

Annual Report of the City of Nashua New Hampshire



Earth Day: April 22, 2010

The City of Nashua celebrated Earth Day 2010 at the Nashua Recycling Center at the Four Hills Landfill. Environmental displays, recycling demonstrations, and an exhibit of the Public Works Division's new hybrid cars and other equipment highlighted the event. Special activities for kids included a coloring contest, face painting, and worm composting.

**157th MUNICIPAL
GOVERNMENT REPORT**

FISCAL YEAR

JULY 1, 2009 – JUNE 30, 2010

Office of the City Clerk

Paul R. Bergeron, City Clerk

Tricia Piecuch, Deputy City Clerk

The 2009 – 2010 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 fiscal year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report. We hope you find this publication informative and useful.

We welcome your questions and comments regarding any of the material contained in this report. Feel free to call us at 603-589-3010 or email us at cityclerkdept@nashuanh.gov.

Paul R. Bergeron, City Clerk

Dedication

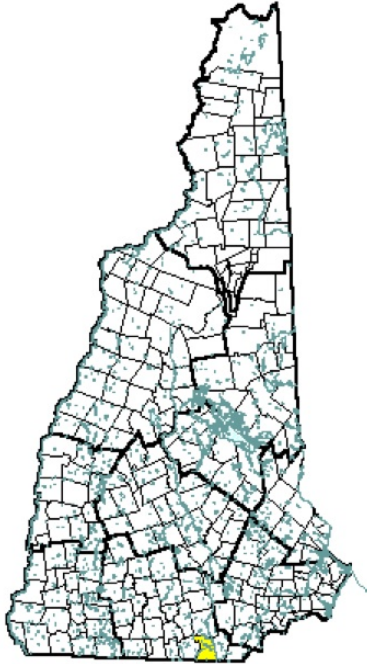
Dr. Donald Levi



Mayor Donnalee Lozeau reads a proclamation to kick off “National Public Health Week” on April 5, 2010. At the end of the year, Dr. Donald Levi (left) retired from the Board of Health after 20 years of service. The Board of Health presented him with a desk set in recognition of his service and contributions to the community. Also present in the above photo are Dr. Ajay Sharma (second from right), Board of Health member, and Dr. Debbie Daniels (far right), Medical Director for the Division.

The City of Nashua dedicates the FY 2010 Annual Report to Dr. Donald Levi. After 20 years of dedicated service to the City of Nashua, Dr. Levi resigned from the Board of Health. Board Chair, Dr. Anthony Storace, said, “It was an honor to serve on the Board with Don. He was a concerned individual who always had the best wishes of our children at heart.” He referred to Dr. Levi as both a healer and colleague who waited for the right moment to add sage insight and who left his mark on the issues that impacted the residents of the City. With sincere gratitude, the City, the Board of Health, and the staff of the Division of Public Health and Community Services would like to express their heartfelt appreciation for the years of service that Dr. Levi gave to the City, and wish him all the best in the future.

Nashua, NH



Community Contact

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Web Site

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www.nashuanh.gov

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
Rockingham Economic 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

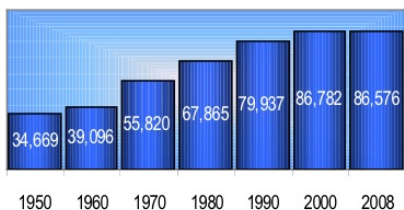
Origin: Originally part of a 1673 grant to Edward Tyng of Dunstable, England, the 200 square mile area, called Dunstable, included Nashua, Tyngsboro MA, and all or part of ten other towns. In 1741, Dunstable was cut in half when the Massachusetts-New Hampshire border was established. The northern half 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.



Hillsborough County

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 2008 Census estimate for Nashua was 86,576 residents, which ranked second among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2008 (NH Office of Energy & Planning): 2,815.5 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.

Economic & Labor Market Information Bureau, NH Employment Security, 2009. Community Response Received 09/17/09

All information regarding the communities is from sources deemed reliable and is submitted subject to errors, omissions, modifications, and withdrawals without notice. No warranty or representation is made as to the accuracy of the information contained herein. Specific questions regarding individual cities and towns should be directed to the community contact.

Municipal Government Report

MUNICIPAL SERVICES

Type of Government	Mayor & Council
Budget: Municipal Appropriations, 2010	\$156,740,181
Budget: School Appropriations, 2010	\$94,705,236
Zoning Ordinance	1930/06
Master Plan	2001
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 Development; 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 177
St. Joseph Hospital, Nashua	Local 144

UTILITIES

Electric Supplier	PSNH
Natural Gas Supplier	National Grid
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	Fairpoint
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)*

2008 Total Tax Rate (per \$1000 of value)	\$17.55
2008 Equalization Ratio	104.4
2008 Full Value Tax Rate (per \$1000 of value)	\$18.15
2008 Percent of Local Assessed Valuation by Property Type	
Residential Land and Buildings	69.2%
Commercial Land and Buildings	28.7%
Public Utilities, Current Use, and Other	2.2%

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

2008 Total Housing Units	37,212
2008 Single-Family Units	16,956
Residential Permits, Net Change of Units	56
2008 Multi-Family Units	19,375
Residential Permits, Net Change of Units	148
2008 Manufactured Housing Units	881

DEMOGRAPHICS

(US Census Bureau)

Total Population	Community	County
2008	86,576	402,042
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%
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LABOR FORCE

(NHES - ELM)

Annual Average	1998	2008
Civilian labor force	47,362	49,243
Employed	45,982	47,272
Unemployed	1,380	1,971
Unemployment rate	2.9%	4.0%

EMPLOYMENT & WAGES

(NHES - ELM)

Annual Average Covered Employment	1998	2008
Goods Producing Industries		
Average Employment	14,334	8,729
Average Weekly Wage	\$1,036	\$1,713
Service Providing Industries		
Average Employment	34,616	37,217
Average Weekly Wage	\$550	\$855
Total Private Industry		
Average Employment	48,950	45,946
Average Weekly Wage	\$692	\$1,018
Government (Federal, State, and Local)		
Average Employment	4,017	4,668
Average Weekly Wage	\$757	\$1,058
Total, Private Industry plus Government		
Average Employment	52,967	50,614
Average Weekly Wage	\$697	\$1,022

n = indicates that data does not meet disclosure standards

City of Nashua

EDUCATION AND CHILD CARE

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	13	4	3	11
Grade Levels	P K 1-5	6-8	9-12	K 1-12
Total Enrollment	5,592	2,632	4,122	2,559

NH Licensed Child Care Facilities, 2009: Total Facilities: **56** Total Capacity: **3,848**

Nearest Community/Technical College: **Nashua**
 Nearest Colleges or Universities: **Daniel Webster; Rivier; Hesser; Southern NH University**

LARGEST BUSINESSES

	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
BAE Systems North America	Tactical communications, surveillance	2,800	
Southern NH Medical Center	Health care services	2,233	
Nashua School District	Education	2,010	
St. Joseph Hospital and Trauma Center	Health care services	1,990	
City of Nashua	Municipal services	793	
Amphenol	Backplane connection systems	699	
US Post Office	Postal services	500	
Oracle Corporation	Software	463	
Federal Aviation Administration	Air traffic control	450	
Axsys Technologies	Optics	340	

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; I-495 (M.**
 Distance **Local access; 11 miles; 10 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 **6**

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**

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
 X 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: **American Defenders of NH Minor League Baseball; Holman Stadium; Holiday Stroll; Summer Fun Series; Indoor Sky Jumping; Nashua Municipal Airport; Tastes of Downtown Nashua; Farmer's Market; Skateboard parks**

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%

**CITY OF NASHUA
NEW HAMPSHIRE**

Comprehensive Annual Financial Report

**For The Fiscal Year Ended
June 30, 2010**



**Prepared by:
The Financial Services Division**

**John Griffin
CFO/ Comptroller**

City of Nashua, New Hampshire
Comprehensive Annual Financial Report
For the Fiscal Year Ended June 30, 2010

TABLE OF CONTENTS

	<u>Page</u>
<u>INTRODUCTORY SECTION:</u>	
Transmittal Letter	1
Organizational Chart	10
Principal Officials	11
Division and Department Heads	12
Geographic Location	14
Certificate of Achievement	15
<u>FINANCIAL SECTION:</u>	
Independent Auditors' Report	17
Management's Discussion And Analysis	19
Basic Financial Statements:	
Government-Wide Financial Statements:	
Statement of Net Assets	33
Statement of Activities	34
Fund Financial Statements:	
Governmental Funds:	
Balance Sheet	36
Reconciliation of Total Governmental Fund Balances to Net Assets of Governmental Activities in the Statement of Net Assets	37
Statement of Revenues, Expenditures, and Changes in Fund Balances	38
Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities	39

Municipal Government Report

	<u>Page</u>
Statement of Revenues and Other Sources, and Expenditures and Other Uses - Budget and Actual - General Fund	40
Proprietary Funds:	
Statement of Net Assets	41
Statement of Revenues, Expenses, and Changes in Fund Net Assets	42
Statement of Cash Flows	43
Fiduciary Funds:	
Statement of Fiduciary Net Assets	44
Statement of Changes in Fiduciary Net Assets	45
Notes to Financial Statements	47
Nashua Airport Authority Footnotes	77
REQUIRED SUPPLEMENTARY INFORMATION:	
Schedule of Funding Progress	85
SUPPLEMENTARY STATEMENTS AND SCHEDULES:	
Governmental Funds:	
Combining Financial Statements:	
Combining Balance Sheet - Nonmajor Governmental Funds	90
Combining Statement of Revenues, Expenditures, and Changes in Fund Equity - Nonmajor Governmental Funds	96
Detail and Combining Budget and Actual Statements:	
Detail Schedule of Revenues and Other Financing Sources - Budget and Actual - General Fund	104
Detail Schedule of Expenditures and Other Financing Uses - Budget and Actual - General Fund	105

	<u>Page</u>
Proprietary Funds:	
Schedule of Revenues and Expenses - Budget and Actual - Enterprise Funds	108
Internal Service Funds:	
Statement of Net Assets	111
Statement of Revenues, Expenses and Changes in fund Net Assets	112
Statement of Cash Flows	113
Fiduciary Funds:	
Combining Statement of Changes in Assets and Liabilities - Agency Fund	115
<u>STATISTICAL SECTION:</u>	
<i>Financial Trends</i>	
Net Assets by Component - Last Ten Fiscal Years	118
Changes in Net Assets - Last Ten Fiscal Years	119
Fund Balances, Governmental Funds - Last Ten Fiscal Years	120
Changes in Fund Balances, Governmental Funds - Last Ten Fiscal Years	121
Expenditures and Other Financing Uses by Department and Budget Category, General Fund - Last Ten Fiscal Years	122
Combined Enterprise Funds Revenue, Expenditures, Other Financing Sources and Uses and Change in Total Net Assets - Last Ten Fiscal Years	123
<i>Revenue Capacity</i>	
General Government Tax Revenues by Source - Last Ten Fiscal Years	124
Property Tax Levies and Collections - Last Ten Fiscal Years	125

Municipal Government Report

	<u>Page</u>
Assessed and Estimated Full Value of Real Property - Last Ten Fiscal Years	126
Principal Taxpayers - Current Year and Nine Years Ago	127
Property Tax Rates per \$ 1,000 of Assessed Value - Direct and Overlapping Governments - Last Ten Fiscal Years	128
Utility Fund Net Budget, Billable Volumes and Rates, Last Ten Fiscal Years	129
Nashua's Share of the Hillsborough County Tax Apportionment - Last Ten Fiscal Years	130
 <i>Debt Capacity</i>	
Ratios of Long Term Debt Outstanding and Legal Debt Limits - Last Ten Fiscal Years	131
Ratios of Outstanding Debt by Debt Type - Last Ten Fiscal Years	132
Computation of Overlapping Debt - Hillsborough County Long Term Debt - Last Ten Fiscal Years	133
 <i>Demographic and Economic Information</i>	
Demographic Statistics - Last Ten Fiscal Years	134
Principal Employers - Current Year and Nine Years Ago	135
 <i>Operating Information</i>	
Operating Indicators by Function - Last Ten Fiscal Years	136
Capital Asset Statistics by Function - Last Ten Fiscal Years	137
City Government Employees by Division - Full Time Equivalents -Last Ten Fiscal Years	138
Student/Teacher Statistical Information - Last Ten Fiscal Years	139
School Department Operating Statistics - Last Ten Fiscal Years	140



City of Nashua
Office of the Chief Financial Officer
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December 24, 2010

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, 2010. 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 the most current 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 letter of transmittal is intended to complement and should be read in conjunction with Management's Discussion and Analysis (MD&A).

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, municipal governing bodies, 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.

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.

Originating from England, the pioneers of Dunstable arrived in the 1600s 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 cotton textile mills were established by harnessing waterpower with canal systems. Metal manufacturing, iron industries and other heavy industries were established as ancillary and support businesses to the mills. Railroads built throughout the region in the mid-1800s dramatically reduced the general expense of travel and transportation of goods, allowing Nashua's manufacturing and retail sectors, along with its population, to grow and diversify.

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 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, four 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, recreational activities and other City sponsored events.

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. In providing these reasonable assurances, it is recognized that the expenses related to the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Budget Control Charter Amendment

The City's budget must adhere to the Budget Control Charter Amendment passed by voters in 1993 that limits the budget to an increase of no more than the average annual consumer price index (CPI-U) over the past three years. It allows exemptions voted upon annually by the Board of Aldermen. In fiscal year 2008, the Board of Aldermen approved changing the CPI measurement from the national average to the Northeast region average. The fiscal year 2010 budget was within the spending cap of 3.4% by approximately \$500,000. The fiscal year 2011 budget adopted in May 2010 also came in under the spending cap of 2.2%. The Board of Aldermen is the Appropriating Authority for the City of Nashua. From a budgetary control perspective, management cannot overspend its approved and authorized budget without gaining approval from the Board of Aldermen. In addition, the Board of Aldermen must approve all interdepartmental transfers as well as the transfer of appropriated funds within departments from non-salary accounts to salary accounts. The City also maintains a system of encumbrance accounting to further control budgetary expenses.

Minimum Unassigned Fund Balance

The City has an ordinance stating that it is the Board of Aldermen's policy to maintain a minimum unassigned general fund balance of 10% of the fiscal year appropriations. If a portion of unassigned general fund balance is used to offset property taxes in any given fiscal year, it is the policy of the Board to replenish it to the 10% level within a three-year period.

Single Audit

As a recipient of federal and state funds, the City is required to undergo a yearly single audit in conformance 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 single audit for the fiscal year ended June 30, 2010 is in progress and management does not anticipate that there will be any instances of material weakness in the City's internal control structure.

Enterprise Operations

The City's enterprise operations are comprised of both a Wastewater Fund and a 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 plan for the Combined Sewer Overflow (CSO) Consent Decree. CSO projects and mandated operational costs are expected to be approximately \$77 million with about \$43 million of that total spent by the end of fiscal year 2010. Certain components of the CSO projects have been eligible for a New Hampshire Department of Environmental Services (NHDES) 20% grant, however, due to state budget reductions in fiscal year 2009, grant payments for certain projects included in the Wastewater

budget were deferred until fiscal year 2012. The City has used unrestricted net assets to fund projects until a rate increase and approval for debt financing could be obtained. A rate study was completed and presented to the Board of Aldermen in early 2009 along with an ordinance for a rate increase. The increase was implemented July 1, 2009 to support increased operating expenses and projected capital costs.

The Solid Waste Fund receives a transfer of approximately \$3.9 million 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 collection and disposal of residential solid waste.

Long Term Financial Planning

Given the current state of the national and local economy and the uncertainty related to the timing of the anticipated recovery, the City is in the process of developing and refining its multi-year revenue and expenditure model to effectively plan for future budget periods. This exercise is designed to provide the city's financial planners the ability to project the magnitude and timing of certain fiscal decisions as they relate to programs and services. The City also manages its capital budget process looking out over a six-year time horizon. The capital budget submittals are updated annually. As part of this planning process, the participating departments project their respective capital expenditure needs over the next six-year period and submit the necessary documentation for review by the members of the Capital Improvements Committee (CIC). The CIC reviews the requests and ranks them based on several factors including the scope of the proposed project, service, facility or equipment; the needs criteria such as a legal mandate, scheduled replacement, improved working environment, increased public health and safety improved coordination and/or more cost effective; conformance with the City's Master Plan; and other factors such as anticipated future revenues and expenses. The City has also developed and implemented a capital equipment replacement program, which has been designed to replace equipment on an established schedule. This ten-year plan allows for the timely replacement of the equipment at a time when the useful life of the equipment has expired and the associated cost of maintenance and repair is not exorbitant relative to the remaining value. The capital equipment replacement program has been designed to be financed with a combination of internal cash and the issuance of debt.

Debt Administration

The City has \$109.5 million of authorized unissued debt, excluding unissued balances of refunding bonds authorized and debt for governmental and enterprise activities. Approximately \$600,000 was rescinded in June of 2009 due to favorable financing terms and grants received subsequent to the bonds being authorized. There is approximately \$100 million of general obligation debt for the school district and \$26 million for the City. 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. In addition, there is \$43 million in debt outstanding for the City's enterprise funds.

New debt in the amount of \$14.7 million was issued to fund the Wet Weather Facility project, which was completed during fiscal year 2009, and to restore the unrestricted net assets of the Wastewater fund to a positive position. New debt was also authorized but unissued in fiscal year 2010 for two Wastewater projects, Enterprise System Resource (ERP) Project, City building

improvements, and School building improvements. Debt limitations are discussed in MD&A and in the statistical section.

Credit Rating

The City's AA+ credit rating was reaffirmed by Standard & Poor's in 2009 in connection with the issuance of general obligation bonds to finance the \$7.3 million landfill expansion project. Standard & Poor's stated that the ratings reflect the City's:

- Diverse local economy, which is anchored by the high-tech, defense, and retail industries;
- Strong income levels and high market value per capita;
- Strong financial position; and
- Low debt burden with limited additional debt needs."

In July of 2010 Fitch Ratings assigned an AAA rating to the issuance of \$6 million in General Obligation Improvement Bonds. For rating information from Fitch in the subsequent period after the fiscal year end, please refer to the subsequent events note in the notes to the financial statements.

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 six 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. 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 2010 was 1.25%, a decrease of 54% from the prior fiscal year.

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 City's most significant sources of revenue continue to be property taxes, followed by the State Adequate Education Grant and motor vehicle revenues. Property tax collections remain strong overall, however investment income and motor vehicle registrations continue to experience modest declines due to the economy. Tax collections stated as a percent of the current levy were 98.5%, compared to 98.6% last year. The City continues to negotiate payment plans for taxpayers unable to meet their property tax obligations, believing that, particularly in more challenging economic times, this strategy will benefit both the City and taxpayers. A ten-year comparison of property tax collection rates is available in the statistical section.

The City received \$35.9 million in State Adequate Education Funding, an increase of \$4.6 million or 14.6%, from the prior year. Although this grant has increased over the past few years, it remains the city's most challenging revenue concern due to its significant impact on the City budget and the considerable tax rate relief it can provide.

Motor vehicle revenue in fiscal year 2010 experienced a decrease of approximately \$350,000 from fiscal year 2009, continuing a downward trend that began in early 2008 because of the downturn in the economy. Revenue from registrations is dependent on auto sales, both in terms of quantity and price. Increases in overall sales or higher priced cars sold in any given year will generate an increase in registrations for the City. On the other hand, economic conditions that adversely affect the auto industry will have a downward impact on motor vehicle revenue.

In 2005 the City of Nashua challenged the state formula for distributing education funding to schools from the statewide education tax. (NH Laws 2005, Chapter 257.) The Superior Court found in favor of Nashua in March 2006 and the State of New Hampshire appealed to the New Hampshire Supreme Court, which consolidated the case with similar claims filed by a coalition of 21 school districts. The Supreme Court stayed all cases pending legislative action and also remanded the Nashua case to the Superior Court for factual findings regarding damages. In 2007 and 2008 the legislature adopted a number of laws addressing the concerns raised before the Supreme Court. (See, NH Laws 2007, Chapter 262; NH Laws 2007, Chapter 263:35; NH Laws 2008, Chapter 173; and NH Laws 2008, Chapter 173.) The remanded Nashua case was settled by agreement of the parties on August 14, 2008 for a payment of \$125,000.

The City's general fund balance position at the end of fiscal year 2010 was \$50 million, comparatively unchanged from last year's restated fund balance of \$50.1 million; approximately \$4.9 million was assigned for tax stability purposes compared with \$4.7 million last year. See MD&A for further discussion.

Major Initiatives

Nashua Government Innovation (NGIN) Project

In 2010, the City launched a multi-year modernization project to update many of the internal systems and provide a unified set of technologies, business processes and management. This project was identified as the Nashua Government Innovation (NGIN) project. There are three major phases to the NGIN project.

1. Phase one is the Enterprise Resource Planning (ERP) project. The scope of this project will replace the core financial applications, the purchasing module, payroll processing and the Human Resource system.
2. Phase two is to purchase a Licensing, Permitting and Code Enforcement system.
3. The third phase of NGIN is to purchase an electronic content management (ECM) system.

In September 2010, the City purchased ERP software from Lawson Software, a Saint Paul, Minnesota based software vendor. Following the purchase of the Lawson, the City contracted

with Velocity Technology Solutions to work with City staff to implement the Lawson ERP software. Implementation activities have begun with go-live scheduled for fiscal year 2012.

The NGIN project will incorporate business process improvement and best practices through every phase of the project. These systems will promote and support electronic sharing of information and government transparency. These initiatives will offer innovative new tools for staff and citizens to provide faster service and greater efficiencies.

Broad Street Parkway Project

In 2009, the City authorized \$37.6 million of debt issuance towards its portion of the construction of the Broad Street Parkway, with the balance of \$29.4 million funded by the Federal Department of Transportation. The parkway will provide a second bridge crossing over the Nashua River. The parkway will connect downtown Nashua, the Millyard, and other key redevelopment sites with Broad Street (near the exit 6 interchange) with the Everett Turnpike. Preliminary engineering design is currently underway with construction scheduled to begin during fiscal year 2012.

Acquisition of Water System

On November 11, 2010, the City signed a definitive merger agreement (DMA) to acquire all the outstanding shares of Pennichuck Corporation (Pennichuck) for a price of \$29.00 per share or approximately \$138 million in cash. Under the proposed acquisition, the City will acquire control of all of the Pennichuck's assets, liabilities and businesses, including land comprising the watershed of the Pennichuck Brook and the three regulated water utilities owned by the company. Taking into account all of the assumed liabilities of the company and its businesses, the proposed acquisition is valued at approximately \$200 million.

The acquisition is subject to a number of conditions precedent and contingencies, including the approval of financing by at least two-thirds of the City of Nashua Board of Aldermen, approval by the New Hampshire Public Utilities Commission (NHPUC), approval of at least two-thirds of the shareholders of Pennichuck, and the completion of the City's financing of the transaction. The City believes that the process of obtaining those approvals may extend into late 2011. Once the acquisition occurs, the City intends to continue to operate all current Pennichuck businesses with the Pennichuck's current operating employees and to appoint an independent board of directors to oversee these continuing operations.

This acquisition of the local water system had its beginnings in fiscal year 2002. At a special election held on January 14, 2003, the voters authorized the City to acquire the privately owned water system serving the City and other municipalities. During the next several fiscal years, negotiations between the parties, eminent domain and regulatory proceedings before the NHPUC and legal proceedings before the Hillsborough County Superior Court and the New Hampshire Supreme Court took place.

The DMA ends the ongoing legal case between the parties and sets the stage for the full and final resolution of the eminent domain dispute. In that dispute, the NHPUC approved the City's taking of the assets of Pennichuck Water Works, Inc. (PWW) for a value of \$203 million, plus a mitigation fund of \$40 million which was to be established to benefit the customers of Pennichuck's two other regulated water utilities – Pennichuck East Utilities, Inc. and Pittsfield Aqueduct Company from any adverse financial impacts from the eminent domain taking. PWW

is a wholly owned subsidiary of Pennichuck and is the water system that serves customers in Nashua and other surrounding municipalities. In contrast to the eminent domain taking, the proposed transaction will maintain the integrated operations of all of the businesses operated by Pennichuck and avoid the need for any mitigation fund.

Local Economy

The City of Nashua, ranked among the top twenty best affordable suburbs in the Northeast by Business Week magazine, continues to grow, reinvent and reinvigorate itself in response to changing economic trends and challenges. It remains a regional retail hub as well as an emerging force in the area for healthcare services. Software development, electronics, telecommunications, robotics and medical devices have become key industries in recent years.

The City adopted its most recent City-wide Master Plan in 2001 and has a Downtown Master Plan, East Hollis Street Master Plan, Economic Development Strategic Plan and a 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. The City is undertaking ambitious redevelopment strategies for long-dormant Brownfield's sites near the center of the city. Redevelopment of the Millyard, the Front and Franklin Street Mill District and the Bridge Street Waterfront Redevelopment Project all represent significant opportunities to reinvigorate downtown Nashua with people-intensive uses. A key redevelopment site includes the Nashua Technology Park, a 400-acre development that will provide critical expansion capacity for Nashua's high tech cluster. Other projects 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. The first new market-rate housing in downtown in decades was completed in fiscal year 2007.

The City actively pursues all available funding opportunities and has been quite successful with receiving federal funding from EPA Brownfields Assessment Funds, Federal Transportation and Administration Grants, and Community Development Block Grants.

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. The City continues to diligently work toward the successful construction of the Broad Street Parkway, a 1.8-mile road that will help to improve access from the highway to Downtown Nashua and the Millyard.

The transit system has been a proven success for over 25 years and continues to expand its service routes. 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 began in February 2007 and has developed a steady local ridership base, exceeding projections.

All of the aforementioned factors have contributed to a solid, strong, and diverse fiscal and economic atmosphere for the City and its citizens.

Awards

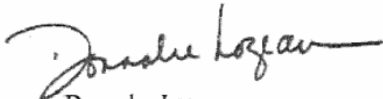
The City of Nashua has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for its CAFR for the last five fiscal years. In order to receive this prestigious award the report must be easily 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.

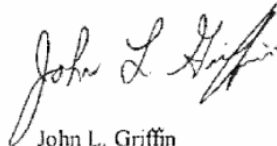
Acknowledgements

The preparation and publication of this CAFR would not have been possible without the dedication and hard work of the entire staff of the Financial Services Division. The team effort was second to none. It also 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,



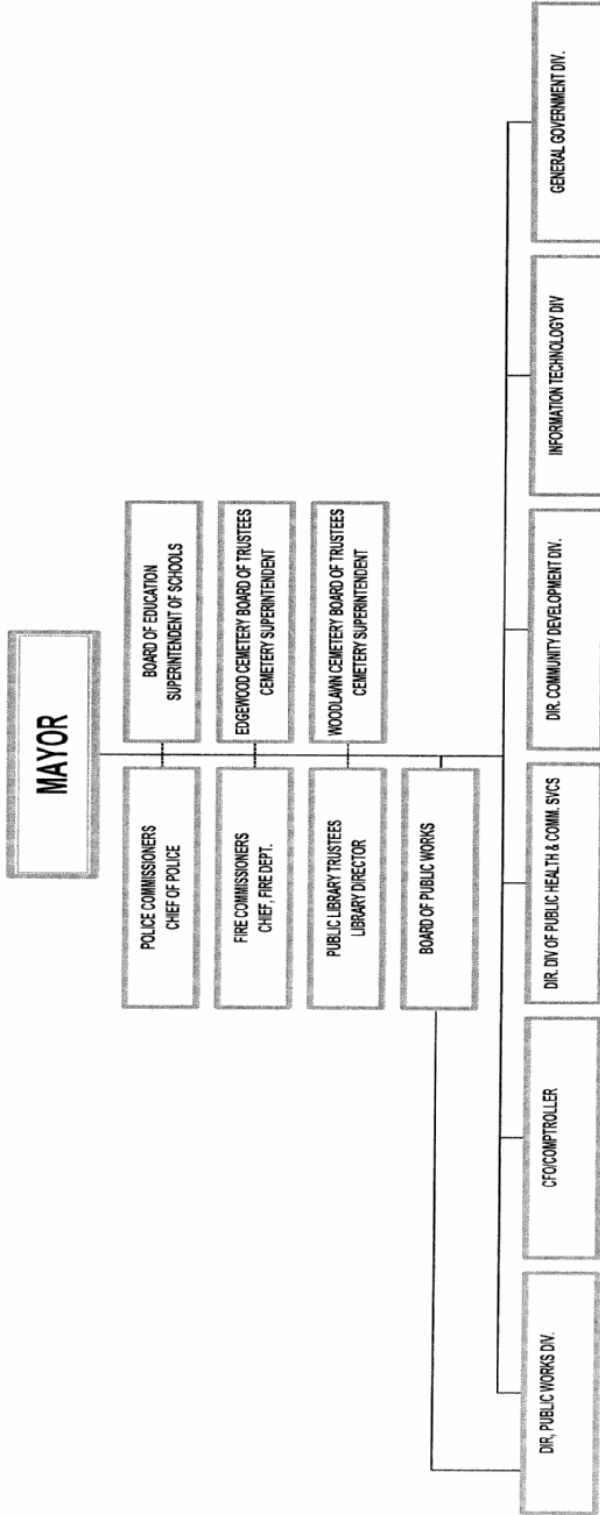
Donnalee Lozeau
Mayor



John L. Griffin
Chief Financial Officer

CITY OF NASHUA

ADMINISTRATIVE/EXECUTIVE STRUCTURE



**CITY OF NASHUA, NEW HAMPSHIRE
LIST OF PRINCIPAL OFFICIALS
FISCAL YEAR 2010**

MAYOR

Donnalee Lozeau

ALDERMEN AT LARGE

Brian S. McCarthy, President
Benjamin M. Clemons, Vice President
Mark S. Cookson
David W. Deane
Barbara Pressly
Lori Wilshire

WARD ALDERMEN

Kathryn D. Vitale Ward 1
Richard LaRose Ward 2
Diane Sheehan.....Ward 3
Arthur T. Craffey, Jr Ward 4
Michael J. TabacskoWard 5
Paul M. Chasse, Jr.Ward 6
Richard P. FlynnWard 7
Mary Ann Melizzi-Golja.....Ward 8
Jeffrey T. Cox Ward 9

**CITY OF NASHUA, NEW HAMPSHIRE
DIVISION AND DEPARTMENT HEADS
FISCAL YEAR 2010**

LEGAL

Corporation Counsel	James McNamee, Esquire
Deputy Corporation Counsel	Stephen Bennett, Esquire

BOARD OF ALDERMEN

Aldermanic Legislative Manager	Susan Lovering
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CITISTAT

CitiStat Director	Susan Valaitis
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OFFICE OF THE CITY CLERK

City Clerk	Paul R. Bergeron
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HUMAN RESOURCES

Human Resources Director	Daniel Guerrette
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OFFICE OF ECONOMIC DEVELOPMENT

Economic Development Director	Thomas Galligani, Jr.
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INFORMATION TECHNOLOGY

Information Technology Director	John Barker
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FINANCIAL SERVICES DIVISION

Chief Financial Officer/Comptroller	John L. Griffin
Treasurer/Tax Collector	David G. Fredette
Deputy Treasurer/Deputy Tax Collector	Ruth Raswyck
Accounting/ Compliance Manager	Rosemarie Evans
Compensation Manager	Doreen Beaulieu
Purchasing Manager	Robert Gabriel
Risk Manager	Jennifer Deshaies
Chief Assessor/GIS Manager	Angelo Marino

POLICE DEPARTMENT

Chief	Donald Conley
Deputy Chief	John Seusing
Deputy Chief	Peter Theriault

FIRE DEPARTMENT

Chief	Brian Morrissey
Assistant Fire Chief	Keith Anderson

DIVISION OF PUBLIC HEALTH
AND COMMUNITY SERVICES

Director	Kerran Vigroux
Manager, Community Health	Bobbie Bagley
Manager, Environmental Health	Heidi Peek
Welfare Officer	Robert Mack

PUBLIC WORKS DIVISION

Director	Leon Kenison
City Engineer	Stephen Dookran
Superintendent, Parks/Recreation	Nicholas Caggiano
Superintendent, Streets	Roy Sorenson
Superintendent, Traffic	Wayne R. Husband
Superintendent, Solid Waste	Lisa Fauteux
Superintendent, Wastewater Treatment	Mario Leclerc

COMMUNITY DEVELOPMENT DIVISION

Director	Katherine Hersh
Manager, Planning Department	Roger Houston
Manager, Urban Programs	Carrie Johnson Schena
Building Department Manager	Michael Findley
Code Enforcement Department Manager	Nelson Ortega

PUBLIC LIBRARIES

Director	Jennifer Hinderer
Assistant Director, Library	Susan Deschenes

SCHOOL DEPARTMENT

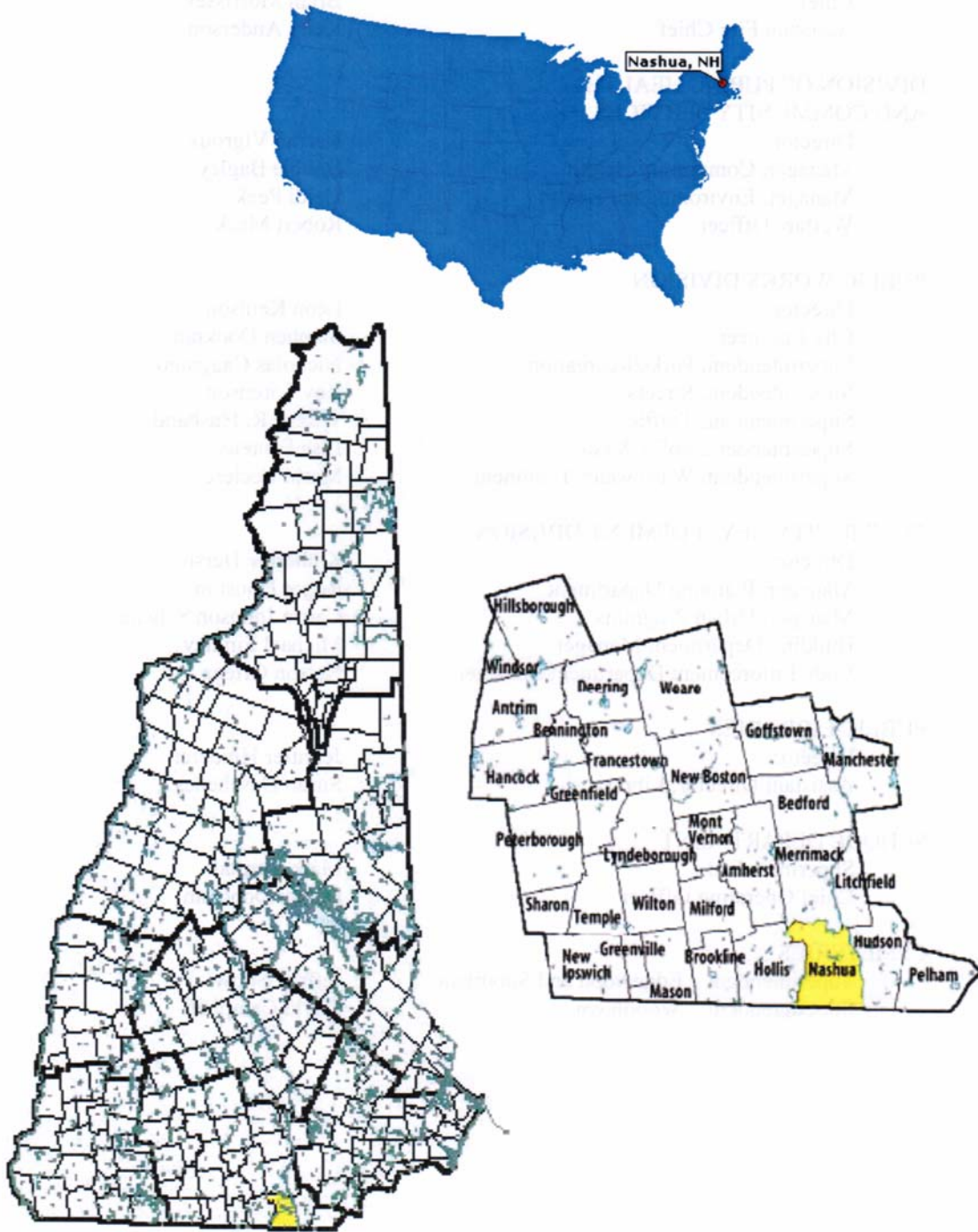
Superintendent	Mark Conrad
Chief Operating Officer	Daniel Donovan

CEMETERIES

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

CITY OF NASHUA, NH

Geographic Location



Certificate of Achievement for Excellence in Financial Reporting

Presented to

City of Nashua
New Hampshire

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended
June 30, 2009

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



A stylized, handwritten signature in black ink.

President

A stylized, handwritten signature in black ink.

Executive Director

Country Club, Nashua



Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston
Published by F. P. Trow News Agency, Nashua



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

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www.melansmheath.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, 2010, 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, 2010 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, 2010, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund 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 Schedule of Funding Progress on page 85 is not a required part of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. 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 a report dated December 15, 2010 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 15, 2010

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, 2010. **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 \$267,019 (net assets). Of this amount, \$38,333 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors. (See Section C - Government-wide Financial Analysis for further explanation).
- The government's total net assets increased by \$7,606. This change is comprised of increases of \$7,284 and \$322 in Governmental and Business-Type Activities, respectively.
- Unrestricted net assets of the Wastewater Fund increased by \$14,841. (See Business Activities in Section C - Government-wide Analysis for further explanation).
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$75,314, a decrease of \$2,252 over the prior year. Approximately 33% or \$24,832 constitutes unassigned fund balance which is available for spending at the City's discretion. (This decrease is discussed in Section D - Financial Analysis of the Government's Funds).
- The City issued \$14,700 of new general obligation debt.

B. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an explanation of the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. This report also contains supplementary information in addition to the basic financial statements.

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 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 governmental activities of the City of Nashua include general government, public safety, public works, education, health and human services, culture and recreation and community development. The business-type activities of the City of Nashua include Wastewater and Solid Waste activities.

The government-wide financial statements include not only the City of Nashua itself (known as the primary government), but also legally separate entities for which the primary government is financially accountable (known as component units). The Nashua Airport Authority is reported as a discretely presented governmental component unit. Financial information for the Nashua Airport Authority is reported separately from the financial information presented for the primary government.

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 of 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 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 22 individual governmental fund types. 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

Municipal Government Report

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 programs. 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 Funds, 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's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

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

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

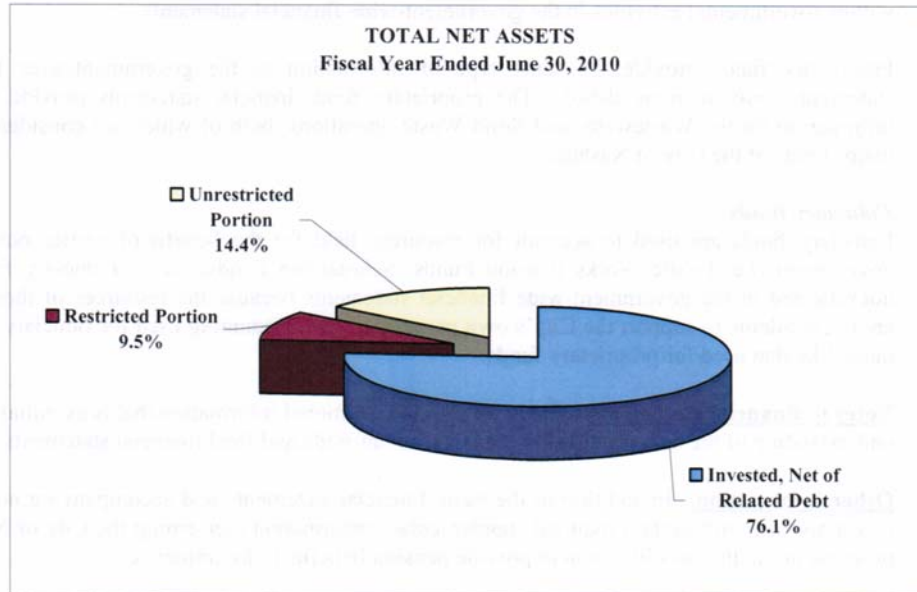
C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

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

NET ASSETS AT JUNE 30, 2010 AND 2009

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>			
	<u>2010</u>	<u>2009</u>	<u>2010</u>	<u>2009</u>	<u>2010</u>	<u>2009</u>
Current assets	\$ 199,826	\$ 203,174	\$ 15,320	\$ 144	\$ 215,146	\$ 203,318
Noncurrent assets	228,205	230,056	134,788	137,072	362,993	367,128
Total assets	<u>428,031</u>	<u>433,230</u>	<u>150,108</u>	<u>137,216</u>	<u>578,139</u>	<u>570,446</u>
Current liabilities	119,730	121,364	6,148	5,296	125,878	126,660
Long term liabilities	139,614	150,463	45,628	33,910	185,242	184,373
Total liabilities	<u>259,344</u>	<u>271,827</u>	<u>51,776</u>	<u>39,206</u>	<u>311,120</u>	<u>311,033</u>
Net assets:						
Invested in capital assets, net	103,436	91,044	99,865	115,533	203,301	206,577
Restricted	21,611	21,686	3,773	3,613	25,384	25,299
Unrestricted	43,640	48,673	(5,306)	(21,136)	38,334	27,537
Total net assets	<u>\$ 168,687</u>	<u>\$ 161,403</u>	<u>\$ 98,332</u>	<u>\$ 98,010</u>	<u>\$ 267,019</u>	<u>\$ 259,413</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 \$267,019 at the close of the most recent fiscal year.



As depicted in the chart above, the largest portion of the City of Nashua's net assets (\$203,301, or 76.1%) reflects its investment in capital assets (e.g., land, buildings, machinery and equipment), less any related outstanding debt used to acquire those assets. The City of Nashua uses its capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City'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 (\$25,384, or 9.5%) 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 (\$38,334 or 14.4%) 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 a positive balance for the government as a whole, as well as for its separate governmental and Wastewater activities. The same situation held true for the prior fiscal year.

The restricted net assets of \$3,773 reported within the City of Nashua's business-type activities primarily represent the regulatory funds set-aside for the closure of the Phase I Lined Landfill.

The following table indicates the changes in net assets for governmental and business-type activities:

Municipal Government Report

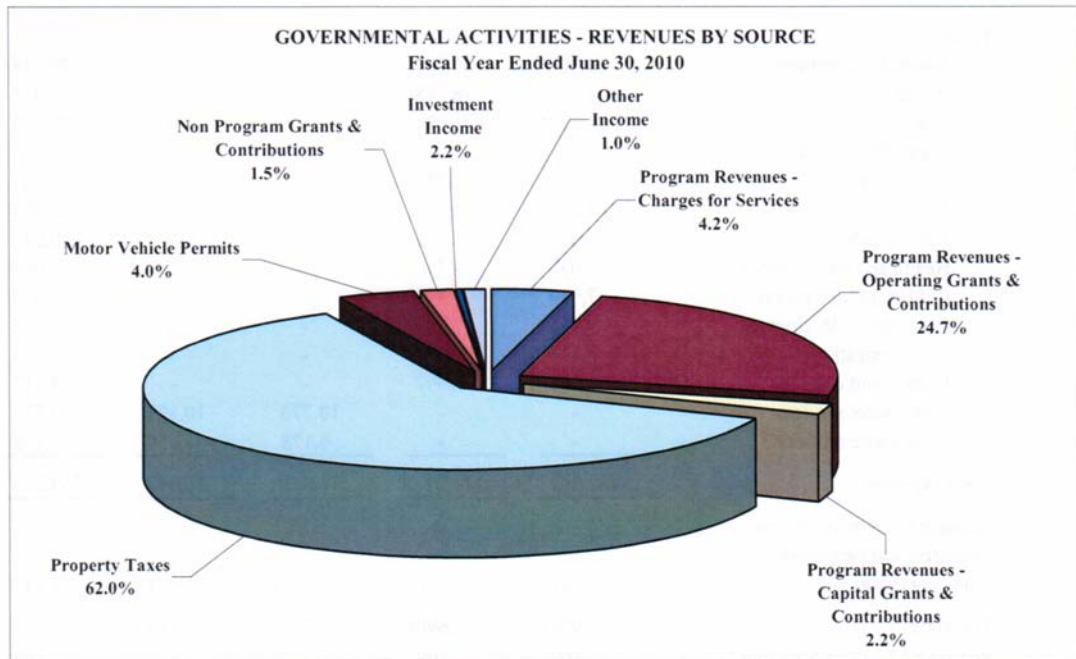
CHANGES IN NET ASSETS

	Governmental		Business-Type		Total	
	Activities		Activities			
	<u>2010</u>	<u>2009</u>	<u>2010</u>	<u>2009</u>	<u>2010</u>	<u>2009</u>
Revenues:						
Program revenues:						
Charges for services	\$ 10,985	\$ 7,274	\$ 11,558	\$ 11,034	\$ 22,543	\$ 18,308
Operating grants and contributions	65,039	48,769	-	-	65,039	48,769
Capital grants and contributions	5,824	4,775	1,458	814	7,282	5,589
General revenues:						
Property taxes	163,353	161,980	-	-	163,353	161,980
Motor vehicle	10,428	10,837	-	-	10,428	10,837
Investment income	1,262	2,935	48	8	1,310	2,943
Grants and contributions not restricted to specific programs	3,971	6,238	230	827	4,201	7,065
Other	<u>2,581</u>	<u>2,652</u>	<u>-</u>	<u>-</u>	<u>2,581</u>	<u>2,652</u>
Total revenues	<u>263,443</u>	<u>245,460</u>	<u>13,294</u>	<u>12,683</u>	<u>276,737</u>	<u>258,143</u>
Expenses:						
General government	20,288	20,301	-	-	20,288	20,301
Police	27,427	26,258	-	-	27,427	26,258
Fire	21,026	21,094	-	-	21,026	21,094
Water fire protection services	2,153	2,235	-	-	2,153	2,235
Education	143,490	141,000	-	-	143,490	141,000
Public works	10,031	11,542	-	-	10,031	11,542
Health and human services	4,065	4,340	-	-	4,065	4,340
Culture and recreation	7,930	7,919	-	-	7,930	7,919
Community development	9,156	7,288	-	-	9,156	7,288
Communications	1,114	1,127	-	-	1,114	1,127
Interest and costs	5,612	6,097	-	-	5,612	6,097
Wastewater services	-	-	10,770	10,397	10,770	10,397
Solid waste services	<u>-</u>	<u>-</u>	<u>6,178</u>	<u>5,950</u>	<u>6,178</u>	<u>5,950</u>
Total expenses	<u>252,292</u>	<u>249,201</u>	<u>16,948</u>	<u>16,347</u>	<u>269,240</u>	<u>265,548</u>
Increase in net assets before transfers and permanent fund contributions	11,151	(3,741)	(3,654)	(3,664)	7,497	(7,405)
Transfers	(3,976)	(2,690)	3,976	2,690	-	-
Permanent fund contributions	<u>109</u>	<u>109</u>	<u>-</u>	<u>-</u>	<u>109</u>	<u>109</u>
Increase in net assets	7,284	(6,322)	322	(974)	7,606	(7,296)
Net assets - beginning of year	<u>161,403</u>	<u>167,725</u>	<u>98,010</u>	<u>98,984</u>	<u>259,413</u>	<u>266,709</u>
Net assets - end of year	<u>\$ 168,687</u>	<u>\$ 161,403</u>	<u>\$ 98,332</u>	<u>\$ 98,010</u>	<u>\$ 267,019</u>	<u>\$ 259,413</u>

Governmental activities. Governmental activities for the year resulted in an increase in net assets of \$7,284. Key elements of this change are as follows:

General fund revenues in excess of expenditures	\$ 1,341
General fund transfer to solid waste	(3,985)
Internal service fund revenues in excess of expenditures	2,152
Transit grant expenditures exceeding revenues	(474)
Permanent funds increase in market value	1,830
Increase in the OPEB liability	(2,909)
Principal debt service in excess of depreciation expense	941
Capital asset additions from current year revenues	8,825
Other	(437)
Total	\$ 7,284

Revenues for the City's governmental activities increased by 6.8% or \$17,983 over last year, largely due to increases in the market values of investments in the cemetery permanent funds and increased funding from the State and Federal government in the form of operating grants and contributions. The chart below identifies revenues by source for governmental activities.



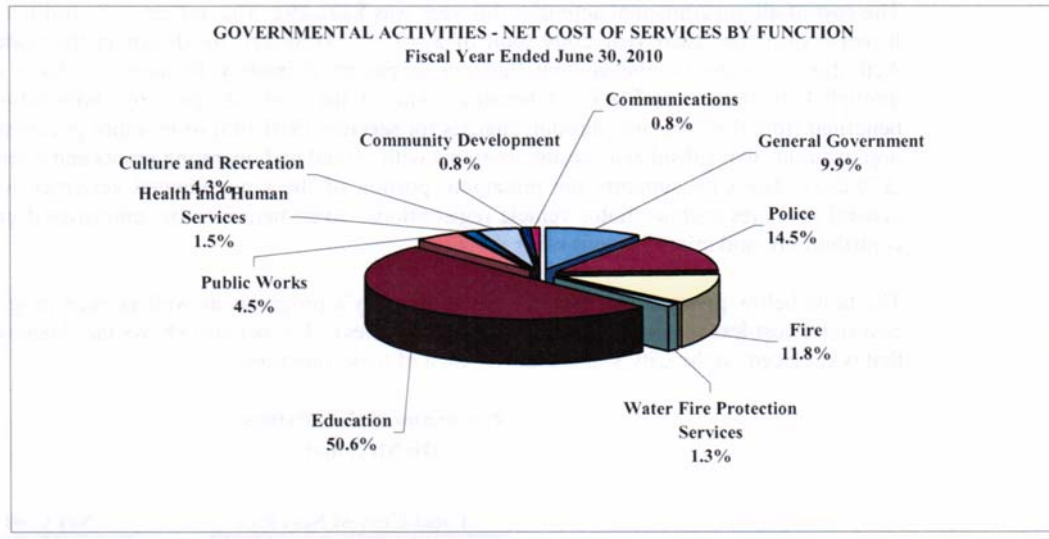
As reflected in the above chart, the City's largest sources of revenue are from property taxes (62%) and operating grants and contributions (24.7%).

Municipal Government Report

The cost of all governmental activities this year was \$252,292. This reflects a \$3 million, or 1.2% increase over the fiscal year 2009 total of \$249,201. However, as shown in the Statement of Activities on page 34, the amount that our taxpayers ultimately financed for these activities through City taxes was \$163,353 because some of the cost was paid by those who directly benefited from the programs through charges for services (\$10,985) or by other governments and organizations that subsidized certain programs with capital and operating grants and contributions (\$70,863). The City supports the remaining portion of the governmental activities with other general revenues such as motor vehicle registrations, investment income, unrestricted grants and contributions, and miscellaneous other revenues.

The table below presents the cost of each of the City's programs as well as each program's net cost (total cost less revenues generated by the activities). The net cost shows the financial burden that was placed on the City's taxpayers by each of these functions.

	Governmental Activities			
	(In Millions)			
	<u>Total Cost of Services</u>		<u>Net Cost of Services</u>	
	2010	2009	2010	2009
General Government	\$ 20,292	\$ 20,306	\$ 16,861	\$ 20,259
Police	27,640	26,490	24,790	24,684
Fire	21,241	21,323	20,193	20,459
Water Fire Protection Services	2,153	2,235	2,153	2,235
Education	147,965	145,855	86,247	95,012
Public Works	10,138	11,669	7,745	8,528
Health and Human Services	4,065	4,340	2,520	3,864
Culture and Recreation	8,110	8,113	7,283	7,857
Community Development	9,384	7,535	1,348	4,148
Communications	1,304	1,335	1,304	1,335
	<u>\$ 252,292</u>	<u>\$ 249,201</u>	<u>\$ 170,444</u>	<u>\$ 188,381</u>

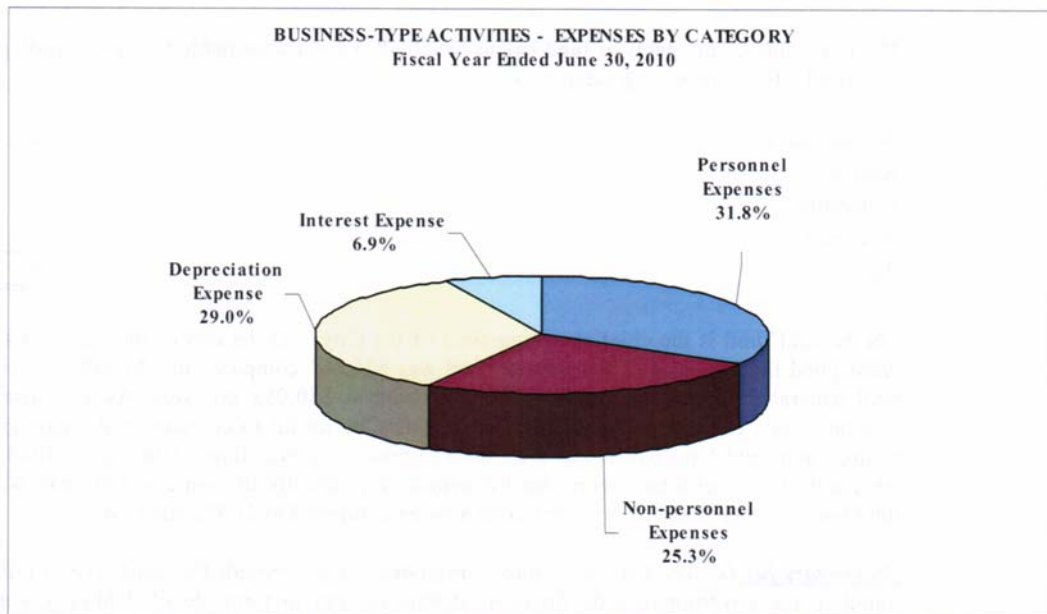
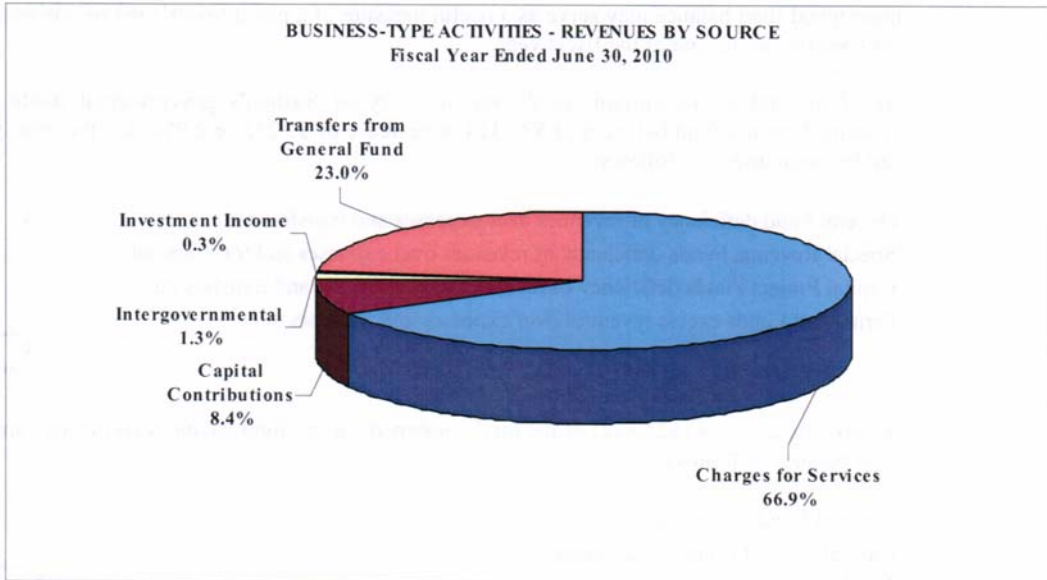


Business-type activities. Overall, business-type activities increased City's net assets by \$322 or 1.0%. Key elements of this change are as follows:

The Wastewater Fund decreased total net assets by \$333 compared to a \$746 decrease in the previous year. Based on a rate study completed in March of 2009, the City increased wastewater flow charges by 28% effective July 1, 2009, however, overall water consumption was lower than projected thereby accounting for the shortfall in revenue. As part of the overall 2009 rate study, the plan is to review operating and capital expenses semi-annually and implement rate adjustments as required to ensure the long term viability of the wastewater system. Preliminary review of the rate study reflects a projected rate increase in fiscal year 2012 of 15%. Additionally, the Wastewater Fund unrestricted net assets increased from the previous fiscal year by \$14,841. The increase was primarily the result of borrowing \$14.7 million in State Revolving Loan Funds in order to fund prior year capital acquisitions and restore the unrestricted net assets to a positive position.

