital leases	-	529,163	529,163	-
Landfill closure and post closure	-	3,568,838	3,568,838	-
Total noncurrent liabilities	9,202,134	23,557,293	32,759,427	-
TOTAL LIABILITIES	12,045,302	26,093,250	38,138,552	10,046,048
<u>NET ASSETS</u>				
Invested in capital assets, net of related debt	78,763,508	2,704,265	81,467,773	-
Restricted for capital projects	-	1,732,999	1,732,999	-
Unrestricted	25,038,320	(13,856,457)	11,181,863	3,613,223
TOTAL NET ASSETS	\$ 103,801,828	\$ (9,419,193)	\$ 94,382,635	\$ 3,613,223

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2006

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
Operating Revenues:				
Charges for services	\$ 8,650,837	\$ 4,399,347	\$ 13,050,184	\$ -
Contributions	-	-	-	28,595,699
Other	45,895	64,010	109,905	7,214,779
Total Operating Revenues	8,696,732	4,463,357	13,160,089	35,810,478
Operating Expenses:				
Salaries and wages	1,858,460	1,783,547	3,642,007	-
Operating expenses	4,802,759	2,165,083	6,967,842	32,505,633
Depreciation	3,605,550	1,002,415	4,607,965	-
Total Operating Expenses	10,266,769	4,951,045	15,217,814	32,505,633
Operating Income (Loss)	(1,570,037)	(487,688)	(2,057,725)	3,304,845
Nonoperating Revenues (Expenses):				
Intergovernmental	2,756,730	56,315	2,813,045	-
Investment income	930,163	203,986	1,134,149	636,974
Interest expense	(509,440)	(885,118)	(1,394,558)	-
Developer contributions	376,437	-	376,437	-
Total Nonoperating Revenues (Expenses), Net	3,553,890	(624,817)	2,929,073	636,974
Income (Loss) Before Transfers	1,983,853	(1,112,505)	871,348	3,941,819
Transfers:				
Transfers in	-	1,400,652	1,400,652	-
Transfers out	(6,000)	(6,000)	(12,000)	-
Change in Net Assets	1,977,853	282,147	2,260,000	3,941,819
Net Assets at Beginning of Year	101,823,975	(9,701,340)	92,122,635	(328,596)
Net Assets at End of Year	\$ 103,801,828	\$ (9,419,193)	\$ 94,382,635	\$ 3,613,223

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2006

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
<u>Cash Flows From Operating Activities:</u>				
Receipts from customers and users	\$ 8,253,800	\$ 4,427,232	\$ 12,681,032	\$ 35,810,478
Payments to vendors	(3,938,534)	(1,648,854)	(5,587,388)	(30,689,428)
Payments to employees	(1,897,261)	(1,771,691)	(3,668,952)	-
Net Cash Provided By (Used For) Operating Activities	2,418,005	1,006,687	3,424,692	5,121,050
<u>Cash Flows From Noncapital Financing Activities:</u>				
Payments under interfund loan agreements	(2,951,215)	(351,479)	(3,302,694)	(5,758,024)
Transfers in	-	1,400,652	1,400,652	-
Transfers out	(6,000)	(6,000)	(12,000)	-
Intergovernmental subsidy	2,756,730	56,315	2,813,045	-
Net Cash Provided By Noncapital Financing Activities	(200,485)	1,099,488	899,003	(5,758,024)
<u>Cash Flows From Capital and Related Financing Activities:</u>				
Proceeds from issuance of bonds and notes	-	363,871	363,871	-
Acquisition and construction of capital assets	(6,064,286)	-	(6,064,286)	-
Contributions	376,437	-	376,437	-
Principal payments on bonds and leases	(1,044,110)	(1,541,814)	(2,585,924)	-
Interest expense	(465,341)	(888,905)	(1,354,246)	-
Net Cash (Used For) Capital and Related Financing Activities	(7,197,300)	(2,066,848)	(9,264,148)	-
<u>Cash Flows From Investing Activities:</u>				
Investment income	930,163	203,986	1,134,149	636,974
Net Change in Cash and Short-Term Investments	(4,049,617)	243,313	(3,806,304)	-
Cash and Short-Term Investments, Beginning of Year	27,984,890	2,188,236	30,173,126	-
Cash and Short-Term Investments, End of Year	\$ 23,935,273	\$ 2,431,549	\$ 26,366,822	\$ -
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>				
Operating income (loss)	\$ (1,570,037)	\$ (487,688)	\$ (2,057,725)	\$ 3,304,845
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	3,605,550	1,002,415	4,607,965	-
Changes in assets and liabilities:				
User fees	(442,932)	(11,341)	(454,273)	-
Other assets	76,851	724	77,575	(21,241)
Accounts payable	553,830	(2,070)	551,760	900,020
Accrued liabilities	233,544	10,123	243,667	937,426
Other liabilities	(38,801)	11,856	(26,945)	-
Landfill closure liability	-	542,668	542,668	-
Net Cash Provided By (Used For) Operating Activities	\$ 2,418,005	\$ 1,066,687	\$ 3,484,692	\$ 5,121,050

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
 FIDUCIARY FUNDS
 STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2006

	Pension Trust	Private Purpose Trust Funds	Agency Funds
<u>ASSETS</u>			
Cash and short-term investments	\$ 1,343,572	\$ 224,755	\$ 366,981
Investments	26,479,514	3,750,158	-
Due from other funds	-	6	142,494
Other assets	<u>161,940</u>	<u>-</u>	<u>-</u>
Total Assets	<u>\$ 27,985,026</u>	<u>\$ 3,974,919</u>	<u>\$ 509,475</u>
<u>LIABILITIES AND NET ASSETS</u>			
Accounts payable	\$ -	\$ 30,843	\$ -
Other liabilities	-	-	509,475
Due to other funds	<u>184,134</u>	<u>80,877</u>	<u>-</u>
Total Liabilities	184,134	111,720	509,475
<u>NET ASSETS</u>			
Total net assets held in trust for pension benefits and other purposes	<u>27,800,892</u>	<u>3,863,199</u>	<u>-</u>
Total Liabilities and Net Assets	<u>\$ 27,985,026</u>	<u>\$ 3,974,919</u>	<u>\$ 509,475</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
 FIDUCIARY FUNDS
 STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS
 FISCAL YEAR ENDED JUNE 30, 2006

	<u>Pension Trust Fund</u>	<u>Private Purpose Trust Funds</u>
Additions:		
Contributions:		
Employers	\$ 687,094	\$ -
Plan members	687,094	-
Other	<u>-</u>	<u>20,100</u>
Total contributions	1,374,188	20,100
Investment Income:		
Dividend and interest	<u>2,024,375</u>	<u>186,513</u>
Total Investment income	<u>2,024,375</u>	<u>186,513</u>
Total additions	3,398,563	206,613
Deductions:		
Benefit payments to plan members and beneficiaries	1,554,273	107,864
Administrative expenses	<u>149,774</u>	<u>32,238</u>
Total deductions	<u>1,704,047</u>	<u>140,102</u>
Net increase	1,694,516	66,511
Net assets held in trust:		
Beginning of year	<u>26,106,376</u>	<u>3,796,688</u>
End of year	<u>\$ 27,800,892</u>	<u>\$ 3,863,199</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 2006, it was determined that the Nashua Airport Authority met the required GASB-39 criteria of component units.

B. Government-Wide and Fund Financial Statements

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

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

Fund Financial Statements

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

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

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

Government-Wide Financial Statements

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

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

Fund Financial Statements

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

The government reports the following major governmental fund:

- The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The *School Capital Reserve* was used to account for resources set aside to assist with the debt service requirements on the school construction bonds. The fund was closed in fiscal year 2005, and

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

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

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

The government reports the following major proprietary funds:

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

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

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

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

D. Cash and Short-Term Investments

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

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

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

E. Investments

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

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

F. Interfund Receivables and Payables

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

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

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

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

G. Inventories

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

H. Capital Assets

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

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

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

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

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

I. Compensated Absences

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

J. Long-Term Obligations

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

K. Fund Equity

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

L. Use of Estimates

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

2. Stewardship, Compliance and Accountability

A. Budgetary Information

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

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

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

B. Budgetary Basis

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

C. Budget/GAAP Reconciliation

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

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

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Revenues/Expenditures (GAAP basis)	\$ 202,338,470	\$ 207,167,585
Other financing sources/uses (GAAP basis)	<u>3,860,336</u>	<u>11,696,153</u>
Subtotal (GAAP Basis)	206,198,806	218,863,738
Adjust tax revenue to accrual basis	(351,223)	-
Reverse beginning of year appropriation carryforwards from expenditures	-	(2,895,859)
Add end of year appropriation carryforwards to expenditures	-	2,777,879
Reverse activity budgeted in prior years	(1,021,231)	(1,021,231)
Recognize use of fund balance as funding source	<u>19,004,860</u>	<u>-</u>
Budgetary basis	\$ <u>223,831,212</u>	\$ <u>217,724,527</u>

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

D. Deficit Fund Equity

The following funds had total fund equity/net asset deficits at June 30, 2006:

Nonmajor Governmental Funds:

Fire Projects	\$ (3,983,834)
Community Development Projects	\$ (4,787,363)
Other Projects	\$ (636,865)

Proprietary Funds:

Solid Waste	\$ (9,419,193)
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The governmental fund's deficits will be funded with future bond proceeds. The City is developing a plan to address the deficit in the Solid Waste Fund.

3. Cash and Investments

A. Custodial Credit Risk

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

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

As of June 30, 2006, the City's entire bank balance was fully insured and collateralized.

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

Investments at June 30, 2006 included the following (in thousands):

U.S. Treasury Obligations	\$ 13,150
U.S. Government Agencies	5,852
Corporate Bonds	6,899
Common Equities	28,343
Other	<u>911</u>
Total	\$ <u>55,155</u>

B. Credit Risk

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

C. Concentration of Credit Risk

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

D. Interest Rate Risk

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

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

	<u>Total</u>	<u>Maturity in Years</u>			<u>Average Rating</u>
		<u><1</u>	<u>1-5</u>	<u>6-10</u>	
U.S. Treasury Obligations	\$ 13,150	\$ 1,500	\$ 9,424	\$ 2,226	AAA
U.S. Government Agencies	5,852	707	4,714	431	AAA
Corporate Bonds	<u>6,899</u>	<u>713</u>	<u>4,828</u>	<u>1,358</u>	Aa3
Total	\$ <u>25,901</u>	\$ <u>2,920</u>	\$ <u>18,966</u>	\$ <u>4,015</u>	

E. Foreign Currency Risk

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

4. Taxes Receivable

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

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

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

Taxes receivable at June 30, 2006 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2006	\$ 16,275
Levy of 2005	1,099
Levy of 2004	324
Levy of 2002	111
Prior and other	<u>117</u>
Total	\$ <u>17,926</u>

5. Allowance for Doubtful Accounts

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

Property taxes	\$ 646
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6. Intergovernmental Receivables

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2006.

7. Interfund Fund Receivables/Payables

Although self-balancing funds are maintained, most transactions flow through the general fund. In order to obtain accountability for each fund, interfund receivable and payable accounts must be utilized. The following is an analysis of the June 30, 2006 balances in interfund receivable and payable accounts:

	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
<u>Funds:</u>		
General fund	\$ 5,096,300	\$ 24,557,532
Nonmajor Governmental Funds:		
Police grants	211,507	78,765
Fire grants	15,271	43,040
Community health and services grants	13,784	149,409
Parks and recreation grants	27	76,059
Transit grants	16,004	118,937
CDBG/Home grants	-	50,771
CD Division grants	119,971	274,972
Homeland security grants	-	79,935
Other city grants	57,252	-
Food services	317,902	-
School grants	-	2,346,606
City revolving funds	3,047,700	111,052
School revolving funds	595,477	34,875
Expendable trust reserve	-	642,626
Other expendable trust funds	808,952	136,852
Fire projects	691,225	-
Public works projects	1,085,081	15,001
Community development projects	508,165	1,563,224
School department projects	3,110,370	-
Other projects	315,300	-
Cemetery permanent funds	-	31,017
Library permanent funds	-	6,545
Other permanent funds	-	1,838
Enterprise funds:		
Waste water	299,258	-
Solid waste	1,301,564	363,814
Internal service fund:		
Self-insurance	13,194,271	-
Fiduciary fund types:		
Pension trust	-	184,134
Private purpose	6	80,877
Agency	<u>142,494</u>	<u>-</u>
Total	\$ <u>30,947,881</u>	\$ <u>30,947,881</u>

8. Capital Assets

Capital asset activity for the year ended June 30, 2006 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	\$ 211,261	\$ 1,128	\$ -	\$ 212,389
Infrastructure	34,576	1,017	-	35,593
Machinery and equipment	<u>30,943</u>	<u>2,943</u>	<u>(1,290)</u>	<u>32,596</u>
Total capital assets, being depreciated	276,780	5,088	(1,290)	280,578
Less accumulated depreciation:				
Buildings and improvements	(44,984)	(5,516)	-	(50,500)
Infrastructure	(14,080)	(2,123)	-	(16,203)
Machinery and equipment	<u>(15,139)</u>	<u>(3,744)</u>	<u>1,122</u>	<u>(17,761)</u>
Total accumulated depreciation	<u>(74,203)</u>	<u>(11,383)</u>	<u>1,122</u>	<u>(84,464)</u>
Total capital assets, being depreciated, net	202,577	(6,295)	(168)	196,114
Capital assets, not being depreciated:				
Land	23,825	608	-	24,433
Construction in progress	<u>4,788</u>	<u>13,376</u>	<u>-</u>	<u>18,164</u>
Total capital assets, not being depreciated	<u>28,613</u>	<u>13,984</u>	<u>-</u>	<u>42,597</u>
Governmental activities capital assets, net	<u>\$ 231,190</u>	<u>\$ 7,689</u>	<u>\$ (168)</u>	<u>\$ 238,711</u>
	<u>Beginning Balance</u>	<u>Net Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	\$ 40,647	\$ 56	\$ -	\$ 40,703
Land improvements	11,285	-	-	11,285
Infrastructure	45,332	2,075	-	47,407
Machinery and equipment	26,980	388	-	27,368
Storm drains	<u>21,110</u>	<u>6,866</u>	<u>-</u>	<u>27,976</u>
Total capital assets, being depreciated	145,354	9,385	-	154,739
Less accumulated depreciation for:				
Buildings	(23,649)	(1,130)	-	(24,779)
Land improvements	(739)	(564)	-	(1,303)
Infrastructure	(18,825)	(932)	-	(19,757)
Machinery and equipment	(11,890)	(1,490)	-	(13,380)
Storm drains	<u>(4,894)</u>	<u>(492)</u>	<u>-</u>	<u>(5,386)</u>
Total accumulated depreciation	<u>(59,997)</u>	<u>(4,608)</u>	<u>-</u>	<u>(64,605)</u>
Total capital assets, being depreciated, net	85,357	4,777	-	90,134
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>14,064</u>	<u>5,603</u>	<u>(8,650)</u>	<u>11,107</u>
Total capital assets, not being depreciated	<u>14,296</u>	<u>5,603</u>	<u>(8,650)</u>	<u>11,339</u>
Business-type activities capital assets, net	<u>\$ 99,653</u>	<u>\$ 10,380</u>	<u>\$ (8,650)</u>	<u>\$ 101,473</u>

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

Governmental Activities:	
General government	\$ 218
Police	607
Fire	500
Education	6,621
Public works	1,761
Culture and recreation	17
Health and human services	509
Community development	349
Communications	<u>801</u>
Total depreciation expense - governmental activities	<u>\$ 11,383</u>
Business-Type Activities:	
Waste water	\$ 3,606
Solid waste	<u>1,002</u>
Total depreciation expense - business-type activities	<u>\$ 4,608</u>

9. Accounts Payable

Accounts payable represent additional 2006 expenditures paid after June 30, 2006.

10. Deferred Revenue

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

The balance of the General Fund deferred revenues account is equal to the total of all June 30, 2006 receivable balances, except real and personal property taxes that are accrued for subsequent 60-day collections.

11. Anticipation Notes Payable

The City had the following notes outstanding at June 30, 2006:

	Interest <u>Rate</u>	Date of <u>Issue</u>	Date of <u>Maturity</u>	Balance at <u>June 30, 2006</u>
Bond anticipation notes	3.63%	05/25/06	02/22/07	\$ <u>8,641,265</u>
				\$ <u>8,641,265</u>

The note issued in May, 2006 represents the only notes payable activity during fiscal year 2006.

12. Capital Lease Obligations

The City is the lessee of certain equipment under capital leases expiring in 2008. Future minimum lease payments under the capital leases consisted of the following as of June 30, 2006 (in thousands):

	<u>Governmental Fund Types</u>	<u>Business- Type Funds</u>
2007	\$ 27	\$ 316
2008	27	316
2009	<u>-</u>	<u>243</u>
Total minimum lease payments	54	875
Less amount representing interest	<u>(3)</u>	<u>(61)</u>
Present Value of Minimum Lease Payments	\$ <u>51</u>	\$ <u>814</u>

13. Long-Term Debt

A. General Obligation Bonds and Notes

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

<u>Governmental Activities:</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of June 30, 2006</u>
Mt. Pleasant - renovation/construction	05/07	4.50%	\$ 585,000
Parking garage - Garden and Elm St.	11/10	5.24%	305,392
Public improvements	11/12	5.24%	490,675
Public improvements	11/12	5.24%	1,983,360
Elementary school/admin bldg. renovation	07/13	5.483%	3,395,500
Refunding bond for school component	07/15	3.66%	2,567,994
Refunding bond for Arts and Science	07/15	3.66%	627,780
Refunding bond for Shady Lane	07/15	3.66%	771,231
New Searles school	11/16	5.31%	5,000
Fairgrounds junior high school	11/16	5.31%	340,000
Fairgrounds junior high school	11/16	5.31%	5,000
Dr. Crisp/bicentennial	11/16	5.31%	320,000
Ridge road	11/16	5.31%	5,000
Lake St. fire station/comm. system	01/19	4.33%	3,980,000
Amherst St. school renovations	10/19	4.5 - 7.5%	940,000
School land acquisition	10/19	4.5 - 7.5%	1,400,000
Athletic fields	04/19	7.50%	200,000
Southwest quadrant land acquisition	04/19	7.50%	520,000

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<u>Governmental Activities:</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of June 30, 2006</u>
Citywide communication towers	09/21	5.10%	3,750,000
Library automation	09/21	5.10%	375,000
NPD CAD system	09/21	5.10%	3,000,000
NPD CAD system	09/21	5.10%	1,875,000
Highway and sidewalk construction	09/21	5.10%	865,000
Athletic field	09/21	5.10%	2,990,000
High school construction	09/21	5.10%	36,225,000
High school planning	09/21	5.10%	1,275,000
School construction	01/22	4.73%	30,985,000
Holman stadium Series A	01/22	5.2979%	2,365,000
Holman stadium Series C	01/22	6.0982%	1,445,000
Refunding for Dr. Crisp/bicentennial	11/16	2.0 - 4.0%	3,492,525
Refunding for fairgrounds	11/16	2.0 - 4.0%	54,571
Refunding for New Searles	11/16	2.0 - 4.0%	54,571
Refunding for fairgrounds/jr. high	11/16	2.0 - 4.0%	3,473,763
Refunding for ridge road	11/16	2.0 - 4.0%	54,571
Departmental equipment - buses	03/14	2.5 - 5.0%	152,500
Land acquisition	03/04	2.5 - 5.0%	217,500
Parking facility	03/13	2.0 - 5.0%	905,000
School	03/24	2.0 - 5.0%	41,555,000
Refunding Amherst St School	11/16	2.0 - 4.0%	2,606,470
Refunding school land acq.	11/16	2.0 - 4.0%	3,881,950
Refunding athletic field.	11/16	2.0 - 4.0%	554,630
Refunding SW land acq.	11/16	2.0 - 4.0%	1,441,950
Total Governmental Activities			<u>\$ 162,036,933</u>
<u>Business-Type Activities:</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of June 30, 2006</u>
Solid Waste Disposal Fund:			
Refunding bonds	07/15	3.66%	\$ 205,391
Landfill expansion and closure	02/18	4.216%	2,205,577
Landfill expansion and closure	04/21	4.464%	6,591,797
Multisite landfill - old Nashua	01/23	3.98%	402,039
Multisite landfill - atherton park	01/23	3.73%	76,500
Multisite landfill - rousset/gardner	05/23	3.73%	1,314,237
Multisite landfill - shady lane	05/23	3.73%	199,432
Multisite - Lincoln Park	-	3.69%	1,499,556
Multisite - Engineering	-	3.72%	998,567
MSW Landfill Closure	-	3.69%	7,112,615
Total Solid Waste Disposal Fund			20,605,711
Waste Water Treatment Fund:			
Refunding bonds	11/11	5.24%	2,277,108
Refunding bonds	11/11	5.24%	108,465

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	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2006
<u>Business-Type Activities:</u>			
Sewer bonds	07/12	5.58%	624,500
Refunding bonds	07/15	3.66%	157,604
Sludge digester	08/20	4.16%	<u>6,919,055</u>
Total Waste Water Treatment Fund			<u>10,086,732</u>
Total Enterprise Fund Bonds and Notes Payable			<u>30,692,443</u>
Grand Total			<u>\$ 192,729,376</u>

B. Future Debt Service

The annual principal payments to retire all general obligation long-term debt (bonds and notes) outstanding as of June 30, 2006 are as follows:

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2007	\$ 12,118,439	\$ 7,216,042	\$ 19,334,481
2008	11,521,062	6,710,474	18,231,536
2009	11,465,645	6,219,265	17,684,910
2010	11,406,828	5,751,527	17,158,355
2011	11,044,346	5,261,012	16,305,358
2012 - 2016	51,135,615	19,131,032	70,266,647
2017 - 2021	44,154,998	7,689,239	51,844,237
2022 - 2026	<u>9,190,000</u>	<u>679,532</u>	<u>9,869,532</u>
Total	\$ <u>162,036,933</u>	\$ <u>58,658,123</u>	\$ <u>220,695,056</u>
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2007	\$ 2,319,098	\$ 1,350,668	\$ 3,669,766
2008	2,381,319	1,133,867	3,515,186
2009	2,296,893	1,036,760	3,333,653
2010	2,290,713	939,493	3,230,206
2011	2,098,193	847,105	2,945,298
2012 - 2016	9,132,078	3,048,930	12,181,008
2017 - 2021	7,986,305	1,337,810	9,324,115
2022 - 2026	<u>2,187,844</u>	<u>194,384</u>	<u>2,382,228</u>
Total	\$ <u>30,692,443</u>	\$ <u>9,889,017</u>	\$ <u>40,581,460</u>

C. Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2006 are as follows:

<u>Purpose</u>	<u>Amount</u>
High school projects	\$ 3,030,000
Replacement of bus fleet	187,500
Land purchase	212,500
Holman stadium	50,000
Downtown parking renovations	55,000
Senior center expansion	2,400,000
Police HVAC	325,000
Acquisition 50 east hollis	450,000
Riverwalk construction	1,135,000
Fire station construction	3,756,265
Police HVAC	575,000
11 Riverside Street	2,000,000
Refunding 9/01	5,645,000
Refunding 4/04	<u>71,515,000</u>
Total	<u>\$ 91,336,265</u>

D. Changes in General Long-Term Liabilities

During the year ended June 30, 2006, the following changes occurred in long-term liabilities (in thousands):

	Total Balance <u>7/1/05</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/06</u>	Less Current Portion	Equals Long-Term Portion <u>6/30/06</u>
<u>Governmental Activities</u>						
Bonds payable	\$ 174,111	\$ -	\$ (12,074)	\$ 162,037	\$ 12,118	\$ 149,919
Compensated absences	14,013	1,553	(1,449)	14,117	1,271	12,846
Capital leases	284	-	(233)	51	25	26
Other:						
Unamortized bond premium	<u>3,134</u>	<u>-</u>	<u>(195)</u>	<u>2,939</u>	<u>195</u>	<u>2,744</u>
Totals	\$ <u>191,542</u>	\$ <u>1,553</u>	\$ <u>(13,951)</u>	\$ <u>179,144</u>	\$ <u>13,609</u>	\$ <u>165,535</u>

	Total Balance <u>7/1/05</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/06</u>	Less Current Portion	Equals Long-Term Portion <u>6/30/06</u>
<u>Business-Type Activities</u>						
Bonds and notes payable	\$ 32,942	\$ -	\$ (2,250)	\$ 30,692	\$ 2,319	\$ 28,373
Compensated absences	346	6	(33)	319	31	288
Capital leases	1,150	-	(336)	814	285	529
Other:						
Landfill closure and post-closure	<u>3,026</u>	<u>542</u>	<u>-</u>	<u>3,568</u>	<u>-</u>	<u>3,568</u>
Totals	\$ <u>37,464</u>	\$ <u>548</u>	\$ <u>(2,619)</u>	\$ <u>35,393</u>	\$ <u>2,635</u>	\$ <u>32,758</u>

14. Landfill Closure and Postclosure Care Costs

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

The \$ 3,568,838 reported as landfill closure and postclosure care liability at June 30, 2006 is comprised of \$ 1,890,000 of postclosure care cost for the MSW Landfill, and \$ 1,678,838 in closure and postclosure care costs for the new Phase I Lined Landfill (based on the use of 49% of the estimated capacity of this landfill). The City expects to close the Phase I Lined Landfill in 2009. The City will recognize the remaining estimated cost of closure and postclosure care of this landfill as the remaining capacity is filled. The actual life of the landfill may be longer due to recycling efforts. Actual cost may be higher due to inflation, changes in technology, or changes in regulations.

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

15. Restricted Net Assets

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

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

16. Reserves and Designations of Fund Equity

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

The following types of reserves and designations are reported at June 30, 2006:

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

Reserved for School Capital Reserve - Represents the amount of fund balance voted by the Board of Mayor and Aldermen to re-establish the School Capital Reserve fund in fiscal year 2007.

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

Unreserved - Designated - Represents the amount of fund balance management has set aside for future items including: reduction of FY07 tax rate \$ 4,500,000 FY08/09 School bonded debt \$ 1,503,000 potential future abatements \$ 3,400,000, and potential arbitrage \$ 350,333.

17. Commitments and Contingencies

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

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

18. Post-Employment Health Care and Life Insurance Benefits

The City's employee contracts provide for health care and life insurance benefits to retirees, their dependent, or their survivors. These benefits are provided through the City's group plans. The cost of these benefits are included in the total cost of benefits for both active and retired employees. The number of participants currently eligible to receive benefits, and cost of benefits for retirees, their dependents, or their survivors for the year ended June 30, 2006 was not available.

19. Contributory Retirement System

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

New Hampshire Retirement System

A. Plan Description

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

B. Funding Policy

Plan members are required to contribute between 5% and 9.30% of annual covered compensation to the pension plan. The City makes annual contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100-A: 16, and range from 2.64% to 13.44% of covered compensation. The City's contributions to the System for the years ended June 30, 2006, 2005, and 2004 were \$ 6,379,102, \$ 5,237,102, and \$ 4,904,514, 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, 2006, the date of the latest actuarial valuation:

Retirees and beneficiaries receiving benefits	75
Terminated plan members entitled to but not yet receiving benefits	-
Active plan members	<u>167</u>
Total	<u>242</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.

E. Significant Actuarial Assumptions

Significant actuarial assumptions are as follows:

Valuation date	07/01/2005
Actuarial cost method	Entry age normal
Amortization method	Level dollar
Remaining amortization period	N/A (1)
Asset valuation method	Average of book and market value plus any due, yet unpaid, contributions at year-end
Actuarial assumptions:	
Investment rate of return	7.25%
Projected salary increase	4.00%

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

20. Self Insurance

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

Health Insurance

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

General Liability/Workers' Compensation

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

Changes in the aggregate liability for general liability and health claims for the year ended June 30, 2006 are as follows:

	<u>Claims Liabilities</u>
Claims liability, July 1, 2005	\$ 7,415,395
Claims incurred/recognized in fiscal year 2006	32,505,633
Claims paid in fiscal year 2006	<u>(31,568,207)</u>
Claims liability, June 30, 2006	\$ <u>8,352,821</u>

21. Risk Management

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

22. Beginning Net Asset Restatement

In fiscal year 2006, the City incorporated governmental infrastructure acquired prior to fiscal year 2002. Accordingly, the July 1, 2005 Net Assets have been restated as follows:

Net Assets as previously reported	\$ 121,374,391
Retroactive infrastructure	<u>4,135,351</u>
Net Assets as restated	\$ <u>125,509,742</u>

NASHUA AIRPORT AUTHORITY FOOTNOTES

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NASHUA AIRPORT AUTHORITY
NOTES TO FINANCIAL STATEMENTS

June 30, 2006 and 2005

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

1. Financial Reporting Entity

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

2. Basis of Accounting

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

3. Estimates

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

4. Assets, Liabilities, and Net Assets

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

Accounts Receivable - At June 30, 2006 and 2005, accounts receivable includes unpaid tie-down fees and land lease rental fees. An allowance for estimated uncollected receivables is not deemed necessary as of June 30, 2006 or 2005.

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

	<u>Years</u>
Land improvements	5 - 25
Buildings and improvements	10 - 39
Equipment	3 - 30

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

5. Revenues and Expenses

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

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

NOTE 2 - CASH AND INVESTMENTS

Cash and investments as of June 30, 2006 and 2005 are classified in the accompanying financial statements as follows:

	<u>2006</u>	<u>2005</u>
State of Net Assets:		
Cash and cash equivalents	\$ 168,991	\$ 89,248
Investments	<u>500,000</u>	<u>500,000</u>
Total cash and investments	\$ <u>668,991</u>	\$ <u>589,248</u>

Cash and investments at June 30, 2006 and 2005 consist of the following:

	<u>2006</u>	<u>2005</u>
Cash on hand	\$ 100	\$ 100
Deposits with financial institutions	<u>668,891</u>	<u>589,148</u>
Total cash and investments	<u>\$ 668,991</u>	<u>\$ 589,248</u>

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

Custodial Credit Risk

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

NOTE 3 - DUE FROM OTHER GOVERNMENTS

Due from other governments consists of receivables due from various federal and state funding. All receivables are considered collectible in full and will be received within one year. A summary of the principal items of intergovernmental receivables as of June 30, 2006 and 2005 is as follows:

	<u>2006</u>	<u>2005</u>
State and federal share of Federal Aviation Administration projects	\$ <u>19,109</u>	\$ <u>25,871</u>
Total	\$ <u>19,109</u>	\$ <u>25,871</u>

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the year ended June 30, 2006 and 2005:

	<u>Balance</u> <u>07/01/05</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>06/30/06</u>
Capital assets, not being depreciated:				
Land	\$ 1,995,475	\$ -	\$ -	\$ 1,995,475
Construction in progress	<u>137,157</u>	<u>289,941</u>	<u>-</u>	<u>427,098</u>
Total capital assets, not being depreciated	2,132,632	289,941	-	2,422,573
Other capital assets:				
Land improvements	5,460,145	-	-	5,460,145
Buildings and improvements	1,460,718	2,990	-	1,463,708
Equipment	<u>640,928</u>	<u>7,315</u>	<u>-</u>	<u>648,243</u>
Total other capital assets at historical cost	7,561,791	10,305	-	7,572,096 (continued)

(continued)

	Balance <u>07/01/05</u>	Additions	Reductions	Balance <u>06/30/06</u>
Less accumulated depreciation for:				
Land improvements	(2,645,513)	(219,664)	-	(2,865,177)
Buildings and improvements	(477,246)	(37,680)	-	(514,926)
Equipment	(415,964)	(36,369)	-	(452,333)
Total accumulated depreciation	(3,538,723)	(293,713)	-	(3,832,436)
Total other capital assets, net	<u>4,023,068</u>	(283,408)	-	<u>3,739,660</u>
Total capital assets, net	<u>\$ 6,155,700</u>	<u>\$ 6,533</u>	<u>\$ -</u>	<u>\$ 6,162,233</u>

	Balance <u>07/01/04</u>	Additions	Reductions	Balance <u>06/30/05</u>
Capital assets, not being depreciated:				
Land	\$ 1,995,475	\$ -	\$ -	\$ 1,995,475
Construction in progress	<u>736,235</u>	<u>468,505</u>	(1,067,583)	<u>137,157</u>
Total capital assets, not being depreciated	2,731,710	468,505	(1,067,583)	2,132,632
Other capital assets:				
Land improvements	4,392,562	1,067,583	-	5,460,145
Buildings and improvements	1,460,718	-	-	1,460,718
Equipment	<u>618,107</u>	<u>23,671</u>	(850)	<u>640,928</u>
Total other capital assets at historical cost	6,471,387	1,091,254	(850)	7,561,791
Less accumulated depreciation for:				
Land improvements	(2,443,642)	(201,871)	-	(2,645,513)
Buildings and improvements	(439,641)	(37,605)	-	(477,246)
Equipment	(382,815)	(33,999)	850	(415,964)
Total accumulated depreciation	(3,266,098)	(273,475)	850	(3,538,723)
Total other capital assets, net	<u>3,205,289</u>	<u>817,779</u>	-	<u>4,023,068</u>
Total capital assets, net	<u>\$ 5,936,999</u>	<u>\$ 1,286,284</u>	<u>\$ (1,067,583)</u>	<u>\$ 6,155,700</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 5.90% of covered payroll for general employees during the year ended June 30, 2006 and 2005, respectively. 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, 2006, 2005, and 2004 were \$ 12,824, \$ 11,062, and \$ 9,931, 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, 2006 and 2005, estimated yearly lease income is \$ 203,000 and \$ 193,000, respectively.

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

NOTE 7 - NET ASSETS

Unrestricted net assets as of June 30, 2006 and 2005 is as follows:

	<u>2006</u>	<u>2005</u>
Designated for –		
Capital improvements/equipment	\$ 250,000	\$ 250,000
Project capital improvements/equipment	95,449	18,033
Safety related expenditures	<u>3,132</u>	<u>2,038</u>
	348,581	270,071
Undesignated	<u>221,700</u>	<u>215,986</u>
	<u>\$ 570,281</u>	<u>\$ 486,057</u>

NOTE 8 - CONTINGENCIES

1. Litigation

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

2. Federal Grants

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

NOTE 9 - COMMITMENTS

Engineering Contracts

During July 2004, the Authority signed a \$ 206,200 contract with an independent company for professional engineering services relating to the design for the relocation of the existing parallel taxiway and new parallel runway. The Authority was awarded a grant from the Federal Aviation Administration for this project. The total estimated cost of the project is \$ 211,000 and is to be funded with federal funds (\$ 200,450), state funds (\$ 5,275) and local funds (\$ 5,275). The balance of this contract as of June 30, 2006 is \$ 64,647.

During August 2005, the Authority signed a \$ 183,450 contract with an independent company for professional engineering services relating to runway obstruction removal and runway relocation feasibility study. The Authority was awarded a grant from the Federal Aviation Administration for this project. The total estimated cost of the project is \$ 307,000 and is to be funded with federal funds (\$ 291,650), state funds (\$ 7,675) and local funds (\$ 7,675). The balance of this contract as of June 30, 2006 is \$ 17,253.

NOTE 10 - SUBSEQUENT EVENT

During August 2006, the Authority was awarded a grant from the Federal Aviation Administration for the purchase of snow removal equipment. The total estimated cost of the project is \$ 270,000 and is to be funded with federal funds (\$ 256,500), state funds (\$ 6,750) and local funds (\$ 6,750).

In conjunction with the above referenced grant award, the Authority entered into contracts for the project with independent companies during September 2006. The purchases of snow removal equipment were awarded in the amounts of \$ 166,900 and \$ 92,511, respectively.

NOTE 11 – CONTROL TOWER

Prior to April, 2005, the Authority received reimbursement from the United States Government to pay for costs incurred with control tower operations at the Airport. Subsequent to that date, control tower operating costs are paid directly by the United States government and no longer included as revenues and expenses in the Authority's financial statements.

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

Schedules of Funding Progress and Employer Contributions

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

Schedule of Funding Progress:

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (a - b)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percent- age of Covered Payroll [(b - a)/c]
06/30/99	\$ 19,437,151	\$ 18,591,827	\$ 845,324	104.5%	\$ 5,960,884	14.2%
06/30/01	\$ 21,772,296	\$ 22,674,418	\$ (902,122)	96.0%	\$ 6,762,252	(13.3%)
06/30/03	\$ 21,189,323	\$ 25,920,563	\$ (4,731,240)	81.7%	\$ 7,088,854	(66.7%)
06/30/05	\$ 24,815,269	\$ 30,380,730	\$ (5,565,461)	81.7%	\$ 7,523,058	(74.0%)

Schedule of Employer Contributions:

Year Ended <u>June 30</u>	Annual Required <u>Contribution</u>	Percentage <u>Contributed</u>
1999	\$ 558,922	100%
2000	584,725	100%
2001	621,726	100%
2002	630,871	100%
2003	637,391	100%
2004	679,643	100%
2005	683,137	100%
2006	687,094	100%

See Independent Auditors' Report.

Combining Financial Statements

NON-MAJOR GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

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

Special Revenue Funds are established for the following purposes:

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

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

CAPITAL PROJECT FUNDS

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

The current funds were established for the following purposes:

- Fire Projects: to account for Fire Department Capital Projects.
- Public Works Projects: to account for Public Works Department Capital Projects.
- Community Development Projects: to account for Community Development Department Capital Projects.
- School Department Projects: to account for School Department Capital Projects.
- Other Projects: to account for Other Capital Projects.

PERMANENT FUNDS

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

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

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2006

	<u>Special Revenue Funds</u>			
	<u>Police Grants</u>	<u>Fire Grants</u>	<u>Community Health & Services Grants</u>	<u>Parks & Recreation Grants</u>
<u>ASSETS</u>				
Cash and short term investments	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	96,472	-	-	-
Intergovernmental receivables	-	79,254	167,895	111,025
Loans receivable	-	-	-	-
Due from other funds	<u>211,507</u>	<u>15,271</u>	<u>13,784</u>	<u>27</u>
Total Assets	<u>\$ 307,979</u>	<u>\$ 94,525</u>	<u>\$ 181,679</u>	<u>\$ 111,052</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accounts payable	\$ 6,685	\$ 21,437	\$ 18,486	\$ 11,554
Accrued liabilities	-	-	-	-
Deferred revenue	198,216	2,924	-	-
Due to other funds	78,765	43,040	149,409	76,059
Notes payable	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Liabilities	283,666	67,401	167,895	87,613
Fund Equity:				
Reserved for encumbrances	-	270,833	7,855	58,586
Reserved for perpetual permanent funds	-	-	-	-
Unreserved:				
Undesignated				
Special revenue funds	24,313	(243,709)	5,929	(35,147)
Capital project funds	-	-	-	-
Permanent funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>24,313</u>	<u>27,124</u>	<u>13,784</u>	<u>23,439</u>
Total Liabilities and Fund Equity	<u>\$ 307,979</u>	<u>\$ 94,525</u>	<u>\$ 181,679</u>	<u>\$ 111,052</u>

Special Revenue Funds

<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Homeland Security Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
-	-	625	46,329	-
201,610	134,867	373,520	34,910	4,299,843
-	-	591,986	-	-
<u>16,004</u>	<u>-</u>	<u>119,971</u>	<u>-</u>	<u>57,252</u>
<u>\$ 217,614</u>	<u>\$ 134,867</u>	<u>\$ 1,086,102</u>	<u>\$ 81,239</u>	<u>\$ 4,357,095</u>
\$ 61,637	\$ 83,096	\$ 49,243	\$ 1,304	\$ -
-	-	49,905	-	-
-	-	-	-	4,299,843
118,937	50,771	274,972	79,935	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
180,574	133,867	374,120	81,239	4,299,843
-	235,340	84,447	31,575	3,361
-	-	-	-	-
37,040	(234,340)	627,535	(31,575)	53,891
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>37,040</u>	<u>1,000</u>	<u>711,982</u>	<u>-</u>	<u>57,252</u>
<u>\$ 217,614</u>	<u>\$ 134,867</u>	<u>\$ 1,086,102</u>	<u>\$ 81,239</u>	<u>\$ 4,357,095</u>

(continued)

(continued)

	<u>Special Revenue Funds</u>			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
<u>ASSETS</u>				
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	77,772	128,440	432,112
Intergovernmental receivables	113,628	4,368,880	5,206	21,200
Loans receivable	-	-	-	-
Due from other funds	<u>317,902</u>	<u>-</u>	<u>3,047,700</u>	<u>595,477</u>
Total Assets	<u>\$ 431,530</u>	<u>\$ 4,446,652</u>	<u>\$ 3,181,346</u>	<u>\$ 1,048,789</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accounts payable	\$ 96,533	\$ 217,065	\$ 46,465	\$ 9,956
Accrued liabilities	-	322,052	-	675
Deferred revenue	-	1,548,033	45,825	-
Due to other funds	-	2,346,606	111,052	34,875
Notes payable	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Liabilities	96,533	4,433,756	203,342	45,506
Fund Equity:				
Reserved for encumbrances	3,486	38,369	6,583	13,027
Reserved for perpetual permanent funds	-	-	-	-
Unreserved:				
Undesignated				
Special revenue funds	331,511	(25,473)	2,971,421	990,256
Capital project funds	-	-	-	-
Permanent funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>334,997</u>	<u>12,896</u>	<u>2,978,004</u>	<u>1,003,283</u>
Total Liabilities and Fund Equity	<u>\$ 431,530</u>	<u>\$ 4,446,652</u>	<u>\$ 3,181,346</u>	<u>\$ 1,048,789</u>

Special Revenue Funds			Capital Project Funds		
Expendable Trust Reserve Funds	Other Expendable Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
\$ 3,640,127	\$ 5,090,160	\$ 8,730,287	\$ -	\$ -	\$ -
1,606,028	750,701	2,356,729	-	-	-
-	48,641	830,391	-	41,016	24,379
-	-	9,911,838	-	2,279,977	215,245
-	-	591,986	-	-	-
-	808,952	5,203,847	691,225	1,085,081	508,165
<u>\$ 5,246,155</u>	<u>\$ 6,698,454</u>	<u>\$ 27,625,078</u>	<u>\$ 691,225</u>	<u>\$ 3,406,074</u>	<u>\$ 747,789</u>
\$ -	\$ 22,080	\$ 645,541	\$ 234,588	\$ 11,272	\$ 197,505
-	-	372,632	234,206	114	239,423
-	-	6,094,841	-	2,279,977	-
642,626	136,852	4,143,899	-	15,001	1,563,224
-	-	-	4,206,265	-	3,535,000
642,626	158,932	11,256,913	4,675,059	2,306,364	5,535,152
-	25,964	779,426	101,811	3,883,332	2,572,919
-	-	-	-	-	-
4,603,529	6,513,558	15,588,739	-	-	-
-	-	-	(4,085,645)	(2,783,622)	(7,360,282)
-	-	-	-	-	-
<u>4,603,529</u>	<u>6,539,522</u>	<u>16,368,165</u>	<u>(3,983,834)</u>	<u>1,099,710</u>	<u>(4,787,363)</u>
<u>\$ 5,246,155</u>	<u>\$ 6,698,454</u>	<u>\$ 27,625,078</u>	<u>\$ 691,225</u>	<u>\$ 3,406,074</u>	<u>\$ 747,789</u>

(continued)

(continued)

	<u>Capital Project Funds</u>		
	<u>School Department Projects</u>	<u>Other Projects</u>	<u>Subtotal</u>
<u>ASSETS</u>			
Cash and cash equivalents	\$ -	\$ -	\$ -
Investments	-	-	-
Departmental and other receivables	-	-	65,395
Intergovernmental receivables	-	-	2,495,222
Loans receivable	-	-	-
Due from other funds	<u>3,110,370</u>	<u>315,300</u>	<u>5,710,141</u>
Total Assets	<u>\$ 3,110,370</u>	<u>\$ 315,300</u>	<u>\$ 8,270,758</u>
<u>LIABILITIES AND FUND EQUITY</u>			
Liabilities:			
Accounts payable	\$ 9,612	\$ 11,418	\$ 464,395
Accrued liabilities	214,399	40,747	728,889
Deferred revenue	-	-	2,279,977
Due to other funds	-	-	1,578,225
Notes payable	<u>-</u>	<u>900,000</u>	<u>8,641,265</u>
Total Liabilities	224,011	952,165	13,692,751
Fund Equity:			
Reserved for encumbrances	107,592	26,997	6,692,651
Reserved for perpetual permanent funds	-	-	-
Unreserved:			
Undesignated			
Special revenue funds	-	-	-
Capital project funds	2,778,767	(663,862)	(12,114,644)
Permanent funds	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>2,886,359</u>	<u>(636,865)</u>	<u>(5,421,993)</u>
Total Liabilities and Fund Equity	<u>\$ 3,110,370</u>	<u>\$ 315,300</u>	<u>\$ 8,270,758</u>

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ 477,179	\$ 642,773	\$ 33,477	\$ 1,153,429	\$ 9,883,716
10,251,703	3,060,761	78,495	13,390,959	15,747,688
1,750	-	108	1,858	897,644
-	-	-	-	12,407,060
-	-	-	-	591,986
-	-	-	-	10,913,988
<u>\$ 10,730,632</u>	<u>\$ 3,703,534</u>	<u>\$ 112,080</u>	<u>\$ 14,546,246</u>	<u>\$ 50,442,082</u>
\$ -	\$ -	\$ -	\$ -	\$ 1,109,936
-	-	-	-	1,101,521
-	-	-	-	8,374,818
31,017	6,545	1,838	39,400	5,761,524
-	-	-	-	8,641,265
31,017	6,545	1,838	39,400	24,989,064
-	-	-	-	7,472,077
10,482,099	3,329,189	105,221	13,916,509	13,916,509
-	-	-	-	15,588,739
-	-	-	-	(12,114,644)
217,516	367,800	5,021	590,337	590,337
<u>10,699,615</u>	<u>3,696,989</u>	<u>110,242</u>	<u>14,506,846</u>	<u>25,453,018</u>
<u>\$ 10,730,632</u>	<u>\$ 3,703,534</u>	<u>\$ 112,080</u>	<u>\$ 14,546,246</u>	<u>\$ 50,442,082</u>

CITY OF NASHUA, NEW HAMPSHIRE

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

Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2006

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-
Charges for services	1,110	-	-	-
Intergovernmental	560,193	229,284	681,228	103,373
Investment income	6,138	-	-	-
Miscellaneous:	-	-	-	-
Contributions	17,903	1,209	8,455	3,000
Total Revenues	<u>585,344</u>	<u>230,493</u>	<u>689,683</u>	<u>106,373</u>
Expenditures:				
Current:				
General government	-	-	-	-
Police	650,208	-	345,903	-
Fire	-	258,823	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	337,417	-
Culture and recreation	-	-	-	111,374
Community development	-	-	-	-
Total Expenditures	<u>650,208</u>	<u>258,823</u>	<u>683,320</u>	<u>111,374</u>
Excess (deficiency) of revenues over expenditures	(64,864)	(28,330)	6,363	(5,001)
Other Financing Sources (Uses):				
Transfers in	54,137	17,915	-	-
Transfers out	(40,000)	-	(4,488)	-
Total Other Financing Sources (Uses)	<u>14,137</u>	<u>17,915</u>	<u>(4,488)</u>	<u>-</u>
Net change in fund balance	(50,727)	(10,415)	1,875	(5,001)
Fund Equity, beginning	<u>75,040</u>	<u>37,539</u>	<u>11,909</u>	<u>28,440</u>
Fund Equity, ending	<u>\$ 24,313</u>	<u>\$ 27,124</u>	<u>\$ 13,784</u>	<u>\$ 23,439</u>

Special Revenue Funds

<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Homeland Security Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	835	-	-
295,419	111,694	33,947	-	-
1,498,021	1,346,364	1,322,341	328,373	6,700
-	-	7,376	-	-
-	-	-	-	-
<u>35,742</u>	<u>-</u>	<u>22,750</u>	<u>-</u>	<u>58,474</u>
1,829,182	1,458,058	1,387,249	328,373	65,174
-	-	-	-	8,243
-	-	-	181,366	-
-	-	-	147,007	-
-	-	-	-	1,720
-	-	-	-	11,016
-	-	-	-	4,606
<u>2,162,575</u>	<u>1,457,058</u>	<u>1,288,386</u>	<u>-</u>	<u>-</u>
<u>2,162,575</u>	<u>1,457,058</u>	<u>1,288,386</u>	<u>328,373</u>	<u>25,585</u>
(333,393)	1,000	98,863	-	39,589
333,430	-	-	-	-
<u>-</u>	<u>-</u>	<u>(72,931)</u>	<u>-</u>	<u>-</u>
<u>333,430</u>	<u>-</u>	<u>(72,931)</u>	<u>-</u>	<u>-</u>
37	1,000	25,932	-	39,589
<u>37,003</u>	<u>-</u>	<u>686,050</u>	<u>-</u>	<u>17,663</u>
<u>\$ 37,040</u>	<u>\$ 1,000</u>	<u>\$ 711,982</u>	<u>\$ -</u>	<u>\$ 57,252</u>

(continued)

(continued)

	Special Revenue Funds			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
Revenues:				
Property taxes	\$ -	\$ -	\$ 417,880	\$ -
Penalties, interest and other taxes	-	-	741,303	-
Charges for services	2,533,422	-	1,097,112	1,065,892
Intergovernmental	1,740,599	8,339,391	90,028	142,707
Investment income	10,771	-	15,118	-
Miscellaneous:	-	-	-	-
Contributions	-	39,292	263,928	2,625
	<u>-</u>	<u>39,292</u>	<u>263,928</u>	<u>2,625</u>
Total Revenues	4,284,792	8,378,683	2,625,369	1,211,224
Expenditures:				
Current:				
General government	-	-	269,525	-
Police	-	-	925,150	-
Fire	-	-	6,352	-
Education	4,315,095	8,413,868	-	789,421
Public works	-	-	4,488	-
Health and human services	-	-	31,125	-
Culture and recreation	-	-	267,767	-
Community development	-	-	31,438	-
	<u>-</u>	<u>-</u>	<u>31,438</u>	<u>-</u>
Total Expenditures	4,315,095	8,413,868	1,535,845	789,421
Excess (deficiency) of revenues over expenditures	(30,303)	(35,185)	1,089,524	421,803
Other Financing Sources (Uses):				
Transfers in	-	-	40,000	-
Transfers out	-	-	(493,472)	-
	<u>-</u>	<u>-</u>	<u>(453,472)</u>	<u>-</u>
Total Other Financing Sources (Uses)	-	-	(453,472)	-
Net change in fund balance	(30,303)	(35,185)	636,052	421,803
Fund Equity, beginning	365,300	48,081	2,341,952	581,480
Fund Equity, ending	<u>\$ 334,997</u>	<u>\$ 12,896</u>	<u>\$ 2,978,004</u>	<u>\$ 1,003,283</u>

Special Revenue Funds			Capital Project Funds		
Expendable Trust Reserve Funds	Other Expendable Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
\$ -	\$ -	\$ 417,880	\$ -	\$ -	\$ -
-	-	742,138	-	-	-
-	-	5,138,596	-	-	-
-	-	16,388,602	-	76,365	1,604,110
257,219	227,762	524,384	-	32,659	437
-	93,030	93,030	-	-	-
-	602,515	1,055,893	-	-	-
<u>257,219</u>	<u>923,307</u>	<u>24,360,523</u>	<u>-</u>	<u>109,024</u>	<u>1,604,547</u>
-	18,487	296,255	-	-	-
-	9,487	2,112,114	-	-	372,588
-	-	412,182	4,446,306	-	-
-	1,204,381	14,724,485	-	-	-
40,144	198,954	254,602	-	59,211	921,272
-	1,053	369,595	-	16,244	-
-	107,798	491,545	-	-	-
-	10,708	4,950,165	-	-	5,014,080
<u>40,144</u>	<u>1,550,868</u>	<u>23,610,943</u>	<u>4,446,306</u>	<u>75,455</u>	<u>6,307,940</u>
217,075	(627,561)	749,580	(4,446,306)	33,569	(4,703,393)
500,000	1,402,019	2,347,501	1,143,735	1	72,931
(638,679)	(132,500)	(1,382,070)	-	(1,031,147)	-
<u>(138,679)</u>	<u>1,269,519</u>	<u>965,431</u>	<u>1,143,735</u>	<u>(1,031,146)</u>	<u>72,931</u>
78,396	641,958	1,715,011	(3,302,571)	(997,577)	(4,630,462)
<u>4,525,133</u>	<u>5,897,564</u>	<u>14,653,154</u>	<u>(681,263)</u>	<u>2,097,287</u>	<u>(156,901)</u>
<u>\$ 4,603,529</u>	<u>\$ 6,539,522</u>	<u>\$ 16,368,165</u>	<u>\$ (3,983,834)</u>	<u>\$ 1,099,710</u>	<u>\$ (4,787,363)</u>

(continued)

(continued)

	<u>Capital Project Funds</u>		
	<u>School Department Projects</u>	<u>Other Projects</u>	<u>Subtotal</u>
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-
Charges for services	-	-	-
Intergovernmental	-	-	1,680,475
Investment income	-	-	33,096
Miscellaneous:	-	-	-
Contributions	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	-	-	1,713,571
Expenditures:			
Current:			
General government	-	-	-
Police	-	1,440,713	1,813,301
Fire	-	-	4,446,306
Education	396,290	-	396,290
Public works	-	-	980,483
Health and human services	-	-	16,244
Culture and recreation	-	-	-
Community development	-	-	5,014,080
	<u>396,290</u>	<u>1,440,713</u>	<u>12,666,704</u>
Total Expenditures	396,290	1,440,713	12,666,704
Excess (deficiency) of revenues over expenditures	(396,290)	(1,440,713)	(10,953,133)
Other Financing Sources (Uses):			
Transfers in	-	88,394	1,305,061
Transfers out	<u>(2,200,982)</u>	<u>-</u>	<u>(3,232,129)</u>
Total Other Financing Sources (Uses)	<u>(2,200,982)</u>	<u>88,394</u>	<u>(1,927,068)</u>
Net change in fund balance	(2,597,272)	(1,352,319)	(12,880,201)
Fund Equity, beginning	<u>5,483,631</u>	<u>715,454</u>	<u>7,458,208</u>
Fund Equity, ending	<u>\$ 2,886,359</u>	<u>\$ (636,865)</u>	<u>\$ (5,421,993)</u>

Permanent Funds

Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	Total Nonmajor Governmental Funds
\$ -	\$ -	\$ -	\$ -	\$ 417,880
-	-	-	-	742,138
-	-	-	-	5,138,596
-	-	-	-	18,069,077
893,912	165,121	4,569	1,063,602	1,621,082
51,972	1,668	-	53,640	146,670
<u>93,549</u>	<u>-</u>	<u>-</u>	<u>93,549</u>	<u>1,149,442</u>
1,039,433	166,789	4,569	1,210,791	27,284,885
1,648	-	-	1,648	297,903
-	-	-	-	3,925,415
-	-	-	-	4,858,488
-	-	-	-	15,120,775
4,923	-	-	4,923	1,240,008
-	-	231	231	386,070
40	20,291	2,380	22,711	514,256
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>9,964,245</u>
<u>6,611</u>	<u>20,291</u>	<u>2,611</u>	<u>29,513</u>	<u>36,307,160</u>
1,032,822	146,498	1,958	1,181,278	(9,022,275)
-	-	-	-	3,652,562
<u>(191,198)</u>	<u>-</u>	<u>-</u>	<u>(191,198)</u>	<u>(4,805,397)</u>
<u>(191,198)</u>	<u>-</u>	<u>-</u>	<u>(191,198)</u>	<u>(1,152,835)</u>
841,624	146,498	1,958	990,080	(10,175,110)
<u>9,857,991</u>	<u>3,550,491</u>	<u>108,284</u>	<u>13,516,766</u>	<u>35,628,128</u>
<u>\$ 10,699,615</u>	<u>\$ 3,696,989</u>	<u>\$ 110,242</u>	<u>\$ 14,506,846</u>	<u>\$ 25,453,018</u>

**Detail and Combining Budget
and Actual Schedules**

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2006

	Original Budget	Final Budget	Actual	Variance With Final Budget
Property Tax	\$ 146,095,273	\$ 146,095,273	\$ 146,095,273	\$ -
Auto permits	11,100,000	11,100,000	12,078,138	978,138
Penalties, interest and other taxes:				
Interest and cost on redemption	250,000	250,000	204,732	(45,268)
Nashua Housing Authority	140,000	140,000	121,350	(18,650)
Interest on taxes	180,000	180,000	269,521	89,521
Other	12,786	12,786	19,292	6,506
Total Penalties, interest and other taxes	582,786	582,786	614,895	32,109
Charges for services:				
Financial services	28,250	28,250	29,684	1,434
City clerk	85,125	85,125	84,409	(716)
Police	127,000	127,000	97,278	(29,722)
Fire	18,460	18,460	35,406	16,946
Health and welfare	182,525	182,525	217,728	35,203
Parks and recreation	47,750	47,750	49,878	2,128
Parking	726,000	726,000	718,807	(7,193)
Cemeteries	109,870	109,870	103,918	(5,952)
Libraries	13,300	13,300	24,978	11,678
School	153,000	153,000	199,672	46,672
Total Charges for services	1,491,280	1,491,280	1,561,758	70,478
Intergovernmental:				
State adequacy grant	23,866,124	23,866,124	23,866,124	-
State aid - buildings	3,358,578	3,358,578	3,377,204	18,626
Special education	650,000	650,000	1,217,229	567,229
Medicaid	900,000	900,000	1,072,589	172,589
Block grant	2,426,926	2,426,926	2,426,932	6
Meals and room tax	3,184,192	3,184,192	3,184,192	-
Highway	1,342,930	1,342,930	1,327,352	(15,578)
Other	302,049	302,049	358,330	56,281
Total Intergovernmental	36,030,799	36,030,799	36,829,952	799,153
Licenses and permits:				
Financial services	213,000	213,000	265,791	52,791
City clerk	84,860	84,860	79,202	(5,658)
Police	2,250	2,250	2,950	700
Public works	35,500	35,500	53,280	17,780
Planning	230,400	230,400	275,033	44,633
Building	525,400	525,400	455,161	(70,239)
Total Licenses and permits	1,091,410	1,091,410	1,131,417	40,007
Interest	1,456,000	1,456,000	2,310,387	854,387
Miscellaneous:				
Cable TV franchise	625,000	625,000	768,528	143,528
Excess revenues	-	656,229	-	(656,229)
Other	219,423	490,539	596,899	106,360
Total Miscellaneous	844,423	1,771,768	1,365,427	(406,341)
Transfers In:				
Transfers from other funds	2,666,200	2,666,200	2,839,105	172,905
Total Transfers In	2,666,200	2,666,200	2,839,105	172,905
Other Financing Sources:				
Use of fund balance	19,004,860	19,004,860	19,004,860	-
Total Other Financing Sources	19,004,860	19,004,860	19,004,860	-
Total	\$ 220,363,031	\$ 221,290,376	\$ 223,831,212	\$ 2,540,836