- The Solid Waste Disposal Fund increased total net assets by \$655 compared to a \$228 decrease in the previous year. Solid waste activities continue to operate at a deficit with the City continuing to supplement the Solid Waste operations through property taxation for the residential costs of collection and disposal. There is currently no separate fee charged to the City's residential population.
- The Solid Waste Disposal Fund negative net assets of \$ 7,694 is primarily due to the fund's high percentage of non-capital (landfill closure costs) related debt, as well as the GAAP (generally accepted accounting principals) requirement to record closure and post closure care liability (the amount the City would be required to spend should the landfill cease operations).

The following charts depict revenues and expenses for business type activities:



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's financing requirements. In particular, unassigned 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 \$75,314, a decrease of \$2,252 or 2.9% over the prior year and can be summarized as follows:

General Fund deficiency of revenues over expenses and transfers out	\$	(79)
Special Revenue Funds deficiency of revenues over expenses and transfers out		(634)
Capital Project Funds deficiency of revenues over expenses and transfers out		(3,061)
Permanent Funds excess revenues over expenses and transfers out		1,522
	\$	<u>(2,252)</u>

Approximately 33% (\$24,832) of the total combined ending fund balances constitutes unassigned fund balance as follows:

General Fund, unassigned	\$	26,561
Capital Project Funds, unassigned		(1,729)
Total:	\$	<u>24,832</u>

The remaining components of fund balance (\$50,482) are not available for new spending and are classified into the following categories:

Nonspendable	\$	14,614
Restricted		3,900
Committed		25,418
Assigned		6,550
Total:	\$	<u>50,482</u>

The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$26,561 compared to \$26,900 last year, while total general fund balance was \$49,980 compared to \$50,058 last year. As a measure of the general fund's change in financial position, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures over time. Unassigned fund balance, represents 11.7% of total general fund expenditures, virtually the same as last year, while total fund balance, represents 22% of that same amount compared to 21.8% last year.

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. Unlike governmental funds, proprietary funds utilize the accrual basis of accounting. Therefore, no reconciliation is needed between the government-wide financial statements and the proprietary fund financial statements.

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

E. GENERAL FUND BUDGETARY HIGHLIGHTS

The following reconciles the City's adopted budget with the "original budget" columns of the Budget and Actual Financial Statements on page 40 and the Budget and Actual Detail Schedule on pages 104 - 105

Total Adopted Budget	\$	217,886
Plus: Hillsborough County appropriation		9,368
Plus: Appropriation to Solid Waste Fund		3,985
Total Original Budget, per Financial Statements/Schedules	\$	<u>231,239</u>

The difference between the original and final amended budget resulted in an overall increase in appropriations of \$2,688 and can be summarized as follows:

Total Original Budget, per Financial Statements/Schedules	\$	231,239
Plus: Supplemental Appropriation		1,000
Plus: Transfers in from Trust and Reserve Funds		1,688
Total Final Budget, per Financial Statements/Schedules	\$	<u>233,927</u>

The difference between the final amended budget and actual results reflects a surplus of \$4,696.

Significant revenue variances are summarized as follows:

- \$ 1,314 shortfall in interest earnings due to unfavorable investment rates
- \$ 1,717 transfer in from the Property and Casualty Internal Service Fund to apply towards fiscal year 2011 property taxes

Significant expense variances are summarized as follows:

- \$ 510 in pension costs associated with attrition Citywide.
- \$ 574 in unused general contingency funds
- \$ 852 in Police and Fire primarily due to attrition.
- \$ 581 in Public Works due to a re-organization resulting in considerable savings across Public Works programs. Also, the mild winter had a positive impact on all operations.
- \$ 415 in Welfare costs as applicants are often referred to other mainstream community resources for supplemental or primary assistance, which resulted in a decreased need or eligibility from the City.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. The City's investment in capital assets for its governmental and business-type activities as of June 30, 2010 amounted to \$362,991, net of accumulated depreciation, a decrease of \$1,985 over the prior fiscal year. This investment in capital assets includes land, buildings, vehicles, equipment, and infrastructure.

CAPITAL ASSETS AS OF JUNE 30, 2010 AND 2009

(net of accumulated depreciation)

	Governmental		Business-Type		Total	
	Activities		Activities			
	2010	2009	2010	2009	2010	2009
Land and improvements	\$ 25,166	\$ 24,954	\$ 13,681	\$ 14,553	\$ 38,847	\$ 39,507
Buildings and systems	160,644	166,150	48,919	50,781	209,563	216,931
Machinery and equipment	15,501	14,407	11,900	13,221	27,401	27,628
Infrastructure	22,720	19,056	56,585	55,682	79,305	74,738
Construction in progress	4,175	3,376	3,700	2,796	7,875	6,172
Total	\$ 228,206	\$ 227,943	\$ 134,785	\$ 137,033	\$ 362,991	\$ 364,976

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

Governmental Activities

Citywide Street and Sidewalk Improvements	\$	2,124
Developer Contributions - Roads		1,101
Enterprise Resource Planning (ERP) System		1,049
Broad Street Parkway Construction Project		878
New Searles Elementary School Improvements		661
Fire Department – Pierce Arrow XT Pumper		406
School Computer Replacements		360
Cable TV Studio Equipment		115

Business-type Activities

Haines Street Sewer Separation Project	\$	1,160
Sewer Drop Over Structures		572
Sewer Infrastructure Improvements		286
Harbor Avenue Sewer Separation Project		249

Additional information concerning the City of Nashua’s capital assets can be found in Note 7 on pages 59 - 60 of this report.

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt outstanding of \$169,279 compared to \$169,546 in the prior year, a decrease of \$9,773. Of this amount \$169,164 represents general obligation debt, which is backed by the full faith and credit of the government. The remainder of the City’s debt is comprised of capital leases totaling \$115.

Municipal Government Report

OUTSTANDING DEBT AS OF JUNE 30, 2010 AND 2009

	Governmental		Business-Type		Total	
	Activities		Activities			
	<u>2010</u>	<u>2009</u>	<u>2010</u>	<u>2009</u>	<u>2010</u>	<u>2009</u>
Bonds and notes	\$ 126,240	\$ 138,462	\$ 42,924	\$ 31,030	\$ 169,164	\$ 169,492
Capital leases	115	54	-	-	115	54
Total	<u>\$ 126,355</u>	<u>\$ 138,516</u>	<u>\$ 42,924</u>	<u>\$ 31,030</u>	<u>\$ 169,279</u>	<u>\$ 169,546</u>

During the fiscal year, the City borrowed \$14,700 in State Revolving Loan Funds in order to fund the Wastewater Wet Weather Facility project completed in fiscal year 2009. At the same time, the City retired \$15,028 of outstanding debt through scheduled principal payments.

State statutes limit the amount of general obligation debt a governmental entity may issue to 3% of its total assessed valuation for the City or 7% of its total assessed valuation for the School. The City of Nashua has imposed more restrictive limits for City and School respectively of 2% for and 6% of total assessed valuation. The current debt limitation for the City and school combined is \$685,961, which is significantly in excess of the current outstanding general obligation debt of \$126,240. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. Wastewater and Solid Waste debt of \$42,924 is not subject to these limitations.

The City of Nashua's "AA+" credit rating was reaffirmed by Standard & Poor's in connection with the City's general obligation bond issue in April of 2009. As reflected in the City's official statement and statement from Standard & Poor's, "...the rating of 'AA+' reflects the City's solid financial position, strong tax base growth, diverse economy and low debt burden, with limited additional debt needs.

In July of 2010 Fitch Ratings assigned a AAA rating to the issuance of \$6 million in General Obligation Improvement Bonds. For rating information from Fitch in the subsequent period after the fiscal year end, please refer to the subsequent events note in the notes to the financial statements under subsequent events on page 69 of this report

Additional information on the City of Nashua's long-term debt can be found in Note 12 on pages 61 - 67 of this report.

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

The City of Nashua's unemployment rate decreased to 6.3 percent by the end of June 2010, down from 7.4 percent one year ago. While still historically higher than normal, it remains below the state and national rates of 6.5 and 9.7 percent respectively.

The City continues to experience a decline in local revenues, primarily in investment income and motor vehicle registrations. With the State government facing budget challenges, revenue sharing to the City was suspended and a portion of the State's contribution to the New Hampshire Retirement System was downshifted to the City.

The City adopted a fiscal year 2011 General Fund operating budget of \$236,741 (inclusive of the transfer to solid waste and county appropriation), compared to an adopted budget of \$231,239 for

fiscal year 2010. The budget reflects an overall increase of 2.4% over the prior year and in spite of the revenue shortfalls and downshifting of costs, the fiscal year 2011 budget did not require any service level reductions. \$4.9 million of assigned fund balance will be used as a funding source towards the fiscal year 2011 tax rate calculation and the City anticipates a tax rate increase of not to exceed 3%.

Fortunately, the City continues to budget conservatively and maintain strong reserve levels in order to provide some financial flexibility.

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:

Financial Reporting
City of Nashua
229 Main Street
Nashua, New Hampshire 03061

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2010

	Primary Government			Component Units
	Governmental Activities	Business- Type Activities	Government Wide Total	
ASSETS				
Current:				
Cash and short-term investments	\$ 134,575,177	\$ 14,505,536	\$ 149,080,713	\$ 348,001
Investments	39,373,457	-	39,373,457	426,654
Receivables, net of allowance for uncollectibles:				
Property taxes	15,400,547	-	15,400,547	-
User fees	-	2,810,912	2,810,912	3,053
Departmental and other	694,124	-	694,124	-
Intergovernmental	5,149,067	363,953	5,513,020	131,639
Loans	620,581	-	620,581	-
Internal balances	2,369,195	(2,369,195)	-	-
Due from external parties - fiduciary funds	33,185	-	33,185	-
Other assets	1,610,679	8,824	1,619,503	-
Total current assets	<u>199,826,012</u>	<u>15,320,030</u>	<u>215,146,042</u>	<u>909,347</u>
Noncurrent:				
Capital assets being depreciated, net of accumulated depreciation	198,864,803	130,852,714	329,717,517	3,685,431
Capital assets not being depreciated	29,341,186	3,931,882	33,273,068	4,851,676
Other assets	-	3,606	3,606	-
Total non-current assets	<u>228,205,989</u>	<u>134,788,202</u>	<u>362,994,191</u>	<u>8,537,107</u>
TOTAL ASSETS	<u>428,032,001</u>	<u>150,108,232</u>	<u>578,140,233</u>	<u>9,446,454</u>
LIABILITIES				
Current:				
Accounts payable	5,766,668	941,428	6,708,096	132,774
Retainage payable	75,865	263,651	339,516	-
Accrued liabilities	18,072,432	911,055	18,983,487	1,082
Unearned revenues	82,620,098	-	82,620,098	18,314
Notes payable	-	632,679	632,679	-
Other	101,263	-	101,263	-
Current portion of long-term liabilities:				
Bonds and notes payable	11,723,324	3,357,832	15,081,156	-
Compensated absences	1,322,302	41,506	1,363,808	-
Capital leases	48,333	-	48,333	-
Total current liabilities	<u>119,730,285</u>	<u>6,148,151</u>	<u>125,878,436</u>	<u>152,170</u>
Noncurrent:				
Bonds and notes payable	115,635,340	39,692,336	155,327,676	-
Compensated absences	15,206,483	419,676	15,626,159	80,812
Net OPEB obligations	8,705,538	232,284	8,937,822	-
Capital leases	66,796	-	66,796	-
Other	-	5,283,934	5,283,934	-
Total non-current liabilities	<u>139,614,157</u>	<u>45,628,230</u>	<u>185,242,387</u>	<u>80,812</u>
TOTAL LIABILITIES	<u>259,344,442</u>	<u>51,776,381</u>	<u>311,120,823</u>	<u>232,982</u>
NET ASSETS				
Invested in capital assets, net of related debt	103,436,163	99,864,775	203,300,938	8,537,107
Restricted for:				
Grants and other statutory restrictions	6,008,070	-	6,008,070	-
Capital projects	1,174,024	3,773,376	4,947,400	-
Permanent funds:				
Expendable	1,024,178	-	1,024,178	-
Nonexpendable	13,405,438	-	13,405,438	-
Unrestricted	43,639,686	(5,306,300)	38,333,386	676,365
TOTAL NET ASSETS	<u>\$ 168,687,559</u>	<u>\$ 98,331,851</u>	<u>\$ 267,019,410</u>	<u>\$ 9,213,472</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
STATEMENT OF ACTIVITIES
FOR FISCAL YEAR ENDED JUNE 30, 2010

	<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	\$ 20,288,378	\$ 4,147	\$ 3,153,839	\$ 277,598	\$ -
Police	27,426,675	213,194	1,096,769	1,753,003	-
Fire	21,026,095	215,043	85,145	962,445	-
Water fire protection services	2,152,983	-	-	-	-
Education	143,489,872	4,474,888	3,962,169	55,075,836	2,680,079
Public works	10,030,585	107,097	797,022	1,390,645	205,373
Health and human services	4,065,289	-	189,391	1,355,721	-
Culture and recreation	7,929,703	180,245	632,545	194,318	-
Community development	9,156,255	227,840	1,068,159	4,029,490	2,938,229
Communications	1,114,063	189,552	-	-	-
Interest and costs	<u>5,612,006</u>	<u>(5,612,006)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Governmental Activities	252,291,904	-	10,985,039	65,039,056	5,823,681
Business-Type Activities:					
Wastewater services	10,770,142	-	8,969,303	-	1,458,288
Solid waste services	<u>6,177,791</u>	<u>-</u>	<u>2,588,522</u>	<u>-</u>	<u>-</u>
Total Business-Type Activities	<u>16,947,933</u>	<u>-</u>	<u>11,557,825</u>	<u>-</u>	<u>1,458,288</u>
Total primary government	<u>\$ 269,239,837</u>	<u>\$ -</u>	<u>\$ 22,542,864</u>	<u>\$ 65,039,056</u>	<u>\$ 7,281,969</u>
Component unit					
Nashua Airport Authority	<u>\$ 761,073</u>	<u>\$ -</u>	<u>\$ 516,941</u>	<u>\$ -</u>	<u>\$ 2,402,135</u>
General Revenues, permanent fund contributions and transfers:					
Property taxes					
Auto permits					
Penalties, interest and other taxes					
Grants and contributions not restricted to specific programs					
Investment income					
Miscellaneous					
Permanent fund contributions					
Transfers in (out)					
Total general revenues, contributions and transfers					
Change in Net Assets					
Net Assets:					
Beginning of year					
End of year					

See notes to financial statements.

Municipal Government Report

Net (Expenses) Revenues and Changes in Net Assets			
Primary Government			
Governmental Activities	Business- Type Activities	Total	Component Units
\$ (16,861,088)	\$ -	\$ (16,861,088)	\$ -
(24,790,097)	-	(24,790,097)	-
(20,193,548)	-	(20,193,548)	-
(2,152,983)	-	(2,152,983)	-
(86,246,676)	-	(86,246,676)	-
(7,744,642)	-	(7,744,642)	-
(2,520,177)	-	(2,520,177)	-
(7,283,085)	-	(7,283,085)	-
(1,348,217)	-	(1,348,217)	-
(1,303,615)	-	(1,303,615)	-
-	-	-	-
(170,444,128)	-	(170,444,128)	-
-	(342,551)	(342,551)	-
-	(3,589,269)	(3,589,269)	-
-	(3,931,820)	(3,931,820)	-
(170,444,128)	(3,931,820)	(174,375,948)	-
-	-	-	2,158,003
163,353,082	-	163,353,082	-
10,427,551	-	10,427,551	-
1,512,934	-	1,512,934	-
3,971,032	230,507	4,201,539	-
1,262,208	48,029	1,310,237	15,278
1,067,955	-	1,067,955	-
109,227	-	109,227	-
(3,975,592)	3,975,592	-	-
177,728,397	4,254,128	181,982,525	15,278
7,284,269	322,308	7,606,577	2,173,281
161,403,290	98,009,543	259,412,833	7,040,191
\$ 168,687,559	\$ 98,331,851	\$ 267,019,410	\$ 9,213,472

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2010

ASSETS	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Cash and short-term investments	\$ 131,323,061	\$ 3,252,116	\$ 134,575,177
Investments	24,455,297	14,918,160	39,373,457
Receivables, net of allowance for uncollectibles:			
Property taxes	15,400,547	-	15,400,547
Departmental and other	252,575	322,742	575,317
Intergovernmental	-	5,335,235	5,335,235
Loans	-	620,581	620,581
Due from other funds	5,316,645	8,283,040	13,599,685
Other assets	42,081	18	42,099
TOTAL ASSETS	\$ 176,790,206	\$ 32,731,892	\$ 209,522,098
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 3,654,180	\$ 1,005,394	\$ 4,659,574
Accrued liabilities	5,935,480	584,904	6,520,384
Taxes levied in advance	82,620,098	-	82,620,098
Deferred revenues	3,129,479	508,473	3,637,952
Due to other funds	31,354,201	5,299,008	36,653,209
Other liabilities	116,825	-	116,825
TOTAL LIABILITIES	126,810,263	7,397,779	134,208,042
Fund Balances:			
Nonspendable	184,062	14,429,616	14,613,678
Restricted	-	3,899,609	3,899,609
Committed	16,685,057	8,733,406	25,418,463
Assigned	6,550,000	-	6,550,000
Unassigned	26,560,824	(1,728,518)	24,832,306
TOTAL FUND BALANCES	49,979,943	25,334,113	75,314,056
TOTAL LIABILITIES AND FUND BALANCES	\$ 176,790,206	\$ 32,731,892	\$ 209,522,098

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, 2010

Total governmental fund balances	\$ 75,314,056
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	228,205,989
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	3,637,952
• 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.	16,366,374
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(2,128,697)
• Long-term liabilities, including bonds payable and net OPEB obligation, are not due and payable in the current period and, therefore, are not reported in the governmental funds.	<u>(152,708,115)</u>
Net assets of governmental activities	<u>\$ 168,687,559</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR FISCAL YEAR ENDED JUNE 30, 2010

	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Revenues:			
Property taxes	\$ 162,778,365	\$ 186,358	\$ 162,964,723
Auto permits	10,493,294	-	10,493,294
Penalties, interest and other taxes	928,881	518,310	1,447,191
Charges for services	1,974,382	5,349,646	7,324,028
Intergovernmental	49,622,309	24,572,632	74,194,941
Licenses and permits	818,458	-	818,458
Interest earnings	852,591	1,980,907	2,833,498
Miscellaneous	1,137,548	363,232	1,500,780
Contributions	-	510,942	510,942
Total Revenues	<u>228,605,828</u>	<u>33,482,027</u>	<u>262,087,855</u>
Expenditures:			
Current:			
General government	54,074,572	1,894,905	55,969,477
Police	18,343,212	1,516,061	19,859,273
Fire	15,211,313	73,906	15,285,219
Water fire protection services	2,152,983	-	2,152,983
Education	91,669,046	19,011,888	110,680,934
Public works	9,684,797	2,082,128	11,766,925
Health and human services	1,966,721	1,361,816	3,328,537
Culture and recreation	5,034,346	323,568	5,357,914
Community development	1,461,689	8,033,869	9,495,558
Communications	285,390	-	285,390
Debt service			
Principal	12,161,828	60,000	12,221,828
Interest and issuance cost	5,851,245	41,004	5,892,249
Intergovernmental	9,367,968	-	9,367,968
Total Expenditures	<u>227,265,110</u>	<u>34,399,145</u>	<u>261,664,255</u>
Excess (deficiency) of revenues over expenditures	1,340,718	(917,118)	423,600
Other Financing Sources (Uses):			
Transfers in	5,447,209	598,765	6,045,974
Transfers out	<u>(6,866,468)</u>	<u>(1,855,098)</u>	<u>(8,721,566)</u>
Total Other Financing Sources (Uses)	<u>(1,419,259)</u>	<u>(1,256,333)</u>	<u>(2,675,592)</u>
Change in fund balance	(78,541)	(2,173,451)	(2,251,992)
Fund Balance, July 1, 2009, as revised	<u>50,058,484</u>	<u>27,507,564</u>	<u>77,566,048</u>
Fund Balance, June 30, 2010	<u>\$ 49,979,943</u>	<u>\$ 25,334,113</u>	<u>\$ 75,314,056</u>

See notes to financial statements.

Municipal Government Report

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, 2010

NET CHANGES IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS	\$ (2,251,992)
<ul style="list-style-type: none">• 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:<ul style="list-style-type: none">Capital outlay purchases 11,593,707Depreciation (11,330,869) • 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. 508,583 • 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:<ul style="list-style-type: none">Issuance of new lease (111,426)Repayment of capital leases 50,386Repayments of debt 12,221,828 • In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. 175,991 • 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:<ul style="list-style-type: none">Decrease in compensated absences liability (74,467)Increase in net OPEB obligation (2,908,200)Other (141,021) • 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. <u>(448,251)</u>	
CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES	\$ <u><u>7,284,269</u></u>

City of Nashua

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, 2010

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
Revenues and Other Sources:				
Taxes	\$ 159,309,304	\$ 162,044,667	\$ 162,044,667	\$ -
Auto permits	11,072,000	10,472,000	10,493,293	21,293
Penalties, interest and other taxes	658,000	778,000	884,576	106,576
Charges for services	1,637,977	1,622,977	1,619,226	(3,751)
Intergovernmental	48,514,081	46,249,718	46,088,209	(161,509)
Licenses and permits	1,017,165	1,041,165	1,123,639	82,474
Interest earnings	2,100,000	2,100,000	785,180	(1,314,820)
Miscellaneous	1,369,075	1,369,075	1,487,142	118,067
Transfers in	861,800	2,549,342	4,266,735	1,717,393
Other sources	4,700,000	5,700,000	5,700,000	-
	231,239,402	233,926,944	234,492,667	565,723
Total Revenues and Other Sources				
Expenditures and Other Uses:				
General government	60,239,785	60,028,410	58,546,592	1,481,818
Police	17,685,110	18,232,855	17,787,591	445,264
Fire	14,372,220	14,463,657	14,056,506	407,151
Water fire protection services	2,337,189	2,337,189	2,152,983	184,206
Education	87,630,820	89,430,820	89,320,072	110,748
Public works	11,762,115	12,091,249	11,510,547	580,702
Health and human services	2,544,604	2,544,604	1,977,883	566,721
Culture and recreation	5,088,055	5,196,117	5,011,233	184,884
Community development	1,483,823	1,503,753	1,432,545	71,208
Communications	298,898	301,507	285,390	16,117
Debt service	17,928,815	17,928,815	17,847,069	81,746
Intergovernmental	9,367,968	9,367,968	9,367,968	-
Transfers out	500,000	500,000	500,000	-
	231,239,402	233,926,944	229,796,379	4,130,565
Total Expenditures and Other Uses				
Excess of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 4,696,288	\$ 4,696,288

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2010

	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	\$ 10,364,707	\$ 4,140,829	\$ 14,505,536	\$ -
User fees, net of allowance for uncollectibles	2,630,894	180,018	2,810,912	-
Intergovernmental receivable	363,953	-	363,953	-
Due from other funds	-	541,649	541,649	25,388,543
Other assets	1,417	7,407	8,824	1,568,580
Total current assets	13,360,971	4,869,903	18,230,874	26,957,123
Noncurrent:				
Capital assets being depreciated, net	114,986,160	15,866,554	130,852,714	-
Capital assets not being depreciated	3,700,177	231,705	3,931,882	-
Other	3,606	-	3,606	-
Total noncurrent assets	118,689,943	16,098,259	134,788,202	-
TOTAL ASSETS	132,050,914	20,968,162	153,019,076	26,957,123
<u>LIABILITIES</u>				
Current:				
Accounts payable	922,893	18,535	941,428	1,107,095
Retainage payable	145,023	118,628	263,651	-
Due to other funds	2,910,844	-	2,910,844	-
Accrued liabilities	438,523	472,532	911,055	9,483,654
Notes payable	632,679	-	632,679	-
Current portion of long-term liabilities:				
Bonds and notes payable	1,565,814	1,792,018	3,357,832	-
Compensated absences	18,270	23,236	41,506	-
Total current liabilities	6,634,046	2,424,949	9,058,995	10,590,749
Noncurrent:				
Bonds and notes payable	19,091,874	20,600,462	39,692,336	-
Compensated absences	184,731	234,945	419,676	-
Net OPEB obligations	114,320	117,964	232,284	-
Landfill closure and post closure	-	5,283,934	5,283,934	-
Total noncurrent liabilities	19,390,925	26,237,305	45,628,230	-
TOTAL LIABILITIES	26,024,971	28,662,254	54,687,225	10,590,749
<u>NET ASSETS</u>				
Invested in capital assets, net of related debt	97,395,970	2,468,805	99,864,775	-
Restricted for capital projects	-	3,773,376	3,773,376	-
Unrestricted	8,629,973	(13,936,273)	(5,306,300)	16,366,374
TOTAL NET ASSETS	\$ 106,025,943	\$ (7,694,092)	\$ 98,331,851	\$ 16,366,374

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR FISCAL YEAR ENDED JUNE 30, 2010

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
Operating Revenues:				
Charges for services	\$ 8,969,303	\$ 2,341,456	\$ 11,310,759	\$ -
Contributions	-	-	-	29,266,418
Other	-	247,066	247,066	399,084
Total Operating Revenues	8,969,303	2,588,522	11,557,825	29,665,502
Operating Expenses:				
Personnel expenses	3,008,327	2,603,786	5,612,113	-
Non-personnel expenses	2,978,896	1,311,641	4,290,537	28,929,471
Depreciation	4,438,309	1,436,207	5,874,516	-
Total Operating Expenses	10,425,532	5,351,634	15,777,166	28,929,471
Operating Income (Loss)	(1,456,229)	(2,763,112)	(4,219,341)	736,031
Nonoperating Revenues (Expenses):				
Intergovernmental	1,163,913	230,507	1,394,420	-
Investment income	18,992	29,037	48,029	115,718
Interest expense	(344,610)	(826,157)	(1,170,767)	-
Total Nonoperating Revenues (Expenses), Net	838,295	(566,613)	271,682	115,718
Income (Loss) Before Transfers	(617,934)	(3,329,725)	(3,947,659)	851,749
Capital contributions	294,375	-	294,375	-
Transfers in	-	3,985,092	3,985,092	-
Transfers out	(9,500)	-	(9,500)	(1,300,000)
Change in Net Assets	(333,059)	655,367	322,308	(448,251)
Net Assets at Beginning of Year	106,359,002	(8,349,459)	98,009,543	16,814,625
Net Assets at End of Year	\$ 106,025,943	\$ (7,694,092)	\$ 98,331,851	\$ 16,366,374

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR FISCAL YEAR ENDED JUNE 30, 2010

	Business-Type Activities			Governmental Activities
	Enterprise Funds			
	Waste Water Fund	Solid Waste Fund	Total	
<u>Cash Flows From Operating Activities:</u>				
Receipts from customers and users	\$ 9,620,761	\$ 2,566,353	\$ 12,187,114	\$ 30,513,194
Payments to vendors	(3,173,946)	(1,211,894)	(4,385,840)	(29,328,912)
Payments to employees	<u>(2,979,579)</u>	<u>(2,562,385)</u>	<u>(5,541,964)</u>	<u>-</u>
Net Cash Provided By (Used for) Operating Activities	3,467,236	(1,207,926)	2,259,310	1,184,282
<u>Cash Flows From Noncapital Financing Activities:</u>				
Payments under interfund loan agreements	(16,393,873)	(213,142)	(16,607,015)	-
Transfers	(9,500)	3,985,092	3,975,592	(1,300,000)
Intergovernmental subsidy	<u>799,960</u>	<u>230,507</u>	<u>1,030,467</u>	<u>-</u>
Net Cash Provided By (Used for) Noncapital Financing Activities	(15,603,413)	4,002,457	(11,600,956)	(1,300,000)
<u>Cash Flows From Capital and Related Financing Activities:</u>				
Acquisition and construction of capital assets	(2,940,864)	(52,470)	(2,993,334)	-
Contributions	294,375	-	294,375	-
Proceeds from bonds and notes	14,700,000	-	14,700,000	-
Principal payments on bonds and leases	(1,022,883)	(1,782,815)	(2,805,698)	-
Interest expense	<u>(344,610)</u>	<u>(826,157)</u>	<u>(1,170,767)</u>	<u>-</u>
Net Cash (Used For) Capital and Related Financing Activities	10,686,018	(2,661,442)	8,024,576	-
<u>Cash Flows From Investing Activities:</u>				
Investment income	<u>18,992</u>	<u>29,037</u>	<u>48,029</u>	<u>115,718</u>
Net Change in Cash and Short-Term Investments	(1,431,167)	162,126	(1,269,041)	-
Cash and Short-Term Investments, Beginning of Year	<u>11,795,874</u>	<u>3,978,703</u>	<u>15,774,577</u>	<u>-</u>
Cash and Short-Term Investments, End of Year	\$ <u>10,364,707</u>	\$ <u>4,140,829</u>	\$ <u>14,505,536</u>	\$ <u>-</u>
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>				
Operating income (loss)	\$ (1,456,229)	\$ (2,763,112)	\$ (4,219,341)	\$ 736,031
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	4,438,309	1,436,207	5,874,516	-
Changes in assets and liabilities:				
User fees	554,416	(22,169)	532,247	-
Other assets	34,699	(5,923)	28,776	1,488,115
Accounts payable	208,388	(143,184)	65,204	-
Retainage payable	(460,627)	(118,628)	(579,255)	(81,262)
Accrued liabilities	96,542	87,836	184,378	(958,602)
Other liabilities	<u>51,738</u>	<u>321,047</u>	<u>372,785</u>	<u>-</u>
Net Cash Provided By (Used for) Operating Activities	\$ <u>3,467,236</u>	\$ <u>(1,207,926)</u>	\$ <u>2,259,310</u>	\$ <u>1,184,282</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET ASSETS
JUNE 30, 2010

	Pension Trust	Private Purpose Trust Funds	Agency Funds
<u>ASSETS</u>			
Cash and short-term investments	\$ 871,810	\$ 257,212	\$ 553,433
Investments			
Fixed income securities	10,979,933	1,965,142	-
Equities	14,280,875	1,179,967	-
Mutual funds	2,473,686	710,862	-
Due from other funds	-	8,332	67,361
Total Investments	<u>27,734,494</u>	<u>3,864,303</u>	<u>67,361</u>
Other assets	<u>82,411</u>	<u>-</u>	<u>-</u>
Total Assets	<u>\$ 28,688,715</u>	<u>\$ 4,121,515</u>	<u>\$ 620,794</u>
<u>LIABILITIES AND NET ASSETS</u>			
Other liabilities	\$ 33,083	\$ -	\$ 620,794
Due to other funds	<u>41,517</u>	<u>-</u>	<u>-</u>
Total Liabilities	74,600	-	620,794
<u>NET ASSETS</u>			
Total net assets held in trust for pension benefits and other purposes	<u>28,614,115</u>	<u>4,121,515</u>	<u>-</u>
Total Liabilities and Net Assets	<u>\$ 28,688,715</u>	<u>\$ 4,121,515</u>	<u>\$ 620,794</u>

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

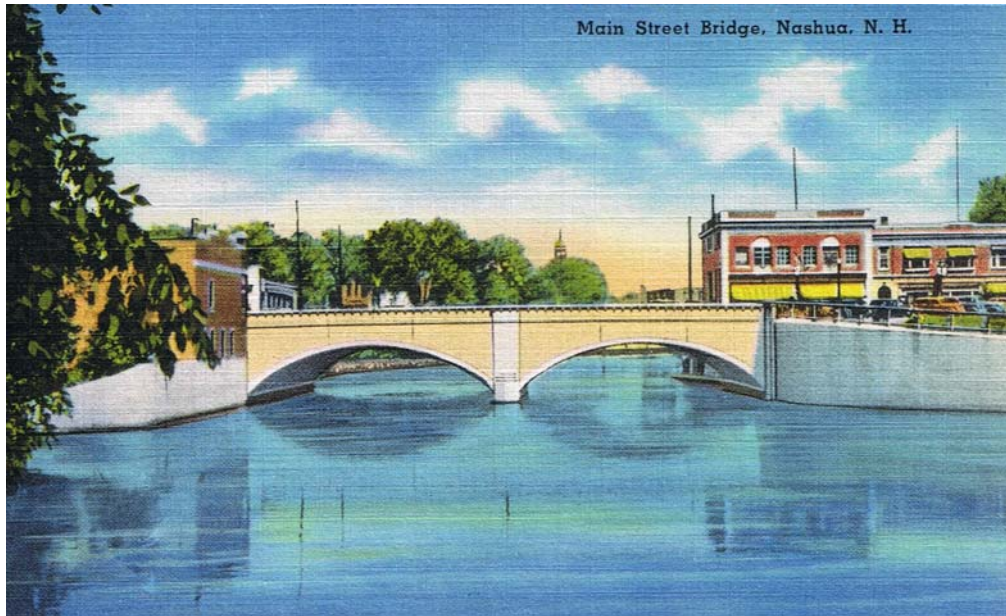
STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FOR FISCAL YEAR ENDED JUNE 30, 2010

	<u>Pension Trust Fund</u>	<u>Private Purpose Trust Funds</u>
Additions:		
Contributions:		
Employers	\$ 774,583	\$ -
Plan members	774,583	-
Other	<u>6,057</u>	<u>22,110</u>
Total contributions	1,555,223	22,110
Investment Income:		
Dividend, interest and investment income	<u>2,899,657</u>	<u>372,453</u>
Total Investment income	<u>2,899,657</u>	<u>372,453</u>
Total additions	4,454,880	394,563
Deductions:		
Benefit payments to plan members and beneficiaries	1,615,163	(8,184)
Administrative expenses	<u>168,427</u>	<u>28,811</u>
Total deductions	<u>1,783,590</u>	<u>20,627</u>
Net increase	2,671,290	373,936
Net assets held in trust:		
Beginning of year	<u>25,942,825</u>	<u>3,747,579</u>
End of year	<u>\$ 28,614,115</u>	<u>\$ 4,121,515</u>

See notes to financial statements.

Main Street Bridge



Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F.P. Trow News Agency.

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 2010, it was determined that the Nashua Airport Authority met the required GASB-14 criteria of component units.

B. Government-Wide and Fund Financial Statements

Government-Wide 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 inter-fund 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 governmental 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.

Fund Financial Statements

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

The government reports the following major governmental funds:

- The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Proprietary funds (which include both enterprise and internal service funds) distinguish operating revenues and expenses from nonoperating 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:

- *Wastewater* 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 City's self-insured programs are 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.

The *Agency funds* include escrow deposits and performance bonds.

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, with the exception of such cash necessary to maintain adequate liquidity, and interest earnings are recognized in the General Fund. Certain special revenue, proprietary, 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 are 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, as well as the City’s investment policy, place certain limitations on the nature of deposits and investments 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 Trust Funds consist of marketable securities, bonds and short-term money market investments. Investments are carried at fair 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 these 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 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.

M. Reclassifications

Certain amounts in the prior year were reclassified to conform to the current year presentation.

N. Implementation of GASB 54

During fiscal year 2010, the City implemented GASB Statement 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.

The City's statistical tables will completely conform to this presentation over time.

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 projects the particular revenues that will fund certain appropriations. The original budget may be amended, by supplemental appropriations or transfers, 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 multi-year grants, 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>	Revenues and Other <u>Financing Sources</u>	Expenditures and Other <u>Financing Uses</u>
Revenues/Expenditures (GAAP basis)	\$ 228,605,828	\$ 227,265,110
Other financing sources/uses (GAAP basis)	<u>5,447,209</u>	<u>6,866,468</u>
Subtotal (GAAP Basis)	234,053,037	234,131,578
Adjust tax revenue to accrual basis	(733,698)	-
Add fund balance used as a funding source	5,700,000	-
Reverse effect of activity appropriated in prior years	-	(4,978,454)

(continued)

(continued)

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Add end of year appropriation carryforwards to expenditures	-	4,653,273
Reverse the effect of on-behalf State contributions to Employee's Retirement	(3,587,139)	(3,587,139)
Reverse non-budgeted revenues and expenditures	<u>(939,533)</u>	<u>(422,879)</u>
Budgetary basis	<u>\$ 234,492,667</u>	<u>\$ 229,796,379</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, and the inclusion of principal debt service and capital expenses which are budgeted expenses.

D. Deficit Fund Equity

The following funds had a total fund balance/net asset deficit at June 30, 2010:

Nonmajor Governmental Funds:

Public Works Projects	\$ (676,710)
Other Capital Projects	\$ (1,051,808)

Proprietary Funds:

Solid Waste	\$ (7,694,092)
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The City will be funding the deficits in the Nonmajor governmental funds with future bond proceeds.

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 states that "deposits in any one bank shall not at any time exceed the sum of its paid-up capital and surplus, except 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 be fully insured.

As of June 30, 2010, 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 limits its exposure to custodial credit risk by requiring that all security transactions entered into by the City be conducted on a delivery-versus-payment basis. Securities are held by a third-party custodian.

The City's investments are exposed to custodial risk. The City manages this risk with the Securities Investor Protection Corporation, Excess Securities Investor Protection Corporation and by holding the assets in separately identifiable trust accounts.

Investments at June 30, 2010 included the following (in thousands):

U.S. Treasury Obligations	\$ 15,125
U.S. Government Agencies	5,790
Corporate Bonds	7,743
Common Equities	23,954
Other	<u>18,352</u>
Total	<u>\$ 70,964</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’s current investment policy does not limit 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>Average Duration</u>	<u>Average Rating</u>
U.S. Treasury Obligations	\$ 15,125	3.40	AAA
U.S. Government Agencies	5,790	3.86	AAA
Corporate Bonds	<u>7,743</u>	3.61	A1
Total	<u>\$ 28,658</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’s current investment policy does not address 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, and are recorded as a prepaid tax liability.

Property taxes are due in July and December. Taxes paid after the due, date accrue interest at 12% per annum. In April of the following calendar year, the Tax Collector executes tax liens on properties that have unpaid taxes. The lien is recorded on the delinquent taxpayer’s property at the Registry of Deeds. The tax liens accrue interest

at 18% per annum. If the lien is not redeemed within a two-year redemption period, the property may be conveyed to the City by deed.

Taxes receivable at June 30, 2010 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2010	\$ 11,688
Levy of 2009	<u>3,713</u>
Total	<u>\$ 15,401</u>

5. Intergovernmental Receivables

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2010.

6. 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, 2010 balances in interfund receivable and payable accounts:

City of Nashua

	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
Funds:		
General fund	\$ 5,316,645	\$ 31,354,201
Nonmajor Governmental Funds:		
Police grants	156,022	-
Fire grants	8,676	-
Community health and services grants	-	16,512
Parks and recreation grants	18,069	-
Transit grants	-	90,373
Community Development Block grants/Home grants	-	138,126
Community Development division grants	-	87,716
Homeland security grants	23,715	-
Other city grants	17,074	-
Food services	497,646	-
School grants	-	3,196,950
City revolving funds	3,872,120	-
School revolving funds	1,131,886	-
Other trust funds	-	197,100
Public works projects	-	549,995
Community development projects	30,126	-
School department projects	2,527,706	-
Other projects	-	871,719
Cemetery permanent funds	-	139,285
Library permanent funds	-	11,232
Enterprise funds:		
Waste water	-	2,910,844
Solid waste	541,649	-
Internal service fund:		
Employee benefits fund	19,298,251	-
Property and casualty fund	6,090,292	-
Fiduciary fund types:		
Pension trust	-	41,517
Private purpose	8,332	-
Agency	67,361	-
Total	<u>\$ 39,605,570</u>	<u>\$ 39,605,570</u>

7. Capital Assets

Capital asset activity for the year ended June 30, 2010 was as follows (in thousands):

	Beginning <u>Balance</u>	Net <u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 234,187	\$ 943	\$ -	\$ 235,130
Infrastructure	41,938	6,180	-	48,118
Machinery and equipment	<u>32,613</u>	<u>3,900</u>	<u>(167)</u>	<u>36,346</u>
Total capital assets, being depreciated	308,738	11,023	(167)	319,594
Less accumulated depreciation:				
Buildings and improvements	(68,436)	(6,050)	-	(74,486)
Infrastructure	(22,924)	(2,474)	-	(25,398)
Machinery and equipment	<u>(18,205)</u>	<u>(2,807)</u>	<u>167</u>	<u>(20,845)</u>
Total accumulated depreciation	<u>(109,565)</u>	<u>(11,331)</u>	<u>167</u>	<u>(120,729)</u>
Total capital assets, being depreciated, net	199,173	(308)	-	198,865
Capital assets, not being depreciated:				
Land	24,954	212	-	25,166
Construction in progress	<u>3,816</u>	<u>2,533</u>	<u>(2,174)</u>	<u>4,175</u>
Total capital assets, not being depreciated	<u>28,770</u>	<u>2,745</u>	<u>(2,174)</u>	<u>29,341</u>
Governmental activities capital assets, net	<u>\$ 227,943</u>	<u>\$ 2,437</u>	<u>\$ (2,174)</u>	<u>\$ 228,206</u>
	Beginning <u>Balance</u>	Net <u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	\$ 79,579	\$ 114	\$ -	\$ 79,693
Land improvements	17,472	-	-	17,472
Infrastructure	85,823	2,590	-	88,413
Machinery and equipment	<u>30,115</u>	<u>19</u>	<u>-</u>	<u>30,134</u>
Total capital assets, being depreciated	212,989	2,723	-	215,712
Less accumulated depreciation for:				
Buildings	(28,799)	(1,975)	-	(30,774)
Land improvements	(3,150)	(873)	-	(4,023)
Infrastructure	(30,066)	(1,762)	-	(31,828)
Machinery and equipment	<u>(16,969)</u>	<u>(1,265)</u>	<u>-</u>	<u>(18,234)</u>
Total accumulated depreciation	<u>(78,984)</u>	<u>(5,875)</u>	<u>-</u>	<u>(84,859)</u>
Total capital assets, being depreciated, net	134,005	(3,152)	-	130,853
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>2,796</u>	<u>2,764</u>	<u>(1,860)</u>	<u>3,700</u>
Total capital assets, not being depreciated	<u>3,028</u>	<u>2,764</u>	<u>(1,860)</u>	<u>3,932</u>
Business-type activities capital assets, net	<u>\$ 137,033</u>	<u>\$ (388)</u>	<u>\$ (1,860)</u>	<u>\$ 134,785</u>

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

Governmental Activities:	
General government	\$ 384
Police	706
Fire	736
Education	5,416
Public works	1,908
Culture and recreation	574
Health and human services	7
Community development	793
Communications	<u>807</u>
Total depreciation expense - governmental activities	\$ <u>11,331</u>
Business-Type Activities:	
Waste water	\$ 4,438
Solid waste	<u>1,437</u>
Total depreciation expense - business-type activities	\$ <u>5,875</u>

8. Accounts Payable

Accounts payable represent additional 2010 expenditures paid after June 30, 2010.

9. 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, 2010 receivable balances, except real and personal property taxes that are accrued for subsequent 60 day collections.

10. Capital Lease Obligations

The City is the lessee of certain equipment under capital and operating leases expiring in 2014. Future minimum lease payments under the capital and operating leases consisted of the following as of June 30, 2010 (in thousands):

Municipal Government Report

	<u>Governmental Fund Types</u>
2011	53
2012	24
2013	24
2014	24
Total minimum lease payments	<u>125</u>
Less amount representing interest	<u>(10)</u>
Present Value of Minimum Lease Payments	<u>\$ 115</u>

11. Anticipation Notes Payable

The City had the following notes outstanding at June 30, 2010:

	<u>Rate</u>	<u>Issue</u>	<u>Maturity</u>	<u>6/30/10</u>
			upon completed	
Waste Water SRF loan	1.0%	06/30/10	construction	\$ 632,679

The following summarizes activity in notes payable during fiscal year 2010:

	<u>Balance Beginning of Year</u>	<u>New Issues</u>	<u>Maturities</u>	<u>Balance End of Year</u>
Waste Water SRF Loan	\$ -	\$ 632,679	\$ -	\$ 632,679

12. Long-Term Debt

A. General Obligation Bonds

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

City of Nashua

	Serial	Interest	Amount
	Maturities	Rate(s) %	Outstanding
	Through		as of
<u>Governmental Activities:</u>			<u>6/30/10</u>
Public improvements-City	11/11	5.24%	\$ 95,950
Public improvements-School (1997)	11/12	5.24%	387,840
Refunding elem. school/admin bldg. renovation	7/12	5.48%	1,173,500
Refunding bond for school component	7/14	3.66%	1,368,000
Refunding bond for Arts and Science	7/14	3.66%	324,118
Refunding bond for Shady Lane	7/14	3.66%	410,551
Lake St. fire station/comm. system	1/14	4.33%	1,220,000
Citywide communication towers	9/10	5.10%	250,000
Library automation	9/10	5.10%	25,000
NPD hqtr add'l and renov	9/10	5.10%	200,000
NPD CAD system	9/10	5.10%	125,000
Highway and sidewalk construction	9/10	5.10%	60,000
Athletic field-school	9/10	5.10%	200,000
High school construction	9/10	5.10%	2,415,000
High school planning	9/10	5.10%	85,000
School construction	7/12	4.73%	5,810,000
Holman stadium Series C	7/13	6.10%	805,000
Refunding for Dr. Crisp/Bicentennial	11/16	2.0 - 4.0%	2,331,552
Refunding for Fairgrounds	11/16	2.0 - 4.0%	36,432
Refunding for New Searles	11/16	2.0 - 4.0%	36,432
Refunding for Fairgrounds/jr. high	11/16	2.0 - 4.0%	2,279,156
Refunding for Ridge Road	11/16	2.0 - 4.0%	36,432
Departmental equipment - buses	3/14	2.5 - 5.0%	72,500
Land acquisition	3/14	2.5 - 5.0%	97,500
Parking facility	3/13	2.0 - 5.0%	385,000
School	3/24	2.0 - 5.0%	32,315,000
Refunding Amherst St School	11/16	2.0 - 4.0%	2,494,870
Refunding school land acq.	11/16	2.0 - 4.0%	3,715,150
Refunding athletic field.-City	11/16	2.0 - 4.0%	530,480
Refunding SW land acq.	11/16	2.0 - 4.0%	1,379,500
Refunding Lake St Fire Station	7/18	3.72%	762,900
Refunding comm system	7/18	3.72%	738,300
Refunding citywide comm towers	7/20	3.78%	2,570,000
Refunding library automation	7/20	3.78%	257,615
Refunding NPD hqtr add'l and renv	7/20	3.78%	2,053,000
Refunding CAD system	7/20	3.78%	1,285,000
Refunding hwy and sidewalk constr	7/20	3.78%	577,847
Refunding Holman Stadium Series A	7/21	3.97%	2,492,500
Refunding athletic field-school	7/20	3.78%	2,040,000
Refunding high school constr	7/20	3.78%	24,744,338
Refunding high school planning	7/20	3.78%	871,000
Refunding school constr series A	7/21	3.86%	18,292,500
Senior Center	7/26	3.95%	1,988,775
Police HVAC system (1)	7/26	3.93%	262,125
Police HVAC system (2)	7/26	3.96%	479,950

(continued)

Municipal Government Report

(continued)

	Serial Maturities <u>Through</u>	Interest Rate(s) %	Amount Outstanding as of <u>6/30/10</u>
<u>Governmental Activities:</u>			
Fire - land acquisition	7/26	3.95%	371,000
Fire station	7/26	3.98%	3,158,700
Nashua riverwalk	7/26	3.95%	944,650
Bus garage	7/26	3.98%	<u>1,684,800</u>
Total Governmental Activities			\$ <u><u>126,239,963</u></u>

	Serial Maturities <u>Through</u>	Interest Rate(s) %	Amount Outstanding as of <u>6/30/10</u>
<u>Business-Type Activities:</u>			
Solid Waste Disposal Fund:			
Refunding bonds	7/15	3.66%	\$ 101,333
Landfill expansion and closure	2/18	4.22%	1,470,386
Landfill expansion and closure	4/21	4.46%	4,833,985
Multisite landfill - old Nashua	1/23	3.98%	307,444
Multisite landfill - Atherton Park	1/23	3.73%	58,500
Multisite landfill - Roussel/Gardner	5/23	3.73%	1,005,005
Multisite landfill - Shady Lane	5/23	3.73%	152,509
Multisite - Lincoln Park	7/24	3.69%	1,183,860
Multisite - Engineering	7/24	3.72%	788,343
MSW Landfill Closure	7/24	3.69%	5,615,224
Landfill Expansion	4/24	2.89%	6,003,000
Landfill Compactor	4/19	2.20%	<u>747,000</u>
Total Solid Waste Disposal Fund			22,266,589
Waste Water Treatment Fund:			
Refunding bonds	11/11	5.24%	505,000
Refunding bonds	11/11	5.24%	21,210
Refunding bonds	7/15	3.66%	76,000
Refunding sewer component	7/15	3.66%	281,500
Sludge digester	8/20	4.16%	5,073,978
Clean water srf loan	11/29	2.95%	<u>14,700,000</u>
Total Waste Water Treatment Fund			<u>20,657,688</u>
Total Enterprise Fund Bonds and Notes Payable			\$ <u><u>42,924,277</u></u>

B. Future Debt Service

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2010 are as follows:

City of Nashua

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	\$ 11,864,346	\$ 5,268,920	\$ 17,133,266
2012	11,649,833	4,775,678	16,425,511
2013	11,359,612	4,300,026	15,659,638
2014	10,875,389	3,783,464	14,658,853
2015	10,795,779	3,309,198	14,104,977
2016 - 2020	49,140,004	9,865,790	59,005,794
2021 - 2025	19,725,000	1,747,527	21,472,527
2026 - 2027	<u>830,000</u>	<u>29,702</u>	<u>859,702</u>
Total	<u>\$ 126,239,963</u>	<u>\$ 33,080,305</u>	<u>\$ 159,320,268</u>

<u>Business-Type Activities</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	\$ 3,348,192	\$ 6,727,975	\$ 10,076,167
2012	3,347,705	6,109,419	9,457,124
2013	3,092,927	5,520,260	8,613,187
2014	2,992,149	4,899,237	7,891,386
2015	2,991,761	4,322,746	7,314,507
2016 - 2020	14,315,093	13,378,737	27,693,830
2021 - 2025	9,161,450	3,002,043	12,163,493
2026 - 2029	<u>3,675,000</u>	<u>246,674</u>	<u>3,921,674</u>
Total	<u>\$ 42,924,277</u>	<u>\$ 44,207,091</u>	<u>\$ 87,131,368</u>

C. Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2010 are as follows:

<u>Purpose</u>	<u>Amount</u>
Broadway Street Parkway Project	\$ 37,600,000
Wastewater Wet Weather Facility and Disinfection Facility	36,625,000
Net Metering Project	500,000
Haines Street Area Sewer Separation Project	1,550,000
Refunding 4/04	14,295,000
City Building Improvements	4,500,000
Enterprise Resource Planning	7,500,000
School Improvements	<u>6,950,000</u>
Total	<u>\$ 109,520,000</u>

Municipal Government Report

D. Changes in General Long-Term Liabilities

During the year ended June 30, 2010, the following changes occurred in long-term liabilities (in thousands):

	Total Balance <u>7/1/09</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/10</u>	Less Current Portion	Long-Term Portion <u>6/30/10</u>
<u>Governmental Activities</u>						
Bonds and notes payable	\$ 138,462	\$ -	\$ (12,222)	\$ 126,240	\$ 11,864	\$ 114,376
Deferred adjustments:						
Unamortized bond premium	3,526	-	(294)	3,232	294	2,938
Unamortized bond discounts	<u>(2,548)</u>	<u>-</u>	<u>435</u>	<u>(2,113)</u>	<u>(435)</u>	<u>(1,678)</u>
Total bonds and notes payable	139,440	-	(12,081)	127,359	11,723	115,636
Compensated absences	16,454	1,362	(1,287)	16,529	1,322	15,207
Net OPEB obligation	5,797	4,930	(2,021)	8,706	-	8,706
Capital leases	<u>54</u>	<u>111</u>	<u>(50)</u>	<u>115</u>	<u>48</u>	<u>67</u>
Totals	<u>\$ 161,745</u>	<u>\$ 6,403</u>	<u>\$ (15,439)</u>	<u>\$ 152,709</u>	<u>\$ 13,093</u>	<u>\$ 139,616</u>

	Total Balance <u>7/1/09</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/10</u>	Less Current Portion	Long-Term Portion <u>6/30/10</u>
<u>Business-Type Activities</u>						
Bonds and notes payable	\$ 31,030	\$ 14,700	\$ (2,806)	\$ 42,924	\$ 3,349	\$ 39,575
Deferred adjustments:						
Unamortized bond premium	<u>136</u>	<u>-</u>	<u>(10)</u>	<u>126</u>	<u>9</u>	<u>117</u>
Total bonds and notes payable	31,166	14,700	(2,816)	43,050	3,358	39,692
Compensated absences	391	105	(35)	461	42	419
Net OPEB obligation	185	109	(62)	232	-	232
Other:						
Landfill closure and post-closure	<u>5,019</u>	<u>265</u>	<u>-</u>	<u>5,284</u>	<u>-</u>	<u>5,284</u>
Totals	<u>\$ 36,761</u>	<u>\$ 15,179</u>	<u>\$ (2,913)</u>	<u>\$ 49,027</u>	<u>\$ 3,400</u>	<u>\$ 45,627</u>

E. Debt Refundings

1. Advance Refunding of Serial Bonds Issued January 15, 1999

On December 15, 2006, the City issued general obligation bonds in the amount of \$ 1,501,200 with interest rates ranging from 3.500% to 5.000% to advance refund \$ 1,525,000 serial bonds with interest rates ranging from 4.400% to 4.700%. The serial bonds mature January 15, 2015 through

January 15, 2019 and are callable on January 15, 2009. The general obligation bonds were issued at a true interest cost of 3.8574%. Of the net proceeds from the issuance of the general obligation bonds, \$ 1,555,823 was used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on January 15, 2009. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by \$ 95,301, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$ 46,688.

Defeased debt still outstanding at June 30, 2010 is \$ 1,220,000.