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2006

	Original <u>Budget</u>	Final <u>Budget</u>	<u>Actual</u>	Variance With <u>Final Budget</u>
General Government:				
Mayor	\$ 286,261	\$ 288,261	\$ 252,250	\$ 36,011
Legal	386,830	413,830	413,830	-
Board of Aldermen	162,971	164,471	160,816	3,655
Civic and Comm. activities	1,192,167	1,202,167	1,188,043	14,124
Telecommunications	169,000	182,000	181,716	284
Pensions	13,131,039	12,876,039	12,579,379	296,660
Insurance	27,502,699	27,502,699	27,435,980	66,719
Administrative services	128,431	128,431	127,341	1,090
Financial services	1,319,999	1,319,999	1,318,825	1,174
City Clerk	359,093	355,643	354,041	1,602
Human resources	229,498	229,498	229,173	325
Purchasing	306,064	305,064	298,688	6,376
Building maintenance	369,135	382,285	379,949	2,336
Assessors	549,611	495,222	493,377	1,845
Hunt building	30,900	35,400	34,111	1,289
Information technology	777,795	777,795	715,514	62,281
GIS	95,664	88,664	81,174	7,490
Computers - city wide	94,925	94,925	92,818	2,107
Cemeteries	436,535	436,535	408,825	27,710
Contingencies	1,090,107	127,188	-	127,188
Capital	250,000	54,707	54,707	-
Total General Government	48,868,724	47,460,823	46,800,557	660,266
Police	15,671,940	15,760,708	15,216,991	543,717
Fire	13,541,879	13,627,570	13,624,671	2,899
Water fire protection	1,801,000	1,789,000	1,745,960	43,040
Education	91,574,700	92,730,805	91,107,590	1,623,215
Public Works:				
Street lighting	598,500	610,500	578,750	31,750
PW Division and Engineering	842,370	793,612	736,403	57,209
Street department	5,189,167	5,283,710	5,283,709	1
Traffic department	691,658	691,658	673,051	18,607
Parking lots	194,204	187,204	174,705	12,499
Solid waste	1,400,652	1,400,652	1,400,652	-
Capital	850,000	850,000	850,000	-
Total Public Works	9,766,551	9,817,336	9,697,270	120,066
Health and Human Services:				
Community services	208,845	235,949	236,816	(867)
Community health	283,147	283,147	204,654	78,493
Environmental health	316,129	316,129	278,970	37,159
Welfare administration	307,175	307,175	301,701	5,474
Welfare costs	1,655,000	1,645,000	1,279,290	365,710
Total Health and Human Services	2,770,296	2,787,400	2,301,431	485,969
Culture and recreation:				
Parks and recreation	2,727,820	2,727,820	2,718,319	9,501
Public libraries	2,207,028	2,249,590	2,246,394	3,196
Total Culture and Recreation	4,934,848	4,977,410	4,964,713	12,697
Community Development	1,419,116	1,419,116	1,407,512	11,604
Communications	274,577	274,577	250,073	24,504
Debt Service:				
Principal	12,125,427	12,125,427	12,125,427	-
Interest and cost	7,880,845	7,765,845	7,727,973	37,872
Total Debt Service	20,006,272	19,891,272	19,853,400	37,872
Intergovernmental	9,233,128	9,233,128	9,233,128	-
Transfers out	500,000	1,521,231	1,521,231	-
Total	\$ 220,363,031	\$ 221,290,376	\$ 217,724,527	\$ 3,565,849

Enterprise Funds

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

The City of Nashua has the following Enterprise Funds:

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

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

CITY OF NASHUA, NEW HAMPSHIRE

Schedule of Revenues and Expenses -
Budget and Actual

Enterprise Funds

For the Year Ended June 30, 2006

	<u>Waste Water Fund</u>		
	<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance</u>
Operating Revenues:			
Charges for services	\$ 8,387,100	\$ 9,073,168	\$ 686,068
Total Operating Revenues	8,387,100	9,073,168	686,068
Operating Expenses:			
Personnel	1,950,888	1,858,460	92,428
Non-personnel	4,685,008	4,802,759	(117,751)
Capital	4,550,000	4,550,000	-
Debt service	1,542,365	1,542,365	-
Total Operating Expenses	12,728,261	12,753,584	(25,323)
Operating Income (Loss)	(4,341,161)	(3,680,416)	660,745
Nonoperating Income and (Expenses):			
Grants income	697,605	2,756,730	2,059,125
Investment income	645,000	930,164	285,164
Total Nonoperating Revenues (Expenses)	1,342,605	3,686,894	2,344,289
Income (Loss) Before Contributions and Transfers	(2,998,556)	6,478	3,005,034
Transfers from other funds	-	6,000	(6,000)
Use of retained earnings	3,008,447	3,008,447	-
Net Income	\$ 9,891	\$ 3,020,925	\$ 2,999,034

Solid Waste Fund		
<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance</u>
\$ 3,780,506	\$ 4,463,357	\$ 682,851
3,780,506	4,463,357	682,851
1,884,216	1,783,547	100,669
2,391,398	2,165,083	226,315
-	-	-
<u>2,396,873</u>	<u>2,396,873</u>	<u>-</u>
<u>6,672,487</u>	<u>6,345,503</u>	<u>326,984</u>
(2,891,981)	(1,882,146)	1,009,835
281,438	56,315	(225,123)
<u>-</u>	<u>73,123</u>	<u>73,123</u>
<u>281,438</u>	<u>129,438</u>	<u>(152,000)</u>
(2,610,543)	(1,752,708)	857,835
1,400,652	1,394,652	(6,000)
<u>1,200,000</u>	<u>1,200,000</u>	<u>-</u>
<u>\$ (9,891)</u>	<u>\$ 841,944</u>	<u>\$ 851,835</u>

**STATISTICAL
SECTION**

CITY OF NASHUA, NEW HAMPSHIRE

STATISTICAL SECTION

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

	<u>Page</u>
Financial Trends <i>These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.</i>	100
Revenue Capacity <i>These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.</i>	107
Debt Capacity <i>These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.</i>	112
Demographic and Economic Information <i>These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.</i>	116
Operating Information <i>These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.</i>	118

City of Nashua, New Hampshire

Net Assets by Component

Last Ten Fiscal Years (1)

(accrual basis of accounting)

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

Data Source:

Audited Financial Statements

Notes:

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

City of Nashua, New Hampshire

Change in Net Assets

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

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

Data Source

Audited Financial Statements

Notes:

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

City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
General Fund										
Reserved	\$ 3,697,582	\$ 3,911,601	\$ 6,280,195	\$ 4,835,161	\$ 5,616,028	\$ 5,641,057	\$ 7,326,048	\$ 5,025,464	\$ 12,620,998	\$ 4,526,670
Unreserved	6,972,069	8,730,883	9,744,969	12,958,455	12,803,503	19,100,322	22,075,884	23,523,522	31,812,193	27,241,589
Total General Fund	\$ 10,669,651	\$ 12,642,484	\$ 16,025,164	\$ 17,793,616	\$ 18,419,531	\$ 24,741,379	\$ 29,401,932	\$ 28,548,986	\$ 44,433,191	\$ 31,768,259
Other Governmental Funds										
Reserved	703,296	301,093	1,361,012	908,706	3,840,261	22,007,957	17,825,857	16,580,070	19,290,527	29,210,139
Unreserved:										
Special Revenue Funds	1,391,805	1,526,419	2,145,729	3,381,917	3,791,512	29,647,742	30,281,823	32,692,008	12,250,621	15,588,739
Capital Project Funds	535,330	(1,474,472)	(855,691)	(4,359,923)	33,133,127	20,858,017	(15,472,616)	9,972,489	3,588,482	(12,114,644)
Permanent Funds	N/A	N/A	N/A	N/A	N/A	337,678	357,309	424,084	498,499	590,337
Total Other Funds	\$ 2,630,431	\$ 353,040	\$ 2,651,050	\$ (69,300)	\$ 40,764,900	\$ 72,851,394	\$ 32,992,373	\$ 59,668,651	\$ 35,628,129	\$ 33,274,571

Data Source
Audited Financial Statements

Notes:

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

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds (1)

Last Ten Fiscal Years

(modified accrual basis of accounting)

Revenues	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Taxes	\$ 106,709,427	\$ 107,084,846	\$ 113,206,546	\$ 96,191,243	\$ 101,501,814	\$ 118,254,190	\$ 126,036,366	\$ 131,745,073	\$ 139,504,354	\$ 146,864,377
Licenses and Permits	(2) 8,329,021	9,270,854	9,883,674	10,451,045	11,401,194	12,285,295	12,089,340	12,583,432	13,354,800	13,234,555
Penalties, interest and other taxes	(3) 13,691,256	18,119,661	17,968,079	42,658,229	44,644,503	54,230,537	53,398,218	56,288,906	53,353,723	54,956,875
Intergovernmental	5,175,547	5,478,125	5,199,711	5,735,700	3,908,081	6,596,808	7,004,198	6,211,920	6,446,565	6,846,669
Charges for services	(3) 5,385,237	5,805,306	6,046,875	6,281,953	11,361,111	2,275,514	2,865,742	1,654,012	3,809,685	4,153,022
Interest earnings						1,444,563	1,036,942	3,002,599	3,993,579	1,282,935
Miscellaneous						1,444,563	1,226,678	2,752,805	917,206	1,149,442
Contributions										
Total revenues	139,290,488	145,758,792	152,304,885	161,318,170	172,816,703	198,841,798	204,646,856	215,608,745	222,625,288	229,844,908

Expenditures by Function

General government	\$ 20,524,023	\$ 24,701,368	\$ 25,481,383	\$ 25,961,537	\$ 27,419,461	\$ 26,442,878	\$ 30,941,856	\$ 34,582,618	\$ 39,852,087	\$ 47,642,841
Public safety	19,007,525	20,577,424	22,598,407	24,059,557	25,885,036	25,894,620	27,819,182	30,509,895	31,445,464	37,722,214
Water supply/hydrants	1,610,378	1,616,236	1,621,061	1,631,739	1,655,316	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047
Education	61,068,796	63,710,961	67,002,001	72,528,994	74,911,429	121,118,039	128,469,056	116,891,581	102,184,295	98,086,304
Public Works	8,363,280	6,881,571	7,345,078	7,665,906	8,023,078	7,619,794	8,012,161	9,551,499	9,862,103	9,536,606
Health and human services	1,272,034	1,535,827	1,596,425	1,474,687	1,690,764	3,011,467	3,453,652	3,388,734	3,162,482	2,687,438
Culture and recreation	2,984,056	3,135,538	3,399,062	4,559,390	4,022,175	9,554,230	5,698,051	5,547,512	5,386,417	5,436,393
Community development	1,733,204	984,977	1,022,009	1,064,765	2,130,090	8,903,820	5,007,414	5,846,253	6,416,732	11,396,347
Communications						1,292,397	528,054	270,219	279,964	246,026
Miscellaneous						155,274				
Debt service										
Principal	3,050,950	3,599,180	3,565,190	3,728,090	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570
Interest	2,675,304	2,417,481	2,581,878	3,031,300	5,520,875	6,399,691	7,615,223	7,300,046	8,450,677	7,779,830
Intergovernmental	8,323,666	8,078,687	7,832,839	8,337,561	9,014,834	9,472,306	9,574,285	9,418,474	9,177,447	9,233,129
Capital Outlay	10,046,786	6,776,710	7,522,244	21,517,735	36,918,179	3,888,311				
Total expenditures	140,680,002	144,015,980	151,567,577	175,561,261	201,668,987	233,235,929	238,454,269	234,715,249	229,031,596	243,474,745

Excess of revenues

Over/(under) expenditures	(1,369,514)	1,742,832	737,308	(14,243,091)	(28,852,284)	(34,394,131)	(33,807,413)	(19,106,504)	(6,406,308)	(13,629,837)
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Other Financing Sources (Uses)

Bond proceeds	\$ 13,285,000		\$ 6,150,000	\$ 15,327,000	\$ 67,180,000	\$ 43,095,000	\$ -	\$ 46,510,000	\$ -	\$ -
Transfers in	855,253	3,147,095	1,289,520	1,993,392	8,197,358	7,055,955	4,638,708	5,861,446	25,066,009	15,512,898
Transfers out	(2,294,759)	(5,161,936)	(2,506,138)	(3,947,699)	(5,064,959)	(9,709,394)	(6,029,769)	(7,441,610)	(26,816,019)	(16,901,550)
Total other financing sources (uses)	11,845,494	(2,014,841)	4,943,382	13,372,693	70,312,399	40,441,561	(1,391,055)	44,929,836	(1,750,010)	(1,388,652)

Net Change in fund balances

	\$ -10,475,980	\$ (272,009)	\$ 5,680,690	\$ (870,398)	\$ 41,460,115	\$ 6,047,430	\$ (35,198,468)	\$ 25,823,332	\$ (8,156,318)	\$ (15,018,489)
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Debt Service as a percentage of non-capital outlay expenditures

	4.38%	4.38%	4.27%	4.39%	6.07%	8.11%	8.96%	8.36%	8.99%	8.59%
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Data Source Audited Financial Statements

Notes:

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

City of Nashua, New Hampshire

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

Last Ten Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Expenditures and Other Financing Uses by Department										
Financial Services	\$ 736,710	\$ 830,052	\$ 960,888	\$ 1,002,332	\$ 1,103,934	\$ 1,115,601	\$ 1,474,645	\$ 1,307,268	\$ 1,307,535	\$ 1,322,705
Administrative Services	1,851,515	1,810,000	2,062,128	2,569,932	2,481,554	2,821,687	2,994,877	2,967,180	2,945,436	2,766,574
Misc. General Government	17,578,153	19,914,227	19,611,305	20,948,234	22,510,533	22,290,203	26,254,134	30,188,418	35,367,963	43,233,659
Police	9,632,100	9,852,450	10,575,352	11,449,012	12,395,410	13,178,009	13,979,968	14,669,482	15,484,532	15,062,015
Fire	8,297,508	9,028,402	10,174,484	10,877,679	11,858,662	10,638,749	11,665,411	13,001,349	13,254,721	13,876,296
Water Supply/Hydrants	1,610,378	1,616,236	1,621,061	1,631,739	1,655,316	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047
Community Health and Welfare	952,821	1,012,577	1,061,971	1,094,196	1,306,848	2,513,649	2,945,896	2,853,574	2,547,088	2,301,368
Street Department	4,876,701	4,792,467	5,190,595	5,014,638	5,021,330	4,375,314	5,053,235	5,336,956	6,000,921	5,156,101
Parks and Recreation	1,420,516	1,481,027	1,675,335	1,909,734	2,076,107	2,324,547	2,878,759	2,636,535	2,748,857	2,672,691
Other Public Works	2,052,590	2,024,085	2,124,483	2,086,825	2,101,301	2,156,388	2,343,385	3,004,428	2,836,774	3,140,497
Community Development Division	884,063	956,318	1,022,009	1,064,765	1,111,225	1,269,021	1,866,674	1,466,087	1,497,368	1,432,102
Public Libraries	1,547,348	1,612,393	1,660,101	1,749,153	1,789,157	2,118,188	2,201,879	2,170,235	2,213,977	2,249,446
Other	-	-	-	-	-	113,732	166,105	262,258	279,964	246,026
Capital Outlay	782,441	990,457	1,451,218	1,764,284	2,962,975	3,888,311	3,417,359	4,594,382	4,206,670	11,696,153
Transfers Out	2,242,262	4,557,356	2,418,281	3,943,102	4,891,896	8,422,638	8,183,728	86,183,728	92,466,994	106,811,680
Total City Departments	54,465,106	60,478,047	61,609,211	67,105,625	73,266,248	78,898,389	78,922,675	86,183,728	92,466,994	106,811,680
Education (includes transfers out)	54,814,355	56,370,064	59,189,930	63,924,831	65,661,187	68,044,222	75,430,823	75,070,809	82,140,051	82,965,529
Debt service										
Principal	3,050,950	3,599,180	3,565,190	3,728,090	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570
Interest	2,675,304	2,417,481	2,581,878	3,031,300	5,520,875	6,399,691	7,615,223	7,300,046	8,450,677	7,779,830
Total Debt Service	5,726,254	6,016,661	6,147,068	6,759,390	9,998,625	14,210,441	17,270,210	16,982,487	19,489,417	19,853,400
Intergovernmental	8,323,666	8,078,687	7,832,839	8,337,561	9,014,834	9,472,306	9,574,285	9,418,474	9,177,447	9,233,129
Total expenditures	\$ 123,329,381	\$ 130,943,459	\$ 134,779,048	\$ 146,127,407	\$ 157,940,894	\$ 170,625,358	\$ 181,197,993	\$ 191,655,498	\$ 203,273,909	\$ 218,863,738
Expenditures as a percentage of total										
City Departments	44.2%	46.2%	45.7%	45.9%	46.4%	46.2%	43.6%	45.0%	45.5%	48.8%
Education	44.4%	43.0%	43.9%	43.7%	41.6%	39.9%	41.6%	41.3%	40.4%	37.9%
Debt service	4.6%	4.6%	4.6%	4.6%	6.3%	8.3%	9.5%	8.9%	9.6%	9.1%
Intergovernmental	6.7%	6.2%	5.8%	5.7%	5.7%	5.6%	5.3%	4.9%	4.5%	4.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenditure Percentage Change										
City Departments	2.6%	11.0%	1.9%	8.9%	9.2%	7.7%	0.0%	9.2%	7.3%	15.5%
Education	4.9%	2.8%	5.0%	8.0%	2.7%	3.6%	10.9%	4.8%	3.9%	1.0%
Debt service	1.7%	5.1%	2.2%	10.0%	47.9%	42.1%	21.5%	-1.7%	14.8%	1.9%
Intergovernmental	4.5%	-2.9%	-3.0%	6.4%	8.1%	5.1%	1.1%	-1.6%	-2.6%	0.6%
Total	3.7%	6.2%	2.9%	8.4%	8.1%	8.0%	6.2%	5.8%	6.1%	7.7%

Data Source
Audited Internal City of Nashua Financial Statements and Audited Financial Statements

Notes:
(1) Capital Outlay redistributed among applicable departments/divisions in FY03 and subsequent years

City of Nashua, New Hampshire

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

Fiscal Year	Revenue and Other Financing Sources			Expenses & Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other	Operations & Maintenance	Depreciation	Interest Expense				
2006	\$ 2,813,045	\$ 13,050,184	\$ 1,620,491	\$ 18,884,372	\$ 10,609,849	\$ 4,607,965	\$ 1,394,558	\$ -	\$ 2,260,000	\$ 94,382,635
2005	885,303	11,793,107	1,309,711	15,738,131	8,593,849	4,496,904	1,630,238	-	1,017,140	92,122,635
2004	2,693,496	11,770,493	1,926,319	16,415,308	8,674,040	4,104,296	1,215,136	-	2,421,836	91,105,495
2003	770,532	13,055,609	1,478,640	15,304,781	8,055,246	3,465,155	1,236,353	-	2,548,027	88,683,659
2002	666,042	14,369,824	1,339,994	16,365,860	7,623,736	2,752,945	1,358,369	985,036	3,645,774	87,028,791
2001	270,573	16,401,044	1,327,812	18,093,306	8,582,676	2,773,061	507,440	2,225,417	4,004,712	85,028,714
2000	292,367	14,917,504	951,747	16,161,618	7,715,877	2,639,929	518,705	-	5,287,107	82,612,646
1999	343,477	14,243,330	740,927	15,715,464	7,355,895	2,580,453	548,291	-	927,573	80,325,533
1998	-	9,578,805	941,176	11,316,359	10,673,180	2,534,207	612,884	-	2,503,912	78,821,681
1997	-	9,137,904	699,701	10,530,659	6,906,562	2,752,429	741,873	-	129,795	78,083,026

Includes Wastewater and Solid Waste funds

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

Fiscal Year	Revenue and Other Financing Sources			Expenses & Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other	Operations & Maintenance	Depreciation	Interest Expense				
2006 (1)	\$ 2,756,730	\$ 8,650,837	\$ 1,352,485	\$ 12,760,062	\$ 6,661,219	\$ 3,605,550	\$ 509,440	\$ 6,000	\$ 1,977,853	\$ 103,801,828
2005	827,607	8,655,136	1,209,184	10,691,927	4,842,464	3,577,215	653,398	-	1,618,850	101,823,975
2004	2,619,424	8,869,848	1,861,535	13,375,807	4,320,947	3,484,478	680,769	-	4,889,613	100,205,125
2003 (2)	710,089	10,921,100	1,378,834	12,181,023	4,498,465	3,141,829	750,626	-	3,790,103	95,315,512
2002 (3)	525,662	10,961,185	1,106,699	12,593,546	4,194,512	2,502,042	777,619	978,571	4,140,802	92,174,688
2001 (4)	206,378	10,936,879	1,182,604	12,325,861	5,488,147	2,539,800	352,366	-	3,945,548	88,229,140
2000 (4)	228,738	10,519,868	942,896	11,689,502	4,403,531	2,412,368	389,176	-	4,484,427	76,743,631
1999	-	10,810,425	725,243	11,780,508	4,245,239	2,380,495	412,629	-	4,742,145	65,261,206
1998	-	6,501,289	845,231	7,346,520	4,114,156	2,382,554	454,017	-	415,793	60,430,034
1997 (4)	-	6,965,427	699,453	7,364,880	4,294,707	2,350,749	508,183	-	211,241	59,550,245

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

Fiscal Year	Revenue and Other Financing Sources			Expenses & Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other	Operations & Maintenance	Depreciation	Interest Expense				
2006	\$ 56,315	\$ 4,399,347	\$ 267,996	\$ 6,124,310	\$ 3,948,630	\$ 1,002,415	\$ 885,118	\$ 6,000	\$ 282,147	\$ (9,419,193)
2005	77,696	3,137,971	100,527	5,046,204	3,751,385	919,689	976,840	-	(601,710)	(9,701,340)
2004	74,072	2,900,645	64,784	3,039,501	4,353,093	619,818	534,367	-	(2,467,777)	(9,099,630)
2003	60,443	2,963,509	99,806	3,123,758	3,556,781	323,326	485,727	-	(1,242,076)	(6,631,853)
2002 (5)	130,380	3,408,639	233,295	3,772,314	3,429,224	250,903	580,750	6,465	(495,028)	(5,389,777)
2001	64,195	5,464,165	145,208	5,767,445	3,094,529	233,261	155,074	2,225,417	59,164	(7,643,600)
2000	65,629	4,397,636	8,851	4,472,116	3,312,346	227,561	129,529	-	802,680	(7,716,985)
1999	98,637	3,432,905	15,684	3,934,956	3,111,656	199,958	135,662	-	487,680	(9,088,987)
1998 (6)	-	3,077,516	95,945	3,969,839	6,559,024	171,653	158,867	-	(2,919,705)	(9,938,162)
1997 (4)	-	2,472,477	248	3,165,779	2,611,855	401,680	233,690	-	(81,446)	(7,078,456)

Data Source
Audited Financial Statements

Notes:

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

City of Nashua, New Hampshire

General Government Tax Revenues by Source

Last Ten Fiscal Years

Fiscal Year	Property Taxes	Current Use Penalties	Railroad Tax	Boat Tax	Yield Tax	Payment in Lieu of Tax	Excavation Tax	Tax Interest & Penalties	Total
2006	\$ 147,765,609	\$ 462,380	\$ 7,786	\$ -	\$ 11,506	\$ 121,350	-	\$ 416,798	\$ 148,785,429
2005	140,333,946	246,830	6,486	-	4,614	126,508	984	406,407	141,125,776
2004	133,508,298	248,890	10,858	-	3,752	137,746	645	474,388	134,384,577
2003	127,223,114	720,438	15,479	-	2,277	175,489	2,520	795,883	128,935,201
2002	119,019,053	391,420	5,330	2,143	-	181,975	1,853	519,464	120,121,238
2001	110,561,790	654,938	5,702	5,111	26,279	238,722	10,908	421,140	111,924,590
2000	104,864,447	182,340	5,199	5,056	3,254	300,628	7,770	471,421	105,840,114
1999	114,771,080	243,300	5,691	3,309	816	297,048	40,110	595,894	115,957,246
1998	107,541,919	143,440	5,220	3,490	-	282,184	-	659,035	108,635,287
1997	110,080,497	104,500	4,366	3,305	500	270,569	-	569,286	111,033,023

Data Source
Audited internal financial statements

City of Nashua, New Hampshire

Property Tax Levies and Collections Last Ten Fiscal Years

Tax Year	Property Tax Levied for		Collected within the		Lien Amount		Subsequent Tax Lien Collections	Balance at end of Current Fiscal year	Total Collections to Date		Number of Parcels	
	Fiscal Year	Amount	Fiscal Year	Amount	Fiscal Year	End of Levy Year			Amount	% of Levy	Amount	% of Levy
2005	\$ 148,834,769	\$ 147,558,424	99.1%	\$ 1,276,345	\$ 176,886	\$ 1,099,459	\$ 147,735,310	99.3%	27,000	460	1.7%	
2004	140,619,078	139,086,811	98.9%	1,532,267	277,089	1,255,178	139,363,900	99.1%	26,824	421	1.6%	
2003	133,099,408	132,036,240	99.2%	1,063,168	769,383	293,785	132,805,623	99.8%	26,778	419	1.6%	
2002	127,036,624	125,750,773	99.0%	1,285,851	1,199,711	86,140	126,950,484	99.9%	26,698	471	1.8%	
2001	119,172,751	118,059,296	99.1%	1,113,455	1,087,514	25,941	119,146,810	100.0%	26,642	482	1.8%	
2000	110,643,001	109,564,111	99.0%	1,078,890	1,062,106	16,784	110,626,217	100.0%	26,525	453	1.7%	
1999	104,578,925	103,433,416	98.9%	1,145,509	1,138,985	6,524	104,572,401	100.0%	26,335	441	1.7%	
1998	114,594,697	112,889,655	98.5%	1,705,042	1,702,884	2,158	114,592,539	100.0%	26,212	472	1.8%	
1997	108,000,873	106,065,026	98.2%	1,935,847	1,934,614	1,233	107,999,640	100.0%	25,659	591	2.3%	
1996	107,951,244	106,281,299	98.5%	1,669,945	1,669,945	-	107,951,244	100.0%	25,618	472	1.8%	

Data Source

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

City of Nashua, New Hampshire

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

Tax Year	Local Assessed Value (1)			Utilities	Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/Industrial	Other							
2006	\$6,520,318,364	\$2,651,715,145		\$174,690,180	\$9,346,723,689	\$175,974,650	\$9,170,749,039	\$ 16.21	NA	NA
2005	6,472,995,406	2,666,131,229		171,836,800	9,310,963,435	158,734,700	9,152,228,735	15.33	\$ 9,297,862,943	99.2%
2004	4,838,886,400	2,261,291,015		172,475,900	7,272,653,315	121,364,150	7,151,289,165	18.59	8,440,901,750	86.2%
2003	3,489,566,400	1,964,785,883		148,146,200	5,602,498,483	90,503,875	5,511,994,608	22.69	8,023,468,837	69.8%
2002	3,435,049,900	1,935,736,174		144,138,500	5,514,924,574	78,932,475	5,435,992,099	21.86	7,370,090,989	74.8%
2001	3,382,730,400	1,885,537,010		142,733,900	5,411,001,310	79,098,375	5,331,902,935	20.75	6,539,029,408	82.7%
2000	3,331,984,700	1,846,939,246		133,810,400	5,312,734,346	78,532,175	5,234,202,171	19.65	5,578,503,984	95.2%
1999	2,577,840,800	1,446,539,974		127,843,600	4,152,224,374	78,439,575	4,073,784,799	23.89	4,959,174,740	83.7%
1998	2,536,856,700	1,402,387,716		125,073,600	4,064,318,016	69,222,325	3,995,095,691	26.72	4,389,471,992	92.6%
1997	2,370,615,400	1,288,173,892		120,582,700	3,779,371,992	73,389,600	3,705,982,392	26.96	3,842,097,095	98.4%

Data Sources

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's annual Equalization Survey including Utilities and Railroad

City of Nashua, New Hampshire

Principal Taxpayers Current Year and Nine Years Ago

Taxpayer	Type of Business	Tax Year 2006 Assessed Value	Rank	Percentage of Total Assessed Value	1997 Assessed Value	Rank	Percentage of Total Assessed Value
Pheasant Lane Realty TR	Shopping Mall	\$ 145,731,096	1	1.59 %	\$ 94,500,000	1	2.55 %
Aimco Royal Crest-Nashua LLC	Apartment Complex	79,587,500	2	0.87	33,162,800	5	0.89
Public Service Co of NH	Utility	65,368,100	3	0.71	48,553,600	3	1.31
Pennichuck Water Works Inc	Water Distributor	64,471,100	4	0.70	40,127,800	4	1.08
Public Service Co of NH	Utility	62,371,400	5	0.68	-	-	-
Compaq Computer Company (1)	Computer Manufacturer	49,021,900	6	0.53	22,269,400	8	0.60
BAE Systems info & Elec System	Electronics Manufacturer	48,752,900	7	0.53	-	-	-
Demoulas, Telemachus A Trustee	Retail Grocers	42,234,900	8	0.46	24,730,200	-	0.67
Flatley, John & Gregory Stoyle	Office /Land/Apts/Retail	39,221,300	9	0.43	-	-	-
Energy North Natural Gas Inc.	Utility	37,862,100	10	0.41	-	-	-
Thomas J. Flatley	Office /Land/Apts/Retail	-	-	-	32,907,300	6	0.89
Hi Point Realty	Real Estate	-	-	-	64,939,300	2	1.75
Nashua Oxford Associates	Real Estate	-	-	-	23,227,200	7	0.63
Vickery Realty	Realty Investor	-	-	-	15,086,200	9	0.41
Total Principal Taxpayers		\$ 634,622,296		6.92 %	412,796,200		11.14 %
Total Net Assessed Taxable Value		\$ 9,170,749,039			3,705,982,392		

Data Source
City of Nashua Tax Warrant

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

City of Nashua, New Hampshire

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

Calendar Year	Budgetary Use of Fund Balance			City Direct Rates					Overlapping Rate	Estimated Full Value Rate	
	City	Total City	Total	Local School		State School		Total School			Total Direct
				City	County	School	School				
2006	6.17	\$ 4,500,000	\$ 6.17		\$ 7.70	\$ 2.34	\$ 10.04	\$ 16.21	0.99	n/a	
2005	5.06 (1)	19,004,860	\$ 5.06		\$ 7.77	\$ 2.50	\$ 10.27	\$ 15.33	0.99	\$ 16.02	
2004	6.80	8,250,000	\$ 6.80		\$ 8.33	\$ 3.46	\$ 11.79	\$ 18.59	1.26	\$ 16.75	
2003	8.88	5,400,000	\$ 8.88		\$ 7.91	\$ 5.90	\$ 13.81	\$ 22.69	1.68	\$ 16.63	
2002	8.51	3,265,000	\$ 8.51		\$ 7.36	\$ 5.99	\$ 13.35	\$ 21.86	1.74	\$ 17.29	
2001	7.82	1,125,000	\$ 7.82		\$ 6.76	\$ 6.17	\$ 12.93	\$ 20.75	1.75	\$ 18.21	
2000	6.64	3,500,000	\$ 6.64		\$ 7.45	\$ 5.56	\$ 13.01	\$ 19.65	1.70	\$ 19.90	
1999	8.48	1,000,000	\$ 8.48		\$ 8.22	\$ 7.19	\$ 15.41	\$ 23.89	2.01	\$ 21.09	
1998	8.96	600,000	\$ 8.96		\$ 17.76	-	\$ 17.76	\$ 26.72	1.93	n/a	
1997	9.33	-	\$ 9.33		\$ 17.63	-	\$ 17.63	\$ 26.96	2.14	n/a	

Data Source
NH State Department of Revenue Administration

Notes:

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

City of Nashua, New Hampshire

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

Fiscal Year	Amount to be Raised by Rates		Billable Volume Used for Setting Rates		Rates per HCF	
		Sewer		Sewer (3)		Sewer
2006	\$	8,158,000		5,160,080,000	\$	1.22
2005		8,165,000		5,006,081,967		1.22
2004		10,110,000		6,198,590,164		1.22
2003		9,990,000		6,125,016,393		1.22
2002		10,589,000		4,742,857,485		1.67
2001		10,506,000		4,705,681,437		1.67
2000		11,405,000		5,108,347,305		1.67
1999		6,450,000		2,888,982,036		1.67
1998		6,394,000		2,863,899,401		1.67
1997		6,751,129		8,144,910,471		0.62

Data Source
City of Nashua Budget and Budget Resolutions

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

City of Nashua, New Hampshire

Nashua's Share of the Hillsborough County Tax Apportionment

Last Ten Fiscal Years

(based on percentage of equalized value)

Tax Year	Total Equalized Values		Apportionment of County Tax Levy				Nashua's Share % Change
	Nashua	County	Nashua's %	County Tax Levy	Nashua's Share(1)	Nashua's Share \$ Change	
2006	NA	NA	NA	\$	9,241,763	8,635	0.09%
2005	9,297,862,943	44,045,516,136	21.109669%		9,233,128	55,681	0.6%
2004	8,440,901,750	39,756,319,650	21.2315975%		9,177,447	(241,027)	-2.6%
2003	8,023,468,897	35,772,416,479	22.4292058%		9,418,474	(155,811)	-1.6%
2002	7,370,090,989	31,483,236,852	23.4095720%		9,574,285	101,979	1.1%
2001	6,539,029,048	27,607,114,973	23.6860282%		9,472,306	457,472	5.1%
2000	5,578,503,984	23,505,650,009	23.7326089%		9,014,834	677,273	8.1%
1999	4,959,174,740	20,552,599,405	24.1291850%		8,337,561	504,722	6.4%
1998	4,389,471,992	18,295,319,120	23.9923226%		7,832,839	(245,848)	-3.0%
1997	3,842,097,095	16,555,541,089	23.2073180%		8,078,687	(244,979)	-2.9%

Notes:

(1) Percentage based previous tax year

City of Nashua, New Hampshire

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

	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Debt at June 30										
General Obligation Debt	\$ 7,527,847	\$ 6,817,417	\$ 12,309,177	\$ 14,951,557	\$ 27,018,957	\$ 29,598,357	\$ 27,868,094	\$ 27,565,652	\$ 25,742,467	\$ 23,901,229
City Depts.	39,558,390	36,669,640	33,762,690	42,719,220	93,354,070	126,294,636	118,796,632	156,748,591	148,368,036	138,135,704
School Dept.	47,086,237	43,487,057	46,071,867	57,670,777	120,373,027	155,892,993	146,664,726	184,314,243	174,110,503	162,036,933
Total General Fund	\$ 430,000	\$ 405,000	\$ 380,000	\$ 350,000	\$ 320,000	\$ 295,000	\$ 291,802	\$ 262,893	\$ 233,982	\$ 205,391
Solid Waste Fund (1)	1,588,525	4,095,256	6,775,887	8,649,263	14,652,893	18,420,047	21,517,224	21,505,447	21,576,755	20,400,320
General Obligation Debt	8,008,763	7,352,943	6,708,133	6,151,223	5,781,973	5,462,007	4,908,472	4,332,865	3,750,515	3,167,677
State Revolving Loan Funds	246,863	850,501	2,613,734	7,629,488	9,225,408	8,764,138	8,302,867	7,841,597	7,380,326	6,919,056
Total Enterprise Funds	10,274,150	12,703,701	16,477,754	22,779,974	29,980,274	32,941,192	35,020,365	33,942,802	32,941,580	30,692,444
Total Debt at June 30	\$ 57,360,387	\$ 56,190,758	\$ 62,549,621	\$ 80,450,751	\$ 150,353,301	\$ 188,834,185	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377
Base Value for Debt Limits	\$ 3,671,893,647	\$ 3,835,370,229	\$ 4,380,906,659	\$ 4,950,626,085	\$ 5,568,875,454	\$ 6,667,788,319	\$ 7,505,206,241	\$ 8,167,360,524	\$ 8,594,525,785	\$ 9,438,642,749
Legal Debt Limits (% of Base Value)										
City - 2%	(2) 73,437,873	76,707,405	87,618,133	99,012,522	111,377,509	133,355,766	150,104,125	163,347,210	171,690,516	188,772,855
School - 6%	(2) 220,313,619	230,122,214	262,854,400	297,037,565	334,132,527	400,067,299	450,312,374	490,041,631	515,071,547	566,318,565
Debt Against Legal Debt Limits										
City Depts.	7,527,847	6,817,417	12,309,177	14,951,557	27,018,957	29,598,357	27,868,094	27,565,652	25,742,467	23,901,229
School Dept.	39,558,390	36,669,640	33,762,690	42,719,220	93,354,070	126,294,636	118,796,632	156,748,591	148,368,036	138,135,704
Exempt from Legal Debt Limits	10,274,150	12,703,701	16,477,754	22,779,974	29,980,274	32,941,192	35,020,365	33,942,802	32,941,580	30,692,444
Total Debt at June 30	\$ 57,360,387	\$ 56,190,758	\$ 62,549,621	\$ 80,450,751	\$ 150,353,301	\$ 188,834,185	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377
Unused Capacity of Legal Debt Limits										
City Depts.	\$ 65,910,026	\$ 69,889,988	\$ 75,308,956	\$ 84,060,965	\$ 84,358,552	\$ 103,757,409	\$ 122,236,031	\$ 135,781,558	\$ 145,948,049	\$ 164,871,626
School Dept.	180,755,229	193,452,574	229,091,710	254,318,345	240,778,457	273,772,663	331,515,742	333,293,040	366,703,511	428,182,861
% of Legal Debt Limits Used										
City Depts.	10.3%	8.9%	14.0%	15.1%	24.3%	22.2%	18.6%	16.9%	15.0%	12.7%
School Dept.	18.0%	15.9%	12.8%	14.4%	27.9%	31.6%	26.4%	32.0%	28.8%	24.4%
Data Source	Audited Financial Statements									
	N.H. Department of Revenue Administration									

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

City of Nashua, New Hampshire

Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities - General Obligation Debt					% of Net Debt to Assessed Value	Tax Supported Debt per capita
	City Depts.	School Dept.	Total	Less Est. State School Aid	Tax Supported Debt		
2006	\$ 23,901,230	\$ 138,135,705	\$ 162,036,935	\$ 41,440,712	\$ 120,596,224	1.3%	\$ 1,336
2005	25,742,467	148,368,036	174,110,503	44,510,411	129,600,092	1.4%	1,483
2004	27,565,652	156,748,591	184,314,243	47,024,577	137,289,666	1.9%	1,571
2003	27,868,094	118,796,632	146,664,726	35,638,990	111,025,736	2.0%	1,282
2002	29,598,357	126,294,636	155,892,993	37,888,391	118,004,602	2.2%	1,363
2001	27,018,957	93,354,070	120,373,027	28,006,221	92,366,806	1.7%	1,067
2000	14,951,557	42,719,220	57,670,777	12,815,766	44,855,011	0.9%	563
1999	12,309,177	33,762,690	46,071,867	10,128,807	35,943,060	0.9%	451
1998	6,817,417	36,669,640	43,487,057	11,000,892	32,486,165	0.8%	408
1997	7,527,847	39,558,390	47,086,237	11,867,517	35,218,720	1.0%	442

Fiscal Year	Business-Type Activities - General Obligation Debt					Net debt per capita	% of Personal Income
	Solid Waste Fund	Wastewater Fund	Total	Less Est. State Aid	Net Debt		
2006	\$ 20,605,711	\$ 10,086,733	\$ 30,692,444	\$ 4,077,918	\$ 26,614,526	\$ 295	0.9%
2005	21,810,738	11,130,842	32,941,580	4,407,242	28,534,338	326	1.0%
2004	21,768,340	12,174,462	33,942,802	4,611,726	29,331,076	336	1.1%
2003	21,809,026	13,211,339	35,020,365	4,823,170	30,197,195	349	1.2%
2002	18,715,047	14,226,144	32,941,191	4,716,734	28,224,458	326	1.2%
2001	14,972,893	15,007,381	29,980,274	4,498,766	25,481,509	294	1.1%
2000	8,999,263	13,780,711	22,779,974	3,656,069	19,123,906	240	1.0%
1999	7,155,887	9,321,867	16,477,754	2,579,962	13,897,792	174	0.7%
1998	4,500,256	8,203,444	12,703,700	2,090,714	10,612,986	133	0.6%
1997	2,018,525	8,255,626	10,274,151	1,852,978	8,421,173	106	0.5%

Fiscal Year	Total Primary Government	Less State Aid	Net Debt	% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income
2006	\$ 192,729,379	\$ 45,518,630	\$ 147,210,749	1.6%	\$ 1,631	5.0%
2005	207,052,083	48,917,653	158,134,430	1.7%	1,809	5.7%
2004	218,257,045	51,636,304	166,620,741	2.3%	1,906	6.4%
2003	181,685,091	40,462,160	141,222,931	2.6%	1,631	5.8%
2002	188,834,184	42,605,124	146,229,060	2.7%	1,688	6.3%
2001	150,353,301	32,504,987	117,848,315	2.2%	1,361	5.3%
2000	80,450,751	16,471,835	63,978,917	1.2%	803	3.2%
1999	62,549,621	12,708,769	49,840,852	1.2%	626	2.6%
1198	56,190,757	13,091,606	43,099,151	1.1%	541	2.4%
1997	57,360,388	13,720,495	43,639,893	1.2%	548	2.5%

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

City of Nashua, New Hampshire

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

End of Fiscal Year	Net General Obligation Debt Outstanding (1)	Percentage Applicable to Government (2)	Amount Applicable to Government
2006	NA	NA	NA
2005	0	21.1096690%	0
2004	0	21.2315975%	0
2003	0	22.4292058%	0
2002	0	23.4095720%	0
2001	1,445,500	23.6860282%	342,382
2000	2,982,000	23.7326089%	707,706
1999	4,609,500	24.1291850%	1,112,235
1998	6,327,300	23.9923226%	1,518,066
1997	8,169,882	23.2073180%	1,896,010

Data Source

(1) Hillsborough County Audited Financial Statements at fiscal year end including interest, does not include leases

(2) NH Department of Revenue Administration

City of Nashua, New Hampshire

Demographic Statistics

Last Ten Fiscal Years

Fiscal Year	Population (1)	Median Family Income (1)	Per Capita Income (1)	City (2)		Unemployment Rates (2)		
				Unemployed	Labor Force	City	State of NH	US
2006	90,276 (3)	\$ 80,211 (4)	\$32,731 (4)	2,116 ***	50,480 ***	4.1%	3.5%	4.7%
2005	89,560	79,087 (4)	31,999 (4)	2,147 ***	50,110 ***	4.2%	4.3%	6.0%
2004	88,297	78,900 **	30,016	2,388	49,748	4.8%	4.7%	5.8%
2003	87,411	77,800 **	28,317	2,616	48,440	5.4%	3.5%	4.7%
2002	87,996 (3)	71,100 **	26,878	3,263	48,700	6.7%	2.8%	4.0%
2001	87,298 (3)	68,300 **	25,671	2,244	48,780	4.6%	2.7%	4.2%
2000	86,605	64,100 **	25,209 (5)	1,414	48,770	2.9%	2.9%	4.5%
1999	83,900	61,102 *	23,792	1,418	47,260	3.0%	3.1%	4.9%
1998	83,209	59,600 **	23,021	1,239	47,650	2.6%	4.1%	5.4%
1997	82,810	59,600 **	22,340	1,299	46,410	2.8%	4.0%	5.6%

Data Sources

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

Notes:

- * NH Employment Security
- ** HUD User Policy Development and Research Information Service
- *** Based on an average of monthly adjusted Local Area Unemployment statistics

City of Nashua, New Hampshire

Principal Employers

Current Year and Nine Years Ago

Taxpayer	Type of Business	2006			1997		
		Employees	Rank	Percentage of Total City Employment	Employee	Rank	Percentage of Total City Employment
BAE Systems *	Aerospace/ Electronics	4,100	1	7.85 %	4,600	1	9.84 %
Nashua School District	Schools	2,001	2	3.83	2,296	3	4.91
Southern New Hampshire Medical Center	Hospital	1,800	3	3.45	1,100	6	2.35
Hewlett Packard **	Computer	1,500	4	2.87	4,000	2	8.56
St. Joseph Hospital and Trauma Center	Hospital	1,500	4	2.87	1,094	7	2.34
Oxford Health Plan	Health Insurance	1,000	5	1.91	1,550	5	3.32
Amphenol ***	Backplane Connection Systems	816	6	1.56	1,700	4	3.64
City of Nashua	City Government	794	7	1.52	714	8	1.53
US Post Office ****	Postal Service	577	8	1.10	550	9	1.18
Federal Aviation Administration	Air Traffic Control	500	9	0.96	500	10	1.07
Total Principal Employers		14,588		27.94 %	18,104		38.73 %
Total City Employment		52,220			46,750		

Data Source

New Hampshire Business Review - Book of Lists

* Previously identified as Sanders, a Lockheed Martin Company

** Previously identified as Compaq Computer Corp. (CPQ)

*** Previously identified as Teradyne Connection Systems Inc.(TER)

**** Information provided by US Postal authorities in Nashua

City of Nashua, New Hampshire

Operating Indicators by Function

Last Ten Fiscal Years

Function	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Finance										
Taxable property parcels assessed	25,659	26,212	26,335	26,525	26,642	26,698	26,778	26,824	27,062	27,151
Property transfers processed	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Motor vehicles registered	82,800	84,782	86,086	85,662	88,618	90,156	90,746	89,328	89,816	90,503
Planning - Inspection Division										
Building Inspections	9,134	9,199	9,253	8,979	8,958	9,813	10,022	10,250	***	8,405
Estimated construction value in millions	61.5	77.2	84.0	88.1	253.8	159.5	68.8	103.6	***	125
Police (1)										
Physical arrests	4,258	3,892	4,346	4,476	3,668	3,850	3,902	4,199	4,116	***
Traffic violations	4,157	3,507	5,336	5,755	5,786	6,513	7,230	10,176	21,140	***
Parking violations	***	***	***	25,001	24,360	28,432	37,030	38,499	31,967	34,257
Fire and Rescue										
Calls answered	6,111	6,136	6,050	3,112	6,723	6,353	6,733	7,007	7,373	7,801
Emergency Responses	2,636	3,015	2,840	1,441	3,151	3,107	3,356	3,528	3,689	3,777
Fires extinguished	389	370	396	155	367	326	281	329	304	300
Number of inspections conducted	111	97	83	68	60	76	52	50	27	66
Emergency medical responses	1,898	2,180	2,840	1,038	2,239	2,222	2,354	2,563	2,726	2,875
Public Works										
Refuse collected (tons) (2)	68,633	77,069	75,374	81,845	73,978	72,389	65,883	64,547	55,157	54,475
Recycling (tons) (3)	14,638	11,541	7,532	9,791	10,662	10,845	13,199	13,979	10,878	11,200
Streets resurfaced (miles)	13.0	8.7	5.9	6.0	11.9	13.1	10.8	10.4	8.3	7.9
Potholes repaired	***	***	***	***	***	***	753	1,152	818	717
Public Library										
Items in collection	217,317	215,875	220,549	220,679	223,469	*230,000	*240,000	*245,000	257,147	243,724
Items circulated	452,675	414,308	374,064	347,167	346,345	359,251	434,286	559,411	657,413	692,939
Welfare/assistance - General Assistance	314,722	325,280	373,604	389,630	511,716	1,356,287	1,900,474	1,679,242	1,360,418	1,281,992
Number of contacts	4,997	4,516	4,121	3,947	3,671	5,913	7,621	8,613	9,817	12,066
Applicants	1,680	1,400	1,389	1,438	1,333	1,849	2,145	2,117	2,052	5,206
Assisted cases	2,112	2,044	2,044	2,093	2,044	3,977	4,737	4,099	3,476	3,693
Sewage System:										
Daily average treatment (millions of gallons)	14.8	14.4	12.7	13.8	16.2	11.5	12.7	11.9	12.9	14.2
Data Source										
Various city departments										

Notes:

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

* Based on an estimate due to change in data gathering process

** Based on an estimate per the City of Nashua, Assessing Department

*** Data unavailable for these years

**** Police department data based on calendar year

City of Nashua, New Hampshire

Capital Asset Statistics by Function

Last Ten Fiscal Years

Function	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	35	35	35	35	35	35	35	35	35	35
Fire and Rescue										
Number of stations	7	7	7	7	7	7	7	7	7	7
Number of ladder trucks	4	4	4	4	4	4	4	4	4	4
Number of pumps	8	8	8	8	8	8	8	8	8	8
Number of support vehicles	25	25	25	25	25	25	25	25	25	25
Community Services - Public Works										
Miles of streets	*	*	*	*	*	*	*	*	*	322
Miles of storm drains	*	*	*	*	*	*	*	*	*	130.8
Number of traffic lights	72	73	76	76	76	76	78	78	80	84
Number of bridges	18	18	18	18	18	18	18	18	19	19
Community Services - Culture and Recreation:										
Number of Parks	46	46	46	46	47	47	47	48	49	49
Park acreage	572	572	572	632	632	632	632	632	632	632
Playgrounds	24	24	24	24	24	24	24	24	24	24
Baseball fields	27	27	27	27	27	27	27	27	27	27
Softball fields	12	12	12	12	12	12	12	12	12	12
Football fields	3	3	3	3	3	3	3	3	3	3
Soccer fields	14	14	14	14	14	14	14	14	14	14
Swimming pools	3	3	3	3	3	3	3	3	3	3
Tennis courts	17	17	17	17	17	17	17	17	17	17
Sewage System:										
Miles of sanitary sewers	*	*	*	*	*	*	*	*	285.0	285.3
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	20,806	20,814	21,032	21,246	21,497	21,689	21,902	22,120	22,349	22,408
Average Daily Flow (MGD)	14.8	14.4	12.7	13.8	16.2	11.5	12.7	11.9	12.9	14.2
Maximum daily capacity of treatment (MGD) dry weather	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Maximum daily capacity of treatment (MGD) wet weather	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Education										
Elementary School Buildings	12	12	12	12	12	12	12	12	12	12
Middle School Buildings	3	3	3	3	3	3	4	4	4	4
High School Buildings	1	1	1	1	1	1	2	2	2	2

Data Source

Various city departments

* Data unavailable for these years

City of Nashua, New Hampshire

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

Division	Fiscal Year						
	2000	2001	2002	2003	2004	2005	2006
General Government							
Mayor's Office	4.6	5.0	5.0	5.0	5.0	5.0	5.0
Legal	5.0	5.0	5.0	5.0	5.0	4.9	4.9
Board of Aldermen	1.6	1.6	1.8	1.8	1.8	1.8	1.8
	11.2	11.6	11.8	11.8	11.8	11.6	11.6
Financial Services	30.9	30.8	31.8	30.8	30.5	31.0	30.6
Administrative Services							
Administrative Services	1.0	0.9	1.6	1.9	1.5	1.9	1.9
City Clerk	8.5	8.5	7.5	6.8	7.0	7.0	7.0
Human Resources	3.8	3.9	3.9	3.9	3.9	3.9	3.9
Purchasing	5.0	5.0	5.0	4.0	4.0	4.0	4.0
Building	4.0	4.6	4.6	5.6	5.6	5.6	5.6
Risk Management	4.0	5.0	5.0	5.0	4.0	5.0	5.0
Assessing	10.0	12.0	11.0	12.0	10.0	11.0	11.0
Information Technology	6.0	7.0	10.0	10.0	8.0	9.0	9.0
Total Administrative Services	42.3	46.9	48.6	49.1	44.0	47.4	47.4
Protection of Life & Property							
Police	218.6	219.4	232.6	236.9	236.9	238.9	240.0
Fire	173.5	178.0	178.0	178.0	181.6	181.6	176.0
Total Protection of Life & Property	392.1	397.4	410.6	414.9	418.5	420.5	416.0
Division of Health & Community Services							
Community Services	5.5	6.1	7.1	7.1	8.6	7.5	7.8
Community Health	14.3	12.8	16.6	13.4	11.3	10.4	8.6
Environmental Health	7.0	6.0	5.6	6.0	6.0	6.0	6.0
Welfare	4.4	4.5	5.5	6.0	8.0	7.8	6.9
Total Division of Health & Comm. Services	31.1	29.5	34.8	32.6	33.9	31.6	29.3
Public Works							
Admin/Engineering	14.0	16.0	19.0	19.0	18.0	19.0	16.0
Parks & Recreation	26.0	28.0	26.0	28.0	29.0	29.0	29.0
Streets	77.0	71.0	65.0	67.0	63.0	61.0	56.0
Traffic	9.0	9.0	9.0	9.0	8.0	10.0	10.0
Parking	2.0	-	-	1.0	2.0	2.0	1.0
Wastewater	28.0	28.0	26.0	28.0	30.0	31.0	35.0
Solid Waste	40.0	40.0	39.0	39.0	37.0	33.0	33.0
Total Public Works	196.0	192.0	184.0	191.0	187.0	185.0	180.0
Community Development (2)							
Community Development	2.0	1.0	2.0	2.0	2.0	2.4	2.3
Planning	18.6	18.0	8.0	8.0	8.0	7.6	7.6
Economic Development	-	1.0	1.0	1.0	1.0	1.4	1.4
Urban Programs	5.0	6.0	6.0	6.0	6.0	6.0	6.0
Building	-	-	9.0	9.0	10.0	10.0	10.0
Code Enforcement	-	-	3.0	3.0	3.0	3.0	3.0
Total Community Development	25.6	26.0	29.0	29.0	30.0	30.4	30.3
Public Services							
Edgewood Cemetery	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Woodlawn Cemetery	4.0	4.0	4.0	4.0	4.0	3.0	4.0
Total Public Services	8.0	8.0	8.0	8.0	8.0	7.0	8.0
Library	49.2	48.9	50.7	50.4	47.5	48.5	45.8
Education							
Teachers	775.0	790.0	795.0	821.0	830.0	838.0	821.0
Other staff	741.0	744.0	786.0	849.0	839.0	867.0	856.0
Total Education	1,516.0	1,534.0	1,581.0	1,670.0	1,669.0	1,705.0	1,677.0
Total All Functions	2,302.3	2,325.0	2,390.1	2,487.5	2,480.2	2,518.0	2,476.0
Percent of Total							
General Government	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Financial Services	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%
Administrative Services	1.8%	2.0%	2.0%	2.0%	1.8%	1.9%	1.9%
Protection of Life & Property	17.0%	17.1%	17.2%	16.7%	16.9%	16.7%	16.8%
Division of Health & Community Services	1.4%	1.3%	1.5%	1.3%	1.4%	1.3%	1.2%
Public Works	8.5%	8.3%	7.7%	7.7%	7.5%	7.3%	7.3%
Community Development	1.1%	1.1%	1.2%	1.2%	1.2%	1.2%	1.2%
Public Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Library	2.1%	2.1%	2.1%	2.0%	1.9%	1.9%	1.8%
Education	65.8%	66.0%	66.1%	67.1%	67.3%	67.7%	67.7%
Total	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%

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

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

City of Nashua, New Hampshire

Student/Teacher Statistical Information Last Ten Fiscal Years

	Fiscal Year									
	1997	1998	1999	2000	2001	2002	2003	2004	2005(1)	2006
Student Enrollment:										
Elementary	7,862	7,890	7,875	7,828	7,706	7,456	7,227	7,028	5,702	5,469
Middle School	2,729	2,803	2,827	3,084	3,086	3,096	3,233	3,230	3,287	3,240
High School	2,353	2,407	2,543	2,638	2,729	2,867	2,997	3,081	4,236	4,274
Total	12,944	13,100	13,345	13,550	13,521	13,419	13,457	13,339	13,225	12,983
Teacher FTEs (2):										
Elementary	no FTE Data	413	416	419	420	420	417	415	359	339
Middle School	no FTE Data	184	188	198	201	201	213	213	215	214
High School	no FTE Data	123	131	139	145	147	155	164	226	230
District-wide	no FTE Data	15	16	19	24	28	36	38	38	38
Total		735	751	775	790	795	821	830	838	821

Notes:

- (1) Reflects the transition of 6th grade moving from elementary to middle school and 8th grade moving from middle to high school
- (2) The distribution among teachers by grade level is an estimate

City of Nashua, New Hampshire

School Department Operating Statistics

Last Ten Fiscal Years

Fiscal Year	Operating Budget (1)	Debt Service (1)	Total Budget	Enrollment	Cost per Pupil	Percentage Change	Teaching Staff	Pupil/Teacher Ratio
2006	\$ 83,101,595	\$ 16,776,199	\$ 99,877,794	12,983	\$ 7,693	4.3%	821	15.8
2005	81,545,643	16,014,196	97,559,839	13,225	7,377	9.7%	838	15.8
2004	76,210,800	13,455,535	89,666,335	13,339	6,722	3.2%	830	16.1
2003	73,763,630	13,869,625	87,633,255	13,457	6,512	10.1%	821	16.4
2002	68,656,687	10,735,676	79,392,363	13,419	5,916	9.9%	795	16.9
2001	65,888,289	6,905,650	72,793,939	13,521	5,384	7.9%	790	17.1
2000	63,283,491	4,312,545	67,596,036	13,550	4,989	2.7%	775	17.5
1999	60,002,069	4,798,034	64,800,103	13,345	4,856	6.6%	751	17.8
1998	54,971,388	4,722,602	59,693,990	13,100	4,557	0.4%	735	17.8
1997	54,722,205	4,026,239	58,748,444	12,944	4,539	0.6%	N/A	N/A

Data Source

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

Notes:

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



RESOLUTIONS

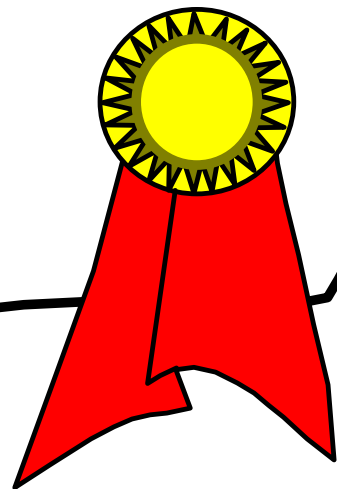
Passed by the

***BOARD OF
ALDERMEN***

July 1, 2005

through

June 30, 2006



R-05-251

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$408,333 PER YEAR FOR FY06 AND FY07 INTO SPECIAL REVENUE ACCOUNT #341-6442 "BIOTERRORISM GRANT" FROM THE STATE OF NEW HAMPSHIRE HEALTH AND HUMAN SERVICES DEPARTMENT

The preceding Resolution was passed July 12, 2005

David Rootovich, President

Approved July 12, 2005

Bernard A. Streeter, Mayor

R-05-185

ESTABLISHING THE USE OF UNDESIGNATED FUND BALANCE FOR TAX RATE

R-05-221

DESIGNATING CITY OWNED LAND ON SHATTUCK STREET, IDENTIFIED AS TAX LOTS 44-89 AND 44-90, AS A PUBLIC PARK

R-05-231

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF UP TO \$32,000 RECEIVED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #331-6222 "GANG INTERDICTION PATROL -ODP"

R-05-234

RELATIVE TO THE TRANSFER OF \$36,812 FROM ACCOUNT #597-86605 "CONTINGENCY NEGOTIATIONS" INTO ACCOUNT #575-11900 "LIBRARY FULL-TIME PAYROLL"

R-05-236

RELATIVE TO THE TRANSFER OF \$52,010 FROM EXPENDABLE TRUST FUND ACCOUNT #996-5330 "CITY RETIREMENT" INTO ACCOUNT #531-11900 "POLICE - FULL TIME PAYROLL"

R-05-237

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, 2005

R-05-239

RELATIVE TO THE TRANSFER OF \$200,000 FROM ACCOUNT 545 "WELFARE COSTS" INTO EXPENDABLE TRUST FUND ACCOUNT 944-5328 "WELFARE"

R-05-240

RELATIVE TO THE TRANSFER OF \$142,962 FROM EXPENDABLE TRUST FUND ACCOUNT 981-5326 "PORTABLE CLASSROOMS" INTO ACCOUNT 681-34 "CAPITAL IMPROVEMENT – SCHOOL PORTABLE CLASSROOMS"