2. Advance Refunding of Serial Bonds Issued September 15, 2000

On December 15, 2006, the City issued general obligation bonds in the amount of \$ 34,663,800 with interest rates ranging from 3.500% to 5.000% to advance refund \$ 33,555,000 serial bonds with interest rates ranging from 4.800% to 5.375%. The serial bonds mature September 15, 2011 through September 15, 2020 and are callable on September 15, 2010. The general obligation bonds were issued at a true interest cost of 3.8976%. Of the net proceeds from the issuance of the general obligation bonds, \$ 35,755,607 was used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on September 15, 2010. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by \$ 1,813,522, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$ 1,349,828.

Defeased debt still outstanding at June 30, 2010 is \$ 3,360,000.

3. Advance Refunding of Serial Bonds Issued January 15, 2002 Series A

On December 15, 2006, the City issued general obligation bonds in the amount of \$ 21,055,000 with interest rates ranging from 3.500% to 5.000% to advance refund \$ 19,780,000 serial bonds with interest rates ranging from 5.000% to 5.500%. The serial bonds mature July 15, 2013 through July 15, 2021 and are callable on July 15, 2012. The general obligation bonds were issued at a true interest cost of 3.9796%. Of the net proceeds from the issuance of the general obligation bonds, \$ 21,686,998 was used to purchase U.S.

government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on July 15, 2012. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by \$ 803,221, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$ 730,432.

Deceased debt still outstanding at June 30, 2010 is \$ 5,810,000.

13. Landfill Closure and Postclosure Care Costs

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

The \$ 5,283,934 reported as landfill closure and postclosure care liability at June 30, 2010 is comprised of \$ 1,399,200 of post closure care cost for the Nashua Four Hills unlined landfill, and \$ 3,884,734 in closure, and post closure costs for the Nashua Four Hills Phase I and Phase II lined expansion landfills. The recognition of these costs is based on annual statutorily required engineering estimates. Waste filling operations in the Phase II lined expansion landfill began in November 2009. Phase II is conservatively estimated to have an operational life of twelve years and some capacity remains in the Phase I landfill. The City will recognize the remaining estimated cost of closure and post closure care of the lined landfill as the remaining capacity is filled. The actual life of the landfill may be longer due to recycling efforts and actual costs may be higher due to inflation, changes in technology or changes in landfill laws and regulations.

The City is required by State and Federal laws and regulations to make annual contributions to an account held by the City to finance closure and post closure costs of the municipal solid waste landfill. As of June 30, 2010, the City has cash on deposit with a balance of \$ 3,644,757 restricted for closure and post closure costs.

14. Restricted Net Assets

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

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

15. Classifications of Fund Balance

The following types of classifications are reported at June 30, 2010:

Nonspendable - This includes amounts that are not in spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to remain intact, such as the principal of an endowment fund.

Restricted - This includes amounts that can only be spent for specific purposes stipulated by external parties or enabling legislation, such as bonded capital project funds, and grant funds.

Committed - This includes amounts that are constrained for a specific purpose by a government using its highest level of decision making authority. Committed amounts cannot be used for any other purposes unless the municipality removes or changes the commitment, by taking the same form of action it used to previously impose the commitment. This includes amounts such as article carryforwards, capital reserve funds, and non-bonded capital project funds.

Assigned - This includes amounts that are intended for specific purposes, as established by the governing body. These are the resources in a fund that are not restricted or committed, but which are intended to be used for a defined purpose, such as encumbrances and amounts voted to reduce the subsequent year's tax rate.

Unassigned - This amount represents general fund balances that have not been assigned to any other classification.

16. Commitments and Contingencies

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

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

17. Subsequent Events

Subsequent to June 30, 2010, the City has incurred the following additional debt:

	<u>Amount</u>	<u>Interest Rates</u>	<u>Issue Date</u>	<u>Maturity Date</u>
General Obligation Improvement Bonds	\$ 6,000,000	3.74%	08/01/10	08/01/30

For the \$ 6,000,000 issuance, Fitch Rating has assigned an AAA rating.

18. Post-Employment Health Care Benefits

GASB Statement 45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions*, requires governments to account for other post-employment benefits (OPEB), primarily healthcare, on an accrual basis rather than on a pay-as-you-go basis. The effect is the recognition of an actuarially required contribution as an expense on the statement of revenues, expenses, and changes in net assets when a future retiree earns their post-employment benefits, rather than when they use their post-employment benefit. To the extent that an entity does not fund their actuarially required contribution, a post-employment benefit liability is recognized on the Statement of Net Assets over time.

A. Plan Description

In addition to providing the pension benefits described, the City provides post-employment health care and life insurance benefits for retired employees through the City's plan. The benefits, benefit levels, employee contributions and employer contributions are governed by RSA 100-A:50. As of July 1, 2009, the actuarial valuation date, approximately 914 retirees and 1,939 active employees meet the eligibility requirements. The Single Employer plan does not issue a separate financial report.

B. Benefits Provided

The City provides medical insurance to retirees and their covered dependents. All active employees who retire from the City and meet the eligibility criteria will receive these benefits.

C. Funding Policy

In general, retirees and their spouses pay 100% of coverage.

D. Annual OPEB Costs and Net OPEB Obligation

The City's fiscal 2010 annual OPEB expense is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in

accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost per year and amortize the unfunded actuarial liability over a period of thirty years. The following table shows the components of the City's annual OPEB cost for the year ending June 30, 2010, the amount actually contributed to the plan, and the change in the City's net OPEB obligation based on an actuarial valuation as of July 1, 2009.

Annual Required Contribution (ARC)	\$	5,128,572
Interest on net OPEB obligation		299,100
NOO amortization adjustment to the ARC		<u>(389,137)</u>
Annual OPEB cost		5,038,535
Contributions made		<u>(2,082,713)</u>
Increase in net OPEB obligation		2,955,822
Net OPEB obligation - beginning of year		<u>5,982,000</u>
Net OPEB obligation - end of year	\$	<u><u>8,937,822</u></u>

The City's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation were as follows:

<u>Fiscal year ended</u>	<u>Annual OPEB Cost</u>	<u>Percentage of OPEB Cost Contributed</u>	<u>Net OPEB Obligation</u>
2010	\$ 5,038,535	41.3%	\$ 8,937,822
2009	\$ 4,597,000	37.6%	\$ 5,982,000
2008	\$ 4,597,000	32.2%	\$ 3,115,000

The City's net OPEB obligation as of June 30, 2010 is recorded as net OPEB obligations line on the Statements of Net Assets.

E. Funded Status and Funding Progress

The funded status of the plan as of July 1, 2009, the date of the most recent actuarial valuation was as follows:

Actuarial accrued liability (AAL)	\$	42,017,700
Actuarial value of plan assets		<u>-</u>
Unfunded actuarial accrued liability (UAAL)	\$	<u><u>42,017,700</u></u>
Funded ratio (actuarial value of plan assets/AAL)		<u><u>0%</u></u>
Covered payroll (active plan members)	\$	<u><u>118,962,778</u></u>
UAAL as a percentage of covered payroll		<u><u>35.3%</u></u>

Actuarial valuations of an ongoing plan involve estimates of the value of reported amount and assumptions about the probability of occurrence of events far into the future. Examples included assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

F. Actuarial Methods and Assumptions

Projections of benefits for financial reporting purposes are based on the plan as understood by the City and the plan members and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the City and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the July 1, 2009 actuarial valuation the Entry Age Normal method was used. The actuarial value of assets was not determined as the City has not advanced its obligation. The actuarial assumptions included a 5.00% investment rate of return and an initial annual healthcare cost trend rate of 10.00% which decreases to a 5.00% long-term rate for all healthcare benefits in 2021. The amortization costs for the initial UAAL is a level percentage of payroll for a period of 30 years, on a closed basis. This has been calculated assuming the amortization payment increases at a rate of 4.50%.

19. Retirement System

The City follows the provisions of GASB Statement No. 27, *Accounting for Pensions for State and Local Government Employees*, (as amended by GASB 50) with respect to the employees' retirement funds.

New Hampshire Retirement System

A. Plan Description

Full-time employees participate in the State of New Hampshire Retirement System (the System), a multiple-employer contributory pension plan and trust established in 1967 by RSA 100-A:2 and is qualified as a tax-exempt organization under Sections 401(a) and 501(a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death and vested retirement benefits to members and their beneficiaries. Substantially all full-time

state employees, public school teachers and administrators, permanent firefighters and permanent police officers within the State of New Hampshire are eligible and required to participate in the system. Full-time employees of political subdivisions, including counties, municipalities and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation.

The New Hampshire Retirement System, a Public Employees Retirement System (PERS), is divided into two membership groups. State or local employees and teachers belong to *Group I*. Police officers and firefighters belong to *Group II*. All assets are held in a single trust and are available to each group, funding policies, vesting requirements, contribution requirements and plan assets available to pay benefits are disclosed in the System's annual report available from the New Hampshire Retirement System located at 4 Chenell Drive, Concord, New Hampshire 03301-8509.

B. Funding Policy

Plan members are required to contribute between 5% and 9.3% 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 7.49% to 17.28% of covered compensation. The City's contributions to the System for the years ended June 30, 2010, 2009, and 2008 were \$ 10,703,914, \$ 9,137,592, and \$ 8,592,318, 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 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. The Public Works Employees' Retirement System does not issue independent financial statements.

Membership of each plan consisted of the following at July 1, 2009, the date of the latest actuarial valuation:

Municipal Government Report

Retirees and beneficiaries receiving benefits	79
Terminating plan members entitled to but not yet receiving benefits	-
Active plan members	<u>167</u>
Total	<u>246</u>

The City employees each contribute 9.15% of their base salary, as specified by ordinance. The City's contribution is determined by the actuarial valuation.

Schedule of Employer Contributions:

<u>Year Ended</u> <u>June 30</u>	<u>Annual Required</u> <u>Contribution</u>	<u>Percentage</u> <u>Contributed</u>
2004	\$679,643	100%
2005	\$683,137	100%
2006	\$687,094	100%
2007	\$660,768	100%
2008	\$675,065	100%
2009	\$681,750	100%
2010	\$774,583	100%

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. Funded Status and Funding Progress

The information presented below is from the Public Works Employees' Retirement System's most recent valuation (in thousands):

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/09	\$ 31,131	\$ 35,841	\$ 4,710	86.9%	\$ 7,770	60.6%

The Schedule of Funding Progress following the notes to the financial statements presents multi-year trend information about the actuarial value of plan assets relative to the actuarial accrued liability for benefits.

F. Actuarial Methods and Assumptions

The annual required contribution for the current year was determined as part of the actuarial valuation using the Entry Age Actuarial Cost Method amortized using a level dollar contribution. Under this method an unfunded actuarial accrued liability of \$ 4,710 million was calculated. The actuarial assumptions included (a) 7.25% investment rate of return and (b) a projected salary increase of 3.00% per year. The actuarial value of assets is determined by using a five-year Smoothed asset value. An adjustment is then applied to recognize the difference between the actual investment return and expected return over a five-year period. As of June 30, 2010, the unfunded actuarially accrued liability is being amortized over 13 years.

G. State on-behalf Payments

In fiscal year 2010, the State of New Hampshire contributed \$ 3,587,139 to the NHRS on behalf of the City. This is included in the expenditures and inter-governmental revenues in the general fund.

20. Self Insurance

The City self insures against claims for workers compensation, general liability, property, 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 claims for the year ended June 30, 2010 are as follows:

	Year Ended <u>June 30, 2010</u>	Year Ended <u>June 30, 2009</u>
Claims liability, beginning of year	\$ 10,442,256	\$ 9,362,568
Claims incurred/recognized	28,929,471	26,568,968
Claims paid	<u>(29,888,073)</u>	<u>(25,489,280)</u>
Claims liability, end of year	<u>\$ 9,483,654</u> *	<u>\$ 10,442,256</u> *

* This liability is considered to be all current.

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 Fund Balance Reclassification

The City's major governmental funds for fiscal year 2010, as defined by GASB Statement 34 and with the implementation of Statement 54, have changed from the previous fiscal year. Accordingly, the following reconciliation is provided:

City of Nashua

	Fund Equity 6/30/09 (as previously reported)	<u>Reclassification</u>	Fund Equity 6/30/09 (as restated)
General Fund	\$ 38,413,110	\$ 11,645,374	\$ 50,058,484
School capital reserve fund	4,563,156	(4,563,156)	-
Nonmajor funds	<u>34,589,782</u>	<u>(7,082,218)</u>	<u>27,507,564</u>
Total	<u>\$ 77,566,048</u>	<u>\$ -</u>	<u>\$ 77,566,048</u>

23. GASB 54

In order to assist the reader with the City's transition to GASB 54, the following schedule details the General Fund fund balance in a manner similar to the old reporting model:

<u>General Fund</u>	<u>Nonspendable</u>	<u>Committed</u>	<u>Assigned</u>	<u>Unassigned</u>	<u>Total</u>
Reserved for:					
Encumbrances and continuing appropriations	\$ -	\$ 4,653	\$ -	\$ -	\$ 4,653
Other specific purposes	184	-	-	-	184
Unreserved for:					
Designated	-	-	1,650	-	1,650
Designated for future expenditures	-	-	4,900	-	4,900
Undesignated	-	-	-	26,561	26,561
<u>Reserve Funds</u>					
School Capital Reserves	-	4,583	-	-	4,583
Capital Equipment Reserves	-	4,845	-	-	4,845
Non-Capital Reserve Funds					
City Retirement	-	415	-	-	415
Mine Falls Park Fund	-	392	-	-	392
Welfare ETF	-	355	-	-	355
DPW Snow Removal	-	350	-	-	350
Street Paving	-	228	-	-	228
Fire Emergency ETF	-	221	-	-	221
Special Education ETF	-	155	-	-	155
City Fuel Trust Fund	-	132	-	-	132
David W. Deane Skateboard Park	-	102	-	-	102
Other Expendable Trust Funds	-	254	-	-	254
Total Fund Balances:	<u>\$ 184</u>	<u>\$ 16,685</u>	<u>\$ 6,550</u>	<u>\$ 26,561</u>	<u>\$ 49,980</u>

NASHUA AIRPORT AUTHORITY FOOTNOTES

Nashua Manufacturing Company



Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F. P. Trow News Agency, Nashua

NASHUA AIRPORT AUTHORITY
NOTES TO FINANCIAL STATEMENTS

June 30, 2010 and 2009

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.

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 Mayor 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.

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 FASB Accounting Standards Codification 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.

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 depreciation expense.

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, 2010 and 2009, 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, 2010 or 2009.

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.

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.

Other Post-Employment Benefits - Other post-employment benefit liabilities that are required to be reported by Government Accounting Standard Board (GASB) Number 45 are not material to these financial statements.

NOTE 2 - DEPOSITS AND INVESTMENTS

Deposits and investments as of June 30, 2010 and 2009 are classified in the accompanying financial statements as follows:

Municipal Government Report

	<u>2010</u>	<u>2009</u>
Statement of Net Assets:		
Cash and cash equivalents	\$ 348,001	\$ 101,603
Investments	<u>426,654</u>	<u>673,845</u>
Total deposits and investments	<u>\$ 774,655</u>	<u>\$ 775,448</u>

Deposits and investments at June 30, 2010 and 2009 consist of the following:

	<u>2010</u>	<u>2009</u>
Cash on hand	\$ 200	\$ 100
Deposits with financial institutions	<u>774,455</u>	<u>775,348</u>
Total deposits and investments	<u>\$ 774,655</u>	<u>\$ 775,448</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 has no policy regarding custodial credit risk. Of the Authority's deposits with financial institutions at June 30, 2010 and 2009, \$-0- and \$44,704 was uninsured and uncollateralized, respectively.

NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consist 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, 2010 and 2009 is as follows:

	<u>2010</u>	<u>2009</u>
State and Federal share of Federal Aviation Grants - Administration projects	<u>\$ 131,639</u>	<u>\$ 238,307</u>

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the years ended June 30, 2010 and 2009:

	Balance <u>7/1/2009</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/2010</u>
Capital assets not being depreciated:				
Land	\$ 1,995,474	\$ 395,904	\$ -	\$ 2,391,378
Construction in progress	693,425	2,065,479	(298,606)	2,460,298
Total capital assets not being depreciated	<u>2,688,899</u>	<u>2,461,383</u>	<u>(298,606)</u>	<u>4,851,676</u>
Other capital assets:				
Land improvements	5,999,010	226,822	-	6,225,832
Buildings and improvements	1,515,546	5,240	-	1,520,786
Equipment	952,329	37,489	-	989,818
Total other capital assets at historical cost	<u>8,466,885</u>	<u>269,551</u>	<u>-</u>	<u>8,736,436</u>
Less accumulated depreciation for:				
Land improvements	(3,557,864)	(217,819)	-	(3,775,683)
Buildings and improvements	(636,799)	(41,956)	-	(678,755)
Equipment	(566,985)	(29,582)	-	(596,567)
Total accumulated depreciation	<u>(4,761,648)</u>	<u>(289,357)</u>	<u>-</u>	<u>(5,051,005)</u>
Total other capital assets, net	<u>3,705,237</u>	<u>(19,806)</u>	<u>-</u>	<u>3,685,431</u>
Total capital assets, net	<u>\$ 6,394,136</u>	<u>\$ 2,441,577</u>	<u>\$ (298,606)</u>	<u>\$ 8,537,107</u>

	Balance <u>7/1/2008</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/2009</u>
Capital assets not being depreciated:				
Land	\$ 1,995,474	\$ -	\$ -	\$ 1,995,474
Construction in progress	166,652	526,773	-	693,425
Total capital assets not being depreciated	<u>2,162,126</u>	<u>526,773</u>	<u>-</u>	<u>2,688,899</u>
Other capital assets:				
Land improvements	5,999,010	-	-	5,999,010
Buildings and improvements	1,510,466	5,080	-	1,515,546
Equipment	935,496	16,833	-	952,329
Total other capital assets at historical cost	<u>8,444,972</u>	<u>21,913</u>	<u>-</u>	<u>8,466,885</u>
Less accumulated depreciation for:				
Land improvements	(3,327,880)	(229,984)	-	(3,557,864)
Buildings and improvements	(595,189)	(41,610)	-	(636,799)
Equipment	(531,474)	(35,511)	-	(566,985)
Total accumulated depreciation	<u>(4,454,543)</u>	<u>(307,105)</u>	<u>-</u>	<u>(4,761,648)</u>
Total other capital assets, net	<u>3,990,429</u>	<u>(285,192)</u>	<u>-</u>	<u>3,705,237</u>
Total capital assets, net	<u>\$ 6,152,555</u>	<u>\$ 241,581</u>	<u>\$ -</u>	<u>\$ 6,394,136</u>

NOTE 5 - PENSION PLAN

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 services, 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, 54 Regional Drive, Concord, New Hampshire 03301.

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 9.16% and 8.74% of covered payroll for general employees during the years ended June 30, 2010 and 2009, 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, 2010, 2009, and 2008 were \$18,846, \$ 17,896, and \$ 17,485, respectively, equal to the required contributions for each year.

NOTE 6 - OPERATING LEASE

The Authority leases 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 pursuant to twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2010 and 2009, yearly lease income was \$283,620 and \$266,746, 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, 2010 and 2009 are as follows:

	<u>2010</u>	<u>2009</u>
Designated for -		
Capital improvements/equipment	\$ 263,706	\$ 538,891
Project capital improvements/equipment	56,278	27,997
Safety related expenditures	5,119	4,538
	<u>325,103</u>	<u>571,426</u>
Undesignated	<u>351,262</u>	<u>74,629</u>
	<u>\$ 676,365</u>	<u>\$ 646,055</u>

NOTE 8 - CONTINGENCIES

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.

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.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
 SCHEDULE OF FUNDING PROGRESS
 REQUIRED SUPPLEMENTARY INFORMATION

June 30, 2010

(Unaudited)

Employees' Retirement System

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/02 ⁽¹⁾	N/A	N/A	N/A	N/A	N/A	N/A
07/01/03 ⁽²⁾	\$ 21,189,323	\$ 25,920,563	\$ 4,731,240	81.7%	\$ 7,088,854	66.7%
07/01/04 ⁽¹⁾	N/A	N/A	N/A	N/A	N/A	N/A
07/01/05 ⁽²⁾	\$ 24,815,269	\$ 30,380,730	\$ 5,565,461	81.7%	\$ 7,523,058	74.0%
07/01/06	\$ 26,908,901	\$ 32,653,431	\$ 5,744,530	82.4%	\$ 7,328,287	78.4%
07/01/07	\$ 29,114,571	\$ 32,224,753	\$ 3,110,182	90.3%	\$ 7,152,736	43.5%
07/01/08	\$ 30,812,052	\$ 33,806,248	\$ 2,994,196	91.1%	\$ 7,524,229	39.8%
07/01/09	\$ 31,131,385	\$ 35,840,918	\$ 4,709,533	86.9%	\$ 7,770,125	60.6%

⁽¹⁾ The Aggregate Method was used which does not identify or separately amortize unfunded actuarial liabilities.

⁽²⁾ The Entry Age Actuarial Cost Method was used.

Other Post-Employment Benefits

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/09	\$ -	\$ 42,017,700	\$ 42,017,700	0.0%	\$ 118,962,778	35.3%
07/01/08	\$ -	\$ 42,699,000	\$ 42,699,000	0.0%	\$ 102,640,996	41.6%
07/01/07	\$ -	\$ 42,699,000	\$ 42,699,000	0.0%	\$ 102,640,996	41.6%

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.
- Other 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:

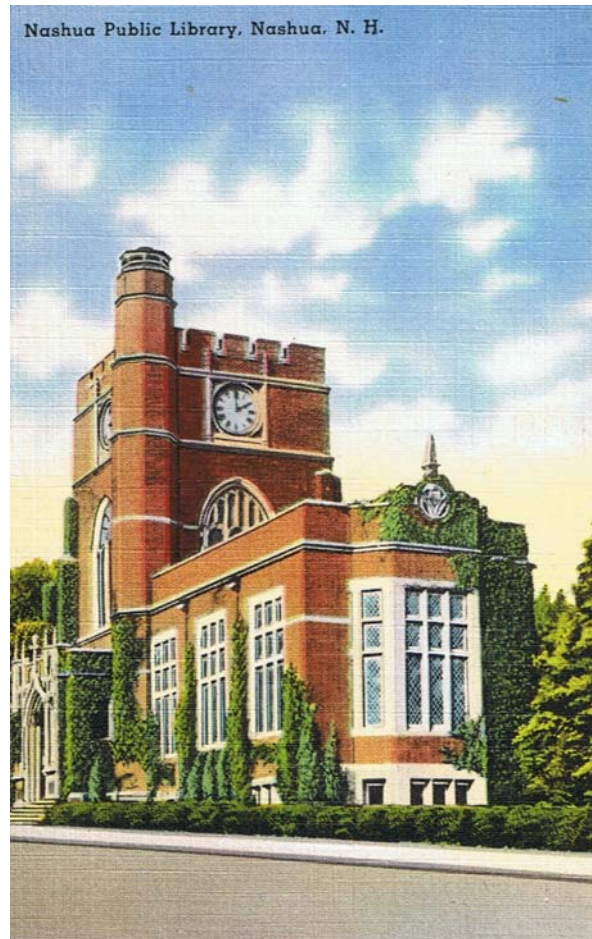
- Public Works Projects: to account for Public Works Department Capital Projects.
- Community Development Projects: to account for Community Development Department Capital Projects.
- School Department Projects: to account for School Department Capital Projects.
- Other Projects: to account for Other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

Nashua Public Library



Former location of the Nashua Public Library
(Hunt Memorial Building)

Linen postcard images. "Tichnor Quality Views." Made by Tichnor Bros., Boston.

Published by F. P. Trow News Agency.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2010

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
<u>ASSETS</u>				
Cash and short term investments	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	-	-
Intergovernmental receivables	139,354	1,545	222,529	-
Loans receivable	-	-	-	-
Due from other funds	156,022	8,676	-	18,069
Other assets	-	-	-	-
Total Assets	<u>\$ 295,376</u>	<u>\$ 10,221</u>	<u>\$ 222,529</u>	<u>\$ 18,069</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accounts payable	\$ 13,111	\$ -	\$ 128,152	\$ -
Accrued liabilities	3,226	105	8,639	5,439
Deferred revenue	256,938	-	67,990	-
Due to other funds	-	-	16,512	-
Total Liabilities	273,275	105	221,293	5,439
Fund Equity:				
Nonspendable	-	-	-	-
Restricted	22,101	10,116	1,236	12,630
Committed	-	-	-	-
Unassigned	-	-	-	-
Total Fund Equity	<u>22,101</u>	<u>10,116</u>	<u>1,236</u>	<u>12,630</u>
Total Liabilities and Fund Equity	<u>\$ 295,376</u>	<u>\$ 10,221</u>	<u>\$ 222,529</u>	<u>\$ 18,069</u>

Municipal Government Report

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>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
-	159,778	-	-	-
371,800	470	292,372	-	28,601
-	-	620,581	-	-
-	-	-	23,715	17,074
-	-	-	-	-
<u>\$ 371,800</u>	<u>\$ 160,248</u>	<u>\$ 912,953</u>	<u>\$ 23,715</u>	<u>\$ 45,675</u>
\$ 189,870	\$ 18,492	\$ 22,660	\$ -	\$ 18,007
8,519	2,630	5,523	-	-
-	1,000	35,252	4,357	-
<u>90,373</u>	<u>138,126</u>	<u>87,716</u>	<u>-</u>	<u>-</u>
288,762	160,248	151,151	4,357	18,007
-	-	-	-	-
83,038	-	761,802	19,358	27,668
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>83,038</u>	<u>-</u>	<u>761,802</u>	<u>19,358</u>	<u>27,668</u>
<u>\$ 371,800</u>	<u>\$ 160,248</u>	<u>\$ 912,953</u>	<u>\$ 23,715</u>	<u>\$ 45,675</u>

(continued)

City of Nashua

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
<u>ASSETS</u>				
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	124,441	27,821
Intergovernmental receivables	24,972	3,818,709	-	346,392
Loans receivable	-	-	-	-
Due from other funds	497,646	-	3,872,120	1,131,886
Other assets	-	18	-	-
	<u>-</u>	<u>18</u>	<u>-</u>	<u>-</u>
Total Assets	<u>\$ 522,618</u>	<u>\$ 3,818,727</u>	<u>\$ 3,996,561</u>	<u>\$ 1,506,099</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accounts payable	\$ 115,486	\$ 98,199	\$ 37,885	\$ 8,557
Accrued liabilities	13,224	492,425	38,226	4,174
Deferred revenue	-	18,459	72,857	4,274
Due to other funds	-	3,196,950	-	-
	<u>-</u>	<u>3,196,950</u>	<u>-</u>	<u>-</u>
Total Liabilities	128,710	3,806,033	148,968	17,005
Fund Equity:				
Nonspendable	-	-	-	-
Restricted	393,908	12,694	-	-
Committed	-	-	3,847,593	1,489,094
Unassigned	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>393,908</u>	<u>12,694</u>	<u>3,847,593</u>	<u>1,489,094</u>
Total Liabilities and Fund Equity	<u>\$ 522,618</u>	<u>\$ 3,818,727</u>	<u>\$ 3,996,561</u>	<u>\$ 1,506,099</u>

Municipal Government Report

Special Revenue Funds		Capital Project Funds	
Other Trust Funds	Subtotal	Public Works Projects	Community Development Projects
\$ 2,134,669	\$ 2,134,669	\$ -	\$ -
1,461,274	1,461,274	-	-
4,902	316,942	-	-
-	5,246,744	88,491	-
-	620,581	-	-
-	5,725,208	-	30,126
-	18	-	-
\$ <u>3,600,845</u>	\$ <u>15,505,436</u>	\$ <u>88,491</u>	\$ <u>30,126</u>
\$ 7,026	\$ 657,445	\$ 167,860	\$ -
-	582,130	-	2,774
-	461,127	47,346	-
197,100	3,726,777	549,995	-
204,126	5,427,479	765,201	2,774
-	-	-	-
-	1,344,551	-	27,352
3,396,719	8,733,406	-	-
-	-	(676,710)	-
3,396,719	10,077,957	(676,710)	27,352
\$ <u>3,600,845</u>	\$ <u>15,505,436</u>	\$ <u>88,491</u>	\$ <u>30,126</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	-	-	-
Intergovernmental receivables	-	-	88,491
Loans receivable	-	-	-
Due from other funds	2,527,706	-	2,557,832
Other assets	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets	<u>\$ 2,527,706</u>	<u>\$ -</u>	<u>\$ 2,646,323</u>
<u>LIABILITIES AND FUND EQUITY</u>			
Liabilities:			
Accounts payable	\$ -	\$ 180,089	\$ 347,949
Accrued liabilities	-	-	2,774
Deferred revenue	-	-	47,346
Due to other funds	<u>-</u>	<u>871,719</u>	<u>1,421,714</u>
Total Liabilities	-	1,051,808	1,819,783
Fund Equity:			
Nonspendable	-	-	-
Restricted	2,527,706	-	2,555,058
Committed	-	-	-
Unassigned	<u>-</u>	<u>(1,051,808)</u>	<u>(1,728,518)</u>
Total Fund Equity	<u>2,527,706</u>	<u>(1,051,808)</u>	<u>826,540</u>
Total Liabilities and Fund Equity	<u>\$ 2,527,706</u>	<u>\$ -</u>	<u>\$ 2,646,323</u>

Municipal Government Report

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ 322,281	\$ 785,084	\$ 10,082	\$ 1,117,447	\$ 3,252,116
10,505,255	2,845,228	106,403	13,456,886	14,918,160
5,800	-	-	5,800	322,742
-	-	-	-	5,335,235
-	-	-	-	620,581
-	-	-	-	8,283,040
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>18</u>
<u>\$ 10,833,336</u>	<u>\$ 3,630,312</u>	<u>\$ 116,485</u>	<u>\$ 14,580,133</u>	<u>\$ 32,731,892</u>
\$ -	\$ -	\$ -	\$ -	\$ 1,005,394
-	-	-	-	584,904
-	-	-	-	508,473
<u>139,285</u>	<u>11,232</u>	<u>-</u>	<u>150,517</u>	<u>5,299,008</u>
139,285	11,232	-	150,517	7,397,779
10,694,051	3,619,080	116,485	14,429,616	14,429,616
-	-	-	-	3,899,609
-	-	-	-	8,733,406
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,728,518)</u>
<u>10,694,051</u>	<u>3,619,080</u>	<u>116,485</u>	<u>14,429,616</u>	<u>25,334,113</u>
<u>\$ 10,833,336</u>	<u>\$ 3,630,312</u>	<u>\$ 116,485</u>	<u>\$ 14,580,133</u>	<u>\$ 32,731,892</u>

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

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

Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2010

	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	-	-	-	-
Intergovernmental	618,403	42,232	1,316,312	7,000
Investment income (loss)	(1,883)	-	-	-
Miscellaneous	-	2,227	48	-
Contributions	22,632	-	-	-
Total Revenues	639,152	44,459	1,316,360	7,000
Expenditures:				
Current:				
General government	-	-	-	-
Police	692,502	-	-	-
Fire	-	43,233	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	1,345,291	-
Culture and recreation	-	-	-	7,191
Community development	-	-	-	-
Debt services				
Principal	-	-	-	-
Interest	-	-	-	-
Total Expenditures	692,502	43,233	1,345,291	7,191
Excess (deficiency) of revenues over expenditures	(53,350)	1,226	(28,931)	(191)
Other Financing Sources (Uses):				
Transfers in	57,758	-	-	-
Transfers out	-	-	-	-
Total Other Financing Sources (Uses)	57,758	-	-	-
Net change in fund balance	4,408	1,226	(28,931)	(191)
Fund Equity, beginning, as revised	17,693	8,890	30,167	12,821
Fund Equity, ending	\$ 22,101	\$ 10,116	\$ 1,236	\$ 12,630

Municipal Government Report

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>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
392,036	-	-	-	-
3,556,025	1,738,301	1,656,010	-	277,969
-	-	557	-	-
-	-	3,910	-	-
-	-	-	-	-
<u>3,948,061</u>	<u>1,738,301</u>	<u>1,660,477</u>	-	277,969
-	-	-	-	10,072
-	-	-	-	-
-	-	-	-	-
-	-	-	-	9,658
-	-	-	-	-
-	-	-	-	8,265
4,422,321	1,738,301	1,547,103	-	258,849
-	-	-	-	-
-	-	-	-	-
<u>4,422,321</u>	<u>1,738,301</u>	<u>1,547,103</u>	-	<u>286,844</u>
(474,260)	-	113,374	-	(8,875)
365,452	-	-	15,000	9,500
-	-	(120,835)	-	-
<u>365,452</u>	-	<u>(120,835)</u>	<u>15,000</u>	<u>9,500</u>
(108,808)	-	(7,461)	15,000	625
<u>191,846</u>	-	<u>769,263</u>	<u>4,358</u>	<u>27,043</u>
<u>\$ 83,038</u>	<u>\$ -</u>	<u>\$ 761,802</u>	<u>\$ 19,358</u>	<u>\$ 27,668</u>

(continued)

City of Nashua

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
Revenues:				
Property taxes	\$ -	\$ -	\$ 186,358	\$ -
Penalties, interest and other taxes	-	-	518,310	-
Charges for services	2,435,959	-	1,126,066	1,347,826
Intergovernmental	2,422,573	12,491,297	65,302	167,618
Investment income	787	-	553	-
Miscellaneous	-	-	288,514	64,554
Contributions	-	-	-	-
Total Revenues	4,859,319	12,491,297	2,185,103	1,579,998
Expenditures:				
Current:				
General government	-	-	673,019	-
Police	-	-	823,452	-
Fire	-	-	28,837	-
Education	4,740,065	12,501,042	-	1,728,685
Public works	-	-	3,451	-
Health and human services	-	-	9,901	-
Culture and recreation	-	-	197,099	-
Community development	-	-	63,062	-
Debt services				
Principal	-	-	60,000	-
Interest	-	-	41,004	-
Total Expenditures	4,740,065	12,501,042	1,899,825	1,728,685
Excess (deficiency) of revenues over expenditures	119,254	(9,745)	285,278	(148,687)
Other Financing Sources (Uses):				
Transfers in	-	-	-	-
Transfers out	-	-	(366,608)	-
Total Other Financing Sources (Uses)	-	-	(366,608)	-
Net change in fund balance	119,254	(9,745)	(81,330)	(148,687)
Fund Equity, beginning, as revised	274,654	22,439	3,928,923	1,637,781
Fund Equity, ending	\$ 393,908	\$ 12,694	\$ 3,847,593	\$ 1,489,094

Municipal Government Report

Special Revenue Funds		Capital Project Funds	
Other Trust Funds	Subtotal	Public Works Projects	Community Development Projects
\$ -	\$ 186,358	\$ -	\$ -
-	518,310	-	-
47,759	5,349,646	-	-
50,000	24,409,042	163,527	-
150,943	150,957	-	41
1,827	361,080	-	-
<u>380,398</u>	<u>403,030</u>	<u>-</u>	<u>-</u>
630,927	31,378,423	163,527	41
43,045	726,136	-	-
107	1,516,061	-	-
1,836	73,906	-	-
31,709	19,001,501	-	-
270,499	283,608	1,798,520	-
6,624	1,361,816	-	-
56,747	269,302	-	-
-	8,029,636	-	4,233
-	60,000	-	-
<u>-</u>	<u>41,004</u>	<u>-</u>	<u>-</u>
410,567	31,362,970	1,798,520	4,233
220,360	15,453	(1,634,993)	(4,192)
55,112	502,822	52,650	-
<u>(665,000)</u>	<u>(1,152,443)</u>	<u>-</u>	<u>-</u>
(609,888)	(649,621)	52,650	-
(389,528)	(634,168)	(1,582,343)	(4,192)
<u>3,786,247</u>	<u>10,712,125</u>	<u>905,633</u>	<u>31,544</u>
\$ <u>3,396,719</u>	\$ <u>10,077,957</u>	\$ <u>(676,710)</u>	\$ <u>27,352</u>

(continued)

City of Nashua

(continued)

	Capital Project Funds		
	School Department Projects	Other Projects	Subtotal
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-
Charges for services	-	-	-
Intergovernmental	-	-	163,527
Investment income	-	-	41
Miscellaneous	-	-	-
Contributions	-	-	-
	-	-	-
Total Revenues	-	-	163,568
Expenditures:			
Current:			
General government	-	1,051,808	1,051,808
Police	-	-	-
Fire	-	-	-
Education	10,387	-	10,387
Public works	-	-	1,798,520
Health and human services	-	-	-
Culture and recreation	-	-	-
Community development	-	-	4,233
Debt services			
Principal	-	-	-
Interest	-	-	-
	10,387	1,051,808	2,864,948
Total Expenditures	10,387	1,051,808	2,864,948
Excess (deficiency) of revenues over expenditures	(10,387)	(1,051,808)	(2,701,380)
Other Financing Sources (Uses):			
Transfers in	43,293	-	95,943
Transfers out	(455,793)	-	(455,793)
	(412,500)	-	(359,850)
Total Other Financing Sources (Uses)	(412,500)	-	(359,850)
Net change in fund balance	(422,887)	(1,051,808)	(3,061,230)
Fund Equity, beginning, as revised	2,950,593	-	3,887,770
Fund Equity, ending	\$ 2,527,706	\$ (1,051,808)	\$ 826,540

Municipal Government Report

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ -	\$ -	\$ -	\$ -	\$ 186,358
-	-	-	-	518,310
-	-	-	-	5,349,646
-	63	-	63	24,572,632
1,573,342	245,559	11,008	1,829,909	1,980,907
4	2,118	30	2,152	363,232
<u>107,912</u>	<u>-</u>	<u>-</u>	<u>107,912</u>	<u>510,942</u>
1,681,258	247,740	11,038	1,940,036	33,482,027
117,230	-	(269)	116,961	1,894,905
-	-	-	-	1,516,061
-	-	-	-	73,906
-	-	-	-	19,011,888
-	-	-	-	2,082,128
-	-	-	-	1,361,816
-	54,266	-	54,266	323,568
-	-	-	-	8,033,869
-	-	-	-	60,000
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>41,004</u>
<u>117,230</u>	<u>54,266</u>	<u>(269)</u>	<u>171,227</u>	<u>34,399,145</u>
1,564,028	193,474	11,307	1,768,809	(917,118)
-	-	-	-	598,765
<u>(246,862)</u>	<u>-</u>	<u>-</u>	<u>(246,862)</u>	<u>(1,855,098)</u>
<u>(246,862)</u>	<u>-</u>	<u>-</u>	<u>(246,862)</u>	<u>(1,256,333)</u>
1,317,166	193,474	11,307	1,521,947	(2,173,451)
<u>9,376,885</u>	<u>3,425,606</u>	<u>105,178</u>	<u>12,907,669</u>	<u>27,507,564</u>
<u>\$ 10,694,051</u>	<u>\$ 3,619,080</u>	<u>\$ 116,485</u>	<u>\$ 14,429,616</u>	<u>\$ 25,334,113</u>

Nashua Public Library and First Congregational Church



Library Hill, Main Street

Former location of the Nashua Public Library (Hunt Memorial Building)

First Congregational Church, Tavern.

Linen postcard images. "Tichnor Quality Views." Made by Tichnor Bros., Boston.

Published by F. P. Trow News Agency.

**DETAIL AND COMBINING BUDGET
AND ACTUAL SCHEDULES**

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2010

	Original Budget	Final Budget	Adjusted Actual	Variance With Final Budget
Property Tax	\$ 159,309,304	\$ 162,044,667	\$ 162,044,667	\$ -
Auto permits	11,072,000	10,472,000	10,493,293	21,293
Penalties, interest and other taxes:				
Interest and cost on redemption	230,000	300,000	415,905	115,905
Nashua Housing Authority	123,000	123,000	111,386	(11,614)
Interest on taxes	300,000	350,000	355,118	5,118
Other	5,000	5,000	2,167	(2,833)
Total Penalties, interest and other taxes	658,000	778,000	884,576	106,576
Charges for services:				
Financial services	7,500	7,500	11,216	3,716
City clerk	88,100	88,100	74,537	(13,563)
Assessors	6,000	6,000	2,810	(3,190)
Police	87,000	87,000	93,973	6,973
Fire	23,100	23,100	31,725	8,625
Health and welfare	193,900	193,900	152,366	(41,534)
Parks and recreation	211,967	211,967	224,440	12,473
Parking	727,500	727,500	755,692	28,192
Cemeteries	95,175	95,175	77,225	(17,950)
Planning	1,125	1,125	860	(265)
Libraries	16,610	16,610	18,024	1,414
School	180,000	165,000	176,358	11,358
Total Charges for services	1,637,977	1,622,977	1,619,226	(3,751)
Intergovernmental:				
State adequacy grant	35,998,972	35,998,972	35,998,972	-
State aid - buildings	2,735,000	2,680,080	2,680,080	-
Special education	1,500,000	1,113,820	818,179	(295,641)
Medicaid	800,000	1,062,000	1,199,397	137,397
Shared revenue block grant	2,426,932	-	-	-
Meals and room tax	3,600,000	3,894,852	3,894,852	-
Highway	1,364,845	1,406,987	1,349,399	(57,588)
Other	88,332	93,007	147,330	54,323
Total Intergovernmental	48,514,081	46,249,718	46,088,209	(161,509)
Licenses and permits:				
Financial services	256,000	280,000	290,717	10,717
City clerk	82,415	82,415	81,965	(450)
Police	1,550	1,550	935	(615)
Fire	35,300	35,300	50,968	15,668
Health and welfare	23,000	23,000	25,750	2,750
Public works	8,000	8,000	7,575	(425)
Planning	175,900	175,900	191,373	15,473
Building	435,000	435,000	474,256	39,256
Total Licenses and permits	1,017,165	1,041,165	1,123,639	82,474
Interest	2,100,000	2,100,000	785,180	(1,314,820)
Miscellaneous:				
Cable TV franchise	730,000	730,000	781,099	51,099
Fines and forfeits	328,000	328,000	341,311	13,311
Sale of property	3,000	3,000	16,515	13,515
Rental of property	268,700	268,700	311,071	42,371
Other	39,375	39,375	37,146	(2,229)
Total Miscellaneous	1,369,075	1,369,075	1,487,142	118,067
Transfers In:				
Transfers from other funds	861,800	2,549,342	4,266,735	1,717,393
Total Transfers In	861,800	2,549,342	4,266,735	1,717,393
Other Financing Sources:				
Use of fund balance	4,700,000	5,700,000	5,700,000	-
Total Other Financing Sources	4,700,000	5,700,000	5,700,000	-
Total	\$ 231,239,402	\$ 233,926,944	\$ 234,492,667	\$ 565,723

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2010

	Original <u>Budget</u>	Final <u>Budget</u>	Adjusted <u>Actual</u>	Variance With <u>Final Budget</u>
General Government:				
Mayor	\$ 313,513	\$ 313,513	\$ 304,025	\$ 9,488
Legal	412,232	402,232	392,816	9,416
Board of Aldermen	171,702	171,702	170,880	822
Civic and Comm. activities	1,297,092	1,297,092	1,257,754	39,338
Telecommunications	195,000	195,000	178,038	16,962
Pensions	17,937,039	17,937,039	17,427,467	509,572
Insurance - Benefits	25,810,709	25,810,709	25,771,132	39,577
Citistat	109,482	109,482	102,495	6,987
Financial services	1,440,524	1,452,900	1,402,267	50,633
City Clerk	385,167	389,468	389,465	3
Risk Management	3,468,956	3,470,206	3,470,206	-
Human resources	272,435	280,043	256,399	23,644
Purchasing	319,004	322,864	296,244	26,620
Building maintenance	390,609	393,766	356,513	37,253
Assessors	511,211	517,675	516,309	1,366
Hunt building	35,411	35,411	31,288	4,123
Information technology	1,021,251	1,031,929	1,007,850	24,079
GIS	78,006	79,251	76,106	3,145
Computers - city wide	100,000	110,000	93,674	16,326
Cemeteries	453,842	460,844	432,439	28,405
CERF Expenditures	-	391,134	391,134	-
Contingencies	2,756,950	2,096,500	1,522,852	573,648
Capital	<u>2,759,650</u>	<u>2,759,650</u>	<u>2,699,239</u>	<u>60,411</u>
Total General Government	60,239,785	60,028,410	58,546,592	1,481,818
Police	17,685,110	18,232,855	17,787,591	445,264
Fire	14,372,220	14,463,657	14,056,506	407,151
Water fire protection	2,337,189	2,337,189	2,152,983	184,206
Education	87,630,820	89,430,820	89,320,072	110,748
Public Works:				
Street lighting	703,286	703,286	702,634	652
PW Division and Engineering	763,847	797,881	768,390	29,491
Street department	5,364,492	5,634,635	5,144,814	489,821
Traffic department	717,961	738,643	723,831	14,812
Parking lots	227,437	231,712	185,786	45,926
Solid waste	<u>3,985,092</u>	<u>3,985,092</u>	<u>3,985,092</u>	<u>-</u>
Total Public Works	11,762,115	12,091,249	11,510,547	580,702
Health and Human Services:				
Community services	207,429	207,429	143,424	64,005
Community health	359,631	359,631	341,991	17,640
Environmental health	375,599	375,599	318,219	57,380
Welfare administration	329,445	329,445	316,406	13,039
Welfare costs	<u>1,272,500</u>	<u>1,272,500</u>	<u>857,843</u>	<u>414,657</u>
Total Health and Human Services	2,544,604	2,544,604	1,977,883	566,721
Culture and recreation:				
Parks and recreation	2,742,383	2,843,511	2,745,052	98,459
Public libraries	<u>2,345,672</u>	<u>2,352,606</u>	<u>2,266,181</u>	<u>86,425</u>
Total Culture and Recreation	5,088,055	5,196,117	5,011,233	184,884
Community Development	1,483,823	1,503,753	1,432,545	71,208
Communications	298,898	301,507	285,390	16,117
Debt Service:				
Principal	12,096,827	12,096,827	12,096,827	-
Interest and cost	<u>5,831,988</u>	<u>5,831,988</u>	<u>5,750,242</u>	<u>81,746</u>
Total Debt Service	17,928,815	17,928,815	17,847,069	81,746
Intergovernmental	9,367,968	9,367,968	9,367,968	-
Transfers out	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>-</u>
Total	<u>\$ 231,239,402</u>	<u>\$ 233,926,944</u>	<u>\$ 229,796,379</u>	<u>\$ 4,130,565</u>

Fountain in Greeley Park



Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F. P. Trow News Agency, Nashua.

Proprietary Fund Types

Enterprise Funds

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

The City of Nashua has the following Enterprise Funds:

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

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

Schedule of Revenues and Expenses
Budget and Actual

Enterprise Funds

For the Year Ended June 30, 2010

	Waste Water Fund		
	Final Budget	Actual (Budgetary Basis)	Variance
Operating Revenues:			
Charges for services	\$ 10,191,665	\$ 8,969,303	\$ (1,222,362)
Total Operating Revenues	10,191,665	8,969,303	(1,222,362)
Operating Expenses:			
Personnel	3,059,613	2,985,337	74,276
Non-personnel	3,272,100	2,978,896	293,204
Capital	8,540,741	8,540,741	-
Debt service	3,928,301	1,367,493	2,560,808
Total Operating Expenses	18,800,755	15,872,467	2,928,288
Operating Income (Loss)	(8,609,090)	(6,903,164)	1,705,926
Nonoperating Income and (Expenses):			
Grants income	1,051,063	1,163,913	112,850
Investment income	286,339	18,992	(267,347)
Contributions	303,620	294,375	(9,245)
Total Nonoperating Revenues (Expenses)	1,641,022	1,477,280	(163,742)
Income (Loss) Before Contributions and Transfers	(6,968,068)	(5,425,884)	1,542,184
Transfers (net)	-	9,500	(9,500)
Use of net assets	6,968,068	6,968,068	-
Net Income	\$ -	\$ 1,551,684	\$ 1,532,684

Municipal Government Report

Solid Waste Fund		
<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance</u>
\$ <u>2,655,000</u>	\$ <u>2,588,522</u>	\$ <u>(66,478)</u>
2,655,000	2,588,522	(66,478)
2,561,552	2,579,154	(17,602)
1,171,065	1,131,956	39,109
-	-	-
<u>2,708,518</u>	<u>2,608,972</u>	<u>99,546</u>
<u>6,441,135</u>	<u>6,320,082</u>	<u>121,053</u>
(3,786,135)	(3,731,560)	54,575
221,321	230,507	9,186
-	-	-
<u>-</u>	<u>29,037</u>	<u>29,037</u>
<u>221,321</u>	<u>259,544</u>	<u>38,223</u>
(3,564,814)	(3,472,016)	92,798
3,564,814	3,564,814	-
<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ -</u>	<u>\$ 92,798</u>	<u>\$ 92,798</u>

Proprietary Fund Types

Internal Service Funds

Internal Service Funds are proprietary fund types established for the City's self-insurance programs.

The City of Nashua has the following Internal Service Funds:

Employee Benefits Fund: To account for the operation of the City's self-insurance program for employees' health care.

Property and Casualty Fund: To account for the operation of the City's self-insurance program for general property and casualty insurance.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

INTERNAL SERVICE FUND

STATEMENT OF NET ASSETS

JUNE 30, 2010

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<u>ASSETS</u>			
Current:			
Due from other funds	\$ 19,298,251	\$ 6,090,292	\$ 25,388,543
Other assets	<u>1,554,659</u>	<u>13,921</u>	<u>1,568,580</u>
TOTAL ASSETS	20,852,910	6,104,213	26,957,123
<u>LIABILITIES</u>			
Current:			
Accounts payable	1,065,587	41,508	1,107,095
Accrued liabilities	<u>5,001,490</u>	<u>4,482,164</u>	<u>9,483,654</u>
TOTAL LIABILITIES	6,067,077	4,523,672	10,590,749
<u>NET ASSETS</u>			
Unrestricted	<u>14,785,833</u>	<u>1,580,541</u>	<u>16,366,374</u>
TOTAL NET ASSETS	<u>\$ 14,785,833</u>	<u>\$ 1,580,541</u>	<u>\$ 16,366,374</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

INTERNAL SERVICE FUND

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR FISCAL YEAR ENDED JUNE 30, 2010

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
Operating Revenues:			
Contributions	\$ 25,796,212	\$ 3,470,206	\$ 29,266,418
Other	<u>399,084</u>	<u>-</u>	<u>399,084</u>
Total Operating Revenues	26,195,296	3,470,206	29,665,502
Operating Expenses:			
Non-personnel expenses	<u>25,311,629</u>	<u>3,617,842</u>	<u>28,929,471</u>
Total Operating Expenses	<u>25,311,629</u>	<u>3,617,842</u>	<u>28,929,471</u>
Operating Income (Loss)	883,667	(147,636)	736,031
Nonoperating Revenues:			
Investment income (loss)	<u>88,549</u>	<u>27,169</u>	<u>115,718</u>
Total Nonoperating Revenues, Net	<u>88,549</u>	<u>27,169</u>	<u>115,718</u>
Income (Loss) Before Transfers	972,216	(120,467)	851,749
Transfers out	<u>-</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>
Change in Net Assets	972,216	(1,420,467)	(448,251)
Net Assets at Beginning of Year	<u>13,813,617</u>	<u>3,001,008</u>	<u>16,814,625</u>
Net Assets at End of Year	<u>\$ 14,785,833</u>	<u>\$ 1,580,541</u>	<u>\$ 16,366,374</u>

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
INTERNAL SERVICE FUND
STATEMENT OF CASH FLOWS
FOR FISCAL YEAR ENDED JUNE 30, 2010

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<u>Cash Flows From Operating Activities:</u>			
Receipts from customers and users	\$ 25,634,659	\$ 4,878,535	\$ 30,513,194
Payments to vendors	<u>(25,723,208)</u>	<u>(3,605,704)</u>	<u>(29,328,912)</u>
Net Cash Provided By (Used for) Operating Activities	(88,549)	1,272,831	1,184,282
<u>Cash Flows From Noncapital Financing Activities:</u>			
Transfers	<u>-</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>
Net Cash Provided By (Used for) Noncapital Financing Activities	-	(1,300,000)	(1,300,000)
<u>Cash Flows From Investing Activities:</u>			
Investment income	<u>88,549</u>	<u>27,169</u>	<u>115,718</u>
Net Change in Cash and Short-Term Investments	-	-	-
Cash and Short-Term Investments, Beginning of Year	<u>-</u>	<u>-</u>	<u>-</u>
Cash and Short-Term Investments, End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>			
Operating income (loss)	\$ 883,667	\$ (147,636)	\$ 736,031
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:			
Changes in assets and liabilities:			
Other assets	269,588	1,218,527	1,488,115
Accounts payable	(95,014)	13,752	(81,262)
Accrued liabilities	<u>(1,146,790)</u>	<u>188,188</u>	<u>(958,602)</u>
Net Cash Provided By (Used for) Operating Activities	<u>\$ (88,549)</u>	<u>\$ 1,272,831</u>	<u>\$ 1,184,282</u>

See notes to financial statements.

FIDUCIARY FUNDS

AGENCY FUND

Agency Funds are established to account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others.

Agency Fund represents monies held in escrow from developer in the City.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Combining Statement of Changes in Assets and Liabilities

Agency Fund

For the Year Ended June 30, 2010

	Balance July 1, <u>2009</u>	<u>Additions</u>	<u>Deductions</u>	Balance June 30, <u>2010</u>
<u>Developer Escrows</u>				
Assets - cash and short-term investments	\$ 502,389	\$ 89,430	\$ (38,388)	\$ 553,431
Assets - due from other funds	<u>-</u>	<u>219,860</u>	<u>(152,500)</u>	<u>67,360</u>
	<u>\$ 502,389</u>	<u>\$ 309,290</u>	<u>\$ (190,888)</u>	<u>\$ 620,791</u>
Liabilities - other liabilities	\$ 499,389	\$ 190,563	\$ (69,161)	\$ 620,791
Liabilities - due to other funds	<u>3,000</u>	<u>-</u>	<u>(3,000)</u>	<u>-</u>
	<u>\$ 502,389</u>	<u>\$ 190,563</u>	<u>\$ (72,161)</u>	<u>\$ 620,791</u>

YMCA, Temple Street



Linen postcard. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston.
Published by F.P. Trow News Agency, Nashua.

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>
<i>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.	118
<i>Revenue Capacity</i> These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	124
<i>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.	131
<i>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.	134
<i>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.	136

City of Nashua, New Hampshire

Net Assets by Component

Last Ten Fiscal Years¹

(recruital basis of accounting)

	2003	2004	2005	2006	2007	2008	2009	2010
Governmental Activities								
Invested in capital assets, net of related debt	\$ 41,900,074	\$ 48,407,254	\$ 58,679,109	\$ 71,330,362	\$ 75,371,785	\$ 82,615,430	\$ 91,043,817	\$ 103,436,163
Restricted	22,562,881	25,984,094	26,595,733	30,981,554	33,679,170	29,126,492	21,686,588	21,611,710
Unrestricted	42,736,195	43,554,836	36,099,549	34,217,644	46,055,519	55,983,443	48,672,885	43,639,686
Total governmental activities net assets	107,199,150	117,946,184	121,374,391	136,529,560	155,106,474	167,725,365	161,403,290	168,687,559
Business-type activities								
Invested in capital assets, net of related debt	76,085,896	76,948,532	77,780,283	81,467,773	94,270,446	109,669,910	115,532,890	99,864,775
Restricted	514,562	645,407	1,168,612	1,732,999	2,336,365	2,913,041	3,612,918	3,773,376
Unrestricted	12,083,201	13,511,556	13,173,740	11,181,863	40,245	(13,599,364)	(21,136,265)	(5,306,300)
Total business-type activities net assets	88,683,659	91,105,495	92,122,635	94,382,635	96,647,056	98,983,587	98,009,543	98,331,851
Primary government								
Invested in capital assets, net of related debt	117,985,970	125,355,786	136,459,392	152,798,135	169,642,231	192,285,340	206,576,707	203,300,938
Restricted	23,077,443	26,629,501	27,764,345	32,714,553	36,015,535	32,039,533	25,299,506	25,385,086
Unrestricted	54,819,396	57,066,392	49,273,289	45,399,507	46,095,764	42,384,079	27,536,620	38,333,386
Total primary government net assets	\$ 195,882,809	\$ 209,051,679	\$ 213,497,026	\$ 230,912,195	\$ 251,753,530	\$ 266,708,952	\$ 259,412,833	\$ 267,019,410

Data Source:
Audited Financial Statements

Notes:

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

Municipal Government Report

City of Nashua, New Hampshire

Change in Net Assets

Last Ten Fiscal Years¹

(accrual basis of accounting)

Table with columns for Fiscal Year (2002-2010) and rows for Expenses (Governmental, Business-type), Program Revenues (Governmental, Business-type), Net (Expenses) Revenue (Governmental, Business-type), and General Revenues and Other Changes in Net Assets (Governmental, Business-type).