R-05-241

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

R-05-242

AUTHORIZING THE RELEASE OF THE CITY'S REVERSIONARY INTEREST IN LAND ON SARGENT AVENUE AT SHEET 64, LOT 110

R-05-246

EXTENDING CONGRATULATIONS TO THE NASHUA HIGH SCHOOL SOUTH BASEBALL TEAM

R-05-247

AUTHORIZING THE MAYOR TO EXECUTE AN "AVIGATION" EASEMENT TO THE NASHUA AIRPORT AUTHORITY FOR ACCESS BY AIRCRAFT IN AND THROUGH THE AIRSPACE ABOVE CITY-OWNED CONSERVATION LAND KNOWN AS THE NORTHWEST SANCTUARY

The preceding Resolutions were passed July 12, 2005

David Rootovich, President

Approved July 14, 2005

Bernard A. Streeter, Mayor

R-05-193

AMENDING COMPENSATION FOR THE BOARD OF ALDERMEN FOR FISCAL YEAR 2006

The preceding Resolution was passed July 12, 2005

David Rootovich, President

Took Effect 7 Days After Passage Without Mayor's Signature

July 20, 2005

R-05-257

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS OBTAINED FROM THE STATE OF NEW HAMPSHIRE HEALTH AND HUMAN SERVICES DEPARTMENT IN THE AMOUNT OF \$62,500 FOR FY06, \$75,000 FRO FY07 AND \$12,500 FOR FY08 INTO SPECIAL REVENUE ACCOUNT #341-6424 "DISASTER BEHAVIORAL HEALTH GRANT"

The preceding Resolutions was passed July 20, 2005
David Rootovich, President
Approved July 20, 2005
Bernard A. Streeter, Mayor

R-05-252A
RELATIVE TO THE RE-APPROPRIATION OF \$24,137 AS FISCAL YEAR 2006
ESCROW

The preceding Resolution was passed July 20, 2005
David Rootovich, President
Approved July 21, 2005
Bernard A. Streeter, Mayor

R-05-258
RELATIVE TO THE ADOPTION OF A TEMPORARY BUDGET BEGINNING JULY 1,
2005 AND ENDING AUGUST 31, 2005

The preceding Resolution was passed July 28, 2005
David Rootovich, President
Approved August 1, 2005
Bernard A. Streeter, Mayor

R-05-223
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$2,250
FROM THE NEW HAMPSHIRE CHARITABLE FOUNDATION INTO SPECIAL
REVENUE ACCOUNT #371-7028 "LIVABLE, WALKABLE COMMUNITIES PROGRAM"

R-05-232
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF
\$27,207.68 RECEIVED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT
OF SAFETY, INTO SPECIAL REVENUE ACCOUNT #331-6221 "HOMELAND GRANT
2005 – SRT"

R-05-233
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF
\$27,207.68 RECEIVED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT
OF SAFETY, INTO SPECIAL REVENUE ACCOUNT #331-6220
"HOMELAND GRANT 2005 – BOMB"

R-05-244
APPROVING A PROPOSED CONSENT DECREE BETWEEN THE UNITED STATES
ENVIRONMENTAL PROTECTION AGENCY, THE NEW HAMPSHIRE DEPARTMENT
OF ENVIRONMENTAL SERVICES AND THE CITY OF NASHUA, NH REGARDING
COMBINED SEWER OVERFLOWS

R-05-248

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$2,500 RECEIVED FROM PSNH INTO SPECIAL REVENUE ACCOUNT 371-7023

R-05-249

RELATIVE TO THE TRANSFER OF \$98,176 FROM ACCOUNT 653-38 "MAIN STREET SIDEWALK COMPLETION PROJECT" (\$82,852) AND ACCOUNT 590-23553 "PRIOR YEAR OBLIGATION – STREET DEPARTMENT" (\$15,324) INTO ACCOUNT 653-11 "ALLDS ST./SALMON BROOK SAFETY RAILING"

R-05-250

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$40,175 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6224 "NH DRUG TASK FORCE 2006"

R-05-252B

RELATIVE TO THE REAPPROPRIATION OF FISCAL YEAR 2006 ESCROWS

R-05-259

EXTENDING CONGRATULATIONS TO THE NASHUA PRIDE BASEBALL TEAM

R-05-260

EXTENDING CONGRATULATIONS TO THE NASHUA NORTHWEST 10-YEAR-OLD BASEBALL TEAM

R-05-267

AUTHORIZING THE CONVEYANCE OF A DISCONTINUED PORTION OF ECKLER AVENUE TO CHRISTOPHER W. ECKLER

R-05-269

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$504 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6227 "DWI PATROL 2005"

The preceding Resolutions were passed August 9, 2005

David Rootovich, President

Approved August 10, 2005

Bernard A. Streeter, Mayor

R-05-253

PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO ALLOWING A QUALIFIED VOTER TO SIGN AS MANY NOMINATING PETITIONS AS THERE ARE POSITIONS TO BE FILLED IN THE UPCOMING ELECTION FOR THAT OFFICE

*The preceding Resolution was passed August 9, 2005
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
August 17, 2005*

R-05-184
RELATIVE TO THE ADOPTION OF FISCAL YEAR 2006 PROPOSED BUDGET FOR
THE CITY OF NASHUA GENERAL AND ENTERPRISE FUNDS

R-05-274
REDUCING FY06 APPROVED ESCROWS BY \$860,000

R-05-275
RESCINDING RESOLUTION 05-185 AND ESTABLISHING THE USE OF
UNDESIGNATED FUND BALANCE FOR TAX RATE

*The preceding Resolutions were passed August 16, 2005
David Rootovich, President
Approved August 17, 2005
Bernard A. Streeter, Mayor*

R-05-262
RELATIVE TO THE TRANSFER OF \$28,527 FROM ACCOUNT 596-86580
"CONTINGENCY RETIREMENTS – CITY," INTO ACCOUNT 532-11300 "FIRE
DEPARTMENT – LIEUTENANT"

R-05-263
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$9,375 FROM THE
STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL
REVENUE ACCOUNT #332-6317

R-05-264
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$3,000 FROM
CONWAY ARENA INTO SPECIAL REVENUE ACCOUNT #352-6521

R-05-266
ENDORING THE PLATFORM OF THE NEW ENGLAND JOINT ACTION CAMPAIGN
AND THEIR EFFORTS TO MAINTAIN AND IMPROVE FUNDING FOR KEY
AFFORDABLE HOUSING AND EDUCATION PROGRAMS IN THE FEDERAL
BUDGET

R-05-268
RELATIVE TO THE TRANSFER OF \$28,258 FROM ACCOUNT #596-86580
"CONTINGENCY RETIREMENTS – CITY" INTO ACCOUNT #532-11069 "FIRE
DEPARTMENT – ASSISTANT SUPERINTENDENT PREVENTION"

R-05-277

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE ADDITIONAL BONDS NOT TO EXCEED THE AMOUNT OF FIVE HUNDRED SEVENTY-FIVE THOUSAND DOLLARS (\$575,000) FOR REPLACEMENT OF THE HVAC SYSTEM AT THE NASHUA POLICE DEPARTMENT

R-05-278

AMENDING RESOLUTION 05-166, AUTHORIZING BONDS TO CONSTRUCT A FIRE STATION NEAR THE INTERSECTION OF HUDSON AND COMMERCIAL STREETS, BY REDUCING THE MAXIMUM PRINCIPAL AMOUNT FROM \$4,700,000 TO \$3,957,247

R-05-289

ESTABLISHING POLLING TIME FOR THE MUNICIPAL ELECTION ON NOVEMBER 8, 2005

The preceding Resolutions were passed September 13, 2005

David Rootovich, President

Approved September 15, 2005

Bernard A. Streeter, Mayor

R-05-254

AUTHORIZING AN OPTION AGREEMENT FOR THE SUM OF \$25,000 TO BE PAID FROM ACCOUNTS 505-81016 "CIVIC AND COMMUNITY ACTIVITIES – CITY TRANSPORTATION (FY '05) (\$20,000) AND 374-07250-7222-7105 "CDBG FY '05 – BUS GARAGE (\$5,000) FOR THE RIGHT TO PURCHASE LAND AND IMPROVEMENTS AT 11 RIVERSIDE STREET, TAX LOT 76-17

R-05-276

ESTABLISHING AN EXPENDABLE TRUST FUND FOR FIRE EMERGENCY EVENTS

The preceding Resolutions were passed September 27, 2005

David Rootovich, President

Approved September 29, 2005

Bernard A. Streeter, Mayor

R-05-255

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF TWO MILLION DOLLARS (\$2,000,000) TO FUND THE PURCHASE AND REDEVELOPMENT OF PROPERTY LOCATED AT 11 RIVERSIDE STREET

R-05-261

ESTABLISHING AN EXPENDABLE TRUST FUND FOR SPORTS TOURNAMENT TRAVEL EXPENSES AND TRANSFERRING \$2,000 FROM ACCOUNT 552-91055 "PARKS AND RECREATION DEPARTMENT – TRAVEL, STATE CHAMP TEAMS" INTO SAID FUND

R-05-271

APPROVING A PROPOSED CABLE TELEVISION FRANCHISE AGREEMENT RENEWAL BETWEEN THE CITY OF NASHUA AND COMCAST

R-05-279

TERMINATING THE DOWNTOWN PARKING FACILITIES PROJECT FUNDED BY BONDS UNDER RESOLUTION 02-54; RESERVING AND DESIGNATING \$40,000 OF BOND PROCEEDS FOR A STUDY OF THE STRUCTURAL INTEGRITY OF THE ELM STREET AND HIGH STREET GARAGES; AND AUTHORIZING THE TRANSFER OF UNEXPENDED BOND PROCEEDS FROM ACCOUNT #757-3729 "PARKING FACILITY RENOVATIONS/IMPROVEMENTS" IN THE AMOUNTS OF \$88,394 TO ACCOUNT #731-3706 "POLICE HVAC SYSTEM REPLACEMENT" AND \$200,000 TO ACCOUNT #732-3714 "FIRE DEPARTMENT CAPITAL DEFERRED MAINTENANCE"

R-05-280

RELATIVE TO THE TRANSFER OF \$200,000 FROM ACCOUNT #632-05 "FIRE DEFERRED BUILDING MAINTENANCE, FY05" INTO EXPENDABLE TRUST FUND ACCOUNT #932-5367 "FIRE EMERGENCY EVENTS"

R-05-284

RELATIVE TO THE TRANSFER OF \$28,906 FROM ACCOUNT #596-86580 "CONTINGENCY RETIREMENTS – CITY" INTO ACCOUNT #532-11300 "FIRE LIEUTENANT – FULL-TIME PAYROLL"

R-05-285

RELATIVE TO THE TRANSFER OF \$72,477 FROM ACCOUNT #596-86580 "CONTINGENCY RETIREMENTS – CITY" INTO ACCOUNT #531 – 11900 "POLICE – FULL-TIME PAYROLL"

R-05-287

RELATIVE TO THE TRANSFER OF \$15,202 FROM ACCOUNT #591-86007 "CONTINGENCY – POLICE GRANTS" INTO SPECIAL REVENUE ACCOUNT #331-6207 "POLICE VOWA GRANT 2005"

R-05-291

ESTABLISHING AN EXPENDABLE TRUST FUND FOR HURRICANE KATRINA RELIEF

R-05-292

AUTHORIZING THE ACCEPTANCE OF AN EASEMENT FOR A PUBLIC HIGHWAY ON LAND OWNED BY THE UNITED STATES POSTAL SERVICE AT 10 NORTH SOUTHWOOD DRIVE; AND AUTHORIZING THE CONSTRUCTION OF A STREET ON SUCH LAND FUNDED BY A CONTRIBUTION FROM THE UNITED STATES POSTAL SERVICE; AND ACCEPTING SUCH STREET, UPON COMPLETION, AS A PUBLIC HIGHWAY

R-05-293

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$50,000 OBTAINED FROM THE U.S. POSTAL SERVICE INTO SPECIAL REVENUE ACCOUNT #353-6516, "NORTH SOUTHWOOD DRIVE EXTENSION"

R-05-294

RELATIVE TO THE TRANSFER OF \$36,812 FROM ACCOUNT #597-86605 "CONTINGENCY NEGOTIATIONS" INTO ACCOUNT #575-11900 "LIBRARY – FULL TIME PAYROLL"

R-05-296

RELATIVE TO THE TRANSFER OF \$48,758 FROM ACCOUNT #551-11098 "PUBLIC WORKS DIVISION AND ENGINEERING – STREET CONSTRUCTION COORDINATOR" INTO ACCOUNT #553-11098 "STREET DEPARTMENT – STREET CONSTRUCTION COORDINATOR"

R-05-297

APPROPRIATING THE AMOUNT OF ONE HUNDRED THOUSAND DOLLARS (\$100,000) OF UNEXPENDED BOND PROCEEDS FOR COMPUTER AIDED DISPATCH AND RECORDS MANAGEMENT SOFTWARE FOR THE FIRE DEPARTMENT

R-05-298

RELATIVE TO THE TRANSFER OF \$400,000 FROM ACCOUNT #981-5368 "SCHOOL CAPITAL RESERVE FUND" INTO FY06 CAPITAL IMPROVEMENTS ACCOUNT 681-09 "SCHOOL DEFERRED CAPITAL MAINTENANCE"

R-05-301

EXTENDING CONGRATULATIONS TO THE NASHUA 12 & UNDER ALL STAR SOFTBALL TEAM

R-05-302

EXTENDING CONGRATULATIONS TO THE NASHUA 16 & UNDER ALL STAR SOFTBALL TEAM

The preceding Resolutions were passed September 27, 2005

David Rootovich, President

Approved September 30, 2005

Bernard A. Streeter, Mayor

R-05-288
REDUCING THE COMPENSATION FOR THE BOARD OF EDUCATION FOR
FISCAL YEAR 2006

*The preceding Resolution was passed September 27, 2005
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
October 5, 2005*

R-05-282
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A MOOSEPLATE
CONSERVATION GRANT IN THE AMOUNT OF \$1,911 FROM THE STATE OF NEW
HAMPSHIRE, DEPARTMENT OF CULTURAL RESOURCES INTO SPECIAL
REVENUE ACCOUNT #313-6180

R-05-283
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$15,000 FROM SSJ
COMPANY INTO SPECIAL REVENUE ACCOUNT #371-7008

R-05-286
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$10,000 RECEIVED
FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT
#332-6308

R-05-290
CHANGING THE NAME OF MEMORIAL PARK TO VIETNAM VETERANS'
MEMORIAL PARK

R-05-295
AUTHORIZING THE CONVEYANCE OF A DISCONTINUED UNMARKED WAY OFF
EDINBURGH DRIVE TO DANIEL AND MARY BRAZAS

R-05-300
AUTHORIZING THE MAYOR TO APPLY FOR AND ACCEPT A HUD SPECIAL EDI
GRANT IN THE AMOUNT OF \$248,000 FOR THOREAU'S PARK, TO BE KNOWN AS
ROTARY COMMON

R-05-311
SUPPORTING "THE CITY OF NASHUA WALK FOR RELIEF" TO BENEFIT
HURRICANE VICTIMS

R-05-319
RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS AGAINST 12
CELESTE STREET (KIMBARK)

The preceding Resolutions were passed October 11, 2005

David Rootovich, President

Approved October 12, 2005

Bernard A. Streeter, Mayor

R-05-272

AUTHORIZING THE RELEASE AND TERMINATION OF THE CITY'S RIGHT OF FIRST REFUSAL ON PROPERTY OWNED BY ENHANCED GLOBAL CONVERGENCE SERVICES INC. AT 45 HIGH STREET

R-05-299

ACCEPTING AND ADOPTING THE RECOMMENDATIONS OF THE REPORT BY MT. AUBURN ASSOCIATES ENTITLED "BEYOND THE CROSSROADS: POSITIONING NASHUA TO COMPETE IN THE GLOBAL ECONOMY" DATED JULY 2005

R-05-308

ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO WHIPPLE STREET

R-05-310

ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING CONTRIBUTIONS FROM DEVELOPERS FOR PEDESTRIAN SAFETY IMPROVEMENTS TO EAST HOLLIS STREET

R-05-316

AUTHORIZING THE ACCEPTANCE OF A CONSERVATION EASEMENT AND PUBLIC RECREATION AND PARKING EASEMENT ON LAND OWNED BY U.S. LAND DEVELOPMENT, LLC ON WEST GROTON ROAD AND GILSON ROAD

R-05-320

EXTENDING CONGRATULATIONS TO THE NASHUA PRIDE BASEBALL TEAM AND HONORING THE GENERAL MANAGER, MANAGER AND PLAYER OF THE YEAR

R-05-330

RELATIVE TO THE TRANSFER OF \$1,500 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 520-49075 "HUNT BUILDING – MISCELLANEOUS SUPPLIES" FOR THE PURPOSE OF FUNDING EXPENSES RELATED TO A FUNDRAISING EVENT

The preceding Resolutions were passed October 25, 2005

David Rootovich, President

Approved October 27, 2005

Bernard A. Streeter, Mayor

R-05-306

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

R-05-307

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$24,000 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #331-6228 "BOMB COMPETITIVE HOMELAND GRANT 2005"

R-05-309

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$235,744 FROM THE UNITED STATES DEPARTMENT OF JUSTICE, INTO SPECIAL REVENUE ACCOUNT #331-6229 "JUSTICE ASSISTANCE GRANT (MULTI-JURISDICTIONAL)"

R-05-312

RELATIVE TO THE TRANSFER OF \$13,699 FROM ACCOUNT 505-81116 "CIVIC & COMMUNITY ACTIVITIES – SALVATION ARMY" TO VARIOUS OTHER CIVIC & COMMUNITY ACTIVITIES ACCOUNTS

R-05-313

RELATIVE TO THE APPROPRIATION OF \$30,180 FROM ACCOUNT #499-975 "UNANTICIPATED REVENUE – PAVEMENT RESTORATION" INTO EXPENDABLE TRUST FUND ACCOUNT #953-5331 "STREET PAVING"

R-05-314

RELATIVE TO THE TRANSFER OF \$40,441 FROM ACCOUNT #596-86580 "CONTINGENCY RETIREMENTS, CITY" INTO ACCOUNT #531-11900 "POLICE FULL-TIME PAYROLL"

R-05-315

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$400,000 RECEIVED FROM THE UNITED STATES DEPARTMENT OF JUSTICE, OFFICE ON VIOLENCE AGAINST WOMEN FROM THE GRANT TITLED "ENCOURAGE ARREST POLICIES PROGRAM" INTO SPECIAL REVENUE ACCOUNT #331-6230 "OVW ARREST POLICIES GRANT"

R-05-318

RELATIVE TO THE TRANSFER OF \$45,002 FROM ACCOUNT #597-86900 "CONTINGENCY, NEGOTIATION – DIRECTOR, COMMUNITY SERVICES" AND \$11,102 FROM ACCOUNT #591 "GENERAL CONTINGENCY" INTO ACCOUNT #541-11240 "PAYROLL, FULL-TIME – DIRECTOR, COMMUNITY SERVICES"

R-05-324

RELATIVE TO THE TRANSFER OF \$15,772 FROM VARIOUS RETIREMENT ACCOUNTS INTO ACCOUNT 553-11192 "STREETS, OPERATIONS COORDINATOR – FULL TIME PAYROLL"

R-05-325

RELATIVE TO THE APPROPRIATION OF \$240,986 FROM FY06 REVENUE ACCOUNT 453-791 "STREET DEPARTMENT – FEMA REIMBURSEMENT" (UNANTICIPATED REVENUE) INTO EXPENDABLE TRUST FUND ACCOUNT #953-5329 "DPW SNOW REMOVAL"

R-05-326

ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING \$2,500 FROM EXXON MOBIL CORPORATION FOR ROAD IMPROVEMENTS TO BROAD STREET EAST OF THE F.E. EVERETT TURNPIKE

R-05-327

RELATIVE TO EXPANDING SPECIAL REVENUE ACCOUNT 332-6304 "REGIONAL HAZMAT FUND" FROM FUNDING SPECIFICALLY THE HAZMAT TEAM, TO INCLUDE FUNDING ALL SPECIAL OPERATIONS

The preceding Resolutions were passed November 9, 2005

David Rootovich, President

Approved November 10, 2005

Bernard A. Streeter, Mayor

R-05-303

AMENDING THE DESCRIPTION OF THE PLUS COMPANY ACTIVITY IN THE FISCAL YEAR 2006 COMMUNITY DEVELOPMENT BLOCK GRANT

R-05-329

ESTABLISHING AN EXPENSE ACCOUNT IN THE MAYOR'S OFFICE

The preceding Resolutions were passed November 9, 2005

David Rootovich, President

Took Effect 7 Days After Passage Without Mayor's Signature

November 17, 2005

R-05-321

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$201,000 RECEIVED FROM COMCAST INTO SPECIAL REVENUE ACCOUNT #305-6012 FOR THE PURPOSE OF FUNDING EDUCATIONAL AND GOVERNMENTAL ACCESS EQUIPMENT AND FACILITIES

R-05-322

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$143,317 FROM THE DEPARTMENT OF HOMELAND SECURITY, ASSISTANCE TO FIREFIGHTERS GRANT PROGRAM INTO SPECIAL REVENUE ACCOUNT #332-6318

R-05-323

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$68,000 AWARDED UNDER THE FIRST RESPONDER STATE HOMELAND SECURITY PROGRAM PORTION OF THE 2005 HOMELAND SECURITY GRANT PROGRAM INTO SPECIAL REVENUE ACCOUNT #332-6319

R-05-328

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$280,110 AWARDED UNDER THE FIRST RESPONDER STATE HOMELAND SECURITY PROGRAM PORTION OF THE 2005 HOMELAND SECURITY GRANT PROGRAM, INTO SPECIAL REVENUE ACCOUNT #332-6320

R-05-331

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$51,572.50 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #331-6232 "2005 BUFFER ZONE GRANT – HOMELAND SECURITY"

R-05-332

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$1,000 FROM THE SAM'S CLUB FOUNDATION INTO SPECIAL REVENUE ACCOUNT #331-6231 "SAM'S CLUB FOUNDATION 2005"

R-05-335

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

The preceding Resolutions were passed November 22, 2005

David Rootovich, President

Approved November 29, 2005

Bernard A. Streeter, Mayor

R-05-341

ESTABLISHING THE TIME AND PROCEDURES FOR A RECALL ELECTION FOR THE OFFICE OF THE MAYOR OF THE CITY OF NASHUA

R-05-342

RELATIVE TO THE TRANSFER OF \$13,914 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO CITY CLERK ACCOUNTS 513-12024, 513-12064, 513-12108, 513-12132, 513-12213, 513-43005, 513-49075 AND 513-59115 TO COVER EXPENSES INCURRED FOR THE MAYORAL RECALL ELECTION ON JANUARY 10, 2006

*The preceding Resolutions were passed December 5, 2005
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
December 14, 2006*

R-05-333

AUTHORIZING THE RELEASE OF A CONSERVATION EASEMENT ON LAND OWNED BY OSCAR MOREAU, KEVIN LUU AND ESTHER LEE AT 25 INGALLS STREET AND 21 ST. LAZARE STREET

R-05-343

EXTENDING CONGRATULATIONS TO THE PAL JR. PEE WEE SPIRIT SQUAD

R-05-344

EXTENDING CONGRATULATIONS TO THE PAL PEE WEE SPIRIT SQUAD

R-05-345

HONORING A DEVOTED AND OUTSTANDING NASHUA NATIVE AND LONG TIME MEMBER OF NASHUA FIRE RESCUE AND BOARD OF FIRE COMMISSIONERS, MAURIC A. TROTTIER

R-05-348

AUTHORIZING THE CONVEYANCE OF THE CITY'S INTEREST, IF ANY, IN THE PORTION OF POPE CIRCLE WHICH WAS RELEASED AND DISCHARGED FROM ALL PUBLIC SERVITUDE TO THE ABUTTERS RICHARD L. AND RUTH C. VALLEY AND HEIN VAN DEN HEUVEL AND KIM CHUNG

R-05-349

RESCINDING RESOLUTION 04-70 RELATIVE TO CONVEYANCE OF TAX-DEEDED PROPERTY AT 42 PINE STREET

R-05-350

RATIFYING, APPROVING AND CONFIRMING RESOLUTION 05-255, AUTHORIZING BONDS NOT TO EXCEED THE AMOUNT OF TWO MILLION DOLLARS (\$2,000,000) TO FUND THE PURCHASE AND REDEVELOPMENT OF PROPERTY LOCATED AT 11 RIVERSIDE STREET

R-05-351

CELEBRATING AND SUPPORTING 50 YEARS OF BIDDY BASKETBALL

The preceding Resolutions were passed December 13, 2005

David Rootovich, President

Approved December 15, 2005

Bernard A. Streeter, Mayor

R-05-334

AUTHORIZING THE CONVEYANCE OF CERTAIN PARCELS OF LAND OWNED BY THE CITY OF NASHUA TO THE BUSINESS AND INDUSTRIAL DEVELOPMENT AUTHORITY FOR SUBSEQUENT RESALE AND REDEVELOPMENT FOR THE PURPOSES OF EXPANDING THE TAX BASE, ENCOURAGING BUSINESS INVESTMENT AND CREATING EMPLOYMENT

R-05-337

AUTHORIZING THE CONVEYANCE OF THE CITY'S INTEREST, IF ANY, IN THE PORTION OF WOLLEN STREET WHICH WAS RELEASED AND DISCHARGED FROM ALL PUBLIC SERVITUDE TO THE ABUTTERS ROBERT R. AND DIANE C. BELANGER AND WILLIAM G. AND TUET JE BOEVERS

R-05-338

AUTHORIZING THE MAYOR TO ACCEPT AND APPROPRIATE AN ADDITIONAL \$728,000 OF FEDERAL FUNDS UNDER AN EXISTING TRANSPORTATION ENHANCEMENT AGREEMENT FOR ROADWAY AND TRAFFIC SIGNAL IMPROVEMENTS ON DANIEL WEBSTER HIGHWAY & SPITBROOK ROAD

R-05-339

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$200,000 FROM THE STATE OF NEW HAMPSHIRE FOR THE PURCHASE AND REDEVELOPMENT OF 11 RIVERSIDE STREET

R-05-340

ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT GIFTS FOR LAW ENFORCEMENT RELATED PROGRAMS

R-05-346

RELATIVE TO THE TRANSFER OF \$7,913 FROM EXPENDABLE TRUST FUND ACCOUNT #996-5330 "CITY RETIREMENTS" INTO ACCOUNT #553-11279 "STREET DEPARTMENT, EQUIPMENT OPERATOR STREET REPAIR – FULL TIME PAYROLL"

R-05-347

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A \$173,000 EPA BROWNFIELDS GRANT INTO SPECIAL REVENUE ACCOUNT #371-7018

R-05-352

EXTENDING CONGRATULATIONS TO MARI LITTLETON

R-05-353

RELATIVE TO THE TRANSFER OF \$177,789 FROM ACCOUNT 996-5330 "CITY RETIREMENT" INTO VARIOUS FIRE DEPARTMENT PAYROLL ACCOUNTS

R-05-354

RELATIVE TO THE TRANSFER OF \$28,657 FROM ACCOUNT 996-5330 "CITY RETIREMENT" INTO ACCOUNT 575-11393 "PUBLIC LIBRARIES – LIBRARIAN, REFERENCE"

The preceding Resolutions were passed December 27, 2005

David Rootovich, President

Approved December 29, 2005

Bernard A. Streeter, Mayor

R-05-270

AUTHORIZING THE MAYOR TO ENTER INTO AN AGREEMENT CONVEYING A CONSERVATION EASEMENT UPON CERTAIN LANDS OWNED BY THE CITY OF NASHUA TO AN APPROPRIATE AGENCY

R-05-355

APPROVING ON A CONTINGENT PRELIMINARY BASIS, AGREEMENTS WITH (A) VEOLIA WATER NORTH AMERICA – NORTHEAST, LLC, FOR OPERATION, MAINTENANCE AND MANAGEMENT, AND (B) R.W. BECK, INC. FOR MANAGEMENT OVERSIGHT AND ENGINEERING SERVICES, FOR A PUBLICLY-OWNED WATER WORKS, SUBJECT TO FORMAL APPROVAL OF COMPLETE AGREEMENTS AT SUCH TIME AS THE PUBLIC UTILITIES COMMISSION APPROVES CITY ACQUISITION OF THE WATER WORKS

R-05-356

URGING THE STATE DELEGATION FROM NASHUA TO REJECT HB1339 IN THE 2006 LEGISLATIVE SESSION

The preceding Resolutions were passed December 27, 2005

David Rootovich, President

Took Effect 7 Days After Passage Without Mayor's Signature

January 4, 2006

R-06-01

EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS PEE WEE DIVISION 1 FOOTBALL TEAM

R-06-02

EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS MIDGET FOOTBALL TEAM

The preceding Resolutions were passed January 10, 2006
David Rootovich, President
Approved January 11, 2006
Bernard A. Streeter, Mayor

R-06-04
RELATIVE TO THE TRANSFER OF \$30,189 FROM ACCOUNT 531-11993 "POLICE
DEPARTMENT – PAYROLL TRANSFERS" INTO CAPITAL IMPROVEMENTS
ACCOUNT 631-11 "POLICE HVAC SYSTEM"

R-06-07
EXTENDING CONGRATULATIONS TO THE BISHOP GUERTIN HIGH SCHOOL
FOOTBALL TEAM FOR THEIR 2005 DIVISION II CHAMPIONSHIP

The preceding Resolutions were passed January 24, 2006
David Rootovich, President
Approved January 25, 2006
Bernard A. Streeter, Mayor

R-06-03
RELATIVE TO THE DISPOSITION OF TAX DEEDED PROPERTY LOCATED AT 42
PINE STREET (SHEET 83, LOT 107)

The preceding Resolution was passed January 24, 2006
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
February 1, 2006

R-06-12
RELATIVE TO THE TRANSFER OF \$7,000 FROM ACCOUNT 591-86005-9991
"CONTINGENCY GENERAL" INTO ACCOUNT 502-53010-6114 "ARBITRATION AND
MEDIATION FEES" FOR THE PURPOSE OF REPLENISHING THE ACCOUNT

R-06-13
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS PEE WEE
SPIRIT SQUAD

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

R-06-10

RELATIVE TO THE TRANSFER OF \$13,914 FROM CITY CLERK ACCOUNTS 513-12024, 513-12064, 513-12108, 513-12132, 513-12213, 513-43005, 513-49075 AND 513-59115 INTO ACCOUNT 591-86005 "GENERAL CONTINGENCY" TO REVERSE A TRANSFER OF FUNDS FOR A MAYORAL RECALL ELECTION

The preceding Resolutions were passed February 14, 2006

David Rootovich, President

Approved February 16, 2006

Bernard A. Streeter, Mayor

R-06-08

AUTHORIZING AN AGREEMENT WITH THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION TO TRANSFER TO THE CITY CERTAIN STATE-OWNED LAND ADJACENT TO SALMON BROOK PROPOSED AS A PARK NAMED "ROTARY COMMON"

R-06-09

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A \$500,000 GRANT FROM THE U.S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT TECHNOLOGY PROGRAM

R-06-11

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A \$3,000 COMMUNITY ARTS DEVELOPMENT GRANT FROM THE NEW HAMPSHIRE STATE COUNCIL OF THE ARTS

R-06-22

EXTENDING CONGRATULATIONS TO MICHAEL SMITH, ROLAND SPRAGUE, MISSY PRAIRIE, TIM BRODERICK, AND JEFF SOUSA FOR PARTICIPATING IN THE 2006 SPECIAL OLYMPICS WORLD GAMES

The preceding Resolutions were passed February 28, 2006

David Rootovich, President

Approved March 1, 2006

Bernard A. Streeter, Mayor

R-06-14

AUTHORIZING THE CONVEYANCE OF A DISCONTINUED PORTION OF INDIAN HEAD AVENUE TO TRICKET REALTY TRUST

The preceding Resolutions were passed March 14, 2006

David Rootovich, President

Approved March 15, 2006

Bernard A. Streeter, Mayor

R-06-17

RELATIVE TO THE ESTABLISHMENT OF SPECIAL REVENUE ACCOUNT #9100 "OUTSIDE SERVICES REIMBURSEMENT" TO ACCEPT UNANTICIPATED FUNDS AND TO AUTHORIZE EXPENDITURE OF SUCH FUNDS FOR NON-BUDGETED OVERTIME AND ASSOCIATED EXPENSES

R-06-18

RELATIVE TO THE APPROPRIATION OF \$89,000 FROM ACCOUNT 499-998 "EXCESS REVENUES" AND THE TRANSFER OF \$61,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNTS 553-48005 "STREET DEPARTMENT – DIESEL FUEL (\$60,000) AND 553-48015 "STREET DEPARTMENT – GASOLINE" (\$90,000)

R-06-34

EXTENDING CONGRATULATIONS TO SEAN O'CONNOR, TOM O'CONNOR, JOHNNY CHILDS, TOM (TJ) JACKSON, SCOTT JUSTASON, THOMAS CANTARA, AND MARCIA GARDNER FOR PARTICIPATING IN THE 2006 SPECIAL OLYMPICS WORLD GAMES

The preceding Resolutions were passed March 14, 2006

David Rootovich, President

Approved March 16, 2006

Bernard A. Streeter, Mayor

R-06-20

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$63,125 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF JUSTICE INTO SPECIAL REVENUE ACCOUNT #331-6233 "DOMESTIC VIOLENCE UNIT 2006 FUNDS"

R-06-21

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$4,995 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, POLICE STANDARDS AND TRAINING COUNCIL INTO SPECIAL REVENUE ACCOUNT #331-6235 "NH POLICE STANDARDS AND TRAINING #138"

R-06-23

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$1,360,232 FROM THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT INTO SPECIAL REVENUE ACCOUNT #341-6411 "HOPWA GRANT"

R-06-24

RELATIVE TO THE TRANSFER OF \$23,756 FROM ACCOUNT 531-11278 "POLICE DEPARTMENT – PAYROLL, FULL-TIME – EXECUTIVE ADMINISTRATIVE ASSISTANT" INTO ACCOUNT 591-86005 "GENERAL CONTINGENCY"

R-06-26

RELATIVE TO THE TRANSFER OF \$7,000 FROM ACCOUNT 557-11160 "PARKING LOTS – PAYROLL, FULL-TIME – PARKING MANAGER" INTO ACCOUNT 591-86005 "GENERAL CONTINGENCY"

R-06-27

RELATIVE TO THE TRANSFER OF \$29,000 FROM ACCOUNT 541-11346 "COMMUNITY SERVICES – PAYROLL, FULL-TIME – HEALTH PROGRAM SPECIALIST" INTO ACCOUNT 591-86005 "GENERAL CONTINGENCY"

R-06-28

RELATIVE TO THE TRANSFER OF \$33,389 FROM ACCOUNT 519-11017 "ASSESSORS – PAYROLL, FULL-TIME – APPRAISER 1" INTO ACCOUNT 591-86005 "GENERAL CONTINGENCY"

R-06-30

APPROVING ACCEPTANCE OF TITLE TO THE OPEN SPACE LOTS IN THE MAPLEWOOD SUBDIVISION FROM SSJ, LLC

R-06-31

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$19,625 OBTAINED FROM THE NH DEPARTMENT OF ENVIRONMENTAL SERVICES FOR CONTROL OF EXOTIC AQUATIC WEEDS IN THE MILL POND AND NASHUA CANAL LOCATED IN MINE FALLS PARK TO BE PLACED IN SPECIAL REVENUE ACCOUNT 352-6517 "MINE FALLS PARK – EXOTIC WEED CONTROL"

R-06-32

ESTABLISHING AN EXPENDABLE TRUST FUND FOR CITY-OWNED ASBESTOS SITE INSPECTION, MAINTENANCE AND REMEDIATION

R-06-33

RELATIVE TO THE TRANSFER OF \$17,749.01 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 308-83075-6211-6106 "SELF-INSURANCE FUND – GENERAL LIABILITY CLAIMS" TO PAY FOR THE MAYOR'S LEGAL EXPENSES RELATIVE TO THE RECALL ELECTION

R-06-41

RELATIVE TO THE TRANSFER OF \$475,000 FROM VARIOUS ACCOUNTS INTO ACCOUNT 699-07 "WATER SUPPLY ACQUISITION"

*The preceding Resolutions were passed March 28, 2006
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
April 5, 2006*

R-06-35

RELATIVE TO THE TRANSFER OF \$12,000 FROM ACCOUNT 533-33010 "WATER, FIRE PROTECTION SERVICES" INTO ACCOUNT 534-32020 "ELECTRICITY, STREET LIGHTING"

R-06-50

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$106,250 FROM THE 2005 HOMELAND SECURITY GRANT PROGRAM INTO SPECIAL REVENUE ACCOUNT #332-6321

*The preceding Resolutions were passed April 11, 2006
David Rootovich, President
Took Effect 7 Days After Passage Without Mayor's Signature
April 19, 2006*

R-06-47

AMENDING THE USE OF FUNDING BY SOUTHERN NEW HAMPSHIRE SERVICES IN THE FISCAL YEAR 2006 COMMUNITY DEVELOPMENT BLOCK GRANT

*The preceding Resolution was passed April 19, 2006
David Rootovich, President
Approved April 20, 2006
Bernard A. Streeter, Mayor*

R-06-15

RELATIVE TO THE TRANSFER OF \$184,343 FROM ACCOUNT 597-86608 "CONTINGENCY NEGOTIATIONS – SCHOOL" INTO ACCOUNT 581-18001 "SCHOOL DEPARTMENT – PAYROLL, RESERVE FOR ADJUSTMENTS"

R-06-37

APPROVING THE ASSIGNMENTS OF THE "CONCESSION AGREEMENT" BETWEEN THE CITY OF NASHUA AND NASHUA PRIDE PROFESSIONAL BASEBALL, LLC

*The preceding Resolutions were passed April 25, 2006
David Rootovich, President
Approved April 26, 2006
Bernard A. Streeter, Mayor*

R-06-40

ESTABLISHING AN EXPENDABLE TRUST FUND FOR SPECIAL EDUCATION EXPENSES AND MAKING AN APPROPRIATION OF \$567,229 INTO THE FUND FROM ACCOUNT 499-982 "EXCESS REVENUES – SPECIAL EDUCATION CATASTROPHIC AID"

R-06-42

RELATIVE TO THE ADOPTION OF FISCAL YEAR 2007 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL, ENTERPRISE, AND SPECIAL REVENUE FUNDS

R-06-43

ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

The preceding Resolutions were passed May 3, 2006

David Rootovich, President

Approved May 4, 2006

Bernard A. Streeter, Mayor

R-06-38

AMENDING THE USE OF FUNDING BY THE DIVISION OF PUBLIC WORKS IN THE FISCAL YEAR 2005 COMMUNITY DEVELOPMENT BLOCK GRANT

R-06-44

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$1,990.38 FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 331-6236 "NH CLIQUE SEATBELT GRANT 2006"

R-06-46

AUTHORIZING THE FILING OF APPLICATIONS AND EXECUTION OF GRANT AGREEMENTS WITH THE U.S. DEPARTMENT OF TRANSPORTATION FOR GRANTS UNDER THE URBAN MASS TRANSPORTATION ACT OF 1964, AS AMENDED, FOR FISCAL YEARS 2007 AND 2008

R-06-48

OPPOSING PROPOSED FUNDING CUTS TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT 2007 BUDGET, AND THE CONSEQUENT REDUCTION OF BOTH THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND THE HOME INVESTMENTS PARTNERSHIP (HOME) GRANTS

R-06-52

AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR 2007

R-06-55

RECOGNIZING HEALTH INSURANCE COUNSELING, EDUCATION AND ASSISTANCE SERVICES ("HICEASE")

The preceding Resolutions were passed May 9, 2006

David Rootovich, President

Approved May 10, 2006

Bernard A. Streeter, Mayor

R-06-29

RELATIVE TO THE APPROPRIATION OF \$75,000 FROM SPECIAL REVENUE ACCOUNT 305-6013 "EDUCATION AND GOVERNMENT CHANNELS"

R-06-45

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

R-06-51

RELATIVE TO THE TRANSFER OF \$15,000 FROM ACCOUNT 591-86005-9991 "CONTINGENCY GENERAL" INTO ACCOUNT 502-53120-6114 "LABOR NEGOTIATIONS" FOR THE PURPOSE OF REPLENISHING THE ACCOUNT

R-06-53

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$4,600 RECEIVED FROM ORACLE

R-06-58

ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT GIFTS FOR SCHOOL RELATED PROGRAMS AND ACTIVITIES

R-06-60

TO VOTE TO REJECT THE FACT FINDER'S RECOMMENDATIONS RELATIVE TO A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS UNION (UNIT "B" – PARAPROFESSIONALS) LOCAL UNION NO. 1044

R-06-66

AUTHORIZING THE ACCEPTANCE OF A CONSERVATION EASEMENT BY ROSALIE GENDRON, LLC TO THE CITY OF NASHUA ON LAND LOCATED ON MEMORY AVENUE

The preceding Resolutions were passed May 23, 2006

David Rootovich, President

Approved May 26, 2006

Bernard A. Streeter, Mayor

R-06-54

APPROVING THE CABLE TELEVISION ADVISORY BOARD ("CTAB") POLICIES AND PROCEDURES MANUAL

R-06-56

AUTHORIZING ACCEPTANCE OF A PUBLIC PEDESTRIAN SIDEWALK EASEMENT DEED ON THE SOUTHERLY SIDE OF THE NASHUA RIVER FOR PUBLIC ACCESS AS A CLASS B TRAIL TO THE COTTON TRANSFER BRIDGE

R-06-57

AUTHORIZING THE ACCEPTANCE OF EASEMENTS FOR HIGHWAY RIGHT-OF-WAY ALTERATION FOR ROADWAY, SIDEWALK AND TRAFFIC SIGNAL IMPROVEMENTS ON D.W. HIGHWAY

R-06-61

RELATIVE TO THE TRANSFER OF \$400,000 FROM ACCOUNT 981-5368 "SCHOOL CAPITAL RESERVE FUND" INTO ACCOUNT 481-994 "SCHOOL DEPARTMENT – TRANSFERS IN – TRUST FUNDS"

R-06-63

RELATIVE TO THE TRANSFER OF \$16,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 506-31005 "TELECOMMUNICATIONS – BASIC SERVICE CHARGE"

R-06-64

RELATIVE TO THE TRANSFER OF \$3,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 520-99999 "HUNT BUILDING, ALDERMANIC ADJUSTMENTS"

R-06-68

APPROVING AN AMENDMENT TO THE CONCESSION AGREEMENT BETWEEN THE CITY OF NASHUA AND STABILE BASEBALL, LLC

R-06-69

RELATIVE TO THE TRANSFER OF \$3,400 FROM ACCOUNT 513-99984 "CITY CLERK – TRANSFER TO OTHER DEPARTMENT," \$1,000 FROM ACCOUNT 516-99984 "PURCHASING – TRANSFER TO OTHER DEPARTMENT," \$3,000 FROM ACCOUNT 523-99984 "GIS – TRANSFER TO OTHER DEPARTMENT," AND \$5,750 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 517-75023 "BUILDING MAINTENANCE – GENERAL BUILDINGS AND GROUNDS"

R-06-70

RELATIVE TO THE TRANSFER OF \$1,500 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 503-58005 "BOARD OF ALDERMEN – STENOGRAPHIC SERVICES" TO COVER TRANSCRIPTION SERVICES FOR THE ETHICS REVIEW COMMITTEE

R-06-71

RELATIVE TO THE RE-APPROPRIATION OF A PORTION OF FISCAL YEAR 2007 POLICE DEPARTMENT ESCROWS

R-06-74

CHANGING THE GRANT AWARD TIME PERIOD FOR THE "HOPQA" (HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS) GRANT AUTHORIZED BY R-06-23

R-06-79

AUTHORIZING ACCEPTANCE OF EASEMENT DEEDS FOR PUBLIC ACCESS AS A CLASS B TRAIL UNDER RSA 231-A TO THE COTTON TRANSFER BRIDGE ALONG THE SOUTHERLY SIDE OF THE NASHUA RIVER

The preceding Resolutions were passed June 13, 2006

David Rootovich, President

Approved June 15, 2006

Bernard A. Streeter, Mayor

R-06-59

APPROVING THE DOG PARK PROPOSAL FROM THE NASHUA DOG OWNERS GROUP AND AUTHORIZING THE LEASE OF CITY LAND ON GRAND AVENUE (LOT #121-93)

R-06-65

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF THE SUM OF \$55,479.07 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT #331-6237 "JUSTICE ASSISTANCE GRANT (MULTI-JURISDICTIONAL)"

R-06-72

RELATIVE TO THE RE-APPROPRIATION OF A PORTION OF FISCAL YEAR 2007 SCHOOL DEPARTMENT ESCROWS

R-06-75

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$65,000 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6203 "OPERATION STREET SWEEPER"

R-06-77

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

R-06-78

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2007 ESCROWS

R-06-81

AUTHORIZING THE TRANSFER OF \$600 FROM FY2006 CDBG CONTINGENCY FUNDS TO THE POLICE ATHLETIC LEAGUE (PAL)

The preceding Resolutions were passed June 27, 2006

David Rootovich, President

Approved June 28, 2006

Bernard A. Streeter, Mayor

R-06-73

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

The preceding Resolution was passed June 27, 2006

David Rootovich, President

Took Effect 7 Days After Passage Without Mayor's Signature

July 5, 2006

Seventy years ago...

RESOLUTION

AUTHORIZING THE MAYOR OF NASHUA, N. H., TO FILE AN APPLICATION TO THE UNITED STATES OF AMERICA THROUGH THE FEDERAL EMERGENCY ADMINISTRATION OF PUBLIC WORKS FOR A GRANT TO AID IN FINANCING THE CONSTRUCTION OF A CITY HALL AND DESIGNATING THE MAYOR TO FURNISH SUCH INFORMATION AS THE GOVERNMENT MAY REQUEST

CITY OF NASHUA

IN THE YEAR OF OUR LORD ONE THOUSAND NINE HUNDRED AND THIRTY-SIX

RESOLVED, By the Board of Aldermen of the City of Nashua:

Section (1) That Mayor Alvin A. Lucier be, and he is authorized to execute and file an application on behalf of the City of Nashua to the United States of America for a grant to aid in financing the construction of a City Hall.

Section (2) That Mayor Alvin A. Lucier be and hereby is authorized and directed to furnish such information as the United States of America, through the Federal Emergency Administration of Public Works may reasonably request in connection with the application which is herein authorized to be filed.

Passed December 8, 1936.

JOSEPH A. THERRIAULT,

President.

Approved December 9, 1936.

ALVIN A. LUCIER,

Mayor.

(A true copy)

Attest:

IRENEE D. RAVENELLE,

City Clerk.

City of Nashua Annual Report – 1936

Resolution Approving Application for Federal Funds to Build New City Hall

SAMPLING OF IMPORTANT HISTORICAL EVENTS IN THE HISTORY OF NASHUA

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

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

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

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

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

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

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

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

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

2005:

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

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

Seventy years ago...



Cleaning up around community swimming pool, c. 1936

Source: National Archives Negative No. 16533-C, Nashua NH, Community Sanitation



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

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

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

———— **MUNICIPAL GOVERNMENT** ————
2004-2005

MAYOR

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

PRESIDENT OF THE BOARD OF ALDERMEN

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

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large James R. Tollner
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2005

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire December 31, 2005:

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

Terms Expire December 31, 2007:

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

WARD ALDERMEN

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

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

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

STANDING COMMITTEES: 2004 – 2005

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

SPECIAL LIAISON COMMITTEE MEMBERSHIP

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

BOARD OF EDUCATION: 2004-2005

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

BOARD OF PUBLIC WORKS: 2004-2005

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

FIRE COMMISSION: 2004 – 2005

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

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

**CITY ELECTION OFFICIALS
2004 – 2005**

MODERATORS

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

WARD CLERKS

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

² Position vacant as of September 2004.

**CITY ELECTION OFFICIALS
2004 – 2005**

WARD SELECTMEN

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

**MAYOR AND BOARD OF ALDERMEN
2006 – 2007**



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

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

————— **MUNICIPAL GOVERNMENT** —————
2006-2007

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

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Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 2007

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James R. Tollner
David Rootovich

65 Musket Drive
1 Sequoia Circle
5 Shelton Street

Terms Expire December 31, 2009:

Steven A. Bolton
David W. Deane
Fred Teeboom

4 Kyle Drive
56 Manchester Street
24 Cheyenne Drive

WARD ALDERMEN

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

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

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

STANDING COMMITTEES: 2006 – 2007

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

SPECIAL LIAISON COMMITTEE MEMBERSHIP

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

BOARD OF EDUCATION: 2006-2007

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

BOARD OF PUBLIC WORKS: 2006-2007

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

FIRE COMMISSION: 2006 – 2007

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

**CITY ELECTION OFFICIALS
2006 – 2007
MODERATORS**

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

WARD CLERKS

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

**CITY ELECTION OFFICIALS
2006 – 2007
WARD SELECTMEN**

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

THE COMMON COUNCIL AND BOARD OF ALDERMEN

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

PRESIDENTS, BOARD OF COMMON COUNCIL

1853	Aaron F. Stevens	1880	Charles W. Stevens
1854	Edward Spalding	1881	Guy W. Latham
1855	David A.G. Warner	1882	Isaac C. Johnson
1856	Samuel C. Crombie	1883	Isaac C. Johnson
1857	Ivory Harmon	1884	Charles E. Cummings
1858	George L. White	1885	Charles R. McQuesten
1859	Josiah M. Fletcher	1886	Fred C. Anderson
1860	Josiah M. Fletcher	1887	Charles T. Lund
1861	Jonathan Parkhurst	1888	Albert H. Bailey
1862	Jacob D. March	1889	Henry P. Whitney ³
1863	Theodore H. Wood	1890	Frank P. Rideout
1864	Henry Holt	1891	Fletcher W. Burnham
1865	John G. Kimball	1892	Lester F. Thurber
1866	John G. Kimball	1893	Frank L. Kimball
1867	Charles D. Copp	1894	William D. Swart
1868	William B. Buell	1895 – 1896	William D. Swart
1869	Benjamin Fletcher Jr.	1897 – 1898	Edward H. Wason
1870	Eugene F. Whitney	1899 – 1900	Charles O. Murray
1871	Edwin W. Johnson	1901 – 1902	Warren H. Prichard
1872	Thomas H. Pinkham	1903 – 1904	Warren H. Prichard
1873	Loring Farnsworth	1905 – 1906	Moses L. Truel
1874	Timothy B. Crowley	1907 – 1908	James H. Connor
1875	Edgar B. Burke	1909 – 1910	Harry A. Gregg
1876	James H. Dunlap	1911 – 1912	John F. Shea
1877	Alfred Chase	1913	Frederick A. Collins ⁴
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton ⁵
1879	James A. Merrill		

³ elected on 33rd ballot

⁴ resigned November 4, 1913

⁵ elected November 4, 1913

PRESIDENTS, BOARD OF ALDERMEN

1920-1921	Fred E. Taggart	1962-1963	Henry J. Fortin
1922-1925	Edwin Morey	1964-1967	Francis LaFlamme
1926-1927	Wilbert Blanchard	1968-1971	Maurice L. Arel
1928-1929	Henry A. Lagasse	1972-1975	Donald L. Ethier
1930-1931	Walter E. Grant	1976-1977	Alice L. Dube
1932-1933	Charles H. Parker	1978-1979	Donald L. Ethier
1934-1935	Walter E. Grant	1980-1981	Donald C. Davidson
1936-1937	Joseph A. Therriault	1982-1985	Thomas B. Kelley
1938-1939	Eugene H. Lemay ⁶	1986-1987	Carl Andrade
1939	Joseph E. Houde ⁷	1988-1991	Thomas B. Kelley
1940-1941	Edward R. Benoit	1992-1993	Philip J. Grandmaison
1942-1943	Walter B. Mason	1994-1995	Joyce L. Arel
1944-1945	Edward R. Benoit	1996-1997	Claire McGrath
1946-1947	Lester H. Burnham	1998-1999	David G. Fredette
1948-1949	Henry J. Ouellette	2000-2001	Katherine E. Hersh ⁸
1950-1953	Conrad H. Bellavance	2001	Steven A. Bolton ⁹
1954-1955	Michael J. Dell Isola	2002-2003	David Rootovich
1958-1959	Wilfred Pelletier	2004-2005	Brian S. McCarthy
1960-1961	Thomas J. Leonard Jr.	2006 -	David Rootovich

⁶ elected Mayor February 14, 1939

⁷ elected February 14, 1939

⁸ resigned August 14, 2001

⁹ elected August 14, 2001



**REMARKS OF DAVID ROOTOVICH, PRESIDENT OF THE BOARD OF ALDERMEN
ORGANIZATIONAL MEETING OF THE BOARD OF ALDERMEN: JANUARY 8, 2006**

Mr. Mayor, distinguished colleagues, ladies and gentlemen - today we start a new journey; one filled with challenges, hard work, energy, and a commitment from each one of us to work together as to ensure each of you that we will always act in the best interest of all citizenry.

First, I want to recognize the individuals who have made the choice to participate in your municipal government. I have the ultimate respect for each one on stage here today. Whether you are an elected official from the Fire Commission, the Board of Public Works, the Board of Education or the Board of Aldermen, each has made the incredible sacrifice to donate their time, efforts, and commitment to serve you the best way possible. There is, however, a sacrifice that each of their families has to make as well. None of the elected officials sitting here today could participate and do their part in city government if it were not for the love, support and understanding of each of their families. Your spouses and children are the ones who make the ultimate sacrifice and are the true heroes. Each one of us is truly blessed to have the love and support of our ever-growing families. For that I thank each one of you here today.

I also want to thank the departing Aldermen; Johnson, Vitale, Gage, Lozeau, Cardin, and Shaw, for their contribution to the city, and wish them the best of luck in their future endeavors. We may not have always agreed on issues, but there was always a mutual respect that we have with each other knowing that we each voted for what we each believed was in the best interest of the people we represent.

I have the distinct honor to have been elected as the President of the Board of Aldermen for the ensuing two years. I take that responsibility very seriously. I have the utmost respect for every individual on stage here today. Each has a commitment from me that I will be fair and supportive in their quest to serve the citizens of Nashua.

As we start a new legislative session, I am asking that each of my colleagues conduct themselves in accordance with Ordinance 02-105. This was an ordinance that I introduced back in 2002 that was passed by that Board of Aldermen. The ordinance establishes a basic code of conduct for us to abide by. Behavior consistent with these basic rules will help insure that the tenor of our meetings remains polite, while allowing for strenuous debate on the issues at hand.

Please allow me to quote a couple of passages from that legislation: "Debate is an essential feature of democratic government and, as such, requires clarity and honesty on the part of each speaker and open-mindedness on the part of all members." "While it is always proper to question or condemn the nature of consequences of a proposed measure, it is never proper to question the motives or good faith of that measure's proponents or opponents." "Each member is responsible for the behavior of his or her fellow members, since inappropriate behavior which goes unchallenged reflects badly on the entire board." So as we proceed, let us work together to resolve the challenges and issues that will inevitably be there in the next two years and beyond.

I also want to take the time to recognize that we have some of the best-run divisions and departments in the state if not the country. We truly have professionals who do a fabulous job in providing city services to almost 90,000 people. We have one of the best Police and Fire Departments in the nation. I would like to recognize two who are here today, Chief Hatfield and Chief Hefferan. We have a Public Works Department that does an exceptional job with our parks, streets and waste pick up. We have a state-of-the-art library. We have two of the best high schools in the nation as well. They are state-of-the-art facilities that provide our students with a great education. All of our divisions are always working hard at providing the community with the best quality services possible. I thank each of them for their commitment and hard work towards the constituents we represent.

We live in a great city. One that has many services that other communities envy. There is, however, a cost for those services. We will continue to strive and work hard at providing the quality of services that you all expect and deserve, but at a price that we can all afford. This will be, by far, our greatest challenge facing us as a board as we start the new year. Together with hard work, sacrifice, and compromise we can and will deliver a budget that is fair and affordable for our taxpayers here in Nashua.

On stage here today we have a combination of seasoned city officials with years of wisdom and knowledge and the newly elected members who can add so much in terms of fresh new ideas and provide a new perspective on so many of the issues facing us today and the ones we will face in the very near future. Let us never forget that the decisions we make from every board and commission on stage here today can affect the quality of life for so many who choose to live and raise their families here in Nashua. Let us leave here today with the wisdom and foresight to always do our best in making the right decisions for the betterment of all of our citizens.

We now embark on a new journey; one that will be filled with challenges and new opportunities and with that will come great rewards as well rewards that will produce a better quality of life for all who live here. I ask that you join us in those challenges and opportunities. Your participation in your municipal government is critical and essential if we are to prosper as a community. I promise to each one of you, that we, as a board, will commit our minds, hearts, and souls in making Nashua one of the best places to live and raise a family and to provide the quality of services that each of you deserves and expects for your hard earned tax dollars.

I know that I speak for every member of the Board when I say it's a true honor to represent our citizens here in the great City of Nashua. I thank my colleagues once again for giving me the honor and privilege of serving as your President for the next two years. I will endeavor to do honor to that office and to serve all of you in the accordance with the finest traditions. Thank you and God bless our great city.



Nashua's First City Hall

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

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

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

MAYORS OF NASHUA

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



**STATE OF THE CITY ADDRESS OF MAYOR BERNARD A. STREETER
FEBRUARY 21, 2006**

Good evening and thank you Mr. President. I am pleased to present to you my 2006 State-of-the-City Address, and I thank all of you for being here this evening. Some might say seven down and one more to go! At one point last fall, as I recall, I wondered if I would make it to deliver this talk, but thanks to a great legal team, a wise judiciary, and a very out-dated City Charter, here I am.

Members of the Board of Aldermen and my fellow citizens, the state of our city, or better yet the financial health, the infrastructure health, and the economic health of our community is strong. 2005 was a great year for our City, and I predict 2006 will be even greater. This year started with a Board of Aldermen consisting of 5 new members and one who had served previously.

There haven't been that many changes on the Board for many, many years. I mention this because our city government is just a mini-version of our state and federal governments. Fiscal conservatives are being elected at all levels of government by a citizenry that appears to be fed up with the status quo. Speaking about the federal government, our work with our Congressional Delegation over the past 6 years has paid real dividends, and I thank Congressman Bass and Senators Gregg & Sununu and their staff for assisting our city. Let's take a look at how supportive they have been: For example, last year Fire Rescue Service and Emergency Management together received over \$800,000 in federal funds for emergency equipment and training. Public Works received \$3 million dollars in grants for CSO reimbursements, congestion mitigation, landfill closure expenses and for continued improvements at Mine Falls Park. Community Development received \$823,000 for Brownfields' assessments, Rotary Common and the Riverfront Promenade. Public Health and Community Services grants totaled \$3 million dollars will be used for public health, emergency preparedness, disaster behavioral health and housing for people with Aids.

The School Department continues to do exceptionally well in the area of grant funding with the receipt of \$9 million dollars in various title programs supporting: special education, nursery, pre-kindergarten, literacy, Schools in need of Improvement, technology, summer schools, REACH, the 21st Century program and the Safe and Drug Free School program. The Nashua Police Department received grants totaling \$1 million dollars for gang interdiction, PAL, violence against women, bomb and special reaction programs, and the Drug Task Force.

I would also like to thank our state legislative delegation chaired by Representative Bette Lasky for their continued support, even when it may be difficult. Also special thanks to State Senators Dave Gottesman and Joe Foster and Councilor Pignatelli for keeping the best interests of the state's number one city in mind.

Now, let's look at our city from the inside - the State of our Infrastructure -- with the direction of the Board of Public Works and the leadership of Director Rick Seymour, our city's infrastructure continues to be addressed. A new approach to our city's asbestos problem, and believe me we have that problem, resulted in the implementation of an Asbestos Response Team that will inspect, remediate and monitor disposal sites throughout the city that will result in cost efficiencies and increased public health protection.