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 FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services".
3 Beginning in FY08, Intergovernmental expenses were reclassified to General Government expenses, per GFOA recommendation.
4 In FY05 and FY06, "Charges for Services" includes employee benefit withholdings. Beginning in FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services".
5 Beginning in FY07, State Aid Grants were reclassified from Program Revenues to General Revenues, per GFOA recommendation.
6 Negative charges for services in FY09 is due to the loss in the market value of investments of the cemetery permanent funds.
7 Decrease in charges for services in FY09 is due to the loss in the market value of investments of the library permanent funds.

City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years
(modified accrual basis of accounting)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General Fund										
Reserved ¹	\$ 5,616,028	\$ 5,641,057	\$ 7,326,048	\$ 5,025,464	\$ 12,620,998	\$ 4,526,670	\$ 6,808,655	\$ 5,040,391	\$ 5,163,134	\$ -
Unreserved ²	12,803,503	19,100,322	22,075,884	23,523,522	31,812,193	27,241,589	28,037,193	33,293,567	33,249,976	-
Nonspendable ³	-	-	-	-	-	-	-	-	-	184,062
Committed ⁴	-	-	-	-	-	-	-	-	-	16,685,057
Assigned ⁵	-	-	-	-	-	-	-	-	-	6,550,000
Unassigned ⁶	-	-	-	-	-	-	-	-	-	26,560,824
Total General Fund	\$ 18,419,531	\$ 24,741,379	\$ 29,401,932	\$ 28,548,986	\$ 44,433,191	\$ 31,768,259	\$ 34,845,848	\$ 38,333,958	\$ 38,413,110	\$ 49,979,943
Other Governmental Funds										
Reserved ¹	\$ 3,840,261	\$ 22,007,957	\$ 17,825,857	\$ 16,580,070	\$ 19,290,527	\$ 21,388,586	\$ 18,311,928	\$ 17,162,438	\$ 15,639,501	\$ -
Unreserved:										
Special Revenue Funds ⁴	3,791,512	29,647,742	30,281,823	32,692,008	12,250,621	23,410,292	24,692,996	25,947,458	19,994,384	-
Capital Project Funds ⁵	33,133,127	20,858,017	(15,472,616)	9,972,489	3,588,482	(12,114,644)	3,134,217	3,161,390	2,558,311	-
Permanent Funds ⁶	N/A	337,678	357,309	424,084	498,499	590,337	710,518	903,422	960,742	-
Nonspendable ⁷	-	-	-	-	-	-	-	-	-	14,429,616
Restricted ⁸	-	-	-	-	-	-	-	-	-	3,899,609
Committed ⁹	-	-	-	-	-	-	-	-	-	8,733,406
Unassigned ¹⁰	-	-	-	-	-	-	-	-	-	(1,728,518)
Total Other Funds	\$ 40,764,900	\$ 72,851,394	\$ 32,992,373	\$ 59,668,651	\$ 35,628,129	\$ 33,274,571	\$ 46,849,659	\$ 47,174,708	\$ 39,152,938	\$ 25,334,113

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 FY2006 - Reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds.
- ⁴ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also in FY2006 reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds.
- ⁵ Prior to FY02, capital projects with a positive fund balance were reported as reserved (FY02 and subsequent years as unreserved). For this report, these fund balances have been reclassified to unreserved fund balance to maintain consistency throughout the ten-year period.
- ⁶ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also 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.
- ⁷ FY2010 - Fund balances reflect early implementation of GASB 54

Municipal Government Report

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds¹

Last Ten Fiscal Years
(modified accrual basis of accounting)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Revenues										
Taxes	\$ 101,501,814	\$ 118,254,190	\$ 126,030,366	\$ 131,745,073	\$ 139,504,354	\$ 146,864,377	\$ 154,488,154	\$ 158,353,188	\$ 160,881,410	\$ 162,964,723
Licenses and Permits ²	11,401,194	12,285,295	12,089,340	12,589,432	13,354,800	13,234,555	12,846,500	12,311,950	11,558,473	11,311,752
Penalties, interest and other tax ³	-	710,766	989,172	1,369,998	1,243,376	1,357,033	1,250,253	1,594,935	1,418,455	1,447,191
Charges for services	3,908,081	6,596,808	7,004,198	6,211,920	6,446,565	6,496,669	6,914,168	7,024,328	7,289,468	7,324,028
Intergovernmental	44,644,503	54,230,357	53,398,218	56,288,906	53,353,723	54,956,675	57,917,495	64,085,098	66,192,430	74,194,941
Interest earnings ⁴	-	3,044,125	2,865,742	1,654,012	3,809,685	4,153,022	7,745,663	4,793,461	(303,680)	2,833,498
Miscellaneous	11,361,111	2,275,514	1,036,942	3,002,599	3,993,579	1,282,935	1,173,971	1,921,409	1,882,909	1,500,780
Contributions	-	1,444,583	1,226,678	2,752,805	917,236	1,149,442	539,057	96,002	354,065	510,942
Total revenues	172,816,703	198,841,798	204,646,856	215,608,745	222,625,288	229,844,908	242,875,261	250,180,371	249,273,530	262,087,855
Expenditures by Function										
General government	27,419,461	26,442,878	30,941,856	34,582,618	39,852,087	47,642,841	51,202,287	54,841,257	53,859,718	55,969,477
Public safety	25,885,036	25,894,620	27,819,182	30,509,895	31,445,464	37,722,214	30,891,525	32,191,601	35,887,184	35,144,492
Water supply/hydrants	1,655,316	1,672,352	1,680,348	1,728,577	1,775,188	1,634,047	1,781,355	2,265,303	2,234,921	2,152,983
Education	74,911,429	121,118,019	128,469,056	116,801,981	102,184,295	98,086,304	96,233,021	100,296,133	110,099,584	110,680,934
Public Works	8,023,078	7,619,794	8,012,161	9,551,499	9,862,103	9,536,066	8,489,653	9,540,761	10,452,441	11,766,925
Health and human services	1,690,764	3,011,467	3,453,652	3,388,734	3,162,482	2,687,438	3,373,460	3,516,881	3,693,028	3,328,537
Culture and recreation	4,022,175	9,554,230	5,699,051	5,547,512	5,386,417	5,436,393	5,121,466	5,898,670	5,923,548	5,357,914
Community development	2,130,090	8,903,820	5,007,414	5,846,253	6,416,732	11,396,347	9,168,047	6,396,239	6,004,281	9,495,558
Communications	-	1,292,397	528,054	270,219	279,984	246,026	228,044	237,896	280,361	285,390
Miscellaneous	-	155,274	-	-	-	-	-	-	-	-
Debt service	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441	12,111,061	12,300,467	12,221,828
Principal	5,520,875	6,399,691	7,615,223	7,300,046	8,450,677	7,779,830	6,222,224	7,052,893	6,243,971	5,892,249
Interest	9,014,834	9,472,396	9,547,285	9,418,474	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322	9,367,968
Intergovernmental	-	-	-	-	-	-	-	-	-	-
Capital Outlay ⁵	36,918,179	3,888,311	-	-	-	-	-	-	-	-
Total expenditures	201,668,987	233,235,929	238,454,269	234,715,249	229,031,596	243,474,745	234,277,584	243,777,832	236,525,826	261,664,255
Excess of revenues	(28,852,284)	(34,394,131)	(33,807,413)	(19,106,504)	(6,406,308)	(13,629,837)	8,597,677	6,402,539	(7,252,296)	423,600
Over/(under) expenditures	-	-	-	-	-	-	-	-	-	-
Other Financing Sources (Uses)										
Bond proceeds	67,180,000	43,095,000	-	46,510,000	-	-	10,555,000	-	-	-
Capital lease proceeds	-	-	-	-	-	-	-	-	108,285	-
Transfers in	8,197,358	7,055,955	4,638,708	5,861,446	25,066,009	15,512,898	4,482,821	7,454,175	10,584,784	6,045,974
Transfers out	(5,064,959)	(9,709,394)	(6,029,763)	(7,441,610)	(26,816,019)	(16,901,550)	(6,982,821)	(10,151,838)	(11,275,106)	(8,721,566)
Total other financing sources (uses)	70,312,399	40,441,561	(1,391,055)	44,929,836	(1,750,010)	(1,388,652)	8,055,000	(2,580,378)	(690,322)	(2,675,592)
Net Change in fund balances	\$ -41,601,115	\$ 6,047,420	\$ (35,198,468)	\$ 25,823,332	\$ (81,566,318)	\$ (15,018,489)	\$ 16,652,677	\$ 3,813,161	\$ (7,942,618)	\$ (2,251,992)
Debt Service as a percentage of non-capital outlay expenditures										
	6.07%	8.11%	8.96%	8.36%	8.99%	8.84%	8.13%	8.09%	7.45%	7.34%
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.

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)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Expenditures and Other Financing Uses by Department										
Financial Services	\$ 1,103,934	\$ 1,115,601	\$ 1,474,645	\$ 1,307,268	\$ 1,307,535	\$ 1,322,705	\$ 1,236,659	\$ 1,469,502	\$ 2,727,354	\$ 2,878,399
Administrative Services ¹	2,481,454	2,821,687	2,994,877	2,967,180	2,945,436	2,788,574	1,991,401	2,131,301	1,237,701	1,230,025
Information Technology ²	22,510,533	22,590,203	26,254,134	30,188,418	35,367,963	43,233,619	47,080,238	49,114,240	48,839,886	49,966,148
Misc General Government ³	12,992,410	13,178,009	13,979,968	14,669,482	15,484,532	15,062,015	14,920,270	16,918,427	18,551,324	18,344,212
Police	11,838,662	10,638,749	11,665,411	13,001,349	13,254,721	13,876,296	13,668,849	13,122,412	15,670,602	15,211,313
Fire	1,655,316	1,672,352	1,680,348	1,775,188	1,775,577	1,634,047	1,781,355	2,305,303	2,234,921	2,152,983
Water Supply/Hydrants	1,306,848	2,513,649	2,945,896	2,833,574	2,547,088	2,301,368	2,149,131	2,188,388	2,437,681	1,966,721
Community Health and Welfare	5,021,330	4,375,314	5,053,235	5,336,956	6,090,921	5,156,101	4,923,751	6,051,230	6,736,230	7,278,181
Street Department	2,076,107	2,324,547	2,878,759	2,748,857	2,748,857	2,672,691	2,539,850	2,545,439	2,944,658	2,741,007
Parks and Recreation	2,101,301	2,156,388	2,343,385	3,004,428	2,836,774	3,140,497	3,203,179	2,413,679	2,410,901	2,406,616
Other Public Works	1,111,225	1,269,021	1,866,674	1,466,087	1,497,508	1,432,102	1,322,027	1,327,753	1,416,773	1,461,688
Community Development Division	1,789,157	2,118,188	2,201,879	2,170,235	2,213,977	2,249,446	2,440,754	2,325,556	2,439,439	2,293,340
Public Libraries	-	113,732	166,105	262,258	279,504	246,026	228,044	237,896	280,361	283,390
Communications	2,962,975	3,888,311	3,888,311	4,594,382	4,206,670	11,696,153	4,337,325	6,028,358	4,185,445	5,916,468
Capital Outlay ⁴	4,891,896	8,422,638	3,417,359	4,594,382	4,206,670	11,696,153	4,337,325	6,028,358	4,185,445	5,916,468
Transfers Out	73,296,248	78,898,389	78,927,675	86,183,728	92,466,994	106,811,680	101,607,803	109,082,192	112,113,276	114,131,491
Total City Departments	65,661,187	68,044,222	75,430,823	79,070,809	82,140,051	82,985,529	81,504,499	85,575,583	94,120,678	92,619,046
Education (includes transfers out)										
Debt service										
Principal	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570	12,118,444	12,051,061	12,240,467	12,161,828
Interest	5,520,875	6,399,691	7,615,223	7,300,046	8,430,677	7,779,830	6,222,224	7,003,835	6,290,867	5,851,245
Total Debt Service	9,998,625	14,210,441	17,270,210	16,982,487	19,469,417	19,853,400	18,340,668	19,054,896	18,441,334	18,013,073
Intergovernmental	9,014,834	9,472,306	9,574,285	9,418,474	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322	9,367,968
Total expenditures (includes transfers out)	\$ 157,940,894	\$ 170,625,358	\$ 181,197,993	\$ 191,655,938	\$ 203,273,909	\$ 218,863,738	\$ 210,694,730	\$ 223,301,808	\$ 234,221,610	\$ 234,131,578

Expenditure as a percentage of total

City Departments	46.4%	46.2%	43.6%	45.0%	45.5%	48.8%	48.2%	48.9%	47.9%	48.7%
Education	41.6%	39.9%	41.6%	41.3%	40.4%	37.9%	38.7%	38.3%	40.2%	39.6%
Debt service	6.3%	8.3%	9.5%	8.9%	9.6%	9.1%	8.7%	8.5%	7.9%	7.7%
Intergovernmental	5.7%	5.6%	5.3%	4.9%	4.5%	4.4%	4.3%	4.3%	4.1%	4.0%
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	9.2%	7.7%	0.0%	9.2%	7.3%	15.5%	-4.9%	7.4%	10.3%	4.6%
Education	2.7%	3.6%	10.9%	4.8%	3.9%	1.0%	-1.8%	5.0%	15.2%	8.2%
Debt service	47.9%	42.1%	21.5%	-1.7%	14.8%	1.9%	-7.6%	3.9%	0.5%	-5.5%
Intergovernmental	8.1%	5.1%	1.1%	-1.6%	-2.6%	0.6%	0.1%	2.7%	3.3%	-1.3%
Total	8.1%	8.0%	6.2%	5.8%	6.1%	7.7%	-3.7%	5.9%	11.2%	4.9%

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

Notes:

¹ FY09 - Departments within the Administrative Services Division were reassigned to the Financial Services Division and Miscellaneous General Government functions.

² Information Technology operated from Administrative Services division in FY07.

³ Includes City-wide employee health and pension benefits.

⁴ Capital Outlay (redistributed among allocable 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			Expenditures & Other Financing Uses			Total Net Assets			
	Intergovernmental	Charges for Services	Other	Operations & Maintenance	Depreciation	Interest Expense		Transfers In	Transfers Out	Constituted Capital
2010	\$ 1,394,420	\$ 11,310,759	\$ 295,085	\$ 3,985,092	\$ 16,985,366	\$ 1,170,767	\$ -	\$ -	\$ 294,375	\$ 98,331,851
2009	\$ 826,769	\$ 10,800,223	\$ 241,933	\$ 2,690,322	\$ 14,509,267	\$ 9,899,037	\$ -	\$ -	\$ 814,289	\$ 98,889,587
2008	\$ 1,059,579	\$ 11,642,137	\$ 621,983	\$ 2,697,663	\$ 16,020,882	\$ 10,187,947	\$ -	\$ -	\$ 2,261,501	\$ 98,637,086
2007	\$ 784,155	\$ 11,748,817	\$ 2,107,276	\$ 4,620,489	\$ 17,440,248	\$ 10,187,947	\$ -	\$ -	\$ -	\$ 94,382,635
2006	\$ 2,813,045	\$ 13,050,184	\$ 1,620,491	\$ 4,600,652	\$ 18,884,372	\$ 10,609,449	\$ -	\$ -	\$ -	\$ 92,122,635
2005	\$ 885,303	\$ 11,793,107	\$ 1,309,711	\$ 1,750,010	\$ 15,738,131	\$ 8,593,849	\$ -	\$ -	\$ -	\$ 91,105,495
2004	\$ 2,693,496	\$ 11,770,493	\$ 1,926,319	\$ 25,000	\$ 16,415,308	\$ 8,674,040	\$ -	\$ -	\$ -	\$ 88,683,659
2003	\$ 770,532	\$ 13,055,609	\$ 1,478,640	\$ -	\$ 15,304,781	\$ 8,055,246	\$ -	\$ -	\$ -	\$ 72,028,791
2002	\$ 656,042	\$ 14,369,824	\$ 1,339,994	\$ -	\$ 16,365,860	\$ 7,623,736	\$ -	\$ -	\$ -	\$ 67,553,714
2001	\$ 270,573	\$ 16,401,944	\$ 1,327,812	\$ 93,877	\$ 18,093,306	\$ 8,582,676	\$ 507,440	\$ 2,225,417	\$ 1,097,356	\$ -

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			Expenditures & Other Financing Uses			Total Net Assets			
	Intergovernmental	Charges for Services	Other	Operations & Maintenance	Depreciation	Interest Expense		Transfers In	Transfers Out	Constituted Capital
2010	\$ 1,163,913	\$ 8,969,303	\$ 18,992	\$ 5,987,223	\$ 4,438,309	\$ 344,610	\$ 9,500	\$ 9,500	\$ 294,375	\$ 106,025,943
2009	\$ 595,705	\$ 8,251,735	\$ 10,990	\$ 5,920,909	\$ 4,111,586	\$ 364,283	\$ -	\$ -	\$ 814,289	\$ 106,459,002
2008	\$ 540,960	\$ 8,449,653	\$ 292,271	\$ 5,558,151	\$ 3,592,732	\$ 412,852	\$ -	\$ -	\$ 2,263,301	\$ 107,105,041
2007	\$ 611,891	\$ 8,354,834	\$ 1,785,550	\$ 5,561,226	\$ 3,409,069	\$ 461,197	\$ -	\$ -	\$ -	\$ 105,122,611
2006 ¹	\$ 2,756,730	\$ 8,650,837	\$ 1,352,495	\$ 6,661,219	\$ 3,605,530	\$ 509,440	\$ 6,000	\$ 6,000	\$ -	\$ 103,801,828
2005	\$ 827,607	\$ 8,655,136	\$ 1,209,184	\$ 4,342,364	\$ 3,572,215	\$ 653,398	\$ -	\$ -	\$ -	\$ 101,823,975
2004	\$ 2,619,424	\$ 8,869,848	\$ 1,861,535	\$ 4,320,947	\$ 3,484,478	\$ 680,769	\$ -	\$ -	\$ -	\$ 100,205,125
2003 ²	\$ 710,089	\$ 10,092,100	\$ 1,378,834	\$ 4,498,465	\$ 3,141,829	\$ 750,626	\$ -	\$ -	\$ -	\$ 95,315,512
2002 ³	\$ 525,662	\$ 10,961,185	\$ 1,106,699	\$ 4,194,512	\$ 2,502,042	\$ 777,619	\$ 978,571	\$ 978,571	\$ -	\$ 77,418,568
2001 ⁴	\$ 208,378	\$ 10,936,879	\$ 1,182,604	\$ 5,488,147	\$ 2,539,800	\$ 352,466	\$ -	\$ -	\$ 1,083,135	\$ 75,397,314

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			Expenditures & Other Financing Uses			Total Net Assets			
	Intergovernmental	Charges for Services	Other	Operations & Maintenance	Depreciation	Interest Expense		Transfers In	Transfers Out	Constituted Capital
2010	\$ 230,507	\$ 2,341,456	\$ 276,003	\$ 3,915,427	\$ 1,436,207	\$ 836,157	\$ -	\$ -	\$ -	\$ 655,367
2009	\$ 231,064	\$ 2,548,488	\$ 252,943	\$ 3,979,028	\$ 1,251,441	\$ 720,353	\$ -	\$ -	\$ -	\$ (7,694,092)
2008 ⁵	\$ 518,619	\$ 3,192,484	\$ 329,232	\$ 4,629,296	\$ 1,038,470	\$ 716,131	\$ -	\$ -	\$ -	\$ (8,349,459)
2007	\$ 172,264	\$ 3,933,983	\$ 321,726	\$ 3,626,900	\$ 1,020,400	\$ 797,035	\$ -	\$ -	\$ -	\$ (8,121,454)
2006	\$ 56,315	\$ 4,999,347	\$ 267,996	\$ 3,948,630	\$ 1,002,415	\$ 885,118	\$ 6,000	\$ 6,000	\$ -	\$ (8,475,555)
2005	\$ 57,696	\$ 3,137,971	\$ 100,527	\$ 3,751,385	\$ 919,689	\$ 976,840	\$ -	\$ -	\$ -	\$ (9,419,193)
2004	\$ 74,072	\$ 2,900,645	\$ 64,784	\$ 4,353,093	\$ 619,818	\$ 534,367	\$ -	\$ -	\$ -	\$ (9,201,340)
2003	\$ 60,443	\$ 2,963,509	\$ 99,806	\$ 3,556,781	\$ 323,326	\$ 485,727	\$ -	\$ -	\$ -	\$ (9,099,630)
2002 ⁶	\$ 130,380	\$ 3,408,639	\$ 233,295	\$ 3,429,224	\$ 250,903	\$ 580,750	\$ 6,465	\$ 6,465	\$ -	\$ (6,631,853)
2001	\$ 64,195	\$ 5,464,165	\$ 145,208	\$ 3,094,529	\$ 233,261	\$ 155,074	\$ 2,225,417	\$ 2,225,417	\$ 14,221	\$ (5,389,777)

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 Beginning Fund Balance restated due to correction of prior accrual.
- ⁴ Capitalization of additional or removal of fixed assets.
- ⁵ Operations & Maintenance expenses include \$1.2 million in current year and prior year (previously understated) landfill closure costs.
- ⁶ 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.

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
2010	\$ 163,664,814	\$ 45,000	\$ 12,175	\$ -	\$ 2,052	\$ 111,386	\$ 115	\$ 771,023	\$ 164,606,565
2009	161,465,821	73,130	2,389	-	1,257	118,117	139	731,810	162,392,663
2008	158,565,422	762,870	-	-	5,571	138,605	203	624,141	160,096,812
2007	155,452,947	238,430	7,731	-	13,535	116,182	1,037	488,548	156,318,410
2006	147,765,609	417,880	7,786	-	11,506	121,350	-	416,798	148,740,929
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

Data Source:
Audited Internal Financial Statements

City of Nashua, New Hampshire

Property Tax Levies and Collections
Last Ten Fiscal Years

Fiscal 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	in Levy	% Liened	
2010	\$ 165,010,958	\$ 162,496,172	98.5	%	\$ 2,514,786	\$ 359,829	\$ 2,154,957	\$ 162,856,001	98.7	%	27,983	741	2.6
2009	162,492,774	160,152,238	98.6		2,340,536	337,289	2,003,247	160,489,527	98.8		28,004	738	2.6
2008	160,045,795	157,811,037	98.6		2,234,758	289,153	1,945,605	158,100,190	98.8		27,954	707	2.5
2007	156,687,784	154,976,500	98.9		1,711,284	236,234	1,475,050	155,212,734	99.1		27,446	539	2.0
2006	148,834,769	147,558,424	99.1		1,276,345	754,988	521,357	148,313,412	99.6		27,000	460	1.7
2005	140,619,078	139,086,811	98.9		1,532,267	1,389,676	142,591	140,476,487	99.9		26,824	421	1.6
2004	133,099,408	132,036,240	99.2		1,063,168	1,027,221	35,947	133,063,461	100.0		26,778	419	1.6
2003	127,036,624	125,750,773	99.0		1,285,851	1,269,463	16,388	127,020,236	100.0		26,698	471	1.8
2002	119,172,751	118,059,296	99.1		1,113,455	1,107,004	6,451	119,166,300	100.0		26,642	482	1.8
2001	110,643,001	109,564,111	99.0		1,078,890	1,078,214	676	110,642,325	100.0		26,525	453	1.7

Data Source:

Audited Internal Financial Statements, Property Tax Warrants and Reports of Tax Lien Executions

Notes:

Once a lien is executed a taxpayer has 2 years and 1 day to redeem the taxes before a deed may be executed.

City of Nashua, New Hampshire

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

Fiscal 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								
2010	\$ 5,696,232,358	\$ 2,626,290,983	\$	214,500,880	8,537,024,221	\$	8,389,365,623	19.82	\$ 8,575,136,081	98.6 %
2009	6,578,232,904	2,727,069,006		205,170,480	9,510,472,390		9,353,293,990	16.54	9,018,506,088	104.4
2008	6,553,746,660	2,715,276,344		182,868,180	9,451,891,184		9,281,224,534	16.39	9,358,505,782	100.0
2007	6,520,190,304	2,651,715,145		174,690,180	9,346,723,689		9,170,749,039	16.21	9,714,255,257	95.2
2006	6,472,850,667	2,666,131,229		173,339,680	9,312,321,576		9,153,586,876	15.33	9,297,862,943	99.2
2005	4,838,753,300	2,261,291,015		172,475,900	7,272,520,215		7,151,156,065	18.59	8,440,901,750	86.2
2004	3,489,423,200	1,964,785,883		148,146,200	5,602,355,283		5,511,851,408	22.69	8,023,468,897	69.8
2003	3,434,889,300	1,935,736,174		144,138,500	5,514,763,974		5,435,831,499	21.86	7,370,090,989	74.8
2002	3,382,541,900	1,885,837,010		142,733,900	5,411,112,810		5,332,014,435	20.75	6,539,029,408	82.7
2001	3,331,678,600	1,846,939,246		133,810,400	5,312,428,246		5,233,896,071	19.65	5,578,503,984	95.2

Data Sources:

¹ State MS-1 Report of Assessed Values, and NHIDRA website to conform with final residential values.

² NH Department of Revenue Administration's annual Equalization Survey including utilities and railroad.

Notes:

Residential values include value of land in current use.

Municipal Government Report

City of Nashua, New Hampshire

Principal Taxpayers
Current Year and Nine Years Ago

Taxpayer	Type of Business	Fiscal Year 2010 Assessed Value	Rank	Percentage of Total Assessed Value	Fiscal Year 2001 Assessed Value	Rank	Percentage of Total Assessed Value
Pheasant Lane Realty TR	Shopping Mall	\$ 143,796,408	1	1.70 %	\$ 94,500,000	1	1.77
Aimeco Royal Crest-Nashua LLC	Apartment Complex	81,595,500	2	0.97			
Pennichuck Water Works Inc	Water Distributor	79,878,200	3	0.95	37,500,000	5	0.70
Public Service Co of NH	Utility	76,128,700	4	0.90	66,005,600	2	1.24
Flatley, John J Company	Office /Land/Apts/Retail	71,619,900	5	0.85			
Energy North Natural Gas Inc.	Utility	45,216,200	6	0.54	41,099,300	4	0.77
BAE Systems info & Elec System	Electronics Manufacturer	42,991,600	7	0.51			
Nashua Oxford-Bay Associates	Real Estate	38,804,700	8	0.46			
OCW Retail-Nashua LLC	Real Estate Investment Co.	37,204,800	9	0.44			
Southern New Hampshire	Hospital	36,349,800	10	0.43			
Thomas Flatley	Real Estate				55,068,000	3	1.03
Hi Point Realty	Real Estate				27,108,700	6	0.51
Digital Equipment Corporation	Computer Hardware				26,793,800	7	0.50
Somerset Apartments	Apartment Complex				19,500,600	8	0.37
RDG, Inc.	Real Estate				17,440,200	9	0.33
Vickery Realty	Real Estate				14,630,000	10	0.27
Total Principal Taxpayers		653,585,808		7.74 %	399,646,200		7.50
Total Net Assessed Taxable Value		\$ 8,442,078,139			\$ 5,332,157,935		

Data Source
City of Nashua Tax Warrant and State MS-1 Report

City of Nashua, New Hampshire

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

Fiscal Year	Budgetary Use of Fund Balance			City Direct Rates					Total Direct	Overlapping Rate	Estimated Full Value Rate
	City	Total City	Total City	Local School	State School	Total School	Total School	County			
2010	\$ 7.91	\$ 4,700,000	7.91	\$ 8.37	\$ 2.42	\$ 10.79	\$ 18.70	\$ 1.12	\$ 19.82	\$ 19.33	
2009	6.50	2,903,333	6.50	7.79	2.25	10.04	16.54	1.01	17.55	18.15	
2008	6.73	-	6.73	7.39	2.27	9.66	16.39	1.01	17.40	17.21	
2007	6.17	4,500,000	6.17	7.70	2.34	10.04	16.21	0.99	17.20	16.20	
2006	5.06	19,004,860	5.06	7.77	2.50	10.27	15.33	0.99	16.32	16.02	
2005	6.80	8,250,000	6.80	8.33	3.46	11.79	18.59	1.26	19.85	16.75	
2004	8.88	5,400,000	8.88	7.91	5.90	13.81	22.69	1.68	24.37	16.63	
2003	8.51	3,265,000	8.51	7.36	5.99	13.35	21.86	1.74	23.60	17.29	
2002	7.82	1,125,000	7.82	6.76	6.17	12.93	20.75	1.75	22.50	18.21	
2001	6.64	3,500,000	6.64	7.45	5.56	13.01	19.65	1.70	21.35	19.90	

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 ¹	Sewer	\$	Sewer
2010		9,956,152		4,804,646,255		1.55
2009		8,542,200		5,237,348,852		1.22
2008		8,290,000		5,082,721,311		1.22
2007		8,158,000		5,001,790,164		1.22
2006		8,158,000		5,001,790,164		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

Data Source:
City of Nashua Budget and Budget Resolutions

Notes:
¹ Volumes based on revenue divided by rate per 100 cubic feet.

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	County	Nashua's %	County Tax Levy	Nashua's Share	Nashua's Share \$ Change	Nashua's Share % Change
2010	\$ 8,575,136,081	\$ 40,168,096,310	21.3481 %	\$ 44,720,387	\$ 9,367,968	(178,354)	(0.02) %
2009	9,018,506,088	43,052,141,297	20.9479	45,633,047	9,546,322	57,185	0.60
2008	9,358,505,782	44,735,255,285	20.9198	44,400,065	9,489,137	247,374	2.68
2007	9,714,255,257	45,453,407,212	21.3719	43,779,760	9,241,763	8,635	0.09
2006	9,297,862,943	44,045,516,136	21.1097	43,487,679	9,233,128	55,681	0.61
2005	8,440,901,750	39,756,319,650	21.2316	40,917,396	9,177,447	(241,027)	(2.56)
2004	8,023,468,897	35,772,416,479	22.4292	40,233,427	9,418,474	(155,811)	(1.63)
2003	7,370,090,989	31,483,236,852	23.4096	40,421,656	9,574,285	101,979	1.08
2002	6,539,029,048	27,607,114,973	23.6860	39,912,619	9,472,306	457,472	5.07
2001	5,578,503,984	23,505,650,009	23.7326	37,360,711	9,014,834	677,273	8.10

Data Source:
NH Department of Revenue Administration

City of Nashua, New Hampshire

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

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Debt at June 30										
General Obligation Debt										
City Depts.	\$ 27,018,957	\$ 29,598,357	\$ 27,868,094	\$ 27,565,652	\$ 25,742,467	\$ 23,901,229	\$ 32,970,385	\$ 30,544,656	\$ 28,096,205	\$ 25,644,190
School Dept.	93,354,070	126,394,636	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580	100,595,773
Total General Fund	120,373,027	155,992,993	146,664,726	184,314,243	174,110,503	162,036,933	162,833,496	150,722,431	138,461,785	126,239,963
Solid Waste Fund ¹										
General Obligation Debt	320,000	295,000	291,802	262,893	233,982	205,391	177,336	149,818	7,387,890	6,851,332
State Revolving Loan Funds	14,652,893	18,420,047	21,517,224	21,505,447	21,576,755	20,400,320	19,154,055	17,907,784	16,661,514	15,415,257
Wastewater Fund										
General Obligation Debt	5,781,973	5,462,007	4,908,472	4,332,865	3,750,515	3,167,677	2,584,171	2,007,752	1,445,326	883,710
State Revolving Loan Funds	9,225,408	8,764,138	8,302,867	7,841,597	7,380,326	6,919,056	6,457,788	5,996,515	5,535,245	19,773,978
Total Enterprise Funds	29,980,274	32,941,192	35,020,365	33,942,802	32,941,380	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277
Total Debt at June 30	\$ 150,333,301	\$ 188,334,185	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760	\$ 169,164,240
Base Value for Debt Limits	\$ 5,568,875,454	\$ 6,667,788,319	\$ 7,505,206,341	\$ 8,167,360,524	\$ 8,584,525,785	\$ 9,438,642,749	\$ 9,861,998,165	\$ 9,497,984,632	\$ 9,150,834,250	\$ 8,574,513,075
Legal Debt Limits (% of Base Value)										
City - 2% ²	111,377,509	133,355,766	150,104,125	163,347,210	171,690,516	188,772,855	197,239,963	189,959,693	183,016,685	171,490,262
School - 6% ²	334,132,527	400,067,299	450,312,374	490,041,631	515,071,347	566,318,565	591,719,890	569,879,078	549,050,055	514,470,785
Debt Against Legal Debt Limits										
City Depts.	27,018,957	29,598,357	27,868,094	27,565,652	25,742,467	23,901,229	32,970,385	30,544,656	28,096,205	25,644,190
School Dept.	93,354,070	126,394,636	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580	100,595,773
Exempt from Legal Debt Limits	29,980,274	32,941,192	35,020,365	33,942,802	32,941,380	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277
Total Debt at June 30	\$ 150,333,301	\$ 188,334,185	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760	\$ 169,164,240
Unused Capacity of Legal Debt Limits										
City Depts.	\$ 84,358,552	\$ 103,757,409	\$ 122,236,031	\$ 135,781,558	\$ 145,948,049	\$ 164,871,626	\$ 164,269,578	\$ 159,415,037	\$ 154,920,480	\$ 145,846,072
School Dept.	240,778,457	273,772,663	331,515,742	333,293,040	366,705,311	428,182,861	461,856,779	449,701,303	438,684,475	413,875,012
% of Legal Debt Limits Used										
City Depts.	24.3%	22.2%	18.6%	16.9%	15.0%	12.7%	16.7%	16.1%	15.4%	15.0%
School Dept.	27.9%	31.6%	26.4%	32.0%	28.8%	24.4%	21.9%	21.1%	20.1%	19.6%

Data Source:
Audited Financial Statements
N.H. Department of Revenue Administration

Notes:

¹ Excludes \$3,375,000 in BANS issued 01/1996 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).

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		
2010	\$ 25,644,190	\$ 100,595,773	\$ 126,239,963	\$ 30,178,732	\$ 96,061,231	1.1 %	\$ 1,092
2009	28,096,205	110,365,580	138,461,785	33,109,674	105,352,111	1.1	1,213
2008	30,544,656	120,177,775	150,722,431	36,053,333	114,669,099	1.2	1,324
2007	32,970,385	129,863,111	162,833,496	38,958,933	123,874,563	1.4	1,433
2006	23,901,230	138,135,705	162,036,935	41,440,712	120,596,224	1.3	1,393
2005	25,742,467	148,368,036	174,110,503	44,510,411	129,600,092	1.4	1,496
2004	27,565,652	156,748,591	184,314,243	47,024,577	137,289,666	1.9	1,581
2003	27,868,094	118,796,632	146,664,726	35,638,990	111,025,736	2.0	1,278
2002	29,598,357	126,294,636	155,892,993	37,888,391	118,004,602	2.2	1,350
2001	27,018,957	93,354,070	120,373,027	28,006,221	92,366,806	1.7	1,057

Fiscal Year	Business-Type Activities - General Obligation Debt and State Revolving Fund Loans					Net debt per capita	% of Personal Income
	Solid Waste Fund	Wastewater Fund	Total	Less Est. State Aid	Net Debt		
2010	\$ 22,266,589	\$ 20,657,688	\$ 42,924,277	\$ 6,358,197	\$ 36,566,081	\$ 416	1.3 %
2009	24,049,404	6,980,571	31,029,975	3,801,055	27,228,920	314	0.9
2008	18,057,602	8,004,267	26,061,869	3,406,614	22,655,255	262	0.8
2007	19,331,391	9,041,959	28,373,350	3,741,531	24,631,819	285	0.8
2006	20,605,711	10,086,733	30,692,444	4,077,918	26,614,526	307	0.9
2005	21,810,738	11,130,842	32,941,580	4,407,242	28,534,338	329	1.0
2004	21,768,340	12,174,462	33,942,802	4,611,726	29,331,076	338	1.1
2003	21,809,026	13,211,339	35,020,365	4,823,170	30,197,195	348	1.2
2002	18,715,047	14,226,144	32,941,191	4,716,734	28,224,458	323	1.2
2001	14,972,893	15,007,381	29,980,274	4,498,766	25,481,509	292	1.1

Fiscal Year	Total			% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income
	Primary Government	Less State Aid	Net Debt			
2010	\$ 169,164,240	\$ 36,536,928	\$ 132,627,312	1.6 %	\$ 1,507	4.5 %
2009	169,491,760	36,910,729	132,581,031	1.4	1,527	4.6
2008	176,784,300	39,459,946	137,324,354	1.5	1,586	4.6
2007	191,206,846	42,700,464	148,506,382	1.6	1,718	5.0
2006	192,729,379	45,518,630	147,210,749	1.6	1,700	5.0
2005	207,052,083	48,917,653	158,134,430	1.7	1,826	5.7
2004	218,257,045	51,636,304	166,620,741	2.3	1,919	6.4
2003	181,685,091	40,462,160	141,222,931	2.6	1,626	5.8
2002	188,834,184	42,605,124	146,229,060	2.7	1,673	6.3
2001	150,353,301	32,504,987	117,848,315	2.2	1,348	5.3

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 Fiscal Years**

End of Fiscal Year	Net General Obligation Debt	Percentage Applicable to Government ²	Amount Applicable to Government
	Outstanding ¹		
2010	-	21.3481 %	-
2009	-	20.9479	-
2008	-	20.9198	-
2007	-	21.3719	-
2006	-	21.1097	-
2005	-	21.2316	-
2004	-	22.4292	-
2003	-	23.4096	-
2002	1,445,500	23.6860	34,238,154
2001	2,982,000	23.7326	70,770,640

Data Sources:

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 ²	Per Capita Income ²	City ³		Unemployment Rates		
				Unemployed	Labor Force	City ³	State of NH ⁴	
2010	87,997	\$ 80,889	\$ 33,197	3,637	49,224	7.4 %	6.7 %	9.8 %
2009	87,555	81,071	33,352	2,730	49,287	5.5	5.1	7.6
2008	87,073	84,011	34,561	1,905	49,804	3.8	4.0	5.8
2007	86,904	83,006	34,014	1,871	49,612	4.0	3.6	4.6
2006	86,856	80,211	32,731	1,972	49,179	4.0	3.5	4.6
2005	86,771	79,087	31,999	2,005	49,267	4.2	3.6	5.1
2004	86,947	78,900	30,016	2,191	48,880	5.1	3.9	5.5
2003	86,931	77,800	28,317	2,642	48,806	5.6	4.5	6.0
2002	87,465	71,100	26,878	2,821	49,041	5.3	4.5	5.8
2001	87,438	68,300	25,671	1,995	49,220	3.0	3.4	4.7

Data Sources:

¹ FY2001-2009 population estimates derived from U.S. Census Bureau, Population Division data. FY2010 population projection - New Hampshire Office of State Planning.

² FY2001-2004 from HUD User Policy Development and Research Information Service. FY2005-2010 obtained from "Editor & Publisher Market Guide", The Editor & Publisher Co.

³ Unemployment and Labor Force data for City obtained from NH Economic and Labor Market Data Information System - fiscal year annual averages are not seasonally adjusted.

⁴ US Bureau of Labor Statistic - fiscal year annual averages are not seasonally adjusted.

City of Nashua, New Hampshire

Principal Employers

Current Year and Nine Years Ago

Employer	Type of Business	2010			2001		
		Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
BAE Systems ¹	Aerospace/ Electronics	2,900	1	6.11 %	2,400	1	5.05 %
Southern New Hampshire Medical Center	Hospital	2,140	2	4.51	1,696	6	3.57
Nashua School District	Schools	1,980	3	4.17	1,819	5	3.83
St. Joseph Hospital and Trauma Center	Hospital	1,973	4	4.16	1,824	4	3.84
City of Nashua	City Government	805	5	1.70	839	8	1.77
Federal Aviation Administration	Air Traffic Control	531	6	1.12	500	10	1.05
Benchmark electronics	Hi-tech manufacturing	500	7	1.05	-	-	-
US Post Office	Postal Service	484	8	1.02	550	9	1.16
Oracle Corporation	Software	473	9	1.00	-	-	-
Amphenol ²	Backplane Connection Systems	470	10	0.99	2,040	3	4.30
Compaq Computer Corp. ³	Computer Software/Hardware	-	-	-	2,200	2	4.63
Oxford Health Plan	Health Insurance	-	-	-	1,550	7	3.26
Total Principal Employers		12,256		25.81 %	15,418		32.47 %
Total City Employment		45,587			47,484		

Data Source:
New Hampshire Business Review - Book of Lists

Notes:

- 1 Previously identified as Sanders, a Lockheed Martin Company.
- 2 Previously identified as Teradyne Connection Systems Inc. (TER)
- 3 Previously identified as Digital Equipment Corp. (DEC)

City of Nashua, New Hampshire

Operating Indicators by Function
Last Ten Fiscal Years

Function	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Finance										
Taxable property parcels assessed	26,642	26,698	26,778	26,824	27,062	27,151	27,446	27,094	27,968	27,983
Property transfers processed ¹	2,209	2,200	2,200	2,200	2,200	2,200	2,379	1,918	2,087	2,351
Motor vehicles registered	88,618	90,156	90,746	89,328	89,816	90,503	87,985	87,999	82,324	85,379
Planning - Inspection Division										
Building inspections	8,958	9,813	10,022	10,250	*	8,405	7,837	6,475	6,057	5,300
Estimated construction value in millions	253.8	159.5	68.8	103.6	*	125	164	84	54.7	123
Police ²										
Physical arrests	3,668	3,850	3,902	4,109	4,117	4,519	4,111	4,411	4,157	3,365
Traffic violations	5,786	6,513	7,230	10,176	26,204	23,473	18,391	31,727	24,324	25,536
Parking violations	24,360	28,432	37,030	38,499	31,967	34,257	28,170	25,509	24,612	24,217
Fire and Rescue										
Calls answered	6,723	6,353	6,733	7,007	7,373	7,801	7,691	7,744	8,312	9,318
Emergency responses	3,151	3,107	3,356	3,528	3,689	3,777	3,940	4,019	4,053	4,503
Fires extinguished	367	326	281	329	304	300	317	370	450	540
Number of inspections conducted	60	76	52	50	27	66	104	149	519	1,612
Emergency medical responses	2,239	2,222	2,354	2,563	2,726	2,875	3,025	3,086	3,974	4,503
Public Works										
Reuse collected (tons) ³	73,978	72,389	65,883	64,547	55,157	54,475	59,325	58,315	57,111	53,762
Recycling (tons) ³	10,662	10,845	13,199	13,979	10,878	11,200	9,106	12,301	17,884	17,490
Streets resurfaced (miles)	11.9	13.1	10.8	10.4	8.3	7.9	10.2	4.2	3.3	5.9
Potholes repaired	*	*	753	1,152	818	717	1,024	1,178	1,077	1,385
Wastewater System										
Daily average treatment (millions of gallons)	16.2	11.5	12.7	11.9	12.9	14.2	12.1	11.7	12.2	11.9
Public Library										
Items in collection ⁴	223,469	230,000	240,000	245,000	247,147	243,724	240,496	263,974	269,427	262,929
Items circulated	346,345	359,251	434,286	559,411	657,413	692,939	731,274	798,704	810,573	817,953
Public Health-Environmental Health										
Food service establishment inspections	*	*	*	*	*	*	*	*	*	*
Residential inspections	*	*	*	*	*	*	*	*	*	*
Pools/spas sampled	*	*	*	*	*	*	*	*	*	*
Public Health-Welfare/Assistance										
General assistance	511,716	1,356,287	1,900,474	1,679,242	1,360,418	1,281,992	1,044,358	1,281,992	1,192,483	857,843
Number of contacts	3,671	5,913	7,621	8,613	9,817	12,066	11,268	11,410	13,257	11,440
Appointments	1,333	1,849	2,145	2,117	2,052	5,206	2,232	2,137	1,329	2,160
Interviews	*	*	5,919	5,348	5,332	5,206	5,182	4,536	4,839	3,906
Assisted cases	2,044	3,977	4,737	4,099	3,476	3,693	3,427	2,937	3,371	2,600
Public Health-Community Health/Clinic Services										
Childhood immunizations	*	*	*	*	*	*	*	*	*	*
Adult influenza vaccinations	*	*	*	*	*	*	*	*	*	*
Outreach clients	*	*	*	*	*	*	*	*	*	*
Clinic counseling and testing	*	*	*	*	*	*	*	*	*	*

Data Source:
Various city departments

Notes:
¹ Based on an estimate per the City of Nashua, Assessing Department.
² Police data is based on a calendar year. The current year's data is for January through October 15, 2010.
³ Reuse consists of residential, commercial, and industrial municipal solid waste (MSW) by calendar year; 2005 data is year-to-date through October.
⁴ 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.
⁵ 2001-2004 data for Public Library items in collection are based on an estimate due to change in data gathering process.
⁶ Data unavailable for these years.

Municipal Government Report

City of Nashua, New Hampshire

Capital Asset Statistics by Function
Last Ten Fiscal Years

Function	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
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 tracks	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
Public Works										
Miles of streets	*	*	*	*	322	322	322	323	343	344
Miles of storm drains	*	*	*	*	130.0	130.8	131.0	131.1	133.0	133.6
Number of traffic lights	76	76	78	78	80	84	85	87	92	92
Number of bridges	18	18	18	18	19	19	19	19	19	19
Culture and Recreation										
Number of Parks	47	47	47	48	49	49	49	50	51	52
Park acreage	632	632	632	632	632	632	632	688	930	931
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	285.7	285.7	285.7	285.7
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	21,497	21,689	21,902	22,120	22,349	22,408	22,669	22,782	22,955	22,993
Average Daily Flow (MGD)	16.2	11.5	12.7	11.9	12.9	14.2	12.1	11.7	12.2	11.9
Maximum daily capacity of treatment (MGD) dry weather	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Maximum daily capacity of treatment (MGD) wet weather	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	110.0	110.0
Education										
Elementary School Buildings	12	12	12	12	12	12	12	12	12	12
Middle School Buildings	3	3	4	4	4	4	4	4	4	4
High School Buildings	1	1	2	2	2	2	2	2	2	2

Data Source:
Various city departments
* Data unavailable for these years.

City of Nashua

City of Nashua, New Hampshire

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

Division	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General Government Division										
Mayor's Office	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	6.0
Legal	5.0	5.0	5.0	5.0	4.9	4.9	4.9	4.9	5.0	4.9
Board of Aldermen	1.6	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Citistat	-	-	-	-	-	-	-	-	2.0	2.0
Employee Benefits	-	-	-	-	-	-	-	-	1.8	2.8
Office of the City Clerk	8.5	7.5	6.8	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Human Resources	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	4.1	4.1
Total General Government	24.0	23.1	22.4	22.6	22.5	22.6	22.6	22.6	25.6	28.6
Financial Services Division										
Finance	30.8	31.8	30.8	30.5	31.0	30.6	31.4	31.4	31.3	31.0
Risk Management	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0
Purchasing	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Building Maintenance	4.6	4.6	5.6	5.6	5.6	5.6	5.6	4.6	4.6	4.6
Hunt Building	-	-	-	-	-	-	-	-	-	-
Assessing	12.0	11.0	12.0	10.0	11.0	11.0	11.0	10.0	10.0	10.0
Total Financial Services	57.4	57.4	57.4	54.1	56.6	56.2	57.0	55.0	55.4	55.1
Administrative Services Division¹	0.9	1.6	1.9	1.5	1.9	1.9	1.9	1.9	-	-
Information Technology Division²	7.0	10.0	10.0	8.0	9.0	9.0	13.0	12.0	13.0	12.0
Public Safety Division										
Police	219.4	232.6	236.9	236.9	238.9	240.0	248.0	248.1	248.6	236.9
Fire	178.0	178.0	178.0	181.6	181.6	176.0	174.0	176.0	176.0	175.0
Communications	-	-	-	-	-	-	-	-	1.8	1.8
Total Public Safety	397.4	410.6	414.9	418.5	420.5	416.0	422.0	424.1	426.4	413.7
Public Health & Community Services Division										
Community Services	6.1	7.1	7.1	8.6	7.5	7.8	7.8	8.0	8.3	6.9
Community Health	12.8	16.6	13.4	11.3	10.4	8.6	10.4	10.3	10.3	9.7
Environmental Health	6.0	5.6	6.0	6.0	6.0	6.0	7.0	7.0	7.0	6.0
Welfare	4.5	5.5	6.0	8.0	7.8	6.9	7.9	7.9	7.4	7.4
Total Health & Comm. Service	29.5	34.8	32.6	33.9	31.6	29.3	33.1	33.2	32.9	29.9
Public Works Division										
Admin/Engineering	16.0	19.0	19.0	18.0	19.0	16.0	17.0	14.0	14.0	14.0
Parks & Recreation	28.0	26.0	28.0	29.0	29.0	29.0	27.0	28.0	36.0	28.0
Streets	71.0	65.0	67.0	63.0	61.0	56.0	59.5	58.0	57.5	56.5
Traffic	9.0	9.0	9.0	8.0	10.0	10.0	10.0	10.0	10.0	9.5
Parking	-	-	1.0	2.0	2.0	1.0	1.0	1.0	1.0	2.5
Wastewater	28.0	26.0	28.0	30.0	31.0	35.0	31.0	35.0	35.0	35.0
Solid Waste	40.0	39.0	39.0	37.0	33.0	33.0	31.5	31.5	31.5	30.5
Total Public Works	192.0	184.0	191.0	187.0	185.0	180.0	177.0	177.5	185.0	176.0
Community Development Division³										
Community Development	1.0	2.0	2.0	2.0	2.4	2.3	2.3	2.0	2.0	2.0
Planning	18.0	8.0	8.0	8.0	7.6	7.6	8.0	8.0	8.0	8.0
Office of Economic Development	1.0	1.0	1.0	1.0	1.4	1.4	1.4	1.4	1.5	1.5
Urban Programs	6.0	6.0	6.0	6.0	6.0	6.0	7.0	11.0	11.0	10.0
Building	-	9.0	9.0	10.0	10.0	10.0	10.0	10.0	9.3	9.3
Code Enforcement	-	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Community Development	26.0	29.0	29.0	30.0	30.4	30.3	31.7	35.4	34.8	33.8
Public Services										
Edgewood Cemetery	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Woodlawn Cemetery	4.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0
Total Public Services	8.0	8.0	8.0	8.0	7.0	8.0	8.0	8.0	8.0	8.0
Library Department	48.9	50.7	50.4	47.5	48.5	45.8	45.8	45.8	45.2	44.5
School Department										
Teachers	790.0	795.0	821.0	830.0	838.0	821.0	824.0	830.0	834.0	800.0
Other staff	744.0	786.0	849.0	839.0	867.0	856.0	850.0	862.0	817.2	811.0
Total School Department	1,534.0	1,581.0	1,670.0	1,669.0	1,705.0	1,693.0	1,674.0	1,692.0	1,651.2	1,611.0
Total All Functions	2,325.0	2,390.1	2,487.6	2,480.2	2,518.0	2,492.1	2,486.1	2,507.5	2,477.5	2,412.5
Percent of Total										
General Government Division	1.0%	1.0%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%	1.2%
Financial Services Division	2.5%	2.4%	2.3%	2.2%	2.2%	2.3%	2.3%	2.2%	2.2%	2.3%
Administrative Services Division	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%
Information Technology Division	0.3%	0.4%	0.4%	0.3%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%
Public Safety Division	17.1%	17.2%	16.7%	16.9%	16.7%	16.7%	17.0%	16.9%	17.2%	17.1%
Public Health & Community Services Division	1.3%	1.5%	1.3%	1.4%	1.3%	1.2%	1.3%	1.3%	1.3%	1.2%
Public Works Division	8.3%	7.7%	7.7%	7.5%	7.3%	7.2%	7.1%	7.1%	7.5%	7.3%
Community Development Division	1.1%	1.2%	1.2%	1.2%	1.2%	1.2%	1.3%	1.4%	1.4%	1.4%
Public Services Division	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Library Department	2.1%	2.1%	2.0%	1.9%	1.9%	1.8%	1.8%	1.8%	1.8%	1.8%
School Department	66.0%	66.1%	67.1%	67.3%	67.7%	67.8%	67.3%	67.5%	66.6%	66.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Data Source

City of Nashua Budget. Full time equivalent based on 40 hours per week

Notes:

¹ The Administrative Services Division was dissolved in FY2009 with departmental functions reassigned to the Financial Services and General Government Divisions.

² Information Technology was established as a new Division during FY2007.

³ Community Development Division was reorganized in FY2002.

City of Nashua, New Hampshire
 Student/Teacher Statistical Information
 Last Ten Fiscal Years

	Fiscal Year									
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Student Enrollment:										
Elementary	7,706	7,456	7,227	7,028	5,702	5,469	5,378	5,486	5,592	5,632
Middle School	3,086	3,096	3,233	3,230	3,287	3,240	3,076	2,768	2,632	2,575
High School	2,729	2,867	2,997	3,081	4,236	4,274	4,258	4,261	4,122	4,178
Total	13,521	13,419	13,457	13,339	13,225	12,983	12,712	12,515	12,346	12,385
Teacher FTEs:²										
Elementary	420	420	417	415	359	339	340	345	331	317
Middle School	201	201	213	213	215	214	214	213	212	200
High School	145	147	155	164	226	230	230	232	259	250
District-wide	24	28	36	38	38	38	40	40	32	33
Total	790	795	821	830	838	821	824	830	834	800

Data Source:
 Nashua School District

Notes:
¹ Data reflects the transition of 6th grade moving from elementary to middle school and 9th grade moving from middle to high school.