Public Works also completed much-needed improvements to Lamb Road and added new sidewalks in the vicinity of Bicentennial Elementary School and on Manchester Street and Tinker Road. Sidewalk repairs and replacements were completed at 20 other locations and 12 miles of streets were repaved, 60% of them residential. Division staff also completed the Long-awaited re-opening of the North Southwood Drive exit off Tinker Road, a project funded in part by the U.S. Postal Service.

The final approval of our Combined Sewer Overflow Consent Order, which came in a couple of weeks ago, resulted in the savings of more than a hundred million dollars for the city's waste water users. This long-term program will increase the capacity of our wastewater treatment plant from 50 million gallons per day to 110 million gallons per day during storm events. Special congratulations to the staff at the Wastewater Treatment Facility for being named Plant of the Year by the N. H. Water Pollution Control Association. Our Solid Waste Department is moving forward with a strategic plan for a permit modification to the existing Four Hills Lined Landfill that will result in an additional 5 years of landfill capacity, on top of its' present 30-year life, without any additional adverse impacts to abutters.

Before I leave infrastructure, I'd like to mention the good work of the Mayor's Task Force on Housing, headed by Donnalee Lozeau and its successor organization, the Greater Nashua Workforce Housing Coalition. The Task Force focused on this problem and the United Way of Greater Nashua has come forward by earmarking 20 % of their general fund campaign contributions this year for an "Affordable Housing Initiative.

In spite of what you have may have heard or read last fall, the financial health of our city can be spelled out in one word: excellent!

So let's take a quick look at expenditures & revenues, reserves, outstanding debt by type, our legal debt limit, our bond rating, ratios of outstanding net debt, and our city's family median income.

A brief review of total expenditures for the 5 major governmental functions (schools, public safety, public works and recreation and all others including administration and finance) shows that school and public safety expenses have been relatively "neck and neck" at averaging 7 to 8% increases per year.

This is inclusive of interest on debt, benefits and grants. Public Works, on the other hand, experienced declines in '03 and '04 with related reductions in staff. When compared over a four-year period, this function averaged less than a 9% total increase or approximately 2 to 3% increase annually. City government expenses such as finance and administration experienced 3 to 4% annual increases over this time with the primary cost-driver being contractual salary increases along with related pension and insurance costs.

Funding Sources have remained relatively unchanged over the past several years with property taxes at 63%, inter-governmental revenues (primarily state aid) at 24%, and the remaining 13% allocated to permits, licenses and charges for services. You can see that any shift in inter-governmental revenues falls to the property taxpayer unless significant reductions are made to expenditures, primarily in personnel. While we withstood a \$2.3 million dollar reduction in State Education Aid last year we had to balance this loss with the use of reserves and surplus. Difficult budget decisions needed to be made last year. Through it all, there was a commitment to keep the City financially sound while minimizing citizen impact wherever possible. We utilized more reserves than in any previous year, but still managed to maintain an approximate 7% in our undesignated, unreserved fund balance.

In December, the Aldermen with full administration support, passed legislation to maintain undesignated, unreserved fund balance at 7% on June 30th of this year with a 7.5% balance projected for subsequent years beginning June 30th next year. Our designated reserve funds are also healthy; the School Capital Reserve Fund at \$8 million, CERF (Capital Equipment Reserve Fund) at \$3.4 million, Reserve for Prior Year Abatements at \$2.2 million, Landfill Regulatory Closure at \$1.2 million, and several other smaller reserve funds under \$1 million each. Our commitment to retain reasonable reserves, coupled with fiscal restraint, is what maintains our city's strong bond rating of AA+ and AA2.

Each year, when we either sell or refinance bonds, the financial market continues to give us high marks citing our strong economic base, conservative fiscal management, and manageable debt burden. Despite our strong bond rating, the level of debt outstanding continues to raise concern with some of our citizens. However, this is unfounded as we are well below our limits. Our debt peaked in 2004 and has now begun the downward trend as evidenced by this graph. Debt is retiring at a greater rate than issuance due to paying existing debt with level principal payments versus level debt payment, and issuing less debt overall. Currently, the School Department is at

approximately 28% of its legal debt limit and the City at 15%. Last year we refinanced a portion of our qualified debt and saved in excess of 3%. As you can imagine we continually analyze the market to take every opportunity to reduce our debt service cost. Additionally, some unexpended bond proceeds have been reallocated to other city projects, such as the East Hollis Street Fire Station, and as we know that reduces the amount required for new bonding. And we will continue to optimize these opportunities.

This year we will be issuing a bond for approximately \$10.1 million dollars. This will cover the remaining portion of the new Fire Station, the Nashua Senior Center, the Nashua Riverwalk, and the purchase of the 11 Riverside Street Building. As you will remember this building on Riverside Street will allow for a new Transit Garage, a permanent home for Public Works Administration & Engineering, and additional space for the Police Department. Several of these projects are funded by grants and other federal funding thereby reducing the total bond requirement.

There is another positive factor to consider with our current outstanding debt burden, and it is the level of State Building Aid we receive, currently 30% of principal on qualified expenditures. A significant contribution in 2005 of \$2.8 million on total school principal outstanding represents reimbursements in excess of \$40 million over the last 20 years. State Building Aid, combined with increased property values, has decreased the percentage of net debt to total assessed value. It has decreased from 1.9% in 2004 to 1.4% in 2005. Debt per capita also declined signifying further positive debt trends.

Our City's assessed value has risen from \$3.6 billion in 1996 to \$9.3 billion in 2005. During that time, a shift occurred from commercial to residential. In 1996, the top 10 principal taxpayers (all commercial) accounted for 9.5% of our total assessed value. In 2005, the top 10 principal taxpayers only accounted for 6.3% of the city's total value.

Residential assessed values have increased significantly primarily driven by the market. While this makes each property more valuable, it has in turn increased property taxes and created a hardship for some residents. In response to this, with unanimous aldermanic support, we have increased exemptions for both elderly and veterans, and while we continue to work to minimize the impact to those residents, we must balance the impact to non-exempt residents. While our homes and properties have increased in value 2 to 3 times over the past 10 years, the median income of our residential households has increased less than 3% per year over the same time period. When you combine increased property taxes with increased fixed costs for city expenditures and the potential loss of State funding with median moderate family income, we are compelled to be fiscally conservative in all our plans. Yet we must balance that with the need to grow as a community.

If the city went to a physician for a financial check-up, the doctor would pronounce our financial health as excellent, thanks in large part to one of the most effective and efficient municipal Chief Financial Officers in New England, Carol Anderson and equally one of the best city budget advisors in the state, Maureen Lemieux.

Bear in mind with what you just saw, as we prepare the Fiscal Year 2007 budget, it should come as no surprise to anyone that this budget will be the most challenging budget we have done in the last 6 years. Increasing costs of government are a reality. However they must be dealt with by minimizing the impact on taxes. Our voters and taxpayers made this very clear last fall. So, you might ask, how do we do it? First, I have asked all operating departments to submit an FY-07 operating budget that reflects a 5% reduction from the FY-06 Aldermanic approved Budget. Secondly, we have engaged the services of a new top-flight Health Insurance Consultant and we expect he will yield significant savings in this area. Thirdly, we are taking a much more pro-taxpayer stance in labor negotiations.

When one talks about taxes or expenses many turn to our schools. Yes, the school budget represents almost 60% of our entire city budget and it is an easy one to target. However, many exciting things are happening in our schools and we should all be proud of our student educational and athletic accomplishments. For example, more Nashua High School graduates are pursuing higher education than ever before; 73% of the Class of 2005 at North and 78% of the Class of 2005 at South. The Nashua High School FIRST Team (For Inspiration and Recognition of Science and Technology) won the U.S. FIRST 2005 Web Site Excellence Award. The Mt. Pleasant Destination Imagination 5th Grade Team won their state tournament. The Nashua High School South Baseball Team won the 2005 Class L Championship, the first state championship in the post-split era, and John Schroeder, Nashua High School North senior heading for Dartmouth, won the Class L Cross Country Championship and was named 2005 Runner of the Year by the NH Coaches Association.

And this fall we welcomed Dr. Julia C. Earl as our new Superintendent of Schools. Dr. Earl has quickly become a student of N. H. weather after calling off school following a wintry night and then witnessing one of our early morning spring thaws. I know I speak for all Nashuans when I offer Dr. Earl a sincere welcome to our City.

Let's shift gears now to the Economic Health of our city. As our economy continues to transform, businesses and industries that were once at the core of our industrial economy, such as the Nashua Corporation and Batesville Casket have ceased operations. However, many new, smaller firms unfamiliar to most Nashua residents have experienced tremendous growth bringing new jobs and prosperity to our City. These include firms such as e-Copy that transforms paper documents into integrated information, EqualLogic, a rapidly growing provider of computer storage solutions, and DTC and Windmill International, firms that have experienced tremendous growth and do so much for our Homeland Security efforts.

Overall unemployment in the Nashua area stands at a healthy 3.6%, well below the New England rate of 4.7%. Our region saw a net gain of 1,800 jobs with the largest increases in the areas of Health, Education, and Business. The growth of the Health Care Industry has been particularly prominent in our city, with major projects at both Southern New Hampshire Medical Center and St. Joseph Hospital. Last year a number of new businesses took up residence in our City. Just a few of them were: Digital Credit Union, Amethyst Wyldfyre Studio, Holistic Self Care Center, Keller- Williams Realty,

Eastern Mountain Sports, Sears Essentials, Meridian Place, Everett Executive Suites Casmir Place, Bugaboo Creek, the Marriott Courtyard Eastpointe Executive Suites, the Pain Relief Center, and Cartridge World. Whether they are independent retail or service establishments, franchises or chains, each new store, office or housing complex represents new jobs, new business and investment opportunities and housing.

Our Downtown has also seen a number of other changes over the past year including the openings of a number of businesses such as Swan Chocolates, Black Orchid Grill, Peddler's Daughter, Seedlings Café, Lebanese Taverna Mezza, Odyssey Grill, Sal's Pizza, Edible Arrangements, and most recently, the Riverwalk Coffeehouse and Cakery.

With its impressive collection of award winning establishments and an increasingly diverse array of offerings, Downtown Nashua has truly emerged as a regional center for shopping, fine food, and dining. The most prominent development in the downtown area is the Jackson Falls and Riverwalk project in Railroad Square. The City's portion of the Riverwalk structure is almost complete and work has begun on the 22-unit high-end Jackson Falls condominium development. The economic health of our city continues to be bright thanks to the vibrant entrepreneurial spirit of our business community and the great efforts of our Economic Development Director, Jay Minkarah and Kathy Hersh, Director of that particular division.

So as I look all across our city here's what I see: people, young and senior, working together to make Nashua a better place to live and work in, and to make our city the best in the nation for children to grow and pursue their dreams. This evening I would like to single out 5 Nashuans who represent what our great city is all about. They include 4 young people who have demonstrated by their leadership and volunteer qualities that they are not only leaders of tomorrow but are already leaders of today. The fifth person, who some might call a "senior" is a poster child for volunteer leadership. Let's start with a very special person who located here in the Gate City after a career in hospital administration that took her across the nation. Unfortunately she couldn't be with us this evening.

Ruth Brokmeier was born in South Boston, and traveled the country during her career as Chief Financial Officer in hospitals in Maryland, New York, Massachusetts, Florida, and Illinois. Then came semi-retirement and a move to Nashua. Retirement hardly meant slowing down as Ruth continues volunteer service that she began at an early age. She has spent many, many hours on boards of health care agencies over the years and most recently led AARP Chapter 622 serving as program chair, newsletter editor, treasurer, vice president, and president. Ruth recently received the N. H. AARP's most prestigious volunteer award, the Andrus Award for Community Service and leadership.

A family member's health crisis brought care giving responsibilities to Ruth and another opportunity to lead. Ruth says, and I quote "I've recently learned a great deal about care giving and what the Caregivers' support group in Greater Nashua does to help families through these difficult issues."

Ruth's efforts resulted in the establishment of a support group, which meets weekly at Nashua Crossings. She did this because she felt that such a group of novice caregivers, as she was, would be united in sharing the trials and tribulation of doing this unpaid job that requires a 24-hour, 7-day-a-week commitment. Ruth Brokmeier turned a personal predicament into a selfless act. She is an inspiration to us all. If you were here this evening Ruth, I would thank you for making the lives of those who cannot care for themselves more meaningful.

This evening I have selected 4 young leaders of tomorrow who have already proven to be leaders of today. Three are members of the Nashua Boys & Girls Club of Nashua and the fourth is a young lady who has distinguished herself here at City Hall.

Phillip Parker has been actively involved in our community for the past 4 years. Please stand Phillip. Phillip Parker is a Boys & Girls Club of Nashua member and a student at Nashua High School North. He has participated in many community service projects, including being involved with the City of Nashua's Fairy Tale Festival and Children's Day. He works with his church and provides leadership and direction to many youth. Phil attended the Northeast Regional Keystone Conference this past fall, where he participated in a Town Hall meeting and was asked to act as a national Voice for Youth regarding teen concerns, attitudes, and expectations. Phillip is multi-talented with skills in both music and dance. He is an outstanding youth leader in our city. Thank you Phillip Parker.

Martina Devlin is another outstanding youth leader in the Greater Nashua community. Please stand Martina. As a 9-year member of the Boys & Girls Club, Martina has led her peers to make better choices as she teaches them about the reasons to avoid drugs and alcohol

Martina has also worked to improve our city in a number of ways, including visiting the residents of the Hunt Community, completing beautification projects at a women's shelter, improving the safety and cleanliness of local parks and playgrounds, as well as volunteering in our SummerFun program and other special events at Los Amigos Park. Martina is also very involved in the arts, organizing a step team at Nashua High School South, where she is a junior. She is a phenomenal youth leader who has made a tremendous impact on her Club and her community. Martina Devlin, thank you for your continuing leadership.

The third young leader from the Boys & Girls Club is Desiree Pearson, a junior at Nashua High South and a Boys & Girls Club of Greater Nashua member since 2000. Unfortunately Desiree isn't with us this evening she is undertaking her part-time job. Desiree Pearson has also been actively involved in the Club's Power Hour program. She has participated in leadership groups such as the Club's Teen Council, Los Amigos Group, and the Teen Girls Group. Desiree is currently Vice President of the Keystone Club, a leadership and character development group. As a Keystone leader, Desiree, like Philip and Martina, has been active in the community, participating in numerous SummerFun activities. Because of her leadership abilities, she was selected to serve on the 2006 National Teen-Supreme Keystone Conference Steering Committee, which

will take place in our nation's capitol. Desiree lives with her mother and younger brother and also works a part-time job to help with household expenses. Desiree Pearson as you watch this please accept our thanks for being an inspiration to the youth of our city.

The 4th outstanding youth award recipient I'd like to recognize this evening is Renee Reder. Thank you Renee. In the Spring of 2004, the Building Safety Department celebrated "Building Safety Week" in the schools. Renee Reder, a sophomore at that time with dreams of becoming an architect, followed up on the department's offer to learn more by volunteering after school and then the entire summer full-time. Division staff quickly realized what a gem Renee truly is. Without much guidance, she tackles projects and completes them efficiently and effectively. Last summer Renee evaluated and ranked buildings in the central business district for their potential seismic hazard. Using a FEMA method called Rapid Visual Screening of Buildings she collected data from Building and Assessing department records and combined them with field data to determine their seismic hazards. Her data has been presented to our Local Emergency Operations group for their planning in this area. Renee now a senior at Nashua High School South, and hopefully heading to MIT this fall, is now a member of the division staff, working part-time after school inputting data and compiling Building Safety Department statistics. Thank you Renee for being another outstanding youth leader.

As I conclude my State-of-the-City talk this evening, I'd like to mention the dedication of 10 of our Fire Rescue Service men and women who volunteered their time to assist the victims of Hurricane Katrina. They included: Fire Lieutenants Joe Freire, Tom Finnerty, Richard Bernier, Gary Murtagh and Mark Proulx along with Fire Fighters Mark Wholey, Stephen Flynn, Doug Cote, Jessica Wyman and John Paris. They represented our City with their passion and their pride to help others.

There are those who wonder when things will get done, there are those who watch as things get done, and there are those who get things done!" That describes those we recognize and show appreciation to this evening.

On a final note, many thanks to you Claire Rioux, my loyal administrative assistant, for giving up many of your evenings at home and for giving up your holiday weekend to make this lap-top presentation not only informative but enjoyable to look at. Thank you Claire.

And to that young lady sitting in the back of the hall, our good friend Dot Nice, who spends many, many evenings in this chamber, it is great to see you once again healthy and raring' to go Dot.

And to the viewing audience of TV-16, and to you, members of the Nashua Board of Aldermen, thank you for being part of this, my 7th State of the City address. Thank you.

Seventy years ago...

**ANNUAL MESSAGE TO THE BOARD OF ALDERMEN
84th ANNUAL REPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF NASHUA
1936**

Mr. President and members of the Board of Aldermen:

It has been a custom for a great many years for the Mayor to review the events of the preceding year on the first day of each January, and, in some measure, to set forth the intention of the City Government for the succeeding year. I sometimes wonder whether the so-called mid-term address serves any useful purpose or whether such addresses should be confined to inauguration day. It is my intention, however, to observe custom and to briefly outline last year's work and suggest what will be the policy during this year of 1937.

During the past year, we have continued the policy of closely cooperating with the Federal Government as we did in the years 1934 and 1935. In the main, this cooperation has resulted in continued employment of one sort or another for those from our City who, because of economic conditions, were unable to find employment in private industry. For the most part, projects sponsored by the City to which the Federal Government liberally contributed have provided nearly steady employment at very moderate wages to all of our employables. The balance have been taken care of on the direct relief basis, with the State of New Hampshire contributing one-half of the cost.



Mayor Alvin A. Lucier

I think at this point it would be interesting for you to know the many types of projects which we have had in Nashua, commonly called work relief: city streets, city sewers, municipal airport, flood work, farm roads, sidewalks, Artillery Pond athletic development, renovation of buildings, water reservoirs, tree project, assistance in snow removal, sewing projects, visiting service, cemetery work, municipal parks, State armory, transient camp, historical project, register of deeds, skating facilities and other playground facilities. These projects were all in addition to the regular city work, and not only provided work for our unemployed men and women, but made it possible for us to do a total amount of work in a three-year period which, under ordinary circumstances probably could not have been done in from twelve to fifteen years. The work done has been important, permanent and useful. We are happy to know that during this period private industry has absorbed nearly two-thirds of those unemployed three years ago today, and that our problem for the future will, as a consequence, be much easier to solve.

FLOOD

Nashua was visited by the severest flood in its history in March, 1936, which we all vividly remember. The memory of those horror-filled days without lights, power and, in some instances, heat, are now rapidly being forgotten. The entire citizenry of Nashua, all of the City Departments, the National Guard, the service organizations and many other groups cooperated in making it possible for Nashua to speedily overcome the disaster, avoid sickness which so often follows in the wake of such type of disaster, and, with the help of Federal agencies, the city was cleaned up in record time and little now remains as visible evidence of the tragedy.

It is interesting to note that extra cost to the City in dollars and cents was slightly under ten thousand dollars. This does not include the thousands contributed to us by the Federal Government.

NASHUA SENIOR HIGH SCHOOL

In the latter part of 1935, the City Government accepted the offer of the Federal Government of a grant of two hundred and seventy thousand dollars toward the construction of a new senior high school. That this structure was vitally needed admits of no question. Work has proceeded speedily and efficiently, and we have every reason to believe that the building will be totally completed within the next two months. The school was located on city-owned land at a point nearly in the center of population and in the section of the City in which we may fully expect most of the future building will be done as the City grows larger.

HOLMAN MEMORIAL FIELD

For a great many years what we familiarly know as old Artillery Pond has been recognized as the most suitable location for a recreational and athletic center. Much planning was done and hopes were ever high that suitable use would be made of the North Common and the land immediately adjacent to it. Under the Civil Works Administration, slow but definite work was done looking toward a future opportunity to put into operation many of the plans which had been made. Through a gift of the late Charles Holman, the City has been provided with a fine beginning to a great stadium, which will be enclosed. There will also be a memorial gateway and, at the proper time, the field will be suitably dedicated in honor of the man who made the completion of this project possible.

MRS. IRA F. HARRIS FUND

During the year, the City was bequeathed a substantial sum of money by Mrs. Ira F. Harris with directions that the money be expended for valuable and interesting purposes. The City is grateful for the gift and during the coming year it is expected that the money will be available and will be put to the purposes for which Mrs. Harris intended it.

CITY HALL

During many of the preceding administrations, there has been definite agitation for a new city hall. Each time that the question was seriously discussed, it appeared more advisable to erect other buildings and so we still find ourselves, a prosperous, growing city, with the use of less than one-third of the facilities of the present structure. Except for the first floor and the extreme front of the second floor, our City Hall is unsafe as well as unfit for any kind of occupancy. The ravages of nearly one hundred years have so weakened the building that it is, in the opinion of those who know, impractical and almost impossible to efficiently strengthen the same. The bell has been removed for the sake of safety and there is probability that the tower, so perfect architecturally, may have to be also removed in the interests of the public safety. The roof is giving away little by little and is artificially braced in many places at the present time. It is actually a fact that repairs cannot be made to the slate shingles because of the likelihood that men working on either side might fall through because of the rotted condition of the wooden roof members. It, therefore, seems to us in 1936 that we should not hesitate further to build a new structure, modern in every respect, and of sufficient size to house all of the City departments. It was planned to preserve as many of the fine architectural effects of the present building as possible. We, therefore, made application to the Public Works Administration at Washington in the effort to obtain a further offer of financial assistance in the form of a grant of forty-five percent of the total cost of a new building. The year ended without any definite word as to whether such a gift from the Government would be offered or where the building would be located if built, and whether such a building would contain only the departmental office of the City Government. If the Public Works Administration does offer a forty-five percent grant to our City for the purpose of erecting a new city hall, we would indeed be derelict in our duty toward future administrations if we did not take advantage of it and secure for the City a new city hall at a cost of half of the price a few years hence. Most serious consideration would have to be given the question of building a new city hall if no aid is forthcoming from the Federal Government.

FUTURE POLICY

And now we are presented with the task of outlining the policy for the year 1937. The depression is over, and on this first day of the year we find conditions in our City and in our country far better than they have been for many years past. Predictions of business leaders and other sources of reliable information tell us without hesitancy that 1937 will certainly be a prosperous, if not more so than 1929. Certainly, we are entering upon an era of economic prosperity such as this country has never known and, in my opinion, based upon a firm and intelligent foundation. With definite increase in employment, with greater payrolls than for many years,

and with the confidence of the people restored, we must now face the problem of expenditures by the City Government in the next fiscal year. We are all concerned with the problem of taxes which have, in the past several years, been increasing. It is to be regretted that when times are worst, taxes are highest. This is because American people know it to be their bounden duty to provide for those less fortunate than themselves with a consequent higher burden of taxation upon those who have, in favor of those who have not the means of sustaining themselves. The rate of taxation is determined not only upon the amount of money spent, but upon the total assessed valuation of your City. The same yearly expenditure produces a higher tax rate if the total valuation of the City decreases. And the converse is true that equal expenditure of money, year by year, will result in a decrease in the tax rate if the valuation increases. The total valuation of Nashua for taxing purposes in 1930 was \$44,093,171.00. It is now only \$36,387,425.00, a loss of nearly eight million dollars. With expenditures remaining substantially the same, we see an increase in the tax rate from \$2.81 per thousand to \$3.48 per thousand. Substantially the same expenditures in 1938 with an increase in the assessed valuation should result in a lower tax rate and a consequent lessening of the burden on the home-owner and the store-keeper, as well as other real estate, and industry. In attempting to impartially decide on what expenditures should be made during this year, we must first secure definite information, if possible, as to what the total valuation of the City will be after April first.

It is my hope that the total valuation may increase this year and it is my intention to try to keep expenditures at a point where any increase in valuation will result in a lower tax rate. Whether this can be accomplished is yet to be known, for there are many factors entering the fair solution of such a problem.

One of the most important factors is the plain desire of all city employees to secure a restoration of what has been termed everywhere as a ten percent cut in salaries and wages. Perhaps the reduction in the pay of city employees might be considered as a readjustment based upon the ability of the municipality to pay, and by the term municipality, I mean, of course, the public who bear the burden of providing the necessary money to meet payroll expenditures. Economy is being preached in government everywhere. Taxpayers are asking for a breathing spell because of the burden they have been bearing, as well as the increase in costs all along the line. And so we have on the one hand many hundreds employed by the City seeking an increase in salary or wages, and on the other hand an already heavily burdened group of home-owners, store-owners and industrialists seeking tax relief. What is the solution of such a difference of opinion? Certainly it cannot be solved on sympathetic or emotional grounds. It must be decided by a fair application economics. All of us strive for a more abundant life. All of us are willing to pay our fair share of the cost of municipal government. There must be some basis upon which all of us can arrive at a sensible and satisfactory adjustment of this very vital question. We have during the past many years spent as frugally as was consistent with proper conduct of governmental affairs, and we should continue to do so. Until we have learned what our City income will be, based upon the total valuation of our City, it is indeed very difficult to answer the question of whether a readjustment upwards in pay should be made. While I am, and have always been, eager to see that proper compensation is paid for services rendered in whatever line of endeavor, we must cut the garment to fit the cloth. It is, however, my sincere hope that a fair method may be found to increase the pay of all city employees in order that salaries and wages may keep step with the rising costs of living.

For those of you who would like a fair formula for determining tax rate upon our present valuation, let me suggest, that each forty thousand dollars expended accounts for one dollar of the tax rate.

And so, Mr. President, and Members of the Board of Aldermen, I believe that our policies should be continued in this year 1937. We should continue cooperation with WPA, so long as the Federal Government may keep that program in force. We should continue to cooperate in all efforts to make Nashua a happier and better place in which to live. And I am sure that the harmony which has prevailed between the City Government and all the departments thereof will continue to the end that 1937 will indeed be a happy and prosperous year, which I cordially wish you all.

*ALVIN A. LUCIER, MAYOR
January 1, 1937*



DEPARTMENTAL

REPORTS

JULY 1, 2005

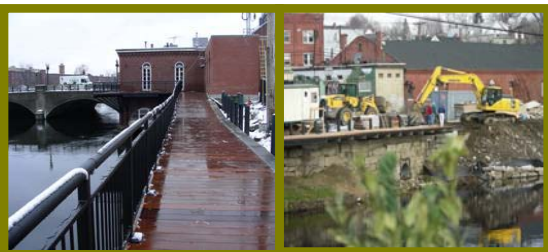
THROUGH

JUNE 30, 2006

OFFICE OF THE MAYOR

Bernard A. Streeter, Mayor

Mayor Bernard A. Streeter Annual Report



Fire Rescue Service & Emergency Management Grants

Received over \$800,000 in federal funds

- for emergency communications equipment
- self-contained breathing and response traffic units
- mobile generators and lighting equipment
- funds for regional hazardous materials equipment and training.

Public Works Grants

Department of Public Works Grants

- \$3 million dollars in federal and state grants
- CSO reimbursements
- congestion mitigation
- landfill closure expenses
- HUD grant of \$400,000 for Mine Falls Park.

Community Development Grants

- \$823,000 for Brownfields assessments
- Rotary Common
- \$400,000 earmark for the Riverfront Promenade.

Public Health

\$3 million dollars in grants

- emergency preparedness
- public health
- disaster behavioral health
- housing for people with Aids.



School Department Grants

\$8.7 million dollars in total major federal funding.

This includes \$5.3 million in Title 1 programs

- supporting nursery, pre-kindergarten, literacy, and reducing class size
- enhancing education through technology
- supporting summer school teaching
- 21st Century Community Learning
- Safe & Drug Free school projects
- REACH program

Police Department Grants

\$1 million dollars in grants

- gang interdiction
- violence against women
- PAL
- Special reaction teams
- homeland bomb
- special reaction programs
- justice and drug task force assistance

ADMINISTRATIVE SERVICES

**Director, Administrative Services Division
Administrative Services Specialist**

**Maureen Lemieux
Diane Sweeny**

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
Vacant**

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

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

GIS DEPARTMENT

GIS Coordinator
GIS Technician I

Angelo Marino
Pamela Andruskevich

The GIS Department (Geographic Information Systems) is responsible for developing and maintaining electronic geographic information in the City. In 1998, the City began this project by digitizing the current sewer and Assessor's maps and creating a base map of features which includes roadways, buildings, watercourses, topography, telephone poles, parking lots, driveways, fences, walls, hydrants and transmission lines. Since that time, the City has added digital aerial photographs, zoning, voting wards, cellular towers and a multitude of other data layers. Geographic data development has continued to grow in the City and utilization by City departments is at an all time high. The City provides this information both internally and externally through its web based products making access to City officials and the public through internet browsers. Started as an ad hoc committee with members from all departments, the GIS Department has grown to include a full time technician and a part time coordinator. The past year has seen new applications deployed to several different departments including Police, Fire, Public Health, Community development and Community Services. In 2004, the GIS Department deployed a new Electronic Field Study program to allow all departments access to a newly developed digital photographic imaging system which has greatly enhanced the City's efforts in Homeland Security. Electronic Field Study is also widely utilized in most City departments.

OFFICE OF THE CITY CLERK

City Clerk
Deputy City Clerk
Deputy Voter Registrar
Vital Statistics Clerks

Paul R. Bergeron, CA, NHCCC
Patricia E. Lucier, NHCCC
Susan Waye
Susan Miele
Becky Schrader
Colette Trempe
Esperanza Ward

Dog Licensing

Over 7,000 dogs were licensed in 2005 – 2006 raising \$38,146 in license revenues, down 5.8% from the prior year. An additional \$8,350 was collected in fines from owners of dogs who failed to license their pets, and increase of 16.8%. Licenses are required by the state, and fees are set forth in state law. The license fee in Nashua is \$7.50 for a spayed or neutered dog or a puppy between 4 months and 7 months old; and \$10.00 for a dog over 7 months old that has not been spayed or neutered. An owner of a dog who is 65 years of age or older is entitled to register one dog for \$3.00. \$2.00 from each \$7.50 or \$10.00 license issued is forwarded to the state to support animal population control.

Uniform Commercial Credit Code filings

Effective July 1, 2001, state laws relating to lien filings changed as New Hampshire moved to adopt and implement the National Model Act for UCC Revised Article 9. Town and city clerks no longer receive filings or changes for UCC's. The only new filings to be accepted by the City Clerk are hospital liens, town/city tax liens on manufactured housing, changes to any of these liens, and terminations for UCC's already on file with the City Clerk. These changes impacted revenues. Although the Secretary of State forwards cities and towns a portion of UCC filing fees now made with that office, Nashua's financing statement recording revenues, which were at \$35,439 in FY01, have steadily declined to approximately 50% of what they were five years ago. Revenues appear to be leveling, however, and financing statement recordings brought in \$17,715 in FY06.

Vital Records

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

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

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

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

NASHUA'S VITAL STATISTICS

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

NASHUA'S VITAL STATISTICS

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

Moose Plate Conservation Grant

The City Clerk's Office was awarded a grant in the amount of \$1,911 from the NH Department of Cultural Resources for the restoration of two rare, 19th Century panoramic-view lithographs which were part of the city's historical records holdings. According to *The Bird's Eye Views of New Hampshire, 1875 – 1899*, published by the New Hampshire Historical Society, the 1875 view is also available at the NH State Library and the NH Historical Society, while the 1883 view is available at the Nashua Historical Society, the Hudson Historical Society, and the Chandler Memorial Library in Nashua. The 1883 lithograph is also available at the Library of Congress.

The prints were embrittled, discolored, and had numerous tears. Tan vertical streaks and water marks appeared on the 1875 print (right), and both prints had losses of support on the edges and surface dirt.



The grant provided for the restoration of the lithographs by the Northeast Document Conservation Center in Andover, MA. They were then matted and framed here in Nashua by *The Framery* and are on display at City Hall in the first floor corridor.

A Visit from the City Clerk of Nashua, Iowa

During August 2005, Rebecca "Becky" Neal, City Clerk of Nashua, Iowa, and her husband, Bill, dropped by City Hall for a short visit as they were driving through the area. Nashua, IA celebrated its 150th anniversary in June 2005. Edward P. and Charles Greeley, who had come from Nashua, NH, were instrumental in naming this town after their original home in 1857.

During their August visit, the Neal's presented the City Clerk with photos of Nashua, Iowa's Sesquicentennial celebration and with a number of mementoes from its municipal offices and local businesses. The items were put on display in City Hall for a period of two months and will eventually be donated to the Nashua (NH) Historical Society.



Nashua, Iowa City Clerk Rebecca “Becky” Neal and her husband, Bill, visited City Hall during the summer of 2005. The couple met with Mayor Streeter (left photo), City Clerk Paul Bergeron and Ward One Alderman Kathryn Vitale who lived in Iowa for a number of years, not too far from Nashua.

The City of Nashua, NH – which celebrated the 150th anniversary of its incorporation as a city in 2003 – honored the City of Nashua, IA on the occasion of its Sesquicentennial celebration with the passage of a Resolution in June:

RESOLUTION

HONORING THE TOWN OF NASHUA, IOWA, ON THE OCCASION OF ITS
SESQUICENTENNIAL CELEBRATION

CITY OF NASHUA

In the Year Two Thousand and Five

RESOLVED by the Board of Aldermen of the City of Nashua

WHEREAS the early history of Nashua, Iowa, began with the establishment of the first business on the west bank of the Cedar River and the building of a log cabin by John Hall in 1854;

WHEREAS the children of Colonel Joseph Greeley and Mary Thornton Greeley made significant and long-lasting contributions to the well-being of the communities of Nashua, Iowa, and Nashua, New Hampshire;

WHEREAS two of their children, Edward P. and Charles Greeley, who had come from Nashua, New Hampshire, were instrumental in naming this town after their original home in 1857;

WHEREAS Nashua, New Hampshire is known as the “Gate City of New Hampshire” and Nashua, Iowa, is known as the “Gateway to Northeast Iowa”;

WHEREAS the Town of Nashua, Iowa, is a picturesque, active and thriving community;

WHEREAS the Town of Nashua, Iowa, in reviewing its past history and accomplishments can look to its history with pride and to its future with enthusiasm;

WHEREAS Nashua, New Hampshire, and Nashua, Iowa, share common bonds in name and history;

WHEREAS Nashua, Iowa, is celebrating its Sesquicentennial from June 16 through June 26, 2005, and the citizens of Nashua, New Hampshire, wish to share in the celebration of the citizens of Nashua, Iowa, by wishing them many more years of success;

BE IT RESOLVED, THEREFORE, that the City of Nashua, New Hampshire, congratulates the Town of Nashua, Iowa, on the occasion of its Sesquicentennial anniversary and extends its warm wishes to its citizens during this very special celebration.

PASSED BY THE BOARD OF ALDERMEN – JUNE 14, 2005
APPROVED BY THE MAYOR – JUNE 15, 2005

Elections

Help America Vote Act

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

Two major initiatives undertaken during the 2005 – 2006 Fiscal Year were the system applications development for a centralized, statewide voter registration database, and the selection of a voting system equipped to assist citizens with disabilities to vote privately and independently. Paul Bergeron, City Clerk, and Michael Popovich, a member of the Board of Registrars, attended a number of development sessions over a period of several months, providing input on the city's needs and desires for the new voter registration system. In addition, the City Clerk participated in the selection process for a statewide Accessible Voting System. Both initiatives required development of bid specs, reviews of vendor responses to Requests for Information, equipment and system testing, selection of vendors, and active participation in development and training sessions. The election system needs of New Hampshire's thirteen cities – which operate multiple polling areas within their respective jurisdictions – present system and logistical challenges quite different from those faced by the approximately 200 towns with a single polling area. It was critical that the cities have a voice in the development of these new applications, and the cities of Nashua, Keene and Manchester made sure that the needs of the cities were heard during these discussions. The

statewide, centralized checklist and the accessible voting systems are expected to be operational by the 2006 fall elections. At that time, the City of Nashua will abandon the use of its current database system and transition over to a web-enabled, centralized voter registration program.



STATE OF NEW HAMPSHIRE

CITATION

Be it hereby known that I, John H. Lynch, Governor, and I, William M. Gardner, Secretary of State, of the State of New Hampshire, join with my fellow citizens in extending our sincerest thanks and personal best wishes to

Paul Bergeron

for extraordinary efforts as a member of the Evaluation Team that has advised the Secretary of State on the procurement of a voting system equipped for accessibility. Your efforts will greatly benefit the people of New Hampshire, particularly those citizens with disabilities who, until now, have been unable to vote privately and independently. On behalf of the citizens of New Hampshire, I commend you for the hard work, energy, and commitment you have given, and wish you all the best in the future.



John H. Lynch
John H. Lynch
Governor

William M. Gardner
William M. Gardner
Secretary of State

Dated at Concord, New Hampshire, this twelfth day of October, 2005

November 8, 2005 Municipal Election

The 2005 biennial municipal election was a non-Mayoral election, but it did include four proposed amendments to the City Charter. Question number 1 failed, but Question numbers 2- 4 passed by significant margins. The proposed charter amendments were as follows:

Question No. 1 would allow the mayor to appoint an administrative assistant without the prior approval of the board of aldermen. Currently the charter provides that the mayor “shall nominate and the aldermen confirm” the appointment of an administrative assistant. (Y 2380, N 6645);

Question No. 2 would provide for an affirmative vote of at least ten (10) aldermen to exempt all or any part of the principal and interest payments of any municipal bond or capital expenditures from the limitation on budget increase defined in paragraph 56-c of the city charter. Currently such exemptions require the vote of two-thirds (2/3) of the votes cast, a quorum being present. There are fifteen (15) members of the board of aldermen. (Y 5493, N 3268);

Question No. 3 would provide that vacancies in the Board of Aldermen, Board of Education, Board of Public Works, and Board of Fire Commissioners are to be filled by special election if more than six (6) months remain in the unexpired term, otherwise at the next regularly scheduled municipal election. Currently vacancies are filled by votes of the respective boards. (Y 5787, N 3088); and

Question No. 4 would allow a qualified voter to sign as many nominating petitions for candidates for municipal office as there are positions to be filled in the upcoming election for that office, but not more than one petition per candidate. Currently a qualified voter may only sign one petition per office (Y 6579, N 2241).

The official results for the 2005 Municipal Election begin on the next page.

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

Paul R. Bergeron
City Clerk

Results -- Municipal Election -- Nashua, NH -- November 8, 2005

[*] denotes winner(s)

	1	2	3	4	5	6	7	8	9	Total
Wards										
Total Ballots Cast	1778	949	1158	512	1147	942	1173	884	1334	9877
Absentee Ballots Cast	34	13	37	22	29	31	53	21	23	263
New Voter Registration	44	24	19	13	22	22	31	16	29	220
Alderman-at-Large (3)										
Steven A. Bolton*	812	506	570	218	508	420	537	442	687	4700
Robert G. Hallowell	737	366	433	169	502	378	446	452	595	4078
David W. Deane*	926	529	697	271	614	521	660	394	623	5235
Fred S. Teeboom*	814	445	520	259	566	477	557	385	601	4624
John "Jack" Kelley	714	407	466	216	475	340	424	376	551	3959
write-in: Paula Johnson	8	0	3	4	11	6	7	3	8	50
Board of Education (4)										
Sandra Ziehm*	788	436	539	280	459	536	558	393	599	4588
Edwina Kwan*	914	456	520	193	457	343	449	400	581	4313
John Andrick	736	404	415	181	419	308	406	351	483	3703
Latha D. Mangipudi	631	356	459	166	401	324	376	410	549	3672
Thomas L. Vaughan*	822	443	469	228	530	426	489	411	619	4437
Dennis Hogan*	918	489	623	282	758	549	652	416	715	5402
Fire Commission (2)										
David Lavoie*	753	438	466	269	482	436	448	314	508	4114
Julie A. Konseiman	348	206	324	125	255	149	194	190	278	2069
David W. Duprat	299	120	123	61	139	151	192	116	196	1397
Bruce A. Laughton*	418	248	294	146	348	309	431	260	384	2838
Robert F. Jenkins Jr.	317	175	207	116	269	248	336	160	307	2135
Public Works (2)										
James L. Hall*	663	384	471	252	449	459	541	302	478	3999
Robert "Bob" Canaway II	621	279	324	162	517	309	337	312	561	3422
Daniel L. Gagnon*	703	449	586	261	474	446	583	321	527	4350
Question 1										
Mayor' administrative asst.										
YES	454	237	315	114	279	192	259	240	290	2380
NO*	1176	636	736	324	801	656	789	572	955	6645

Results -- Municipal Election -- Nashua, NH -- November 8, 2005

	1	2	3	4	5	6	7	8	9	Total
Wards										
Question 2										
10 votes to exempt...										
YES*	1023	519	613	271	667	520	643	493	744	5493
NO	553	334	401	156	400	303	362	296	463	3268
Question 3										
special election for vacancy										
YES*	1066	555	651	292	724	524	670	528	777	5787
NO	536	307	380	143	341	311	350	271	449	3088
Question 4										
Nominating Petitions										
YES*	1217	651	775	325	804	594	721	606	886	6579
NO	374	207	247	113	261	235	290	185	329	2241
Ward One										
Alderman (1)	460									
Kathryn D. Vitale	460									
Mark S. Cookson*	526									
George Farrington	360									
Claire B. McHugh	361									
Moderator (1)	1231									
Patricia Chadwick*	1231									
Clerk (1)	1213									
Mary Poston*	1213									
Selectman (3)	763									
Elaine Dorgan*	593									
Nicholas Dahl*	579									
M. Jo-Anne Petersen	783									
Brooks Thompson*										
Ward Two										
Alderman				632						
Richard J. LaRose*				632						
Moderator				3						
write-in: Nancy Williams*				3						
Clerk				623						
William A. Marshall*				623						
Selectman				613						
Anne Moran*				613						
write-in: Teresa Moler*				3						
write-in: Carl Bonenfant*				2						
Ward Three										
Alderman							643			
Daniel Richardson*							643			
Lawrence Hersh							439			
Moderator							802			
Arthur L. Barrett, Jr.*							802			
Clerk							810			
Diane Griffith*							810			
Selectman							640			
A. David Pierce*							640			
Martha Barrett*							640			
write-in: Henry Klementowicz*							20			
write-in: Rosalyn Price							18			

Results -- Municipal Election -- Nashua, NH -- November 8, 2005

[*] denotes winner(s)

Ward Four		Ward Five		Ward Six	
Alderman (1)	369	Alderman	779	Alderman	668
Marc W. Plamondon*		Michael J. Tabacsko*	9	Robert A. Dion*	
Moderator (1)	373	write-in: David Lozeau		Moderator	
David H. Davis*		Patricia D. Allan*	812	write-in: Madeleine	4
Clerk (1)	382	Clerk		Rousseau*	
Shirley L. Santerre*		Jean E. Fortier*	827	Clerk	
Selectmen (3)		Selectmen		w-in,tie: Carol Marshall	2
write-in: James Barnett*	22	Mark A. Secovich	395	w-in,tie:Irene Whitmore	2
write-in: Clarence Krammes*	2	Paul Pellerin*	474	Selectmen	
write-in: Henry Labine, Jr.*	2	Anne L. Hostage*	558	John J. Madigan*	640
		Nelson S. Allan*	522	write-in: R. Jay Corbin*	2
				vacant	
Ward Seven		Ward Eight		Ward Nine	
Alderman (1)	465	Alderman	650	Alderman	781
Lori Cardin		"Dave" MacLaughlin*	7	Gregory Williams*	503
Richard P. Flynn*	677	write-in:Daniel Hansberry		Robert G. Shaw, Jr.	
Moderator (1)	28	Moderator	15	Moderator	923
write-in: Robert Valade*		write-in: Joe Taranto*		Mark Avery*	
Clerk (1)	815	Clerk	602	Clerk	936
Valerie Denault*		Margaret M. Andersen*		Ann A. Corbett*	
Selectmen (3)		Selectmen		Selectmen	
June M. Caron*	680	Andrew P. Cernota*	583	Kay Potfora*	757
Edward R. Jean*	731	write-in:Gene Anderson*	9	Evelyn Dailey*	783
Anne Sirois*	720	write-in: Eric Schneider*	5	write-in: Patricia	11
				Moreau*	4
				write-in: Scott Cote	

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, job classification, performance evaluation, and the implementation of programs, which further enhance the services rendered to the City of Nashua and its citizens. One of the primary goals is to ensure that all policies and procedures governing employment are implemented in a fair and equitable manner.

Human Resources has continued in its role as an active member of the City's Negotiating Team in collective bargaining with AFSCME (DPW), the UAW Professional Unit, the UAW Clerical/Technical Unit, Nashua Public Library Employees, Fire Department (IAFF), the UAW Police Unit, the Nashua Police Patrolman's Association, and the Nashua Police Communications Union.

During this year, the Human Resources Department has continued to manage, coordinate and/or track a comprehensive Professional Development Program to further enhance the abilities of City employees to continue to meet the operational needs of the City of Nashua in an effective and efficient manner. Several departments continue to ensure their respective employees are trained either through in-house efforts or through outside sources. The Nashua Police Department and Nashua Fire Rescue provide comprehensive programs to address issues related to public safety and issues related to supervisory and managerial positions in the public sector. Our training goals for fiscal year 2007 continue to be to train staff in several areas and to continue to build on the Professional Development Program, which is a key element in a continuing effort to assist our employees in their efforts to provide the best service possible to Nashua and her citizens.

The on-going process of conducting an assessment of the Position Description Forms (PDFs) for citywide positions has continued. HR is continuing to ensure that all PDFs accurately reflect the duties and responsibilities of each position. The results of this effort have proven to be very beneficial to both city managers and HR in the classification, recruitment, and daily management processes.

Regarding recruitment during this fiscal year, 3,149 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 104 job postings for the public and 127 new persons were hired. Five years ago, there were 17,610 visits to our website, during fiscal year 2006, the Human Resources website continues to experience a phenomenal degree of interest in employment with the City with an estimated 80,000 visits to our website. This approach to recruitment has not only enabled us to attract a much larger number of applicants but also provides a more experienced and diversified pool of candidates as well.

The total number of persons (excluding the School Department) employed as regular full-time or regular part-time employees by the City of Nashua as of June 30, 2006 was 782. The total number of positions funded for fiscal year 2006 was 884.

PURCHASING DEPARTMENT

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

**Janice A. Tremblay, CPM
Mary Sanchez
Carole Gaffney
Ralph B. Jackson
Carole Gaffney**

During FY2006, the department processed almost 4000 purchase orders. Seventy-three sealed bid requests were handled through this office, supporting our Public Works projects including CSO work, Wastewater Treatment Facility renovations, vehicle purchases, building renovations on Riverside Street, and continuing renovations at the Hunt Memorial Building and city fire stations.

We continue to work on re-engineering our purchasing process, including change orders and on-line receipts. The changes will provide an electronic record of transactions, providing back up data for confirmation and auditing purposes.

Ralph Jackson, the city Print Shop Technician, continues to provide cost effective, timely printing and graphics services to all city departments. Annual activity continues to exceed 4 million ink impressions and includes this City Annual Report, the City budget, and an assortment of printed items, forms and reports. We added a color copier this year, giving us the ability to lower the City's per copy costs for multi-copy duplication.

BUILDING MAINTENANCE

Building Manager
Custodian III
Custodian II
Custodian I
Custodian I (Part Time)

Ron E. Jenkins
Tim Croteau
Edward S. Leary
Robert Fernandes
Steve Bibbo

Our Building Manager and day time Custodian continue to spend many hours at the City-owned buildings at 14 Court Street, 18 Mulberry St, 36 Arlington St and 6 Main Street. Support at these buildings includes plumbing, fire safety, electrical and HVAC issues.

Projects completed this past year include replacing windows in the City Clerk's office to provide better insulation and light deflection. New horizontal blinds have been installed across the entire west side of the building and in the third floor auditorium.

EDGEWOOD CEMETERY

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

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

During the year there were a total of 125 graves sold as follows; 2 -10 grave lots, 5 – 4 grave lots, 29 – 2 grave lots, 13 single graves and 7 - 2 grave cremation lots. There were a total of 104 interments performed; 64 adults, 38 cremations and 2 infants.

COMMUNITY DEVELOPMENT DIVISION

Director
Business Coordinator
Clerk-Typist

Katherine Hersh, AICP
Jean Lyons
Jill Prince

Mission

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

Goals

To implement the mission, the CDD 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

Technology

The division continued to improve its services to the public through technology. In FY05 the building, housing and zoning inspectors began using field devices to access to CityView, the division’s permitting software, from the field. Rather than having to call into the office or return to the office, inspectors can now access information from the field. Another technology improvement is the availability of permit applications on the web site, as well as the ability to schedule inspections and to check on the status of permits and inspections. Phone calls and counter visits are significantly reduced because the divisions’ customers can find the information on the web site.

Brownfields

The division continues to have the professional services of a Brownfields Program Manager, who provides technical environmental expertise on all environmental issues with regard to contaminated sites; is responsible to assure the best technical decisions by the city regarding contaminated sites; and provides technical expertise to the City on

redevelopment strategies. The Program Manager is the Division's liaison to the NH Department of Environmental Services (NH DES), US Environmental Protection Agency (US EPA) and other agencies for all environmental issues. The Program Manager is also responsible for planning, implementing, tracking, and reporting all activities associated with US EPA funded Brownfields grants, to assist in pursuance of additional grant funding, and to manage other projects as appropriate.

In FY06 the Brownfields Program Manager continued to work to advance the City's Brownfields Program by maintaining and enhancing relationships among State and local agencies, community organizations, and other public and private entities to promote the redevelopment of Brownfield sites. The Brownfields Program Manager has provided environmental oversight for the demolition and cleanup of the Dow Chemical site, collaborated with the Department of Public Works' (DPW) Asbestos Disposal Site Team to prepare the parking lot at the new Senior Activity Center, initiated a Brownfields Task Force to oversee assessment of Brownfields properties under an EPA grant of \$173,000, and was engaged in the private redevelopment of the former Levesque Security Oil site and the former Beebe Rubber site.

Grants

The Division continues to be successful in its pursuit of grants for the City. Through the Division's efforts, the City was awarded \$416,459, which is 80% of the funding needed to acquire three abandoned railroad parcels east of Main Street. Also through the Division's efforts the City was awarded a CMAQ grant of approximately \$900,000.

Senior Activity Center/Elderly Housing Project

The Senior Activity Center/Elderly Housing Project is a joint project among the City, the Nashua Association for the Elderly and Southern NH Services to build a new 24,000 square foot senior center with 43 units of affordable elderly housing. Construction of the building began in earnest in July 2005. The official groundbreaking was held in September. By December the shell was completed, some windows were in, and the roof was on. The project is anticipated to be completed in Summer 2006.

Rotary Common

The City has envisioned the reclamation of the former International Paper Box Machine Company (IPBM), located on Main Street at Salmon Brook, for many years. In response to urging by the City, the property was purchased by the NH Department of Transportation as mitigation for the expansion of the F.E. Everett Turnpike. The division met with the NH DOT Commissioner Carol Murray in 2003 with a concept of creating a park at the degraded site. In FY05 the Rotary Club of Nashua chose this project to celebrate the 100th anniversary of Rotary International. They donated \$100,000 toward the park and were successful in convincing Congressman Charles Bass to fund the division's request at the level of \$250,000. The project is a joint effort between CDD and the DPW. CDD is responsible for the planning and DPW is responsible for the construction.

Commuter Rail

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

DEPARTMENT OF BUILDING SAFETY

Building Official/Department Manager	Michael Santa, CBO
Plans Examiner <i>(Until November 2006)</i>	<i>Bruce Buttrick</i>
Assistant Plans Examiner/Assistant Bldg Inspector <i>(Until Feb. 2006)</i>	Mark Collins
Building Clerk	Sandra Bastien
Building Clerk <i>(Moved to Planning Department May 2006)</i>	Marcia Wilkins
Supervisor of Inspections <i>(Resigned November 2005)</i> <i>(Interim as of March 2006)</i>	<i>Tedd Evans</i>
Building Inspector <i>(Until March 2006)</i> <i>(Interim as of March 2006)</i>	<i>Russell Marcum</i>
Electrical Inspector	Russell Marcum
Plumbing Inspector	<i>Mark Collins</i>
Mechanical Inspector <i>(Resigned July 2006)</i> <i>(As of November 2006)</i>	Francis Leahy
	Tim Dupont
	Mark Simard
	Bruce Buttrick

Mission

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

Permitting Software

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

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

Personnel Changes

The department had a number of key personnel leave this year.

In July, our mechanical inspector Mark Simard left. This position was filled by Bruce Buttrick who had been working as our plans examiner. The department attempted to share the plan review service with the fire department, but this concept was not approved during the budget process.

In November our Supervisor of Inspections, Tedd Evans, left the department. Russ Marcum, our building inspector, was promoted to this position and Mark Collins was promoted from his position of Assistant Building Inspector/Assistant Plans Examiner into the position of Building Inspector.

In May our Building Clerk/Permit Technician left the department to work for the Planning and Zoning Department. We are currently trying to fill that position.

Building Safety Week

The week of May 7th–13th was designated Building Safety Week throughout the country. To foster a better understanding of the department’s value to the City and its citizens, our staff distributed building code information. Mayor Bernie Streeter presented a proclamation to the department. Next year the department plans to expand its efforts to raise awareness during Building Safety Week.

Training and Education

The training and education of our staff is always of prime importance to the department. Our profession is dynamic; new technology and new codes must be reviewed constantly. Our staff attends New Hampshire Building Officials Association meetings monthly and the New England Municipal Building Officials meetings annually. Our inspectors are licensed or have received certifications through the International Code Council (ICC) organization. Currently our staff holds 4 state licenses and 30 different certifications. In FY 2006 our staff accumulated over 150 hours of continuing education credit towards maintaining these credentials.

Construction

During FY 2006 construction activity was strong and varied. The construction of multi-family structures remained strong.

Projects exceeding \$500,000 in value

49 Williams Street – 3 units	\$500,000
83½ Kinsley Street – Commercial laundry and 2 units	518,000
60 Lake St – 5 unit townhouse	580,000
103-105 Broad Street – Cumberland Farms	650,000
8 Prospect Street – Southern NH Medical Center – alteration	959,000
456 West Hollis Street – Industrial warehouse	970,000
338 Amherst Street – Leda Lanes	980,000

409 Amherst Street – Bellwether Community Credit Union	1,200,000
90 Northeastern Blvd – Harvey Industries – alteration	1,500,000
24 Simon Street – Axsys Technologies – renovation	1,500,000
4 Cellu Drive – PetSmart	1,654,400
46 Spring Street - Spring Street Veterans Housing – 20 units	1,786,500
345 Amherst Street – Strip mall	1,900,000
150 Coliseum Avenue – Chunky’s – alteration	2,000,000
3 Marmon Drive, Phase III – MacMulkin – addition	2,000,000
200 Concord Street – Pennichuck Water Works – 6.5 million gallon tank	2,207,000
2-4 Henry David Drive, Building #1 – Walden Woods – 32 unit condo	3,500,000
70 East Hollis Street – Fire Station	4,000,000
3 Poisson Avenue – Sky Venture	4,300,000
2-4 Henry David Drive, Building #2 – Walden Woods – 64 unit condo	12,000,000
200 Concord Street – Pennichuck Water Works – treatment plant alteration	15,500,000

CODE ENFORCEMENT DEPARTMENT

Manager

Code Enforcement Officer

Code Enforcement Officer

Laura Games, Esquire

Thomas Malley

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 2006

During the period July 1, 2005 to June 30, 2006 the department had the following enforcement activity:

- HOUSING – Approximately 1534 inspections were conducted with 298 warnings/violations being issued. (Numbers are down as one code enforcement officer was out for seven months and the other was out for nine weeks during FY06.)
- ZONING/BUILDING/SITE PLAN – More than 433 violations were issued. Of these 433, none required prosecution.

Activities Directly Related to Goals

Increase zoning and site plan enforcement responsibilities of Code Enforcement Officers. Code Enforcement Officers continue to:

- Investigate illegal used car sales along Main Street and West Hollis Street
- Address alleged illegal businesses and prohibited signage

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

- Code Enforcement continues to use the new code enforcement software system in the field using the new field devices.
- The Code Enforcement Department continues to conduct drive-by inspections for zoning violations. If a building starts to look dilapidated, an inspection for housing code violations is scheduled.

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

- One Code Enforcement Officer received special training in identifying basic in-home drug operations as well as methamphetamine labs in order to recognize such activities during inspections and report them to the Police Department.
- One Code Enforcement Officer continues to participate in the Code Team Detail with Environmental Health, the Police Department and Fire Rescue on Fridays. Since the Police Officer has continued to be assigned full time for community policing issues, he will remain available to us to assist with safety concerns, serving District Court Summonses, etc.
- The Code Enforcement Department continues to work with Community Services when a building may be condemned and ordered vacated so if people may be homeless as a result of the condemnation, appropriate resources will be made available if necessary.
- The Department also works with the Solid Waste and Assessing Departments to resolve zoning and building issues

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

- Code Enforcement currently participates in the Tree and Ledge Streets Community Revitalization Partnership Program. This is a newly established cooperative effort between Urban Programs, the Police Department and the general community that seeks to revitalize this area through increasing economic opportunities, expanding home ownership and reducing crime through cooperative, coordinated services from both the public and private sectors.
- The Code Enforcement Department continues to increase public awareness regarding housing and zoning ordinances by distributing educational brochures on Housing Code Enforcement, Nashua's Sign Laws, Land Use Restrictions in Residential Zones and Code Enforcement Services. In addition, an appropriate brochure is sent out with each Notice of Violation.
- Code Enforcement attends neighborhood meetings, gives informational presentations and distributes educational material after working hours whenever requested.

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

- The Department continues to refer persons in need of financial resources in order to fix up their properties to the Urban Programs Department, Neighborhood Housing Services of Greater Nashua and Greater Nashua Habitat for Humanity. The Department also continues to refer persons who need other assistance to the appropriate social service agency.

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

**Mayor
Chair
Vice Chair, Registered Architect
Alderman-At-Large
Resident, Historic District
Local Non-profit Historic Organization
Nashua City Planning Board
Alderman Alternate
Alternate
Alternate**

**Bernard Streeter
Roberta Woitkowski
Michael Findley
Gregory Williams
Randall Wilbert
Frank Mellen
William Slivinski
Daniel Richardson
Robert Sampson
William Hooley**

Overview

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

Approval is not required for:

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

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

Summary

With technical assistance from Planning Department staff, during Fiscal Year 2006, the NHDC reviewed and acted upon 10 building permit applications.

For the Future

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

NASHUA CONSERVATION COMMISSION (NCC)

Chair

Linda Bretz

Vice Chair

Melvin Meyer

Clerk

Mark Newhall

Treasurer

Karen Archambault

Member (*Resigned February 2006*)

Richard Tomasso

Member

Nicholas Frasca

Member (*Joined November 2005*)

Peter Temperino

Associate Member

Richard Gillespie

Planning Liaison

Angela Vincent

Overview

The Nashua Conservation Commission's (NCC) mission is to protect Nashua's natural resources and watershed resources per NH RSA Chapter 36A and the City's Wetlands Ordinance. The NCC works with city and state agencies to review the environmental effects of proposed activities in the protected wetlands and wetland buffers via an application process.

The Commission inspects, studies, and makes recommendations on project applications from homeowners, businesses, and Nashua's Division of Public Works (DPW). The projects typically include proposed wetland crossings or work in wetland buffer zones. The Commission also responds to reports of violations regarding altered wetland buffer vegetation/trees and landscape work performed in a wetland or in a buffer without authorization.

The review process includes an application form, a conceptual presentation of the proposed work, an in-depth narrative related to the project, a walk of the proposed project site, and a detailed presentation. If all of the Commissioner's questions have been answered, a favorable or unfavorable recommendation of the proposed work is provided to the Zoning Board of Adjustment. There are often stipulations included with the Commission's recommendations.

The NCC makes its recommendations to both the NH Department of Environmental Service's Wetland Board and the Zoning Board of Adjustment. Stipulations made to the applicant may include mitigation. Examples of mitigation include conservation easements, landscaping, maintenance of invasive plant species, or land donations.

In addition to its project review work, the NCC also acts as a steward of the conversation land that is owned by the city and makes recommendations concerning

the use of the Land Conservation Fund. This fund was established to allow the city to acquire additional conversation land that would benefit the present and future residents of Nashua.

Additionally, the NCC oversees the Vernal Pool Fund that provides resources for study of vernal pools and the education of the public concerning these natural treasures. The NCC is also responsible for Nashua's Shade Tree Program. This initiative provides shade trees to Nashua's residents at low cost and free trees to homeowners that qualify in inner-city areas.

Overall, the Conservation Commission focuses on the responsible stewardship of the environment in Nashua and on compliance with wetland laws, ordinances, and regulations.

Projects

Sample projects that were reviewed and/or monitored by the NCC in FY 2006 include:

- The Wetlands Ordinance was updated in January 2006. The updated ordinance includes new documentation standards for proposed activities in a wetland or wetland buffer in Nashua. The applications and guidance documents can be found on the City's website at www.gonashua.com.
- The NCC continues assigning members to monitor active projects to ensure that both City and State stipulations are met. Members visit these projects on a regular basis until the projects are complete.
- A revised proposal by AS-VR Realty, LLC and Wal-Mart Stores, Inc. to build a Wal-Mart superstore at 420 Amherst Street. After careful consideration of the new proposal, the NCC made a favorable recommendation on the application on September 6, 2005 with a 4-1 vote and 21 stipulations for the project.
- Proposals to build two single-family residents on Curtis Drive considered by the applicants to be "legal lots of record" were almost entirely within the 75-foot Salmon Brook wetland buffer. The Commission voted to make an unfavorable recommendation for both projects on February 7, 2006.
- A proposal by the Nashua Country Club to reconstruct fifteen of eighteen golf greens upon the Nashua Country Club property. Three of the green reconstruction projects are located within the 40-foot "other" wetland setback. After reviewing the project, the NCC determined that it met the requirements for a favorable recommendation and voted unanimously for its approval with 2 stipulations on April 4, 2006.
- A proposal from BAE Systems NCA and Aries Engineering for a parking lot repaving project at 95 Canal Street. The lot is within the 75-foot buffer of the Nashua River. The NCC gave a favorable recommendation on May 2, 2006 with 4 Yes votes and 1 Abstention. There are 4 stipulations associated with the project.
- A proposal from the DPW concerning the Nashua Wastewater Treatment Facility. The City of Nashua proposed a construction project that would increase the capacity of the wastewater treatment plant from 50 mgd to 110 mgd during storm events. The project proposed 6,500 square feet (sf) of temporary impacts to the

Salmon Brook associated wetlands buffer. The NCC issued a favorable recommendation on May 2, 2006 with a unanimous vote and 1 stipulation.

- A proposal by the Stabile Companies to build 160 units of mixed-income housing and 9,000 sf of mixed-use space in the 75-foot prime wetland buffer of the Nashua River at 30 and 36 Front Street. The site is currently owned and occupied by Nashua Corporation. The proposed project cleans up some environmental issues on the site and increases the open space in the area. The NCC voted unanimously in favor on June 20, 2006 with 10 stipulations.
- A proposal by Crossway Christian Church to construct a 9,950 sf, 300-seat church building with site and parking improvements within the 40-foot “other” wetlands buffer. The project proposed a temporary impact to the wetland buffers of 24,142 sf. The NCC believed the project met the criteria for a favorable recommendation and voted unanimously on June 20, 2006 with 5 stipulations.
- A proposal by the DPW to make improvements to Mine Falls Park. These include the construction of a new bridge and improvements to existing bridges on the Nashua Canal, renovations to the Nashua River boat ramp and its associated parking area, and improvements to Soifert Park playing fields. The project proposed a permanent impact of 1,862 sf of wetlands, a temporary impact of 300 sf of wetlands and 19,880 sf of wetland buffer. The NCC fully supported the improvements to Mine Falls Park and issued a favorable recommendation on June 20, 2006 with 5 stipulations.
- The ongoing monitoring of the Riverfront Promenade and the adjacent Jackson Falls condominium development. The NCC monitors both projects to ensure the riverbank is stable and will not cause damage to the Nashua River.
- An educational Wetlands Buffer brochure (which can be found at www.gonashua.com), was sent out in late summer to landowners abutting wetlands. This project was a combined effort of the NCC, NH DES, DPW, and the Planning and Code Enforcement Departments to educate landowners about the importance of protecting wetland buffers. Buffer markers placed along wetland buffers in the city in 2005 were monitored. Additional markers will be placed with more stringent warnings in several areas.
- A number of violations have been documented this year. The Commission works closely with Code Enforcement to ensure wetland buffer violations are reported and the impacts are remediated.

Additional Committee Projects

Samples of additional NCC projects in FY 2006 include:

- Natural Resource Inventory (NRI) – The NCC submitted a Request for Proposals to outside vendors to perform an NRI in the City of Nashua. This coarse-filter NRI will help the Commission identify and subsequently protect important natural ecological features of the city. The NCC interviewed 3 companies, selecting Moosewood Ecological Services of Harrisville, NH for the project. Work began in early Fall 2006 and was completed in November with a report presented to the Board of Aldermen.
- Rare Species Study – The NCC commissioned a follow-up study done in 2005 concerning rare species at the Nashua Airport. This 2006 study compliments the

previous study which found several rare plant species on the property. A report will be presented to the NCC in early September 2006.

- Land Conservation Fund – This year the Commission vigorously defended the allocation of 100% of the Current Use Change Tax into the Conservation Fund from the Board of Aldermen. Funds were later allocated to pay for the Natural Resources Inventory (mentioned above), an easement and survey of the Hugh Gregg Conservation Trust, and the City’s allocation of 20% towards the purchase of two parcels to extend the Nashua Heritage Rail Trail in downtown Nashua. The Commission will be actively pursuing the purchase of conservation land in Nashua late in 2006 and in 2007.

Continuing Education

Members attend the New Hampshire Association of Conservation Commissions annual meeting in November. Additionally, Commission members attend a variety of other environmentally-oriented educational presentations and sessions throughout the year offered by the city, state, region, and colleges/universities.

Land Conservation Committee

In FY 2002, the City of Nashua established conservation lands as a designation for public lands whose primary purpose is protection of natural resources. The NCC was given the authority to adopt stewardship plans for conservation lands. This committee is currently inactive.

NASHUA CITY PLANNING BOARD (NCPB)

Chair	Bette Lasky
Vice Chair	Ken Dufour
Secretary	William P. Slivinski
Member	Steve Farkas
Member	Hugh F. Moran
Member	George Torosian
Mayor’s Representative Member	Malcolm (Mike) Lowe
Ex-Officio Member	Mayor Bernard A. Streeter
Ex-Officio Member	Steve Dookran, City Engineer
Aldermanic Representative Ex-Officio	Richard LaRose, Alderman
Alternate Aldermanic Representative Ex-Officio	Mark Cookson, Alderman

Overview

The NCPB is a City Board comprised of appointed and ex-officio members charged with assessing various City policies and programs. The Board advises the Board of Aldermen regarding public facilities and capital projects or improvements and formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are primary responsibilities of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans

for the subdivision of land, and all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments.

Summary

During Fiscal Year 2006, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Michael Yeomans, Richard Sawyer, Christine Webber, and Angela Vincent), reviewed and approved 60 subdivisions and 73 site plans. Through these subdivisions the Planning Board approved a total of 76 residential lots and 6 non-residential lots. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees.

OFFICE OF ECONOMIC DEVELOPMENT

**Director
Project Coordinator**

**Jay Minkarah
Susan Lenzi**

Mission

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

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

Programs and projects

The following are the principal programs and projects undertaken by the OED during Fiscal Year (FY) 2006 in furtherance of its mission:

Business Visits:

Conducted 22 formal visits to individual businesses in cooperation with the Mayor's office, the NH Department of Resources and Economic Development (DRED), or independently. Business visitations are essential in maintaining an understanding of the diverse components of the City's economic base and a dialogue with the business community. The visits typically involve a discussion of issues relevant to the business and a tour of the facility and sometimes coincide with new facility openings, substantial improvements or anniversaries. Businesses included major employers, manufacturers, retail establishments, and educational institutions.

Business Roundtables:

A CEO Roundtable was held on January 23rd at the Crowne Plaza Hotel with keynote speaker Congressman Charles Bass. The forum included representatives from many of Nashua's largest employers, as well as public officials and community leaders. Issues relating to energy, health care and transportation dominated the discussions.

Business roundtables are an important vehicle for keeping the business community informed of city issues and initiatives and obtaining input and insights from the City's businesses to help shape policy decisions. They serve to provide business people with access to state and local government and community leaders while providing networking opportunities for all participants.

Education, Outreach and Assistance:

In addition to business visits and roundtables, the OED participated in a wide variety of business events and functions as part of its outreach efforts. On March 6, the OED sponsored a Growth Capital Finance seminar at Daniel Webster College. The event drew 39 attendees to hear speakers discuss venture capital, angel investments and other business investment and grant opportunities. The OED also participated in events sponsored by the Chamber of Commerce, the Business and Industry Association, the Great American Downtown (GAD) organization, and other business and civic organizations. OED staff serves on boards and committees including the GAD, City Arts Nashua, the Hunt Building, the Greater Nashua Workforce Housing Coalition, Daniel Webster College and others.

In addition to these endeavors, the OED strives to provide direct assistance to individual businesses interested in expanding or relocating within the City as well as to those seeking to relocate to Nashua. Such assistance efforts typically include help with site selection, referrals to consultants or agencies, the provision of informational materials, and help with permitting and approval processes.

Marketing and Promotion:

The OED works to promote the City through print advertising, the Internet, participation in state and regional trade shows, and encouraging or hosting events and programs.

During FY 2006, 52 requests for info kits came in through the City's website, up from a total of 40 requests the previous year. Requests came from 15 different states, Puerto Rico and the UK. The increase is likely the result of the OED's enhanced website that went live in early 2006. The OED places heavy emphasis on the website as a means of disseminating information on the City's and Department's programs and events.

Though use of the web for marketing and promotion is growing, the OED also utilizes print media. Print ads were placed in the New England Real Estate Journal, the Greater Nashua Chamber's Gateways Magazine, Interface Tech News, and in NH Business Review's annual publication, the Book of Lists. In September, the Department once again staffed a booth at the annual Tri-City Expo in Manchester and at the Greater Nashua Chamber's Small Business Expo in May.

Business Expos are an excellent way to promote the City to a broad audience and make important new contacts. The OED makes a point of participating in seminars, functions and events related to economic development throughout the state to stay on top of leading trends, maintaining contact with key agencies, organizations and individuals, and ensuring Nashua is represented in the forums where economic issues and policies of consequence are considered.

CROP Zones:

As part of our efforts to encourage new investment in commercial and industrial properties in and around our downtown area, the City's first ever CROP Zone was approved by the Board of Aldermen in August and by DRED in the fall. This innovative program provides credits towards the state Business Profits and Business Enterprise Taxes for businesses making major job-creating investments in 4 central-city census tracts without any cost or impact to local property taxpayers.

Revolving Loan Fund:

The City's Revolving Loan Fund provides qualifying small businesses with "gap financing" in partnership with the community's private sector financial institutions for improvements intended to create new jobs. The fund is managed through the assistance of a loan officer hired by the City on a contractual basis, paid solely through revenues derived from the Fund.

Nashua Riverfront Redevelopment/Jackson Falls:

Nashua River Promenade/Jackson Falls remained under construction throughout FY 2006. The official groundbreaking for the City portion of the Riverwalk structure and the residential condominiums was held on September 13, 2005. The first section of the Riverwalk was officially opened on April 26, 2006. At the close of FY 2006, construction of the five-story, 22-unit Jackson Falls condominiums was well underway. A second section of the riverwalk will be completed as part of the Jackson Falls project which is expected to open during the first quarter of 2007.

City Arts Nashua:

Building on the Conversation on the Arts discussion series held by the OED in June 2005, a group of individuals and representatives of area arts organizations formed a new nonprofit organization known as City Arts Nashua, Inc. (CAN), dedicated to promoting performing, visual and literary arts in the greater Nashua area. CAN maintains a website (www.cityartsnashua.org) created through the support of the OED with information on a wide range of arts organizations and issues, a virtual calendar of events and an electronic box office function where patrons can purchase tickets for performances by groups such as the Nashua Symphony, Yellow Taxi Productions, the Community Concert Association and many others. The formation of CAN was assisted by a \$3,000 grant from the NH Council on the Arts and private contributions.

Business and Industrial Development Authority:

The OED provides staff support for the City's Business and Industrial Development Authority (BIDA). This body is intended to foster business and industrial development by acquiring, developing, expanding, leasing and conveying suitable properties for the purpose of creating employment, preventing unemployment, expanding the tax base, and encouraging continued growth and prosperity of the City. In December 2005, the Board of Aldermen voted to transfer 3 under-utilized City-owned parcels of land located on or off of Bridge Street to the BIDA for redevelopment. These parcels comprise just over 12 acres of land, portions of which front the Nashua and Merrimack Rivers. Though formal plans have yet to be prepared, a major mix-use development is anticipated that would boost the City's tax base and stimulate redevelopment in the surrounding area while serving to help capitalize the BIDA so it can further its mission. The BIDA held a total of nine regular meetings and two special meetings during FY 2006. BIDA members included Vincent Capasso, Jack Tulley, Michael Monks, Mark Prolman, Gerry Prunier, John Stabile, Dean Jackson, Steve Michon, Brad Veer and ex-officio members Mayor Bernard Streeter, City Treasurer David Fredette and Aldermanic President, David Rootovich.

Economic Development Strategic Plan:

In December 2005, the Board of Aldermen formally adopted 'Beyond the Crossroads', an economic development strategic plan for the City prepared by the firm, Mt. Auburn Associates. The OED worked closely with Mt. Auburn to complete the plan between the fall of 2004 through 2005. The process included multiple meetings with City officials, the Planning Board and the Board of Aldermen's Planning and Economic Development Committee who provided oversight for the project. In addition, interviews were held with over 50 individual business and community leaders. Along with interviews, site visits and public meetings, the study included a comprehensive review and analysis of data from a wide range of sources and an analysis of how Nashua compares to other cities of similar size, composition and location. Mt. Auburn Associates previously completed a similar plan in 1992 entitled 'Nashua at the Crossroads'. The overall goals of the plan are to:

- Improve the economic well-being of all residents of the city
- Improve the competitiveness of the City and address needs of the business community, and

- Ensure a stable fiscal environment

Key strategy areas identified by the plan are:

1. Investing in the Future – The Role of the City of Nashua in Sustaining its Quality of Life
 - a. Continue to invest and support excellence in the public schools
 - b. Support commuter rail and transit-oriented development
 - c. Continue to invest and improve Downtown
 - d. Promote investments that secure the city’s role as a retail Mecca
2. Managing for Success – Advancing a Collaborative Private-Public Sector Culture
 - a. Create a more customer-oriented, integrated management team
 - b. Streamline the city’s permitting processes
 - c. Build new opportunities for business-city dialogue
 - d. Develop a marketing effort to promote the Team Nashua approach
3. Accelerating Enterprise Development – Stimulating Innovation and Entrepreneurship
 - a. Create a Center for Innovation Acceleration
 - b. Support immigrant entrepreneurs
 - c. Focus Nashua’s RLF on innovation acceleration and immigrant enterprise development
4. Promoting the City – Marketing its Economic Development Product
 - a. Inside marketing – Keeping the existing business base strong through retention and expansion efforts
 - b. Outside marketing – Strategic business recruitment
 - c. Academic marketing – Attracting a satellite campus
5. Addressing Regional Housing and Workforce Challenges – Leading and Convening Regional Stakeholders
 - a. Work with the Nashua Regional Planning Commission (NRPC) to make affordable housing a more regional issue
 - b. Help convene regional stakeholders to build career ladders for low- and moderate-income residents

The Plan is available on the City’s Website. A limited number of copies are also available on disk.

Other Initiatives:

Other initiatives undertaken by or with the assistance of the Office of Economic Development include the establishment of a new Farmers Market on the Main Street Bridge during the summer. The market, developed in partnership with the GAD organization and the Nashua Farmers Market Association, was very well received and is expected to return in the spring of 2007. The OED also worked closely with other Departments and Divisions on projects of city-wide importance including extension of commuter rail service from Lowell to Nashua, the Broad Street Parkway and revision of the City’s Land Use Code.

PLANNING DEPARTMENT

Planning Director

Roger L. Houston, AICP, BOCA

Development Review Team:

Deputy Manager Development Review

Michael Yeomans, AICP

Department Coordinator

Christine Webber

Zoning and Land Use/Sign Permit Team:

Deputy Manager Zoning

Carter Falk, AICP

Administrative Assistant II, Zoning

Linda Taylor

Planner I

Marcia Wilkins

Planning & Environmental Team:

Deputy Planning & Environment Manager

Richard Sawyer, AICP, ASLA

Planner III

Angela Vincent, AICP

Mission

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

Overview

The Nashua Planning Department experienced another robust economic year in Fiscal Year 2006 with numerous plan approvals, construction activity, significant implementation of the Master Plan, continued assistance with Land Use Code Ordinance O-04-19 which was approved by the Board of Aldermen in November 9, 2005 with an effective date of January 2, 2006, and lastly, the annual Capital Improvements Plan.

The Planning Department provides technical expertise and services in an advisory capacity as staff to the Nashua City Planning Board (NCPB), the Zoning Board of Adjustment (ZBA), Capital Improvements Committee (CIC), Nashua Historic District Commission (HDC), and the Nashua Conservation Commission (NCC). In addition to its regular daily functions and responsibilities, the Planning Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies during FY 06. The Department also reviewed 116 sign permit applications and approximately 1014 land use permits.

Staff Reports

The Department completed 133 detailed reports or reviews on site plans, minor site plans and subdivision plans for the NCPB. The applicable reports are delivered to the Planning Board prior to the meeting date. This process gives the Board better information to assist them in their decision process. The Department prepared ZBA reports on use variances to aid in their decision process. The Department processed 296 ZBA applications for variances, special exceptions, rehearing requests and equitable waiver.

Nashua City Planning Board Applications

	<i>1st Qtr</i>	<i>2nd Qtr</i>	<i>3rd Qtr</i>	<i>4th Qtr</i>	<i>Total Subdivisions</i>
Projects					
Residential	10	11	11	7	39
Non-residential	5	2	2	12	21
<i>Total</i>	<i>15</i>	<i>13</i>	<i>13</i>	<i>19</i>	<i>60</i>
Units (lots)					
Residential	18	31	19	8	76
Non-residential	4	0	2	0	6
<i>Total</i>	<i>22</i>	<i>31</i>	<i>21</i>	<i>8</i>	<i>82</i>
Site Plans					
Planning Board	15	11	4	18	48
Administrative Review	6	7	5	7	25
<i>Total</i>	<i>21</i>	<i>18</i>	<i>9</i>	<i>25</i>	<i>73</i>
Square Footage					
Industrial/Office	30,250	11,250	960	3,200	45,660
Church/School	0	0	0	18,000	18,000
Commercial	29,402	2,002	11,068	172,000	214,472
Housing Units	41	57	2	41	141

Capital Improvements Program

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

Bond Rating Preparation

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

Planning Department teams up with NH Celebrates Wellness and Livable, Walkable Communities

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

Transportation

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

Land Use and Sign Permits

The Zoning and Development Review Teams reviewed 1529 land use permits and sign permits as part of the land use sign permit process, in addition to responding to numerous telephone inquiries and requests for information. The permits are reviewed for conformance to subdivision, site plan and zoning approvals, as well as the land use ordinances under the Department's jurisdiction.

Jackson Falls Project on Nashua River Downtown

The Department continues to play a key role with the Economic Development Department in determining appropriate reuse of this parcel and proposed a financing mechanism to make it a reality. A 22-unit residential building was approved this fiscal year. This project will lead the way to completion of a riverfront walk system as envisioned since the 1990 Downtown Master Plan and subsequent plans. An Irish Pub called the "Peddler's Daughter" opened in June 2005 in the former Goodale's Bicycle Shop (also known as the former "Car House"). The approved site plan shows the walkway being cantilevered from the former Goodale's Bicycle Shop. It is anticipated to be completed by end of 2006.

Permit Software

The Department continues to provide key assistance in the process of working with the consultant and the Information Technologies Department on the continued implementation and fine tuning of the CityView permit software system for the Department and the entire Community Development Division.

URBAN PROGRAMS DEPARTMENT

Paul Newman (*Retired February 2006*)

Scott Slattery (*As of May 2006*)

Klaas Nijhuis (*Resigned December 2005*)

Sheila O’Riordan

John Slebodnick

Robert Rice

Linda Jeynes

Mark Sousa (*As of June 2006*)

Manager

Manager

Deputy Manager

Deputy Manager, Grants and Finance

Project Administrator

Project Administrator

Administrative Assistant

Transit Manager

Mission

The mission of the Urban Programs Department (UPD) is to provide financial and technical resources to individuals and local groups to improve living conditions and access to job and resources, primarily for those of lower income and those with disabilities.

Background/Overview

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

- Affordable and decent, safe housing for families, elderly and those with special needs
- Emergency shelter for the homeless
- Capital Improvements and Operating Support for organizations that support low and moderate income individuals and families within Nashua
- Zero interest deferred loans to owner-occupied single and multi-family dwellings in the city for capital and emergency improvements
- Facilities and services to provide education, job training, health, nutrition, and recreational assistance to those in need

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

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

Personnel Changes

Fiscal Year (FY) 2006 saw numerous changes in Urban Programs personnel.

- Long-time manager Paul Newman retired after 30 years of service to the city and the department
- Deputy Manager Klaas Nijhuis left to pursue other employment opportunities
- Grants Management Specialist Sheila O’Riordan was promoted into the position of

Deputy Manager, Grants and Finance

- Scott Slattery was hired as the department manager
- Mark Sousa became Transit Manager

Statistical Highlights

The Department oversaw expenditures totaling \$3,471,401 in FY 2006, compared to \$4,442,884 in FY 2005. Over 85% of these funds were from sources other than the City. Community Development Block Grant (CDBG) funds in the amount of \$843,086 were expended in FY 2006, compared to \$1,198,766 in FY 2005. The transit system operated at a cost of \$1,997,000 compared to \$1,975,810 in FY 2005. (These figures include capitalized maintenance to comply with National Transit Database reporting requirements.) \$110,000 was expended on capital equipment and capital planning transit items associated with operation of the system during FY 2006.

Of the total cost for FY 2006 (\$2,107,000), less than 15% was covered using City funds. The Federal Transit Administration covers up to 50% of operating costs and 80% of eligible preventive maintenance, capital and planning costs for small, urbanized areas such as the City of Nashua. Other funding sources include the State of NH Department of Transportation, State Department of Health and Human Services, the NH Bureau of Elderly and Adult Services, neighboring towns such as Hudson and Merrimack. Revenue is also generated through on-board advertising contracts, contracts with human service agencies and universities and rental of the Transit Center on Elm Street. In addition to these annual service delivery costs, FY 2006 transit staff provided financial/regulatory and construction management for the City's \$6,400,000 Riverside Municipal Complex project. Of the total project cost, \$4,950,000 was for development of a Transit administration/operating facility and construction of a bus garage at this site.

The volume of housing rehabilitation, including the HOME program, was \$521,315 in FY 2006, compared to \$551,374 in FY 2005.

Community Development Block Grant (CDBG)

Greater Nashua Habitat for Humanity:

In FY 2006, site clearance at 51 Whitney Street was done in preparation for construction of an owner-occupied home by Habitat for a lower-income household. \$7,000 in CDBG funds was granted for this project. However, because of many in-kind labor donations, the activity was accomplished for \$2,000. Habitat for Humanity may request that the balance be applied to a new project in the upcoming year.

MP Housing:

During FY 2005 and FY 2006, UPD staff designed specifications, bid out and monitored a flooring replacement project at MP Housing's 85-89 Palm Street location. The staff oversaw the removal and replacement of flooring throughout the location. Additionally, UPD staff worked with MP Housing on design, specification and bid for a replacement roof at the same location. Presently, the roof project is still in the planning stage.

Area Agency for the Developmentally Disabled:

UPD staff designed the specifications for re-siding the two group homes and roof repairs. Work commenced in August of 2005 and has been completed. In FY 2004, Area Agency was awarded HOME funds for the repairs of two group residences. The Agency asked that CDBG funds be awarded instead, which required legislative action. The Aldermen approved the change in funding. Urban Programs wrote the specifications for the re-siding of two group homes, the work was bid, and in August of 2005, a contract was entered into. Work on this project was completed in FY 2006.

Harbor Homes Inc.:

A CDBG grant of \$30,000 was awarded in FY 2006 for the development of 46 Spring Street for housing for homeless veterans. The City further agrees to grant to Harbor Homes the amount of \$35,000 from CDBG in FY 2007 for this same purpose.

Nashua Soup Kitchen and Shelter, Inc.:

In FY 2005, UPD staff designed and bid out work for replacement flooring in the kitchen, dining area and basement locations. The Nashua Soup Kitchen and Shelter was awarded \$25,000 for the flooring job. The flooring work was completed this program year. Additionally, UPD staff designed and bid out specifications for entrance improvements for the kitchen area that will allow easier access to persons with disabilities. It is anticipated the entrance improvements will be completed in early FY 2007.

Hunt Memorial Library Building:

The Hunt Memorial Library Building, now used for a number of community activities, is located in the Railroad Square Redevelopment area. Along with private renovation efforts in this area, the City has made a substantial commitment to eliminating conditions that affect public health and safety. Funding was approved for remediation of groundwater infiltration, which has caused mold and mildew problems affecting public health and safety. Also authorized were funds for replacement of the obsolete heating system and addition of air conditioning, to make the building habitable during summer months and to reduce mold and mildew problems. In FY 2006, re-pointing of the upper tower brickwork continued and is expected to be complete early next fiscal year.

Senior Center:

A prior year multi-year CDBG grant of \$225,000 was applied to soft costs associated with construction of a new Senior Activity Center. An additional \$70,000 in FY 2006 CDBG funding was used to demolish the former Senior Center on this site. An Economic Development Initiative (EDI) Special Project grant of \$750,000 was awarded and applied to Senior Activity Center construction costs. This project also includes construction of 43 units of senior housing at this site, developed in partnership with Southern New Hampshire Services.

Community Council:

During this FY air conditioning design work was completed and phase 2 of the central air conditioning installation on the 2nd floor was completed. Furthermore, replacement energy efficient windows were installed at the 7 Prospect Street location. Community Council of Nashua (CCN) serves the region's population with mental health issues and provides outpatient counseling to uninsured or underinsured Nashua clients, using a brief treatment therapeutic model.

Community Council's goal is to help keep patients in the community by offering effective outpatient treatment as an alternative to hospitalization. CCN has also been successful in helping consumers find and keep employment. CCN works collaboratively with the City of Nashua Public Health Department on disaster response and they recently added a program to assist individuals involved in the City's Court Diversion system. This year, CCN expanded their outpatient hours to improve access to services for consumers.

In FY06 CCN provided mental health services to a total of 4,033 persons from Nashua and the surrounding Region 6 communities. Of those served, 60% were considered low/moderate income beneficiaries. Of those persons, 47% were considered extremely low income and 12% were considered low income.

Adult Learning Center:

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

Police Athletic League:

Ceiling, door and flooring renovations at 52 Ash Street began in FY 2006. Because bids for the project came in over budget, the Police Athletic League requested the project be limited to only include repairs to the floor.

Public Facilities

Riverfront Promenade Design:

\$45,000 was expended in FY 2006 for the design of the Riverwalk Promenade feature of the Railroad Square Revitalization/Jackson Falls project. This is further described in the Economic Development Section.

Heritage Rail Trail:

In FY 2006, endeavors were undertaken to improve the Heritage Rail Trail including installation of new signage at each intersection that explains all ordinances and City laws that govern the trail, including hours of accessibility, expectations of users and overall conditions to be met. Additionally, local non-profit groups and other community organizations adopted each section of the trail agreeing to maintain their respective sections of the trail to keep it free of trash and debris and to inform city officials of any potential hazards that may be encountered on the trail.

A formal recognition ceremony for the groups adopting sections was held during the spring of 2006. The celebration consisted of distribution of recognition plaques for each

adopting agency or person as well as formal press release to the entire community recognizing the efforts of each agency/person/family.

Memorial Park Junior Field Renovation:

Funds were allocated for the renovation of the Memorial Park Junior Field to include replacing existing fencing and providing improvements to the playing fields. This project is scheduled to get underway early summer 2006.

Human Services Program Support

Nashua Soup Kitchen and Shelter, Inc.:

In FY 2006, the Nashua Soup Kitchen and Shelter (NSKS) was awarded \$63,462 to assist with their operating costs. The NSKS is a private non-profit organization with a grassroots base of support. A volunteer board of directors, made up of members of the community, governs the agency. Approximately half of the board members reside in Nashua. The agency's target population for service includes poor and homeless individuals and families. Services include daily meals, homeless shelter, emergency food baskets, furniture, and household items, financial assistance, employment advocacy, Hispanic outreach, case management and transitional housing services.

The Soup Kitchen's stated mission is: To provide shelter and food to those in need. The overall objective of the agency is to advocate, create and operate programs and services that promote dignity and self-sufficiency for those served. To ensure that basic needs are addressed, the Nashua Soup Kitchen and Shelter is committed to joining with others in a community-wide ethic of caring.

Specific services include emergency shelter for homeless men, women and families with children, which include advocacy and case management to assist shelter residents to move into permanent housing. Beds for homeless men are provided at the Ash Street Shelter. Beds for homeless women and families with children are provided at both the Kinsley Street and Ash Street Shelters. The crisis in available affordable housing has made it much more difficult for families and individuals who become homeless to leave the shelter. High rents and very low vacancy rates in Nashua have greatly increased the length of stay at the shelters.

In FY 2006, 16 families moved into permanent housing and 5 families moved into transitional housing. Additionally, 55 individuals moved into permanent housing and 2 individuals moved in transitional housing. Furthermore, 15 families and 329 individuals moved into other forms of housing, including shelters and motels.

Greater Nashua Council on Alcoholism:

\$25,000 was awarded to the Greater Nashua Council on Alcoholism (GNCA) to assist with operating costs. GNCA is a non-profit corporation established in 1983 to increase public awareness of alcoholism and other substance addiction; and to plan, develop and coordinate community programs to fight addiction. The mission statement is to "Provide the care to enable the alcohol and/or other drug addicted person to recover in order to

become a functioning member of society.” The specific program objectives are:

- 1) To provide confidential direct services for the alcohol and drug affected person including crisis intervention, social detoxification, case management, referral to treatment, transitional housing, and outpatient counseling;
- 2) To provide supportive and caring services to the significant others and families involved;
- 3) To facilitate the recovery process by providing adequate resources to ensure that no one is denied services because of inability to pay;
- 4) To provide education and awareness programs for all age groups in the community about the damage of alcohol and other drug abuse on the whole family structure;
- 5) To maintain a central alcohol and drug information and resource center where anyone can call or stop by for confidential help.

Provision of service to clients varies in degree and intensity. GNCA begins providing case management services to individuals at their first contact with the agency and continues providing services for as long as there is a relationship with the client. In the past year, 200 unduplicated individuals received outpatient counseling in a program funded in part by CDBG. Of these 200 individuals, 163 or 81.5% were extremely low income and 37 or 18.5% were considered low-income beneficiaries of the service. Extremely low income beneficiaries are those individuals whose income does not exceed 30% of the median family income and low income are those persons whose income exceeds 30%, but does not exceed 50% of area median income.

Nashua Area Health Center:

\$38,000 in Community Development Block Grant Funds was granted to the Nashua Area Health Center. Formerly known as the Neighborhood Health Center, this agency was acquired by Lamprey Health Care in September 2000. It and its predecessor organizations have served the Nashua community for over thirty years. The agency continues to provide low-cost, comprehensive primary health care services to low/moderate Nashua citizens who either lack medical insurance or are under-insured. Bilingual staff is available in all departments of care. Urban Programs staff continues to serve on the advisory committee for the Health Center.

Nashua Area Health Center is the only provider of comprehensive family-oriented primary care in greater Nashua with a sliding fee scale based on the individual's ability to pay. With the addition of child health services, NAHC is working closely with the Nashua Health Department and Home Health and Hospice Care (area providers of state-funded well-child services) to develop integrated coordinated services to best meet the needs of the clients and avoid duplication of efforts.

In FY 2006, 4212 unduplicated persons were served. Of these, 13% were in the low-income category and 72% in the very-low income category. Bilingual capacity was also increased to better accommodate growing Hispanic and Portuguese population.

Anti-Crime Programs:

\$305 of a prior year \$1,000 CDBG grant for Crime Watch Activities were spend in FY

2005 on activities supporting Neighborhood revitalization efforts. Additionally, the \$1,990 remaining in a prior year, Street Lighting Activity, has been budgeted for the installation of additional lighting along the Rail Trail.

During FY 2006, the Nashua Livable Walkable Communities took the lead in developing a neighborhood watch in the Tree and Ledge Street neighborhoods. Presently there are monthly crime watch meetings that are attended by local residents, members of the Nashua Police Department, Urban Programs Department, non-profit groups and members of the faith-based community.

Affordable Housing

HOME Rental Housing Program:

Starting with FY 2004, the City of Nashua received a direct allocation of HOME funds from HUD. HOME projects meet the objectives of the program and conform to the intent as defined in the Consolidated Plan. In the past, the City had received a sub-allocation of HOME funds from the New Hampshire Housing Finance Authority.

This FY construction was completed on the Neighborhood Housing Services Casimir Place project – a downtown 28-unit family rental housing development at the site of the former St. Casimir RC church. The project, which has a total expected development cost of \$5.6 million, has received a \$750,000 HOME award.

The Nashua Pastoral Care Center was awarded \$131,000 in Housing Investment Partnership (HOME) funds for the enlargement of apartments by adding bedrooms, addition of a laundry room and other improvements to the 12-14 C Street location to better serve the Center's residents.

Housing Improvement Program – Single Family:

This program provides deferred payment loans to low-income owner occupants of single-family homes in targeted neighborhoods. Repairs include replacement of major systems, roofing, siding, asbestos removal, window replacement, plumbing repairs and other necessary upgrades. Renovations to 4 single-family residences amounted to a total of \$74,585 in FY 2006 expenditures.

Housing Improvement Program – Multi-Family:

This program provides deferred payment loans to low-income owner occupants of two-to four-family homes in targeted neighborhoods. Repairs include replacement of major systems, roofing, siding, asbestos removal, window replacement, plumbing repairs and other necessary upgrades. This year's activities included renovations in 4 units within two properties, which were funded with \$63,361.80 of CDBG monies

Lead Hazard Reduction:

The City was awarded a \$1,000,000 EDI grant from HUD in 2003 to develop affordable housing. The EDI grant includes a component for lead hazard reduction, which enabled the City to continue assisting landlords and homeowners in removing lead hazards from the rental housing stock that is typically occupied by low and moderate income

households. The EDI grant is also being used for other projects, leading to safe and decent affordable housing opportunities for the City's low- and moderate-income households.

The department, through its licensed, lead-risk assessor, a licensed lead contractor and a licensed training provider, continues to serve the community with technical assistance, project evaluation and design and construction monitoring. As previously described, lead abatement projects were performed at 4 units of rental housing this FY.

Youth

Police Athletic League:

Ceiling, door and flooring renovations at 52 Ash Street began in FY 2006. Because bids for the project came in over budget, the Police Athletic League requested the project be limited to only include repairs to the floor.

Adult Learning Center:

In FY 2005, The Adult Learning Center was awarded \$50,000 as the fifth year of a five year renovation project to renovate and upgrade childcare rooms, bathrooms, classrooms and major building systems. The completion of this project was delayed until FY 2006 due to a timing issue.

Economic Development

Economic Development Initiative Grant – Housing:

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

Railroad Square Redevelopment:

During the past several years Nashua's CDBG Historic Building Façade Restoration Program has served as a noteworthy catalyst for encouraging increased private reinvestment and improvement within the urban blighted area known as Railroad Square. Façade and commercial signage redesign improvements have been carried out on several structures in past years. The presence and application of CDBG funding for building and public space improvements has positively and tangibly resulted in a renewed appreciation and valuing of the physical components of this long-disadvantaged inner-city district. The resulting gentrification however has already resulted in an out-migration of many who were able to call Railroad Square their home. For those who remain, and for those moving in, life in Railroad Square has become safer, cleaner, healthier, prouder, and optimistically vibrant.

This past year, the Office of Economic Development continued to work closely with developers, consultants, City staff, the Great American Downtown organization and others to obtain necessary approvals to implement the proposed Nashua River Promenade/Jackson Falls project. The project has resulted in the restoration of the former Goodale's building and its redevelopment into an upscale Irish Pub and restaurant, construction of a five-story, 22-unit luxury condominium development to the east of the existing building, and construction of a Riverwalk that will extend along the north shore of the Nashua River from the Main Street bridge to the far eastern edge of the property. The project was bid in FY 2005 and construction began in FY 2006 with the expectation to be completed early in FY 07. When completed, the project is expected to stimulate further revitalization of the Railroad Square area and implement important goals of the City's endorsed Downtown Master Plan.

MicroCredit Loan Program:

Provision of business skills training, access to micro-loan capital, and widening market opportunities for micro-enterprises in Nashua, under the program known as MicroCredit New Hampshire, was operated by the New Hampshire Community Loan Fund. In FY 2006, public business skills building workshops were held for a total of 40 attendees. MicroCredit New Hampshire served 21 unduplicated participants of which 5 were low-income clients and 10 were extremely low-income clients.

City of Nashua Transit System (NTS)

Bus Garage:

In November 2005 the City purchased property at 9-11 Riverside Street for redevelopment of a former industrial space into a municipal complex to house the City's Division of Public Works (DPW) Engineering and Administration Department and the administrative and operations departments of the NTS. A small portion of the existing building will be used by the Police Department for evidence storage. Additionally, a state-of-the-art transit storage and maintenance facility is being built adjacent to the existing building.

Rehabilitation of the existing building began in December 2005. In May 2006, the DPW section was completed and DPW staff took occupancy. Rehabilitation of the transit administrative/operations section is underway and nearing completion. Groundbreaking for garage construction took place in August 2006, and the project is on schedule for occupancy by March 1, 2007.

Ridership Continues to Soar:

In FY 2006, ridership soared another 12%, after the record-breaking increase in ridership experienced in FY 2005. Numbers continue to increase steadily. Schedule enhancements, service expansion into weekends and evenings, rider satisfaction with vehicles and operators, and soaring energy costs are attributed to these increases.

U-Pass Program Gains Momentum:

Rivier College and NH Technical College continued their partnership with NTS. Both colleges increased their sponsorship of the U-Pass program in FY 2006 and talks are underway with Hesser College and Southern NH University. The program affords students unlimited ridership upon presentation of their college identification card. This program has greatly increased ridership with youth and has provided an ongoing positive relationship with two local community partners. The U-Pass program is funded by the schools' student activities funds.

Ride Guides:

Last year the NTS Ride Guide went through a format transformation that has proven to be quite popular. The new format is newspaper-style, cheaper to print but offering more print area. Among the compliments received were the easy-to-follow schedules and interesting information about the history of the NTS. We also discovered that the format allows for more efficient and less expensive modification and updating, allowing us to share the most relevant information with the ridership community with each reprinting.

Summer Youth Pass Program:

In 2005, Nashua Transit initiated a new program to increase ridership of youth throughout the summer months. Youth were offered a summer bus pass, with unlimited rides, for a discounted price. The Nashua School Department, municipal swimming pools, and the Nashua Public Library worked in coalition with NTS to distribute flyers to all students nearing the end of the school year. The program brought youth the opportunity to access many activities and jobs throughout the summer months. This successful program was continued in 2006 and is expected to be an annual offering.

ABCD Youth Group:

The ABCD group, which is focused primarily on local youth involved in the court system, utilized the Nashua Transit Summer Youth Passes as a form of recognition to youths involved in the system who have achieved positive goals. Travel training was provided to any person not familiar with the bus schedules and system. Nashua Transit continues to work closely with the ABCD group, attending monthly meetings and assisting in any areas of transportation.

Transit to the Rescue:

Nashua Transit played a major role in the City's response to the damaging floods that occurred over Mothers Day weekend, 2005. The bus fleet was mobilized to assist with the evacuation of residents from flooded housing developments to shelter and services. Nashua Transit was also involved in a City-wide Emergency Management exercise in October 2006. Nashua Transit was placed on standby and used as a resource to evacuate the high school if the situation warranted. This was the first of many planned drills that will be conducted as the City's Emergency Management System is developed and perfected.

What's Blue and Yellow with designs on Green?:

During FY 2006, The NTS explored and implemented ways to reduce the negative environmental impacts of transportation. Currently, our entire fleet uses Diesel fuel. Together with DPW staff, transit staff is exploring bio-diesel alternatives. Procurement of replacement vans, scheduled for winter of 2006/2007, will specify non-diesel fuel systems.

Working with the NH Department of Environmental Services, the transit system has participated in anti-idling trainings and strategies, and provided free public transportation on "air quality alert" days, as measures to reduce further deterioration of the quality of our environment. Onboard advertising space has been dedicated to providing public education on environmental issues.

Also, the design and construction of the Riverside Municipal Complex incorporated numerous 'green' design elements to ensure energy conservation and maximize opportunities to utilize environmentally friendly materials and practices. Transit staff is represented on the City's "Green Team", a community-wide committee dedicated to increasing environmental awareness and identifying environmentally protective solutions.

Continuum of Care

One member of the UPD staff serves on the Board and Executive Committee of the Continuum of Care and works closely with member agencies. This year, the City helped carry out the process for the annual homeless census for the region on January 25, 2006. The City also carried out a quarterly homeless census sampling representative agencies. City staff has participated in various committees of the Continuum and worked with members to prepare the SuperNOFA application (the funding application to HUD that brought approximately \$1.6 million to the community this year), coordinated the investment of EDI and Affordable Housing Trust Funds, and helped implement the 10-year plan to end homelessness.

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair

Vice Chair

Secretary

Alternate (*Appointed March 28, 2006*)

Alternate

Alternate

Alternate (*Appointed September 27, 2005*)

Sean Duffy

Jonathan Currier

Susan Douglas

Robert Shaw

Richard Rondeau

Jeffrey Anderson

Normand Tremblay

Overview

Appointed by the Mayor, the Zoning Board of Adjustment is comprised of city residents to hear and decide requests for variances, special exceptions and appeals of administrative decisions from the Zoning Ordinances. The Zoning Board also serves as the appeal body

to decisions rendered by the Historic District Commission. The Zoning Board meets in public session twice monthly except in December, when it meets once.

Summary

In Fiscal Year 2006 the Zoning Board of Adjustment considered:

	<u>Requests</u>	<u>Denied</u>	<u>Granted</u>
Variances	208	19	
Use Variance	19	7	
Special Exceptions	47	3	
Rehearing	18		4

NASHUA GREEN TEAM

Executive Committee Members:

Janice Tremblay – Chair
Angela Vincent – Vice-Chair
Bruce Buttrick – Clerk
Denis Gleeson - Treasurer



On June 13, 2006, the Nashua Green Team was established through passage of Ordinance 06-09 - Establishing the Nashua Green Team. On that day, the Board of Aldermen renewed Nashua’s commitment to reduce our carbon footprint by stating that, “In continued pursuit of the city’s goals to reduce greenhouse gas emissions, increase energy efficiency, decrease air pollution, and reduce energy expenditures as first adopted by the city in Resolution 01-271, the Nashua Green Team for the City of Nashua is hereby established.”

The Green Team serves as an advisory committee to the Mayor, Board of Aldermen, and Division Directors providing guidance on how to become more energy efficient in the City. The Team is comprised of appointed representatives from city departments, public officials, businessmen, citizens, and environmental experts. The purpose of the Team is to develop an action plan to achieve these goals and a framework by which environmentally responsible decisions should be made. The Green Team will work to implement the action plan and to provide continued evaluation and report the progress of the city in meeting these goals.

The Green Team meetings, held on the 3rd Thursday of the month at 3:30pm the Auditorium, are open to the public – all are welcome to attend. Public participation and input is always welcome!

FINANCIAL SERVICES DIVISION

OFFICE OF THE CHIEF FINANCIAL OFFICER

Chief Financial Officer/Comptroller
Compliance/Trust Coordinator
Financial Services Coordinator

Carol A. Anderson
Lynn Thibodeau
Mo Qamarudeen

TREASURER/TAX COLLECTOR

Treasurer/Tax Collector
Traffic Violations Coordinator
Administrative Assistant
Deputy Treasurer/ Deputy Tax Collector
DPW Billing Accountant
DPW Collections Accountant
Customer Service Representative
Revenue Coordinator
Revenue/Service Specialist

David G. Fredette
Judy Miele
Kathy Anctil
Ruth E. Raswyck
Denise Lieberman
Nancy Naples
Sylvie Corriveau
Susan Martinelli
Dawn M. Roy

Supervisor, Motor Vehicle Registrations
Motor Vehicle Registration Coordinator
Motor Vehicle Clerk II – FT
Motor Vehicle Clerk II – PT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – FT

Pauline M. Lucier
Janet Durand
Deborah Martel
Norma I. Graceffa
Laura Diaz
Paulette Morgan
Flor Largy
Sharon Chase
Sandy Desharnais
Claire Berthiaume

ACCOUNTING/COMPLIANCE

Accounting/Compliance Manager
Senior Accountant/Auditor
(Deputy Manager, Accounting, Compliance)
Accountant/Auditor
Admin. Assistant/Payroll Operations Specialist (PT)

Cindy J. Bielawski
Rean Lam

Patricia A. Lyons
Jean E. Roth

ACCOUNTS PAYABLE

Accounts Payable Supervisor
Accounts Payable Clerk
Accounts Payable Clerk
Accounts Payable Clerk

Bernice Diggins
Fleurette Rioux
Naomi Patch
Patricia Deforte

COMPENSATION

Compensation Manager

Payroll Analysts II

Payroll Analysts II

Doreen Beaulieu

Julie Marchese

Sue Hill-McCarthy

The Financial Services Department consists of three distinct segments:

- **TREASURY/COLLECTIONS**
(Treasury, Tax/Collections, Motor Vehicle and Traffic Violations)
- **FINANCIAL REPORTING/COMPLIANCE**
(Accounting, Audit/Compliance, Accounts Payable)
- **COMPENSATION**
(Payroll, related Administration and programming)

TREASURY/COLLECTIONS

Treasury is responsible for processing all the “City’s cash deposits” and investment of City funds. The Treasurer is responsible for investing the City’s capital, maintaining banking relationships and disbursement of City obligations. The Chief Financial Officer and the city Treasurer are responsible for the management of the City’s debt. The City maintained their financial outlook from rating agencies. The rating agencies continue to express a positive outlook for the City of Nashua. As recent as December 2006 our bond rating is ‘AA+’ with a long-term rating, and stable outlook, from Standard & Poor’s rating services. Standard & Poor’s rating reflects the city’s diverse local economy, wealthy tax base growth, above average wealth and income levels, favorable financial position, and manageable debt burden.

Tax/Collections has the responsibility to bill and collect in excess of 54,630 property tax bills and approximately 87,000 wastewater bills. In addition, this unit also collects solid waste tipping fees and various fees/payments generated by special requirements. The unit is responsible for the collection and processing of the revolving loan fund administered by the city. The tax office is also responsible for issuing liens on property for late taxes and in FY 06 we placed 460 liens, which was increase of 39 from the previous year. The wastewater department continues to reflect strong fiscal management in building financial reserves that will benefit the city in the years to come.

Motor Vehicle and Traffic Violations primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2006, the city registered over 90,000 vehicles. The parking violations bureau continues to see an increase in the number of parking fines being issued and collected. The city has continued to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect growth in the collections of parking fines. The city issued over 30,000 parking tickets during FY2006.

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 FY06, including the Enterprise Funds, was approximately \$224,000,000. Melanson Heath & Company, PC, conducted the FY '06 external audit. Each fiscal year, the City of Nashua has strived to improve its overall financial operation and position.

The **Accounts Payable** function, as a separate function, processes all City obligations (exclusive of the School Department). Accounts Payable produces the bi-monthly warrants & vendor checks for both the city and school departments.

The **Compliance** function has added increased oversight of the City's financial resources. It results in greater accountability for all Divisions for their allocated funds. This is a critical function that will additionally result in the development of strong fiscal policies and procedures. With the growth in the annual budget, capital expenditures and bonding, grant awards, and trust and reserve funds, this function will experience more demands for compliance with federal, state, county and local rules and regulations. This function will be required to expand in order to meet that demand.

COMPENSATION

This segment is responsible for the compensation of approximately 2,700 employees, inclusive of all City and School District employees. Responsibility includes administration of and compliance with regulations relating to all payroll deductions inclusive of taxes, pensions, garnishments, union dues, etc. This segment plays an integral role in the collective bargaining process, including cost analysis and agreement implementation. It provides and analyzes payroll and payroll-related data for the City's annual budgetary process. Further, it provides and maintains the related database programming and ensures the accuracy of data entered. Programming for Human Resources is also incorporated into this function.

SUMMARY INVENTORY OF VALUATION – 12/05 FY2006

LAND	\$2,331,545,742
BUILDINGS	6,808,028,149
PUBLIC UTILITIES:	
WATER	62,641,500
GAS	39,052,900
ELECTRIC	<u>71,645,280</u>
TOTAL VALUATION BEFORE EXEMPTIONS	\$9,312,913,571
EXEMPTIONS ALLOWED:	
BLIND	(\$ 870,000)
ELDERLY	(149,459,400)
SOLAR/WIND POWER	(125,700)
SCHOOL DINING/DORMITORY/KITCHEN	(300,000)
PHYSICALLY HANDICAPPED	(140,600)
TOTALLY & PERMANENTLY DISABLED	(\$7,839,000)
TOTAL EXEMPTIONS ALLOWED	<u>(\$158,734,700)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	<u>\$9,154,178,871</u>
LESS PUBLIC UTILITIES	<u>(173,339,680)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	<u>\$8,980,839,191</u>

STATEMENT OF FY2006 BUDGET APPROPRIATIONS

GENERAL GOVERNMENT	\$42,830,967
FINANCIAL SERVICES	1,319,999
ADMINISTRATIVE SERVICES	2,941,116
PROTECTION OF LIFE AND PROPERTY	31,787,896
PUBLIC HEALTH & COMMUNITY SERVICES	2,826,400
PUBLIC WORKS DIVISION	9,645,219
PUBLIC SERVICES DIVISION	436,535
COMMUNITY DEVELOPMENT	1,419,116
PUBLIC LIBRARIES	2,243,840
SCHOOL DEPARTMENT	83,182,700
CONTINGENCY	238,898
CONTINGENCY – RETIREMENTS	800,000
CAPITAL RESERVE FUND	500,170
CONTINGENCY NEGOTIATIONS	127,188
BONDED DEBT SERVICE	20,006,222
CAPITAL IMPROVEMENTS	9,423,105

SOLID WASTE DISPOSAL	6,672,487
SEWERAGE DISPOSAL SYSTEM	7,161,036
WASTEWATER CAPITAL PROJECT	<u>4,550,000</u>
TOTAL FY '06 ADOPTED BUDGET	<u>\$228,112,724</u>

STATEMENT OF FY 06 REVENUES

FINANCIAL SERVICES	\$18,812,784
CITY CLERK'S OFFICE	175,985
BOARD OF ASSESSORS	10,500
POLICE DEPARTMENT	131,050
FIRE DEPARTMENT	18,960
COMMUNITY HEALTH DEPARTMENT	12,000
ENVIRONMENTAL HEALTH DEPARTMENT	106,525
WELFARE DEPARTMENT	90,000
PUBLIC WORKS AND ENGINEERING	36,363
PARKS AND RECREATION	300,153
STREET DEPARTMENT	1,344,430
PARKING LOTS	726,000
CEMETERIES	321,570
COMMUNITY DEVELOPMENT DIVISION	758,200
PUBLIC LIBRARIES	12,700
SCHOOL DEPARTMENT	32,802,053
MISCELLANEOUS	818,000
SOLID WASTE DISPOSAL	5,261,944
SEWARAGE DISPOSAL SYSTEM	<u>11,720,927</u>
	\$71,327,678
	=====

PROPERTY TAXES ASSESSED 12/05 FY06

1) TOTAL APPROPRIATIONS (INCLUDES INDIRECT SCHOOL COSTS)	\$228,112,724
2) LESS REVENUES	(71,327,678)
3) OVERLAY (ABATEMENT ACCOUNT)	1,718,807
4) HILLSBOROUGH COUNTY TAX	9,233,128
5) WAR SERVICE CREDITS	1,120,700
6) FUND BALANCE APPLIED	<u>(19,004,860)</u>
7) AMOUNT TO BE RAISED FROM TAXES (not adjusted per DRA)	\$149,852,821
	=====

TAX RATE HISTORY

C/Y	MUNICIPAL	COUNTY	SCHOOL	TOTAL
2006	6.17	0.99	10.04	17.20 (1)
2005	5.06	0.99	10.27	16.32 (R)
2004	6.80	1.26	11.79	19.85 (R)
2003	8.88	1.68	13.81	24.37
2002	8.51	1.74	13.35	23.60
2001	7.82	1.75	12.93	22.50
2000	6.64	1.70	13.01	21.35 (R)
1999	8.48	2.01	15.41	25.90
1998	8.96	1.93	17.76	28.65
1997	9.33	2.14	17.63	29.10
1996	9.39	2.30	18.51	30.20
1995	9.07	2.20	18.68	29.55
1994	9.14	2.15	17.61	28.90
1993	8.04	2.32	17.74	28.10
1992	7.89	2.48	17.92	28.30 (R)
1991	11.42	3.59	26.19	41.20
1990	11.23	3.59	23.98	38.80
1989	10.04	3.47	21.79	35.30
1988	8.36	2.83	19.41	30.60
1987	8.65	2.17	17.58	28.40
1986	9.20	2.03	16.77	28.00
1985	9.78	1.85	15.57	27.20
1984	9.28	1.73	16.69	26.70
1983	9.09	1.72	15.19	26.00
1982	9.20	1.50	14.90	25.60
1981	8.40	1.20	14.10	23.70 (R)
1980	19.40	3.30	35.00	57.70
1979	17.40	3.20	34.20	54.80
1978	18.60	2.70	33.50	54.80
1977	18.20	2.20	32.10	52.20

(1) Reflects FY 07 tax rate for calendar year 2006

(R) Revaluation year

HISTORY OF ASSESSED VALUATION

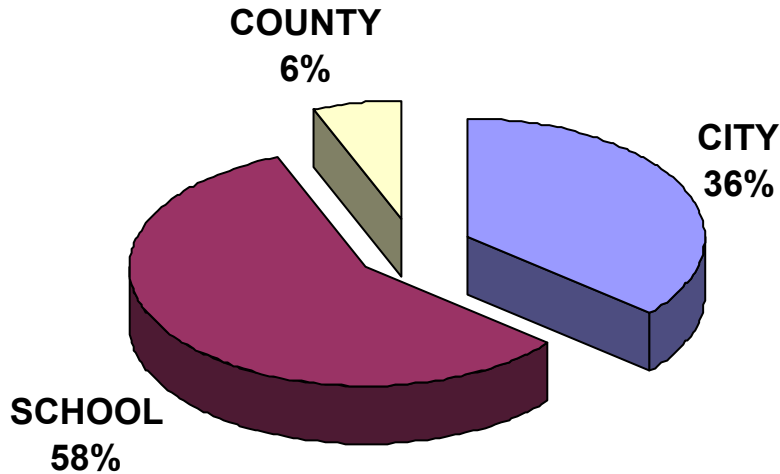
CALENDAR YEAR	VALUATION	
2006	\$8,996,058,859	
2005	\$8,980,391,935	(R)
2004	\$6,978,813,265	(R)
2003	\$5,363,848,408	
2002	\$5,435,992,099	
2001	\$5,331,857,935	
2000	\$5,251,008,071	(R)
1999	\$4,073,784,799	
1998	\$3,399,095,691	
1997	\$3,705,861,192	
1996	\$3,565,468,405	
1995	\$3,555,575,845	
1994	\$3,508,873,595	
1993	\$3,463,299,556	
1992	\$3,482,583,656	(R)
1991	\$2,238,774,141	
1990	\$2,250,401,251	
1989	\$2,230,037,778	
1988	\$2,218,194,400	
1987	\$2,089,387,100	
1986	\$1,981,794,500	
1985	\$1,839,854,100	
1984	\$1,697,638,650	
1983	\$1,606,277,150	
1982	\$1,535,149,600	
1981	\$1,495,814,600	(R)

(R) Revaluation year

LONG-TERM DEBT

The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long-Term debt. The City customarily issues 20-year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. Under a special act applicable to the City, the general debt limit of the City is 2.00% of its base valuation of \$8, 584,525,785 as last determined by the State Board of Taxation. Debt for school purposes is excluded from the general debt limit. Under a special act applicable to the school, school debt is subject to a limit of not more than 6% of the above described base valuation. State-prescribed statutory debt limits under RSA 33:4-a are higher than those allowed under the special act applicable to the City. At the end of FY'06, the City had long-term debt of \$138,135,704 for school related projects, \$23,901,229 for City, \$205,391 for Solid Waste Disposal and \$3,167,676 for the Waste Water Treatment Plant.

YOUR 2006 TAX DOLLARS



CITY OF NASHUA TRUST FUNDS

The City of Nashua has over 100 trust funds with a combined market value as of June 30, 2006 of over \$68.2 million. The purpose of some these funds include scholarship awards for Nashua High School students, perpetual care for the City's cemeteries, capital equipment purchases, cultural enrichment for the City's citizens, and books for Nashua Public Library. The city's trust funds must be invested pursuant to the provisions in RSA 31:25. Information regarding this and other state statutes concerning trust funds may be obtained from the Charitable Trusts Unit of the Department of Justice in Concord, New Hampshire.

The City is required to file annual reports with the Department of Charitable Trusts and the Department of Revenue Administration. The required reports, the MS 9 & 10, state the purpose of each trust fund, the date of its creation, and the fund's earnings and expenditures during the year. These reports are required for the charitable trusts that the City holds in custody but do not include trusts such as pension funds, impact fees, and funds that the City receives as the beneficiary of trusts held by other entities.