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
2010	\$ 87,630,820	\$ 14,384,073	\$ 102,014,893	12,385	\$ 8,237	0.8 %	800	15.5
2009	86,025,543	14,818,757	100,844,300	12,346	8,168	3.4	834	14.8
2008	83,554,436	15,273,288	98,827,724	12,515	7,897	3.3	830	15.1
2007	80,791,428	16,377,196	97,168,624	12,712	7,644	-0.6	824	15.4
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

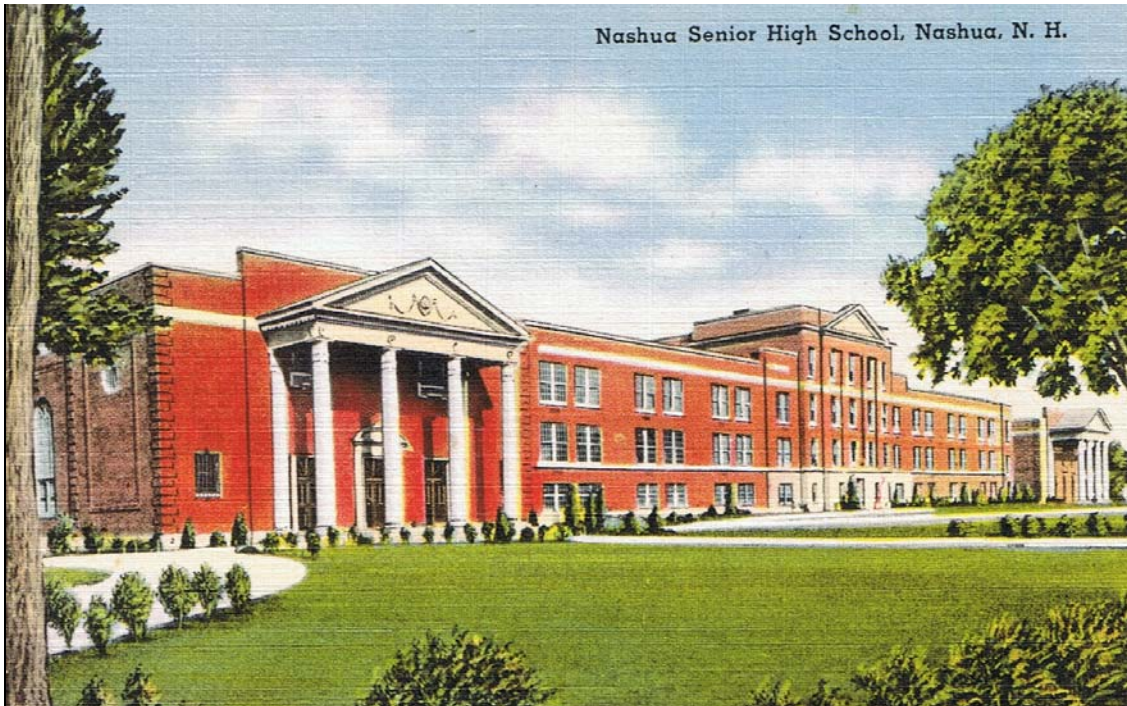
Data Source:

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.

Nashua Senior High School



Former Nashua High School. Linen postcard image. "Tichnor Quality Views." Made by Tichnor Bros., Inc., Boston. Published by F. P. Trow News Agency, Nashua.

CITY OF NASHUA TRUST FUNDS

The City of Nashua has over 100 trust funds with a combined market value as of June 30, 2010 of over \$68.2 million. The purpose of some of 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 Trust Funds of the City of Nashua, NH as of June 30, 2010

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
2001	Landfill-Regulatory Closure	landfill closure costs	Common Trust #2	3,125,000.00	200,000.00
2000	Solid Waste Equipment Reserve	capital reserve fund	Common Trust #3	10,981.41	220,278.00
2003	Sesquicentennial Celebration	fund activities to celebrate City's 150th anniversary of incorporation	Common Trust #2	-	
2007	Yankee Mural	preservation/restoration of mural	Common Trust #2	-	
2007	Ethnic Awareness	promote ethnic awareness in the city	Common Trust #2	315.07	
2007	Green Team	promote responsible use of resources	Common Trust #2	25,100.00	5,000.00
2000	City Hall Renovations	capital reserve fund	Common Trust #3	3,275.13	
2004	Hunt Memorial Building Fund	restoration of Hunt Memorial Building	Common Trust #2	25,462.42	462.73
2004	Bomb Specialist Unit	indicated activities	Common Trust #2	183.72	
2004	Police K-9 Unit	indicated activities	Common Trust #2	408.51	200.00
2004	Police School Program	indicated activities	Common Trust #2	544.83	

Municipal Government Report

Realized Gains/ Losses	With- drawals	Balance End of Year	Balance Beginning of Year	Income	Expend- ed	Balance End of Year	Grand Total Principal & Income End of Year
		3,325,000.00	306,827.88	12,929.09		319,756.97	3,644,756.97
		231,259.41	6,953.83	1,280.60		8,234.43	239,493.84
		-	-		(0.75)		
		-	-				
		315.07	44.99	0.88	(360.94)	(315.07)	
	(1,039.60)	24,060.40	233.67	90.06		323.73	24,384.13
		3,275.13	821.42	14.35		835.77	4,110.90
		26,619.90	421.51	92.80		514.31	27,134.21
		183.72	143.46	1.15	(44.87)	99.74	283.46
	(200.00)	208.51	55.05	1.21		56.26	264.77
		544.83	83.77	2.25		86.02	630.85

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
2004	NPD Rape Aggression Defense System Program	indicated activities	Common Trust #2	2,072.05	62.16
2006	Law Enforcement Programs & Activities	indicated activities	Common Trust #2	325.62	280.00
2000	Amherst St. Fire Station	capital reserve fund	Common Trust #3	591.07	
2005	Fire Public Education Injury Prevention	public education/injury prevention program	Common Trust #2	8,036.72	3,341.94
2006	Fire Emergency Fund	indicated activities	Common Trust #2	200,411.00	
circa 1892	Weavers Union Hospital Fund	erection/maintenance of a city hospital	Common Trust #2	5,008.74	
circa 1903	Charlotte O. Harris	public bath	Common Trust #2	1,717.26	
1950	Sarah Wallace Welfare	public welfare needs	Citizens Bank checking Common Trust #1 & #2	26,789.32	
1997	Welfare	welfare emergencies	Common Trust #2	313,032.54	
2006	Asbestos Expendable Trust Fund	indicated activities	Common Trust #2	19,732.80	

Municipal Government Report

Realized Gains/ Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income			Grand Total Principal & Income End of Year
				Income	Expended	Balance End of Year	
	(563.94)	1,570.27	(529.17)	399.93		(129.24)	1,441.03
		605.62	3.92	1.30		5.22	610.84
	(591.07)		86.22	1.60	(87.82)		
	(2,518.80)	8,859.86	341.93	24.38		366.31	9,226.17
		200,411.00	19,801.86	787.62		20,589.48	221,000.48
		5,008.74	3,633.19	30.90		3,664.09	8,672.83
		1,717.26	1,141.85	10.24		1,152.09	2,869.35
(282.16)		26,507.16	4,836.87	761.15	(181.91)	5,416.11	31,923.27
		313,032.54	40,874.21	1,265.77		42,139.98	355,172.52
		19,731.80	1,521.97	76.00		1,597.97	21,329.77

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
2003	SummerFun	summer activities for citizens	Common Trust #2	10,853.03	19,535.00
2004	Holman Stadium Improvements	materials,equipment, services,seasonal personnel,provide matching funds for grants	Common Trust #2	13,507.32	33,894.00
2004	Mine Falls Park Fund	materials,equipment, services,seasonal personnel,provide matching funds for grants	Common Trust #2	343,148.48	97,833.00
2004	David W. Deane Skateboard Park	materials,equipment, services,seasonal personnel,provide matching funds for grants	Common Trust #2	80,441.77	27,240.00
2006	Sports Teams Tournament Travel	indicated activities	Common Trust #2	2,722.54	
2007	Park Rehabilitation	rehabilitation of specific city parks	Common Trust #2	62,000.00	
1998	DPW Snow Removal	snow removal	Common Trust #2	191,185.97	144,000.00
2003	Street Paving	paving needs of the City	Common Trust #2	23,121.72	433,866.12
circa 1893	Edgewood Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	3,591,702.68	132,993.00
1975	Edgewood Cemetery Flower Fund	flowers for gravesites	TD Banknorth Portfolio*	142,666.53	1,800.00

Municipal Government Report

Realized Gains/ Losses	With-drawals	Balance End of Year	Balance Beginning of Year	Income			Grand Total Principal & Income End of Year
				Income	Expended	Balance End of Year	
	(16,781.26)	13,606.77	-	10.19		10.19	13,616.96
	(19,330.26)	28,071.06	-	149.96		149.96	28,221.02
	(52,893.18)	388.088.30	-	1,456.19		1,456.19	389,544.49
	(7,271.24)	100,410.53	1,685.81	383.33		2,069.14	102,479.67
		2,722.54	82.97	10.04		93.01	2,815.55
		62,000.00	579.47	223.83		803.30	62,803.30
		335,185.97	13,979.57	830.47		14,810.04	349,996.01
	(241,943.60)	215,044.24	2,601.98	1,414.08		4,016.06	219,060.30
132,414.12		3,766,974.38	63,641.76	107,897.16	(170,130.65)	1,408.27	3,768,382.65
7,041.84		141,801.82	887.94	2,574.06	(2,974.06)	487.94	142,289.76

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Balance Beginning of Year	New Funds	Realized Gains/ Losses
circa 1897	Suburban Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	191,957.60		(2,137.89)
1948	Suburban Cemetery-Whitman Fund	maintenance of cemetery	TD Banknorth Portfolio*	1,211,740.19		18,616.37
circa 1895	Woodlawn Cemetery Perpetual Care	perpetual care	Cantella Portfolio*	4,343,956.18		54,755.67
1994	Woodlawn Cemetery Arboretum	raising & caring for trees in cemetery	Cantella Portfolio*	3,652.07		0.06
1996	Woodlawn Cemetery Maintenance	improvements & general maintenance	SA /Cantella Portfolio * Common Trust #2	395,859.75	53,607.08	7,408.21
circa 1921	Jennie N. Wallace	flags for veterans graves	Common Trust #2	5,122.56		
2001	Affordable Housing	housing aid	Common Trust #2	139.97		
2000	School-Deferred Maintenance	capital reserve fund	Common Trust #3	25,987.35		
2003	School Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #2	(36,088.80)	36,202.79	

Municipal Government Report

Withdrawals	Balance End of Year	Balance Beginning of Year	Income			Grand Total Principal & Income End of Year
			Income	Expended	Balance End of Year	
	189,819.71		928.09	(1,294.80)	8,003.29	197,823.00
	1,230,356.56	332,351.54	51,753.41	(10,624.89)	373,480.06	1,603,836.62
(143,490.86)	4,255,220.99	169,964.16	227,736.64	(2,217.51)	395,483.29	4,650,704.28
	3,652.13	3,791.26	6.72	(25.00)	3,772.98	7,425.11
(2,960.64)	453,914.40	12,791.28	19,142.19	(386.16)	31,547.31	485,461.71
	5,122.56	3,300.55	30.22		3,330.77	8,453.33
	139.97	81.23	0.79		82.02	221.99
	25,987.35	4,636.08	107.28		4,743.36	30,730.71
	114.79	36,202.79	0.40	(36,202.79)	0.40	115.19

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)		Realized Gains/Losses
				Balance Beginning of Year	New Funds	
2000	Portable Classrooms	rental fees for portable classrooms	Common Trust #2	67,769.40		
2005	Stellos Stadium Improvements	repairs, replacements, and improvements	Common Trust #2	309,568.55		
2005	Stellos Stadium GOB Repayment	fund payments for bonded debt	Common Trust #2	77,346.67		
2006	School Capital Reserve	indicated activities	Common Trust #3	4,521,975.28		
2006	School Athletic Expendable Trust Fund	indicated activities	Common Trust #2	53,994.54	16,078.68	
2006	Hurricane Katrina Relief Fund	indicated activities	Common Trust #2	4,257.77		
2006	Special Education Expendable Trust Fund	indicated activities	Common Trust #2	1,587.02	150,000.00	
2006	School Related Programs & Activities	indicated activities	Common Trust #2	11,416.04	33,945.00	
1869	Noyes Prize	scholarship	Common Trust #1 Common Trust #2	2,625.01		(32.18)
1992	Class of 1924 - Evelyn F. Lamond Scholarship	scholarship	Common Trust #1 Common Trust #2	25,975.23	322.25	(317.59)
1992	Ralph J. & Alice F. Burns Scholarship	scholarship	TD Banknorth Portfolio*	283,850.72		(2,852.87)

Municipal Government Report

Withdrawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
		Balance Beginning of Year	Income	Expended		
(67,769.40)	-	528.97	90.44	(230.60)	388.81	388.81
	309,568.55	41,070.46	1,254.11		42,324.57	351,893.12
(65,000.00)	12,346.67	1,128.70	330.66		1,459.36	13,806.03
	4,521,975.28	41,180.84	19,917.23		61,098.07	4,583,073.35
(6,261.24)	63,811.98	1,080.16	201.77		1,281.93	65,093.91
	4,257.77	473.98	16.92		490.90	4,748.67
	151,587.01	2,931.98	97.95		3,029.93	154,616.95
(21,490.36)	23,870.68	64.41	92.84		157.25	24,027.93
	2,592.83	184.42	85.39	(20.75)	249.06	2,841.89
	25,657.64	1,807.99	842.97	(204.72)	2,446.24	28,103.88
	280,997.85	15,489.55	6,820.45	(978.61)	21,331.39	302,329.24

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)		
				Balance Beginning of Year	New Funds	Realized Gains/Losses
1983	Thelma F. Doe Scholarship	scholarship	Common Trust #1 Common Trust #2	11,988.51		(149.04)
1993	Matsis Mathematics Achievement Award	scholarship	Common Trust #1 Common Trust #2	12,139.73		(148.37)
1979	Leo & Olive Ferryall Scholarship	scholarship	Common Trust #1 Common Trust #2	17,307.83		(209.60)
1973	Virginia Holt Dunlap Award	scholarship	Common Trust #1 Common Trust #2	537.91		(6.51)
1947	Walter & Evelyn Nesmith Scholarship Prize	scholarship	Common Trust #1 Common Trust #2	9,520.96		(116.49)
1993	Arthur J. Nakos Scholarship	scholarship	Common Trust #1 Common Trust #2	32,633.45		(398.82)
1980	Nashua High Class of 1939 Memorial Scholarship	scholarship	Common Trust #1 Common Trust #2	17,821.16		(213.80)
1983	Raymond N. Chantal Memorial Scholarship	scholarship	Common Trust #1 Common Trust #2	8,342.14		(102.07)
1985	Honorable Frank B. & Emma D. Clancy Scholarship	scholarship	Common Trust #1 Common Trust #2	126,679.65		(1,548.68)

Municipal Government Report

Withdrawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
		Balance Beginning of Year	Income	Expended		
	11,849.47	851.13	421.66	(96.07)	1,176.72	13,026.19
	11,991.36	846.24	393.85	(95.64)	1,144.45	13,135.81
	17,098.23	1,085.39	556.60	(135.12)	1,506.87	18,605.10
	531.40	32.37	17.46	(4.19)	45.64	577.04
	9,404.47	667.37	309.19	(75.10)	901.46	10,305.93
	32,234.63	2,258.13	1,058.59	(257.10)	3,059.62	35,294.25
	17,607.36	1,228.23	567.50	(137.83)	1,657.90	19,265.26
	8,240.07	584.17	270.76	(65.78)	789.15	9,029.22
	125,130.97	8,685.66	4,110.34	(998.37)	11,797.63	136,928.60

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)		Realized Gains/Losses
				Balance Beginning of Year	New Funds	
1987	William H. & Edith E. Keenan Scholarship	scholarship	Common Trust #1 Common Trust #2	600,565.94		(7,240.71)
1989	Charles H Austin Scholarship	scholarship	Citizens Bank Portfolio*	1,935,425.15		(15,796.38)
1997	Lantzas/Erickson Scholarship	scholarship	Common Trust #1 Common Trust #2	20,582.18		(251.60)
1999	Ruth Milan Scholarship	scholarship	Common Trust #1 Common Trust #2	237,483.86		(2,807.96)
2001	Marco Scheer Memorial Scholarship	scholarship	Common Trust #1 Common Trust #2	23,453.60	2,075.00	(212.03)
1973	Olla Holt Dunlap Award	scholarship	Common Trust #1 Common Trust #2	516.48		(6.40)
1997	Linda Swidler Scholarship	scholarship	Common Trust #1 Common Trust #2	14,600.97	529.36	(187.45)
2004	Stephen Guilfoy Memorial Scholarship	scholarship	Common Trust #2	15,329.72		
2003	Mark Thibault Wrestling Scholarship	scholarship	Common Trust #2	2,328.95		
2004	Berard Masse Memorial Scholarship	scholarship	Common Trust #2	16.40		
2004	Alan H. Rudman Memorial Scholar/Athlete Award	scholarship	Common Trust #1 Common Trust #2	118,571.77	30.25	(1,301.81)

Municipal Government Report

Withdrawals	Balance End of Year	Income				Grand Total Principal & Income End of Year
		Balance Beginning of Year	Income	Expended	Balance End of Year	
	593,325.23	39,877.37	19,459.11	(4,726.39)	54,610.09	647,935.32
	1,919,628.77	146,340.90	68,380.65	(15,539.73)	199,181.82	2,118,810.59
	20,330.58	1,428.12	667.82	(162.21)	1,933.73	22,264.31
(10,000.00)	224,675.90	12,551.31	7,459.56	(1,810.32)	18,200.55	242,876.45
	25,316.57	1,272.51	573.41	(136.69)	1,709.23	27,025.80
	510.08	48.02	17.07	(4.14)	60.95	571.03
	14,942.88	515.79	493.49	(118.03)	891.25	15,834.13
	15,329.72	84.18	66.35		150.53	15,480.25
	2,328.95	12.97	8.15		21.12	2,350.07
	16.40	3.34	0.05		3.39	19.79
	117,300.21	9,212.75	3,391.57	(819.72)	11,784.60	129,084.81

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)		Realized Gains/Losses
				Balance Beginning of Year	New Funds	
2009	School Technology Fund	indicated activities	Common Trust #2	10,000.00		
1997	Sharon Bulley Parks, Cultural & Enrichment Fund	student enrichment	Common Trust #1 Common Trust #2	15,318.34	51.00	(176.27)
2009	Julia T. Ward Fund - Appropriate	scholarship	Common Trust #2	3,000.00		
1920	Willis T. Dodge Award	scholarship	Common Trust #1 Common Trust #2	7,649.26		(93.47)
2006	Linda Haytayan Lacrosse Fund	scholarship	Common Trust #2	1,457.82		
2007	Shawn Eckert Memorial Scholarship	scholarship	Common Trust #2	10,214.19	900.00	
1937	Ira Harris Lecture Fund	public lectures & concerts	Common Trust #1 Common Trust #2	28,987.95	7.65	
1968	Capital Equipment Reserve	capital reserve fund	Bank of America Portfolio* Common	4,064,836.30	500,000.00	
2000	City Retirement	retirement expenditures in excess of budgeted	Common Trust #2	306,971.50	771,629.66	

Municipal Government Report

Withdrawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
		Balance Beginning of Year	Income	Expended		
(10,000.00)	-	4.07	13.15		17.22	17.22
(1,190.00)	14,003.07	1,002.41	469.46	(113.64)	1,358.23	15,361.30
	3,000.00	-	6.79		6.79	3,006.79
	7,555.79	533.55	248.11	(60.28)	721.38	8,277.17
	1,457.82	46.64	5.38		52.02	1,509.84
(329.38)	11,114.19	54.50	38.09		92.59	11,206.78
	28,666.21	1,679.70	855.25	(207.41)	2,327.54	30,993.75
	4,564,836.30	593,691.75	69,995.69		272,576.66	4,837,412.96
(496,407.91)	582,193.25	2,763.42	1,470.00	(391,110.78)	4,233.42	586,426.67

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
2009	HR TF - UAW Educational Assistance	indicated activites	Common Trust #2	39,951.26	24,000.00
c. 1980s	Chairman's Fund of the Board of Health	used at the discretion of the Chairman of the Board of Public Health	Common Trust #2	56,637.31	3,250.00
2009	Child Care Programs	indicated activites	Common Trust #2	517.51	5,265.84
2009	Lake Street Transportation Improvements	indicated activities	Common Trust #2	800.00	
2009	Baseball Field Lighting System	purchase and installation of lighting system on baseball fields	Common Trust #2	750.00	
c. 1980	Edgewood Cemetery Equipment Reserve	equipment purchases	Common Trust #2	86,459.64	33,610.63
1989	Edgewood Cemetery Deed Fund	developing new sections of cemetery	Common Trust #2	164,278.92	25,865.00
2004	Louis Lemay Athletic Scholarship	scholarship	Common Trust #2	15.72	
2007	Stanford Mark Larsen Memorial Scholarship	scholarship	Common Trust #1 Common Trust #2	10,027.49	617.00
2007	Shawn Eckert Auto-Tech Scholarship	scholarship	Common Trust #1 Common Trust #2	10,013.55	1,576.32
2007	Michelle Troddyn Memorial Art Scholarship	scholarship	Common Trust #2	8,408.73	

Municipal Government Report

Realized Gains/Losses	Withdrawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
			Balance Beginning of Year	Income	Expended		
	(12,977.50)	50,973.76	-	263.71		263.71	51,237.47
		59,887.31	9,768.00	237.35	(3,266.40)	6,738.95	66,626.26
	(4,950.00)	833.35	1.43	17.50		18.93	852.28
	(400.00)	400.00	1.39	1.96		3.35	403.35
	(750.00)	-	0.31	2.69		3.00	3.00
	(24,352.68)	95,717.59	-	320.23		320.23	96,037.82
	(7,100.00)	183,043.92	(24,143.48)	506.45		(23,637.03)	159,406.89
		15.72	0.07	0.06		0.13	15.85
		10,644.49	45.34	36.18	(67.00)	14.52	10,659.01
(106.67)		11,483.20	528.41	278.83	(67.17)	740.07	12,223.27
		8,408.73	83.95	30.39		114.34	8,523.07

City of Nashua

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
2010	Martin J. Coronis Ed Fund	scholarship	Common Trust #2	-	16,768.84
2010	John H. Giacobbe Scholarship	scholarship	Common Trust #2	-	3,591.75
1889	Moses Hunt Lecture Fund	scholarship	Common Trust #1 Common Trust #2	51,861.62	149.20
2009	Contingency -- City Fuel	City fuel costs in excess of budgeted amounts	Common Trust #2	450,000.00	
Grand Total All Funds				28,267,044.61	2,996,931.75

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

Name of Bank: Citizens Bank. Fees paid: \$26,411.00

Name of Bank: TD Banknorth. Fees paid: \$39,513.09

Were these fees and expenses paid for tally from income? Yes.

Municipal Government Report

Realized Gains/ Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income		Balance End of Year	Grand Total Principal & Income End of Year
				Income	Expended		
		16,768.84		37.94		37.94	16,806.78
		3,591.75		8.14		8.14	3,599.89
	(592.77)	51,418.05	3,340.49	1,543.41	(508.71)	4,375.19	55,793.24
	(319,276.14)	130,723.86	775.74	889.94	(391,110.78)	1,665.68	132,389.54
83,697.48	(1,538,431.83)	29,808,342.01	1,957,581.92	656,046.94	(646,549.90)	1,967,078.96	31,775,420.97

City of Nashua

MS-10

Report of the Common Trust Fund Investments of the City of Nashua, NH as of June 30, 2010

How Invested		Principal (Book Value)		
		Balance Beginning of Year	Deposits	Realized Gains/Losses
Common Trust #1	Citizens Bank Portfolio	1,479,144.92	91.05	(17,264.92)
Common Trust #2	Citizens Bank Money Market	6,527,722.79	1,337,269.81	
Common Trust #3	Citizens Bank Money Market	6,400,739.02	720,278.00	

MS-10

**Report of the Common Trust Fund Investments of the Nashua Public Library
Nashua, NH as of June 30, 2010**

How Invested		Principal		
		Balance Beginning of Year	New Funds	Withdrawals
Common Trust #1	TD Banknorth Investment Portfolio*	3,661,163.91	2,931.32	
Common Trust #2	TD Banknorth Money Market			
Common Trust #4	Citizens Money Market	14,413.26		

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

Name of Bank/Brokerage: TD Banknorth

Fees Paid: \$24,980.86

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

Municipal Government Report

Withdrawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of
		Balance Beginning of Year	Income During Year	Expended During Year		
(15,863.41)	1,446,107.64	52,104.74	44,697.93	(50,869.00)	45,933.67	1,492,041.31
(540,900.33)	7,324,092.27	21,562.50	26,250.03	(6,507.71)	41,304.82	7,365,397.09
(400,110.09)	6,720,906.93	354,350.52	49,158.78		403,509.30	7,124,416.23

Gains/Losses from Sales	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
		Balance Beginning of Year	Income	Expended		
107,352.50	3,771,467.73	26,849.08	120,221.07	(100,711.51)	46358>64	3,817,826.37
		658,208.19	13,501.92		671,710.11	671,710.11
	14,413.26	923.89	549.24	(2,126.97)	(653.84)	13,759.42

**Report of the Trust Funds of the Nashua Public Library, Nashua, NH as of June 30, 2010
MS-9**

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
1979	Charles Zylonis	educate/inform the public about Lithuania	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	389,403.63	272.41
1962	Alfred Everett Smith	non-fiction and/or art book purchases	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	9,628.19	6.94
1935	Ira F. Harris Fund	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	39,390.65	28.95
1965	Ada Harkaway Trust	purchase of children's books with emphasis on fairy tales and myths	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	1,222.87	0.88
1973	Chandler Memorial Library Fund	care & maintenance of the Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	160,452.26	220.30

Municipal Government Report

Realized Gains/Losses	With-drawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
			Balance Beginning of Year	Income	Expended		
9,885.05		399,561.09	21,471.65	11,083.13	(11,480.57)	21,074.21	420,635.30
254.45		9,889.58	2,240.81	286.32	(834.61)	1,692.52	11,582.10
1,060.21		40,479.81	10,680.20	2,078.88	(247.94)	12,511.14	52,990.95
31.79		1,255.54	117.32	35.69	(8.13)	144.88	1,400.42
8,068.19		168,830.75	19,310.66	9,044.79	(17,920.61)	10,434.84	179,265.59

Report of the Trust Funds of the Nashua Public Library, Nashua, NH as of June 30, 2010

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
1932	Leonard Freeman Burbank	purchase of works of art by living artists	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	101,141.52	193.96
1988	Henry Stearns Fund	purchase of reading matter	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	2,206,991.99	1,753.83
2004	Raymond Avard	purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	3,130.49	2.16
1892	John M. Hunt Memorial	building of library	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	27,161.12	17.08
1906	Daniel Hussey	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	35,824.16	25.76

Municipal Government Report

Realized Gains/Losses	Withdrawals	Balance End of Year	Income				Grand Total Principal & Income End of Year
			Balance Beginning of Year	Income	Expended	Balance End of Year	
7,103.40		108,438.88	53,239.38	7,985.92	(3,711.97)	7,513.33	165,952.21
62,918.48		2,271,664.30	501,792.35	70,773.58	(45,084.82)	527,481.11	2,799,145.41
78.99		3,211.64	378.32	88.62	(136.73)	330.21	3,541.85
625.53		27,803.73	2,846.55	702.17	(149.27)	3,399.45	31,203.18
943.58		36,793.50	3,972.21	1,058.98	(224.70)	4,806.49	41,599.99

Report of the Trust Funds of the Nashua Public Library, Nashua, NH as of June 30, 2010

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
1916	Almira Jaquith	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	152.34	0.87
2000	Nanna M. Rose	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	15,406.87	9.41
1990	Martha C. Cramer	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	14,875.75	11.58
1991	U.S. Constitution	to promote a greater understanding and appreciation of the U.S. Constitution and The Bill of Rights	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	4,245.36	2.90
1974	Marion Fairfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	4,719.80	3.77

Municipal Government Report

Realized Gains/Losses	With-drawals	Balance End of Year	Income				Grand Total Principal & Income End of Year
			Balance Beginning of Year	Income	Expended	Balance End of Year	
31.80		185.01	525.25	35.89	(8.13)	553.01	738.02
344.53		15,760.81	2,027.08	387.03	(82.88)	2,331.23	18,092.04
424.07		15,311.40	2,625.01	476.28	(1,962.21)	1,139.08	16,450.48
106.03		4,354.29	1,812.52	119.73	(310.69)	1,621.56	5,975.85
137.82		4,861.39	1,405.35	155.11	(34.10)	1,526.36	6,387.75

Report of the Trust Funds of the Nashua Public Library, Nashua, NH as of June 30, 2010

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)	
				Balance Beginning of Year	New Funds
1984	Bertha Hickey	Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	7,329.23	5.79
1985	Jessie C. Locke	Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	122,458.76	84.54
2000	Frank B. Clancy	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	35,910.40	24.61
1996	Genevieve Nesmith	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	31,465.97	19.70
1996	Virginia Carr Bloomfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	450,162.55	283.70

Municipal Government Report

Realized Gains/ Losses	With-drawals	Balance End of Year	Income			Balance End of Year	Grand Total Principal & Income End of Year
			Balance Beginning of Year	Income	Expended		
212.04		7,547.06	2,279.27	238.79	(52.50)	2,465.56	10,012.62
3,095.81		125,639.11	7,386.64	3,471.05	(730.81)	10,126.88	135,765.99
901.24		36,836.25	4,258.55	1,011.75	(216.48)	5,053.82	41,890.07
721.62		32,207.29	7,666.99	812.59	(178.59)	8,300.99	40,508.28
10,390.05		460,836.30	38,876.61	11,657.65	(7,296.83)	43,237.43	504,073.73

Report of the Trust Funds of the Nashua Public Library, Nashua, NH as of June 30, 2010

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)		Realized Gains/Losses
				Balance Beginning of Year	New Funds	
2004	Historical Books	to fund printing costs of The History of the City of Nashua & other historical books	Common Trust #4	9,746.98		
2004	Museum Passes	purchase museum passes for public use	Common Trust #4	24.71		
2004	Plaza Pics	to fund summer plaza pics	Common Trust #4	-		
2004	Misc. Donations	donated funds to be used at discretion of the Trustees	Common Trust #2 Common Trust #3 Common Trust #4	3,509.02		
Grand Total All Funds				<u>3,674,444.62</u>	<u>2,969.14</u>	<u>107,334.68</u>

Municipal Government Report

		Income				
With- drawals	Balance End of Year	Balance Beginning of Year	Income	Expended	Balance End of Year	Grand Total Principal & Income End of Year
	9,746.98	1,976.65	535.15	(2,639.22)	(127.42)	9,619.56
	24.71	3.24	0.11		3.35	28.06
	-	1.13			1.13	1.13
	3,509.02	219.97	2,706.33		2,926.30	6,435.32
-	<u>3,784,748.44</u>	<u>687,113.71</u>	<u>124,745.54</u>	<u>(93,311.79)</u>	<u>718,547.46</u>	<u>4,503,295.90</u>

SAMPLING OF IMPORTANT HISTORICAL EVENTS IN THE HISTORY OF NASHUA

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

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

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

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

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

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

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

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

- 1999, Dec. 14: "David W. Deane Skate Park" named.
- 2000, May 19: Ground broken for Nashua High School North.
- 2000, June 14: "Nashua Heritage Rail Trail" named. Officially opened November 8, 2000.
- 2000, September: Nashua Pride professional baseball team brings home the Atlantic League Championship.
- 2001, March: Pennichuck Junior High School Roof Collapses
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.
- 2006: Heavy rains over Mother's Day weekend created flooding that washed out roadways and bridges and flooded homes in Nashua and surrounding communities.
- State abolished the use of tollbooth tokens on New Year's Day 2006. The tokens, which depicted the Old Man of the Mountain on one side, were phased out following the introduction of E-Z pass detectors.
- Democrats took control of both chambers in the State Legislature for the first time since 1874. Democrats were elected to Nashua's two State Senate seats and 24 of 28 seats in the State Legislature.
- 2007: In November, the City elected its 55th Mayor, Donnalee Lozeau, the first woman elected to occupy the Office of the Mayor.
- Filing period for the Presidential Primary opens October 15, 2007, with the date of the Primary not yet determined. On November 21, 2007, with all other state primaries and caucuses now scheduled, Secretary of State William Gardner set January 8, 2008 as the date of the NH Presidential Primary.
- 2008: In July, the Public Utilities Commission ruled that the City could acquire Pennichuck Water Works for \$203 million, by eminent domain. Nashua voters initially voted "...to acquire all or a portion of the water works system currently serving the inhabitants of the City and others..." at a special election conducted January 14, 2003.
- On December 11th, ice storms moved into NH which resulted in more than 400,000 customers across the state losing power. By December 19th, 95% of Nashua's homes and businesses had power restored. PSNH did not report outages in the City on the 22nd, though 2,000 homes in NH were still in the dark on Christmas Eve.

2009: Daniel Webster College, known primarily for its aviation program, is sold to the for-profit, ITT Educational Services for \$29.3 million. According to an article that appeared in the *Telegraph*, court documents showed that “the college needed to find a buyer or else it would have been forced to close, having amassed a debt of \$23 million.”

**MAYOR AND BOARD OF ALDERMEN
2008 – 2009**



First row, left to right (seated): Ward Five Alderman Michael Tabacsko; Alderman-at-Large Benjamin Clemons; Ward Nine Alderman Jeffrey T. Cox; Alderman-at-Large David Deane; Alderman-at-Large Fred Teeboom; Ward Three Alderman Michael A. Tamposi, Jr.; Ward One Alderman Mark S. Cookson; and Ward Seven Alderman Richard P. Flynn.

Second row, left to right (standing): City Clerk Paul R. Bergeron; Ward Eight Alderman David MacLaughlin; Ward Six Alderman Paul M. Chasse, Jr.; Alderman-at-Large Lori Wilshire; Alderman-at-Large Steven A. Bolton, President; Mayor Donnalee Lozeau; Alderman-at-Large Brian S. McCarthy, Vice President; Ward Four Alderman Marc W. Plamondon; Ward Two Alderman Richard LaRose; and Treasurer/Tax Collector David Fredette.

MUNICIPAL GOVERNMENT
2008-2009

MAYOR

Honorable Donnalee Lozeau
Elected at the November 6, 2007
Municipal Election for a Four-Year Term

PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Steven A. Bolton
Elected by the Board of Aldermen for a
Two Year Term

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Brian S. McCarthy
Elected by the Board of Aldermen for a
Two Year Term

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire December 31, 2009:

Steven A. Bolton	4 Kyle Drive
David W. Deane	56 Manchester Street
Fred Teeboom	24 Cheyenne Drive

Terms Expire December 31, 2011:

Benjamin M. Clemons	17 Grand Avenue
Brian S. McCarthy	65 Musket Drive
Lori Wilshire	19 Monadnock Street

WARD ALDERMEN

Ward 1	Mark S. Cookson	18 Inca Drive
Ward 2	Richard LaRose	36 Charlotte Avenue
Ward 3	Michael A. Tamposi	5 Laton Street
Ward 4	Marc W. Plamondon	78 Elm Street
Ward 5	Michael Tabacsco	5 Federal Hill Road
Ward 6	Paul M. Chasse, Jr.	26 Balcom Street
Ward 7	Richard P. Flynn	12 Charlton Circle
Ward 8	David MacLaughlin	4 Heritage Village Dr., #104
Ward 9	Jeffrey T. Cox	12 Colleen Road

CLERK OF THE BOARD: Paul R. Bergeron, City Clerk
Tricia Piecuch, Deputy City Clerk

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

STANDING COMMITTEES: 2008 – 2009

Budget Review Committee	McCarthy (CH), Tabacsko (VC), Deane, Wilshire, Clemons, Cookson, Tamposi
Finance Committee	Bolton (VC), LaRose, Chasse, Flynn, Wilshire, Clemons
Human Affairs	Wilshire (CH), LaRose (VC), Plamondon, Flynn, MacLaughlin
Infrastructure	Plamondon (CH), Teeboom (VC), Deane, Tamposi, Cox
Planning & Economic Development	Tabacsko (CH), McCarthy (VC), Clemons, LaRose, Teeboom
Personnel/Administrative Affairs	MacLaughlin (CH), Plamondon (VC), Chasse, Cox, Deane
Joint Special School Bldg	Bolton, McCarthy, Wilshire, Clemons, Cookson, Tamposi, Tabacsko, Flynn, Cox

SPECIAL LIAISON COMMITTEE MEMBERSHIP

14 Court Street Commission.....	Tabacsko
Board of Education.	Cox, Deane (Alt)
Board of Fire Commissioners	Tabacsko, Plamondon (Alt)
Board of Health	Bolton, Tabacsko (Alt)
Board of Public Works	Deane, Plamondon (Alt)
BPW Pension.	Flynn, Teeboom (Alt)
Business & Industrial Development Authority.....	Bolton
Cable TV Advisory Board.	McCarthy, Wilshire (Alt)
Capital Equipment Reserve Fund	Bolton
Capital Improvements.	McCarthy, Deane (Alt)
Child Care Advisory Commission.	Cox, Teeboom (Alt)
Conservation Commission.....	MacLaughlin
Continuum of Care.....	LaRose, Cookson (Alt)
Conway Ice Rink Commission	Chasse, Bolton (Alt)
Ethics Review Committee	Teeboom, Cookson (Alt)
Ethnic Awareness Committee	Clemons, Flynn (Alt)
Historic District Commission	Tamposi, MacLaughlin (Alt)
Housing Authority.	Wilshire, Chasse (Alt)
Hunt Building Board of Trustees.....	LaRose, Tamposi (Alt)
Hunt Legacy.	Bolton
IRA F. Harris Legacy Fund Trustees	Bolton
Library Board of Trustees.	Bolton
Merrimack Valley Water District.....	McCarthy, Tabacsko (Alt)
Nashua Association for the Elderly Board of Directors.....	Bolton
Nashua City Planning Board.....	LaRose, Clemons (Alt)
Nashua Green Team.	Cox
Nashua Regional Planning Comm.....	Tabacsko, Plamondon, McCarthy (Alt), Teeboom (Alt)
Pennichuck Special Water Committee.	McCarthy (CH), LaRose (VC), Bolton, Cookson, Tabacsko
Planning Board.....	LaRose, Clemons (Alt)
Pride Work Group.....	To Be Named if Necessary
Review & Comment Commission	Cookson, Clemons (Alt)
Transit Advisory Committee	Clemons, Flynn (Alt)

BOARD OF EDUCATION: 2008-2009

RICHARD DOWD	8 ASCOT PARK	03063	598-3528
STEVEN G. HAAS	18 WATERSEDGE DRIVE	03063	889-1326
ROBERT G. HALLOWELL	6 CHAUCER ROAD	03062	888-6488
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
WILLIAM MOSHER	353 MAIN DUNSTABLE RD	03062	889-5526
THOMAS L. VAUGHAN	6 KEVIN ROAD	03062	888-0984
SANDRA ZIEHM	147 CHESTNUT STREET	03060	883-2882

BOARD OF PUBLIC WORKS: 2008-2009

DONALD J. DYER	16 RADCLIFFE DRIVE	03062	882-2880
DANIEL L. GAGNON	13 COURTLAND STREET	03064	881-8632
TIMOTHY LAVOIE	22 DODGE STREET	03064	595-2050
TRACY PAPPAS	12 SWART TERRACE	03064	882-3192

FIRE COMMISSION: 2008 – 2009

KEVIN GAGE	29 CABOT DRIVE	03064	880-0644
PAUL A. GARANT	60 BARTEMUS TRAIL	03063	897-0812
RALPH V. KELLOWAY, JR.	11 STANFORD ROAD	03064	889-9216
BRUCE A. LAUGHTON	62 GILLIS STREET	03060	889-7073
DAVID LAVOIE	5 WATERSEDGE DRIVE	03063	881-9398

**CITY ELECTION OFFICIALS
2008 – 2009
MODERATORS**

WARD 1	PATRICIA A. CHADWICK	43 INDIAN ROCK ROAD	03063	880-8759
WARD 2	ANN MORAN	21 DANBURY ROAD	03064	883-0127
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	R. JAY CORBIN	7 STEVENS STREET	03060	880-9287
WARD 7	DONALD H. LACHANCE	18 WILLIAMS STREET	03060	889-4691
WARD 8	GENE ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
WARD 9	DONALD DILLABY	27 PALISADES DRIVE	03062	888-2766

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
2008 – 2009
WARD SELECTMEN**

WARD 1	NICHOLAS DAHL	6 INDIAN ROCK ROAD	03063	
	ELAINE DORGAN	1 BIRCH HILL DRIVE	03063	883-0310
	BROOKS THOMPSON	36 LUTHERAN DRIVE	03063	886-1476
WARD 2	JANE SIROIS ¹	45 SHERRI-ANN AVE.	03064	
	TERESA MOLER	88 CANNONGATE RD	03064	883-9114
	CAROLYN SIROIS	49 SHERRI ANN AVE.	03064	880-8430
WARD 3	MARTHA P. BARRETT	73 WALDEN POND DR.	03064	882-6796
	HENRY KLEMENTOWICZ	101 WELLINGTON ST.	03064	595-9896
	A. DAVID PIERCE	13 MANCHESTER ST.	03064	882-9853
WARD 4	JAMES BARNETT	2 BEECH STREET	03060	889-7396
	CLARENCE KRAMMES	6 MT. VERNON STREET	03060	883-2860
	HENRY LABINE, JR.	1 PERRY AVENUE	03060	882-4702
WARD 5	NELSON S. ALLAN	107 SHORE DRIVE	03062	595-2757
	ANNE HOSTAGE	14 ROSEMARY COURT	03062	882-5844
	PAUL PELLERIN	2 HAWTHORNE LANE	03062	886-1162
WARD 6	VACANT			
	JAMES GATELY	165 PINE STREET	03060	886-7348
	JOHN MADIGAN	29 VICTOR AVENUE	03060	888-1679
WARD 7	JUNE M. CARON	24 MONTGOMERY AVE.	03060	594-3367
	EDWARD JEAN	70 MARSHALL STREET	03060	889-1452
	ANNE M. SIROIS	57 NEWBURY STREET	03060	882-9505
WARD 8	LINDA BOLMARCICH	11 WAGON TRAIL	03062	888-6364
	MARY ANN MELIZZI-GOLJA	2 AMBLE ROAD	03062	888-9765
	ERIC SCHNEIDER	19 STANLEY LANE	03062	888-6810
WARD 9	EVELYN DAILEY	18 NIGHTINGALE ROAD	03062	889-0023
	PATRICIA MOREAU	5 GAGNON CIRCLE	03062	882-6393
	KAY POTFORA	102 CONANT ROAD	03062	888-0653

¹ Virginia Hinkle, 37 Windemere Way, died in office, March 5, 2008.

**MAYOR AND BOARD OF ALDERMEN
2010 – 2011**



First row, left to right (seated): Ward One Alderman Kathryn Vitale; Ward Two Alderman Richard LaRose; Ward Three Alderman Diane Sheehan; Ward Four Alderman Arthur Craffey, Jr.; Ward Five Alderman Michael J. Tabacsko; Ward Six Alderman Paul M. Chasse, Jr.; Ward Seven Alderman Richard P. Flynn; Ward Eight Alderman Mary Ann Melizzi-Golja; and Ward Nine Alderman Jeffrey T. Cox.

Second row, left to right (standing): Alderman-at-Large Lori Wilshire; Alderman-at-Large David W. Deane; Alderman-at-Large Mark S. Cookson; Alderman-at-Large Barbara Pressly; Alderman-at-Large Benjamin M. Clemons, Vice President; Mayor Donnalee Lozeau; Alderman-at-Large Brian S. McCarthy, President; James McNamee, Corporation Counsel; City Clerk Paul R. Bergeron; and Treasurer/Tax Collector David Fredette.

———— **MUNICIPAL GOVERNMENT** ————
2010-2011

MAYOR

Honorable Donnalee Lozeau
Elected at the November 6, 2007
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

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Benjamin M. Clemons
Elected by the Board of Aldermen for a
Two Year Term

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire December 31, 2011:

Benjamin M. Clemons	17 Grand Avenue
Brian S. McCarthy	65 Musket Drive
Lori Wilshire	19 Monadnock Street

Terms Expire December 31, 2013:

Mark S. Cookson	18 Inca Drive
David W. Deane	56 Manchester Street
Barbara Pressly	11 Orchard Avenue

WARD ALDERMEN

Ward 1	Kathryn Vitale	8 Massasoit Road
Ward 2	Richard LaRose	36 Charlotte Avenue
Ward 3	Diane Sheehan	20 Lock Street
Ward 4	Arthur T. Craffey, Jr.	109 Vine Street
Ward 5	Michael J. Tabacsko	5 Federal Hill Road
Ward 6	Paul M. Chasse, Jr.	26 Balcom Street
Ward 7	Richard P. Flynn	12 Charlton Circle
Ward 8	Mary Ann Melizzi-Golja	2 Amble Road
Ward 9	Jeffrey T. Cox	12 Colleen Road

CLERK OF THE BOARD: Paul R. Bergeron, City Clerk
Tricia Piecuch, Deputy City Clerk

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

STANDING COMMITTEES: 2010 – 2011

Budget Review Committee	Deane (CH), Cookson (VC), Wilshire, Sheehan, Flynn, Melizzi-Golja, Cox
Finance Committee	Deane (VC), Clemons, Pressly, Vitale, Craffey, Chasse
Human Affairs	Wilshire (CH), LaRose (VC), Clemons, Sheehan, Melizzi-Golja
Infrastructure	Cox (CH), Cookson (VC), Deane, Pressly, Sheehan
Planning & Economic Development	Tabacsko (CH), LaRose (VC), Cookson, Pressly, Craffey
Personnel/Administrative Affairs	Clemons (CH), Vitale (VC), Craffey, Chasse, Flynn
Joint Special School Bldg	McCarthy, Wilshire, Vitale, LaRose, Tabacsko, Chasse, Flynn, Melizzi-Golja, Cox

SPECIAL LIAISON COMMITTEE MEMBERSHIP

14 Court Street Commission.....	Clemons, Tabacsko (Alt)
BID Advisory Committee.....	Cox, Tabacsko (Alt)
Board of Education.	Cox, Craffey (Alt)
Board of Fire Commissioners	Tabacsko, Vitale (Alt)
Board of Health	Melizzi-Golja, Wilshire (Alt)
Board of Public Works	Deane, Craffey (Alt)
BPW Pension.	Flynn, Vitale (Alt)
Broad Street Parkway.....	Cox, Craffey (Alt)
Business & Industrial Development Authority.....	President
Cable TV Advisory Board.	Pressly
Capital Equipment Reserve Fund	President
Capital Improvements.	McCarthy, Flynn (Alt)
Child Care Advisory Commission.	Vitale, Sheehan (Alt)
Conservation Commission.....	Craffey, Vitale (Alt)
Continuum of Care.....	Sheehan, Melizzi-Golja (Alt)
Conway Ice Rink Commission	Chasse, McCarthy (Alt)
Ethnic Awareness Committee	Melizzi-Golja, Vitale (Alt)
Historic District Commission	Sheehan, Pressly (Alt)
Housing Authority.	Wilshire, Sheehan (Alt)
Hunt Building Board of Trustees.....	LaRose, Melizzi-Golja (Alt)
Library Board of Trustees.	President
Merrimack Valley Water District.....	McCarthy, Craffey (Alt)
Nashua Association for the Elderly Board of Directors.....	President
Nashua Green Team	Cox, Cookson (Alt)
Nashua Regional Planning Comm.....	Tabacsko, Cox, LaRose (Alt), Cookson (Alt)
Pennichuck Special Water Committee.	McCarthy, Pressly, Tabacsko, Cookson, Cox
Planning Board.....	LaRose, Craffey (Alt)
Review & Comment Commission	Vitale, Wilshire (Alt)
Strategic Planning Committee.....	Tabacsko (CH), Cox, Deane
Transit Advisory Committee	Craffey, Clemons (Alt)

BOARD OF EDUCATION: 2010-2011

RICHARD DOWD	8 ASCOT PARK	03063	598-3528
STEVEN G. HAAS	18 WATERSEDGE DRIVE	03063	889-1326
ROBERT G. HALLOWELL	6 CHAUCER ROAD	03062	888-6488
JOHN D. "JACK" KELLEY	12 SKYLINE DRIVE	03062	880-4083
DAVID MUROTAKE	17 PORTCHESTER DRIVE	03062	889-4568
WILLIAM MOSHER	353 MAIN DUNSTABLE RD	03062	889-5526
DENNIS G. RYDER	17 CHARLES STREET	03064	881-8422
THOMAS L. VAUGHAN	6 KEVIN ROAD	03062	888-0984
SANDRA ZIEHM	147 CHESTNUT STREET	03060	883-2882

BOARD OF PUBLIC WORKS: 2010-2011

DONALD J. DYER	122 COLISEUM AVE., APT 401	03062	882-2880
DANIEL L. GAGNON	46 INDIAN ROCK ROAD	03063	881-8632
TIMOTHY LAVOIE	1 BLACKFOOT DRIVE	03063	595-2050
TRACY PAPPAS	12 SWART TERRACE	03064	882-3192

FIRE COMMISSION: 2010 – 2011

KEVIN GAGE	29 CABOT DRIVE	03064	880-0644
PAUL A. GARANT	60 BARTEMUS TRAIL	03063	897-0812
RALPH V. KELLOWAY JR	11 STANFORD ROAD	03064	889-9216
DAVID LAVOIE	133 AMHERST STREET	03064	881-9398
MICHAEL P. SOUCY	3 ROSEANN CIRCLE	03062	765-7973

**CITY ELECTION OFFICIALS
2010 – 2011
MODERATORS**

WARD 1	PATRICIA A. CHADWICK	43 INDIAN ROCK ROAD	03063	880-8759
WARD 2	ROBERTA WOITKOWSKI	17 LEE STREET	03064	889-2492
WARD 3	ARTHUR L. BARRETT, JR	73 WALDEN POND DRIVE	03064	882-6796
WARD 4	DAVID H. DAVIS	9 MIAMI STREET	03064	204-5727
WARD 5	PATRICIA D. ALLAN	107 SHORE DRIVE	03062	595-2757
WARD 6	R. JAY CORBIN	7 STEVENS STREET	03060	880-9287
WARD 7	DONALD H. LACHANCE	18 WILLIAMS STREET	03060	889-4691
WARD 8	GENE ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
WARD 9	DONALD DILLABY	27 PALISADE DRIVE	03062	888-2766

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	DANIEL GLENECK	34 TAMPA STREET	03064	882-9727
WARD 5	JEAN E. FORTIER	1070 WEST HOLLIS STREET	03062	883-9130
WARD 6	CAROL LAPIN	22 BOOTH STREET	03060	883-3978
WARD 7	VALERIE A. DENAULT	48 BURKE STREET	03060	882-6523
WARD 8	CONNOR STROBEL	3 BELGIAN PLACE	03062	
WARD 9	ANN A. CORBETT	168 SEARLES ROAD	03062	888-6088

**CITY ELECTION OFFICIALS
2010 – 2011
WARD SELECTMEN**

WARD 1	NICHOLAS DAHL	6 INDIAN ROCK ROAD	03063	
	ELAINE DORGAN	1 BIRCH HILL DRIVE	03063	883-0310
	BROOKS THOMPSON	36 LUTHERAN DRIVE	03063	886-1476
WARD 2	TERESA MOLER	88 CANNONGATE RD	03064	883-9114
	CAROLYN SIROIS	49 SHERRI ANN AVENUE	03064	880-8430
	JANE SIROIS	45 SHERRI ANN AVENUE	03064	864-8218
WARD 3	MARTHA P. BARRETT	73 WALDEN POND DRIVE	03064	882-6796
	SHEILA MCLAUGHLIN	71 WALDEN POND DRIVE	03064	880-8386
	ROSALYN PRICE	52 WALDEN POND DRIVE	03064	595-8228
WARD 4	JAMES BARNETT	2 BEECH STREET	03060	889-7396
	CLARENCE KRAMES	6 MT. VERNON STREET	03060	883-2860
	VACANT			
WARD 5	NELSON S. ALLAN	107 SHORE DRIVE	03062	595-2757
	ROBERT FERREIRA	15 NICHOLS LANE	03062	595-3534
	PAUL PELLERIN	2 HAWTHORNE LANE	03062	886-1162
WARD 6	JAMES GATELY	165 PINE STREET	03060	930-0348
	TIMOTHY J. LOCKHART	14 VERONA STREET	03060	886-7257
	JOHN MADIGAN	29 VICTOR AVENUE	03060	888-1679
WARD 7	JUNE M. CARON	24 MONTGOMERY AVE.	03060	883-6717
	EDWARD JEAN	70 MARSHALL STREET	03060	889-1452
	ANNE M. SIROIS	57 NEWBURY STREET	03060	882-9505
WARD 8	MARGARET ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
	STEVEN GRASS	15 ERION DRIVE	03062	888-3420
	MICHAEL WARHOLA	40 SPINDLEWICK DRIVE	03062	888-0889
WARD 9	EVELYN DAILEY	18 NIGHTINGALE ROAD	03062	889-0023
	PATRICIA MOREAU	5 GAGNON CIRCLE	03062	882-6393
	KAY POTFORA	102 CONANT ROAD	03062	888-0653

January 2010

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 ²
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 ³
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton ⁴
1879	James A. Merrill		

² elected on 33rd ballot

³ resigned November 4, 1913

⁴ elected November 4, 1913

PRESIDENTS, BOARD OF ALDERMEN

1920-1921	Fred E. Taggart	1964-1967	Francis LaFlamme
1922-1925	Edwin Morey	1968-1971	Maurice L. Arel
1926-1927	Wilbert Blanchard	1972-1975	Donald L. Ethier
1928-1929	Henry A. Lagasse	1976-1977	Alice L. Dube
1930-1931	Walter E. Grant	1978-1979	Donald L. Ethier
1932-1933	Charles H. Parker	1980-1981	Donald C. Davidson
1934-1935	Walter E. Grant	1982-1985	Thomas B. Kelley
1936-1937	Joseph A. Therriault	1986-1987	Carl Andrade
1938-1939	Eugene H. Lemay ⁵	1988-1991	Thomas B. Kelley
1939	Joseph E. Houde ⁶	1992-1993	Philip J. Grandmaison
1940-1941	Edward R. Benoit	1994-1995	Joyce L. Arel
1942-1943	Walter B. Mason	1996-1997	Claire McGrath
1944-1945	Edward R. Benoit	1998-1999	David G. Fredette
1946-1947	Lester H. Burnham	2000-2001	Katherine E. Hersh ⁷
1948-1949	Henry J. Ouellette	2001	Steven A. Bolton ⁸
1950-1953	Conrad H. Bellavance	2002-2003	David Rootovich
1954-1955	Michael J. Dell Isola	2004-2005	Brian S. McCarthy
1958-1959	Wilfred Pelletier	2006-2007	David Rootovich
1960-1961	Thomas J. Leonard Jr.	2008-2009	Steven A. Bolton
1962-1963	Henry J. Fortin	2010-	Brian S. McCarthy

⁵ elected Mayor February 14, 1939

⁶ elected February 14, 1939

⁷ resigned August 14, 2001

⁸ elected August 14, 2001

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.

This sketch of Nashua's first City Hall appeared in the Municipal Report for the Year Ending 1902.

INFORMATIONAL STATISTICS

- October 26, 1673: The General Assembly of Massachusetts granted a Charter to the Township of Dunstable.
- August 5, 1740: King George II settled the boundary lines between Massachusetts and New Hampshire substantially as they are today.
- April 4, 1746: The Province of New Hampshire granted a Charter to the Township of Dunstable (in New Hampshire.)
- July 20, 1764: King George III established the boundary between New Hampshire and New York along the west bank of the Connecticut River, north of Massachusetts and south of the parallel of 45 degrees north latitude. This line became the boundary between New Hampshire and Vermont and has not changed to the present.
- 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

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	1996 -1999
27. Thomas Sands	1894	54. Bernard A. Streeter	2000 -2007
		55. Donnalee Lozeau	2008 –

MAYOR'S ANNUAL STATE-OF-THE-CITY ADDRESS

February 23, 2010



As you know, last week I was scheduled to present my address, but due to the weather the meeting was cancelled. I would like to thank you President McCarthy, for your willingness to let me present to the Chamber the next morning, because as you know canceling at such a late date would have been difficult for them to reschedule.