MS-9
Report of the Trusts - Index of the City of Nashua, New Hampshire as of June 30, 2006

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income				Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
2001	Landfill Regulatory Closure	landfill closure costs	Common Trust #2	1,122,000.00	500,000.00			1,622,000.00	43,611.82	64,387.01		107,998.83	1,732,998.83
2000	Solid Waste Equipment Reserve	capital reserve fund	Common Trust #3	618,184.50				334,735.73	13,888.59	66,476.65	(80,365.23)		334,735.73
2003	Sequoiennial Celebration	fund activities to celebrate City's 150th anniversary of incorporation	Common Trust #2	3,057.23				3,057.23					3,057.23
2000	City Hall Renovations	capital reserve fund	Common Trust #3	3,275.13				3,275.13	153.29	360.59		513.88	3,789.01
2004	Hunt Memorial Building Fund	restoration of Hunt Memorial Building	Common Trust #2	39,311.73	2,218.73			26,399.23		1,470.78	(1,470.78)		26,399.23
2004	Bomb Specialist Unit	indicated activities	Common Trust #2	7,312.50				183.72		311.22	(311.22)		183.72
2004	Police K-9 Unit	indicated activities	Common Trust #2	1,220.88	25.00			1,245.88		52.35		52.35	1,298.23
2004	Police School Program	indicated activities	Common Trust #2	544.83				544.83	12.23	23.71		35.94	580.77
2004	NPD Rape Aggression Defense System Program	indicated activities	Common Trust #2	1,647.33	80.00			1,683.97		71.62	(71.62)		1,683.97
2006	Law Enforcement Programs & Activities	indicated activities	Common Trust #2		2,000.00			68.00					68.00
2009	Auburn St. Fire Station	capital reserve fund	Common Trust #3	541.49				541.49	25.31	59.62		84.93	626.42
2005	Fire Public Education Injury Prevention	public education/injury prevention program	Common Trust #2	10,500.00	600.00			11,100.00	541.57	453.81		998.38	11,608.38
2006	Fire Emergency Fund	indicated activities	Common Trust #2		200,000.00			200,000.00	3,074.31			3,074.31	203,074.31
circa 1982	Waters Union Hospital Fund	erection maintenance of a city hospital	Common Trust #2	5,068.74				5,068.74	2,449.90	325.95		2,775.85	7,844.59
circa 1905	Charbois O. Harris	public bath	Common Trust #2	1,712.26				1,712.26	8,665.33	107.85		924.38	2,641.64
circa 1986	Chairman's Fund of the Board of Health	used at the discretion of the Chairman of the Board of Public Health	Common Trust #2	41,639.90	4,588.13			46,228.03	8,973.91	2,199.83	(1,052.54)	10,121.20	56,349.23
1950	Sarah Wallace Welfare	public welfare needs	Citizen Bank checking TD Banknorth CD	25,219.30				25,219.30	2,935.87	1,335.80	(231.35)	4,040.32	29,259.62
1997	Welfare	welfare emergencies	Common Trust #2	313,032.54				313,032.54	3,149.50	10,805.20		13,954.70	326,987.24
2006	Admission Expendable Trust Fund	indicated activities	Common Trust #2		24,000.00			24,000.00					24,000.00
2003	Summerfun	summer activities for citizens	Common Trust #2	5,427.71	14,650.00			7,026.53		83.65	(83.65)		7,026.53
2004	Hoban Stadium Improvements	materials/equipment/services/seasonal personnel/provide matching funds for grants	Common Trust #2	15,932.28	28,702.00			4,954.14		1,572.07	(1,572.07)		4,954.14
2004	Mine Falls Park Fund	materials/equipment/services/seasonal personnel/provide matching funds for grants	Common Trust #2	266,089.73	62,589.00			321,524.55		13,180.83	(13,180.83)		321,524.55
2004	David W. Deane Skateboard Park	materials/equipment/services/seasonal personnel/provide matching funds for grants	Common Trust #2	11,254.62	16,612.00			23,031.90		1,165.74	(1,165.74)		23,031.90
2006	Sports Teams Tournament Travel	indicated activities	Common Trust #2		129.82			129.82					129.82
1998	DPW Snow Removal	snow removal	Common Trust #2	601.27	346,986.00			265,393.95		5,391.23	(5,391.23)		265,393.95
2003	Street Paving	paving needs of the City	Common Trust #2	22,338.53	30,180.00			11,748.12		3,304.43	(3,304.43)		11,748.12
circa 1892	Edgewood Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	2,938,090.39	75,180.00			3,115,152.36	144.00	74,883.16	(75,720.16)	307.00	3,115,458.56
1975	Edgewood Cemetery Flower Fund	flowers for gravesites	TD Banknorth Portfolio*	117,623.44	600.00			124,972.69		3,609.00	(3,609.00)		124,972.69
circa 1884	Edgewood Cemetery Equipment Reserve	equipment purchases	Common Trust #2	52,414.02	6,640.00			59,054.02		2,444.94		5,736.25	64,790.27
1989	Edgewood Cemetery Deed Fund	developing new sections of cemetery	Common Trust #2	70,513.30	21,700.00			92,213.30		2,861.18		2,986.18	95,199.48
circa 1887	Suburban Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	138,154.91	12,000.00			155,236.96	48.87	3,773.24	(3,822.11)		155,236.96
1948	Suburban Cemetery W. Higgins Fund	maintenance of cemetery	TD Banknorth Portfolio*	1,034,457.99	18,194.47			1,052,652.46	190,382.02	39,635.13	(15,508.13)	214,359.02	1,267,041.48
circa 1855	Woodlawn Cemetery Perpetual Care	perpetual care	Securities America Portfolio*	2,923,483.41	25,765.00			3,033,853.47	1,440.34	182,833.24	(189,273.55)		3,033,853.47

35-9 Report of the Trust Funds of the City of Nishna, N.S., as at June 30, 2006

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Balance End of Year	Grant Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Income	Expended			
1994	Woodlawn Cemetery Abatement	raising & caring for trees in cemetery	Securities America Portfolio*	8,009.23	-	240.04	-	8,249.27	2,829.82	838.29	(868.47)	2,819.64	11,068.91
1996	Woodlawn Cemetery Maintenance	improvements & general maintenance	Securities America Portfolio*	130,390.12	63,297.57	(65.58)	(2,634.79)	190,987.32	-	4,460.41	(4,460.41)	-	190,987.32
1921	Lennie N. Wallace	flags for veterans graves	Common Trust #2	5,122.56	-	-	-	5,122.56	2,454.72	322.48	(59.35)	2,717.85	7,840.41
2001	Affordable Housing	housing aid	Common Trust #2	10,303.08	-	-	(10,363.11)	199.97	-	344.54	(344.54)	-	139.97
2000	School Deferred Maintenance	capital reserve fund	Common Trust #3	24,483.02	-	-	-	24,483.02	1,145.95	2,695.46	-	3,841.41	28,324.43
2003	School Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #2	195,571.00	-	-	-	195,571.00	6,561.25	8,602.68	-	15,163.93	210,734.93
2000	Portable Classrooms	rental fees for portable classrooms	Common Trust #2	6,213.41	73,105.00	-	(65,198.15)	16,120.26	-	4,301.85	(4,301.85)	-	16,120.26
2005	Sielos Stadium Improvements	repairs, replacements and improvements	Common Trust #2	295,676.73	13,891.82	-	-	309,568.55	1,536.70	12,862.83	-	14,399.53	323,968.08
2005	Sielos Stadium GOB Repayment	fund payments for bonded debt	Common Trust #2	295,676.72	12,530.00	-	(31,620.24)	256,606.48	1,536.70	11,843.06	(11,379.76)	-	256,606.48
2006	School Capital Reserve	indicated activities	Common Trust #3	-	8,000,000.00	-	(178,447.10)	7,821,552.90	-	221,532.90	(221,532.90)	-	7,821,552.90
1964	George M. French Bequest	school track team uniforms & equipment	Common Trust #2	1,464.60	-	-	(1,464.60)	-	637.95	64.74	(702.69)	-	-
2006	School Athletic Expendable Trust Fund	indicated activities	Common Trust #2	-	203,542.30	-	(191,921.28)	11,621.02	-	9.64	(9.64)	-	11,621.02
2006	Humane Katrina Relief Fund	indicated activities	Common Trust #2	-	15,992.44	-	(12,238.19)	3,754.25	-	211.81	(211.81)	-	3,754.25
2006	Special Education Expendable Trust Fund	indicated activities	Common Trust #2	-	567,229.00	-	-	567,229.00	-	-	-	-	567,229.00
2006	School Related Programs & Activities	indicated activities	Common Trust #2	-	2,095.00	-	-	2,095.00	-	-	-	-	2,095.00
1997	Sharon Bulley Parks Cultural & Enrichment Fund	student enrichment	Common Trust #1	13,461.01	-	596.40	-	14,057.41	-	509.11	(509.11)	-	14,057.41
1920	Wilks T. Dodge Award	scholarship	Common Trust #2	7,317.04	-	316.27	-	7,633.31	62.45	261.29	(264.31)	59.43	7,692.71
1869	Noyes Prize	scholarship	Common Trust #1	2,319.16	-	108.89	-	2,428.05	20.93	89.95	(90.42)	20.46	2,448.51
1992	Class of 1924 - Evelyn F. Lamont Scholarship	scholarship	Common Trust #1	24,459.47	-	1,074.57	-	25,534.04	206.82	887.71	(892.62)	201.91	26,139.95
1992	Ralph J. & Alice F. Burns Scholarship	scholarship	TD Diastroph Fundship*	261,897.65	-	9,484.30	-	271,381.95	716.09	7,182.89	(6,872.64)	1,025.94	273,408.89
1983	Thelma F. Doe Scholarship	scholarship	Common Trust #1	11,666.26	-	504.29	-	12,170.55	98.59	416.59	(419.78)	95.40	12,265.95
1993	Matis Memorials Achievement Award	scholarship	Common Trust #1	11,813.97	-	502.02	-	12,315.99	98.11	444.73	(418.34)	94.50	12,210.49
1979	Leo & Olive Ferryall Scholarship	scholarship	Common Trust #2	16,407.45	-	709.22	-	17,116.67	136.74	585.89	(585.34)	137.29	17,253.96
1973	Virginia Holl Dunlap Award	scholarship	Common Trust #1	538.06	-	(8.53)	-	529.53	4.12	29.88	(19.54)	14.46	543.99
1947	Walter & Evelyn Nemith Scholarship Prize	scholarship	Common Trust #1	9,118.35	-	394.17	-	9,512.52	74.53	325.62	(322.99)	77.16	9,586.83
1993	Arthur J. Nakos Scholarship	scholarship	Common Trust #2	31,218.64	-	1,349.45	-	32,568.09	288.77	1,114.81	(1,117.03)	256.55	32,824.64
1980	Nashua High Class of 1939 Memorial Scholarship	scholarship	Common Trust #1	17,074.98	-	723.40	-	17,798.38	140.88	597.62	(598.16)	140.34	17,938.72
1983	Raymond N. Chaud Memorial Scholarship	scholarship	Common Trust #1	7,988.99	-	345.31	-	8,334.30	65.20	285.27	(285.60)	64.87	8,399.17
1985	Honorable Frank B. & Emma O. Clancy Scholarship	scholarship	Common Trust #1	121,225.60	-	5,200.10	-	126,465.70	1,000.89	4,238.90	(4,286.91)	1,042.88	127,508.58
1987	William H. & Edna E. Keenan Scholarship	scholarship	Common Trust #1	573,297.28	-	24,805.37	-	598,602.65	4,723.84	20,303.65	(20,508.39)	4,719.10	603,321.75
1989	Charles H. Austin Scholarship	scholarship	Citizens Bank Portfolio*	1,825,875.01	-	83,047.65	-	1,909,922.66	9,027.61	67,650.07	(64,901.51)	11,776.17	1,926,698.83
1997	Lauritz Erickson Scholarship	scholarship	Common Trust #1	19,693.73	-	831.28	-	20,545.01	165.18	703.26	(708.49)	159.95	20,704.96
1999	Ruth Khan Scholarship	scholarship	Common Trust #2	243,418.28	-	10,822.05	-	240,378.11	-	8,230.26	(8,230.26)	-	240,378.11

3125-9
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2006

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Grand Total Principal & Income End of Year		
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income		Expended	
2001	Marco Scher Memorial Scholarship	scholarship	Common Trust #1	17,066.97	210.00	799.33		17,986.30	546.17	592.81	(1,000.49)	138.49	18,124.79
1973	Olla Holt Dunlap Award	scholarship	Common Trust #2	475.48		53.33		527.81	26.97	17.53	(29.99)	14.51	542.32
1997	Linda Swadler Scholarship	scholarship	Common Trust #1	17,185.37		897.65		18,083.02	-	706.98	(170.30)	536.68	18,619.60
2004	Stephen Guitoy Memorial Scholarship	scholarship	Common Trust #2	3,812.31	100.00	93.23		1,305.59	-	50.05	(50.05)	-	1,805.59
2003	Mark Tibbault Wrestling Scholarship	scholarship	Common Trust #2	3,416.33				3,416.33	67.38	148.27	(190.67)	218.65	3,631.98
2004	Berard Maier Memorial Scholarship	scholarship	Common Trust #2	3,895.69				2,586.36	-	190.67	(190.67)	-	2,586.36
2004	Alan H. Rudman Memorial Scholar-Athlete Award	scholarship	Common Trust #1	110,068.74		4,122.70		114,194.44	1,063.68	3,484.90	(2,831.59)	1,716.99	115,911.43
2004	Louis Lenny Athletic Scholarship	scholarship	Common Trust #2	860.56		(449.78)		410.78	-	50.22	(50.22)	-	410.78
2006	Linda Haygood Laessle Fund	scholarship	Common Trust #1		20,000.00	14,771.55		15,238.45	-	238.45	(238.45)	-	15,238.45
1889	Moses Hunt Lecture Fund	public courses of popular & scientific lectures	Common Trust #1	49,896.04	151.53	1,941.84		51,992.41	865.19	1,613.47	(1,689.13)	786.51	52,778.92
1937	Ho Harris Lecture Fund	public lectures & concerts	Common Trust #1	27,929.99		1,088.62		29,018.61	732.20	907.38	(1,445.42)	194.16	29,212.77
1988	Capital Equipment Reserve	capital reserve fund	Bank of America Portfolio*	3,360,190.99	500,000.00	1,968.75		3,862,159.74	-	238,743.95	(103,735.07)	135,008.88	4,017,108.82
2000	City Retirement	retirement expenditures in excess of budgeted amount	Common Trust #2	972,200.19		(530,724.04)		441,476.15	-	44,364.37	(44,364.37)	-	441,476.15
Grand Total All Funds				18,549,797.18	10,847,112.50	348,435.12		28,187,280.18	398,218.87	1,157,126.35	(910,300.09)	585,142.16	28,774,423.34

*See attachment for portfolio detail

Fees and expenses paid for professional banking assistance (RSA 311:38-a IV)
 Name of Bank: Citizens Bank Fees paid: \$26,920.59
 Name of Bank: TD Banknorth Fees paid: \$32,661.88
 Were these Fees & expenses paid for totally from income? Yes

MS-10
 Report of the Common Trust Fund Investments of the City of Nashua, New Hampshire as of June 30, 2006

How Invested	Principal (Book Value)			Income			Grand Total Principal & Income End of Year
	Balance Beginning of Year	Deposits	Withdrawals	Balance End of Year	Balance Beginning of Year	Expended During Year	
Common Trust #1 Citizens Bank Portfolio*	1,346,198.02	464.53	(25,422.29)	1,378,281.36	10,913.86	(55,407.02)	1,380,941.39
Common Trust #2 Citizens Bank Money Market	5,294,398.08	485,973.69	(635,446.83)	5,144,924.94	-	(201,644.24)	5,144,924.94
Common Trust #3 Citizens Bank Money Market	1,228,381.56	8,500,000.00		9,728,381.56	28,494.19	(134,150.38)	10,088,386.72

*See attachment for portfolio detail

Municipal Government Report

MS-9
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2006

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Income	Expended	
1979	Charles Zylonis	educate/inform the public about Lithuania	Common Trust #1	359,629.16	15,534.53	19,131.16	11,325.07	(18,152.48)	12,303.75	387,467.44	
1962	Alfred Everett Smith	non-fiction and/or art book purchases	Common Trust #2	8,861.94	399.78	2,029.31	357.35	(58.65)	2,328.01	11,897.73	
1935	Ina F. Harris Fund	purchase of books	Common Trust #1	36,188.00	1,665.73	6,255.18	1,379.51	(244.37)	7,396.32	45,254.05	
1965	Ada Harkaway Trust	purchase of children's books with emphasis on fairy tales and myths	Common Trust #2	1,127.09	49.97	1,177.06	48.02	(7.34)	381.17	1,588.33	
1973	Chandler Memorial Library Fund	care & maintenance of the Chandler Memorial Library	Common Trust #1	136,246.27	12,676.18	54,788.17	9,042.60	(2,350.61)	12,170.16	161,092.61	
1932	Leonard Freeman Burbank	purchase of works of art by living artists	Common Trust #2	79,750.85	11,160.35	30,049.60	9,133.97	(1,637.24)	37,546.33	128,457.53	
1988	Henry Stearns Fund	purchase of reading matter	Common Trust #1	2,017,424.59	98,877.44	235,979.43	78,096.13	(17,485.55)	296,590.01	2,412,892.04	
2004	Raymond Award	for the purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history	Common Trust #2	2,892.19	124.14	3,016.33	89.97	(57.69)	111.56	3,127.89	
1982	John M. Hunt Memorial	building of library	Common Trust #1	25,277.44	982.79	1,151.30	730.59	(1,144.19)	788.20	36,998.43	
1966	Daniel Hussey	general library purposes	Common Trust #2	32,982.70	1,482.50	1,898.86	1,092.02	(1,597.49)	1,393.39	33,838.59	
1916	Almira Joquith	general library purposes	Common Trust #1	56.56	49.97	341.87	48.05	(7.34)	382.58	489.11	
2000	Nanna M. Rose	general library purposes	Common Trust #2	14,369.34	541.32	14,910.66	511.52	(79.43)	831.18	15,741.84	
1990	Martha C. Craner	general library purposes	Common Trust #1	13,670.12	666.29	1,166.66	511.06	(97.75)	1,579.97	15,916.38	
1991	U.S. Constitution	to promote a greater understanding and appreciation of the U.S. Constitution and The Bill of Rights	Common Trust #2	3,926.09	166.38	4,092.67	164.57	(24.44)	1,395.59	5,482.26	
1974	Marion Fairfield	general library purposes	Common Trust #1	4,304.76	216.54	868.07	181.93	(118.76)	931.24	5,452.54	
1984	Bertha Hickey	Chandler Memorial Library	Common Trust #2	6,690.71	333.13	1,214.25	279.40	(48.87)	1,444.78	8,468.62	
1985	Jessie C. Locke	Chandler Memorial Library	Common Trust #1	113,136.25	4,292.49	117,933.74	4,170.83	(10,103.04)	14,167.50	132,096.24	
2000	Frank B. Clancy	general library purposes	Common Trust #2	33,196.47	1,415.96	34,612.43	1,030.45	(357.72)	1,962.99	36,575.42	
1996	Genevieve Nesmith	purchase of books	Common Trust #1	29,292.97	1,133.75	4,593.02	968.60	(166.33)	5,395.29	35,822.01	
1996	Virginia Carr Bloomfield	general library purposes	Common Trust #2	418,874.70	16,324.10	22,535.00	12,129.85	(18,497.10)	16,167.75	451,866.55	
2004	Historical Books	to fund printing costs of The History of the City of Nashua & other historical books	Common Trust #1	121,688.88	500.00	12,668.88	544.12	(12.91)	815.98	13,484.86	
2004	Museum Passes	purchase museum passes for public use	Common Trust #5	302.97	(187.09)	115.88	12.91	(12.91)	-	115.88	
2004	Plaza Pies	to fund summer plaza pies	Common Trust #5	1,116.39	1,000.00	1,116.39	30.78	-	30.78	1,147.17	
2004	Miscellaneous Library Donations	donated funds to be used at discretion of the Trustees	Common Trust #5	2,215.11	988.92	2,784.73	134.25	(134.25)	-	2,784.73	
Grand Total All Funds				3,352,711.55	2,488.92	3,523,187.62	131,901.12	(72,383.55)	416,053.53	3,939,243.15	

MS-10
 Report of the Common Trust Fund Investments of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2006

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	Income	Expended	Balance End of Year	
Common Trust #1 TD Banknorth Investment Portfolio*	3,337,836.78			168,664.96	3,506,501.74	116,302.91	(114,581.51)	21,120.40	3,527,622.14
Common Trust #2 TD Banknorth Money Market	-					129,170.13	(58,463.54)	394,088.37	394,088.37
Common Trust #3 TD Banknorth Checking	-						(8,385.94)	-	-
Common Trust #4 Citizens Money Market	4,120.51		(4,120.51)		-			-	-
Common Trust #5 Citizens Money Market	16,125.50	1,166.77	(606.39)		16,685.88			846.76	17,532.64

* See attachment for portfolio holdings

Fees and expenses paid for professional banking/brokerage assistance: (RSA 31:238-a, IV)
 Name of Bank/Brokerage: TD Banknorth
 Fees Paid: \$24,743.37
 Were these fees & expenses paid for totally from income? Yes

NASHUA FIRE RESCUE

MISSION:

It is the mission of Nashua Fire Rescue to protect life, property, and safeguard the quality of our environment by providing effective emergency and support services related to fire suppression, emergency medical response, specialized rescues and hazardous materials mitigation.

Nashua Fire Rescue will take a pro-active role, in reducing the impact of such emergencies, by providing programs related to public education, risk reduction, fire, and injury prevention, community relations, disaster planning, and operational training.

All services provided will be delivered in the most efficient and effective manner to meet the needs of our internal and external customers.

Approved (1/3/2006): Nashua Board of Fire Commission

BOARD OF FIRE COMMISSIONERS

Mark Piekarski, Chairman
Paul Garant, Clerk
Richard Soucy

Edward Madigan, Vice Chairman
Maurice Trottier

FIRE RESCUE STAFF

Roger Hatfield
Brian Morrissey
Michael Mansfield
Michael O'Brien (Group I)
Robert Burnham (Group II)
Daniel Cronin (Group III)
John Allison (Group IV)

Fire Chief
Assistant Chief of Administration
Assistant Chief of Operations
Deputy Fire Chief
Deputy Fire Chief
Deputy Fire Chief
Deputy Fire Chief

DEPARTMENT PERSONNEL

ADMINISTRATIVE OFFICE

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

FIRE MARSHAL OFFICE

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

FIRE TRAINING

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

FIRE FLEET

Thomas Stepney	Superintendent
Philip Pichette	Asst. Superintendent
David Powell	Mechanic

FIRE ALARM

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

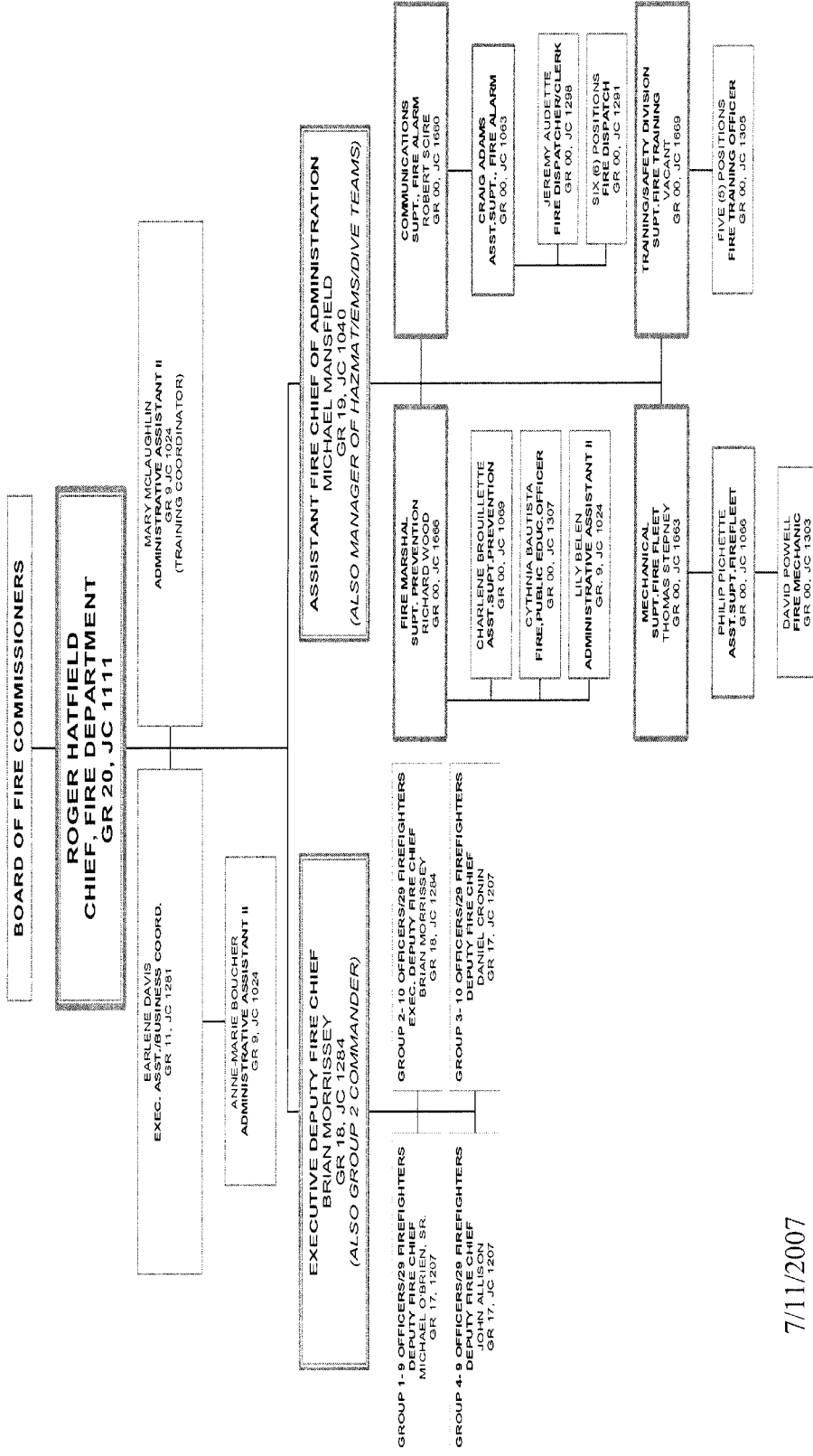
DISPATCHERS

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

NASHUA FIRE RESCUE STATION ROSTER

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

NASHUA FIRE RESCUE (532)



7/11/2007

NASHUA FIRE RESCUE EVENTS

In the reporting period from July 1, 2005 thru June 30, 2006, Nashua Fire Rescue logged 7,801 incidents. Of these, 128 incidents were structure fires. 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.

26 to 28 Jefferson Street: 3rd Alarm -Dispatched for a building fire, upon arrival we found a 2.5 story wood frame with heavy fire condition from showing from the attic.

70 Lock Street: 3rd Alarm – Dispatched for building fire. Upon arrive fire and heave smoke showing from second floor, front of building.

15 Webster Street – 3rd Alarm – Dispatched to a kitchen fire, upon arrival we found a 2.5 story wood frame building with a heavy fire showing from the 2nd floor. Four families were displaced by this fire.

54 Perham Street: 2nd Alarm – Dispatched to a building fire, upon arrival found a 3 story multiple family building with an apartment fire on the third floor.

Winn Road Area: 2nd Alarm –Dispatched for a smoke column reported by the Federal Hill fire tower. Upon arrival, found a fast moving brush fire pushed by strong winds. Over 10 acres burned.

17 Kessler Farm Dr: 2nd Alarm – Municipal fire alarm signal received with subsequent 911 calls. Fire found in the 1st floor hallway. 4 story multiple apartment building, assisted in evacuating multiple tenants. Fire Marshall's office investigated

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

- Hazardous Materials incidents, 528
- Rescue Incidents, 3,817
- Emergency Medical Incidents, 2,881

TYPES OF INCIDENTS FOR FISCAL YEAR 2006

<u>FIRE EXPLOSION</u>		Sub Total.....	561
Structure Fires:	128		
Outside of Structural Fires:	30	<u>SERVICE CALL</u>	
Vehicle Fires:	42	Lock-Out:	84
Trees, Brush, Grass Fires:	69	Water Evacuation:	129
Refuse Fires:	23	Smoke, Odor Removal:	30
Explosion, No After-Fire:	3	Animal Rescue:	3
Outside Spill, Leak with Ensuing Fire:	4	Assist Police:	43
Fires, Explosion not classified above:	1	Unauthorized Burning:	50
Fire, Exp; insufficient info avail to class		Cover Assignment:	28
Classify further:		Assist Occupant:	67
Sub Total.....	300	Service Call not classified above:	686
		Service Call; insufficient info available:	55
		Sub Total.....	1,175
<u>OVERPRESSURE RUPTURE</u>			
Steam Rupture	1	<u>GOOD INTENT CALL</u>	
Air, Gas Rupture	10	Food on Stove:	167
Overpressure Rupture Not Classified above	6	Smoke Scare:	79
Overpressure Rupture; Insufficient Info:		Wrong Location:	11
Sub Total.....	17	Controlled Burning:	12
		Vicinity Alarm:	8
		Steam, other Gas Mistaken for Smoke:	15
		Returned in Service before Arrival:	77
		Good Intent Call not classified above:	184
		Good Intent Call; insufficient info:	141
		Sub Total.....	694
<u>RESCUE CALL</u>		<u>FALSE CALL</u>	
Inhalator Call:	1	Malicious, Mischievous False Call:	101
Emergency Medical Call	2,875	Bomb Scare, no Bomb:	1
Automobile Accident:	624	System Malfunction:	653
Lock-In:	14	Unintentional:	404
Search:	2	False Call not classified above:	25
Extraction:	37	False Call; insufficient info:	18
Assist the Occupant:	191	Sub Total.....	1,202
Rescue Call not classified above:	22	<u>OTHER SITUATION FOUND</u>	
Rescue Call; insufficient info:	11	Type of situation found not classified above:	24
Sub Total.....	3,777	Blanks	59
		Sub Total.....	83
<u>HAZARDOUS CONDITION, STANDBY</u>			
Spill, Leak with no Ignition:	157	TOTAL INCIDENTS	7,809
Carbon Monoxide Problem:	100		
Explosive, Bomb Removal:			
Excessive Heat:	21		
Power Line Down:	43		
Arching, Shorted Electrical Equipment:	109		
Aircraft Standby:	57		
Chemical Emergency:	7		
Haz Condition, standby not classified above:	56		
Hazardous Condition insufficient info:	11		

FIRE MARSHAL

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

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

In January 2005 we added a safety-training trailer to our stable of public education props. The trailer is a replica of a single-family home with a living room, kitchen, and bedroom. We have the ability to simulate smoke conditions and other unsafe conditions found in the home to all age groups. This has greatly improved the quality and impact of our risk reduction programs.

Risk Watch

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

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

Regional Juvenile Fire Intervention Program

Our Regional Juvenile Fire Intervention Program is a collaborative effort between Nashua Fire Rescue, Nashua Police, The Youth Council, Fire Departments from seven surrounding communities, and others. The program serves youth who have been involved in fire misuse and other related problem behaviors. We consider our program to be the most comprehensive and one of the best currently offered in the State.

These programs have been provided with minimal impact on our budget. We have been able to accomplish this as the result of grants, volunteer labor, and cooperative agreements with other agencies and communities. We encourage you to learn more about these programs by visiting our web site at <http://www.nashuafire.com>.

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

New Construction

132 Building Permit Applications Reviewed
120 New Building Inspections Made

Request For Information

915 Information Given

Meetings

373 Meetings Attended

Inspections

254 Places of Assembly
35 Schools
15 Day Cares
50 Foster Homes
4 Health Care Facilities
108 Residential
16 Business Occupancies
8 Industrial Plants
63 Fire Hazards
34 Other Inspections

Fire Investigations

40 Fires
3 False Alarms
101 Juvenile Firesetter Interventions
23 Other Investigations

Permits & Fire Reports

149 Fire Protection Systems Permits
222 Places of Assembly
20 Storage of Hazardous Materials
4 Blasting

13 Abandon/Removal of U.G. Tanks
10 Fireworks
40 Shows (Carnivals, Circuses, etc.)
38 Fire Reports to Insurance Companies
7 Environmental Searches

\$71,247.73 – Income Received from Permits, Reports, Grants, etc.

Fire Prevention Services For The Public

6 Walking Tours
37 Talks Given
19 Press Releases for Fires
10 Public Education Meetings
3 Evacuation Planning
7 Evacuation Drills
25 Other – Safety house, Patches
80 Risk Watch Classes

Engine Company Activities

4 Woodstove Inspections
4 Chimney Inspection
391 Single Family Smoke Detector Inspections
182 Multi-Family Homes Inspections
266 Multi-Family Units Inspections
173 Tours of Fire Stations by Groups
4018 # of People in Tours
17 Other

298.25 Hours – Total Time Spent on Prevention Activities

*Respectfully submitted,
Richard W. Wood
Fire Marshal*

TRAINING / SAFETY DIVISION

**Superintendent of Training/Safety
Administrative Assistant II/Training Coordinator**

**Robert Leuci, Jr.
Mary McLaughlin**

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	182	LG Area Search Diver	42
Firefighter II	156	Confine Space Rescue	3
Firefighter III	124	Rescue Systems I	10
Scuba Open Water	46	EMS Provider License	154
Scuba Adv. Open Water	21	CPR	182
Scuba PS Rescue Diver	23	First Responder	58
Scuba-Divemaster	3	EMT Basic	63
Moving Water Diver	27	EMT Intermediate	27
NH Safe Boater	182	EMT Paramedic	6
Rapid Deployment SAR/R	41	Auto Defibrillator	179
Ice Dive SAR/R	38	Manual Defibrillator	6
PHTLS	5	NHFST Ed Meth Instructor	1
ACLS	5	NHFST ICS Instructor	5
Haz-Mat Awareness	174	FF Safety and Survival	137
Haz Mat Operations	174	CPR Instructor	4
Haz-Mat Decon	174	EMT Instructor	2
Haz-Mat Technician	95	Haz-Mat A/O Instructor	3
Haz-Mat Incident Manager	7	Haz-Mat Decon Instructor	3
Radiation Monitoring	51	Haz-Mat Tech Instructor	3
Emer. Resp. to Terrorism	98	Emerg. Veh. Driv. Inst.	1
Driver Operator Pumps	33	Ed Meth for Co. Officer	23
Driver Operator Aerial	1	Fire Inspector	4
Driver Operator All Vehicle	24	Arson Awareness	128
NAPD Fire App. Operation	37	Emerg. Medical Dispatch	4
Fire Officer I	56	PS Dispatcher I	9
Fire Officer II	54	PS Dispatcher II	2
Incident Command	184	IMSA Level 1	1
Fire Instructor I	58	IMSA Level 2	1
Fire Instructor II	5	Executive Fire Officer	2
Fire Instructor III	4	Associate Degree	50
Fire Instructor IV	2	Bachelor Degree	10
State Instructor	1	Masters Degree	2

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

The Nashua Training Ground Facility located on West Hollis Street continues to be widely used throughout the year. All NFR Companies, various other city divisions, and mutual aid departments utilize this facility on a weekly and monthly basis. NFR presently has over 50 agencies that use our drill yard. The Training Props that are in use are: Burn Building, LPG Training Prop, Roof Venting Simulator and a variety of Transportation Containers.

The Nashua Training Division Classroom located at 177 Lake Street is very active with different meetings, seminars, and classes. Our classroom has been scheduled to provide the following:

NFR day training	2400 Hours	Other agency meetings	120 Hours
Other agency night training	300 Hours	NFR meetings	350 Hours
NFR night training	175 Hours	Seminars	192 Hours
Testing	1400 Hours	HazMat Programs	150 Hours

For a total of 5087 hours, an amount that continues to grow as we continue to grow.

The scheduled training breakdown for all Nashua Fire Rescue Suppression during FY/2006 consisted of Hazardous Materials Training with the Regional Response Team, Nashua Fire Rescue Dive Team, EMS Refresher, Basic Fire Skills, SCBA refresher, Recruit School, and approximately 1300 hours of training delivered by the Training Division. Our company officers have logged the following training:

Firefighter	7298 Hours	Rescue Skills	6138 Hours
Medical	3464 Hours	Hazardous Materials	1678 Hours
Driver / Operator	6411 Hours	Management	1129 Hours
Education / Inst.	476 Hours	Prevention	254 Hours
Dispatcher	384 Hours	NIMS	736 Hours
RIT	4320 Hours	Dive Training	1472 Hours
EMT/RTP	1228 Hours	IMC Records Training	100 Hours
Vehicle Fire Invest.	54 Hours	CPR Instructor Recert.	4 Hours
Fire Investigation	120 Hours	Fire Inspec./Code Enf.	152 Hours
Citation Authority	32 Hours	EFOP	200 Hours

This represents a total of 35,650 hours of training that has been provided to the members of Nashua Fire Rescue, over 12 % increase over 2005. As the scope of our job evolves, so does the training mission. In addition to the basic fire related programs, the Nashua Fire Rescue Training/Safety Division has identified many specialized areas of training it will continue to focus on over the next several years in an attempt to ensure that the organization's personnel is prepared to respond to and deal with the challenges of any emergency, whether it be related to fire, emergency medical services, hazardous materials, or any of the several technical rescue disciplines that we could be called upon to assist with and mitigate. The goal for the training programs is to provide excellent training opportunities in a controlled environment and provide the utmost in safety for the personnel who are participating.

HUNT BUILDING

The Hunt Building, designed by legendary architect and New Hampshire native Ralph Adams Cram, was built in 1903 to serve as Nashua's public library. The building was added to the National Register of Historic Places in 1971. HDB/Cram and Ferguson – successor to Ralph Adams Cram's firm – has completed a *Facility Master Plan* for the complete renovation and restoration of the Hunt and the Trustees are executing this plan as funds become available.

In 2005-6, the Trustees used \$240,000 from grants, trust funds, and other sources to replace the roofing, repoint the exterior brickwork, paint the main reading room, and restore the clock face. In order to fully utilize the building, water damage and infiltration must be addressed and HVAC must be installed.

As an historic architectural landmark, the Hunt is an essential component of our city's cultural renaissance. With that in mind, the Trustees applied for and received \$7500 in outside grants for programming over the last year for free concerts – including the Hunt Heritage series featuring a variety of ethnic performances – as well as lectures, pictures with Santa at the Holiday Stroll and at Halloween, and many family events. These events offer members of the community an opportunity to visit and to enjoy the Hunt building.

The Hunt is fast developing a reputation as an elegant but affordable venue for meetings, parties, and celebrations. There has been an increase in private rentals for events which have contributed over \$4000 in rental income to the General Fund. The Trustees open and close the building, help to clean it, and make sure that everything is in working order.

The Hunt as is a multi-use, multi-purpose facility. In addition to the rooms currently used for events and receptions, the building has 5,000 sq. ft. of unused space. Located in the heart of downtown Nashua, the Hunt could serve as a home to various non-profits and cultural organizations, when the water problem is resolved and HVAC installed.

The goal of the Trustees continues to be the renovation, restoration and the reuse of the building.

Hunt Building Board of Trustees

INFORMATION TECHNOLOGY DIVISION

Director
Network Analyst
Project Leader - Internet/Intranet Appl. Developer
Internet/Intranet Appl. Developer
Systems Admin/DB Admin
Systems Spec/Web Analyst
Tech Specialist III
Tech Specialist II
Tech Specialist II
Tech Specialist II
PEG Program Manager
Administrative Assistant

John Barker
Ken Tyrrell
James Molony
Marcia Rogowsky
Michael Roy
Brian O'Neill
Dan McMullen
Nathan Lloyd
Sherry Pratt
David Springfield
James McLean
Vacant

18-month Report: July 2005 – December 2006

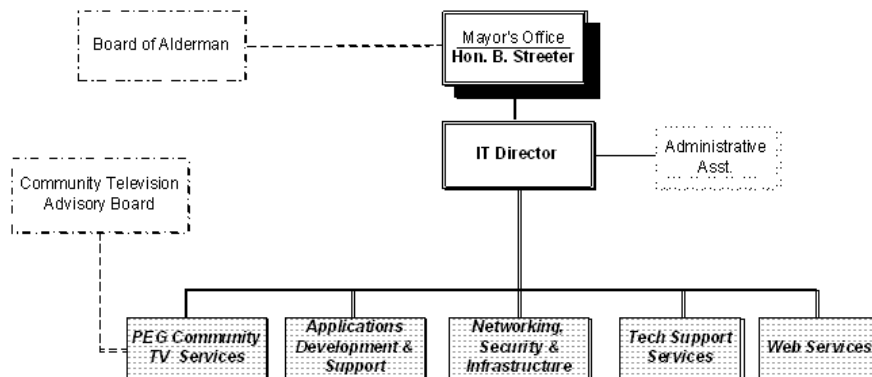
Mission:

The mission of the Information Technology (IT) Division is to deliver *Service, Leadership, Empowerment, and Value.*

- We provide data and technology services than anticipate and satisfy the needs of citizens, staff, and other stakeholders of the City of Nashua.
- We lead by proactively bringing to the table resources & processes to deploy innovative, cost-effective and accessible technology in computing, media, and telephone services.
- We collaborate with all staff and agencies to emphasize empowerment of the individual through technology.
- We focus on increasing value through continuous improvement in ease of use and quality of services & data.

Organization & Scope:

Information Technology Division



The IT Division reports directly to the Mayor. The Division is organized into specific service-oriented teams that manage the deployment and administration of technology services to our stakeholders. The Division is responsible for hardware, software, data & networking for the majority of City staff including the Board of Alderman, the Mayor's office, and the Finance, Administrative Services, Planning & Community Development, Public Health, Public Works, and Fire & Rescue Divisions. We collaborate closely with local Information Technology staffs from the Nashua School District, the Nashua Public Library, and the Nashua Police Department, and also manage and administer the telecommunications systems for these agencies. In 2006 the IT Division has also taken on the responsibility of building out and managing our PEG (Public, Educational and Government) community access television resources, production and cablecasting.

Services:

The IT Division supports approximately 600 users at 25 City locations, managing & maintaining over 400 individual computers and 165 networked printers. We provide 24 x 7 management of over 50 servers that support and sustain the daily functions of our City government in addition to monitoring and maintaining over 35 network devices and all of our telephone systems.

Among the services we provide are:

- Onsite and remote support of all computing devices including PDAs, tablets, laptops, desktops, servers, and printers both local and networked.
- Onsite & remote support and training on our standard desktop suite of applications (MS Office, email, calendaring, etc.).
- Maintenance & backup of all shared services & systems (financials, personal & departmental data, email, etc.).
- Support, maintenance and user training of our City voice telephone systems (over 540 units) including voicemail, unified messaging, DID, desktop faxing and many additional features.
- Support, maintenance, administration and end-user training on the City's website system (gonashua.com).
- Administration, maintenance & support of our extended City data network, both copper & fiber optics and all associated networking, firewall and security services and devices.
- Monitoring, securing and administration of the City's various internet access services.
- Support and administration of the City's various GIS (Geographical Info Systems) services utilized by Assessing, Planning, and both City and regional Emergency Services personnel.
- Application Programming including developing new applications, enhancements to existing programs, report and reporting tools development, database management, and 3rd-party software integration with City systems.

- Maintenance of the City's ADMINS municipal financial software infrastructure. Admins has been utilized for all financial applications in the City, and custom applications have been created for almost every department (more than 36 major applications, and hundreds of modules) including general ledger, payables, purchasing, payroll, HR, city clerk, motor vehicle, tax, assessing, public health, public works, planning, etc.

Accomplishments:

2006 has been a year of very positive change for information technology in the City.

One important change has been a recognition of the increasing importance of IT's role and its services to the staff and citizens of Nashua. This has led to the elevation of Information Technology from a departmental status under the Administrative Services Division to an independent Division reporting directly to the Mayor's office. In addition a new IT Director joined the City in 2006 and we have reorganized IT to focus on improved service and delivery.

This past year has also seen the IT Division take the lead with other City Divisions, Departments and Agencies to develop a technology Strategic Plan for collaboration and development of critical IT services and infrastructure for the entire City. We expect to complete and distribute the final plan in 2007.

2006 has also been a productive year as well for Information Technology. Our support request volumes have increased 20% — in the past year we have handled over 5,000 unique requests. We have also undertaken and successfully managed a large number of both short and long term technology projects — currently the IT Division has over 72 projects under review or in progress. Despite being short-staffed for much of the year, we still maintained all deadlines and commitments.

Other notable achievements include:

- Redesign and deployment of a new web site www.gonashua.com. Since the redesign unique site visits have increased to approximately 80,000 each month, and continue to rise.
- Our new Property Value search tool in the Assessing Dept. section of the web site is immensely popular, and accounts for 15% of all views.
- The City's older Assessing software was updated and upgraded to our new Patriot appraisal software.
- An improved automated Fire Dispatch system, including wireless mobile units in the Fire Engines, was successfully launched at the end of 2006. This software will provide improved response & communication, functionality, reporting, and ease of use.

- Our old Scalehouse application at the Solid Waste Department of Public Works is being replaced with a more streamlined package that will speed workflow and provide easier processing of permits and deliveries. The new system integrates exact load measurements and archived load photos, with improved cash management.
- We have implemented and continue to streamline our new integrated Planning Department application. This new software, Cityview, permits online processing of requests, as well as wireless support of inspections and permitting.
- Our automated parking enforcement application, Ticketrak, has been very successful and has been upgraded for even greater efficiencies.
- Our ADMINS financial system was extended to include automated Trust Fund processing.
- We installed RouteMatch scheduling software for Nashua Transit.
- IT participated in the design & deployment of CCTV systems in City Hall and other City sites.
- City workstations were migrated from Windows 2000 to Windows XP, and Office 2000 to Office XP
- City Staff were excited to be offered a number of remote access tools to City computer resources for use after business hours and weekends, and when traveling on City business.
- We have increased our network storage capacity and streamlined our maintenance time significantly with the addition of a SAN (storage area network) in our computer room. This SAN will allow us to take virtualize the location of data and take advantage of newer database technologies.
- The addition of an additional internet service downlink removed some internet bottlenecks experienced and our capacity is now increased by a factor of six. Downloads are now faster and more reliable.
- While our comprehensive Fiber Optic Backbone plan has not yet been funded, we have continued to deploy fiber optic as our financial resources and growth opportunities permit. Including fiber links to the new Firehouse on East Hollis, and upcoming connections to the Library, some additional Schools, and the Lake St. Firehouse.
- New web filtering and antivirus and spam filtering software was deployed. This ensures that the City's data processing resources are protected from viruses, spam, and inappropriate internet content. While spam constitutes over 80% of the email volume into our City servers, less than .01% of that volume ever reaches our users.
- Our infrastructure team has also made great leaps forward in migrating our applications from physical to virtual servers, with measurable improvements in uptime, performance, and cost savings.
- We have deployed a wireless network access point in the Aldermanic Chambers for City Staff & Officials to use during official meetings in that venue.

IT Division Goals & Objectives for 2007:

- Complete and begin implementation of a 3-year IT Strategic Plan
- Upon approval of funding we will begin implementation of a comprehensive Fiber Optic Backbone plan to deploy redundant fiber optic connections and VOIP. Without funding approval we will continue to deploy fiber as existing financial resources and project opportunities permit. Anticipated fiber links would include connections to the Library, some additional Schools District locations, and the Lake St. Firehouse.
- The ADMINS financial application is over 28 years old, platformed on a system that will soon be unsupported by OEMs, and limited in its extensibility to current and future needs, so migration to a new solution is necessary. A project will begin in 2007 to research, source, select and procure a new software solution or suite of solutions to replace this application. The IT Division hopes to retain an independent consultant to perform a needs assessment, develop the business case, source & select a software solution or suite of solutions, and assist in managing the implementation. This would be a 3 to 5 year project.
- Build our PEG Community Access Television infrastructure and begin an expanded schedule of cablecast content on both Educational and Government channels. Also begin working with volunteers and Board members to explore the development of a 501c3 corporation to manage Public Access television in Nashua.
- Implement web-based motor vehicle renewals, and migrate our MVR applications from ADMINS to the State of New Hampshire's new MAAP system.
- Establish new user groups to help IT plan and develop additional services, training, and website content
- We hope to begin selecting and implementing a new Public Health Info System that will enable wireless inspections and permitting, and improve reporting & service analytics.
- Work with our GIS (Geographic Info Systems) colleagues in Assessing Dept. to begin development of standards for GIS integration with other current and future Citywide applications.
- Collaborate with the Chamber of Commerce to bring free wireless internet services to our Downtown.
- Continue the development and deployment of wireless networking for City staff and within new software applications.
- Improve physical and data security controls.
- Develop a formalized end-user IT training curriculum and calendar. Launch a web-based self-service area on the intranet for IT FAQs and training and support materials.
- Deploy a new web-based IT work-order tracking system.

NASHUA PUBLIC LIBRARY

BOARD OF TRUSTEES

The Honorable Bernard A. Streater, President ex-officio

President of the Board of Aldermen Brian S. McCarthy, Trustee ex-officio

Arthur L. Barrett Jr., Chairman

David K. Pinsonneault, Secretary

Maurice L. Arel

Mary S. Nelson

Linda Laflamme

Christopher Hodgdon

Kathleen Veracco

DIRECTOR

Joseph R. Dionne

ASSISTANT DIRECTOR

Thomas B. Corbett

STAFF OF THE NASHUA PUBLIC LIBRARY

Donna M. Cardoza, Exec. Asst./Office Mgr.

Mary H. Greene, Admin.Asst./Cost

Accountant

Paul Lacroix, Library Technology Technician

COMMUNITY/OUTREACH SERVICES

Carol L. Eyman, Coordinator

Karen M. EgleGaber,

Assistant Librarian

CHANDLER MEMORIAL LIBRARY

Barbara A. Comer, Assistant Librarian

Nancy A. Boynton, Library Assistant

Mary Lou Parrish, Custodian

CHILDREN'S DEPARTMENT

Kathy E. Bolton, Librarian

Sheila E. Dudman, Assistant Librarian

Susan M. Willmore, Library Assistant

Lindsey K. Jackson, Library Assistant

Hong M. Chen, Library Page

Santhi V. Ramaswamy, Library Page

Valerie J. Fletcher, Library Page

CIRCULATION DEPARTMENT

Loren H. Rosson, Librarian

Lea L. Touchette, Assistant Librarian

Kathleen A. Shepard, Library Assistant

Dian M. Legerlotz, Library Assistant

Christina H. Lozeau, Library Assistant

John C. Milton, Library Assistant

Priscilla L. Cunningham, Library Assistant

Jane S. Hemmingsen, Library Assistant

Benjamin M. Bone, Library Page

Philippe L. Collard, Library Page

Jessica L. Case, Library Page

Brook G. Luers, Library Page

Diane L. Michaud, Library Page

Andrea M. Shepard, Library Page

June Kowalski, Library Page

EXHIBITS/MEDIA SERVICES

Bruce J. Marks, Coordinator

GENERAL ADULT SERVICES

Steven K. Butzel, Librarian

Joel A. Burdette, Reference Librarian

Kathryn N. Lukasik, Reference Librarian

Judith S. Dominici, Reference Librarian

Marsha Auerbach, Reference Librarian

Jennifer Jasinski, Reference Librarian

Linda Taggart, Reference Librarian

Judith C. Bates, Library Page

MAINTENANCE

Larry R. Case, Supervisor

Priscilla T. Marquis, Janitor

MUSIC/ART/MEDIA DEPARTMENT

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

SECURITY

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

TECHNICAL SERVICES

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

Mission, Purposes and Activities

The Nashua Public Library's mission is to provide educational, informational, and recreational service for the entire Nashua community. Books, magazines, audiovisual sources, reference sources, and other forms of communication media are intended to offer people a public forum representative of all points of view. The library seeks to acquire, make available, preserve, and service materials in all fields of knowledge. The library advocates selection of materials, which promote the interests of all races, genders, sexual orientations, and religious creeds. The library serves the needs of preschool children, school children, young adults, adults, business personnel, artists, and more with its broad collection and many community-sponsored programs.

Our library, the community's information center, also serves these educational, informational, and recreational needs through computerized information services and library or community-sponsored programs. The intent of such programs is to provide an unbiased public forum for the concerns and interests of the entire Nashua community.

The library's objective is to adequately serve all the citizens of Nashua. A substantial collection of constantly changing, diverse material must be acquired in response to the needs of preschool children, handicapped people, the elderly, business, and municipal personnel. The library also serves the continuing educational needs of adults no longer in school, especially those seeking information relating to their employment, household management, family and child development, and the encouragement of a positive attitude toward the world of books and learning for themselves and their children.

*Adapted from Minutes of Library Board of Trustees Meeting
June 12, 1978*

Report of the Board of Trustees

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

Due to continuing extraordinary use of the Nashua Public Library in the past year by our citizens, we recorded the highest circulation of materials in the library's history, breaking the previous record from the year before!

The library's computer classes remain busy, story hours are huge, and even teen programs fill up. The Internet computers in the library are always being used, as is our wireless connectivity to the Web. And more folks than ever before are gaining access to the library from their home and work computers through our Web site.

Library patrons continue to reserve record numbers of items from home on the library's automated system, and more and more people are getting their overdue notices via email.

Once again, I would like to take this opportunity to sincerely thank the staff of the Nashua Public Library for all their hard work in making this kind of success possible. This staff has done a remarkable job and clearly delivers the best public library service to the people of Nashua.

The library's new Live Homework Help online tutoring service and expanded number of computers dedicated to students doing homework assignments are just a couple of ways the library is changing to help our youngsters.

The library continued the successful *Nashua Reads* campaign. This *One City, One Book* effort involved hundreds of local people in reading Nathaniel Philbrick's prizewinning *In the Heart of the Sea* and attending the author's presentations and many other interesting programs that were arranged by the library on topics related to the book. The program continues to be so successful that the committee is doing it again in 2007.

During the year, the Board approved the following staff changes: On July 20, 2005, Jason Crook, former Library Assistant on the bookmobile, resigned; on September 13, 2005, Steven Butzel was promoted to serve as Supervisor of the General Adult and Business Services Department and Marsha Auerbach became one of our Reference Librarians; on October 4, 2005, Joel Burdette was reassigned from Supervisor of the Business Services Department to Supervisor of Instructional Services and Paul Lacroix was temporarily hired as an IT Technician; on December 6, 2005, Kathy Lukasik retired after twenty years as a Reference Librarian; on February 7, 2006, Linda Taggart was appointed as a Reference Librarian; on March 7, 2006, library staffers Linda Pilla, Karen Beaver, and Judy Bates received exceptional employee recognition at the Nashua West

Rotary Club breakfast; and, finally, on June 6, 2006, Paul Lacroix was formally hired as a Library Technology Technician.

Ms. Linda LaFlamme was reappointed in 2006 to another seven-year term on the Board by a joint convention of the Board of Trustees and the Board of Aldermen. I want to thank the following Trustees for their years of service and dedication to our library: David K. Pinsonneault, 15 years; Linda Laflamme, 7 years; Maurice L. Arel, 21 years; Kathleen Veracco, 5 years; and Christopher Hodgdon, 2 years. We also thank Mayor Streeter for his leadership and the Board of Aldermen for their support in helping us achieve our goals and fulfill our mission of service.

Respectfully submitted

Arthur L. Barrett Jr., Chairman of the Board of Trustees

Nashua Public Library Trust Funds

<i>Fund Name</i>	<i>Market Value as of 6/30/05</i>	<i>Principal Inc/Dec. FY05/06</i>	<i>Market Value as of 6/30/06</i>
Avard	\$2,914.67	\$70.95	\$2,985.62
Bloomfield	379,987.61	9,248.90	389,236.51
Burbank	259,787.43	6,323.22	266,110.65
Chandler	295,072.01	7,182.06	302,254.07
Clancy	32,960.37	802.26	33,762.63
Constitution	3,877.43	94.38	3,971.81
Cramer	15,509.68	377.50	15,887.18
Fairfield	5,040.65	122.68	5,163.33
Harkaway	1,163.23	28.31	1,191.54
Harris	38,774.25	943.76	39,718.01
Hickey	7,754.85	188.75	7,943.60
Hunt	22,876.81	556.82	23,433.63
Hussey	34,509.07	839.96	35,349.03
Jacquith	1,163.23	28.31	1,191.54
Locke	113,220.80	2,755.80	115,976.60
Nesmith	26,391.02	642.36	27,033.38
Rose	12,600.76	306.71	12,907.47
Smith	9,305.83	226.51	9,532.34
Stearns	2,301,639.22	56,021.91	2,357,661.13
Zylonis	361,607.76	8,801.54	370,409.30
<i>Totals</i>	<i>\$3,926,156.68</i>	<i>\$95,562.69</i>	<i>\$4,021,719.37</i>

Director's Report

Thanks to all our patrons and staff for helping us to once again achieve the highest circulation in the library's history! Here's a review of the year, department by department.

Community Services

The library held its fourth annual communitywide reading program, One City, One Book, in FY2006. The chosen book, *In the Heart of the Sea: The Tragedy of the Whaleship Essex*, by Nathaniel Philbrick, circulated approximately 300 times from the library. Nathaniel Philbrick visited Nashua in March and spoke to 150 people at the library and 200 students at Nashua High School South about his book. Related library programs included films, book discussions, and a concert entitled "Life at Sea: A Voyage in Song" by David Coffin. Ten colorful banners purchased to promote the program decorated Main Street in the early spring.

The library participated in Art Walk Nashua, four Saturdays of open studios and galleries downtown and in the Millyard. Walkers were able to meet the artists and hear musical entertainment in addition to viewing exhibits in the library's Image Gallery.

One of the most popular adult programs of the year was "Among the Bears," a lecture and slide show by Benjamin Kilham, who raises orphaned wild black bears in northern New Hampshire.

The summer concert season was enriched by the use of a new outdoor stage, purchased for the city by Nashua Rotary West. Truck Night was the most popular preshow at Plaza Pics in Greeley Park, with children able to hop aboard and explore an ambulance, utility truck, city bus, fire engine, and other vehicles.

Children's Department

Circulation increased overall by 5 percent in both our fiction and nonfiction areas. The total circulation of children's materials increased from 174,079 in FY2005 to 182,356 in FY2006. Puppets appear to be a popular new addition to more traditional library materials. In FY2006 we had 133 puppets available to loan, which circulated a total of 1,216 times.

Our programming statistics continued to climb, with 381 participants in our Summer Reading Program, Camp Wannaread, as compared to 206 summer reading participants in FY2005. In August 2005, we hosted the second annual Nashua Goes Back to School evening, with 18 Nashua school principals greeting their students in the Children's Room and distributing bags of school supplies, while out on the library plaza approximately 30 community agencies also stocked students up with gear. We estimate that 2,500 people attended this event.

Overall programming in the Children's Room is on the rise, with 812 programs in FY2006 as compared to 799 in FY2005 and attendance rising to 39,450 people as compared to 34,040 in the previous year. Our new Babies and Books program is responsible for some of this increased attendance, with upwards of 80 babies and their parents here for this very popular Thursday morning program.

Sunday afternoon family storytimes have grown in attendance, as have our specialty programs during school vacation weeks and throughout the school year. Patrons are enjoying the new Tumblebooks software program available from our Web site. Tumblebooks allows children to have a story read to them and to play interactive games related to the story. We also expect that Live Homework Help will take off at the start of the 2006 school year as it was introduced late in the last school year and some students are just becoming familiar with it.

The staff anticipates many more visits to Nashua public and private elementary schools as well as increasing the outreach we provide to the child care centers in Nashua by selecting books for delivery to their schools and visiting the centers to present storytimes and puppet shows. We continue to participate yearly in the Lights on After School event sponsored by the 21st Century AfterSchool Program, the Downtown Trick or Treat night, the Downtown Holiday Stroll, Summer Fun Opening Day, the Fairy Tale Festival, and Children's Day.

Circulation Department

The library's circulation increased by 5 percent, amounting to 35,526 more checkouts over the previous fiscal year. The number of requests increased by 9 percent, equating to 5,021 more customers to notify by email or phone.

Hot Copies are now offered. This collection of special copies of popular new fiction titles gives customers the opportunity to browse through and check out popular titles without having to place requests and wait in line to receive them. They circulate for one week only, cannot be reserved, and have overdue fines of 50 cents per day. Hot Copies are placed on the shelves immediately after they are checked in.

The front desk was shortened to make room for more book displays (and provide better queuing). Displays introduced this year included "In the Headlines," featuring books relating to topics in the news; *DaVinci Code* and 9/11 displays, tying in with related films being shown in theaters; old books by currently popular novelists; a spotlight on Indian authors; and many others.