I am honored tonight to present to you the state of our city. Last February, I told you that Nashua was financially sound and full of opportunity. I am happy to report the same is true today. While Nashua is holding its own, we are clearly in financially challenging times at the local level. We know the same is true on all levels of government again confirmed in the State-of-the-State and the State-of-the-Union.

The state has made it clear that cities and towns should not look to Concord for significant support in the year ahead. The message is much the same from Washington. While the state and federal governments have the ability to push costs down and shift tax burdens, the buck truly stops here at the local level.

When the economy hits rough waters, City Hall is asked to do more with less revenue, to keep taxes low but services at the same level, to provide a strong safety net for citizens whose lives are unraveling, and generally in times like these, through no fault of their own.

While the need for government services is real, so is the public's anxiety regarding those very same institutions, and they're anxious because they're not sure if they can still count on the people who run government to make the right decisions and to listen when they say things like: "stop and focus on the economy."

As city leaders, we always need to listen. We are determined to set a course for Nashua that will instill confidence in our residents, but we must also be honest about discussing limits and managing expectations. We need to be realistic about just what Washington, Concord, and City Hall can do to fix the economy.

While each new fiscal year brings its own set of challenges, I'm happy to report that we closed the books for FY09 on some positive notes. This puts us at a good starting point for the work ahead on the budget.

Despite the recession, our Undesignated Fund Balance stands at \$25.9 million dollars which is 11.9% of the FY10 General Fund budget, well over the 10% minimum

recommended by ordinance. Our last bond sale in the spring of 2009 had Standard & Poor's maintaining our AA+ rating. City debt is at 15.4% of its allowable debt limit and the school is at 20.1% of its allowable debt limit. It is important to note that we use more stringent limits than required by the state.

One of the challenges in 2009 included property revaluation. Revaluation this year resulted in an average decrease in total taxable property valuations of over 10%; from \$9.4 billion to \$8.4 billion. Though this caused a sharp increase in the tax rate, it did result in 75% of owners paying the same amount or less than they did in taxes in the previous year. Although not true for those in the commercial sector, as commercial property held their values better. Without the revaluation, rates would have gone up only 1.3%.

The recession impacted us in a couple of ways. First, revenue from the state dropped significantly since last year as Concord struggled with its budget; \$2.4 million in revenue sharing was suspended, while almost \$2 million in DES funding was deferred, and over \$1.2 million in additional retirement costs shifted from the state's budget to ours. We planned for this in the FY10 budget but it made it much more difficult to maintain crucial services and keep taxes down.

The recession hit us directly as well; lower motor vehicle registrations and investment income remain a concern as we prepare our FY11 budget. When I say the buck stops at the local level, I really mean it.

As you are aware, we suffered a \$3.2 million deficit in our School budget, a shortfall which was covered with a transfer from the School Capital Reserve Fund. In FY10, we transferred one million dollars of our undesignated fund balance to help cover the \$850,000 of the FY10 projected school deficit and to beef up the catastrophic expense reserve by \$150,000. This reduction in Fund Balance still leaves us at 11.9% of the General Fund budget, again above our 10% minimum as I had mentioned.

The revelation that our school budget had millions of dollars of red ink caught us all by surprise back in July. And that surprise was followed by shock when we dug deeper into the problem. As mayor, I'm proud to say that instead of playing the blame game, we met the issue head on. The School Board took responsibility and they diligently worked with their incoming Superintendent, Mark Conrad, to investigate thoroughly the circumstances that led to the problem. Since that time, we have been working closely with the school administration to be certain that proper controls are in place and that there is accountability to the city.

Going forward, controls and accountability are absolutely necessary to assure the public that we have both cooperation and strong fiscal management. Our new financial software will make that possible. More on that later.

The City's Chief Financial Officer and the School's new Chief Operating Officer have established monthly reviews and continue to improve the process. I believe that the report issued six months ago by Superintendent Mark Conrad provided clear evidence that the reason behind the deficit was not a theft but rather mismanagement and poor budgeting. This is why, as Mayor, I feel strongly that legislation presented to the Board calling for a forensic audit, which even as amended, I believe is unnecessary and counter-productive. Our limited and valuable resources, which include staff, should be used more constructively, and not diverted to repeating the exercise already completed by Superintendent Conrad. Let's instead get behind him and Chief Operating Officer Dan Donovan and support them as they tackle one of the greatest challenges our school district has faced.

It is a challenge that we share as our upcoming budget will certainly reflect the difficult economy as well as the school's financial troubles. As I had predicted even prior to the school's unknown financial troubles, it is proving to be a very difficult year. As you know I have given directives relative to level funding, which in reality means cuts. I will point out, however, that declining revenues from the state, federal government, and our own local revenues are a challenge.

Other challenges in addition to the school finances are infrastructure needs, which include an aging fleet in many city departments. All the while maintaining services and keeping taxes at a reasonable level. Because of the timing of this address, I am not able to be more specific about the budget, but I will tell you that it is my intention to present the budget to you at the full Board meeting of this board on April 27th, and at that time, I will present a budget message.

So, what is the state of Nashua today? Despite a school deficit, declining state revenues, and enterprise funds that continue to pose a challenge, we do have solid financials. Our big picture is positive. It comes as no surprise that Nashua's unemployment rate for December 2009 is higher than last year. Although we've officially clawed our way out of the recession that began at the end of 2007 and we have been seeing signs of recovery, the unemployment rate is still high. Job recovery always occurs only after businesses begin to reinvest in capital and start producing more products to increase inventory.

There are bright spots to be found, however. In contrast to these numbers, the "Help Wanted" sign is definitely out at Benchmark Electronics, the latest tenant in Nashua's Technology Park. As a matter of fact, when President Obama visited Nashua to talk jobs and the economy, Benchmark was holding a job fair to fill fifty positions. Nashua Technology Park is happy to report they have new businesses moving into our community. Of their 700,000 square feet, only 150,000 is available, and their occupancy has risen to 80%. That didn't happen by accident. Nashua has always been known for innovation.

The roundtables we have sponsored have brought businesses together to talk about how the City can help make them strong. While government can be a catalyst, in the end, it is the business sector that will ultimately push the economy out of the recession.

We are fortunate to have several companies right here in Nashua that illustrate how innovation in private industry can help lead the way. They are Ektron, Nemo Equipment and ICad. All three businesses were named Innovation Rock Award winners for 2009. They received the honor for having designed and implemented a significant innovation that has had a positive impact on New Hampshire's economy. The awards are a partnership between the New Hampshire Business Resource Center and Rock 101 WGIR FM celebrating the outstanding achievements of technology companies in New Hampshire.

As Mayor, I've been visiting businesses with our Economic Development Director and asking them if they need us, and if they do, how can we help? I have visited companies like North End Technologies, Element Manufacturing, Greenard Press, Caliper Design, Ektron, Nemo Equipment, and Benchmark Electronics. Six of those I mentioned are manufacturing companies. Four of the seven list design as the primary focus in describing what they do. There is a bounty of intellectual capital here in Nashua and that is what allows us to respond to a changing economy.

When the White House called to tell us President Obama was coming to Nashua and that he planned to speak about jobs and the economy, I had only five extra tickets and I wanted to distribute them wisely. So I invited the President of the Nashua Community College, the President of one of our newest small banks, the President of our Chamber of Commerce, and a small business owner and the Executive Director of an agency providing work-force training services. I wanted these men and women, who have such a vested interest in our community, to hear first hand of the President's jobs initiative so that we can apply his proposals locally. The next step? Bringing that group together with other stakeholders and translating initiatives into reality.

It has always been foremost in our minds that our single greatest responsibility in economic development is creating an environment that is attractive and predictable for business growth and success. Our roundtables and visits enable us to evaluate the information and implement ideas that our businesses share. This has resulted in positive change including the expansion of economic development zones throughout Nashua. This allows businesses to take advantage of business tax credits in New Hampshire.

It is also important to maintain one of our critical tools; the Greater Nashua Revolving Loan Fund, which assists businesses that are growing and reorganizing and in need of capital, especially critical as banks have limited business credit opportunities. I have had more than one business tell me that without it they would not be here today.

We have made real strides in streamlining permitting. A good example is when we applied for and received an urban exemption from the Shorelands Protection Act for much of downtown Nashua.

And we are preparing for the future with targeted planning initiatives that support future growth insuring that we are ready and competitive when the economy picks up steam. Those include the Bridge Street Water Front Development Project under the Business and Industrial Development Authority, Front and Franklin Streets, and, of course, the Broad Street Parkway.

The Broad Street Parkway is our most ambitious infrastructure project. With the positive vote from the Board this past year, we have our project manager on board and are well on our way toward final approvals from the Federal and State Government. We believe construction will begin in the fall.

Speaking of infrastructure, my office is paying attention to our downtown. This past year, we sent out a comprehensive survey to businesses and consumers. We had close to a 20% response. We continue to review the results, but the important piece is that we are looking at both sides of the equation so we can figure out how to get owners' and shoppers' interests on the same page.

Additionally, the recently established Business Improvement District Advisory Committee is working hard to provide a recommendation to me and this board regarding what is best for the downtown. We are gathering all of this information to map out the next best steps for our downtown area.

In the meantime, we are taking care of what we heard loud and clear from last year. Sidewalks; our city sidewalks have been a long-time problem in the winter. If people can't get to our businesses, they can't support them. So we implemented a new sidewalk snow clearing program to rave reviews. This benefited not only our businesses but our schools as well, adding more than nine additional miles of plowed sidewalks.

Our sidewalk improvements came at the perfect time as our foot traffic increased due to the temporary relocation of the Hillsborough County Superior Court North from Manchester to Nashua. Several city departments helped put out the welcome mat for the public, court's employees, judges and jurors. So far, justice is being served with little disruption.

Now you know when you're in public service, you often hear terms like vision, agendas, and initiatives. Still others use phrases such as priorities and goals. Like many people, I sometimes use those terms interchangeably, but I always keep in mind those terms often mean different things to different people. In my two years as Mayor, I've come to believe that strategic management encompasses all those terms. I consider it to be the essence of the administration of good government. In the end, being a competent manager and having vision are not mutually exclusive. In my administration, they have always gone hand in hand.

Let's take Economic Development as an example. As I mentioned earlier, city government's single greatest responsibility regarding this issue is to help create an environment that is attractive and predictable for businesses to grow and succeed. So what does that mean? It means we need strong infrastructure encompassing roads, schools, and transportation but we also need to keep quality of life issues in mind. By quality of life, I'm talking about employers being confident that their employees can afford to live here and invest their time and energy volunteering at the schools and frankly in city government. A place education is valued, where their children can grow and learn the skills needed to compete in the 21st century.

It reminds me of that song about the shin bone being connected to the ankle bone because it all relates. All of these issues come full circle. And done right, they are all indicators of good government, a place where people participate, can find the information they seek, see government acting in their best interests, and can reach out to their elected representatives on the issues that matter most to them.

During my last State-of-the-City, I spoke of how, in my first year, I needed to learn the internal culture of city government in order to set the table for success in year two. I told you I had discovered a city of silos along with a phenomenon I referred to as the language barrier. Let me give you a progress report. We have had a positive impact on breaking down silos. I know this because my senior management team, that I refer to as my cabinet, comes together and works together as a team looking at and solving problems, but more than that, they reach out to each other to do so even when we're not in a collective group. I'm certain that our months together viewing the city from different vantage points set the foundation for that.

That view also resulted in what we called a Quadrant Report, which the cabinet and I presented to the Board of Aldermen one Saturday morning last April. This report is one of the tools to be utilized in the strategic planning meetings that the President of the Board, has initiated. Another measure of the success in breaking down silos is the way we have productive senior management teams focused on the Broad Street Parkway, CitiStat, Pennichuck, and Energy Planning. I am very proud of my cabinet and I hope that they are as proud to have me on their team as I am to be on theirs. Many of them are here tonight. Thank you for coming.

We also have made significant progress with breaking the language barrier. The biggest single example of progress in this area is the resolution of union contracts. With the current costing model now being used, the employees and the city, have a clear understanding of exactly what the terms of the contract cost. They have the confidence and assurance that we have reached a fair and affordable agreement. Clearly, we have made great progress in this area. Based on my experience so far, I believe that if we would have had this information and been in fact speaking the same language, it would have meant a different teachers' contract today.

This year we have successfully negotiated and closed eight contracts. This change was one of the reasons. This new approach benefits all parties, the employees, the city and

perhaps most of all, the taxpayers. This change would not have been possible without our CFO, Mike Gilbar, who understood and shared my concerns and took the initiative to produce the new model.

I find it remarkable to be able to tell you tonight, that for the first time in eight years, we have no expired union contracts. My goal is to maintain that trend. It is important for the city and our employees to have fair and certain contracts in place. In these uncertain times, that may mean having a series of short, one-year contracts as we move forward.

Transparency plays a large role in dealing with language barrier problems and here we have accomplishments, too.

Where did the light shine this year where it hasn't in the past? Our tax bills are a perfect example. One of my goals has been to build on the positive impact we are having with residents when the city makes more information available to them concerning how their tax dollars are being spent. Our insert in their tax bill is doing just that. The insert was particularly important this past year with our revaluation, something that not everyone understood.

And coming soon, the Guide to Understanding Your Tax Bill, an everything you ever wanted to know about taxes, rates, and valuations, which will be readily available on the web and in a brochure you'll find at City Hall. Speaking of everything you wanted to know, please check out our new web information about winter storm operations, and also access information by telephone on our new snow line, which updates weather conditions and lets you communicate with a streets employee about things that need their attention.

We've established on-line, monthly financial reporting and placed all of our union contracts on the web so that every citizen is able to have access to information that will go a long way in understanding how their money is being spent. We also continue to improve our budgeting and reporting process. This year, prior to the completion of my FY10 budget, I asked that all special revenue funds include budgets where there were re-occurring annual costs. Though these funds are not paid for with tax dollars, I feel that it is good practice to provide complete information about the city's financials as well as improve budget controls.

We were also proud to host a Sunshine Week workshop headed up by our City Clerk, Paul Bergeron, which was attended by more than 75 city and area municipal officials and employees, including attendees from as far away as Jackson, Gilmanton, and Keene. During the presentation, we stressed the importance of the spirit of the law; that all government information should be regarded as public to begin with instead of looking for exceptions in order to hold it back. I am confident that the attendees left with a better understanding of our Right to Know laws.

In my second State-of-the-City address, I stressed my firm belief that people don't trust what they can't see. We will continue to find ways of ensuring that the public's business is able to be seen by the public. More and more we're finding out just how much technology can drive transparency and efficiency. We're doing our best to harness both. As an example, the City has launched its NGIN (Nashua Government Innovation). It is an initiative, which includes upgrading our financial software also referred to as ERP (Enterprise Resource Planning). It's a multi-year effort to transform and modernize city government and provide a unified system of technologies, business processes, and management. The bottom line here is our current system went on-line in the seventies. While I have no doubt many of us have great memories from that time, I think we'd all agree that we cannot run a city on software from the disco era. The benefits of the new system will include:

- Incorporating process improvements and government best practices to end inefficiencies and help us to continue our progress in breaking down silos,
- Create a tightly integrated system built on collaboration instead of duplication,
- Promote knowledge sharing and government transparency,
- Offer innovative new tools for staff and citizens to provide faster more efficient services; and
- Ensure reliability and continuity of operations for critical systems

Great things are happening in Nashua. We have made progress to be proud of over the last two years. I encourage all of our division directors to be creative as well as accountable. Three new directors joined city government recently. They include: Leon Kenison in Public Works, Susan Valaitis for CitiStat, and Jennifer Hinderer at the Library. They make wonderful additions to my cabinet.

Lots of great things are happening across all of our city divisions. Let me share some with you. As many of you know, my approach to Administrative Services is CitiStat. CitiStat has been busy with helping me, division directors, and department managers look at their information differently. The biggest objective is effective, efficient delivery of services. Weekly CitiStat meetings also include a team of senior managers, which include Finance, IT, Human Resources, and even GIS to look at problems, barriers, and information in a way that moves projects along and provides immediate access to multiple departments and to our managers. In other words, providing data that helps our departments work smarter, which leads to greater accountability.

Currently CitiStat is also leading the process mapping portion of NGIN and they are facilitating the information gathering and analysis for the fleet assessment, which is needed for this year's budgeting priorities.

Because so many of our residents stayed closer to home due to the economy, our library experienced its busiest summer ever. Overall, circulation is up 5% just since July. Perhaps even more importantly, the library is responding to the needs of those out of a job and looking for work by adding substantially to the career training collection. Books about writing resumes, interviewing, and job hunting strategies are checked out just as soon as they're checked in. Clearly, our trustees, librarians, and support staff are

passionate about focusing their energies on those who need jobs. Their mantra; we're working harder and smarter.

In our Park & Recreation Department, the SummerFun program experienced record crowds attending over seventy free events put on throughout the season. The highlight of the summer? The Fairytale Festival, of course, which drew over five-thousand visitors. Parks & Recreation continues to be recognized. The Mine Falls Park Gatehouse received the Historic Preservation Award from the New Hampshire Historic Preservation Alliance and the department's plantings and flowers all across the city earned the New Hampshire Arborist Association Community Beautification Award.

Across town, we have Public Health and Community Services. When the federal government declared a National Public Health Emergency this past April regarding the H1N1 virus, it took Nashua only one day to activate its Multi-Agency Coordination Entity (MACE) as a way of coordinating the communication and resource needs of the Greater Nashua Region, the first in the entire state to do so. To date, our Division of Public Health, along with its partners, have held numerous H1N1 clinics, vaccinating over 3,600 people. While Public Health's work often affects thousands, it's also able to react quickly to individual needs. The division's Department of Environmental Health received a call from a Nashua School District nurse regarding a child who smelled like diesel fuel when she arrived at school. Environmental Health contacted Nashua Fire Rescue, Code Enforcement, and Building Safety. Within minutes, city departments met at the house. They found a significant leak of home heating oil and a malfunctioning furnace that was leaking deadly carbon monoxide gas into the home. Caring professionals, quick response time, and tremendous collaboration between departments potentially saved the lives of an entire family.

Over at Transit, the economy is having an impact as well with a greater number of people using public transportation than ever before. Ridership on our city buses went from almost 416,000 thousand to over 474,000, an increase of more than 58,000 riders or 13%. Transit also increased the night routes the city offers. By adding another bus, we were able to go from two routes to three. We also started a brand new Saturday night service that includes three buses, and our residents will have three new trolleys to ride in the spring. In the near future the Transit Center that sits right behind City Hall will be renovated. This will include more efficient lighting, a safer outside pad, security cameras inside and out, as well as new flooring and seating.

As part of City Hall's efforts to promote efficiency and effectiveness, Transit has taken on the responsibility for the city parking program, and is now a component of the new Transportation department that makes its home in the Community Development Division. This also better reflects our recognition that a city of our size should be proactive in the bigger picture of transportation.

To remain competitive, Nashua must continue to improve mobility for our residents, commuters, and goods. Nashua needs to have a strategy to set future transportation priorities that will stimulate long-term community prosperity and competitiveness. This

strategy must include rail, not just commuter rail because freight is also part of the equation. A draft report can be found on the web-site and a final report from the Mayor's Transportation Task Force will be presented at a joint Infrastructure and Planning and Economic Development meeting, followed by a discussion on rail. I'd like to thank the President and two Chairmen for working with me to have a forum for a productive discussion.

During 2009, Motor Vehicles became an on-line municipal agent with the State of New Hampshire. This new system allows us to perform additional services for our residents such as late renewals, vanity and moose plates, duplicate registrations, and several other additional services. Prior to this change over, we were averaging over 3,000 customers who had to complete their registration process either in Milford or Concord. Now that we are an on-line agent, this need to travel has been eliminated. It will also assist the City in earning additional revenue.

Our IT department has been a leader in breaking down silos by listening and meeting the needs of departments to better plan and use the city's resources, including: work order and service management, fleet vehicle management, and improvements like our new fuel management system, which helps account for and control the use of the city's fuel stores.

Your local government and education channel, NashuaCTV, has dramatically increased the depth and length of programming through its new broadcast systems. The growth continues as our new state-of-the-art studio goes live this spring. Citizens will also see higher quality production values when they watch government meetings on television thanks to our new robotic camera systems that were tested last week and were going to make their official debut at my State-of-the-City last week, but have now been operating for more than a week.

You will also note soon the changes coming to the meetings hosted in the city auditorium, primarily planning and zoning. While they too will get new cameras, the biggest improvement there will be sound quality. Public TV will be advanced with an RFP release that should be going out in March. This will provide the opportunity to determine true costs and flexibility in launching Public TV.

Over on the public safety side, both our police and fire departments have impressive results to share. Police Chief, Don Conley, reports that his department is up to full strength again with 177 officers. Our men and women in blue were recently audited for re-accreditation and, even though the official report is not due out until mid-March, the auditors told the Chief that Nashua did quite well. That's a tremendous accomplishment for one of the largest police forces in the state. I know the board shares my pride in our police officers along with the amazing work they do each and every day, often under difficult circumstances.

The Chief is also extremely proud of the fact that we now have fifteen Crime Watch groups in Nashua, the highest number ever since the program was created. Chief Conley calls these watch groups great partnerships for the city and can't say enough about the dedicated citizens behind the success. It is important to understand that this increase does not correlate to an increase in crime, but instead an increase in citizens taking an interest in how they can be involved.

Fire Chief, Brian Morrissey, is equally proud of the nearly 7,500 emergency calls our fire and rescue crews answered in 2009. Firefighters responded to several major fire events, most notably the five-alarm at Vine and Lake Streets one year ago where they saved an entire city block, and then another five alarm just recently in a historic building on Pine Street. These fires had much more than just the same number of alarms in common. Thanks to the bravery and professionalism of our firefighters, there was no loss of life or injury at either blaze.

Our firefighters and police officers are an indispensable part of the fabric that binds our community together, keeping us safe when we need protection the very most.

Still remaining in the category of unfinished business for 2009 we have Pennichuck. As you know, in January we presented our case for reducing the eminent domain cost to the New Hampshire Supreme Court. And at the end of last year, our team of experts presented their view of fair market value at an open meeting of the Board of Aldermen. After that presentation, the CEO of Pennichuck wrote an op-ed piece where, in his words, "without waiving any other rights," he gave me the okay to publicly disclose the amount the city offered in 2007. I can't see how one piece of information from three years ago is going to help anyone understand this complex issue. Mr. Montopoli should know that good government thrives on a complete and open exchange of information. I suggest that he waive any other rights he thinks he has and authorize open explanations and discussions of all conversations with the public and his shareholders. Maybe then those discussions would take a different course. It is worth considering that soon after our presentation to the Aldermen, Pennichuck sold almost 400,000 shares at \$21 a share, and, just before our Supreme Court arguments, Pennichuck made a presentation of their own to a legislative committee where they valued their entire company at about \$134 million.

And under the *you can't always hit a home run but you have to keep swinging* category, we have the future of baseball at Holman Stadium. I know last year I stood before you and I said with great excitement that we've signed a new professional team called the American Defenders and that baseball is back. Well despite the City's best intentions and lots of promises from the team, it became pretty clear, pretty fast that the deal simply wasn't going to work. Because the diamond at Holman Stadium is such a gem and thanks to an amazing group of volunteers, we have a new plan for the stadium for this summer and beyond. The recommendations are built around an understanding of the value of this historic stadium to our city and an effort to bring sustainable and appropriate activities to our stadium. This report was presented to the Board of Public

Works last week and is on your agenda tonight. I'm hopeful you will be impressed with the work they did in less than two months time.

We are also soon to receive a report from the Arts Commission Steering Committee. This group has been working for more than a year to define a commission to serve the community as a cultural resource. This committee came about after a day long symposium on the arts.

Let me share some goals and priorities for 2010. Under Economic Development, the city branding initiative, as you know, retention, recruitment, and marketing have been our goals for economic development. Even with the best intentions, these times required recruitment and marketing to take a back seat to retention. Understandable, of course, but clearly our community needs to get the word out about the great things that are happening in Nashua every day. There is a need to communicate a consistent and coherent message to the outside businesses community and region about what Nashua has to offer. It is time to get in full gear with our city branding initiative, which will help to target the kinds of businesses that are a great match for Nashua and which augment our existing strengths.

Under infrastructure/economic development, energy efficiency, we have been fortunate to receive direct energy dollars that we have identified uses for. First and foremost, the development of an energy strategy. This will be the foundation for moving forward with any initiatives that we identify as well as positioning us to apply for available funds. The Jordan Institute should have that completed before the end of the month. We have targeted some of those funds for renovating the HVAC systems in City Hall.

Nashua is certainly getting some attention on the state and national level as a city poised for being a leader in energy. The state Office of Energy and Planning asked us to be a partner in their application for a federal initiative called Beacon Communities. At our finance committee meeting we approved the purchase of our first hybrid vehicles; two cars, one for Streets and one for Park & Recreation. We are gearing up for a proposal to apply for federal grant funds for a compressed natural gas program, which will entail a fueling station and new vehicles.

You will also soon see an RFP being released to hire an energy broker. This is not necessarily an energy saving move, it is primarily a cost saving measure, which should result in real savings that we can then direct to other needs without having to raise more revenue.

Now, let me send out some thanks. It is not just the people who work all across city government who help make goals and initiatives a reality. We have dedicated volunteers who also play an integral role in many of these successes, many of whom are here tonight for their confirmation by this board. A wise mom once remarked volunteers don't have more time than the rest of us, they just have more heart. And that is certainly true for the over three hundred volunteers who serve on various boards and commissions.

We have 52 boards and commissions, but we also have those that serve on ad hoc committees like Holman Stadium, Transportation, the Arts Steering Committee, the ERP Steering Committee not to mention, friends of committees, and trustees that serve our library, cemeteries, Hunt building and others. I have appointed over 170 of them at this point, and without them, many important priorities would have stayed on a back burner. I sincerely thank them all.

One of those tremendous volunteers who has always answered the city's call on many occasions is Jack Law. I want to personally congratulate him on earning Citizen of the Year honors from Nashua's Chamber of Commerce this past November. Jack is dedicated to Nashua in so many ways, not just with his family business that has been operating in our city for more than 100 years, but in his quest to give back in so many ways. I think his wife, Lori, said it best, Nashua is everything to him. I'm sure that's why he keeps track of what I am up to, even when he is enjoying a break in the Sunshine State. He doesn't miss a thing.

You can't talk about volunteers without talking about you, our Aldermen. While you are elected officials, your efforts go far beyond meetings. Your constituent service and willingness to work with me, and serve in additional capacities beyond your regular aldermanic duties, must be recognized. And I thank you for all of your efforts on behalf of our city.

In closing, let me say while Nashua, in common with every city and town, has felt the sting of the times, we know that we are better off than many other communities. When optimism replaces pessimism, when courage replaces gloom, and when hard times change to prosperity, I am sure that we will find that our city has not been vitally hurt. If we turn our eyes inward or if the world cares to glance our way, they will find its inhabitants have goodwill for one another and who wish all mankind better and more peaceful times for the coming years.

Those words are not mine. Interestingly enough, they are what Mayor William Sullivan said in his State-of-the-City address in 1932, the second worse year of the Great Depression. So from 1932 to today here in Nashua, we are uniquely positioned to bounce back from a tough economy because we've always been a city that cares, that attracts new ideas and welcomes new industry. And it's been that way for a long time.

Dozens of Mayors before me, and hundreds of Aldermen before you, have worked together in good economic times and bad, through wars and recessions, from the decline of our mills to the rise of high tech. We've all served at very unique times in our city's history. Our challenges have had different names and they've required different fixes, but the place is the same. It's Nashua, the place all of us call home. I mean, let's remember, thanks to Nashua Corporation, we're the city that helped bring wax paper to the rest of the world in the early 1900's. And what did we do to top that? We invented the automatic bread-wrapping machine, of course.

The economy will indeed be the watchword in the year ahead, but we can still aim high during troubled times, still reach down deep to work out our challenges, and still remember we're all in this together. If the third time around is truly a charm, then in my third year as Mayor, I look forward to 2010 and all the good work we can accomplish.

Thank you for your attention tonight.

SEAL OF THE CITY

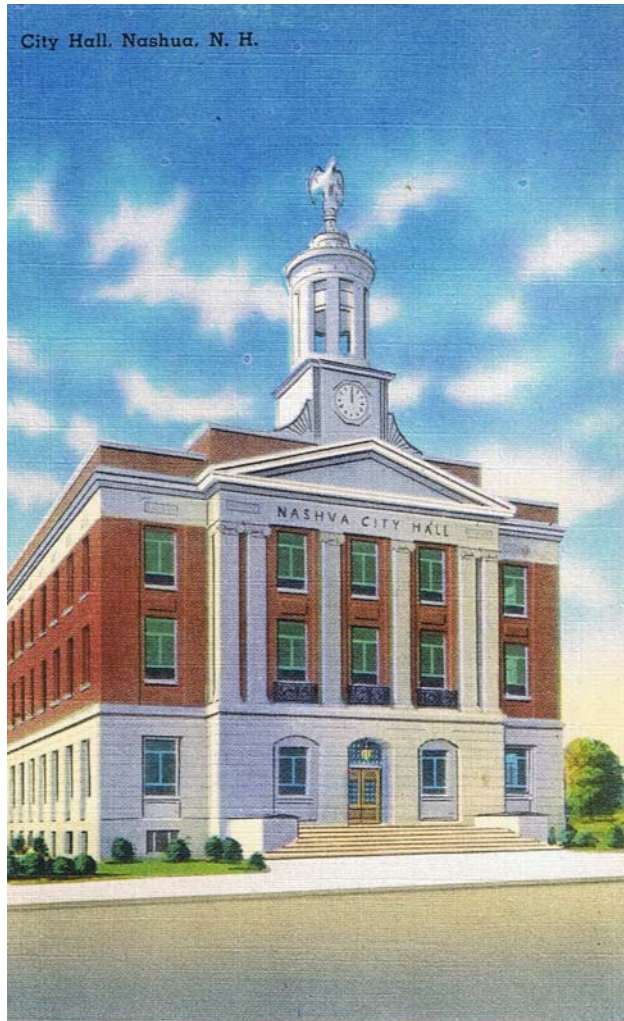
The seal of the City of Nashua shall consist of a circular disk, upon the outer edge of which shall be inserted the words "TOWNSHIP OF DUNSTABLE, 1673," and upon the bottom of the disc the words "CITY OF NASHUA, 1853." In the foreground shall be an anvil and hammer, a plough, a bale of goods, a regulator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



Nashua City Hall. Linen postcard image.
Made by Tichnor Bros., Inc., Boston.
Published by F. P. Trow News Agency, Nashua.

DEPARTMENTAL REPORTS

JULY 1, 2009

THROUGH

JUNE 30, 2010

EDGEWOOD CEMETERY

During the year there were a total of 91 graves sold as follows; 10 – 4 grave lots, 17 – 2 grave lots, 3 single graves and 7 - 2 grave cremation lots. There were a total of 92 interments performed; 49 adults and 43 cremations.

Trustees:

Thomas A. Maffee, President

Allan M. Barker

Norman E. Hall

Morgan A. Hollis

John P. Stabile II

Douglas M. Barker, Secretary

James S. Chaloner

Philip L. Hall

Brian H. Law

OFFICE OF THE CITY CLERK

City Clerk

Deputy City Clerk

Deputy Voter Registrar

Vital Statistics Clerks

Paul R. Bergeron, CA, CMC

Tricia Piecuch, CMC

Judy Boileau

Cynthia Duffina

Roberta Schelberg

Colette Trempe

Dog Licensing

More than 8,400 dogs were licensed in 2009 – 2010. \$9,374 was collected in fines from owners of dogs who failed to license their pets. Licenses are required by the state, and fees and fines 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; an additional \$.50 of each license issued is forwarded to the state to fund the state veterinary diagnostic laboratory.

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 have significantly 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 declined to the point that revenues are now \$8,335 – 24% of what they were nine years ago. In FY07, financing statement recordings brought in \$19,200; in FY08 revenues slid to \$11,755; in FY09, revenues rose to \$14,975.

Vital Records

In NH, fees for the issuance of vital records are established under state law. Effective June 10, 2010, the fee for a Marriage License was raised to \$50 from \$45 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) and \$5 is forwarded to the state treasurer for deposit in the general fund. Only \$7 of the Marriage License fee is retained by the City of Nashua. The fee for a certified copy of a vital record event (birth, marriage, death) was also raised, from \$12 to \$15. Of this amount, \$8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:15 and \$3 is forwarded to the state treasurer for deposit in the general fund. Only \$4 of the certified record fee is retained by the City of Nashua. Revenues from certified copies of birth, death and marriage records were slightly lower than those of the preceding year: \$49,610 in FY10 vs. \$51,769 in FY09.

Effective July 1, 2008, the City Clerk's Office began providing couples an opportunity to be married at City Hall, in the Aldermanic Chambers, during regular business hours. 170 ceremonies were conducted at City Hall during FY10, 262 ceremonies in FY09. The City receives a nominal fee of \$25 for each ceremony.

On January 1, 2008, NH began recognizing "the civil union of one man to another man or one woman to another woman" (RSA 457-A). Effective January 1, 2010, NH repealed the civil union statute and enacted RSA 457:1-a, which states that "Marriage is the legally recognized union of 2 people. Any person who otherwise meets the eligibility requirements of this chapter may marry any other eligible person regardless of gender. Each party to a marriage shall be designated *bride, groom, or spouse.*"

Municipal General Election

The City held its biennial (non-Mayoral) municipal election on November 3, 2009. 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 who assisted during the November election. These election officials begin arriving at the polls by 5 a.m. and stay as late as 9:30 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
GENERAL MUNICIPAL ELECTION
CITY OF NASHUA, NEW HAMPSHIRE
NOVEMBER 3, 2009**

[* Denotes winner(s)]

FOR ALDERMEN-AT-LARGE	4 Year Term	Vote for not more than THREE
3,437	Steven A. Bolton	4 Kyle Drive
3,948	Barbara Pressly*	11 Orchard Avenue
3,844	Mark S. Cookson*	18 Inca Drive
4,728	David W. Deane*	56 Manchester Street
45	Steven Martin	18 Carroll Street
BOARD OF EDUCATION	4 Year Term	Vote for not more than FOUR
3,730	Dennis G. Ryder*	17 Charles Street
3,835	Thomas L. Vaughan*	6 Kevin Road
3,693	David Murotake*	17 Portchester Drive
4,376	Sandra Ziehm*	147 Chestnut Street
FIRE COMMISSION	4 Year Term	Vote for not more than TWO
2,661	Bruce A. Laughton	62 Gillis Street
817	Burton H. Janz	31 Syracuse Road
3,144	Michael P. Soucy*	3 Roseann Circle
2,978	David Lavoie*	133 Amherst Street
BOARD OF PUBLIC WORKS	4 Year Term	Vote for not more than TWO
4,128	Tracy Pappas*	12 Swart Terrace
4,146	Daniel L. Gagnon*	46 Indian Rock Road
WARD ONE		
ALDERMAN – WARD 1	2 Year Term	Vote for not more than ONE
610	Kathryn D. Vitale*	8 Massasoit Road
160	Robert J. Sullivan, Jr.	12 Stonybrook Road
399	Steven Martin	18 Carroll Street (Write-in)
MODERATOR – WARD 1	2 Year Term	Vote for not more than ONE
884	Patricia A. Chadwick*	43 Indian Rock Road
CLERK – WARD 1	2 Year Term	Vote for not more than ONE
904	Mary Poston*	14 Bible Way
SELECTMEN – WARD 1	2 Year Term	Vote for not more than THREE
665	Elaine Dorgan*	1 Birch Hill Drive
467	Suzanne Marie Rak	50 Parrish Hill Drive
528	Nicholas Dahl*	6 Indian Rock Road
643	Brooks Thompson*	36 Lutheran Drive

WARD TWO		
ALDERMAN – WARD 2	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
431	Richard LaRose*	36 Charlotte Avenue
225	Michael Aksten	43 Sherri-Ann Avenue
MODERATOR – WARD 2	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
56	Roberta Woitkowski*	17 Lee Street (Write-in)
CLERK – WARD 2	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
494	William A. Marshall*	15 Watson Street
SELECTMEN – WARD 2	<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
421	Carolyn Sirois*	40 Sherri-Ann Avenue
424	Jane Sirois*	45 Sherri-Ann Avenue
420	Teresa Moler*	88 Cannongate III Road
WARD THREE		
ALDERMAN – WARD 3	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
341	Diane Sheehan*	20 Lock Street
133	A. David Pierce	13 Manchester Street
311	Kevin S. Moriarty	22 Raymond Street
189	Robert “Bob” Carlson	17 Cabot Drive
MODERATOR – WARD 3	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
678	Arthur L. Barrett, Jr.*	73 Walden Pond Drive
CLERK – WARD 3	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
669	Diane J. Griffith*	19 Stark Street
SELECTMEN – WARD 3	<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
579	Sheila McLaughlin*	71 Walden Pond Drive
537	Rosalyn Price*	52 Walden Pond Drive
583	Martha Barrett*	73 Walden Pond Drive
WARD FOUR		
ALDERMAN – WARD 4	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
164	Marc W. Plamondon	78 Elm Street
181	Arthur T. Craffey, Jr.*	109 Vine Street
MODERATOR – WARD 4	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
28	David Davis*	9 Miami Street (Write-in)
CLERK – WARD 4	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
14	Daniel Gleneck*	34 Tampa Street (Write-in)
SELECTMEN – WARD 4	<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
247	James Barnett*	2 Beech Street
6	Clarence Krammes*	6 Mount Vernon Street (Write-in)
--	VACANT	

WARD FIVE			
ALDERMAN – WARD 5		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
Election night results	Recount held Nov. 16, 2009		
424	424	Michael J. Tabacsko*	5 Federal Hill Road
416	417	Michael Gallagher	9 Old Coach Road
MODERATOR – WARD 5		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
609		Patricia D. Allan*	107 Shore Drive
CLERK – WARD 5		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
615		Jean E. Fortier*	1070 West Hollis Street
SELECTMEN – WARD 5		<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
531		Paul Pellerin*	2 Hawthorne Lane
526		Nelson S. Allan*	107 Shore Drive
9		Robert Ferreira*	15 Nichol Lane (Write-in)
WARD SIX			
ALDERMAN – WARD 6		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
300		“Ken” Gidge	22 Hayden Street
336		Paul M. Chasse, Jr.*	26 Balcom Street
MODERATOR – WARD 6		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
455		R. Jay Corbin*	7 Stevens Street
CLERK – WARD 6		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
17		Carol Lapin*	22 Booth Street (Write-in)
SELECTMEN – WARD 6		<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
356		Timothy J. Lockhart*	14 Verona Street
431		John Madigan*	29 Victor Avenue
5		James Gately*	165 Pine Street (Write-in)
WARD SEVEN			
ALDERMAN – WARD 7		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
542		Richard P. Flynn*	12 Charlton Circle
MODERATOR – WARD 7		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
503		Donald H. LaChance*	18 Williams Street
CLERK – WARD 7		<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
172		Douglas Carroll	45 Lynn Street
343		Valerie Denault*	48 Burke Street
SELECTMEN – WARD 7		<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
386		Anne M. Sirois*	57 Newbury Street
386		June M. Caron*	24 Montgomery Avenue
391		Edward R. Jean*	70 Marshall Street
233		Michael J. Sheahan	4 March Street

WARD EIGHT		
ALDERMAN – WARD 8	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
281	Edmond J. Stebbins	13 Strawberry Bank Road, #2
342	Mary Ann Melizzi-Golja*	2 Amble Road
42	David MacLaughlin	4 Heritage Village Drive, #104
MODERATOR – WARD 8	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
11	Gene Anderson*	38 Spindlewick Drive (Write-in)
CLERK – WARD 8	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
17	Connor Strobel*	3 Belgian Place (Write-in)
SELECTMEN – WARD 8	<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
6	Michael Warhola*	40 Spindlewick Drive (Write-in)
6	Margaret Anderson*	38 Spindlewick Drive (Write-in)
5	Steven Grass*	15 Erion Drive (Write-in)
WARD NINE		
ALDERMAN – WARD 9	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
617	Jeffrey T. Cox*	12 Colleen Road
MODERATOR – WARD 9	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
573	Donald Dillaby*	27 Palisade Drive
CLERK – WARD 9	<i>2 Year Term</i>	<i>Vote for not more than ONE</i>
585	Ann A. Corbett*	168 Searles Road
SELECTMEN – WARD 9	<i>2 Year Term</i>	<i>Vote for not more than THREE</i>
502	Patricia A. Moreau*	5 Gagnon Circle
509	Kay Potfora*	102 Conant Road
7	Evelyn Dailey*	18 Nightingale Road (Write-in)

Ward	Ballots Cast	Beginning Voter Registration	Election Day Voter Registration	Ending Voter Registration
One	1235	6,693	24	6,717
Two	708	5,935	17	5,952
Three	1010	5,585	22	5,607
Four	357	4,258	14	4,272
Five	866	6,438	9	6,447
Six	663	5,179	9	5,188
Seven	634	4,924	10	4,934
Eight	700	5,916	12	5,928
Nine	788	6,612	15	6,627
Total	6,961 (13.47% turnout)	51,540	132	51,672

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	

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1959	494	649	1384	
1960	486	560	1437	39,096
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	
1964	554	670	1689	
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	55,820
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	67,865
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	

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES		BIRTHS		CENSUS
		Licenses obtained in Nashua	Resident Marriages	Births occurring in Nashua	Resident Births	
1995	564	797	731	2550	1177	
1996	590	755	647	2418	1130	
1997	547	761	644	2386	1121	
1998	579	808	648	2282	1081	
1999	555	830	632	2258	1075	
2000	620	903	664	2298	1095	86,605
2001	602	1011	722	2266	1172	
2002	584	1011	627	2356	1210	
2003	562	996	595	2118	1083	
2004	591	973	583	2203	1031	
2005	583	893	563	2147	1042	
2006	579	821	547	2024	997	
2007	604	831	561	1970	943	
2008	573	859	538	1964	1011	
2009	571	718	494	1969	825	
2010	570	668	471	1893	476	86,494

Deaths: Nashua resident deaths occurring anywhere in NH.

Resident Births: All births by Nashua mothers regardless of where they occurred.

Resident Marriages: All marriages by Nashua residents regardless of where they occurred.

COMMUNITY DEVELOPMENT DIVISION

Director
Administrative Assistant
Clerk-Typist

Katherine Hersh
Sara Hoyt
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.

Brownfields Program

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.

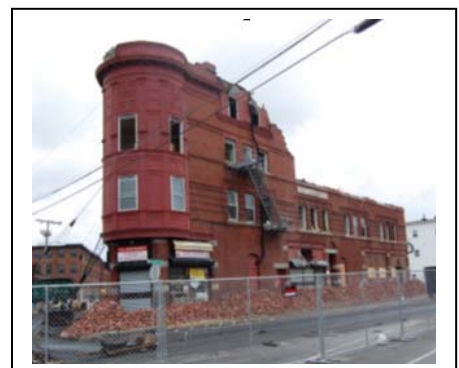
In FY10 the Brownfields Program Manager continued to work to advance the City's Brownfields Program by maintaining and enhancing relationships among State and local agencies, community organizations, and other public and private entities to promote the redevelopment of Brownfield sites. She represents the City on the Nashua Regional Planning Commission's Brownfields Advisory Committee as well as the State's Brownfields External Advisory Committee. The Brownfields Program Manager worked and monitored the status of several other privately owned hazardous waste sites including the Mohawk Tannery, Beazer East, and Beebe Rubber.

During FY10, the Brownfields Program Manager worked with other City departments to facilitate environmental assessments. She worked with the Division of Public Works to coordinate with the US EPA and the NH DES on the development of a cleanup and demolition plan for the City-owned Boiler House. She began working with DPW to assess the environmental conditions at a Bridge Street property to continue the Combined Sewer Overflow project. She worked with the Community Development Division and Great American Downtown to implement the greenspace design for a section of the Riverwalk as it extends along the southern bank of the Nashua River near the Library including asbestos remediation and landscape details. She also worked with Community Development Division to provide Phase I environmental assessments for parcels along Salmon Brook where asbestos was frequently dumped to help in the decision making process for acquiring donated land; and she performed outreach to owners of asbestos containing properties to provide them with information about asbestos.

The Brownfields Program Manager was also successful in obtaining a \$1,000,000 grant through a nation-wide competitive process to create a revolving loan fund for cleanup of contaminated properties in the city.

Neighborhood Stabilization Program (NSP)

The City of Nashua successfully applied to NH CDFR for neighborhood stabilization funds and was awarded \$1.5 million. On February 7, 2010 a fire destroyed the Labine building located at the intersection of Ledge and Pine Streets. As part of NSP, the City pursued ownership of the property with the intent of saving the remainder of the building if at all possible. The City sought proposals to rebuild the site with the same uses – commercial on the first floor and four units of residential on each of the second



and third floors. The two proposals received by the City proposed 20 to 25 units of housing along with commercial on the first floor. The building continued to deteriorate and in June the City began the work to demolish the building and build a park at the location.

Passenger Rail

The NH Rail Transit Authority, formed by the State of NH in 2007, is responsible to restore rail to NH. The first phase of the NH Capitol Corridor will extend rail service from Lowell MA through Nashua and Manchester NH to Concord NH. In FY10 the State of NH was unsuccessful in its application to the Federal Railroad Administration for funding. The funding was to complete the engineering and studies needed to pursue construction funds. Mayor Lozeau and others met with US Secretary of Transportation Ray LaHood prior to the State submitting an application in the second round.

Sculpture Symposium

The Community Development Division teamed up with City Arts Nashua, the Nashua Area Artists Association and the Andres Institute of Art to organize Nashua's third Sculpture Symposium. Three local artist teams were selected by a jury to create sculptures for Nashua. The artists worked daily at space in the Millyard generously donated by NIMCO.

The three sculptures are Ghost Wilkie by Joseph Montroy, located behind the library; Moose Myth by Donna Dodson and Andy Moerlein, located at Bicentennial Park at the Main Street Bridge; and Diversity by Roberta and Margaret Woitkowski, Danny Tomolonis and David St. Onge.

Many, many volunteers contributed their time and talents to make Nashua's symposia great successes, including donations of food, structural design of the bases, installation of the sculptures and materials.



BUILDING SAFETY DEPARTMENT

Building Official/Department Manager
Plans Examiner
Permit Technician II
Permit Technician II
Supervisor of Inspections
Building and Utilities Inspector – Building
Building and Utilities Inspector – Electrical
Building and Utilities Inspector – Plumbing
Building and Utilities Inspector – Mechanical

Michael Findley
Mark Collins
Dawn Michaud
Dawn Misek
Bill Tracy
Bill Condra
Russ Marcum
Tim Dupont
Mark Simard

Mission

The mission of the Building Safety Department 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.

Staffing

There were no staffing changes in Fiscal Year 2010 which enabled the Department to provide excellent uninterrupted customer service.

Training and Education

The training and education of staff is always of prime importance to the department. Staff was trained and prepared when the new state codes went into effect on April 11 2010. Staff attends the NH Building Officials Association meetings monthly and other training seminars hosted by organizations such as the ICC, NFPA and the NH Public Utilities Commission. All of the Department's inspectors are licensed or have received certifications through the International Code Council (ICC) organization. Currently the Department's staff holds 5 state licenses (Electrical, Plumbing and Gas Fitters) and 30 different ICC certifications. In FY 2010 staff accumulated over 200 hours of continuing education credit towards maintaining these credentials. The Department's permit technicians were both State certified.

Construction

During FY 2010 construction activity continued to maintain a steady pace with three large projects coming online, which is reflected in the increase in the total cost of construction from last year's number. There were 2027 Building, Sign, and Demolition Permits issued for \$122,966,061 in construction costs. There were a total of 5,300 inspections performed on those projects. Permits were issued for 57 new single family residences as well as 24 permits for 70 new multi-family units.

Building Safety Month

The Department of Building Safety along with the Fire Marshal's Office celebrated Building Safety Month in May with videos, tours and public service announcements utilizing Nashua Public TV. The celebration began with a kick-off in the atrium at Palm Square with Mayor Lozeau, developers, contractors and architects.

	Number of Buildings	Number of Units	Valuation of Construction
New Residential Housing			
Single Family	57	57	\$8,359,181
Two Family	2	4	\$721,894
Three Family	22	66	\$1,292,632
Total New Res. Housing	81	127	\$15,466,225
New Nonresidential Buildings			
Offices/Stores/Consumer Services	5		\$61,197,700
Other Nonresidential Buildings	83		\$9,084
Structures Other than Buildings	10		\$233,500

Additions, Alterations, Conversions		
Residential	319	\$6,393,555
Nonresidential	139	\$26,016,909
Residential Garages/Detached Structures	12	\$249,880
Miscellaneous Projects		
Signs/Repair/Renovations	213	\$4,084,471
Stand Alone Projects	1124	
Electrical/Mechanical/Plumbing		
Manufactured Home Replacements	2	\$238,000
Demolition		
Partial/Misc	1	
Residential	11	
Manufactured Home	9	
Totals Residential and Commercial		
Residential	81	\$15,466,255
Commercial	98	\$70,515,991
Projects Exceeding \$500,000 in Value		
20 University Drive – ITT Library		\$700,000
272 Daniel Webster Hwy – Retail		\$750,000
55 Kent Lane – Residential		\$798,285
213 Daniel Webster Hwy – Retail		\$800,000
225 Daniel Webster Hwy – Offices		\$800,000
3 North Southwood Drive – Transportation		\$899,000
85 Northwest Blvd – Office		\$1,000,000
57 Tyler Street – Residential		\$1,100,000
21 Gusabel Ave – Retail		\$1,400,000
310 Daniel Webster Hwy – Retail		\$1,463,136
100-300 Innovative Way – Mfg		\$1,585,000
17 Gregg Road – Education		1,800,000
55 Kent Lane – Residential		\$2,261,715
436 South Main Street – Gym Expansion		\$2,347,900
59-73 Factory Street – Residential		\$2,800,000
505 Amherst Street – Medical Office		\$7,072,700
24 Stadium Drive – YMCA		\$8,000,000
20 University Drive – ITT Dorm		\$18,000,000
2300 Southwood Drive – Health Care		\$34,000,000



Building Safety Month Kick-Off Event in the Atrium at Palm Square in May of 2010



Dartmouth Hitchcock Medical Office Building on Southwood Drive – Est. Completion: November 2011



New Bus Station at 3 North Southwood Drive



New YMCA on Stadium Drive – Est. Completion Spring 2011

CODE ENFORCEMENT DEPARTMENT

Manager
Code Enforcement Officer
Code Enforcement Officer

Nelson Ortega
Kyle Metcalf
Rob Sousa

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 2010

During the period July 1, 2009 to June 30, 2010 the department had the following enforcement activity:

- Housing, Zoning/Building/Site, Plan – Approximately 1337 inspections, these inspections do not include all re-inspections conducted after the original complaint is taken in. The average number of visits on one inspection is approximately 4.
- Lead Referrals to the Lead Program - 14

Activities Directly Related to Goals

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

- The Code Enforcement Department continues to conduct drive-by inspections for housing & 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).

- Code Enforcement works with the NH Department of Environmental Services in coordinating wetland and wetland buffer enforcement actions on the local level.
- The Department provides technical support to the City's Legal Department regarding outstanding litigation.
- 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 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 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.
- Code Enforcement participates with the French Hill Crime Watch group and addresses housing and zoning issues brought to our attention by the group.
- 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 refers 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 refers persons who need other assistance to the appropriate social service agency.



Overgrown yard



Unregistered Cars



Trash in Yard



Illegal Exit



Wiring/Living Conditions



Trash

NASHUA CONSERVATION COMMISSION (NCC)

Chair

Vice Chair

Clerk

Treasurer

Member

Member

Member (Alternate)

Aldermanic Liaison

Aldermanic Liaison (Alt)

Peggy Trivilino

Nicholas Frasca

Richard Gillespie

Mary Brundage

David MacLaughlin

Cynthia Overby

Peter Temperino/vacant

Arthur T.Craffey

Kathy Vitale

Overview

The mission of the Nashua Conservation Commission (NCC) is to protect Nashua's natural resources per NH RSA Chapter 36-A and the City's Wetland Ordinance. The Commission shall consist of not less than three but not more than seven members. Persons wishing to serve on the Commission should submit a letter of interest to the Mayor's office. The NCC reviews the environmental impacts of proposed activities in the protected wetlands and their buffers through its application process. The Commission inspects, performs studies, evaluates proposals, and makes recommendations on project applications from homeowners, developers, businesses, and City projects. The projects typically involve proposed wetland crossings or requests to perform work in the wetland or wetland buffer. The Commission also monitors and responds to reports of violations such as cutting of trees in the buffer, dumping of trash or yard wastes into the wetlands, and encroachments into the wetland buffer. The Commission serves to promote the protection of the natural resources through

educational opportunities while conducting site visit, in correspondence and when meeting with residents regarding a wetlands related issue. The Conservation Commission may also review and comment on applications submitted to state agencies for projects with specific environmental concerns.

The Commission can accept conservation easements and serves to monitor the use and rights granted within these easements. The Commission may also make a recommendation to the Mayor and Board of Alderman regarding the acquisition of lands/easements for conservation purposes. The expenditure of conservation funds is based on a recommendation from the Conservation Commission to the Mayor and Board of Aldermen. This fund was established to enable the City to acquire and conserve additional land for the benefit of Nashua's citizens and to protect the City's natural resources.

The completion of the city's application invokes a detailed review of the property. This includes a presentation of the proposed work to the Commission, a visit to the site, and an in-depth presentation at the meeting. The public is always welcome to attend the meetings. Following detailed discussion of the application, the Commission votes to either accept or reject the proposed work. The wetlands shown on the plan (prime, critical and other) shall be delineated by a State of New Hampshire certified wetland scientist. The Commission often attaches a list of stipulations to be met by the Applicant and can require other mitigation measures to be performed, including appropriate best management practices (BMP) for erosion and sedimentation control during site work, removal and monitoring of invasive species and other details relevant to each project. The Conservation Commission serves in an advisory capacity as it has no regulatory authority. The applicant must also submit an application to the Zoning Board of Adjustment (ZBA) for a special exception. This is often done concurrently, to minimize time and to meet the application deadline requirements. The Conservation Commission provides a written recommendation to the ZBA as to whether the special exception should be granted. In rendering its decision, the Zoning Board of Adjustment shall give due consideration to the recommendation of the Conservation Commission.

The NCC also acts as a steward of the conservation lands and easements granted to the City. This may include a stewardship plan and or monitoring of parcels for compliance with the easement language or other terms of the deed or other appropriate documents related to the parcel. In many instances the conservation lands and easements are shown on subdivision and site plans as proposed or existing features. From July 1, 2009 to December 31, 2009 the NCC had ten (10) scheduled meetings, only one was cancelled. From January 1 to June 30, 2010 the NCC had twelve (12) scheduled meetings, three (3) were cancelled and nine (9) regular meetings held.

Applications Reviewed

- Water bodies and wetlands impacted included the Nashua River, Hassell Brook, Hales Brook, Lyle Reed Brook, Harris Pond, Lincoln Brook, unnamed pond, Muddy Brook, unnamed streams and "other" wetland. Several of the applicants were directed to contact New Hampshire Department of Environmental Services

(NHDES) as the water bodies are protected under the New Hampshire Comprehensive Shoreland Protection Act (CSPA).

- Site visits were conducted for the applications submitted for review. The site visit is often lead by the applicant's NH certified wetland scientist, providing additional on-site information about the specific location of the wetland and wetland buffer areas. The site visit also allows the NCC to be more intimately familiar with the site itself, providing for a more meaningful discussion at the meeting.
- Seven (7) City projects were reviewed impacting prime (Nashua River) and critical wetland (Hale Brook and Lincoln Brook) :
 - the Riverwalk project (near library) for the placement of historic markers and concrete bases to support sculptures;
 - the Combined Sewer Overflow (CSO) project at 17 Jackson Street, as the City is under a consent decree from EPA to make the improvements;
 - the airport improvement project;
 - construction of catch basins and a pipe network in Main Dunstable Road with impacts to Hale Brook;
 - improvements on Sanborn Street for an inlet structure with impacts to Lincoln Brook;
 - improvements at the Wastewater Treatment Facility on Sawmill Road for the construction of conduit;
 - Phase I archeological investigation for the bridge improvements on Manchester Street over Pennichuck Reservoir (Harris Pond).
- Eight (8) applications for single family and multifamily residential developments were reviewed for impacts to mainly critical wetland areas and "other" wetlands including properties located on Lear Drive, Main Dunstable Road, Pell Ave, Cheryl Ave, Middle Dunstable Road, South. Main Street, Robinhood Road and Gilson Road.
- Four (4) applications were reviewed impacting prime wetland (Nashua River) and 'other' wetlands, including impacts to the pond at the BAE site on Spit Brook Road, the water and sewer extension project in the Jenson's Trailer Park, the multifamily complex the "Villa" on Spit Brook and the demolition of an existing pump house at the Nashua Country Club.
- One (1) application was reviewed for a timber harvesting project on Muddy Brook. This project is also located in the Water Supply Protection District.
- Only one application was denied. This was for a driveway extension and retention wall on Middle Dunstable Road. The Zoning Board of Adjustment granted a favorable recommendation.

Discussion and Action Items Considered

- Recognition and thanks were extended to outgoing Chairman Mark Newhall. His commitment and service to the Commission and City was greatly appreciated. Appreciation was also extended to alternate Peter Temperino who served the city for several years in this position.
- Projects occurring within the city which require New Hampshire Department of Environmental Services (NHDES) permits are included on the NCC agenda and discussed under "correspondence received." This includes applications and

permits requiring wetland and non-site specific, shoreland, dredge and fill, alteration of terrain, notification of forest management or timber harvesting activities, and utility maintenance notification form. Some applications to NHDES are for after the fact permit and or to correct a violation.

- The contract signed in May 2009 with the Nashua River Watershed Association (NRWA) was successfully completed within the one year contract period in the amount of \$30,000. Kathryn Nelson, Project Manager for NRWA, provided a detailed synopsis of the work completed at the April 20, 2010 meeting. This baseline information will assist the NCC in the stewardship of these city conservation parcels. Potential violations and areas warranting attention are duly noted in the progress reports. The NCC members were provided a draft version of each easement report and afforded the opportunity to offer comments on each prior to the final report being prepared.
- The NCC in response to the NRWA monitoring reports discussed the need to have a trail clean up day and engaged in further discussion on how to better inform the public of these city conservation parcels.
- The NCC worked cooperatively with the Society for the Protection of New Hampshire Forests regarding negotiations for land acquisitions, meeting with the property owners and others to address specific aspects of each property.
- The NCC went into non-public session several times to discuss parcels of interest for land acquisition purposes.
- The NCC reviewed a request to consider an offer by the Lowe family giving the city the first option to purchase the property at the confluence of Cold and Salmon Brook.
- An annual report was submitted to the Land and Community Heritage Investment Program (LCHIP) for the property located in the northwest quadrant, aka the Northwest Conservation Land. This land was purchased with funds from various sources including the State LCHIP program. A stipulation of the funding requires that a report be prepared each year on the condition of the land and that the boundaries of the land be walked to identify any incursions or violations. The NRWA report was submitted to NHDES as part of the reporting requirements.

Continuing Education

- The Commission is informed of local and state workshops and publications, including information from the NHDES newsletter "The Source", Forest Notes, the newsletter of the NH Conservation Magazine, UNH Stormwater report, NRWA, Nashua Regional Planning Commission (NRPC), NHDES Factsheets, biannual and annual reports from NH River Management Program, articles from Erosion Control Magazine and other useful information.
- The NCC was informed of the Flood Insurance (FIS) and Flood Insurance Rate Map (FIRM) to be effective September 25, 2009 and the revised ordinance.
- New members are provided a packet and often arrange to meet with staff to learn more about their role and to be better informed of issues.

LOWER MERRIMACK RIVER LOCAL ADVISORY COMMITTEE

The Lower Merrimack River Local Advisory Committee was created in 1990 after the Lower Merrimack was designated a protected river in the State of NH. As a designated river, the Lower Merrimack is protected under RSA 483, administered by the New Hampshire Department of Environmental Services (NH DES) Rivers Management and Protection Program.

Members:

Bob Robbins (Chair), Hudson
Kathryn Nelson (Vice Chair), Nashua
**Karen Archambault (Secretary),
Nashua**

Jim Barnes (Treasurer,) Hudson

George May, Merrimack
David Scaer, Hudson
Michael Redding, Merrimack

Meetings are held at the Nashua Public Library on the 4th Thursday of the month.
Number of volunteer hours contributed for river protection activities: 400

2010 LMRLAC meeting agenda items:

- Manchester-Boston Airport
 - Mr. Fixler from the Manchester-Boston airport and Mr. Webster and Ms. Kowalski from the EPA attended the January meeting to discuss the Multi-Sector Permit Requirements pertaining to the water quality monitoring. The LAC submitted comments.
- Beazer contaminated property
 - The LAC submitted comments regarding discharges.
- Boott Hydropower Dam in Lowell
 - Discussion with Enel Representative
- The LAC heard information on the proposed Obermeyer pneumatic crest gate system. The LAC also heard from the Flood Owners Group in Lowell and other riverfront owners and stakeholders to provide their perspective on the operation of the Boott Hydropower Dam. A representative from FERC attended a meeting to explain the permit process. The LAC voted to send a letter of support to FERC regarding the pneumatic crest gate system.
- Dock Permit, Hudson: the LAC submitted comments.
- Maximum Impervious Surface Zoning Ordinance and LID Guidebook: the LAC provided NRPC with comments.
- Statewide TMDL Study for Bacteria Impaired Waters Draft Report: the LAC submitted comments.
- Proposed PSNH Eagle and Thornton Substations, Merrimack: the LAC submitted comments to DES with concerns regarding impacts and requesting additional information.
- Derry Wastewater Treatment Plant: the LAC sent comments regarding concerns with the treatment of the discharges to the Merrimack River from the plant.

*Respectfully submitted by Kathryn Nelson
Vice Chair 12-21-2010*

MINE FALLS PARK ADVISORY COMMITTEE

2010 was a good year for Mine Falls Park despite the limited rainfall we received during the summer, and the damage that occurred due to a flood and windstorm in March. The park at this time is well maintained and very clean.

In January, 2010 we held officer elections and accepted committee volunteers to be Trail Day planners. The job of planning is actually every committee member's responsibility. This way we all share a type of ownership of the park. 2010 also showed an increased interest in helping with trail days from the Nashua Soccer Council. They were in attendance for many of our meetings and trail days.

Four major projects were completed this year:

1. The Gate House brick sitting area and the installation of a granite table and four benches was completed. The table had a compass rose etched into the surface.
2. Trail maintenance on the Blue / River Run trail that was deeply eroded when the Nashua River overflowed its banks in the early spring was worked on through out the year and was completed in the fall.
3. The clean up and opening up of the Cove area.
4. The signing of a five year lease agreement with UPS for the use of the parking lot on Whipple Street.

The committee spent time and effort in doing the annual spring survey of the park with an eye toward safety issues. Trail days for the year were planned based on the information that was collected. In April the group centered on the clean up of storm damage, clean up of the cove area, and clean up of the area off the turnpike known as the triangle area. Additionally the canal was cleaned of debris and the blue trail erosion was repaired. On April 24th the committee was represented on Earth Day at the landfill.

The May trail day was another well attended event. The triangle drain area cleanup was completed. The remaining clean up of the cove and canal (which included removing shopping carts) as well as the erosion work on the blue trail was completed. Oriental Bittersweet as well as other invasive weeds were removed from the Red and Blue trails, a hollow fire tree along the orange trail was cut down as well. The Gate House was open to the public and had 55 visitors.

The June trail day brought another 70 visitors to the Gatehouse. Work also began on a project to put up 30 bird houses on old fence posts in the cove. The sluiceways off the Mill Pond were cleaned. In July the orange trail along the stream was cleaned and after brush was cut down by the Parks and Recreation Department the slope to the river by Lincoln Park was cleaned. The cove area was picked up and work continued on the bird house project.

In August the group focused on the reopening of the cove trail and the completion of the bird house project. More trail work was done on the blue trail and work began on the clean up of the trails off Cheyenne Drive.

September work included erosion work along the river by Stellos Stadium, the completion of the Lincoln Park slope clean up and the completion of erosion work along the blue trail by the Ralph Andrews Bridge.

In October erosion was repaired along the fox trail. Trash was removed from the cove and the cove slope stairs were repaired. A second trail day was scheduled and more trash was taken out of the cove. It was estimated that during the month of October more than 2 ½ tons of trash was removed from the cove area.

There are some interesting facts regarding trail days in 2010:

- Over 200 people visited the Gatehouse this year.
- Over 4 tons of trash was collected and disposed of.
- Over 90 pounds of cans and bottles were collected from the Cheyenne Drive area of the park.
- One member picked up over 3,000 cigarette butts from the park in 2010

2011 promises to be another productive year for the committee and the park. Some of the goals for the upcoming year are:

1. To complete the entrance sign project which will put new entrance signs and rules signs at all of the entrances to the park.
2. To complete the Gatehouse Boat Ramp relocation and rehabilitation project.
3. To continue to work on a bigger police presence in the park.
4. To work with the City on the trail erosion problem located on the green trail south east of the Gatehouse.
5. To continue to look for ways to enhance and protect the park, including adding any abutting areas to the park if they ever became available.
6. To continue to promote visits to the Gatehouse and invite the Fairgrounds Middle School students to participate in the Gate house openings and the discussion of the now finished compass stone monument.

2010 was a good year for the park and the committee. Many dedicated people worked to improve and maintain this gem, through trail days as well as volunteering on an individual basis to keep the park clean and pristine.

Scott Rogers, Vice Chairman MFPAC

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

Mayor (Ex-Officio)
Chair, Registered Architect
Alderman
Local Non-profit Historic Organization
Nashua City Planning Board
Alderman Alternate
Member
Alternate
Alternate
Alternate

Donnalee Lozeau
Robert Sampson
Diane Sheehan
Frank Mellen
William Slivinski
Barbara Pressly
Elizabeth Foemmel
William Hooley
Judith Carlson
Sally Grigas

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 2010, the NHDC reviewed and acted upon 12 building permit applications.

NASHUA CITY PLANNING BOARD (NCPB)

Chair
Vice Chair
Secretary
Member
Member
Member

Ken Dufour
William P. Slivinski
Daniel Latham
Muriel Corcoran
Thomas Ireland
George Torosian

Alternate Member	Sandra Belknap
Alternate Member	Raymond Jurewicz, Jr.
Mayor's Representative Member	Jody Wilbert
Ex-Officio Member	Mayor Donnalee Lozeau
Ex-Officio Member	Steve Dookran, City Engineer
Aldermanic Representative Ex-Officio	Richard LaRose, Alderman
Alternate Aldermanic Representative Ex-Officio	Arthur T. Craffey, Jr, 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 2010, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Mathew Taylor, Lucy St. John, Christine Webber, Marcia Wilkins and Christopher Sullivan), reviewed and approved 7 conditional use permits, 19 subdivisions, and 85 site plans and amendments. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees.

PLANNING DEPARTMENT

Planning Director	Roger L. Houston, AICP
Development Review Team	
Deputy Manager Development Review	Mathew Taylor, AICP
Department Coordinator	Christine Webber
Zoning and Land Use/Sign Permit Team	
Deputy Manager Zoning	Carter Falk, AICP
Administrative Assistant II, Zoning	Linda Panny
Planner I	Marcia Wilkins
Master Planning and Environmental Team	
Deputy Manager Environment/Planning	Lucy St. John, AICP
Planner II	Christopher Sullivan, ASLA

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 active year in Fiscal Year 2010 with numerous plan approvals, construction activity, significant implementation of the Master Plan, continued implementation of the Land Use Code, 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) a subcommittee of the Planning Board, Nashua Historic District Commission (HDC), the Nashua Conservation Commission (NCC) and the staff Traffic Committee. In addition to its regular daily functions and responsibilities including assistance to citizens, landowners and developers, the Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies.

Staff Reports

The Department completed 122 detailed reports or reviews on conditional use permits, site plans, minor site plans and subdivision plans for the NCPB. The applicable reports are delivered to the NCPB 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 128 ZBA applications for variances, special exceptions, rehearing requests and equitable waivers.

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 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.

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.

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. The Planning Director serves as an alternate citizen representative member on the Nashua Regional Planning Commission.

Land Use and Sign Permits

The Zoning and Development Review Teams reviewed 816 land use permits and 73 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.

Permit Software

The Department continues to provide key assistance in the process of working with the consultant and the Information Technology Department on the continued implementation of the ERP software system for the Department and the entire Community Development Division.

Special Projects

The Department received approval from the New Hampshire State Office of Energy & Planning and the Department of Environmental Services for exemption of the Shoreline Protection Act for the Urbanized Downtown part of the Nashua River. This will help facilitate the riverfront trail and the economic redevelopment of the Downtown to and including its intersection with the Merrimack River. The Department is also working on establishing information signs along the river.

The Department also provided technical assistance to the Division Director in the Rotary Common park project on South Main Street. The design and the construction for the first phase of the project were completed in June 2008. The second phase is underway in Fiscal Year 2010 with the addition of sculptures which the Department provided location and placement assistance and the plan for a Labyrinth.

The Department reviewed census maps for the City of Nashua in preparation for the upcoming census to take place next fiscal year.

The Department applied for a Transportation Enhancement Grant to acquire former railroad right of way east of Main Street to Temple Street and received notice that the grant was approved in the spring of fiscal year 2010.

The Department updated its floodplain ordinances and reviewed the new floodplain maps which will be approved early in fiscal year 2011.

Also the Department has been providing assistance to the Nashua Conservation Commission to select and acquire easements, development rights or purchase to preserve some conservation and historically significant properties around the City.

The Department has a presence on the Green Team. The Deputy Manager for Environment/Planning currently serves as co-chair of this citywide initiative. Also, this professional serves as the Department's representative on the Lower Merrimack River Local Advisory Committee. The Department is also involved in the oversight of the consultant hired to establish baseline information on the City's conservation lands and easements throughout the City.

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair	Jonathan Currier
Vice Chair	Rob Shaw
Member	Robert Carlson
Member and Clerk	Gerry Reppucci
Member	(through Dec 31, 2009) Kathy Vitale
Alternate	Ryan Williams
Alternate	Lara Rice

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 2010 the Zoning Board of Adjustment considered:

	<u>Requests</u>	<u>Denied</u>	<u>Granted</u>
Variances	68	13	55
Use Variances	15	5	10
Special Exceptions	38	0	38
Rehearings	5	2	3
Appeals	1	0	1
Equitable Waivers	1	1	0

Total Requests Considered by the ZBA: 128

TRANSPORTATION DEPARTMENT

Department Manager and Transit Director	Mark Sousa
Transit Finance Coordinator	Louise Woodworth
Transit Fleet & Facilities Supervisor	Gregory Gillette
Transit Operations/Marketing Supervisor	Kristi Gillette
Transit Operations Coordinator	Lori Lorman
Transit Marketing Coordinator	Joseph Izzo
Administrative Assistant	Jill Stansfield
Parking Maintenance	Doug Bisson
Parking Maintenance	Phil Plourde

Mission

The mission of the Transportation Department is to:

- Manage, coordinate, promote and develop transportation resources within the community.
- Provide safe, convenient, efficient and courteous transportation services within the community.

Nashua Transit System

Introduction of New Routes

In November of 2010 NEW ROUTES were rolled out for the Citybus daytime service. After months of careful study changes were made throughout the system. Here are the highlights:

- Increased service within the existing routes
- Creation of more ½ hour headways (leading to more service)
 - ½ hour service to the Senior Center
 - ½ hour service to Main St and East Dunstable Rd
 - ½ hour service to Westgate Village
- Service covering areas of the City not previously covered.
 - Harris Rd, Conant Rd, Captains Corner and Main Dunstable Rd.
 - Majority of Ledge Street
 - Exit 8 Park and Ride
 - Innovative Way Industrial Park
 - Amory Street and Bridge Street

Benefits include:

- Riders can reach destinations faster and with greater efficiency.
- Minimal financial impact compared with previous transit service.
- Better positions NTS for future growth and expansion.

New Technology Initiatives

In 2010 Nashua Transit completely overhauled its technology platform and launched a brand new website, www.RideBigBlue.com. The website was developed by Sullivan Creative and hosts a number of interactive features that will serve the greater Nashua community more than ever. Highlights include:

- New Nashua Transit Logo
- Markie the Meerkat Mascot
- Google Transit Interactive Trip Planner
- Improved Navigation - Web pages work in intuitive and consistent ways, making it easier for visitors to find what they are looking for and know where they are within the web site.
- New Features - New features on the web site include print-friendly individual route maps, announcements and alerts, kid's activities page, forms and applications, links to NTS social networking pages and a FAQ page.



These changes have put Nashua Transit at the technological forefront in the transportation industry and well positioned for future growth and expansion. As the technology changes quickly NTS will have the ability to keep up with those changes.

Increase in Ridership

In FY 2010 ridership increased again and the Citybus has increased annual ridership by nearly 100,000 riders since FY 2006. The entire transit staff has worked diligently to get the message out about NTS and the services that are available to the citizens of Nashua. There are a number of different marketing initiatives in place to drive ridership, including reduced student fares and the College U-Pass Program.

Triennial Completed

The Triennial Review is one of the Federal Transit Administration's (FTA) management tools for examining grantee performance and adherence to current FTA requirements and policies. Mandated by Congress in 1982, the triennial review occurs once every three years. It examines how recipients of Urbanized Area Formula Program funds meet statutory and administrative requirements; the review currently examines 23 areas. NTS completed the review and scored extremely well in all areas.

New Vehicles

Nashua Transit has grown during 2010. Three new trolleys, made by Molley Trolley in Maine, were rolled into service. The trolleys will run year round and will be a fixture in the community for many years to come.



Nashua Transit currently operates 8 Gillig Buses, 3 Trolleys, 8 Arboc Paratransit Vans, 1 Ford Paratransit Van and two service vehicles. Each of the buses and trolleys are 100% ADA Accessible and are equipped with bike racks.

All NTS vehicles are equipped with GPS technology. This allows for the vehicles to be monitored for their position, speed and idle time.

Refurbished Transit Center

The Transit Center, located on Elm Street behind Nashua City Hall, serves as the starting and ending point for all Citybus routes in Nashua. The Transit Center underwent a complete overhaul during the year. Upgrades to the facility include new indoor and outdoor lighting, a refurbished indoor sitting area, improved drainage and the installation of a state of the art security system.



CMA Engineers and Warrenstreet Architects were the design team on the Transit Center and Laplante Builders out of Bow N.H. was the general contractor.

Big Blue going Green

All vehicles operated by Nashua Transit are using a mixture of Bio-Diesel. NTS is working with the NH Department of Environmental Services and had participated in anti-idling trainings and strategies. Onboard advertising space has been dedicated to providing public education on environmental issues. Transit staff is represented on the City's "Green Team", a community-wide committee dedicated to increasing environmental awareness and identifying environmentally protective solutions. NTS participated in the 2010 Smart Commute Week activities and worked closely with the organization putting together the first ever program in the region.

PARKING DEPARTMENT

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.



URBAN PROGRAMS DEPARTMENT

Manager Carrie
Grants Administrator/Lead Program Intake Specialist
Project Administrator
Project Administrator
Lead Program Manager
Lead Program Coordinator
Lead Program Project Administrator
Lead Program Project Administrator

Carrie Johnson Schena
Sandra Hurd
Robert Rice
Temp. Vacant - LTD
Vacant
Joan Ilg
John Bois
David Sullivan

Mission

The mission of the Urban Programs Department (UPD) is to assist the community in the identification of needs and strategies affecting individuals and neighborhoods of lower income; to form and participate in collaborations with community groups and investors; and to competently obtain and administer federal, state, local and private resources directed to these community needs.

Background/Overview

The UPD administers the City's federal entitlement funds from the U.S. Department of Housing and Urban Development, including the Community Development Block Grant and the HOME Investment Partnership Program. The activities of the Urban Programs Department are principally targeted to the following objectives, consistent with the U.S.

Department of Housing and Urban Development's goals and priorities:

- Affordable, decent and safe housing for low-income families, elderly and those with developmental or physical needs
- Affirmatively further fair housing
- Emergency shelter for the homeless
- Capital improvements and operating support for organizations that provide services to low and moderate income individuals and families within Nashua (such as education, job training, health, nutrition, child care, youth programs, etc.)
- Zero interest deferred loans to owner-occupied one-four family dwellings in the city for capital and emergency improvements
- Economic development, including micro-enterprise and job training support

The Department focuses its efforts on lower-income individuals, neighborhoods and the downtown, to strengthen neighborhoods and promote livability. Many of the Department's activities are accomplished with cooperation and participation of other City agencies, departments and private partners, such as Code Enforcement, Transit Department, the Division of Public Health and Community Services, Public Works, Building and Planning Departments, the Nashua Housing Authority, and numerous local non-profit organizations.

Highlights of FY2010

- Completed the five year Consolidated Plan covering July 1, 2010 – June 30, 2015
- Updated the Citizen Participation Plan
- Released a Request for Proposals to conduct an Analysis of Impediments to Fair Housing Choice
- Updated the CDBG application process to include electronic applications
- In partnership with the Economic Development Office, drafted/proposed a Neighborhood Revitalization Strategy Area Plan
- Rehabilitated eight (8) single family owner-occupied properties
- Assisted in the redevelopment of the Dalianis House resulting in 40 units of supportive services Veteran's housing
- Assisted in the re-construction of 126 Vine Street, resulting in four new affordable housing units and 13 market rate housing units

Staffing

During the past year we had several staffing impacts. In November 2009, Carrie Johnson Schena accepted the Urban Programs Manager position formerly held by Scott Slattery. Ms Johnson Schena had been with the City for two years as the Lead Paint Program Manager (in UPD). Although several rounds of interviews were conducted to fill the Lead Paint Program Manager Position, a suitable candidate was not found. Ms Johnson Schena continued to oversee the Lead Paint Program, with help from the existing lead staff. Other staff impacts included one position out on long term disability for the term of the fiscal year and another out for several months. These staffing issues impacted the flow of production and resulted in additional work loads to existing staff in order to meet HUD's reporting and regulatory requirements.

Community Development Block Grant (CDBG) Activities

Public Facility Improvements

Adult Learning Center

The Adult Learning Center received the final payments of CDBG multi-year funding to address energy and safety issues, including replacement of heating system, door and window replacement, structural improvements to gymnasium, remediation of water damage, upgrade of electrical system, kitchen and classroom improvement, and installation of air conditioning. Funds in the amount of \$45,000 were paid out in PY2009. This completes the 3-year funding.

Harbor Homes Inc.

Harbor Homes received remaining funds of \$35,000 for architectural and planning costs, in conjunction with the purchase of a facility at 59 Factory Street. In addition, Harbor Homes received \$580,000 in HOME funds. This facility will house 40 units of single and family homes for Veterans. The facility has been completed, and rent up has begun.

Human Services Program Support

Community Council Court Diversion for Youth

\$15,000 was awarded to enable the agency to expand the project to serve juveniles in legal jeopardy, reducing law enforcement and court costs, while ensuring public safety and providing essential mental health services to participants. During FY2010, 69 individuals received services. Ten (10) of these youth were Hispanic, 50 were extremely low income, five (5) were very low, and 11 were low income. Sixty had female head of households, and 9 were disabled or had special needs. All 69 had new access to this service.

Greater Nashua Council on Alcoholism

GNCA received their remaining funds from FY2009 in the amount of \$3,636.38. 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."

Nashua Area Health Center

This agency provides low-cost, comprehensive primary health care services to low/moderate Nashua citizens who either lack medical insurance or are under-insured on a sliding fee scale based on the individual's ability to pay. Bilingual staff is available in all departments of care. 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. NAHC received remaining funds from FY2009 in the amount of \$1,812.20.

Nashua Soup Kitchen & Shelter, Inc.

NSKS was awarded \$57,750 to assist with operating costs and served a total of 339 clients. The NSKS is a private non-profit organization. Services include daily meals, homeless shelter, furniture and household items, financial assistance, employment advocacy, Hispanic outreach and advocacy, case management and transitional housing services.

Neighborhood Housing Services of Greater Nashua

\$45,000 was awarded to NHSGN in support of housing services and operations, including operation of the "Campaign for Home Ownership". This award supported operation of their rental housing assistance and homeownership education programs. During FY2010, 135 persons completed the first time homebuyers seminar; 140 persons were counseled; 50 persons received foreclosure counseling; 65 families and 22 elderly families were housed.

Anti-Crime Programs

Utilizing the remainder of previous year's funding, UPD purchased and distributed Crime Watch signs to the Neighborhood Crime Watch groups to deter criminal activity including vandalism, drugs and gang-related activity.

Youth

Boys and Girls Club of Greater Nashua

The Boys and Girls Club received a CDBG award in the amount of \$100,000 to assist in the construction of a Teen Center.

Police Athletic League (PAL)

PAL received a grant in the amount of \$15,000 to upgrade their HVAC system and make additional renovations to their facility.

Girl's Incorporated

In FY2010, Girl's Inc received a grant in the amount of \$30,000. These funds were originally intended to repair the roof at their facility. However, the lease holder has indicated they will perform the repairs. Girls Inc. has requested the funds be reprogrammed toward their kitchen renovation. Their request is pending as of this writing.

Economic Development

Economic development activities undertaken during the fiscal year included improvements to the Riverfront/Railroad Square area of the city and the continuation of the MicroCredit program delivered by the New Hampshire Community Loan Fund through which jobs were made available to low or moderate-income persons

Best Retail Practices

During FY2010, the City of Nashua allocated \$12,000 to the MicroEnterprise program known as Best Retail Practices. The program provides technical assistance

to businesses on how to improve marketing, sales and revenues resulting in job creation or retention. The program provides small grants to eligible business on a matching basis for recommended improvements.

Housing

Housing Improvement Program

This program is administered through the UPD and provides deferred payment loans to low-income owner occupants of one-four 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 eight (8) single-family residences amounted to a total of \$89,279 in CDBG funds. Of the eight single-family residences, two were extremely low income, below 30%, and two were very low income, below 50%. The remaining four were below 80%.

HOME Investment Partnership Program

The HOME program allows jurisdictions flexibility in creating programs that result in affordable housing. Examples include rental housing, first time home buyer counseling, down payment assistance and tenant based rental assistance. During FY2010, the City utilized our HOME funds to assist in the development of affordable rental housing units. Occupancy of rental units are closely monitored to ensure occupancy of eligible low-income households and rent limits.

\$197,992 of HOME funds were distributed for the construction of a 17 unit housing project, owned by Three D Realty, located at 126 Vine Street. This project used a combination of HOME funds and private insurance proceeds to re-build the structure after it was destroyed by fire in the Spring 2009.

In addition to the Vine Street project, the City of Nashua funded Harbor Homes Inc. with \$580,000 in HOME funds for a project known as Dalianis House. This project converted a commercial building to 40 new units of affordable housing and on-site supportive services for Veteran's and their families.

HUD regulations also require 15% to be set aside for Community Development Housing Organizations (CHDO). In Nashua, Neighborhood Housing Services of Greater Nashua (NHSGN), is currently the only certified CHODO. The FY2010 allocation to SNHS totaled \$84,407 toward housing development and \$28,165 toward program administration. A project was not identified during this fiscal year and the funds are still available.

Lead Hazard Control Activities

The City is a recipient of a \$3 million grant from HUD's Office of Healthy Homes and Lead Hazard Control. This three year grant runs from November 1, 2007 to October 31, 2010. Financial assistance is provided to eligible properties in the form of a grant as a requirement of the grant, the properties must be occupied by low-income households for a three-year period and landlords must give preference to renting to households with a child less than six years of age. lead hazards were addressed in 83 units during FY09.

Of the total 83 units, 48 were rental units occupied by low-income households, 28 were vacant (to be rented to low-income households), seven were owner-occupied and 17 children less than six years of age were protected from the existing lead hazards in their homes. Additionally, 83 individuals were trained and outreach to 92 individuals was conducted.

Although the focus of the Lead Grant is to create lead-safe housing, there are other objectives including education, reducing the number of lead poisoned children and incorporating healthy/green concepts into rehabilitation work. Examples of healthy concepts include using low or no VOC paints in units with sensitive individuals (elderly, asthmatic), covering lead painted floors with hard flooring rather than carpeting, requiring energy efficient windows and insulating the window pocket during replacement and insulating when walls are exposed.

The grant partners with many agencies to achieve these goals, including Southern NH Services, Inc., Nashua Pastoral Care Center, Neighborhood Housing Services of Greater Nashua, Nashua's Division of Health and Community Services and Code Enforcement Department, the Nashua Lead Action Committee, the State of NH's Childhood Lead Poisoning Prevention Program, the NH Property Owner's Association and others.

FINANCIAL SERVICES DIVISION

OFFICE OF THE CHIEF FINANCIAL OFFICER

**Chief Financial Officer/Comptroller
Financial Services Coordinator**

**Michael Gilbar
Mo Qamarudeen**

The Financial Services Division consists of six distinct departments:

- **ASSESSOR'S OFFICE:** Property Assessment, Abatements, Exemptions and Credits, Geographic Information Systems - GIS
- **COMPENSATION:** Payroll-Related Administration and programming
- **FINANCIAL REPORTING/COMPLIANCE:** Accounting, Audit/Compliance and Reporting, Accounts Payable
- **PURCHASING:** Procurement, Print Shop, Mail, Messenger
- **RISK MANAGEMENT & BUILDING MAINTENANCE:** Property and Casualty and Workman's Compensation claims, Safety and Loss Prevention, City Hall and Various City Properties
- **TREASURY/COLLECTIONS:** Treasury, Tax/Collections, Motor Vehicle and Traffic Violations

ASSESSORS OFFICE

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 and the 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 first and third Thursday of each month at 8:15 AM. 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.

**Chief Assessor
Deputy Assessor/Appraiser IV
Appraiser III
Appraiser II
Appraiser I
Assessing Administrative Specialist III
Department Coordinator
Deeds Specialist
Plans/New Accounts Specialist**

**Angelo Marino
Andrew LeMay
Douglas Dame
Gary Turgis
Gregory Turgis
Louise Brown
Cheryl Walley
Becky Schrader
Noreen Duxbury**

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 is \$500. The tax credit for veterans who have a 100% permanent and total service-connected disability is \$2,000.

A summary of the City's inventory and a history of assessed values are presented, following the Treasury/Collections department narrative.

GIS

**GIS Coordinator
GIS Technician**

**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.

FINANCIAL REPORTING/COMPLIANCE

ACCOUNTING/COMPLIANCE

Accounting/Compliance Manager
Deputy Manager, Accounting/Compliance
Accountant/Auditor

Rosemarie Evans
Rean Lam
Rachael Lavoie

ACCOUNTS PAYABLE

Accounts Payable Supervisor
Accounts Payable Coordinator
Accounts Payable Coordinator
Accounts Payable Coordinator

Susan Cronier
Renee Durand
Naomi Patch
Bernice Diggins

The Financial Reporting/Compliance Department 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 includes 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 fiscal year 2010, including Special Revenue and Enterprise Funds, was approximately \$251,000,000. The Department also plays a critical role in the annual independent audit and preparation of the City Annual Financial Report.

Compliance 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.

Accounts Payable 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.

COMPENSATION

Compensation Manager
Payroll Analyst II
Payroll Analyst II

Doreen Beaulieu
Craig Wilson
Sue Hill-McCarthy

This segment is responsible for the compensation of approximately 3,000 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.

PURCHASING

Purchasing Manager
Purchasing Agent II
Purchasing Agent I
Printing Tech/ Mail Messenger

Robert Gabriel
Mary Sanchez
David Sophos
Ralph Jackson

During FY2010, the department processed requisitions and over 4,000 purchase orders including regular, blanket, and change orders. Seventy (70) sealed bid requests were handled through this office, supporting various City Divisions. Our Public Works Divisions included Broad Street Parkway (BSP) dealings, heavy equipment, replacement vehicles, and ongoing Wastewater Treatment Facility upgrades. Capital equipment items were handled for both the City Fire Department and Police Department. Additionally, there were \$1,000,000 projects pertaining to the City's NGIN initiative which includes the new ERP System, ongoing citywide CSO system optimization and infrastructure improvements. Bid requests were processed for 14 different city departments and agencies.

Our on-line posting of bid requests and specifications has proven to be a popular tool for potential bidders to reference. Suppliers are utilizing various independent search engines to identify municipal bid offerings, and as a result we have seen our bid

responses increase. Current bids are posted on the web, firms from the city bidders list are solicited, and the information is updated when the bids are opened usually within the same day. Finally, contract awards are recorded on the city web-site as a matter of public record.

The department continues to oversee the internal mail activity which includes the daily delivery to several outside departments, as well as providing both pick-up and delivery services within City Hall. Also, the department manages the onsite inventory warehouse and processes all fuel requests. As well, all city advertising including personnel, legal, public notices, and select bid (including ARRA) are processed by the department.

The City Printing Technician continues to provide cost effective, timely printing and graphic design services of an assortment of printed items, forms and reports to all city departments. Annual activity continues to exceed 5 million ink impressions. Some of the larger projects include the City Annual Report, the City Budget, and the "Land Use Code" book, several officer training manuals for the Nashua Police Department and Nashua Fire Rescue, as well as materials for various departments' public informational programs.

Our service has expanded to provide color printing, copying, and collating. Since the inception of this service, we have generated a half million color images, which have enabled other City departments to obtain quick turnaround on projects at substantially lower costs than outsourcing.

A reduced rate and/or courtesy service continues to be provided for local Non-Profit organizations and neighboring municipalities which generates some revenue to the City's General Fund.

RISK MANAGEMENT & BUILDING MAINTENANCE

**Risk Manager
Risk Management Specialist II
Property & Casualty Adjuster
Program Supervisor**

**Jennifer Deshaies
Wendy Liberty
Linda Chandler
Diane Veino**

**Building Manager
Maintenance Specialist
Custodian I
Custodian I
Custodian I (PT)**

**Jay Hunnewell
Bruce MacDonald
Guadalupe Nava
Robert Fernandes
Steven Bibbo**

RISK MANAGEMENT DEPARTMENT

The Risk Management Department is charged with the responsibility for the preservation of assets, both human and physical. This is accomplished by identifying, evaluating, and controlling loss exposures faced by the City. The Risk Management

Department makes recommendations when appropriate on the application of prudent safety, security, loss prevention, and loss minimization methods to reduce or avoid risk or loss.

The City's Property and Casualty program is self-insured and self-administered. The program is self-insured for high retention/deductible levels and excess coverage is afforded for exposures above and beyond. This program extends coverage to both the City and School department. The Risk Management Department is committed to providing professional, effective and responsible claim management. Claims are processed in a timely, equitable and cost effective manner that is consistent with the policies and procedures of the City of Nashua.

Risk Management's goal is to minimize the adverse effects of unpredictable events. Toward this end, we utilize a number of processes and tools:

- maintain COPE (Construction, Occupancy, Protection, Exposure) schedule for buildings, contents, and moveable property
- respond to all property, liability and other casualty losses, initiating investigations and accomplishing the appropriate resolution of all claims
- develop programs for loss prevention based on available loss data
- coordinate loss control activities, in cooperation with City and School departments
- maintain data base of fleet and contractors' equipment
- manage special insurance programs including fiduciary, medical malpractice and programs to protect the City and employees
- review insurance language in vendor and grant contracts to control transfer of risk
- review and approve certificates of insurance for vendors and facility users; and maintain on-line database of insurance information
- serve as a resource and provide consultation on matters related to insurance and loss prevention.

BUILDING MAINTENANCE

Building Maintenance is responsible for providing services to – 229 Main Street, 57 Gilson Road, 14 Court Street, 18 Mulberry Street and 5 Main Street (Hunt Building). Support to these buildings includes limited plumbing, fire safety, electrical, HVAC, grounds and custodial services.

The Department plays an integral role in the current renovations of City Hall serving not only as a resource, but coordinating necessary changes to the environment in order to limit interference to Departments while keeping construction activities productive.

TREASURY/COLLECTIONS

**Treasurer/Tax Collector
Trust Accountant - PT
Traffic Violations Coordinator
Administrative Assistant I - PT**

**David G. Fredette
Dawn Enwright
Judy Miele
Sandra Desharnais**

TAX COLLECTIONS

**Deputy Treasurer/ Deputy Tax Collector
DPW Billing Accountant
DPW Collections Accountant
Customer Service Representative
Revenue Coordinator
Revenue/Service Specialist**

**Ruth E. Raswyck
Denise Lieberman
Vacant
Sylvie Corriveau
Susan Martinelli
Darlene Carter**

**Motor Vehicle
Supervisor, Vehicle Registration
Motor Vehicle Coordinator
Motor Vehicle Clerk II – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – FT**

**Nancy Naples
Debbie Martell
Susan Miele
Patricia Morse
Laura Diaz
Paulette Morgan
Flor Largy
Sharon Chase
Claire Berthiaume**

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. Due to the challenging economic times several revenue disciplines have been affected. The two major areas are interest income and vehicle registration. When people decide to keep onto their vehicles longer it will effect new registrations and in turn contribute to lower revenue. FY 2010 revenue for vehicle registrations was \$10,493,992 a reduction from the previous year of \$343,602. As everyone is aware interest rates are at an all time low and since the city must invest general fund revenue in short-term safe investments we have seen our interest income reduced over the years. In FY 2010 the city earned \$1,250,387 in interest, which is a reduction of \$676,874 from the previous year. The Chief Financial Officer and the City Treasurer are responsible for the management of the City’s debt. In June 2010 Fitch Ratings assigned its ‘AAA’ rating to Nashua for its general obligation (GO) bonds. A triple ‘A’ rating is the highest a municipality can receive from a rating agency. There were many reasons given for the increase rating from Fitch such as – the city benefits from an expanding and diverse economic base and management’s responsiveness in making appropriate spending cuts in order to maintain historical fund balance levels within the city policy. The city also displays strong financial management practices, which are evidenced by consistently strong

operating results and above-average reserves. The city reflected strong operating results for FY 10 and its overall debt burden is low. The Financial Services Division along with the Treasurer's office is very proud the city was able to obtain this excellent rating. The department realizes there are many who contributed towards this significant financial goal, including Mayor DonnaLee Lozeau and the Board of Aldermen.

Tax/Collections has the responsibility to bill and collect in excess of 55,000 property tax bills and approximately 95,000 wastewater residential and commercial bills. In addition, this group also collects solid waste tipping fees and various fees/payments generated by special requirements. The group is responsible for the collection and processing of the revolving loan fund administered by the City. It is also responsible for issuing liens on property for late taxes and late wastewater user fees. In FY2010, 741 Tax Liens were recorded at the Hillsborough County Registry of Deeds, which was an increase of 3 from the previous year. In FY2010, 803 Wastewater Liens were recorded, which was an increase of 15 from FY 2009. This year the Tax Office began a new payment option as part of the long term E-plan. Our customers can now pay their wastewater bills through the city's Web page with a choice of credit/debit card along with e-check. Our plan this spring is to allow this option to our customers at our counter. Once we feel the program is working efficiently we plan to offer these options to several key departments so they may give their customers more choices for payments.

Motor Vehicle and Traffic Violations' primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2010, the City registered over 85,000 vehicles. The Parking Violations Bureau has seen a decrease in the number of parking violation tickets issued and the amount of incoming revenue. The result of a strong enforcement of parking rules has been an increase in compliance, resulting in fewer tickets issued. The City has continued to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect a strong collection process of parking fines. The City issued over 24,000 parking tickets during FY 2010, which was a decrease of nearly 395 tickets from the previous year.

A few years ago the Motor Vehicle Registration Unit was the second in the state to begin the one check processing. Our customers were very pleased that they only had to issue one check to accommodate both the city and the state's portion of registration. During FY2009 the Motor Vehicle Registration became an on-line municipal agent with the State of New Hampshire. This new system has allowed us to perform additional services for our customers such as registration of up to 26,000 lbs., late renewals up to 12 months, vanity plates, and many more services. This has saved our customers the need to travel to Milford or Concord. It will also assist the City in earning additional revenue. Through the Mayor's office, the City has also instituted a new information desk located outside the Motor Vehicle Registration Unit. Part of the function of this new service is to assist customers who need to register their vehicles to ensure they have the proper paper work and assist with any questions on registration. The new information desk has also instituted a queuing system that allows customers to know

their estimated wait time at the busiest times of each month, during the beginning and the end of the month. 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.

SUMMARY INVENTORY OF VALUATION – 12/09 (FY2010 MS1 10-15-09)

LAND	\$2,211,885,178
BUILDINGS	6,110,638,163
PUBLIC UTILITIES:	
WATER	90,042,700
GAS	45,216,200
ELECTRIC	<u>79,241,980</u>
TOTAL VALUATION BEFORE EXEMPTIONS	\$8,537,024,221
EXEMPTIONS ALLOWED:	
BLIND	(\$3,354,200)
ELDERLY	(133,250,700)
SOLAR/WIND POWER	(99,800)
SCHOOL DINING/DORMITORY/KITCHEN	(300,000)
PHYSICALLY HANDICAPPED	(737,598)
TOTALLY & PERMANENTLY DISABLED	(\$9,916,300)
TOTAL EXEMPTIONS ALLOWED	<u>(\$147,658,598)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	<u>\$8,389,365,623</u>
LESS PUBLIC UTILITIES	<u>(214,500,880)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	<u>\$8,174,864,743</u>

PROPERTY TAXES ASSESSED 12/09 FY2010

1) TOTAL APPROPRIATIONS	\$ 251,445,417
2) LESS: ESTIMATED REVENUES	(94,068,718)
3) OVERLAY (ABATEMENT ACCOUNT)	1,978,467
4) HILLSBOROUGH COUNTY TAX	9,367,968
5) WAR SERVICE CREDITS	1,735,000
6) FUND BALANCE APPLIED	(4,700,000)
7) TOTAL PROPERTY TAXES ASSESSED	<u><u>\$ 165,758,134</u></u>

STATEMENT OF FY2010 BUDGET APPROPRIATIONS

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
GENERAL GOVERNMENT	\$46,832,170			\$46,832,170.00
FINANCIAL SERVICES	6,243,721			6,243,721
INFORMATION TECHNOLOGY	1,316,251	647,702		1,963,953
PUBLIC SAFETY	35,396,703			35,396,703
COMMUNITY SERVICES	2,544,604	19,789		2,564,393
PUBLIC WORKS	9,816,120	155,000		9,971,120
PUBLIC SERVICES	453,842			453,842
COMMUNITY DEVELOPMENT	1,361,024			1,361,024
PUBLIC LIBRARIES	2,345,672			2,345,672
SCHOOL DEPARTMENT	87,630,820	7,074,416		94,705,236
CONTINGENCY	2,756,950			2,756,950
CAPITAL EQUIPMENT RESERVE	500,000			500,000
DEBT SERVICE	17,928,815			17,928,815
CAPITAL IMPROVEMENTS	2,759,650			2,759,650
SOLID WASTE DISPOSAL			6,861,413	6,861,413
WASTEWATER OPERATING			11,447,443	11,447,443
WASTEWATER CAPITAL PROJECTS			7,353,312	7,353,312
TOTAL ADOPTED BUDGET:	\$217,886,342	\$7,896,907	\$25,662,168	\$251,445,417

STATEMENT OF FY2010 ESTIMATED REVENUES

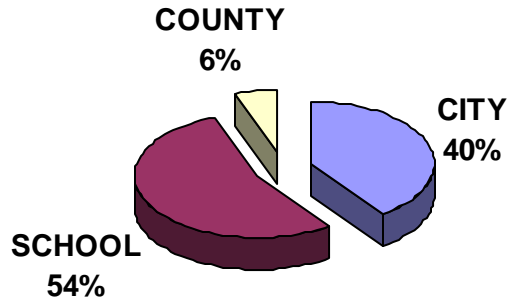
	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
FINANCIAL SERVICES	\$17,908,527			\$17,908,527.00
CITY CLERK	174,515			174,515
PURCHASING	750			750
BUILDING MAINTENANCE	500			500
ASSESSORS	6,000			6,000
HUNT BUILDING	4,000			4,000
INFORMATION TECHNOLOGY	0	647,702		647,702
POLICE DEPARTMENT	109,550			109,550
FIRE DEPARTMENT	59,400			59,400
COMMUNITY HEALTH	12,500	19,789		32,289
ENVIRONMENTAL HEALTH	123,925			123,925
WELFARE DEPARTMENT	85,000			85,000
PUBLIC WORKS ENGINEERING	50,132			50,132
PARKS & RECREATION	265,567	155,000		420,567
STREET DEPARTMENT	1,409,487			1,409,487
PARKING LOTS	728,100			728,100
CEMETERIES	349,175			349,175
PLANNING & ZONING	180,025			180,025
BUILDING DEPARTMENT	435,500			435,500
PUBLIC LIBRARIES	16,710			16,710
SCHOOL DEPARTMENT	41,019,872	7,074,416		48,094,288
DEBT SERVICE	600,000			600,000
MISCELLANEOUS	955,500			955,500
SOLID WASTE DISPOSAL			2,876,321	2,876,321
WASTEWATER			18,800,755	18,800,755
TOTAL ESTIMATED REVENUES:	\$64,494,735	\$7,896,907	\$21,677,076	\$94,068,718

TAX RATE HISTORY

FY	MUNICIPAL	COUNTY	SCHOOL	TOTAL
2009-10	7.91	1.12	10.79	19.82
2008-09	6.50	1.01	10.04	17.55
2007-08	6.73	1.01	9.66	17.40
2006-07	6.17	0.99	10.04	17.20
2005-06	5.06	0.99	10.27	16.32 (R)
2004-05	6.80	1.26	11.79	19.85 (R)
2003-04	8.88	1.68	13.81	24.37
2002-03	8.51	1.74	13.35	23.60
2001-02	7.82	1.75	12.93	22.50
2000-01	6.64	1.70	13.01	21.35 (R)
1999-00	8.48	2.01	15.41	25.90
1998-99	8.96	1.93	17.76	28.65
1997-98	9.33	2.14	17.63	29.10
1996-97	9.39	2.30	18.51	30.20
1995-96	9.07	2.20	18.68	29.55
1994-95	9.14	2.15	17.61	28.90
1993-94	8.04	2.32	17.74	28.10
1992-93	7.89	2.48	17.92	28.30 (R)
1991-92	11.42	3.59	26.19	41.20
1990-91	11.23	3.59	23.98	38.80
1989-90	10.04	3.47	21.79	35.30
1988-89	8.36	2.83	19.41	30.60
1987-88	8.65	2.17	17.58	28.40
1986-87	9.20	2.03	16.77	28.00
1985-86	9.78	1.85	15.57	27.20
1984-85	9.28	1.73	16.69	26.70
1983-84	9.09	1.72	15.19	26.00
1982-83	9.20	1.50	14.90	25.60
1981-82	8.40	1.20	14.10	23.70 (R)

(R) Revaluation year

YOUR FY2010 TAX DOLLARS



HISTORY OF ASSESSED VALUATION

FISCAL YEAR	VALUATION	
2009-10	\$8,389,365,623	
2008-09	\$9,353,293,990	
2007-08	\$9,281,224,534	
2006-07	\$8,996,058,859	
2005-06	\$8,980,391,935	(R)
2004-05	\$6,978,813,265	(R)
2003-04	\$5,363,848,408	
2002-03	\$5,435,992,099	
2001-02	\$5,331,857,935	
2000-01	\$5,251,008,071	(R)
1999-00	\$4,073,784,799	
1998-99	\$3,399,095,691	
1997-98	\$3,705,861,192	
1996-97	\$3,565,468,405	
1995-96	\$3,555,575,845	
1994-95	\$3,508,873,595	
1993-94	\$3,463,299,556	
1992-93	\$3,482,583,656	(R)
1991-92	\$2,238,774,141	
1990-91	\$2,250,401,251	
1989-90	\$2,230,037,778	
1988-89	\$2,218,194,400	
1987-88	\$2,089,387,100	
1986-87	\$1,981,794,500	
1985-86	\$1,839,854,100	
1984-85	\$1,697,638,650	
1983-84	\$1,606,277,150	
1982-83	\$1,535,149,600	
1981-82	\$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 \$8,574,513,075 as last determined by the NH Department of Revenue Administration. 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'10, the City had long-term debt of \$100,595,773 for school related projects, \$25,644,190 for City, \$22,266,590 for Solid Waste Disposal and \$20,657,688 for the Waste Water Treatment Plant.



Holman Stadium being built by WPA – 1936
National Archives, Negative No. 5296-A

NASHUA FIRE RESCUE

COMMISSIONERS 2009 - 2010

Paul Garant, Chairman
Ralph Kelloway, Vice Chairman
Michael Soucy, Clerk
David Lavoie
Kevin Gage

CHIEF
ASSISTANT CHIEF
DEPUTY CHIEFS

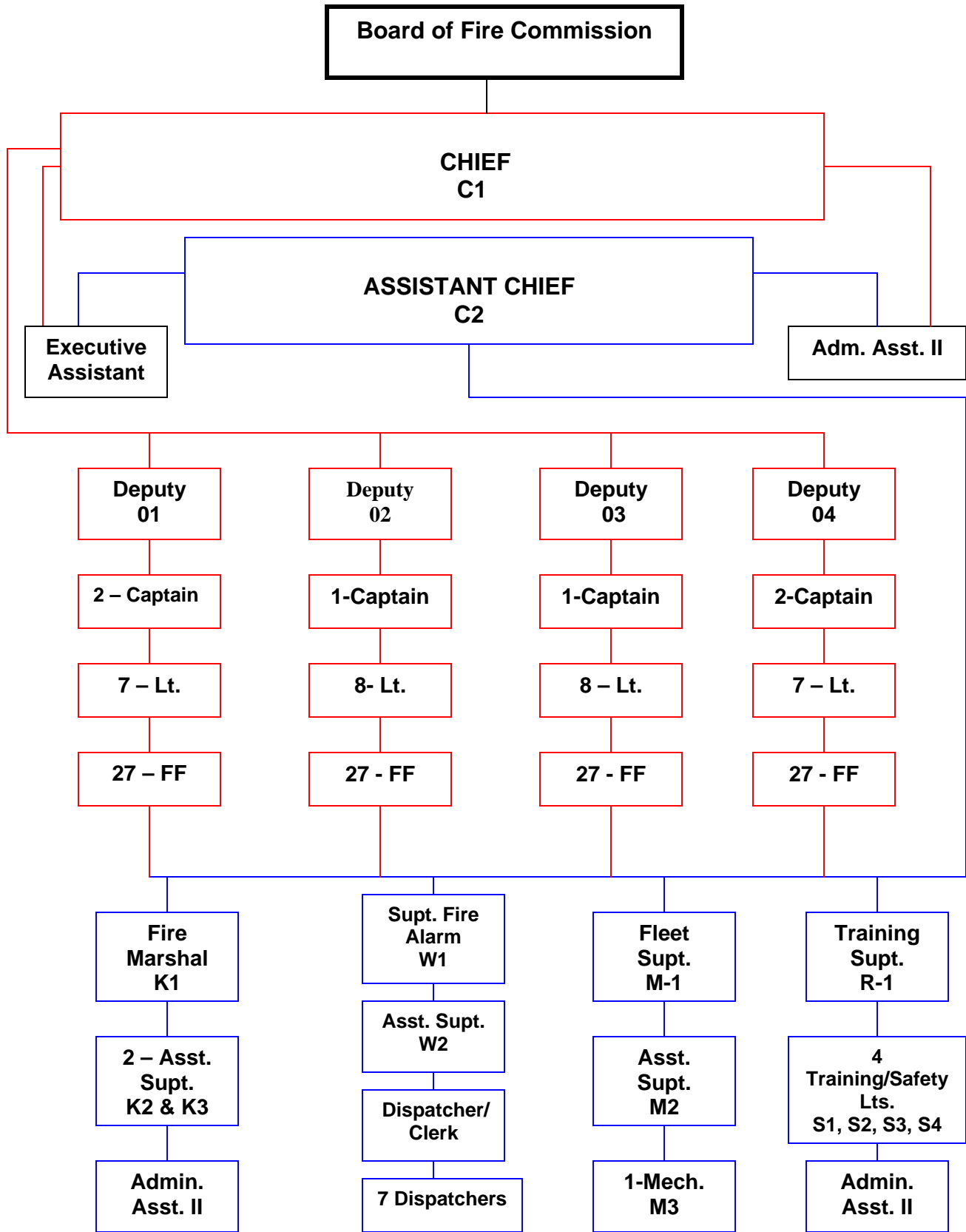
Brian W. Morrissey
Keith E. Anderson
John Allison, Michael O'Brien
Daniel Cronin, Steven Galipeau
Earlene Davis
Anne-Marie Boucher

EXECUTIVE ASST.
ADMIN. ASST.