General Adult Services

The Reference and Business Departments merged this year. Librarians now staff a single, reconfigured reference desk. As part of the change, business periodicals were consolidated with general adult periodicals.

Staff have worked to digitize the *History of the City of Nashua, N.H.*, edited by Judge Edward E. Parker. The plan is to make this available on the local history/genealogy section of the library's Web site as soon as possible.

Our computer classes continue to be busy. Classes introduced this year include Genealogy, Investing, Google Plus, Resumes, Computer Basics in Spanish, and the Internet in Spanish. Among the most popular classes were Microsoft Word, with 160 attendees; Computer Basics, 149; Microsoft Excel, 129; Internet, 85; Genealogy, 69; PowerPoint and Web Design, both 67; and Microsoft Access, 63. Total attendance for all computer classes offered by the library was 864.

Wireless Internet access was installed in the building. The hotspot is located in the reference area, but customers now bring their laptops and pick up connections throughout the building.

Technical Services

Inventory of materials continued this year. Problems with the scanners used for the job caused us to lose some of our work and so required us to come up with a new method of taking inventory of nonfiction. We expect to finish, on schedule, toward the end of this year.

Another newsworthy development was the restructuring of the reference and business departments. This resulted in the creation of separate collections for computer books, career books, environmental documents, and municipal documents. Technical Services has contributed to this restructuring by creating collection codes, relabeling, and cataloging previously uncataloged items. This should give these types of materials a higher profile.

Teen Services

In FY2006, the teen librarian introduced Web 2.0 technologies by creating a blog on which teens share book, music, and film reviews. An Anime Club, which drew over 20 participants each month, was added to Tuesdays for Teens, which also includes Teen Advisory Group meetings, special programs, and films.

The first teen summer reading program began with a community service component. The theme was Read ... Just Because! Teens raised \$87 for the American Cancer Society. Thirty-four participants read a total of 180 items. We also celebrated Teen Read Week 2006 with the theme Get Real @ your library, which included a weeklong fine amnesty for teens.

In September, five new homework computers were added for teens, to be used after school and on weekends. In the spring the library began to offer a Live Homework Help service which lets students in grades 4 to 12 connect to tutors online and share a virtual classroom.

The young adult librarian continued to reach out to local middle and high schools. Library card registration and orientation sessions introducing our homework resources were conducted at the Nashua School District's new teacher orientation, private and public high schools, the Academy of Learning and Technology, and Elm Street Middle School.

Music, Art, and Media

Circulation increases continued for most media types, accounting for more than a third of the library's total circulation. The library's DVD collection continues to expand, with 5,000 titles now available to customers. Circulation of DVDs went from 110,528 in FY2005 to 136,418 in FY2006, a 23 percent increase. We continue to add diversity and depth to this collection, with emphasis on classic, critically acclaimed, and foreign films (including a very popular Bollywood film collection) as well as nonfiction and documentaries. Our DVD collection continues to attract new borrowers to the library, and we have shifted our media collections to expand DVD shelving capacity.

VHS video circulation is declining, and while we no longer acquire new material, VHS video circulation still represents over 10 percent of the library's total.

We also added four new categories to improve browsing—both physical and online—of our collection of over 4,000 music CDs. The new genres are blues, Christian, holiday, and world music.

Circulation of audiobooks on CD is also on the rise. Audiobook-on-cassette circulation is beginning to decline, but audiobook circulation overall is increasing.

We continue to develop our collection of graphic novels for adults and to coordinate the development of this collection with our teen librarian.

Our Webbased museum pass system, which allows customers to schedule and book passes from home, continues to be successful. Over 1,000 circulations of museum passes were recorded this year.

The Burbank Committee has approved the restoration of the kiosk in front of the library by the Nashua High School North and South Art Honor Societies in concert with Jafar Shoja, the artist. The committee has also embarked on a project to digitize a portion of the art collection.

Media Services

The library added approximately 40 Indian feature films on DVD. Selections include award winners, classics, and recent titles. The collection is very popular with Nashua's large Indian population. These DVDs circulate for three days and are in high demand.

The library implemented a Hot DVD circulation policy in January 2006. Newly released, high demand titles are available first-come, first-serve and are not reservable for the first

60 days they are in the collection. The policy is very successful, and the number of circulations for these titles has increased considerably in this two-month period.

Live Homework Help was promoted via in-house posters, signs, and brochures. The Got It? Get It. Use It! campaign continued to promote library cards to those who work and attend school in the city.

New programs, policy changes, and offerings were successfully promoted in rotating Web ads on the library's home page.

The library's free film series had continued success in FY2006. Plaza Pics was well attended and had only one "unfortunate event," when *Lemony Snicket* was rained out three-quarters of the way through the film.

Plaza Pics was awarded an editor's choice for Best Library Film Series in 2006 by *New Hampshire Magazine*. In the fall of 2005 the World Cinema Film Series at Chandler changed its show night from Thursdays to Tuesdays to avoid competing with programs at the main library. The film *March of the Penguins* had standing-room only attendance at its December showing.

Both the Cinema Cabaret and Family Film series were well attended by an audience that appreciates Nashua's only movie theater.

Some old art found a new home when pieces from the Burbank collection were moved out of storage and put on display throughout the library. Kay Kandra's watercolors were hung by the Music, Art, and Media circulation desk, two of Judith Shahn's serigraphs were hung in the library theater lobby, and the Winer Room was given a gallery feel with the addition of Francois Tuefferd's black and white photographs.

Outreach Services

The Outreach Services van served an average of about 150 customers at 66 different stops during FY2006. Of those stops, approximately 50 percent were to private residences of homebound individuals; 25 percent to facilities like nursing homes, assisted living centers, and subsidized senior apartment complexes; and 25 percent to daycare centers and schools. Outreach Services circulation grew by 30 percent this year.

Children's Room staff continued to bring story hours and puppet shows to schools and daycare centers who participated in the Outreach program. Programs for seniors were offered at participating nursing homes and assisted living facilities.

From the Director

The Friends of the Library group, which had been dormant for many years, was revitalized in FY2006. The group elected an enthusiastic and energetic set of officers, recruited over 50 members, and took over operation of library book sales.

Kathy Lukasik retired this year after many years as a reference librarian in the General Adult Services Department. Library users all knew Kathy as she answered hundreds of difficult questions each year for hundreds of Nashuans.

All of the staff at the public library work hard to bring you what you are looking for from your library: a connection to the universe of knowledge and ideas for discovery, enrichment, and lifelong learning and access to resources that inform, educate, enlighten, and entertain. Books are just the beginning at the Nashua Public Library.

*Respectfully submitted,
Joseph R. Dionne
Director
Nashua Public Library*

Nashua Public Library Activities Indicators

	FY2004/2005	FY2005/2006
Number of community groups meeting in library	184	142
Number of meetings in library by community groups	1,314	1,284
Number of programs for adults	198	222
Plaza Pics/special events audience	5,659	8,813
Number of puppet shows	343	351
Puppet show audience	16,755	17,730
Number of story hours	237	268
Story hour audience	10,776	13,544
Arts and craft classes	37	44
Arts and craft participants	461	623
Group visits to Children's Room	51	53
Group visit participants	1,745	1,874
School programs/book talks	69	59
School program participants	1,888	1,613
Special Children's Room programs	60	60
Special program participants	2,409	4,061
Materials ordered and cataloged	19,833	16,136
Outreach Services stops 64 66		

Library Program Budget

PROGRAM	DESCRIPTION	FY2004/2005	FY2005/2006
6367	Administration	\$374,219	\$387,272
7301	Operations Support	117,592	142,453
7302	Book & Resource Selection	268,913	265,350
7303	Bookmobile/Outreach Services	66,846	64,973
7304	Business Services	91,927	92,307
7305	Chandler Branch Library	50,360	43,777
7306	Children's Services	176,284	169,045
7307	Circulation Services	290,042	297,572
7308	General Reference	180,480	180,717
7309	Music, Art, Media Services	188,952	202,059
7310	Technical Services/Cataloging	178,985	184,144
7311	General Operations/Plant Maint.	79,538	87,920
7312	Utilities	106,078	126,251
TOTALS		\$2,170,216	\$2,243,840

Library Circulation Statistics FY2005/2006

	Main	Outreach	Chandler
Adult Materials			
Fiction	112,094	11,121	2,679
Nonfiction	86,622	2,906	69
Periodicals	18,712	2,394	106
Totals	217,428	16,421	2,854
Juvenile Materials			
Fiction	140,494	11,884	
Nonfiction	36,634	2,246	
Periodicals	388	0	
Audio Cassettes	1,096	0	
Compact Discs	1,734	693	
Audiobooks on CD	2,010		
Totals	182,356	14,823	
Media Materials			
Compact Discs	24,602		
Audiocassettes	11,452		
Videocassettes	71,267		
Digital Videodiscs	136,418		
Audiobooks on CD	12,567		
Art Prints	59		
Museum Passes	1,051		
Equipment	21		
Videogames	1,577		
Total	259,014	43	
TOTAL CIRCULATION	692,939	(Main + Outreach + Chandler)	

Reference/Noncirculating

Reserves	55,524
Reference Questions (Ref., Children's Room, MAM)	26,760
ILL by NPL	863
ILL for NPL	740
Microform Use	1,926
Internet Use	65,965
Online Databases	18,866

**Groups and Organizations That Used Library Facilities
FY2005/2006**

AARP Tax Assistance	Greater Nashua Independent Softball League
AIAnon	Greater Nashua Merrimack Women's Softball League
Andy's Summer Playhouse	Greater Nashua Mothers Club
Association CanadoAmericain	Greater Nashua Software Entrepreneurs
Audubon Society, Nashaway Chapter	Greenwood Condominium Association
Avon Walk for Breast Cancer	Harris Preserve Homeowners Association
Boston University Study Group	HarvardRadcliffe Club of New Hampshire
Boy Scout Troop 410	Hillsborough County Democratic Committee
Breast Cancer 3Day Walk	Hispanic Network
Bridges	Hollis Landing Condominium Association
Cambridge College	Home Schoolers
Children's Chess Club	IEEE Computer Society Chapter
Chinese Classes	India Association of New Hampshire
Christian Broadcasting Network	Kids College
Church of Jesus Christ of LatterDay Saints	Killian Place Condominium Association
Citizens' Action for Southern New Hampshire	Leukemia and Lymphoma Society
City Arts Nashua	Liga Hispana de Futbol Asociado
City of Nashua Parks and Recreation	Lithuanian Cooperative Cemetery
City Year	Lower Merrimack River Local Advisory Committee
Clark University Admissions Office	March of Dimes
Community Associations Inc.	Memoir Writers' Group
Crohn's/Colitis Foundation of America	Microcredit NH
Crown Hill Condominium Association	Millstone Village II Condominium Association
Debtors' Anonymous	MOMS Club of Hudson Area
Elm Street Middle School Drama Club	NAACP
Emerging Leaders in Communities of Color	Nashaway Women's Club
Feel Safe Again Inc.	Nashua Area Artists Association
Ghostlight Theater Company of New England	Nashua Area Business Networkers
Gingras Gardens Condominium Association	Nashua Area Radio Club
Girl Scout Troop 40	Nashua Area Radio Club Board
Gnostic Institute of Anthropology	Nashua Area RolePlaying Organization
Granite State Modelers Club	
Granite State Operating Program	

Nashua Chess Club
Nashua City Democratic Committee
Nashua Coin Club
Nashua Community Chorus
Nashua D.O.G.
Nashua Elks Crusaders
Nashua Foundation for Mental Health
Nashua Garden Club Board
Nashua High School Trip
Nashua Hudson Toastmasters
Nashua Job Seekers
Nashua Little League
Nashua Mineral Society
Nashua Northwest Cal Ripken Baseball
Nashua Novel Readers
Nashua Peace
Nashua Philatelic Society
Nashua Robot Builders
Nashua School District Special Needs
Department
Nashua Senior Center
Nashua Soccer Club
Nashua South Baseball League
Nashua Sunday Coed Softball League
Nashua Taxpayers Association
Nashua Theater Guild
Nashua Typographical Union
Nashua Youth Council
Nashua Youth Lacrosse
Nashua Youth Soccer League
National Guild of Hypnotists
National Multiple Sclerosis Society
Neighborhood Housing Services
New England Council on Crime and
Delinquency
New England Mixed Media Art
New Hampshire Astronomical Society
New Hampshire Bureau of Behavioral
Health
New Hampshire Celtic Heritage Month
New Hampshire Charitable Foundation
New Hampshire Community Technical
College Study Group
NH Educational Enrichment Collaborative
New Hampshire Flames AAU Girls
Basketball
New Hampshire Freedom to Marry
New Hampshire Legal Assistance
New Hampshire Partnership for High
Performance
New Hampshire Republican State
Committee
New Hampshire Sierra Club
Old School Softball Team
Partners in Education
Peace Corps
Pennichuck Brook Watershed Council
Photographers Forum Camera Club
Plus Company
Poets Unbound
RISE and Shine Investment Club
SCA Inc., Barony of Stonemarche
Scottish Country Dancers
Shattuck Street Group
Shishu Bharati
Shri Ram Chandra Mission
Society of Young Magicians, Assembly #1
Software Freedom
Solidworks Users Group
Southern New Hampshire Apple Core
Southern New Hampshire Storytelling Guild
Susan G. Komen Breast Cancer 3Day
Walk
Tai Chi
Therapy for the Soul
Timber Ridge Condo Association
Tobacco Awareness
United We Stand
US Department of Defense
US Office of Personnel Management
USS Hood/Star Trek Club
WIC
Windsor Pond Condominium
Association Board
Wordsmith Christian Writers Fellowship
Yellow Taxi Productions
Yoga Group

A Sampling of Events @ your library FY2005/2006

Art Exhibits

ArtWalk Nashua
Paula Super—Paintings
Richard Widhu—Paintings
Susan Bothwell Carlson—Paintings
Tomungovan—Paintings
Victor Yekelchik—Photography
Wayne Goulet—Recycled Sculpture

Book Discussions

Amsterdam
Literary Lunches
Our Nig
Peyton Place
The Curious Incident of the Dog in the
Nighttime
Touching the Void
Unless

Children

Alejandro's Olde Tyme Magik Showe
Babies and Books
Back To School Night
Beginner Chess
Little Camper ReadtoMe
Club Party
Magician Ryan Mahoney
Mr. Hatstand: Storyteller Jon Forsyth
RJ's Exotic Reptiles
Scary Campfire Tales
Songs with Steve Blunt
Truck Night

Computer Classes

Genealogy Databases
Get Connected @ your library
Investment Databases
Resumes
Setting Up a Home Network
The Wonders of Wireless

Concerts

Classical
Brass Connection
Douglas Worthen and Kathleen Lyon
(flute and harp)
Granite State Symphony Chamber Players

Nashua Chamber Orchestra
Pianist Phillip Feng

Ethnic

An Evening of Indian Dance
Criollo Clasico
Grupo Fantasia
Natraj
Rumbafrica
Sol y Canto

Jazz

Laszlo Gardony Jazz Trio
Nick Goumas Jazz Quintet

Percussion

New England Percussion Ensemble

Vocal

Slizauskaite, Podziukas, and Mileika Trio
The Proper Ladies

Crafts

Pennsylvania German Folded Paper Stars
PopUp
Valentines

Ethnic Programs

Indian Cooking
Last of the Donkey Pilgrims: A Man's
Journey
Through Ireland
Letter from Lithuania
Lithuanian Cooking
Mayan Archaeology

Film Series

Cinema Cabaret
Family Films
Human Rights Videos
Plaza Pics
TeenScene
World Films

Fishing

Fisheries Management in NH Lakes
Fishing in Montana

How to Buy a Fishing Boat
Striper Wars
Tasting Life Twice: Reading and Writing
About FlyFishing

Miscellaneous

Among the Bears
Diners of New England
Financial Planning for Retirement
How to Write a Living Will
Human Rights and Foreign Policy
J. R. R. Tolkien and the Uses of Fantasy
Medicare Part D
Meet the Authors
Organization 101
Parking for Peanuts
Remembering the Homefront
Spam Kings
Nashua Reads: In the Heart of the Sea
Film: Apollo 13

Book Discussions
Life at Sea: A Voyage in Song
Nashua Reads Author Visit: Nathaniel
Philbrick

Teens

Anime Club
Anime Film Festival
Clothing Redesign
Dance Dance Revolution
Dungeons and Dragons
GameDesign
Technology
Gearing Up for Space
Hero Clix
It's Never Too Early ... College Prep for
Juniors
Job Interviewing: Just The Basics
Roving the Red Planet
Spatacular

Seventy years ago...



**1936 Flood Waters. Nashua Manufacturing is on the left.
Photo courtesy of Nashua Public Library.**

Seventy years ago...

THE 1936 FLOOD – Excerpts from records compiled by Federal Writer's Project of the Works Progress Administration available at Nashua Public Library:

Public Library
NASHUA, N. H.

The recent flood had its humorous as well as its serious aspects. This book is made up of stories and diaries written by the pupils of the Junior High School, Arlington street school, Lake street school, and Mt. Pleasant school. Many of these stories are personal experiences and both sides of the situation are represented.

The Nashua History Project

WPA, 1936

Charles Maurer

Grade 4.

Believe It Or Not

A friend of Mr. Hardy's went to his back yard after the flood. He found a barn there. He opened the door of the barn, out walked a horse.

Never look a gift horse in the face.



Chief Goodwin and officers getting power boat running to bring refugees from houses on Crown Street. Photo courtesy of Nashua Public Library

THE FLOOD

While I was looking down toward the bridge I saw the roof of a house and as I kept watching I saw part of another house. Then I saw seven or eight boats going back and forth taking people out of their houses. That night the water crept closer

My mother doubted that the water would rise any higher but the radio accounts sounded terrifying.

On my return from school that afternoon my mother told my sister and me that if we didn't dally over our supper she would take us to see a foot bridge which was about to be submerged. When we finished supper we hastily donned our coats and started out for the foot bridge. The sight which met our eyes when we reached the corner of our street caused us to cancel our trip. The water had risen so we could go no further. When we saw how serious the conditions were we returned home.

My mother asked me to go to bed for an hour, but I was too excited. I sat in a chair with my feet tucked under me. Every little while my mother left the house in the pitch blackness to go up to the end of the street to see how far the water had risen.

When she returned from one of these trips her face wore a worried expression. She announced that the water had made rapid headway and had reached our street. Soon a knock sounded upon the door. It was an officer telling us to be ready to leave our home at a moment's notice. My little sister, who had been sleeping soundly, had to be awakened. We dressed her hurriedly and told her she would have a ride in a boat. The officer came the second time telling us that the time had come for us to go. He had arranged for a boat to take us across to safety. The men in charge of the boat said only one person at a time would be allowed on account of the strong current, but it was arranged for my sister and me to go across together.

We waited in a large truck until my mother reached us.

Although the flood brought sorrow and loss to a great many people, it also had its compensations.

Men who hadn't known for years what a days' work was, were put to work cleaning railroads and streets of debris.

Gloria Woodward Grade 6
Arlington St. School

A WATERY GRAVE

A flood can have gruesome tales as well as sad, unhappy, and laughable ones. Here is a true experience.

While standing on the bank of the Merrimack near Tyngsboro watching the debris of hen coops, small cottages, logs and other unimaginable things go by I saw two square, grey boxes, with oval tops coming down the river. I looked again. Could they be? Impossible! But - yes they were caskets. Caskets of all things. I wonder what graveyard was flooded.

Betty Burnham
Div. II - 8
Junior High School

AN EXPERIENCE I HEARD ABOUT THE FLOOD

One day while watching the flood waters rise, I saw something on a chicken coop that looked like a pig and a cat. I told a man about it, who rowed out to where they were and found it was a pig and a skunk. He tried to rescue the pig without the skunk, but failed. So he had to leave them both there.

Henry Siesicki
Div. II - 12
Junior High School



(J.F. McElwain) roof. Johns Mansville Co. at right. Slight ripples just front of depot (left) are five automobiles just covered with water. 1936 flood. Donor: Helen L. Kimball, Milford, 4/1/1987. Photo Courtesy of Nashua Public Library.

A FAIR EXCHANGE

I heard of a man in the flooded area who had twelve hens. Friday morning he discovered that the coop with the hens in it had been carried away by the high water.

He was very much distressed by this loss, because he had depended on the hens for eggs, and had planned to raise some chickens.

Much to his surprise the next morning he found his back yard full of hens. The river had carried down a large hen coop with one hundred hens in it and had left it in his yard.

Carol Babbitt
Div. I-8
Junior High School

A BEARS RIDE

A peculiar story that I had told to me was that two bears were seen floating down stream in the Merrimack River on a piece of ice and they seemed to be having an excellent ride. The people happened to be looking through field glasses when they spied them. They were shot in Lowell, Massachusetts. If they had not been shot they probably would have been wounded, and when a bear is wounded they will kill anything they can get a hold of. People think they came from Bedford Zoo, for, that was flooded too.

Beatrice Menter
Grade VI Div A
Mt. Pleasant School
March 30, 1936

Examples of news stories gathered from the Nashua Telegraph. Microfilm available at Nashua Public Library.

City Happenings Told in Brief Form

All WPA Workers At City's Disposal

All of the men and facilities of the local WPA have been placed at the disposal of city officials.

WPA workers have been delegated to assist home owners in clearing debris from their homes as fast as approval is granted by the Building Inspection committee to enter these homes.

Red Cross Officials Nip Would-Be Racketeer

Red Cross officials were considerably disturbed Saturday night by the offer of one large concern to furnish the sufferers in the flood area with 1,000 loaves of fresh bread – at a price.

When they discovered that the concern was trying to dispose of the bread at a price, the answer of the official in charge at the Red Cross's headquarters was something that no family newspaper could print, but withal not entirely inappropriate. [Today this would be typed: *Red Cross' headquarters*].

Needed Permits To Obtain Any Gasoline

Persons who drive cars in Nashua these days must show good reason for operating these cars or they are refused gasoline. To get gasoline at any service station, one must have a permit signed either by the Mayor or Chief of Police.

Open Theaters to Keep People Off Streets

In violation of the Sunday law, but to keep people off the streets and their minds occupied on other things than the flood, city officials asked the management of the theaters in the city to open their doors at noon yesterday and to run continuous performances until the regular closing hour.

Martial Law to Remain Until Wednesday

The city will remain under martial law until Wednesday at least, Mayor Alvin A. Lucier said today.

He has requested the National Guard units of this city to keep full details of men patrolling the flood area nights until full electric power has been restored and the streets are lighted and passable again.

WPA Historical Workers To Make Data On Flood

WPA Historical project workers are making a minute record of the flood to be included in the history of the city which the group is bringing up to date.

Workers have been given permission to visit the flood area and to keep their own notes and records of the event.

No More Passes For Flood Areas

Yesterday afternoon, city officials stopped issuing any

passes for the flood area except those required to get manufacturing heads and their workers into buildings to clean up and hurry preparations to re-open their plants.

Stocks In Flood Area Stores To Be Inspected

Board of Health issued orders today prohibiting the removal of food from any stores in the flood area until they had an opportunity to inspect and approve of such stock that is to be removed. Under no condition, they warned, is such stock to be sold or disposed without their approval.

This order applies to all food, including that sold by restaurants in the flood area.

LATEST SUMMARY OF FLOOD DAMAGE

Officials today estimated the following figures:

2,250 estimated homeless.
16 factories flooded.
3,000 employees out of work.
40 streets flooded.
150 Board of Public Works employees at work clearing debris and repairs.

300 Boston and Maine employees working on railroad lines.

Loss to manufacturers: \$1,500,000.

Loss to homes: \$500,000.

Loss to city highways, streets, bridges: \$250,000.

Loss to Boston and Maine: no estimate.

NASHUA POLICE DEPARTMENT



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

CHIEF OF POLICE Timothy F. Hefferan

DEPUTY CHIEF, EXECUTIVE OFFICER
Donald F. Conley

DEPUTY CHIEF OF UNIFORM OPERATIONS
Wayne J. MacDonald

MISSION STATEMENT

The Nashua Police Department strives to improve the quality of life in our community and to protect people and property in partnership with the citizens of Nashua.

FACILITIES

The Department facility is comprised of one headquarters building and five (5) Community Policing Centers scattered throughout the City of Nashua.

Central St. Community Policing Ctr.	594-3631
Pheasant Lane Mall Policing Center	891-5506
Railroad Square Comm. Policing Ctr	594-3543
Maplewood Comm. Policing Center	891-2069
Brook Village Comm. Policing Ctr.	891-5501
Pine Street Training Facility	
Riverside Drive Storage Facility	

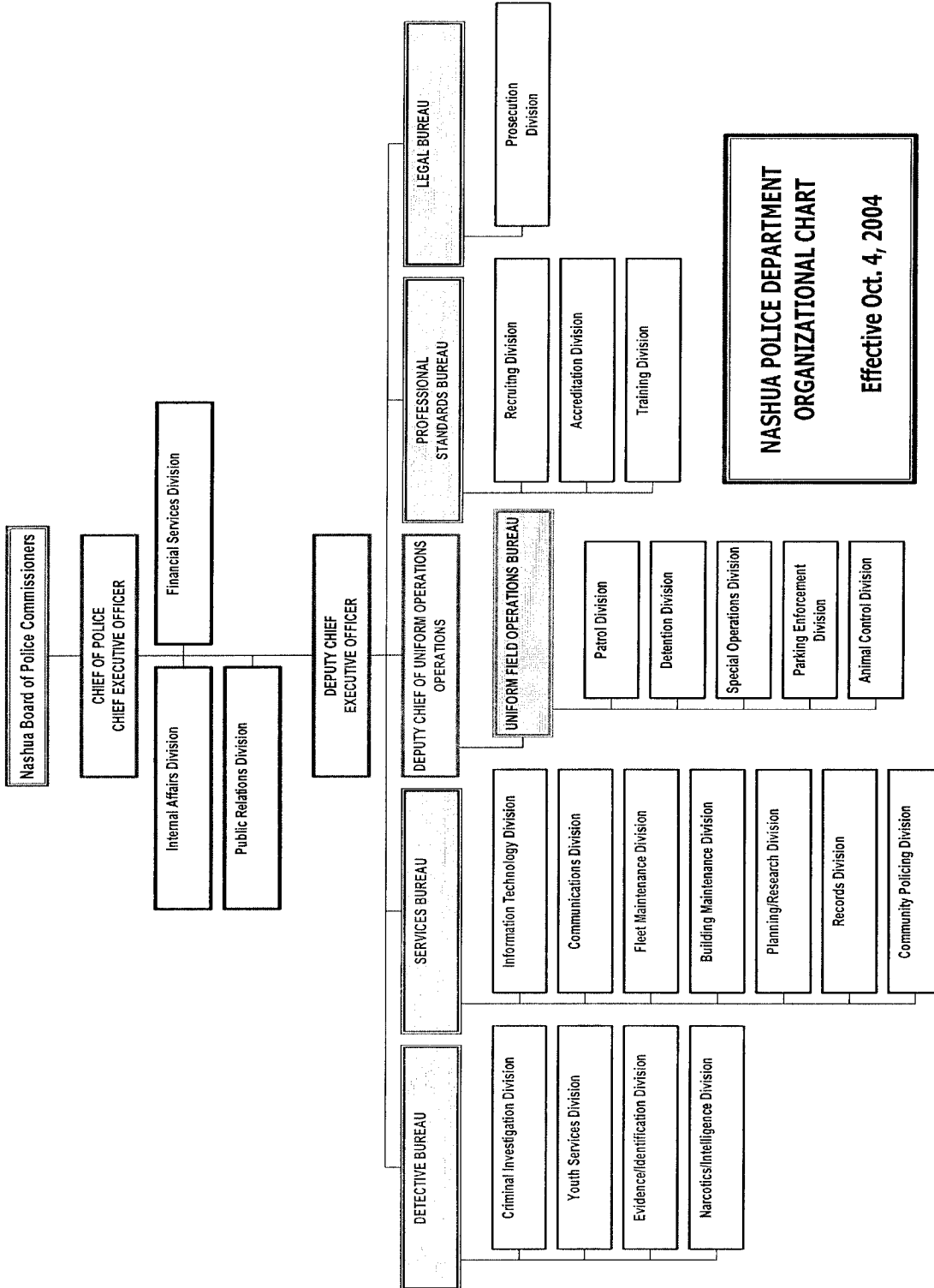


Photo by Leslie O'Shaughnessy Studios

DEPARTMENT'S TOTAL SWORN & CIVILIAN COMPLEMENT

For Fiscal Year 2006, the Nashua Police Department has a Budget Authorized Strength of 177 sworn members and 76 civilian positions, with a Total Budget Authorized manpower of 253.

CLASSIFICATION OF PERSONNEL	BUDGET AUTHORIZED	ACTUAL (As of 2/05)
Sworn Personnel		
Chief of Police	1	1
Deputy Chief Executive Officer	1	1
Deputy Chief of Police	1	1
Captains	7	7
Lieutenants	9	9
Sergeants	22	22
Grant Sergeant, Domestic Violence Unit		1
Patrolmen	132	116
Grant Patrolmen, Domestic Violence Unit		1
Sworn Evidence Specialist, PT	1	1
Sworn Senior Relations Officer, PT	1	1
Prisoner Transport Officers, PT	2	2
Totals:	177	163
Non-Sworn Members		
Animal Control Officer	1	1
Parking Enforcement Specialist II	4	3
Parking Enforcement Specialist II, PT	1	1
Merit Employees		
FT Merit Employees	4	4
PT File Clerk	1	1
UAW Union Employees		
FT UAW Employees	8	8
PT Police Attorney	1	1
Domestic Violence Advocate (Grant)	1	1
Teamsters Union Employees		
FT Teamsters Employees	29	26
Detention Specialist, PT	2	2
Outside Detail Specialist, PT	1	1
Communications Division Union		
Dispatchers & Shift Leaders	10	7
Communications Technicians I & II	12	8
Total Civilian Positions Combined:	76	63
Grand Totals:	253	226



**NASHUA POLICE DEPARTMENT
ORGANIZATIONAL CHART
Effective Oct. 4, 2004**

GOALS AND OBJECTIVES FOR 2006

GOAL #1: To achieve a successful C.A.L.E.A. on-site assessment

Objectives

1.1 Develop and utilize a new comprehensive Performance Evaluation System.

1.1.1 Format performance evaluations for each Bureau based on an analysis of job descriptions. Train supervisors to properly complete the new evaluations through an updated Evaluation Guide.

1.2 Complete an updated Job Task Analysis

1.2.1 Have employees, both sworn and civilian, complete job task surveys. Through the results of the surveys, assemble a team from N.N.E.P.A.C. (Northern New England Police Accreditation Coalition) to validate current job descriptions, selection process, performance evaluations, and in-service training.

1.3 Ensure compliance with all accreditation standards

1.3.1 Review all accreditation standard files for compliance. Conduct monthly briefings between command staff and accreditation manager for updates on accreditation compliance status.

GOAL #2: Enhance the use of technology

Objectives

2.1 Develop and utilize the IMC Users Group to enhance IMC user capabilities.

- 2.1.1 Schedule User Group monthly meetings.
- 2.1.2 Identify issues and problems associated with daily operations.
- 2.1.3 Develop and implement process improvement.

2.2 Predict, respond to, and reduce incidents of public concern.

- 2.2.1 Implement monthly crime/enforcement analysis meetings with the necessary personnel.
- 2.2.2 Identify current problems and review the results of previously identified problems.
- 2.2.3 Task and empower appropriate units for action on identified problems.
- 2.2.4 Conduct quarterly command staff reviews of solutions to identified problems.

2.3 Implement sector shift incident overviews to enable the follow-up shift to have knowledge of sector activity for the preceding shift.

- 2.3.1 Utilize the IMC Users Group to determine feasibility and process design.

GOAL #3: Reduce the number of traffic collisions occurring in the city through analysis, continued traffic enforcement, and public awareness

Objectives

3.1 Enhance analysis strategies to reduce the number of collisions in the City of Nashua.

- 3.1.1: Increase efficiency of Traffic Collision Analysis to identify locations, time, violation, or engineering factors involved in traffic collisions within in the city.
- 3.1.2: Increase efficiency of Traffic Enforcement Analysis to identify positive effects on the decrease of traffic collisions.

3.2 Enhance operational strategies to reduce motor vehicle collisions in the City of Nashua.

- 3.2.1 Increase overall traffic enforcement statistics in the Uniform Field Operations Bureau.
- 3.2.2 Assign and coordinate selective traffic enforcement to location identified in the traffic collision analysis report.
- 3.2.3 Continue participation in various traffic enforcement activities including DWI Patrol, Click-It seatbelt program, and the Child Passenger Safety Program.
- 3.2.4 Where engineering issues are identified as causation factors in traffic collisions, provide documentation to the State of New Hampshire and/or City of Nashua Traffic Engineers.

3.3 Enhance public awareness to traffic safety and collision prevention.

- 3.3.1 Issue press releases pertaining to violation trends and enforcement activities.

Goal # 4: Increase accountability of repeat juvenile delinquent offenders

Objectives

4.1 Identify repeat juvenile offenders for observation and referrals to proper outside agencies.

- 4.1.1 On a weekly basis, obtain from the Juvenile Service Officers (J.S.O) a current list of juvenile offenders currently on probation and their probationary terms.
- 4.1.2 Disseminate the information obtained from the J.S.O. to include the terms of probation, such as, mandatory school attendance, curfews, sobriety, etc.
- 4.1.3 Forward all contacts with probationary offenders to their respective J.S.O.s.
- 4.1.4 Assign the department's Crime Analysis Specialist the task of tracking each contact and providing corresponding documentation on a monthly basis.
- 4.1.5 Utilize specific family support agencies for the purpose of making referrals, i.e., DCYF, the Boys and Girls Club, and Nashua Youth Council.

4.2 Increase the number of contacts with juveniles on the list provided by the Juvenile probation Officers.

- 4.2.1 Enter and identify repeat offenders in the IMC system.
- 4.2.2 Provide weekly reports on officer contacts.
- 4.2.3 Create a Crystal Report on juvenile/officer contacts.
- 4.2.4 Use the IMC User Group to determine the feasibility and the process design of this reporting system.

MAJOR DEPARTMENT ACTIVITIES AND ACCOMPLISHMENTS IN 2006



- The Department received \$1,140,948.00 in grants for law enforcement personnel, functions, and equipment. These funds allowed the Department to focus efforts in areas such as gang interdiction, violence against women, Police Athletic League, hazardous devices, Drug Task Force, and Homeland Security.
- Extensive cost containment efforts were made at the Headquarters and Riverside buildings to save on electricity utilities. The cost outlay will be recouped by rate savings within 2 years.
- The Department completed a near million dollar renovation and retrofit to its aging HVAC system to ensure a safe, comfortable, and cost effective work environment at Police Headquarters.

MUTUAL AID DEPARTMENTS

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



Photos by Leslie O'Shaughnessy Studios

Brookline, NH, Police Department
Hollis, NH, Police Department
Hudson, NH, Police Department
Litchfield, NH, Police Department
Merrimack, NH, Police Department
Milford, NH Police Department
Pelham, NH, Police Department
Tyngsboro, MA, Police Department



SPECIALIZED TEAM RESOURCES

Accident Reconstruction Unit

The function of the Accident Reconstruction Unit is to complete thorough investigations of automobile collisions that involve serious bodily injury, death, or other collisions involving unusual circumstances.

Animal Control Division

The Animal Control Division's responsibilities include assisting the public with animal-related problems or nuisance wildlife.

Bicycle Unit

The Bicycle Patrol Unit shall be responsible for maintaining an ongoing awareness of the community's needs and attempt to build an atmosphere of mutual respect and trust between the community and the Department. Duties include enforcement of parking and traffic law regulations, selective enforcement patrols and surveys, traffic direction and control at vehicle accidents/fire scenes, crowd control, and may be used as a first responder to complaints that require immediate response where the Bicycle Unit's mobility is needed.



Photo by Leslie O'Shaughnessy Studios

Canine Unit

The Canine Unit shall be responsible for performing general police duties in protecting life and property, enforcing State, Federal, and local ordinances, and to assist in all aspects of police work. The Unit may be required to track or locate missing persons, patrol high crime areas, assist patrol officers when conducting searches of buildings, detention & apprehension of criminals, and responding to serious or violent crimes in progress.

Ceremonial Unit

The Ceremonial Unit is responsible for representing the Nashua Police Department at formal occasions, such as City and State functions, Presidential details, and official funerals as assigned.



Crime Scene Unit

The Crime Scene Unit is equipped with a Crime Scene Van. This van contains all the equipment necessary for the processing of major crime scenes and is available as a command or transport vehicle in an emergency situation. In addition to lights & sirens, it is outfitted with Halogen lighting that can be utilized to illuminate a fairly large area.

Crisis Negotiation Unit

The function of the highly skilled Crisis Negotiation Unit is to intervene through negotiation with persons in crisis. The Unit is utilized for hostage incidents, barricaded subjects, high-risk suicide attempts, high risk warrants, mental health warrants, and conflict resolution. In addition, the Unit is the primary source for information and intelligence for tactical units and command officers in a critical incident. The primary function of the Unit is the peaceful resolution through negotiation of the critical incident. The Unit can also be utilized tactically to assist the SRT Unit if needed.

Dive Team -Search and Recovery Unit

The Dive Team shall have the duty and responsibility of handling those instances where underwater search and recovery are required to cope with particularly crucial situations. Duties include performing search and recovery of stolen property and search and recovery of bodies.

Domestic Violence Unit

Formed in 1997 in response to the recognition that Domestic Violence is a serious problem and is costing lives. The Domestic Violence Unit strives to assist victims of domestic violence get the assistance needed to stop the abuse. Our goal is to break the cycle of violence, by not only assisting the victims but also holding the offender accountable. This mission is being accomplished through patience and persistence. The Nashua Police Department's Domestic Violence Unit strives to work with and educate the victims, train the officers, and aggressively prosecute the offenders. The Unit's Victim/Witness Advocate takes the time to explain the court process to the victim and ensure that their questions and concerns are addressed. The Advocate maintains contact with the victim throughout the process and beyond. The police officer assigned to the Unit is responsible for ensuring that any and all evidence necessary for prosecution is obtained. The officer also conducts follow-up investigations involving matters related to Domestic Violence. Additionally the Domestic Violence Unit is responsible for training the members of the Nashua Police Department in matters surrounding Domestic, Sexual Violence and Stalking. The Domestic Violence Unit also gives presentations to outside organizations on these issues. These organizations include the citizen's police academy, civic organizations, schools and religious groups.

Forensic Artists

The Nashua Police Department has members trained in forensic artistry.



Photo by Leslie O'Shaughnessy Studios

Hazardous Device Unit

The Hazardous Device Unit is responsible for maximum efficiency of operation and safety of persons concerned in all situations involving hazardous devices. Preservation of human life is of paramount concern to all public safety agencies and individuals for the safe disposal of explosive hazards. Duties include collection and preservation of evidence. The HDU works with other Departmental Units utilizing the bomb robot to locate, monitor, and contact dangerous and violent persons.

Motorcycle Unit

The Motorcycle Unit shall be responsible for providing enforcement of motor vehicle violations, traffic direction and control at vehicle accidents/fire scenes, and crowd control. The Unit may be used as a first responder to complaints that require an immediate response where the Unit's mobility is needed.



Polygraph Unit

The Nashua Police Department has members trained in polygraph science.

Problem Oriented Policing Unit

The Problem Oriented Policing Unit (POP) is responsible for identifying problems within the community, along with determining and implementing the solution. The Unit is proactive and includes both plainclothes and uniformed assignments.

Parking Enforcement Unit

The Parking Enforcement Division is responsible for the enforcement of Nashua ordinances and State statutes governing parking infractions.

Photography Unit

The Nashua Police Department has members trained in crime scene photography.



Special Reaction Team

The Special Reaction Team is a unit made up of specially trained officers whose purpose is to handle instances when weaponry or other tactical skills are required to cope with: the capture, incapacitation, or elimination of a sniper; protection of VIPs; barricaded and/or armed fugitives; suppressing hostage situations and rescuing hostages; search and arrest warrants where armed resistance is likely; and any other duties as assigned by the Chief of Police.



Traffic Enforcement Unit

The purpose of the Traffic Enforcement Unit is to enhance traffic enforcement efforts by adopting a proactive policy with the implementation of a highly visible and motivated unit to facilitate the safe and lawful movement of vehicular and pedestrian traffic throughout the community.



NASHUA POLICE DEPARTMENT

July 1, 2005 - June 30, 2006
(Fiscal Year 2006)

SUMMARY

CALLS FOR SERVICE LOGGED	92,422
PERSONS ARRESTED	4,552
DWI ARRESTS	There were 274 persons charged with DWI
DRUG ARRESTS	There were 310 persons charged with Drug Offenses
TRAFFIC ACCIDENTS	Accident Calls dispatched; 4,067 State Accident reports; 2,289

OFFENSES

(as determined by National Incident Based Reporting methods)

	TOTALS
MURDER / NON-NEGLIGENT	
MANSLAUGHTER.....	2
KIDNAPPING / ABDUCTION	25
FORCIBLE RAPE	25
FORCIBLE SODOMY	13
SEXUAL ASSAULT WITH AN OBJECT	31
FORCIBLE FONDLING	87
ROBBERY	43
AGGRAVATED ASSAULT	131
SIMPLE ASSAULT	1,166
INTIMIDATION	238
ARSON.....	44
BURGLARY / BREAKING AND ENTERING	396
PURSE-SNATCHING	1
SHOPLIFTING.....	370
THEFT FROM BUILDING.....	461
THEFT FROM COIN-OPERATED MACHINES.....	1
THEFT FROM MOTOR VEHICLE	544
THEFT OF MOTOR VEHICLE PARTS	207
ALL OTHER LARCENY	368
MOTOR VEHICLE THEFT	141
COUNTERFEITING / FORGERY	97
FALSE PRETENSES / SWINDLE	153
CREDIT CARD / AUTOMATIC TELLER	127
IMPERSONATION.....	39
WELFARE FRAUD	7
WIRE FRAUD	2
EMBEZZLEMENT.....	46
STOLEN PROPERTY OFFENSES	33
DESTRUCTION / DAMAGE / VANDALISM	1,356
DRUG / NARCOTIC VIOLATIONS.....	535
DRUG EQUIPMENT VIOLATION	37
INCEST.....	22
STATUTORY RAPE	66
PORNOGRAPHY / OBSCENE MATERIAL.....	1
PROSTITUTION	15
WEAPON LAW VIOLATIONS	24
BAD CHECKS	10
DISORDERLY CONDUCT	350
DRIVING UNDER THE INFLUENCE	269
DRUNKENNESS	5
FAMILY OFFENSES, NONVIOLENT	48
LIQUOR LAW VIOLATIONS.....	127
RUNAWAY	239
TRESPASS OF REAL PROPERTY	207
ALL OTHER OFFENSES (EXCEPT TRAFFIC)	1,082
TRAFFIC, TOWN BY-LAWS, MISC.	2,938
TOTALS	12,129

DIVISION OF PUBLIC HEALTH AND COMMUNITY SERVICES

Mission

Nashua's Division of Public Health and Community Services promotes and protects the public's health and well being through a holistic approach to health and wellness for the community. This is accomplished through ensuring access to resources through collaboration with other departments and agencies, education, enforcement, disease prevention and health promotion, emergency preparedness and leadership.

Division Director

Deputy Director/Epidemiologist

Medical Director (*Resigned 1/13/06*)

Medical Director (*Hired 3/7/06*)

Financial Coordinator

Childcare/Grant Coordinator

Health Program Specialist (*Hired 3/30/06*)

Regional Public Health Preparedness

Coordinator (*Hired 2/22/06*)

Community Health Nurse Manager

Environmental Health Manager/Health Officer

Welfare Manager/Welfare Officer

Mediation Coordinator

Mary S. Nelson

Paul Etkind DrPH, MPH

Joseph Sabato MD

Alexander Granok MD

Louise Woodworth

Christina Lister

Jocelyn Villiotti

Donna Arias

Vacant

Michael Tremblay

Robert Mack

Sandra Mulcahy

Departments within the Division

Childcare, Community Health, Environmental Health, and Welfare (including the Mediation Program)

Board of Health Members

Dr. Anthony Storace, Chair

Dr. Donald Levi, Member

Dr. Peter Klementowicz, Member

Steven A. Bolton, Aldermanic Liaison

Michael J. Tabacsko, Aldermanic Liaison-Alternate

The Board provides guidance to the professional staff on matters of public health and is kept informed of ongoing activities with monthly reports from senior departmental staff. The Board of Health met on a regular basis throughout the year to review statistics and trends relevant to public health and disease prevention. Priorities for the upcoming year will include: public health programs as they apply to chronic and acute disease prevention, public health preparedness, and community based public health programs. Meetings of the Board are open to the public and generally occur on the second Wednesday of the month from 12:00 to 1:30 PM at 18 Mulberry Street.

Ongoing Division Activities

Division staff continues to actively participate in the work of the following groups:

- New Hampshire Department of Health and Human Services Public Health Preparedness Steering Committee
- New Hampshire Department of Health and Human Services Communicable Disease and Epidemiologic Control Committee
- New Hampshire Environmental Health Association
- New Hampshire Public Health Association
- New Hampshire Public Health Network
- New Hampshire Immunization Advisory Committee
- New Hampshire Hospital Association Emergency Preparedness Advisory Group
- New Hampshire Comprehensive Cancer Control Planning Collaborative
- New Hampshire Childhood Lead Poisoning Advisory Committee
- New Hampshire Asthma Steering Committee
- New Hampshire Health Officers Association
- New Hampshire Local Welfare Administrators' Association
- New Hampshire HIV Community Planning Group
- New Hampshire Citizen's Corps
- New Hampshire Conflict Resolution Association
- Healthy NH 2010
- Granite State Immunization Project
- Greater Nashua Medical Reserve Corps
- Greater Nashua Continuum of Care (Homelessness and housing issues)
- Greater Nashua Healthy Community Collaborative
- Greater Nashua Regional Public Health Advisory Committee
- Greater Nashua Domestic Violence Coordinating Council
- Local Emergency Preparedness Committee and associated sub-committees
- Board of Director's and Community Assessment Committee, United Way of Greater Nashua
- Mayor's Ethnic Awareness Committee
- Nashua Continuum of Care
- Nashua Task Force on Alcohol and Other Drugs
- Parents and Children Together (PACT) Planning Committee
- Hispanic Health Network
- St. Joseph's Hospital Institutional Review Board
- United States Interagency Council on Homelessness (Region 1)
- National Association of County and City Health Officials' Immunization Advisory Group
- Operation Brightside (Anheuser Busch funding for civic projects)



**Health and Community Services Division
18 Mulberry Street**

The Division of Public Health and Community Services continues to focus on providing community-based public health services based upon the 10 essential public health services, as established by the American Public Health Association. These services are conducted through a process of assessment of the range of health promotion and disease prevention services and what are the unmet needs; assurance that such services are the highest quality possible; and, policy development that ensures quality health promotion and disease prevention activities. Additionally, the Division strives to contain welfare costs, and integrate environmental health and community health services with other city departments. Division staff collaborates with other departments in several activities. One example is the “Oscar Team,” in which Environmental Health Specialists link with law enforcement and building code enforcement personnel to conduct focused housing inspections. Additionally, the Community Health staff partner with law enforcement personnel in several outreach and education programs targeting intravenous drug use and sexually transmitted disease prevention. Division staff provides services to other city departments and employees such as providing conflict resolution training and flu vaccinations. The Division is also expanding public health preparedness capacity that is discussed in another section of this report.

CHILD CARE SERVICES

Childcare/Grant Coordinator:

Christina Lister

The Child Care Services Office, established in 1987, continues with its objective to facilitate the continuation of quality, affordable, childcare programs within the city of Nashua, NH, and to support families in the balance of their work and family lives.

The Coordinator is responsible for participating in local and statewide initiatives which enhance and expand child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and, providing technical assistance to potential and existing providers of early care and education programs.

The Child Care Services Office:

- Offers child care resource and referral services to parents in the community
- Assists providers with the technical support in their professional endeavors
- Supports the activities of the Nashua Early Childhood Care and Education Network, and the Greater Nashua Early Childhood Education Consortium
- Collaborates with the Nashua Child Care Advisory Commission in its ongoing activities
- Identifies supply of and demand for early childhood resources
- Provides ongoing child care provider workshops
- Recruits new child care providers

The Child Care Advisory Commission of Nashua, NH consists of a fifteen-member panel. The Commission is appointed by the Mayor, and meets monthly at the Health and Community Services Division. It is the Commission's responsibility to heighten the public perception of childcare as a professional, family support service, and as an essential component of Nashua's economic success. The Commission is also tasked with supporting the position of the Child Care Services Coordinator in the recommendation of public policy regarding the facilitation of the development of childcare programs in Nashua.

Child Care Advisory Commission:

Kathy Bolton, *Chair*

Deborah Root

Michael Tremblay

Dorothy Rodrigues

Alderman Richard Larose

Alderman Kathryn Vitale

Michael Vaccaro

Kathy Nelson

Lyn Nelson

Pastor Robert Odierna

Karen Harris

Louise Mermer

Clara Levesque

Beth Todgham

Mary Ann Melizzi-Golja

Awilda Muniz

COMMUNITY HEALTH DEPARTMENT

Chief Public Health Nurse	Vacant
Nurse Practitioner (PT)	Joanne Pomeranz, RN, FNP
Public Health Nurse II	Chris Caron
Public Health Nurse II	Nancy Bissell
Public Health Nurse II	Betty Wendt
Public Health Nurse II	Sandra Feliciano
Public Health Nurse II (PT) (Hired 4/26/06)	Sarah Wesley-Horan
Public Health Nurse I (PT)	Joan Cote
Alcohol and Drug Counselor (PT)	Al Matkowsky, MA, LADC
Bilingual Outreach Worker (PT) (Resigned 9/9/05)	Flordelina Rosario
Bilingual Outreach Worker (PT) (Hired 5/2/06)	Consuelo Hebra
Bilingual Outreach Worker (PT) (Hired 5/1/06)	Luis Porres
Outreach Worker (Resigned 12/23/05)	Nicholas Brancato
Outreach Worker (Hired 3/20/06)	Luis Cruz
Outreach Worker (PT)	Karen Mills
Laboratory Testing Personnel (PT)	John Lethbridge
Administrative Assistant	Susan Lapointe

The Nashua Community Health Department (NCHD) is dedicated to promoting and preserving public health for all citizens. The Department seeks to achieve its mission through the utilization of a holistic approach to the individual, family and community regardless of race, creed, color, sex, age, political affiliation or belief, religion, sexual orientation, handicap, disability or gender.

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

- Monitor health status to identify community health problems
- Diagnose and investigate health problems and health hazards in the community
- Inform, educate, and empower people and the community about health issues
- Mobilize community partnerships to identify and solve problems
- Enforce laws and regulations that protect health and ensures safety
- Link people to needed personal health services and assure the provision of health care when unavailable
- Evaluate accessibility and quality of personal and population based health services

The Nashua Community Health Department is supported primarily by city funds but also has several State grants, which include: HIV Counseling and Testing, HIV Prevention, STD Counseling and Testing, Tuberculosis (TB) Prevention, Lead Poisoning Prevention, and Immunization. The NCHD implements these population-based programs to prevent and control disease.

Communicable Disease Investigation

The Nashua Public Health Nurses and Epidemiologist play a vital role in controlling disease outbreaks that can pose a threat to the public's health. Under New Hampshire Public Health Law RSA 141-C, the NCHD is tasked and works collaboratively with the NH DHHS to investigate reportable diseases and implement disease control measures to locate, contain, treat and or eradicate an identified threat posing risk to the community. There are more than 50 different reportable diseases. During FY 2006, there were 310 reportable/communicable disease cases (not including Sexually Transmitted Diseases [STD's]) reported to the Nashua Community Health Department, all of which required nursing involvement. The breakdown of these reports is as follows:

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

Communicable Disease	Cases
Aeromonas Hyd.	1
Botulism	1
Campylobacter	20
Cryptosporidiosis	2
Giardia	5
Hepatitis A	18
Hepatitis B	18
Hepatitis C	2
Hepatitis E	1
H. Influenza	0
Invasive Group A Strep	10
Invasive Pneumonia	1
Latent TB Infection (LTBI)	133
Legionellosis	3
Lyme	20
Measles	2
Meningitis	1
MRSA	1
Mumps	0
Norovirus	3
Pertussis	7
Pneumonia	2
Rubella	2
Salmonella	12
Shigellosis	1
Streptococcus	1
Strep Pneumonia	7
Tuberculosis	2
Vancomycin Resistant Enterococci (VRE)	7
Varicella	22
West Nile Virus	4
Yersiniosis	1
Total	310

Immunization

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

- During this program year, 270 hours worth of clinics were held over the course of 103 different days.
- Staffing for these clinics averaged from one and three public health nurses and at a minimum one bilingual, bicultural outreach worker paid for by Immunization Program funds.
- Immunizations were provided to 374 children and 33 immunization records were reviewed.
- Attesting to the diversity of those who use our services, 362 different non-English vaccine information sheets were distributed in 8 languages (Spanish, Portuguese, Vietnamese, Chinese, Nepalese, Polish, Korean, and Russian).
- The majority of families requiring translation services spoke Spanish, and adult family members, outreach staff, nurses, and the language line all helped to bridge the linguistic gap.
- The total number of hours needed for interpretation/translation services was 54.5 hours.

The Immunization Program Coordinator and other NCHD staff have also been involved in Clinical Assessment Software Application (CASA) audits of day cares and schools:

- Five practices were visited by the Program Coordinator and the State Program Coordinator. Four of the practices were in Nashua and one was in Milford. A total of 363 records were reviewed over the course of 40 hours. These assessments have proven to be effective in that they help to identify if there is a group practice that needs an educational intervention to improve upon their immunization performance.
- Fourteen schools were assessed this year. A total of 854 children were in the Kindergarten classes of these schools, and all of the records were assessed. Almost all were in compliance for school entry (851, or 99.6%). Findings from these assessments revealed that there is a lag in adherence to the immunization schedules prior to 24 months of age and a catch-up after that age marker.
- The NCHD has sponsored and been an active partner in the Nashua Immunization Coalition. The coalition's mission is to promote the importance of immunizations throughout the lifespan. A variety of community and medical agencies throughout the Greater Nashua area are involved in the coalition. Various projects such as writing articles about immunizations for the local newspaper have been done through the coalition.

Influenza Vaccine:

- There were 54 vaccination clinics conducted in 32 locations during this past year. During which 218 children (less than 19 years of age) were immunized and 1528 adults.

- This number of clinics was excessive, and we will plan with the City to hold fewer clinics for City employees while making it easier for employees to attend.
- There were 464 individuals 50-64 years old who received vaccine. For those 65 years and older there were 321 individuals immunized.

Pneumococcal Pneumonia Clinics:

- A total of 18 pneumococcal pneumonia vaccinations were administered this year over the course of 15 clinics, none of which were categorical pneumonia clinics.
- Ten doses were administered to children less than 18 years of age. We will increase our emphasis on this vaccine for the coming flu season.

Educational Programs:

- The Department provided educational opportunities for the public as well as for the medical professionals of the area. Five satellite broadcasts and three lectures were provided to professionals this past year. The satellite broadcasts were CDC productions.
- A total of 368 individuals attended these educational opportunities offered.

HIV Prevention Program

The NCHD has been providing HIV Prevention activities in the City of Nashua for over twenty years, since the start of HIV/AIDS epidemic. Interventions have included Street Outreach Activities, having a Fixed-site HIV Care Clinic at the NCHD and using the Mobil Van for HIV Prevention efforts. During this fiscal year the NCHD implemented a program called Safety Counts that is designed to focus on the injecting drug using population. The successes of this program includes the NCHD staff's ability to engage this high risk population in a program designed to reduce the overall risk of HIV infection, increase risk reduction skills and establishing of community linkages with other agencies that provide services to this population. Two programs were completed during this fiscal year. The NCHD staff also offered prevention case management (PCM) and individual risk reduction counseling (IRRC) to this population. A total of 59 clients received services through this program.

Tuberculosis (TB) Program

The NCHD is contracted by the DHHS TB Program to provide surveillance, investigation and treatment of tuberculosis case. This section of the annual report is based on the calendar year reporting period from January 1, 2005 to December 31, 2005. During the calendar year, 210 Mantoux skin tests were administered. Six percent (12) of those resulted in positive reports. Those individuals who test positive are interviewed and further assessed for risk factors to identify possible exposure to active tuberculosis. The Public Health Nurses assists in assuring clients are evaluated by a primary care provider, receives a chest x-ray and prophylactic treatment to prevent the development of tuberculosis disease.

There was one active case of extra pulmonary (outside of the lung) tuberculosis investigated during this calendar year.

Sexually Transmitted Disease (STD/HIV) Program

The STD/HIV Program provides counseling, testing, education and treatment for sexually transmitted diseases. Vaccine for Hepatitis A and/or B is administered to eligible clients. There were a total of 714 individuals who received STD/HIV Counseling and Testing services during the calendar year period of January 2005-December 2005.

The STD/HIV counseling and testing portion of the program provides confidential counseling, testing and risk reduction education. There were 507 clients who accessed these services in the clinic, while another 207 accessed counseling and testing through outreach services.

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

Childhood Lead Poisoning Prevention Program

NCHD staff works in collaboration with the State Childhood Lead Poisoning Prevention Program providing case management to children living in Nashua with reported elevated blood lead levels over 10mcg/dl. Case management ranges from letters, to phone calls, to home visits and inspections with Environmental Health and the Community Health Department. During this reporting year 2005-2006, 9 children with elevated blood lead levels were reported having elevated blood levels between 10-19 mcg/dl. There was one child reported with a blood lead level reading of 20 mcg/dl. The Lead Program participates in a Statewide Advisory Group, which meets quarterly, and meets with the Nashua Lead Action Committee.

Public Health activities of this program include:

- Bi-monthly case management meetings in Concord.
- Health & Fitness Festival at Nashua High School: 125 children received lead prevention education materials.
- Back to School Night: 175 individuals received lead educational materials.
- Dr. Crisp Elementary School Health Fair: 150 attendees
- Lead Safe Renovator Breakfast: 22 attendees (17 renovators)

Future Community/Public Health Initiatives

In the coming years, the NCHD will continue its traditional focus on surveillance and monitoring of communicable diseases, the prevention of infectious diseases and providing services through the clinic based programs and population based programs.

The NCHD will also continue to be more active in health promotion and disease prevention programs related to more chronic diseases. There will be additional challenges as the NCHD continues to move in this direction. The Department will continue to collaborate with all Departments within the Division, with other City and State agencies, and community partners within the local, regional and state public health system to protect the public's health against non-traditional public health threats such as bioterrorism and emerging diseases.

PUBLIC HEALTH PREPAREDNESS AND EPIDEMIOLOGY PROGRAM

Recognition of the important role of Public Health in preparing for emergencies of all kinds, be they natural or man-made, has been growing in the past several years. This Division has responded to that recognition by investing time, personnel and effort into planning and training to prevent, respond to, moderate, and recover from the effects of various kinds of emergencies. Nashua has taken the philosophy of "preparing for the usual is preparing for the unusual" and is actively involved in using the resources being made available for such preparedness activities by strengthening its basic public health resources. There are four major areas that Division staff engaged in order to improve on delivering services in the face of an emergency: Data Collection and Management, Planning and Training, Regionalization, and Professional Connections. In addition to these, the Division was "home" to two major adjuncts to preparing for emergencies, the Medical Reserve Corps, and the Disaster Behavioral Health Response Team (DBHRT).

Data Collection and Management

Programs cannot be developed or evaluated without data. Significant efforts to improve upon the data flow into the Division occurred during the past year. Communicable disease information, clinic visits, and outreach activities are some of the measurable indicators. Some attention was paid to how we can expand upon current capacities and move into health promotion and disease prevention in areas beyond the traditional local health department focus on communicable diseases. In this past year, there were several major activities:

- The Communicable Disease Case Log was routinely reviewed to assess the timeliness and quality of case investigations as well as to look for evidence of case clustering, which might indicate an outbreak. More QA measures are being instituted for these purposes.
- A new case management system was developed and was put "on-line" in January of 2006. This new system will enable us to conduct more sophisticated analyses of the investigations as well as analyses of the epidemiology of infectious diseases in Nashua. It is in its testing phase now.
- Nashua has collaborated with Manchester in promoting the development of a new data and management system for environmental health services. Manchester is developing the software and Nashua will be a test site to assess and improve the product's utility.
- A review of the data relating to environmentally- and lifestyle-mediated diseases was conducted in order to see what exists that can be used to inform programs

as well as what gaps exist that need to be filled in order to inform prevention programs.

- Requests have been made to the State to routinely provide the City with quarterly disease summaries of various categories of diseases.
- Informal surveys of possible data sources to describe the extent of problems such as asthma, hepatitis C and oral health issues have begun.
- People coming to the Division for clinical and welfare services are now being periodically asked to respond to surveys designed to capture what they think are the major health issues of the community.
- In collaboration with the Environmental Health and Community Health Departments, the Epidemiologist is now part of the Incident Response Team, a multi-disciplinary group that responds immediately to possible disease outbreak situations.

Planning and Training

Preparation begins with planning that involves all stakeholders:

- An internal planning group, with representation of each Department within the Division, met weekly throughout the year.
- The original Smallpox Response Plan was revised to be an All-Hazards Response Plan that moves us away from a “one plan for each emergency” situation.
- An appendix to the All Hazards Plan that deals with the specifics of a pandemic flu outbreak was developed.
- The Public Health and Medical Care portion of the City’s Emergency Operations Plan was updated.
 - Division staff meets monthly with the city’s Emergency Managers as well as with the Local Emergency Planning Committee, to coordinate our activities with broader ones occurring in the area.
 - The Continuity of Operations Plan (COOP) is in development. This is designed to anticipate how services could continue to be provided if we lost key parts of our infrastructure due to an emergency.
 - The plans and legal ordinances for responding to emergencies in the communities comprising the Greater Nashua Area were reviewed and updated.
 - Memoranda of Understanding (MOU’s) between the City and the other area communities, as well as with various businesses and human service providers, were reviewed as a first step to being updated.
 - External advisory committees for Media/Public Information and Workgroup Surge Capacity were re-established. A series of media releases for the different stages of a flu outbreak were developed. Efforts to identify additional medical care and other volunteer staff to conduct large-scale clinics to deliver vaccines or medications in the event of emergencies are also underway.
 - The Division accepted new grant funding to lead the way to developing a Regional Pandemic Influenza Plan for the Greater Nashua area.
 - Several public meetings were held to discuss the potential of a worldwide flu epidemic. Two Town Meetings were held in Nashua. One was conducted

entirely in Spanish. A forum was held by the Greater Nashua Chamber of Commerce, and lectures were given to the Nashua Leadership Group, the NAACP, and other community groups.

Planning needs to be combined with trainings:

- Division staff received training in the Incident Command System and reviewed its use of radios for emergency communications. In addition, Division staff members have been certified in the National Incident Management System (NIMS).
- Staff was trained in first aid, CPR and in the use of electronic defibrillators.
- Funds were made available to support trainings and conference attendance for area Health Officers and nurses.

Regionalization

Any public health emergency is not likely to be confined to the borders of one city or town. It is most likely to be a regional or statewide event. As such, the Public Health Preparedness Grant that the City receives from the State specifies that Nashua take the lead in promoting the development of the region's public health infrastructure:

- The Division hired a Regional Public Health Coordinator whose job it is to work with the 13 communities of the Greater Nashua Public Health network to strengthen the public health infrastructure of the region to improve upon its ability to respond as a region to public health emergencies.
- The Greater Nashua Public Health Preparedness Advisory Group, composed of elected officials, public safety officials, medical and social service professionals and other interested people has been meeting bi-monthly. Issues related to public health preparedness are discussed at these meetings.
- Led by a contractor, the Regional Advisory Group engaged in an assessment of the public health system in the area. A Public Health Improvement Plan, with three initial priority activities, was completed and released early in the fiscal year.
- Plans were initiated to hold flu clinics outside of Nashua in the 2006-2007 flu season to develop the capacity of the smaller area communities to hold mass vaccination clinics in the event of an emergency. A supply of vaccine has been purchased for this purpose and trainings in establishing and conducting mass clinics will be held prior to actual clinics.

Professional Connections

The Division is represented on a number of local and statewide advisory groups dealing with a variety of infectious disease, environmental health and general public health issues. Membership provides a mechanism for learning more about the epidemiology of various diseases and conditions extant in New Hampshire. It also offers the Division opportunities to explain to various professional groups how the systems being created and used in the local level if Nashua can complement those at the regional and state levels. A partial list of such groups is below. Other organizations will be listed under the different departments of the Division:

- National Association of County and City Health Officials (NACCHO) sub-committees on Immunizations and on Pandemic Flu Planning
- Communicable Disease Epidemiology and Control Committee (CDECC, including the Steering Committee)
- Childhood Lead Paint Poisoning Prevention Advisory Group
- New Hampshire HIV/STD Community Planning Group
- Healthy New Hampshire 2010 Advisory Group
- New Hampshire Health Officers Association
- New Hampshire Public Health Network
- Statewide Pandemic Flu Planning Committee
- Granite State Immunization Partnership
- Statewide Immunization Advisory Group
- Bio-monitoring Steering Committee
- Environmental Public Health Tracking Project
- Greater Nashua Healthy Community Coalition
- Nashua Area Health Advisory Committee
- Nashua Medical Reserve Corps
- Nashua Local Emergency Preparedness Coalition
- Childcare Advisory Commission of Nashua
- NH Hospital Preparedness Advisory Group
- St. Joseph Hospital Institutional Review Board

Medical Reserve Corps and Disaster Behavioral Health Response Team

The Division became the home to two important adjuncts to public health preparedness activities. The Medical Reserve Corps (MRC) is a group of medical professionals who have volunteered to participate in emergency response activities. They are one answer to the problem of “surge capacity,” when it is anticipated that medical resources will be stretched beyond capacity because of the increased demand for services that will be created by an emergency. The Corps meets monthly and provides training via lectures and staffing at events. The Corps has sponsored (not a complete list):

- Numerous Core Disaster Life Support courses to first responders and hospital personnel.
- A mass vaccination clinic for paramedics to train giving vaccinations. They offered pneumococcal pneumonia vaccine to elders as a training exercise.

The Disaster Behavioral Health Response Team (DBHRT) is another important adjunct to health preparedness activities. This group of volunteer behavioral health counselors is ready for deployment in the event of emergencies. They concentrate on ensuring the mental and emotional well-being of the first responders. They also are available to swiftly conduct needs assessments of the mental and emotional health of the victims of emergencies. The grant for this activity was moved to the Division this year.

ENVIRONMENTAL HEALTH DEPARTMENT

Environmental Health Manager/Health Officer	Michael Tremblay
Deputy Health Officer	Heidi Peek
Environmental Health Specialist II <i>(Hired 5/22/06. Position vacant from 7/1/05 to 5/06.)</i>	Howard Price
Environmental Health Specialist I <i>(Resigned 11/11/05)</i>	Greg Whitmore
Environmental Health Specialist I <i>(Hired 9/12/05)</i>	Casey Mellin
Laboratory Director	Keira Delude
Office Manager/Environmental Health Technician	Linda Alukonis
Summer Intern	Sheli Dookran

Over the past year the Environmental Health Department once again spent a large amount of time training new personnel within the department. Numerous months were spent operating shorthanded and trying to maintain our required programs. Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV) consumed a large amount of time as did emergency preparedness on both a local and regional level.

Selected Environmental Health Activities:

Routine food service establishment inspections	689
Food service establishment re-inspections	27
Food service establishment site visits	118
Food service plan reviews	27
Fire Department calls	8
Food samples collected	32
Pool/Spa inspections	11
Pool and spas tested	146
Rabies specimens submitted to State lab	21
Daycare inspections	11
Foster home inspection	5
Birds collected for WNV/EEE testing	26
Mosquitoes collected for testing	517
Demolition site visits	9
Septic system plan reviews	24
Septic system site visits	78
Code team/housing inspections	32
Indoor air quality checks	5
Private school inspections	4

Seventy years ago...

Report of the Milk Inspector

MILK INSPECTION	
Samples milk and cream for chemical analysis	797
Number found below grade	73
Samples raw milk for bacterial analysis	1,148
Number above 100,000 per c.c.	219
Samples pasteurized milk for bacterial analysis	382
Number above 25,000 per c.c.	35
Samples Grade A raw milk for bacterial analysis	50
Number above 25,000 per c.c.	3
Samples Grade A pasteurized milk for bacterial analysis	47
Number above 25,000 per c.c.	0
Samples Grade A Vitamin D Raw for bacterial analysis	40
Number above 25,000 per c.c.	2
Samples Grade A Vitamin D pasteurized for bacterial analysis	60
Number above 25,000 per c.c.	2
Samples Certified Raw for bacterial analysis	1
Number above 25,000 per c.c.	0
Samples for Colon Bacillus Analysis	1,524
Number above 10 colonies per 100 c.c.	196

LICENSES	
Number of stores licensed	146
Number of dealers licensed	31
Number of producer-dealers licensed	18
Number of milk plant inspections	568
Number of farms inspections	813
Number of dealers	31
Number of dealers selling pasteurized milk	18
Number of dealers selling pasteurized and raw milk	13
Number of dealers selling raw milk only	12
Number of health certificates issued to food handlers	109

SYLVIO D. DION,
Milk Analyst.
DR. LEON A. SYLVESTRE,
Milk Inspector.
REGIS THERRIAULT,
Farm Inspector.

Report of the Meat Inspector

SLAUGHTER INSPECTIONS	
Animals Inspected:	
Lambs	1,115
Calves	1,104
Cows	288
Hogs	146
Condemned:	
Calves	6
Cows	5
Hogs	3

REGIS THERRIAULT,
Meat Inspector.

From the "Report of the Board of Health" – 1936 Annual Municipal Government Report

Meetings:

- Director/Manager meeting
- Monthly Board of Health
- Emergency Planning/Preparedness
- Northern New England Environmental Health Association
- LEPC/SARA
- Division Assessment
- Regional Public Health Advisory Committee
- Childcare Advisory Commission of Nashua
- N.H. Health Officers Board of Directors
- Budget Planning
- LANH
- Bio-terrorism
- Avian Influenza
- State of N.H. Public Health Assessment Workshop
- N.H. ELAP – All labs annual meeting.
- WNV (West Nile Virus) /EEE (Eastern Equine Encephalitis)
- Regional Preparedness Meetings in Merrimack and Brookline
- ESF-8
- Energy Conservation
- Quarterly Meetings with Commissioner Stephen
- Human Resources
- Health Care Forum.
- Harbor Homes with Peter Kelleher.
- Green Team of Nashua
- State Lab Personnel
- Web site Design
- Dragon Mosquito on Licensing
- Deputy Consul of Mexico
- NH Legal Assistance

Seminars and Trainings:

- Public Health Institute Training Classes
- ServSafe Food Protection
- FEMA – IS700 National Incident Management Systems
- Mass Vaccination Staffing Task Force
- Mass Antibiotic Distribution
- Lead Paint Renovation Seminar
- Team Building Program
- Division Strategic Planning
- Avian Flu Pandemic Summit
- Annual Training of City lifeguards by Environmental Health Department Staff in Operation and Maintenance of City pools and Spas
- Radio Communications Training
- Presentations to Rivier College Nursing Students
- Computer Use Training

WELFARE DEPARTMENT

Manager/Welfare Officer
Senior Case Technician
Case Technician
Case Technician
Case Technician
Intake Worker/Accounting Clerk
Mediation Coordinator
Secretary III (Retired 2/24/06)
Secretary III

Robert Mack
Karen Emis-Williams
Cynthia Newell
Rute Ferreira
George Barrett
Therese Charest
Sandra Mulcahy
Marie Savage
Susan Blouin

The City Welfare Department provides general assistance according to RSA 165 to those who are poor and unable to sustain themselves.

The following is a comparison for FY 2005 and FY 2006 for the City Welfare Department:

	FY 2005	FY 2006
Total Contacts	9,817	12,066
Total Applications	2,052	2,240
Total Interviews	5,332	5,206
Total Cases	1,342	1,433
Total Clients who received Assistance	3,776	3,693

As can be seen through the statistics, the need for General Assistance has been extreme. Many factors that influenced the Welfare Department fiscal year 2005 continued into fiscal year 2006. Those factors include the unemployment rate, the high rental rates and housing costs, the ongoing homeless issues and shelters at full capacity throughout the year, the cost of medications and health insurance, and Social Security and State Welfare benefits that do not keep up with the cost of living. Additionally, the increase of fuel costs greatly impacted households and the need for fuel/utility assistance.

A comparison of expenses follows:

	FY 2005	FY 2006
Shelter	\$1,028,777.22	\$957,707.62
Medical	\$222,379.01	\$185,947.19
Fuel	\$60,192.50	\$85,259.76
Food/Maintenance	\$47,569.66	\$53,077.03
Totals	\$1,360,418.39	\$1,281,991.60

Municipal members of the New Hampshire Local Welfare Administrators' Association also reported significant increases in statistics and costs similar to those experienced in Nashua.

The Welfare Department continued to work with the Greater Nashua Continuum of Care [GNCO] to address the homelessness issues, as well as coordinate services/resources with local agencies to meet the basic needs of City Welfare recipients. In collaborative efforts with many community partners in the GNCO the Welfare Department has been working on action steps identified in *A HOME FOR EVERYONE: A Plan to End Homelessness in Greater Nashua*, which is being implemented under the direction of the Ending Homelessness Committee and has been chaired by the Welfare Officer. The Welfare Department assisted approximately 62 families (totaling 83 adults and 110 children) and 129 individuals with emergency motel placements and/or shelter referrals throughout fiscal year 2006. The Welfare Department continued working closely with the Nashua Soup Kitchen & Shelter and other providers to move many individuals and families into shelter placements from temporary emergency motel placements.

The full compliment of Case Technicians and administrative support staff has allowed for greater time spent during appointments with applicants to analyze their specific needs and eligibility for services as well as time following up on referrals to alternative resources. This due diligence has proven to be cost effective and has reduced the need for General Assistance from the City in some instances, even while the department caseload remains high.



Nashua Mediation Program

The Nashua Mediation Program provided conflict resolution services to 435 juveniles and their families during the past fiscal year. Those served reside in the "Greater Nashua Area," which includes the following communities: Amherst, Brookline, Hollis, Hudson, Litchfield, Merrimack and Nashua. The majority of families receiving services were Nashua residents. This does not include residents who may have had contact with this program without initiating mediation services, through other training and public information services.

Requests for mediation services have increased in FY-06 and attendance rates remain high.

The Nashua Mediation Program is supported by city funds and contributions from other communities that utilize mediation services, a grant from Hillsborough County Incentive Funds, and fees from training and marital mediation services. The Nashua Mediation Program continues to deliver its services free of charge by utilizing a pool of 80 highly trained volunteers from the community.

The program provides monthly, continuing education, advanced mediation training and skill building workshops for the volunteer mediators at the "Monday Nights at Mediation" workshop series. These workshops are also open to interested division staff.

The Nashua Mediation Program works closely with Greater Nashua Area schools and community groups to deliver training on peer mediation, conflict resolution skills and violence reduction. The mediation program also has presented at several middle and secondary school programs, for students and parents, which are designed to be preventative and educational in nature.

The program continues to actively participate on the Mayor's Task Force on Youth, the Nashua Task Force on Alcohol and Other Drugs, the Domestic Violence Coordinating Committee, Network (Child Abuse Prevention) and the New Hampshire DBHRT (Disaster Behavioral Health Response Team). The Nashua Mediation Program is a member of the NHCRA (New Hampshire Conflict Resolution Association), where three of the program's volunteer mediators sit on the Board of Directors. The program continues to play a central role in statewide organizations seeking to promote and advance the availability of alternative conflict resolution services to families, neighborhood and community groups as well as business and judicial systems.

The Nashua Mediation Program is well established in the community with a solid referral base through the schools, youth-related programs, counseling centers, police departments and the DCYF. Follow-up questionnaires and letters received this year reflect satisfaction with training services and a decrease in the frequency of disputes in families who completed mediation services.

Sandy Mulcahy, Program Coordinator, is in her 7th year with the program. In addition to managing the mediation program, she is actively involved with emergency preparedness activities of the division. She is a member of the division's internal preparedness committee and participates in citywide table top exercises and mock disaster drills. She has completed training and advanced training as part of the State's Disaster Behavioral Health Response Team (DBHRT) and is the facilitator for the division's DBHRT grant. Three of the program's volunteer mediators have expanded their service to the City by successfully completing additional trainings to assist the community in times of disaster as members of DBHRT.

DIVISION OF PUBLIC WORKS

BOARD OF PUBLIC WORKS
Mayor Bernard Streeeter, Chairman
Commissioner Dan Gagnon, Vice-Chair
Commissioner Don Dyer
Commissioner Jim Hall
Commissioner Tim Lavoie
Aldermanic Liaison David Deane

DIVISION OFFICIALS

Director of Public Works
City Engineer

Richard Seymour
Stephen Dookran

SUPERINTENDENTS

Superintendent, Waste Water
Superintendent, Solid Waste
Superintendent, Street Department
Superintendent, Recreation
Superintendent, Parks
Superintendent, Traffic

Mario Leclerc
Richard Reine
Scott Pollock
June Caron
Nick Caggiano
Wayne Husband

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

ENGINEERING DEPARTMENT

General Information

The City Engineering Department continued to provide services related to the design and construction of public works projects, and the review and coordination of private development projects that impact city infrastructure. The Department also managed the annual city street paving and sidewalk programs, the ongoing combined sewer overflow (CSO) program, several highway, parks and stormwater projects as well as the issuance of sewer permits, and provided survey and construction inspection services.

Sewer and Stormwater Programs

- *United States Environmental Protection Agency (EPA) Combined Sewer Overflow (CSO) Consent Decree*

In FY 06, the City received the final court approved Consent Decree on December 26, 2006. Work is progressing on various elements required by the Consent Decree to meet the schedule as set forth in the document and as reported to the EPA on a quarterly basis

- *Wet Weather Flow Treatment Facility*
The design to increase the capacity of the wastewater treatment facility from 50 million gallons per day to 110 million gallons per day to handle high wet weather flows and reduce CSOs was completed in FY06. The construction bid was awarded to Methuen Construction of Salem, NH in the amount of \$26,823,210. Construction scheduled to begin in FY07
- *Wastewater Treatment Facility Primary Clarifiers Rehabilitation Project*
In FY 06, the construction for the rehabilitation of the Primary Clarifiers was started and the repair of the first tank was 90% completed. Construction is scheduled to extend into FY08
- *Ledge Street Sewer Replacement and Sewer Separation*
In FY 06, the Ledge Street Sewer Rehabilitation construction project was substantially completed. This project included approximately 1,800 linear feet of sewer replacement on Ledge Street, High Street and West Pearl Street as well as approximately 3,000 LF of new storm drain to be installed on Ledge Street and on side streets
- *Ash Street Area Sewer Rehabilitation*
In FY 06, the design of the Ash Street Area Sewer Rehabilitation project was completed. This project includes approximately 3,617 linear feet of sewer replacement on Lake Street, Ash Street Nevada Street and Elm Street. Construction began May 20, 2006
- *Contract 4C CSO 3 Farmington Road Outfall Reconstruction*
Interim repairs were made at the culvert in November 2005 due to severe erosion caused by an October rain event. Design of two replacement outfalls, one for discharge from CSO Structure 003 and the other for stormwater and brook flow, began in January 2006. May 2006 flooding caused further damage to the culvert area. A modified design/build approach was selected in June to accelerate the bidding for construction
- *Infiltration/Inflow Study*
In FY 06, the study on infiltration/inflow into the sewer collection system was completed. The final report was submitted to the EPA and NHDES for approval
- *Stormwater EPA Phase II Permit*
The 2006 Annual Report was submitted in April. Tasks completed included purchase of Enviroscape Stormwater model as part of the public education program, continued installation of wetland buffer markers, and a draft letter to abutters of wetland areas. The Engineering Department worked on the design of stormwater/drainage improvement projects that included West Prescott Street, 108 Gilson Road and 9 Riverside Street

Roadway Projects

- *Annual Paving Program*
The Engineering Department managed the annual paving program. Approximately 41,700 linear feet of streets were paved as listed under the Street Department

- *Annual Sidewalk Design and Construction*
The Engineering Department completed the design of 2,500 linear feet of sidewalks. The major segments are on Baldwin St., Beech St., Brook St., Daniel Webster Highway, Elm St., Main St., Ledge St., Locust St., McKean St., Montgomery Ave., Shattuck St., and Winter St
- *D.W. Highway Improvements*
The Engineering Department completed the design of the DW Highway/Spit Brook Rd. Roadway Widening and Signalization project. The project includes 1 mile of roadway widening and improvements to 19 signalized intersections
- *Lamb Road Improvements*
Construction of the Lamb Road improvements including new sidewalks and road reconstruction was completed
- *Broad Street/Dublin Avenue Improvements*
Conceptual plans of the widening and intersection improvements have been developed and presented to the neighborhood for input

Park Projects

- *Rotary Common*
The Engineering Department has participated in overseeing the preliminary design contract for the future Rotary Common site located at 315 Main St.
- *Mine Falls Park*
A study to determine the structure viability of the Mine Falls Dam Gatehouse and to determine what measures need to be taken to preserve the structure was completed in January. Recommendations for improvements to the gatehouse were made. Design began for park-wide Phase III improvements. Items included in the design are new entrance signage, bridge repairs, installation of a new bridge at North 7th Street, boat ramp improvements, landscaping improvements, improvements to the entrance to Whipple Street and improvements to the pathways around the athletic fields

Right-of-Way Improvements by Private Development

- *Plan Review and Inspection*
During FY 06, the City Engineer's Office reviewed and approved 71 Site and Subdivision plans for sewers, drains, street improvements and public access. The Department continued its inspection of construction in public right-of-way to verify that work was completed in accordance with the approved plans and specifications
- *Public Sewers Installed by Private Developers*
Private Developers installed approximately 3,527 linear feet of public sewers in the following locations:

Street	Length
Hydrangea Road	333
Evelyn Circle	209
Memory Avenue	707

Tamora Court	350
Street	Length
Indian Rock Road	905
Montclair Drive	380
Cox Street	345
Walgreen's cross country	298
Total sewer	3,527 feet

- *Storm Drains Installed by Private Developers*
Private developers installed approximately 2,634 linear feet of public storm drain in the following locations:

Street	Length
West Groton Road	467
Memory Avenue Cross Country	466
Hydrangea Road	364
Evelyn Circle	236
Memory Avenue	226
Indian Rock Road	710
Montclair Drive	165
Total drain	2,634 feet

Permits

The Engineering Department issued a total of 203 Residential Wastewater Service Permits

PARKS & RECREATION DEPARTMENTS



Greeley Park, Concord Street

General Information

The City of Nashua has over 800 acres of park and recreation land which includes 35 athletic fields, 3 outdoor swimming pools, 16 tennis courts, 7 ice skating rinks, 24 horseshoe pits, 8 outdoor basketball courts, 23 play lots and playgrounds.

Parks & Recreation Programs

- Summer Camps – Parks and Recreation ran 45 summer camp programs and had approximately 1,700 boys and girls, ages 4 to 17, attend the camps
- Event trips – 2 to New York City, 4 to Foxwoods, 1 to Six Flags, 1 to Medieval Manor, 1 Foliage and 3 to Red Sox games
- Special Activities – There were 12 homes that participated in the Annual Halloween House Decorating Contest. The Halloween Fright Night which was made possible by a donation from the Conway family again this year, and approximately 2,500 youngsters took part in this free event at Greeley Park
- SummerFun – This is the 33rd year of SummerFun and approximately 80 concerts, movies and events were staged at Greeley Park and satellite locations
- Summer Pool Season – Pools opened on June 23rd and as a result of the new chlorinators installed last year there was once again very little down time. Swimming lessons were provided for children and adults with approximately 500 participants
- Basketball Program – This was the 50th Anniversary of the Biddy Basketball Program with approximately 1,600 children participating. The Culinary Arts and Hospitality Classes prepared and served the meal for this celebration in April held at Nashua High School North. Members of the Nashua Elks Lodge Youth Committee were invited guests to this banquet. The Lodge along with Mr. & Mrs. Albert Savage, who have worked at all of the 49 previous banquets, were honored by the Department as well as receiving letters of congratulations from the Governor and State Representatives
- The Victory gardens at Greeley Park continue to be popular providing citizens with a place to grow flowers and vegetables
- Shade Tree Program – The City planted several trees throughout the City as part of the Shade Tree Program
- Nashua Pride changed ownership and leagues. The new owner, John Stabile, has worked closely with the Department to effect positive changes with the team and Holman Stadium

Projects

- Fields Grove Park
- Elks Playground on Rancourt Street
- Greeley Park Fence
- Main Dunstable Soccer Field Renovations
- Artillery Park Irrigation & Renovation
- Murray Field Renovations

Purchases

- 1 Dump Body w/Plow & Cab & Chassis w/Diesel Engine
- 1 2006 Chevy Dump Truck w/Platform Body & Spreader
- 1 Used Toro Reelmaster Mower
- 4 Wheel Drive One Ton Stake Body w/Plow and Sander
- 2 John Deere 48" Mowers
- 1 Zero Turn Mower



Municipal Stadium being built by WPA, Nashua, NH (Holman Stadium)
National Archives Call Number 068-N-5295-A: Athletic Fields, WLH 10/1936

STREET DEPARTMENT

General Information

During fiscal 2006, the Street Department provided many needed services to the residents of the City of Nashua.

- Street maintenance work included the patching of potholes, the sweeping of the streets and the repair of many manholes and catch basins
- The sweeping program included over 6000 man-hours of sweeping with 4 full size sweepers and one sidewalk sweeper for the business district
- The Department offered a special spring clean up as in the past and over 89 homes took advantage of this program

The paving program for Fiscal 2006 included many streets. Streets that were paved, or had segments paved during the fall of 2005 included Allds Street, Artillery Lane, Badger Street, Beauview Ave, Chase Street, Church Street, Crown Street, Durham Street, D W Highway, Intervale Street, Ledge Street, Manchester Street, Merrill Street, Pine Street, Pleasant Street, Thornton Ave, and Tinker Road. During the spring of 2006 the following roads were paved: Vespa Lane, Tinker Road, Manchester Street, Flagstone Drive, Lutheran Drive, Beasom Street, Edson Street, Wood Street, Peele Road, Lille Road, Wakefield Drive, Newburgh Drive, Tenby Road and Ridge Road.

New sidewalks were constructed in FY2006 on the following locations by the Street Department: Manchester Street from Tinker Road to Preserve Drive and North Southwood Drive from the Cul-de-sac to Tinker Road. Additionally, sidewalk repairs and replacements were completed at over 12 other locations citywide.

The winter of 2005-2006 had its first snow on November 24, 2005 and it ended with the last snow on April 25, 2006 but the last plowable snow was on February 25, 2006. The Department responded to 22 winter events with two large storms on December 9, 2005 and February 12, 2006. The winter had a total of 61 inches of snow.

During FY 2006 three employees of the Street Department retired. Dennis Marquis retired from the position of Operations Coordinator, James Nickerson retired from the position of Laborer and Domingo Pacheco retired from the position of Street Foreman

Awards

Dan Lavoie, an employee of the Street Department, received an award for training during FY2006. The award was through the University of New Hampshire, Technology Transfer Center. Mr. Lavoie completed the Senior Road Scholar Program.

Projects

The Street Department completed many projects during FY2006. A partial list is as follows:

- Sidewalks were installed on Manchester Street from Tinker Road to Preserve Drive
- North Southwood Drive was reconstructed from Tinker Road to the cul-de-sac
- Merrill Street was reconstructed and paved
- The sewer and drain lines were replaced on Mt. Pleasant Street from Concord Street to Manchester Street. The street was reconstructed following the installation of the lines
- West Prescott Street was reconstructed with new drainage and improved berm and curb
- The Park at Field's Grove was improved with a new play area and walkways
- During the winter and spring of 2006, the Street Department provided demolition and renovation in the new DPW Administration offices at #9 Riverside Street
- During the spring, the department constructed new parking lots and drainage. The drainage included new techniques such as porous pavement and leaching drainage

TRAFFIC & PARKING DEPARTMENTS

General Information

The Traffic Department provides engineering, traffic signal operation, signing, pavement marking, and parking related support to the citizens, Board of Public Works and other elected officials.

The Parking Department maintains the City's parking assets, including the management of both municipal parking garages, all parking meters, and 13 parking lots. The Parking Staff is responsible for managing and maintaining the City's two municipal parking garages, weekly parking meter coin collection, fielding complaints regarding faulty meters and making the necessary parking meter repairs. They also assist with the snow removal efforts of the City's surface parking lots and garage roofs.

The Traffic Engineering staff services are as follows:

- Provides technical review of all private development plans that are presented to the Nashua Planning Board
- Provides recommendations to the Aldermanic Committee on Infrastructure regarding traffic and parking related ordinances and safety issues that involve traffic signs, pavement markings, parking meters and other engineered traffic devices
- Provides support on transportation engineering projects within the City such as Broad Street Parkway, Daniel Webster Highway, Amherst Street widening, and Broad Street
- The Traffic Department assisted the Engineering and Fire Department with the planning, design and installation of offsite transportation improvements associated with the new East Hollis Street Fire Station
- The Traffic Signal Operations staff provide "in-house" traffic signal maintenance and repair. They also handle other electrical issues related to traffic, such as the school zone flashing yellow signs, the lighting of City parks and the wiring of the Nashua River fountain located downtown. This year we have 84 signalized intersections, 57 are on our coordinated "MIST" system
- Other duties the traffic staff performs include voting booth set-up and take down (twice per each election), special events coordination, and maintenance and storage of the City's Changeable Message Signs (CMS's)
- The Traffic Department assisted the Street Department with 19 winter events, repaired/replaced mailboxes damaged by City plows
- The Pavement Marking and Signing Operations staff maintains the City's traffic signage and pavement markings. They are also responsible for implementing new traffic related City Ordinances as they are passed

Traffic & Parking Major Projects and Purchases

- Painted "RED" crosswalks in all the City's school zone areas
- Completed our pavement-marking contract - \$51K
- Parking Garage Study - hired Fay, Spofford & Thorndike to evaluate the structural condition of the City's parking garages

- Reviewed the necessary transportation improvements that would be necessary to mitigate for potential traffic impacts associated with a Lowe's Department Store on the Daniel Webster Highway
- Finalized the CMAQ Daniel Webster Highway Transportation Improvement Project. Continue to work with project abutters that might be impacted by these improvements. The goal is to begin construction in the Spring 2007
- Completed installation of new traffic signals at the intersection of East Hollis and Allds Street as well as the East Hollis Street Fire Station with in-house staff
- Reviewed, approved and provided oversight of the offsite improvements (new signal installation at the intersection of Otterson Street and Main Street) for the impacts presented by the new Walgreen's located at the corner of this intersection

SOLID WASTE DEPARTMENT

General Information

The Solid Waste Department provides safe and efficient solid waste management services for residents and businesses of Nashua in the areas of recycling, solid waste, and hazardous waste, through the curbside collection of most residential trash, recycling and seasonal soft yard wastes; the operation of the Four Hills Landfill and Nashua Recycling Center; drop-off events at the household hazardous waste/small quantity generator waste collection center; and various other environmental and engineering functions specific to solid and hazardous waste and the management of other closed landfills in the City.

Collection program for trash, soft yard wastes and recycling:

Residences served: approximately 22,000 households

Four Hills Landfill

	<u>2001</u>	<u>2002</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Residential Stickers	9,561	8,624	10,741	12,409	12,401 (9/20)
Commercial Stickers	657	698	751	546	536 (9/20)

Awards/Accomplishments

The Solid Waste Department received a 2006 Excellence Award from the Solid Waste Association of North America for its Asbestos Disposal Site Response Team, which provides management of asbestos found on City-owned properties.

- Two new recycling trucks were dedicated in December 2005. The new vehicles can accommodate carts, allowing Nashua's high schools to recycle paper in carts. A successful pilot project was conducted to test the use of carts in residential recycling, and residents of those neighborhoods where the new trucks are used will be able to purchase green recycling carts
- Nashua hosted an annual regional recycling conference in June 2006; attendees at the Northeast Resource Recovery Association Conference were able to tour the Four Hills Landfill and several of the renovated parks where old landfills had been located.

- The Solid Waste Department worked with the Nashua Garden Club on the seventh annual compost bin sale; more than 700 composters have been distributed, with an estimated diversion of nearly 400 tons from the Landfill to a useful soil amendment

Staff Training and Certification

- 3 staff members (Superintendent, Operations Manager and Environmental Technician) completed the certification program for Manager of Landfill Operations, authorized by the Solid Waste Association of North America
- Collections Foreman successfully completed the year-long course for New Hampshire Certified Public Manager at Franklin Pierce College
- 6 staff members acquired State certification as Asbestos Workers (4) and as Asbestos Supervisors (2)

Projects

- Landfill Closure Project
 - Worked cooperatively with Algonquin Power Systems on the installation of the sulfa-treat™ sulfur treatment vessel to provide higher quality landfill gas to the power generation plant at the Four Hills Landfill
- Multi-Site Landfill Closure and Parks Improvement Project for beneficial reuse of former landfills
 - Installed an additional groundwater monitoring well at Roussel-Gardner Memorial Park to meet the NH DES groundwater management permit revision
 - Hosted officials from Wake County and Raleigh NC for a tour of Nashua's successful Landfill Reuse and Parks Renovation Projects
- Awarded a contract for new scale software, to be implemented in Fall 2006
- Worked with NH DES on the permit modification and waiver request related to setback requirements for the secure lined landfill
- Conducted five collections of hazardous wastes from residents and small businesses in the Nashua Region Solid Waste Management District
- Completed comprehensive Title V air modeling and testing protocols, with a demonstration of compliance for regulated toxic air pollutants to meet national ambient air quality standards
- Implemented Phase I design of enhanced security and surveillance system utilizing closed circuit TV at the Solid Waste and Streets Departments
- Continued the upgrade to the landfill gas extraction system with the installation of four vertical landfill gas collection wells in the secure lined landfill
- Established an Asbestos Disposal Site Response Team, comprised of several Solid Waste Department personnel, with the required training, certifications and a license from the State of New Hampshire. The team successfully completed their first major mitigation project at the site of the new Nashua Senior Center

WASTEWATER TREATMENT FACILITY



General Information

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 4.70 Billion Gallons. The average daily flow was 11.99 million gallons per day (MGD), with a one-day maximum of 37.5 MGD and a one-day minimum of 9.4 MGD. The total amount of septage received from Hudson and Nashua was 298,965 gallons. Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.

The total flow from Hudson was 503.7 million gallons and the total Merrimack flow was 30.5 million gallons.

The facility generated 4.6 million pounds of dry biosolids. Biosolids are managed under a contract with White Mountain Resources Management Inc. (RMI) of Ashland NH. RMI transports the biosolids to farms and reclaiming operations as a soil amendment.

The laboratory staff performed over 24,500 analyses on approximately 7,900 samples. The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 100 industrial inspections and industrial discharge sampling events. A compliance inspection by the U.S. Environmental Protection Agency (EPA) illustrated that we continue to excel in our endeavors.

The staff responded tirelessly during the flooding events of May 2006. Facilities and equipment were challenged beyond anything ever experienced. The facility met all of permit requirements through this difficult time, again thanks to the staff's knowledge and dedication.

Awards

- The 2004 "Plant of the Year" award was presented in December 2005 to the NWTF by the New Hampshire Water Pollution Control Association. This is awarded annually to the facility demonstrating excellence in performance, association participation, permit compliance and plant appearance
- The NWTF received the Silver Award from the National Association of Clean Water Agencies (NACWA) for Outstanding Performance in Wastewater Treatment. This award is given to less than 1% of all treatment facilities in the United States. This is a testament to the dedication and professionalism of our staff.

Certification

- Two collection system staff members were successful in attaining certification, along with one individual who was successful in attaining a higher certification
- The NWWTF business coordinator received her wastewater certification.

Projects and Purchases

- Metcalf and Eddy, has completed the final design of the cornerstone of the Long Term Control Plan; the wet weather treatment facility. The project was awarded to Methuen Construction with an anticipated completion date of July 2008
- Plans are underway to replace the north auxiliary generator. This unit is in excess of forty years old and is not capable of delivering the necessary power requirements for the wet weather treatment expansion
- Work continues on the primary clarifier rehabilitation project. One of the tanks is ready for service and start-up is scheduled for late September
- The facility continued its participation in water quality initiatives by performing coliform analysis for the Pennichuck Brook Watershed Association, the Nashua River Watershed Association and the Souhegan River Association
- An emergency repair was performed on the primary anaerobic digester. A failure developed in a steel piping system. Work included draining and dewatering the sludge volume, cleaning the interior and repairing the failure. A start-up was initiated and the operation is back to normal
- Improvements to the Supervisory Control and Data Acquisition (SCADA) system are continuing. This technology improves plant performance and enables operators to perform adjustment and modifications from a remote location
- There were also SCADA initiatives for the City's sewer pumping stations. This will give the staff members additional data to troubleshoot alarms
- The maintenance staff rebuilt all four sludge grinders in the digester gallery
- Numerous repairs were initiated to our heating system, including the replacement of leaky heater cores to the rebuilding of steam traps
- A new dissolved oxygen control system was installed. This will enable the operations staff to closely monitor the oxygen levels in the aeration basins resulting in lower energy costs
- Replacement sewer castings and covers were purchased to replace the sub-standard triangular covers. This is an annual effort in conjunction with the street paving program
- Atmospheric monitoring equipment was upgraded. This ensures that worker safety is not compromised by inferior equipment
- A new ¾ ton cab and chassis with a utility body was purchased for the collection system fleet. This enhancement will enable us to have all of the necessary equipment and supplies to respond to emergency conditions.

Nashua School District

A Message from the Superintendent

August 1, 2006

Dear Residents of Nashua,

Even as we continue to enjoy the summer season, we're busy getting ready for the new school year that begins in just a few short weeks. On the first day of school, Tuesday, August 29th, we'll be welcoming 12,926 schoolchildren (at last count) as they take on the pleasures and challenges of a new academic year. As we look ahead, however, I also would like to take this opportunity to look back at the 2005-2006 school year, which in so many ways was a year of continued progress for the Nashua School District.

We made significant strides in curriculum development and community outreach as well as in maximizing the District's inherent assets: our unparalleled facilities, the dedicated teaching and support staff, a wide array of professional development opportunities, and the expanded extracurricular activities.

As you know, Nashua ushered in a new era of educational excellence in September 2004 when the new Nashua High Schools North and South opened. In addition to opening the two four-year high schools, the District created three new middle schools and elementary schools that housed students up to grade 5.

The driving force behind the scale and scope of the construction, renovation, and realignment project was not only the District's need for upgraded facilities but also the anticipation of changing accountability standards. We agree that no child should be left behind academically. But, more important, we want to be sure they are all getting ahead. The District remains diligent about creating positive, equitable learning opportunities for its students and, consequently, its staff. Toward that end, this year we are proud to report that 848 students, more than ever before, graduated from Nashua's high schools and were awarded more than \$3 million in college financial aid funds.

Of course, we have high expectations for our students because we need to make sure they graduate with both the necessary skills to be successful in college as well as the necessary motivation to be successful in life. For this reason, we foster a high school environment that teaches college-preparatory skills and promotes creative thinking and problem-solving.

As you are aware, the heightened regulatory standards ask more of educators today at the same time that our local and state financial outlook to support those standards is one of guarded optimism. This year's budget is more than \$2.5 million dollars below last year's, resulting in a reduction of 47 positions, substitute teacher funds, pay reserves, school allocations, curriculum development materials, transportation for

special education students, computer equipment, out-of-district court-ordered placements of students with special needs, overall special education costs, athletics, and plant operations.

Mindful of the budget constraints that the District and all city departments have had to deal with these last six months, we are striving to be as efficient and effective as possible. We intend to continue working with our city leaders to keep our curriculum appropriately positioned for achieving whatever accountability standards the state mandates.

For example, just this year in anticipation of changing state mandates and added assessments in science for the spring of 2008 at the end of grades 4, 8, and 11, we realigned the K-12 curriculum. We purchased enhanced science kits that provide hands-on science activities in grades K-5; purchased a content-rich program that includes hundreds of labs and activities for our middle school students who study life, Earth, and physical science; and implemented an all-inclusive program at the high school level that integrates the student text, student lab manual, teacher manuals, and hand-on equipment to reinforce student learning. Student investigations and accurate science equipment are the heart of this high school program.

And speaking of science, we were delighted to see an overwhelming response to the first-ever summer astronomy camp, which was held in late June at the planetarium housed at Nashua High School South and taught by Wes Johnson, South science teacher. Michelle Papanicolau, director of the adult and community education programs, had to schedule an additional afternoon session to accommodate all the students who wanted to attend. Needless to say, we are encouraged by the enthusiasm of the budding astronomers.

In equal measure, we are encouraged by the increasing enrollment in other adult & community education programs. Fifty-three students pre-registered for Fall 2006 classes. Of the 53, 43 are seeking a high school diploma with the Nashua Community Adult School. The other 10 students are seeking pre-requisite courses for the post-secondary education.

This year the District continues to build on existing technological capabilities and seeks new ways to reach out to our stakeholders. For instance, in November 2005 we launched eNews, an electronic weekly District newsletter sent to staff, parents, and subscribing members of our community. In addition, our web site at www.nashua.edu, which is regularly updated, serves as a go-to source for information about the District and available services. Also, the Key Communicators Network, a group of interested community members representing all 18 schools in the District, was formed last spring for the purpose of reaching out in a more personal way to our stakeholders.

And now, it is my pleasure to present the 2005-2006 Annual Report to the Community. As in the past several years, the Annual Report helps to keep you up-to-date with all the work under way in the District. This summer has been a productive one, as we conduct

necessary planning and take the steps needed to ensure another successful school year. I look forward to the return of students to the classrooms later this month to continue our ongoing pursuit of excellence in education.

As always, your thoughts, comments, and suggestions are welcome. Please feel free to write to me here at my office at hottelc@nashua.edu.

Again, my best wishes to everyone involved in making this a great year for our schools and our schoolchildren. Enjoy the remaining weeks of summer.

*Respectfully,
Christopher Hottel
Acting Superintendent of Schools*

Awards and Honors

The Nashua School District sees the following awards and honors as further testimonial to the capabilities of our school community members. We are proud of their accomplishments and we salute them.

In particular we are proud to report the Academy of Learning & Technology and Nashua High School North were named respectively Middle School of Excellence and High School of Excellence. Congratulations to the staff and student at ALT and NHS North! You are the best in the state!

Bicentennial Elementary School

Nisha Devasia, grade 1 student, won first place in the NH North South Foundation Junior Geography Bee; and third places in the NH North South Foundation Junior Math Bee, the 2006 Scholastic Chess Tournaments in NH and Massachusetts

Birch Hill Elementary School

Colin Wright, grade 5 student, won the school's National Geographic Bee to participate in the NH state competition

SCORE, the school's select chorus, performed in January at the 2006 City of Nashua Aldermanic Inauguration.



Cherry Wu, third grade student, won the District-wide Dig into Reading summer reading program poster contest for Birch Hill Elementary School in June 2006. Her poster hung in the children's room at the Nashua Public Library during the summer.

Charlotte Avenue Elementary School

Tristan Close, grade 5 student, was selected by the Pinkerton Academy English Department on behalf of the Trustees of the Robert Frost Homestead as a 2006 Hillsborough County Honorable Mention Poet, Robert Frost Youth Poet Program

Jillian Brickley, Moira Conley, Nancy Crane, and Karen Gelineau, teachers, were nominated by a former student to Who's Who Among American Educators

Erica Vendituoli, grade 4 student, won honorable mention in Reading Rainbow Young Writers and Illustrators Contest on NHPTV

Yuval Raviv and Steven Wallace, grade 3 students, wrote poetry that was selected by the EPA as winners of the 2006 US EPA Paul G. Keough Earth Artist Program

Dr. Crisp Elementary School

Renee Delacruz, Juliana Gamba, and Noah Liqui, grade 2 students, won honorable mention in Reading Rainbow Young Writers and Illustrators Contest on NHPTV

Daniela Gamba, grade 5 student, won The Telegraph's NIE – Fidelity Investments Writing Contest

Denise Shea, grade 3 teacher, was nominated as Who's Who Among American Educators

Daniel Soler, grade 4 student, won first place at Leda Lanes bowling competition

Main Dunstable Elementary School

David Dunham, Mishelle Martin, Cassandra Amarello, Zachary Peters, Meaghan Barrows, Jonathan Stevens, Daniel Clare, Maggie O'Connor, Natalia Trikoz, Franz Card, James Lewis, Meghan McLoon, Carlo Repeto, Emma Smith, Victoria Sharland, Malarie Charron, Srishti Bhatnagar, Megan Carignan, Shahil Patel, Jacob Connell, Taylor Reichle, and Christina Conti, grade 5 students, placed 5th out of 323 grade 5 teams in the 2006 News Bowl News (news achievement test). The team was coached by Louise Stevens, grade 5 teacher.

Bhavana Kaki, grade 5, won American History Essay Contest sponsored by Matthew Thornton Chapter of the Daughters of the American Revolution

Mt. Pleasant Elementary School

Crystal Bizier, Taylor Christiansen, Cassandra Monahan, Alexis Cajka, Kayla McDonald, and Hannah Root, grade 5 students, placed 1st in the Destination Imagination Regional Competition, 2nd in the NH Competition, and competed in the World Finals in Tennessee. The DI team is coached by Deb Root and Deb Christensen, parent volunteers.

New Searles Elementary School

Alexis Schenk, grade 3 student, won the Nashua Youth Council Stranger Danger Poster Contest

Katelyn Griswold, grade 4 student, won first place in the District “Dig Into Reading” summer reading poster contest

Elm Street Middle School

Jeanne Lorrey, grade 7 teacher, won the Claes Nobel Educator of Distinction Award

Louise Van Den Heuvel and Wilson Powell, grade 8 students, won the American Mathematics Competition by scoring in the top 1% of test takers

Elm Street Boys Basketball Team won the Tri-County Class L2 Championship

Fairgrounds Middle School

Neeraj Sirdeshmukh, grade 8 student, placed second in the 18th annual National Geographic Bee in Washington, D.C.

Pennichuck Middle School

Christine Downing and Connie Upschulte, grade 8 teachers, published an article in a Mathematics curriculum topic study: Bridging the Gap Between Standards and Practice.

Samita Mohanasundaram, grade 8 student, won the Nashua region National Spelling Bee.

Nashua High School North

Sarah Brown, Christopher Knoetig, Philip Partner, Alex Peitravalle, Brenda Silvi, and The Green Club, directed by Angela Maslanka and Steven Fitzgerald, were honored with an NH Executive Council Community Service Award

Amy Woods, social studies teacher, was accepted to the Fulbright-Hays Bilateral Seminar, and is studying this summer in Australia. Her focus is the sociological/anthropological implications of human-environment interaction.

Nashua High School South

Pierre Laliberte, German teacher, was honored as the Lions Club Teacher of the Year.

Desiree Pearson, junior, was named Boys & Girls Club of Greater Nashua Youth of the Year.

NHS North and South Athletics

Keith Richard, NHS North Varsity Wrestling Coach, was named NHIAA Class L Coach of the Year.

Jason Robie, NHS North Varsity Football Coach, was named NHIAA Class L Coach of the Year.

Brendon Jones, Ryan McCarty, Harshil Patel, Randy Peterson, Jeffrey Rudolph, and John Schroeder, NHS North seniors, were named NH Male Scholar Athletes. Each senior maintained at least a B+ average throughout high school career, lettered in at least two sports, and committed to community service.

Renee Chaput, Alex Powell, Lyra Clark, Ashley McKeone, Ashley Flewelling, Meg Flynn, and Ashley Levine, NHS North seniors, were named NH Female Scholar Athletes. Each senior maintained at least a B+ average throughout high school career, lettered in at least two sports, and committed to community service.

Nathan Mazerolle, NHS South Varsity Boys Basketball Coach, was named NHIAA Class L Coach of the Year.

Kevin Nolan, NHS South senior, was named NH Gatorade Play of the Year in baseball.

William Connolly, Ryan Hopkins, Joseph Lopez, Daniel Maas, Scott McGrath, Brandon Pare, Tyler Seymour, and Patrick Swindler, NHS South seniors, were named NH Male Scholar Athletes. Each senior maintained at least a B+ average throughout high school career, lettered in at least two sports, and committed to community service.

Vanessa Therrien, Stefani Galipeau, Krista Oberholtzer, Danielle O'Connell, Jaclyn Sullivan, Caroline Sampson, Kim McAuliffe, Jackie Bourgeois, Lauren Bradshaw, and Reema Chitalia, NHS South seniors, were named NH Female Scholar Athletes. Each senior maintained at least a B+ average throughout high school career, lettered in at least two sports, and committed to community service.

Plant Operations

Gerald Landry, Assistant Head Custodian at Elm Street Middle School, was named Plant Operations Custodian of the Year.

Mark O'Brien, Head Custodian at Amherst Street Elementary School, was named Plant Operations Head Custodian of the Year

Richard Oden, Grounds Foreman, was named Plant Operations Trades/Grounds Person of the Year.

Seventy years ago... Excerpts from the Report of the Board of Education contained in the 1936 Municipal Government Report



NASHUA HIGH SCHOOL

Nashua High School Under Construction
Currently in use as Elm Street Middle School

BRIEF DESCRIPTION OF NASHUA HIGH SCHOOL

This building which will accommodate approximately 1,600 students is designed to house the three upper high school grades as a senior high school unit of the 6-3-3 plan on which the Nashua School organization is now being developed.

The instructional departments of the building are in the middle portion and in the rear wing; and the auditorium and gymnasium are in the two end wings. The arrangement is such that either the auditorium or the gymnasium can be used independent of the school and of the balance of the building. The auditorium has a front entrance leading directly from the street, with a large lobby and stair hall equipped with a ticket booth, coat room, toilet room, and staircase to balcony above. The stage is of ample size for all school theatricals, etc., with dressing rooms and orchestra pit. There is a projection room at the rear of the balcony.

The gymnasium at the right end of the building balances the auditorium wing with the front entrance leading from the street. The gymnasium has space for spectators on either side and over the lobby and has boys' and girls' shower and locker rooms adjoining.

The ground floor contains, besides the auditorium and gymnasium, the cafeteria, and kitchen, music room, nurses' room, physical directors' room and men teachers' room, mechanical drawing rooms and class rooms, besides two cabinet-making shops, one machine, one automobile shop, with finishing and store rooms and electric service room, boiler room and coal pocket.

On the first floor are located a general office and principal's office, a large library, class rooms, and the toilet rooms. On the second floor are located two study halls, two bookkeeping rooms, two typewriting rooms, art room, office practice room, class rooms, and the toilet rooms. The third floor will contain two chemistry, and two physics laboratories, a biology laboratory, lecture room, and the domestic science department. The building is of fireproof construction (p. 154 – 155).

Seventy years ago...

SCHOOL CALENDAR, 1936 – 1937

Schools open Wednesday, September 9

Schools close Friday, June 25

DAILY SESSIONS

Senior High School

8:00 a.m. to 4:24 p.m.

SUMMARY OF ATTENDANCE OFFICER'S REPORT FOR 1936

1. Visits to principals	485
2. Whole number of cases investigated	1,533
3. Number of absentees	1,533
4. Number of truants	138
5. Number found in streets, not enrolled in any school	8
6. Number found working without certificates	3
7. Number of arrests	2
8. Number released on probation	1
9. Number sentenced	1
10. Placed under state care	0
11. Number of visits to parents	1,533
12. Packages delivered	704

Graduation Exercises

Nashua High School Class of 1936

Friday, June 19, 1936

CLASS MOTTO

"Courage, Hope, and Faith"

PROGRAM

MARCH – Pomp and Chivalry (Orchestra) *Roberts*

PRAYER *Reverend William P. Niles*

CHORUS – Selections from "Sari" and "The New Moon" *Kalman, Romberg*
(orchestral accompaniment by Elmer Wilson)

CLASS

CLASS ORATION – The Motto *George John Cachiona*

SLAVONIC RHAPSODIE *Friedman*

Orchestra

ESSAY – Youths' Goal
With VALEDICTORY *Lillian Ruth Blake*

PRESENTATION OF DIPLOMAS *Judge Frank B. Clancy*
President of the Board of Education

AWARDING OF PRIZES *Earle T. Tracey*
Superintendent

MARCH – To Victory *Sordillo*

Orchestra

Nashua School District Officials

Board of Education

Kimberly Shaw, President
Richard Dowd, Clerk
Michael Clemons
Dennis Hogan
John "Jack" Kelley
Edwina Kwan
Mary Ann Melizzi-Golja
Thomas Vaughan
Sandra Ziehm

Susan Nelson, Principal
Charlotte Avenue Elementary School

Jane Quigley, Principal
Dr. Crisp Elementary School

Chuck Healey, Principal
Fairgrounds Elementary School

Charles Katsohis, Principal
Ledge Street Elementary School

Administration

Christopher Hottel
Acting Superintendent of Schools

Christopher Gosselin, Principal
Main Dunstable Elementary School

Bruce Geer, Principal
Mt. Pleasant Elementary School

James Mealey
Chief Operating Officer

William Pimley, Principal
New Searles Elementary School

Althea Sheaff
Executive Director, Curriculum &
Instruction

Philip Schappler, Principal
Sunset Heights Elementary School

Edward Hendry
Director, Accountability & Assessment

Patricia Place, Principal
Alternative Middle School

Janet Valeri, Principal
Amherst Street Elementary School

Pauline Caron, Principal
Elm Street Middle School

Kyle Langille, Principal
Bicentennial Elementary School

John Nelson, Principal
Fairgrounds Middle School

John Richard, Principal
Birch Hill Elementary School

Paul Asbell, Principal
Pennichuck Middle School

Ruth Tuttle, Principal
Broad Street Elementary School

David Ryan, Principal
Nashua High School North

Jennifer Seusing, Principal
Nashua High School South

**Nashua High School North
Class of 2006 Top Ten**

Valedictorian	Gregory Hohensee	Princeton University
Salutatorian	Alyssa Schollenberger	University of Connecticut
3.	Alexandria Powell	Boston University
4.	Sarah Brown	Northeastern University
5.	Teri Hatch	University of New Hampshire
6.	Jessica Snow	University of Maine, Orono
7.	Ryan McCarty	Emory University
8.	Harshil Patel	University of Connecticut
9.	Michelle Labbe	Clark University
10.	Jeffrey Rudolph	University of Connecticut

**Nashua High School South
Class of 2005 Top Ten**

Valedictorian	Renee Reder	Massachusetts Institute of Technology
Salutatorian	Elizabeth Mishkin	Tufts University
3.	Corey Sweeney	University of New Hampshire
4.	Jaclyn Sullivan	University of New Hampshire
5.	Nicholas Keene	LaSalle University
6.	John Wendel	Gordon University
7.	Kristin Rahilly	Smith College
8.	Ksenia Trikoz	Worcester Polytechnic Institute
9.	William Connolly	Bentley College
10.	Casey Tobin	University of New Hampshire

PSAT Scores Top National Mean Score

Congratulations to the Class of 2007! Nashua High Schools North and South juniors scored higher in all areas but one than the national mean in PSAT results last year.

We are proud of our students' achievement. In fact, in most areas the test scores were higher than the previous year, which was the first year of the new, much-heralded PSAT and SAT format that incorporated a writing exercise.

The PSAT (Preliminary SAT) is a standardized test that provides firsthand practice for the SAT reasoning test. As you know, most colleges require the SAT as part of the admission application. Both the PSAT and the SAT measure critical math skills, math problem-solving skills, and writing skills, providing a synopsis on a student's preparedness for the rigor of college study.

Several hundred juniors took the exam last fall, which is scheduled once a year in October. The Nashua High Schools North and South guidance counselors are available to help in preparing for the test as well as in registering for the exam.

PSAT Results Mean Scores

NHS North

	<u>Critical Thinking</u>	<u>Math</u>	<u>Writing</u>
2004-2005	47.6	48.5	50.1
2005-2006	49.1	52.1	50.5

NHS South

	<u>Critical Thinking</u>	<u>Math</u>	<u>Writing</u>
2004-2005	48.1	49.7	51.3
2005-2006	49.3	50.8	50.6

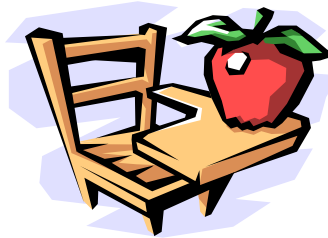
Nationwide

	<u>Critical Thinking</u>	<u>Math</u>	<u>Writing</u>
2004-2005	46.9	48.8	50.5
2005-2006	47.6	49.3	49.4

New District Logo

A salute to the Nashua High School South graphic design students and their teacher, Mr. Mark Christensen. They brainstormed, conceived, developed, and designed the District's new logo.

Nutrition and the Nashua Schools



Brain food has arrived officially at the Nashua School District.

Last year the District established healthy choices while in school, whether the students are purchasing food and/or beverages from the Food Services Program, school stores, vending machines, or other sources. The initiative became policy in late June 2006.

“When we eliminated soda and all sugar laden beverages, we were indeed the leaders in the region and the state in regards to our nutrition policy,” said Jeanette Kimball, Food Services Director. “Several other school districts have since eliminated or restricted the sale of unhealthy foods and beverages.”

Scientific research has identified a positive relationship among adequate nutrition, physical activity, and academic success. Moreover, good nutrition can place students at a lower risk of diabetes, obesity, and other health ailments.

Students’ eating habits are greatly influenced by the types of food and beverages that are available to them, not only through the Food Service Program but also through the sale of foods and beverages in such locations as school stores and vending machines. All food items sold to students in these locations by the District meet or exceed the NH School Vending Guidelines as approved by the NH Healthy School Coalition.

Here are examples of the foods that meet these guidelines: 100% fruit and vegetable juices only in 16 oz. or smaller container; pure water, nothing added; 2% fat or less milk; flavored water that contains no caffeine and is not carbonated unless exempted by the USDA; minimum 5% of specified nutrients (vitamin C, vitamin A, niacin, riboflavin, thiamin, calcium, and iron); no more than 10 calories per 8 oz serving from sugar or other calorie sweeteners; only non-calorie sweeteners approved by the USDAS; sports beverages are available only after school.

Nashua School District at a Glance

Student Enrollment (as of July 31, 2006)	12,926	
2 nd Largest School District in the State		
# of Employees	2023	
# of Teachers	985.58	
# of National Merit Scholars		
NHS North	0	
NHS South	3	
% of Student Receiving Free/Reduced-Price Meals	31.3%	
# of ELL (English Language Learners)	826	
% of Special Education Students (2005 Results)	14.6	
SAT Results (2005 results)	Verbal	Math
National Average	508	520
NH Average	525	525
NHS North Average	505	510
NHS South Average	508	520
# of Class of 2006 Graduates		
NHS North	382	
NHS South	430	
Community and Adult Education Program	36	
% of Students Pursuing Post-Secondary Education		
NHS North	80%	
NHS South	78%	

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