Stations and Divisions

Station 1	15 Amherst Street
Station 2	177 Lake Street
Station 3	124 Spit Brook Road
Station 4	70 East Hollis Street
Station 5	98 Pine Hill Road
Station 6	2 Conant Road

Administration	70 East Hollis Street
Fire Alarm Division	38 Lake Street
Mechanical Division	2 Conant Road
Fire Marshal	177 Lake Street
Training/Safety	177 Lake Street



City of Nashua

[*] Permanent Assignment [T] Haz Mat Tech [D]Diver - Line up Capt., Lt., Engine Driver, Ladder or Tower Driver

Effective Date: 10-17-10

Nashua Fire Rescue - Department Roster

Chief Brian Morrissey		Assistant Chief Keith Anderson	
Deputy Chiefs			
Dep O'Brien Sr, Michael	T Dep Galipeau, Steven	T Dep Cronin, Daniel	Dep Allison, John
Group 1	Group 2	Group 3	Group 4
Amherst Street Fire Station			
*TD Lt Barrows, Robert	T Lt Kolden, Erik	*T Capt Walker, George	*TD Lt Bartlett, Russell
T Lt Kirk, James	T Lt Atkinson, William	TD Lt Sassak, David	T Lt Carrigan, Scott
Pvt Pimental, Manuel	*T Pvt Perault, Matthew	D Pvt Flynn, Stephen	D Pvt Martinage, Scott
TD Pvt Duclos, Michael	Pvt Lajoie, Peter	Pvt Fitz, Robert	T Pvt Labrecque, Raymond
Pvt Lambert, Jason	Pvt Battistelli, Eric	* Pvt Makarawicz, Keith	*T Pvt Soucy, Paul
Pvt Wholey, Thomas	D Pvt Dionne, Nicholas	Pvt Maeder, Brian	Pvt Young, Thomas
Pvt Stepney, Nicholas	Pvt Drugan, Greg	Pvt Ellia, Matthew	Pvt Curran, Jonathan
Pvt Lamb, James	Pvt Anderson, Brett	Pvt Keeler, Bradley	Pvt Meyer, Richard
Training / Safety			
T Lt. Wyman, Jessica	TD Lt. Telgen, Glenn	D Lt Haynes, Mark	Lt. Mobley, Scott
Lake Street Community Fire Station			
*TD Capt MacDonald, Glen	*T Lt Wyatt, Richard	T Lt Soucy, Timothy	T Lt Ricard, Ronald
TD Lt Perault, Thomas	T Lt Perault, David	T Lt Lingley, Thomas	TD Lt Buxton, Steve
T Pvt Shea, William	TD Pvt Oleksak, William	D Pvt LaFleur, Michael	T Pvt Curran, Michael
Pvt Wilkins, Richard	T Pvt Douzanis, James	T Pvt Koser, Ronald	Pvt Rapaglia, Mark
*T Pvt Cote, Stephen	*T Pvt Labrecque, Kyle	TD Pvt Harrington, Brian	*TD Pvt Bollengier, James
T Pvt Anderson Jr., Keith	TD Pvt Armstrong, Nathan	*TD Pvt Frazier, John	T Pvt Anderson, Wayne
TD Pvt Nelson, Patrick	TD Pvt Hebert, Cyrus	TD Pvt Robert, David	T Pvt Desjadon, Darren
Pvt. Hebert, Joseph	TD Pvt Tapplly, Mark	Pvt. Chamberlain, Shawn	Pvt Marich, Chris
Spitbrook Road Fire Station			
TD Lt Tremblay, Eric	*TD Lt Crowell, Richard	TD Capt Gerhard, Karl	TD Lt Parzych, Matthew
T Lt Cote, Douglas	Lt Kass, Michael	Lt Murtagh, Gary	T Lt Wholey, Mark
D Pvt Paris, John	D Pvt Sice, Michael	Pvt Deslauriers, Judith	Pvt Carter, Mark
Pvt Saunders, Troy	Pvt Petrain, Timothy	Pvt Flagler, Alex	*D Pvt Conway, Stephen
Pvt DeRubbio, Anthony	Pvt Poloski, Jared	*T Pvt Hall, Roger	Pvt Scire, Robert M
Pvt. McInnis, Michael	Pvt Rioux, Chad	Pvt Petrain, Anthony	Pvt O'Brien Jr, Michael
Pvt DeRusha, Joseph	Pvt Marquis, Timothy	Pvt House, Brian	D Pvt Silva, Scott
D Pvt Phillips, Steve	Pvt Keohane, Timothy	Pvt Palizzolo, William	Pvt Monaco, Al
East Hollis Street Fire Station [Crown Hill]			
*T Lt Conway, Richard	*T Lt Wilson, Gordon	T Lt Teague, Daniel	*T Capt Rhodes, Brian
TD Pvt Dias, Christopher	Pvt Maynard, Timothy	Pvt Lamb, Gary	T Pvt Collishaw, Peter
*T Pvt McAllister, John	* Pvt Chacos, Thomas J	*T Pvt Belanger, Keith	*TD Pvt DuVarney, Michael
Pvt Leighton, Ryan	Pvt Martineau, Andrew	Pvt Worcester, Gerald	Pvt Rioux, Justin
Pine Hill Road Fire Station [Airport]			
T Capt Borneman, Alan	T Lt. Allison, Jeffrey	TD Lt Simard, Matthew	*T Lt Araujo, John
T Pvt Quimby, Sage	T Pvt Nielsen, Glenn	T Pvt Varney, Jason	T Pvt Farrar, Cory
* Pvt Melchionne, Michael	* Pvt Sewade, Shane	*T Pvt Doherty, Daniel	* Pvt Patti, Anthony
Pvt Deslauriers, Donald L	Pvt Lanzara, Thomas	Pvt Campbell, William	Pvt Surette, Michael
Conant Road Fire Station			
*T Lt Finnerty, Thomas	T Capt Kerrigan, Kevin	Lt Vermette, Mark	*T Lt Bernier, Richard
Pvt Bronson, Gregory	T Pvt Sage, Ronald	T Pvt Reed, Julian	Pvt Weeks, Todd
* Pvt Cote, John	* Pvt Johansson, Michael	*T Pvt Pouliot, Adam	* Pvt Henry, Steven
Pvt Fitz, Shawn	Pvt Donaldson, Jeffrey	Pvt Douzanis, Andrew	Pvt Rapsis, Douglas

Support Services

	Exec. Admin. Asst. Earlene Davis	~~	Admin. Asst. II Anne-Marie Boucher
Fire Marshal	Training/Safety Division	Mechanical	Fire Alarm/Communications
FM Wood, Richard	[T] Capt. Freire, Joseph	M1 ~ Stepney, Thomas	W1 ~ Adams, Craig
Insp/Invest Brouillette, Charlene	Admin. Asst. II Dawn Roy	M2 ~ Pichette, Phillip	W2 ~ Audette, Jeremy
Insp/Invest Bautista, Cynthia		M3 ~ Mechanic Powell, David	Rafferty, John, Cahill, Jen
Admin. Asst. II Morse, Brenda			Sullivan, Jen, Hill-Filteau, Sharyn
			Carter, Kelly, Murphy, Eric
			Govostes, Rebecca, Morton, David



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: Nashua Board of Fire Commissioners

General Information

The primary responsibilities of the Department include suppression and prevention of fires, pre-hospital emergency medical care, rescue of persons from vehicle, water or ice related emergencies. Department members routinely participate in fire suppression and emergency medical training also additional training is conducted in Homeland Security areas including technical and specialized equipment. Fire personnel participate in city wide interagency drills to assure the coordination of the various resources in times of emergency conditions.

Accomplishments

A new 2010 Pierce Arrow XT 1250 GPM Pumper was ordered for Engine 5. The new pumper replaced a 1996 unit that had been in service for 14 years. The 1996 Engine will remain on the active roster as a reserve Pumper for continued use when conditions warrant.

A Ford 2010 Taurus was placed in service with Assistant Fire Chief.

Personnel Changes

During FY10 the following retired, Lt. Mark Proulx 30 years of service, Pvt. Larry Parlon 26 years of service, Lt. Byron Breda 25 years of service, Lt. Robert Bianchi 14 years of service and Pvt. Joe Mitchell 8 years of service. John Pozark resigned from Fire Dispatch.



Nashua Fire Rescue Events Summary July 1, 2009 to June 30, 2010

In the reporting period from July 1, 2009 thru June 30, 2010, the Nashua Fire Rescue logged 7,769 incidents. Of these, 235 incidents were fires. Although all incidents are of great concern to our customers, notable incidents from a Fire Rescue prospective are the multiple alarms requiring additional resources to control.

- 5 Grove Street, July 20, 2009, Hazmat situation. Assisted police to investigate multiple soda bottle chemical bottles set off by youths and monitored the remnants.
- 82 Allds Street, July 25, 2009, heavy smoke condition on 2nd floor. Fire extinguished quickly.
- 66 Fairmount Street, September 5, 2009, Tannery Building. Companies found heavy fire showing from windows on 2nd floor of masonry building on arrival, working fire.
- 162 Tolles Street, Garage fire on September 14, 2009. First alarm with smoke showing from attached garage and breezeway of 1 ½ story house upon arrival. Two occupants checked for smoke inhalation and denied treatment.
- 81 Ash Street, October 29, 2009. Fire in the basement of a 2 story, multi family home. Heavy smoke coming from all floors of the building upon arrival. Second alarm response. Early morning fire and all occupants escaped on their own after being awoken by smoke detectors.
- 525 Amherst Street, November 4, 2009, apartment fire. Fire contained to bedroom, found to be unattended candle. Occupant was transported to the hospital with a burn to her hand.
- 12 Tilton Street, November 16, 2009, attic fire from malfunctioning window fan. Fire knocked down and contained to the attic.
- 68 Saint Camille Street, December 30, 2009. Kitchen fire, light smoke condition on 2nd floor. Evaluated occupant with her 2 small children, no transport.
- 9 Parker Drive, January 31, 2010, working fire. Two and a half story wood frame, fire showing from 1st & 2nd floors and through roof upon arrival. Heavy fire in attic area. No injuries.

- 45 Pine Street, Club Social, February 7, 2010, 5th alarm fire. 0238 AM, heavy smoke and fire showing from the 2nd, 3rd, & 4th floors upon arrival. Crews battled extreme cold temperatures, icing, roof collapse, and falling debris.
- 117 Perimeter Road, March 18, 2010, heavy smoke showing upon arrival from airplane hangar. Airplane fully involved inside of building.
- Mutual aid RIT Team to Merrimack for a house fire on March 29, 2010.
- Called to Veteran's Bridge for a water rescue on April 5, 2010. Caller reported an overturned canoe on the river; both occupants were found unharmed.
- 10 Carlene Drive, April 16, 2010, for a working fire in the basement. Fire was extinguished quickly, fire & water damage confined to the basement; smoke and heat damage throughout the home. No injuries.
- 5 South Groton Drive, April 17, 2010 for a kitchen fire. Working fire on arrival. Primary and secondary search of both floors were all clear.
- 3 Chautauqua Avenue, June 5, 2010, basement fire. Smoke showing from 1st floor upon arrival of 2 ½ story wood frame multi family dwelling. Working fire.
- 45 Damon Avenue for a working fire on June 17, 2010. Smoke showing from the eaves on all sides upon arrival with flames visible through the open front door.

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

- 152 Hazardous Material incidents
- 24 Mutual Aid responses



**Nashua Fire Rescue Fire Alarm Communications
July 1, 2009 to June 30, 2010**

Superintendent Craig Adams
Assistant Superintendent Jeremy Audette

Senior Fire Dispatcher Clerk/Trainer Jennifer Sullivan
Senior Fire Dispatcher John Rafferty

Senior Fire Dispatcher Jennifer Cahill
Senior Fire Dispatcher Sharyn Hill
Senior Fire Dispatcher Kelly Marquis
Fire Dispatcher Eric Murphy
Fire Dispatcher Rebecca Govostes
Fire Dispatcher David Morton

The Fire Alarm and Communications division act to further the goals of the Nashua Fire Rescue and the agency's mission. The scope of Fire Alarm and Communications has only increased in recent years with advances in technology and responding to our many customers needs. The communications division is staffed by eight dispatchers, staffing two dispatchers on duty at all times 24 hours, 7 days a week. The communications division received over 7,769 911 calls from Concord and Laconia call centers. Overall 5% of all calls received by communications are for information such as directions, times of city events and other general queries.

The communications division handles all requests for services, emergency or non-emergent, dispatching Fire and Emergency Services. With advances in technology requests for services come in numerous ways from Enhanced 911, Municipal Fire Alarm boxes, Voice Over Internet Protocol [VOIP], Private Alarm monitoring companies and other agencies to name just a few. Dispatch has connectivity with responders providing preplan information, hazard alerts, past call activity, inspection and violation reports for every location in the city. Mobile Data Terminals provide shift commanders with real time status information in their own vehicles

The communications division is also responsible for the content of the Fire Departments web site, maintaining the 911 Master Street Address Guide and answering 911 Addressing and Location discrepancies. In conjunction with City of Nashua Assessing, Planning, Engineering departments' and Fire Marshal's office requests for new street names and addressing concerns are handled.

The Fire Alarm division provides inspection and review services in conjunction with the Nashua Fire Marshal's office. All building plans are inspected to comply with the National Fire Protection Agency and Americans with Disabilities Act. Fire Alarm also completes a final inspection for every fire alarm system in the city, this inspection includes each and every reporting and alerting device to be tested to ensure it is operating properly.

Fire Alarm is also tasked with maintaining and servicing the City of Nashua municipal cable plant. This cable plant includes Municipal Fire Alarm Cable, Computer and Data networking cable and an expanding Fiber Optic Cable network. Technicians in the Fire Alarm division are the front line for troubleshooting network and computer problems, and triaging major problems and working with the City's IT department. The Fire Alarm division is also overseeing the expansion of the City's Fiber Optic Network in conjunction with the Nashua School Department and City IT Department.

The municipal Fire Alarm cable plant is over 131 miles in length, connecting 243 Street Fire Alarm Boxes and 588 Master Fire Alarm boxes contained within 21 separate circuits. Master Fire Alarm boxes are purchased by building owners and connect that location with direct reporting to Communications. This division also receives requests to move existing cables at the request of PSNH or Verizon. The municipal Fire Alarm system is required to be tested and portions are tested each week until all circuits have been tested.

The computer and data networking cable plant stretches over 130 miles connecting to practically every municipal building in the City. This cable plant is the backbone of a data network that is currently being expanded to include Fiber Optic Cable. This cable plant is also used by the traffic department for signaling.

Fire Alarm headquarters at 38 Lake St also houses the City's Radio Technician. Fire Alarm provides assistance to this department to maintain and monitor the City of

Nashua's citywide radio system. Fire alarm technicians test and prepare a constant rotation of portable radio batteries for all Fire department responders. Communications houses the MOSCAD monitor a computer system that links all sites of the citywide radio system and reports any faults or equipment issues. The IMC mobile data terminals operate over VHF radio frequencies and Fire Alarm was responsible to prepare and obtain FCC licensing for mobiles and Base Station. The alarm division helped to deploy the Statewide Interoperability radio system with neighboring communities from Department of Homeland Security grants.

The Fire Alarm division works extensively with outside vendors as project manager and the supervising entity for city projects. Some of these projects include overseeing Fiber Optic installation, telephone system installations and transition from other sites and overseeing HVAC work in stations.

The past year saw a transition within the division with the retirement of Superintendent Robert Scire in March. Craig Adams took over as Superintendent at the end of July. Jeremy Audette was promoted to Assistant Superintendent in November 2009, and Jennifer Sullivan took over as the Clerk in February 2010.

Fire Alarm Communications:

- 7,769 – 911 Calls received
- 24,620 – Calls for service
- Monitors 35 Active radio channels 24 hours a day
- Monitors Citywide Radio System infrastructure

Fire Alarm Municipal Cable Plant:

- Over 131 miles
- 243 Street Fire Alarm Boxes
- 588 Master Fire Alarm Boxes
- 21 Separate circuits
- Connected to Communication providing real time alarm reporting

City of Nashua Data Networking Cable Plant:

- Over 130 Miles
- Connecting all municipal buildings to IT using existing cable plant as backbone
- Traffic signaling
- Expanding Fiber Optic infrastructure

Respectfully Submitted,

*Craig Adams
Superintendent of Fire Alarm
Nashua Fire Rescue*

*Jennifer Sullivan
Dispatcher Clerk Trainer
Nashua Fire Rescue*



**Nashua Fire Rescue Run Totals for FY 2009
July 1, 2009 to June 30, 2010**

Total Incidents: 7769

Total Civilian Injuries: 4

Total Civilian Deaths: 0

Total Fire Service Injuries: 1

Fire and Incident Type Breakdown

<u>A: Structure Fires By Fixed Property Use</u>	<u>Number</u>	<u>Deaths</u>	<u>Injury</u>
1. Private Dwellings (1 or 2 Family)	37	0	0
2. Apartments (3 or More Families)	50	0	3
3. Hotels and Motels	0	0	0
4. All Other Residential	2	0	0
5. TOTAL RESIDENTIAL FIRES	89	0	3
6. Public Assembly	4	0	0
7. Schools and Colleges	0	0	0
8. Health Care and Penal Institutions	1	0	0
9. Stores and Offices	7	0	0
10. Industry, Utility, Defense, Laboratories	3	0	0
11. Storage in Structures	0	0	0
12. Other Structures	3	0	0
13. TOTAL STRUCTURE FIRES	107	0	3
<u>B: Other Fires and Incidents</u>			
14a. Fires in Highway Vehicles	20	0	0
14b. Fires in Other Vehicles	11	0	0
15. Fires Outside of Structures With Value Involved	18	0	0
16. Fires Outside of Structures With No Value Involved	33	0	0
17. Fires in Rubbish	22	0	0
18. All Other Fires	24	0	1
19. TOTALS FOR ALL FIRES	235	0	4
20. Rescue, Emergency Medical Responses	3753	0	0
21. False Alarm Responses	1238	0	0
22. Mutual Aid	24	0	0
23a. Hazmat Responses	152	0	0
23b. Other Hazardous Conditions	260	0	0
24. All Other Responses	2103	0	0
25. TOTAL FOR ALL INCIDENTS	7765	0	4

False Alarm Responses

<u>Type Of Call</u>	<u>Number</u>
1. Malicious, Mischievous Fall Call	75
2. System Malfunction	558
3. Unintentional	549
4. Other False Alarms	57

<u>Incident Type Category Breakdown</u>	<u>Number</u>	<u>Percent</u>
[100-199] Fire/Explosion	242	3.1
[200-299] Overpressure Rupture	10	0.1
[300-399] Rescue Call	3759	48.4
[400-499] Hazardous Condition	416	5.4
[500-599] Service Call	879	11.3
[600-699] Good Intent Call	1191	15.3
[700-799] False Call	1239	15.9
[800-899] Severe Weather/Natural Disaster	16	0.2
[900-999] Special Type/Complaint	17	0.2
Undetermined	0	0.0
TOTAL	7769	100.0

Incidents by Time and Day

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	35	30	21	18	24	22	26	176
2 AM	25	18	15	12	13	24	19	126
3 AM	28	18	14	15	14	10	26	125
4 AM	15	20	14	10	18	16	23	116
5 AM	19	16	18	9	18	14	18	112
6 AM	21	19	24	18	26	24	24	156
7 AM	28	45	38	37	28	32	28	236
8 AM	35	47	45	63	47	47	52	336
9 AM	41	54	70	73	51	49	43	381
10 AM	53	61	60	58	55	52	55	394
11 AM	43	49	73	62	69	76	68	440
12 PM	57	67	67	62	52	70	57	432
1 PM	62	61	75	59	53	56	72	438
2 PM	49	52	78	74	70	65	89	477
3 PM	82	89	74	82	88	125	165	705
4 PM	65	59	80	62	73	69	80	488
5 PM	60	64	71	76	67	56	73	467
6 PM	65	63	56	59	55	102	85	485
7 PM	46	44	49	57	65	57	72	390
8 PM	50	45	51	60	40	43	53	342
9 PM	38	46	39	36	34	46	33	272
10 PM	31	31	37	30	39	44	48	260
11 PM	15	30	19	27	47	44	31	213
12 AM	<u>34</u>	<u>26</u>	<u>25</u>	<u>32</u>	<u>25</u>	<u>33</u>	<u>27</u>	<u>202</u>
TOTALS	997	1054	1113	1091	1071	1176	1267	7769

GRAND TOTAL: 7769

FIRE MARSHAL

Richard W. Wood
Charlene Brouillette
Cynthia Bautista
Brenda Morse

Fire Marshal
Investigator/Inspector
Investigator/Inspector
Administrative Assistant

The Fire Marshal's Office function is to support the Mission of Nashua Fire Rescue through innovative, effective, and efficient Community Risk Reduction service. Most community problems, including fire and injury are multi-faceted and in many cases extend beyond the borders of the community.

As the "Keeper of Record" for all incident, inspection, and permitting reports, the Fire Marshal's Office was a front row participant in the operation, training, and administration of Nashua Fire Rescue's recordkeeping system. This system allows us to integrate our Dispatch, Inspection, Permits, and Incident Reporting system into the same database, which allows all personnel access to this valued information at the touch of a key. In addition, the implementation of Mobile Data terminals in the Fire Department Vehicles provides this data at the scene where it is needed the most. This system allows us to track information in a way that was not possible before, the results of which you will see below

Below we have broken our responsibilities into three basic functional areas. We hope you find the new format easier to use and understand. Thank you again for allowing us the opportunity to serve the citizens of Nashua

New Construction Review, Permits, Fire Inspection, and Code Enforcement

We continue to provide the community with Fire and Life Safety Code review of building projects, review and inspection of fire detection and protection systems, inspectional services, permitting, and code enforcement, which have traditionally been the backbone of the services we provide. These services require all Fire Marshal's Office uniform personnel to be highly trained in fire and building codes, fire protection engineering practices, hazardous materials handling and storage practices, and legal process. We believe the results of these proactive efforts are a major contributing factor to the relatively low incidence of major fires. We are proud to provide these services to the citizens and businesses of Nashua in an effective and efficient manner.

New Construction

162 Building Permit Applications Reviewed
31 Site Plan Reviews
182 Fire System Permits Reviewed
284 New Building Inspections Made

Inspections

466	Places of Assembly
52	Schools
25	Day Cares
40	Foster Homes
12	Health Care Facilities
78	Residential
33	Business Occupancies
26	Mercantile (Retail)
2	Industrial Plants
3	Storage Occupancies
235	Fire Protection Systems
104	Fire Hazards
252	Other Inspections

Permits & Fire Reports

190	Fire Protection Systems Permits
466	Places of Assembly
38	Storage of Hazardous Materials
9	Blasting
3	Abandon/Removal of U.G. Tanks
19	Underground Storage Tank Installation
2	Aboveground Storage Tank Installation
2	Fireworks
88	Shows (Carnivals, Circuses, etc.)
39	Fire Reports to Insurance Companies
12	Environmental Searches

Income Received from Permits, Reports, Grants, Contributions, etc.:
\$109,285.59

Meetings: 1200 Meetings Attended

Fire Investigation Unit

The Nashua Fire Marshal's Office provides fire Origin and Cause determination services for fires which occur in the City of Nashua. These services require all Fire Marshal's Office uniform personnel to be highly trained in determining the Origin (where) and the Cause (how) fires are ignited. This expertise requires skills in Criminal Justice, Fire Science, Human Relations, as well as frequent interaction with Law Enforcement, the Hillsborough County Attorney's Office, the Insurance Industry, and the Justice system. Accordingly, the Fire Marshal and Inspector/Investigators are all Nationally Certified as Fire and Explosion Investigators.

Fire Investigations

- 26 Fires
- 106 Juvenile Firesetter Interventions
- 52 Other Investigations

Public Education/Injury Prevention

As a result of staffing reductions, we were forced to reevaluate our service delivery and pair down our Public Education/Injury Prevention programs. This resulted in the virtual abolishment of the Risk Watch Program, a comprehensive injury prevention program for youth. This program had been delivered in public and private 4th grade classrooms throughout the city. This program was delivered primarily with volunteer support from the Nashua Firefighters Union

Grant monies have allowed us to continue to provide limited public education/injury programming. Our Regional Juvenile Fire Intervention Program continues to receive glowing reviews from other participating agencies and program attendees. We continue to use our safety-training trailer which 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. We continue to work collaboratively with our Fire and Injury Prevention local partner communities to enhance the regional reach of our programming.

Regional Juvenile Fire Intervention Program

Our Regional Juvenile Fire Intervention Program is a collaborative effort between Nashua Fire Rescue, Nashua Police, The Youth Council, Milford Family Guidance, 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 of NH

We have approached this as a Community problem not a Fire problem. Juvenile fire misuse impacts the entire community and knows no municipal boundaries. For these reasons, we work collectively with Amherst, Brookline, Hollis, Hudson, Milford, Merrimack, and Pelham to identify and provide a network of resources to connect youth and their families for proper intervention.

These programs have been provided with zero impact on our budget. We have been able to accomplish this as the result of a grant in the amount of approximately \$6,400 from the NH Department of Health and Human Services Incentive fund, 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>.

Fire Prevention Services For The Public

- 8 Talks Given
- 25 Press Releases for Fires
- 4 Public Education Meetings
- 15 Evacuation Planning
- 26 Evacuation Drills
- 35 Other – Fire Guard, Safety house, Patches, Public Education

Request For Information

- 7200 Information Given

Respectfully submitted,

*Richard W. Wood, CFPS, CFM, CBO
Fire Marshal*

MECHANICS DIVISION

**Superintendent /Mechanic
Assistant Superintendent/Mechanic
Mechanic**

**Thomas Stepney
Phillip Pichette
David Powell**

The mechanical division consists of 3 mechanics, (1 superintendent and 2 mechanics). They are responsible for the repairs and preventative maintenance of all pieces of equipment for Nashua Fire Rescue.

Vehicles

Operations

- 8 Engines
- 4 Ladder trucks
- 2 Forestry Trucks
- 1 Ford Excursion – Deputy Chief
- 1 Crown Victoria - Chief
- 1 Ford Taurus – Assistant Chief

Fire Marshal's Office

- 1 Ford Crown Vic – Fire Marshal
- 1 Ford Explorer - Fire Inspector/Investigator
- 1 Ford Explorer - Fire Inspector/Investigator
- 1 Ford Van Field Investigative Unit
- 1 Safety Trailer Education Trailer

Fire Alarm

- 1 Ford Truck – Superintendent/ Assistant Superintendent
- 1 Bucket Truck
- 1 Cable Trailer

Building Maint.

- 1 Chevy S10 Pick-up
- 1 Chevy Suburban

Mechanics Division

- 3 Ford Pick-Ups – Used by all in department for various duties and plowing & sanding.
- 1 Air Unit
- 1 Air Trailer

Training/Safety & Special Operations Division

- 1 Ford Explorer – Superintendent
- 1 Ford Expedition – Training Safety Officer
- 1 Cube Van – Dive Equipment
- 1 Boat Trailer
- 2 Dive Boats
- 2 Hazardous Materials Vehicles
- 1 Decon Trailer
- 1 Below grade trailer

On a weekly basis the following is completed:

- Operational checks on 7 generators through out the department.
- Perform as needed any repairs on the apparatus.

On a 3 month rotation the following is completed:

- All 8 Engines and 4 Ladder Trucks come thru the mechanical division for preventative maintenance service. This requires 2 men, 6 to 8 hours per vehicle to complete. The division also handles all repairs as needed, (motor overhauls, brakes, fuel pump repairs, aerial ladder hydraulics, etc.)
- Maintenance for 115 SCBA Units, (self contained breathing apparatus). This involves replacement of batteries, visual inspection. A yearly service test is performed along with any repairs as needed.

On a yearly basis:

- All vehicles come through for inspections and registrations.
- Yearly preventative maintenance is performed on all generators.
- All lawn & snow blowers are serviced.
- Rescue tools, (nozzles, hand tools, Jaws of Life, etc, chainsaws, etc.).

Mechanical Division is also responsible to maintain and respond with the Air Unit Truck and Trailer to any fire or dive rescue to enable any repairs to equipment and to refill SCBA's for the firefighters.

During the winter months:

- Mechanical division is responsible for the plowing and snow removal along with sanding 7 buildings throughout the city.

TRAINING/SAFETY DIVISION

**Captain Training/Safety
Administrative Assistant II
Group 1 Training/Safety Lieutenant
Group 2 Training/Safety Lieutenant
Group 3 Training/Safety Lieutenant
Group 4 Training/Safety Lieutenant**

**Joseph Freire, Jr.
Dawn Roy
Jessica Wyman
Glenn Telgen
Mark Haynes
Scott Mobley**

The Training/Safety Division is tasked with 3 primary missions:

- Coordination and delivery of skill maintenance training, recertification/licensing training, recruit training, and new skills training for Operations personnel
- Coordination of the recruit hiring process and the Recruit Academy
- Oversight of operational safety and accident investigation for Nashua Fire Rescue

The Training/Safety Division transitioned to a quarterly training objectives format in fiscal year 2009. The primary benefit of this transition was to provide company officers greater latitude with time and task management. The Division also began the process of moving from a paper based certification tracking system to the electronic capabilities of IMC. It is anticipated that all training records, including daily and quarterly objectives, will be transferred to the IMC system by the end of calendar year 2010.

In house resources were again utilized to facilitate compliance with Federal NIMS ICS training requirements. Command Staff Officers were trained to the 400 level in an effort to increase the department's incident management capabilities at large scale emergencies and to comply with Federal training mandates. In addition, the Division continued its support of Life Guard Systems during the training of additional rescue divers. The Division also continued to update standardized curriculum for hazardous materials decontamination, dive/tender training, SCBA usage and emergency techniques, forcible entry, emergency vehicle operations, and surface ice rescue. These programs will continue to be delivered yearly to ensure that core skills are properly maintained. Continued partnerships with outside groups, including the Federal Rail Administration, The Army National Guard Civil Support Team, and DHART, allowed for the delivery of specialty training to the appropriate personnel.

During calendar year 2010, the Training/Safety Division completed the development of a recruit eligibility list and completed one in-house Recruit Academy. The recruit application and hiring process continues to undergo yearly review and revision, in an effort to streamline information management throughout the process and ensure that the best possible candidates are identified and hired. During the course of the year, the Division ensured that all personnel met required recertification and Collective Bargaining Agreement training requirements. All training represented over 650 hours of classroom delivery, along with over 700 hours of field applications. Total training hours for all department members continue to represent over 14000 man hours

Division personnel are also responsible for assisting Incident Commanders at emergency scenes. Primary responsibilities revolve around supporting the Command Staff by managing the safety and accountability functions. Division personnel also respond when NFR resources are being utilized at mutual aid scenes. The same command and safety function support is offered at these mutual aid emergencies. These functions are very dynamic, with scene conditions driving specific incident requirements. In addition to these emergency scene responsibilities, Division personnel also investigate reported department accidents/injuries in an effort to identify and eliminate preventable causes.

NFR Training Facilities

The training ground facility, located on West Hollis Street at the Four Hills Landfill, continued to see significant upgrades this year. A freestanding roof ventilation prop was upgraded and utilized during the Recruit Academy. The additions and upgrades exceeded expectations and the prop will provide valuable training for all Operation personnel. Work is also in progress to develop roof and ladder props on the original concrete structure. These props will aid in weather proofing the older concrete structure and will provide badly needs props to ground ladder training.

The Training Division classroom, located at 177 Lake Street, has hosted training and meeting activities for the LEPC, regional fire service groups, and various technical committees. Various LEPC sub-groups, including the Red Cross and Public Health have used the facilities regularly for training sessions. In addition to scheduled in-house training events, the classroom facilities were used an additional 90 times during the year.

HUMAN RESOURCES

Human Resources Director
Deputy Manager, Human Resources
Employee Benefits Specialist I
Employee Benefits Assistant
Human Resources Analyst
Human Resources Generalist, P/T

Vacant
Cheryl Bonanno
Matthew Morin
Bonnie Martin
Gary Diaz
Caroline Marsh

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 with all applicable State and Federal laws 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 as well as managing benefit programs.

The duties and responsibilities of Human Resources include, but are not limited to, recruitment, employee relations, labor 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 also manages citywide benefit programs including health, life and dental insurance for approximately twenty nine hundred city and school department employees and approximately four hundred retirees.

Human Resources has continued to be active in the City's Negotiating efforts in collective bargaining with AFSCME (Public Works), the UAW Professional Unit, and the UAW Clerical/Technical Unit.

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, 4,332 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 50 job postings for the public, 47 job postings for employees and 148 persons were hired. The Human Resources website continues to experience a phenomenal degree of interest in employment with the City. 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, 2010 was 802. The total number of positions funded for fiscal year 2010 on July 1, 2009 was 827.

NASHUA PUBLIC LIBRARY

Board of Trustees

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Staff of the Nashua Public Library

Administration

Jennifer Hinderer, Director
Susan M. Deschenes, Asst. Director
Angela Smith, Exec. Assistant/Office Manager
Mary Green, Admin Assistant/Cost Accountant
Paul Lacroix, Library Technology Technician

Community/Outreach Services

Carol L. Eyman, Librarian
Karen M. Egle-Gaber, Assistant Librarian

Children's

Kathy E. Bolton, Librarian
Susan M. Willmore, Assistant Librarian
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Heather J. Pfeifer, Library Assistant
Dawn R. Bateman, Library Page
Sonya K. Walcott, Library Page

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Loren H. Rosson, Librarian
Lea L. Touchette, Assistant Librarian
Dian M. Legerlotz, Library Assistant
Christina H. Lozeau, Library Assistant
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Mark King, Library Assistant
Naomi Conti, Library Page
Claire Black, Library Page
Mary Bolton, Library Page
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Katherine M. Cortes, Library Page

Exhibits/Media Services

Bruce J. Marks, Coordinator

General Adult Services

Linda N. Taggart, Librarian
Marsha Auerbach, Reference Librarian
Judith S. Dominici, Reference Librarian
Kersten Matera, Reference Librarian
Alison R. Zaya, Reference Librarian
Julie M. Andrews, Library Assistant

Young Adult Services

Jenn Hosking, Librarian
Abby Wright, Library Page

Maintenance

Larry R. Case, Supervisor
Ronald Tremblay, Janitor

Music/Art/Media

Charles E. Matthews, Librarian
Linda M. Walker, Assistant Librarian
Karen R. Beaver, Library Assistant
Steven E. Lowe, Library Assistant
Santhi V. Ramaswamy, Library Assistant
Dina A. Akel, Library Page
Heather Charles, Library Page
Cynthia Martinez, Library Page
Tyler Gilbert, library Page

Security

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

Technical Services

Margaret L. Gleeson, Librarian
Caroline Kutcher, Reference Librarian
Holly A. Sullivan, Library Assistant
Amanda Darah, Library Assistant
Mark King, Library Assistant

Director's Report

Administration changes

During FY2010 the library saw the departure of 2 fixtures from the administration office. Director Joseph Dionne retired after 7 years leading the library and our capable Executive assistant Donna Cardoza retired after 19 years of service: they will both be sorely missed. On January 25, 2010 the library welcomed its new director, Jennifer Hinderer. Ms. Hinderer was formerly the director of the Tewksbury Library in Tewksbury, Massachusetts. In February, 2010 Angela Smith was hired as Executive Assistant; Ms. Smith was previously employed as a library assistant in the technical services department of the Nashua Library.

Building improvements

After 40 years of quiet service since the opening of the building on Court St. the library's roof was replaced during the summer and fall of 2009. The architectural firm Tennant and Wallace in Manchester managed the project; the roof was installed by Multi-State

roofing from Winchendon, MA. In the upcoming fiscal year the library will be replacing the carpeting on the main floor of the library which has also been in place since the building opened in 1970.

Computers and technology

EBooks became available in March, 2010 through our membership in the New Hampshire Downloadable Book Consortium; a group of 160 libraries in the state that allows us to offer our patrons a large catalog of downloadable audiobooks and ebooks. Library patrons can now use their card to download ebooks for 2 weeks to enjoy on their computer or e-reader. The library staff will be offering classes in how to use this service for interested patrons.

Computer classes continued to be an important feature of the free services we offer our customers, During the spring of 2010 the library made major improvements to our computer training room in the Music, Art and Media wing. Wiring poles were installed; bi-level tables and adjustable chairs were purchased and all of the computers were replaced

General Adult Services

In FY2010, the General Adult and Business Services Department was reorganized, interfiling business and computer nonfiction with the rest of the nonfiction collection. Oversized nonfiction materials were moved from scattered locations into one single collection. Fiction materials were also shelved together, so that each author's novels can now be found all together in one location. Alcoves were then repurposed to provide more study carrels and seating for laptop users.

More than 1,200 Nashua library users attended the library's computer classes this year. There were 200 sessions on topics ranging from Computer Basics to Online Job Searching to Advanced Word and Excel. These classes served 1,226 students, up 13% from the previous year. Excel, Word, and Computer Basics were the most popular.

This year, we also began providing patrons with a new language learning software called Byki (Before You Know It). Byki is available to patrons online through the library's web site, whether at home or in the library. It does not require CDs or other physical media to use—just a web browser and a Nashua Public Library card. Byki is produced by the Nashua-based company Transparent Language, in cooperation with Recorded Books.

We continued to offer patrons access to books that we don't own, collaborating with other libraries through the interlibrary loan system. This year, we borrowed 2,043 books, videos, microfilm, and articles for library users, an increase of 11% over FY 2009. We also loaned other libraries 2,355 items from our collection, up almost 7% from last year.

Young Adult services

Young Adult Services continued to develop its department with the addition of a part time library assistant. This allowed for a 20% increase in programs offered to 81, serving 867 teens in fiscal year 2010. The program expansion included a popular monthly Mad Science program for tweens as well as a read-a-thon fundraiser organized by the Teen Advisory Group. At this event 19 teens read for a total of 2800 minutes and raised \$280 to purchase and donate teen books the PAL after-school program.

Collaboration between the library and Nashua schools strengthened through outreach visits as 2,734 students and staff were educated at local middle and high schools about the library's programs and services for teens. This 20% increase in visits from the previous year can be partially attributed to the common promotion of the teen summer reading program between the schools and the public library. The teen summer reading program, "Express Yourself @ Your Library" was our most successful to date boasting a 40% increase in participants and raising \$141.50 for charity. This common goal of independent reading throughout the summer also contributed to 952 students in grades 6-12 being issued library cards over the course of the year, a 16% increase from FY 2009.

The increase in library cards issued also contributed to the continued popularity of our online tutoring service, Live Homework Help, serving 2981 students. The most common users were 11th grade students seeking help with math, showing the highest usage in Calculus.

The young adult collection circulation increased 20%, continuing to be one of the highest growth areas in the library. This success was due partially to the strengthening of our teen graphic novel collection and the continued popularity of young adult fiction in the reading community.

Music, Art, and Media

Media circulation continued to increase. Downloadable audiobooks increased in circulation 34% over last year, while CD audiobooks were up 12% and music CDs up 8% over the same period. DVD circulation continued to top Music, Art & Media statistics, with close to 10,000 available titles resulting in 192,508 circulations for FY10. The Nashua Public Library's DVD and music CD collections continue to be highly regarded for their depth and diversity by our customers and Nashua continues to be the #1 user of downloadable books in the state by a wide margin.

Magnetic media circulation (video and audiocassettes) continued to decline but still represented over 36,000 items circulated in FY10. While we no longer buy or replace video- and audiocassettes, many of our customers still rely on video- and audiocassette players. We plan to gradually phase out magnetic media collections as customer demand fades.

Music, Art & Media continued to respond to customer suggestions for materials and actively use displays to increase our circulation. An added monthly display features foreign language films by country, kicking off with our German film titles in an effort to further promote our extensive foreign language film collection.

Our Web-based museum pass system, which allows customers to reserve passes from home, continues to be successful. We circulated 1,992 passes for FY2010, with pass circulation up 17% from June 2009 to June 2010. Library passes offer our customers substantial savings in difficult economic times, particularly for families with young children.

Children's Department

The Children's Department continued its active, busy schedule during FY 2010 despite being down one full time staff member for some of that time. Children's library assistant, Lindsey Jackson, was out on a maternity leave for twelve weeks, September-December 2009. Nevertheless, we were able to maintain all of our children's programming and provide quality customer service to our families.

In August 2009 we hosted the "Nashua Goes Back to School" event for the 6th year in a row with over 1400 students and their families coming through the doors of the Children's Room to greet their school principals and receive a goodie bag of school supplies.

During FY 2010 we provided the Nashua community with 1008 children's programs ranging from story times and puppet shows to puppet workshops, a costume party, beginner knitting and sewing classes, a Chinese New Year program to a very successful Penny Carnival in June 2010 to kick-off our annual Summer Reading Program. Total attendance figures for these many, varied programs was 41,446 children and adults served. Our program statistics increased slightly from 2009. We provided 12 more programs to 414 more people in the 2010 fiscal year than in 2009.

The Children's Department looks forward to continuing our mission of providing quality programming and materials both in-house as well as reaching out to the community at school and civic events throughout the year.

Community Services

The most popular adult programs of the year continued to be concerts, followed by a local history fair, which featured speakers, films, and exhibits about Nashua history. Hiking, fishing, and historical character portrayals were the other most popular programs.

The year's Nashua Reads: One City, One Book selection was *Skeletons at the Feast* by Chris Bohjalian. The Friends of the Library organized and funded a visit to Nashua by the author, which was held at the Rivier College Dion Center because the library could not accommodate the 250 people who attended.

Spanish, Italian, and Lithuanian conversation groups continue to meet regularly at the library.

Subscriptions to our email library events newsletters numbered 9,986 at the end of the year. The library also launched a Facebook page, which had 351 fans at the end of the year and averaged about 292 visits per week.

Community groups held 989 meetings in the library this year. New software was implemented that allows customers to enter room reservation requests online.

Outreach Services

At the end of the year, the Outreach Services van was serving 209 individual customers plus 40 classrooms at 24 schools, an increase of 7 percent over FY2009. Stops include private homes, senior citizen residences, nursing homes, assisted living facilities, day care centers, preschools, and private elementary schools. Outreach services circulation was 47,123, which is 1 percent below FY2009.

Library Program Budget for FY2010

Program #	Description	FY2009	FY2010
6367	Administration	\$407,303	\$402,376
7301	Operations Support	114170	131204
7302	Book and Material selection	253863	286946
7303	Outreach services	79434	89337
7306	Children's services	179279	199796
7307	Circulation services	302854	317021
7308	General Reference	249211	229797
7309	Music, Art and Media Services	215777	236154
7310	Technical Services	177304	172279
7311	Plant maintenance	92570	110172
7312	Utilities	138825	123316
7314	Young Adult Services	2700	64607
9999	Misc. programs	109,160	4833
	Totals	\$2,151,925	\$2,367,838

Library Trust Fund Values of Invested Funds – FY10

Fund Name	Market Value 12/31/09	Market Value 06/30/10
Avard	\$2,908.28	\$2,608.16
Bloomfield	\$402,173.42	\$360,671.30
Burbank	\$275,040.09	\$246,657.44
Chandler	\$312,432.25	\$280,190.92
Clancy	\$34,899.35	\$31,297.92
Constitution	\$4,154.68	\$3,725.94
Cramer	\$16,618.74	\$14,903.77
Fairfield	\$5,401.09	\$4,843.73
Harkaway	\$1,246.41	\$1,117.78
Harris	\$41,131.37	\$36,886.84
Hickey	\$8,309.37	\$7,451.89
Hunt	\$24,097.17	\$21,610.47
Hussey	\$36,561.22	\$32,788.30
Jacquith	\$1,246.41	\$1,117.78
Locke	\$119,654.90	\$107,307.16
Nesmith	\$27,836.38	\$24,963.82
Rose	\$13,294.99	\$11,923.02
Smith	\$9,971.24	\$8,942.26
Stearns	\$2,435,060.37	\$2,183,775.27
Zylonis	\$382,646.41	\$343,159.36
Total	\$4,154,684.13	\$3,725,943.14



Summer Concert on Library Plaza

NASHUA POLICE DEPARTMENT



POLICE COMMISSIONERS

Thomas A. Maffee, Chairman
Thomas J. Pappas, Clerk
William H. Barry III,

CHIEF OF POLICE

Donald F. Conley

DEPUTY CHIEF, OPERATIONS

John Seusing

DEPUTY CHIEF, UNIFORM OPERATIONS

Peter J. Theriault

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 three (3) Community Policing Centers scattered throughout the City of Nashua.

Railroad Square Comm. Policing Center	594-3543
Maplewood Community Policing Center	891-2069
Pine Street Training Facility	
Riverside Drive Storage Facility	



Photo by Leslie O'Shaughnessy Studios

MUTUAL AID DEPARTMENTS

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



Photos by Leslie O'Shaughnessy Studios

- Rochester NH, Police Department
- 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



DETAILED AUTHORIZED STRENGTH PAGE				
Department Members	Commission Authorized	Budget	Actual	Budgeted Positions
Sworn				
Chief of Police	1	1	1	0
Deputy Chief of Police	2	2	2	0
Captain	7	7	7	0
Lieutenant	9	9	9	0
Sergeant	23	23	23	0
Total Supervisors -Sworn	42	42	42	0
Patrolman, 2nd, 1st	135	133	128	5
Total Officers -Sworn	135	133	128	5
Prisoner Transport Officers P/T	1	1	1	0
Total P/T Officers-Sworn	1	1	1	0
Total Sworn Officer/Supv/Grant	179	176	172	5
Non-Sworn Members				
Animal Control Officer	1	1	1	0
Parking Enforcement Specialist II	4	4	3	1
Parking Enf. Specialist II / P/T	1	1	1	0
Total Non-Sworn Members	6	6	5	1
Merit Employees				
Business Manager	1	1	1	0
Administrative Project Specialist	1	1	1	0
Executive Administrative Assistant	1	0	0	0
File Clerk P/T	1	1	1	0
Total Merit Employees	4	3	3	0
UAW				
Building Maintenance Supervisor	1	1	1	0
Fleet Maintenance Supervisor	1	1	1	0
Records Manager	1	1	1	0

DETAILED AUTHORIZED STRENGTH PAGE				
Department Members	Commission			Budgeted Positions
	Authorized	Budget	Actual	
Community Policing Coordinator/EM	1	1	1	0
Domestic Violence Advocate (VAWA Grant)	1	1	1	0
Police Attorney P/T	1	1	1	0
Police Attorney F/T	1	1	1	0
IT System Support Specialist	1	1	1	0
Business Coordinator	1	1	1	0
IT Manager/Network Administrator	1	1	1	0
NPD Computer Software Specialist	1	1	1	0
Communications Syst Engineer/Technician	1	1	1	0
Police Secretarial Supervisor	1	1	1	
Radio Systems Manager P/T	1	1	1	0
Total UAW Employees	14	14	14	0
Teamster				
Custodian I	0	0	0	0
Custodian II	3	2	1	0
Custodian III	1	1	2	0
Fleet Maint. Assistant Supervisor	1	1	1	0
Auto Mechanic - 1st Class	0	0	0	0
Auto Mechanic - 2nd Class	2	2	2	0
Records Technician I	5	4	3	0
Records Technician II	2	2	2	0
Account Clerk III	3	3	2	1
Secretary III	4	4	3	0
Legal Secretary	1	1	1	0
DV Secretary	1	1	1	0
Secretary V	4	4	4	0
Paralegal	1	1	1	0
Crime Analyst	1	1	1	0
Accreditation Manager P/T	1	1	1	0
Detention Specialist F/T	1	1	1	0
Detention Specialist P/T	2	1	1	0
Outside Detail Specialist P/T	1	1	1	0
Total Teamster	34	31	28	1
Total Non-Sworn, Merit, UAW, Teamster	58	54	50	2
Civilian CT / Dispatch				
Dispatcher - Probationary	12	6	1	2
Dispatcher		0	4	
Dispatcher - Shift Leader		0	1	
Total Dispatch	12	6	6	2

DETAILED AUTHORIZED STRENGTH PAGE				
Department Members	Commission Authorized	Budget	Actual	Budgeted Positions
Comm. Tech. - Probationary	12	9	0	2
Comm. Tech. I		0	8	
Comm. Tech. II		0	0	
Total CT	12	9	8	2
Total CT / Dispatch	24	15	14	4
Total Civilian Positions Combined	82	69	64	6
Grand Total	261	246	237	11

GOALS & OBJECTIVES 2010

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.

GOAL #1

To Conduct a complete Manpower Assessment

Objectives

- 1.1 To conduct an updated Workload Assessment in order to determine recommended staffing levels.
 - 1.1.1 Review all statistics regarding calls for service and motor vehicle stops.
 - 1.1.2 Calculate recommended patrol staffing levels by using formulas recommended by the International Association of Chief's of Police (IACP) and The FBI.
 - 1.1.3 All Bureau Commanders will be required to complete a detailed analysis of their current workload and recommend personnel needs in the future.
- 1.2 Complete personnel comparison survey with cities of similar size.
 - 1.2.1 Contact comparable police departments to determine staffing levels.
 - 1.2.2 The Accreditation Manager will complete a report of the results to be included as an addendum to the Workload Assessment.

GOAL #2
Reduce the Number of Burglaries in the City

Objectives

- 2.1 Improve the quality of life thru the reduction of residential burglaries.
 - 2.1.1 Create a weekly crime plotting system to identify locations and trends of burglaries that take place.
 - 2.1.2 Utilize the crime plotting system to direct U.F.O.B. resources such as targeted motor vehicle enforcement, special attention by The Problem Oriented Policing Unit as well as directed patrols.
 - 2.1.3 The department will utilize the Community Policing coordinator to assist in distributing information on where burglaries are the highest to neighborhood crime watch groups.
 - 2.1.4 The department will utilize patrol officers to follow up on reported burglaries with a comprehensive canvas of the neighborhood to identify potential witnesses.

- 2.2 Impart a proactive and preventative approach to reduce commercial burglaries.
 - 2.2.1 Utilize walking patrols, The Bicycle Unit and Motorcycle Unit for increased visibility in commercialized areas.
 - 2.2.2 Utilize the Crime Analyst in an effort to create partnerships with area agencies to identify trends in commercial burglaries within surrounding communities.
 - 2.2.3 Utilize the media to inform citizens of areas where an elevated number of burglaries have occurred.

- 2.3 Establish a Unit within the Criminal Investigation Division which will be responsible for the investigation of burglaries within the city.
 - 2.3.1 Burglary reports will be reviewed as soon as possible by the CID Sergeants and assigned to the Burglary Unit without delay.
 - 2.3.2 Burglary Detectives will work closely with the Crime Analyst to maximize intelligence information.
 - 2.3.3 Burglary Detectives will notify victims upon assignment of cases and upon suspension or clearance of cases.
 - 2.3.4 Burglary Detectives will attend any available regional law enforcement meetings to maximize intelligence from other agencies.

- 2.4 The Burglary Unit will be a liaison within the Criminal Investigation Division to local pawn shops/second hand dealers to maximize information obtained through mandatory reporting requirements.

- 2.4.1 Oversee the implementation of pawn transactions into a database to maximize benefits of the reporting system.
- 2.4.2 Conduct background checks and make recommendations regarding pawnshop/secondhand dealer licensing.
- 2.4.3 Maintain relationships with pawnshop/secondhand dealer employees to ensure a mutual understanding of reporting requirements.
- 2.4.4 Work with the Problem Oriented Policing Unit to ensure compliance through random checks of pawnshops/secondhand dealers.

Objectives

- 1.1 Ensure compliance with all accreditation standards.
 - 1.1.1 Review all accreditation files for compliance.
 - 1.1.2 Conduct month briefings between command staff and accreditation manager for updates on accreditation status.
- 1.2 Attend March, 2009 CALEA Conference in Raleigh, North Carolina.
 - 1.2.1 Receive additional training and updated information regarding CALEA Assessment trends.
- 1.3 Complete an updated Workload Assessment of all Bureaus.
 - 1.3.1 Assess all bureaus with assistance of the Crime Analyst.

GOAL #3

Evaluate and Rewrite the Nashua Police Department's Emergency Operations Plan

Objectives

- 3.1 Evaluate the current department Emergency Operations Plan.
 - 3.1.1 Verify information is current
 - 3.1.2 Verify information is in line with current Rules & Regulations and SOP's
- 3.2 Write the department's Emergency Operation Plan in an Emergency Response Function format that complies with current NIMS standards.
 - 3.2.1 Update department personnel and chain of command
 - 3.2.2 Revise emergency operating procedures to be compliant with current SOP's
 - 3.2.3 Compile a comprehensive department equipment list then type the equipment to match NIMS standards

3.3 Collaborate with other City entities to coordinate all Emergency Response Functions.

3.3.1 Coordinate with other City agencies to include Nashua Fire Rescue, EMS, Health and Human services for roles and responsibilities in an emergency.

3.3.2 Coordinate with other medical facilities to include Southern New Hampshire Regional Medical Center, St. Joseph's Hospital and other entities for roles and responsibilities in a medical emergency.

GOAL #4

To Evaluate the Effectiveness of Current Patrol Sector Boundaries

Objectives

4.1 Evaluate which areas of the city have the highest calls for service.

4.1.1 The Crime Analyst will provide data to identify areas within the city that have the highest calls for service.

4.1.2 Differentiate which calls for service are crime related and which are police service related.

4.2 Analyze data in order to determine proper sector boundaries.

4.2.1 Form a work group with Accreditation Manager, Crime Analyst and UFOB Captains with the purpose of carefully reviewing data.

4.2.2 Complete a draft of proposed new sectors.

4.3 Restructure Patrol Sectors within the city based upon data analysis.

4.3.1 Complete new Patrol Sector Maps for the Uniform Field Operations Bureau.

4.3.2 Review and modify Department Standard Operating Procedures to reflect the new Patrol Sectors.

GOALS: A goal is a general statement of accomplishment. It is non-specific and must be 1) result oriented; and 2) State what you want to accomplish (not how). These must be consistent with the mission statement.

OBJECTIVES: Objectives are: 1) observable; 2) have a sense of reality; 3) are within your control; 4) are measurable. Contain action verbs.

ACTION PLANS: Action Plans answer the questions: Who, What, How.

DEPARTMENT GRANT ACTIVITIES



The Department had in excess of \$888,000.00 in grant money to use for a wide variety of law enforcement functions and equipment. These funds allow the Department to purchase equipment and run programs that would not be possible due to budgetary constraints. Some of these efforts are in areas such as gang interdiction, violence against women, Police Athletic League, hazardous devices, traffic safety, Drug Task Force, and Homeland Security.

Photo by Leslie O'Shaughnessy Studios

These funds also assisted in providing additional traffic enforcement through the Click N Ticket program, Speed Enforcement & Equipment, Pedestrian Crossing, Red Light Running, and statewide DWI Hunter Patrols. The grants help to fund Community policing and Neighborhood Watch groups, Seatbelt Checks and Citizens academy. Grant money comes from a variety of funding sources to include the U.S. Bureau of Justice Assistance, State of New Hampshire and private sources.

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. The Unit reconstructed five (5) serious accidents to include fatalities during the year.

Animal Control Division

The Animal Control Division's responsibilities include assisting the public with animal-related problems or nuisance wildlife. The Animal Control Officer and officers handled One Thousand Three Hundred Seventy Five (1375) calls during the fiscal year.

Bicycle Unit

The Bicycle Patrol Unit shall be responsible for maintaining an ongoing awareness of the community's needs and attempt to build an atmosphere of mutual respect and trust between the community and the Department. Duties include enforcement of parking and traffic law regulations, selective enforcement patrols and surveys, traffic direction and control at vehicle accidents/fire scenes, crowd control, and may be used as a first responder to complaints that require immediate response where the Bicycle Unit's mobility is needed.

Canine Unit

The Canine Unit shall be responsible for performing general police duties in protecting life and property, enforcing State, Federal, and local ordinances, and to assist in all aspects of police work. The Unit may be required to track or locate missing persons, patrol high crime areas, assist patrol officers when conducting searches of buildings, detention & apprehension of criminals, and responding to serious or violent crimes in progress. The department currently has two active patrol canines and one bloodhound.



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. The Ceremonial Unit participated in thirteen (13) events ranging from the NH Law Enforcement Memorial to parades to funerals.

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.

Crime Scene Unit

The Crime Scene Unit are the specialists that process serious crime scenes to ensure proper collection of evidence. 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.



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. The Dive Team has been training and responding to incidents with Nashua Fire Rescue.

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 officers assigned to the Unit are responsible for ensuring that any and all evidence necessary for prosecution is obtained. The officers also conduct 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. In Fiscal Year 2010, the Nashua Police Department responded to 1873 domestic complaints to include 1117 verbal domestics, 9 stalking and 20 sexual assaults. The Nashua Police department made 681 domestic related offenses arrests. There were 56 felony and 625 misdemeanor domestic violence related arrests.

Forensic Artists

The Nashua Police Department has members trained in forensic artistry. Forensic art is a law enforcement artistic technique used in the identification, apprehension, or conviction of wanted persons. Though drawing skills are important parts of composite art, the real challenge is in the ability to interview and relate to a victim or witness. The purpose is to successfully gather, interpret and illustrate the information obtained from the victim's memory.



Polygraph Unit

The Nashua Police Department has members trained in polygraph science. Currently there are three (3) certified operators in the department.

Photography Unit

The Nashua Police Department has members trained in crime scene photography.



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. The Nashua Police Department Hazardous Device Unit is one of only two in the State of New Hampshire, the other being the NH

State Police. 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. During the fiscal year the Unit was utilized for four incidents. One incident was for a suspicious package at the Social Security Office. The other three incidents were handled under mutual aid agreements. Two incidents occurred in Rochester, NH and the other was in Milford, New Hampshire. The Unit added another certified Bomb Technician during the year after completion of training in Alabama.

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.



Photo by Leslie O'Shaughnessy Studios

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 the leader of the department in dealing with identifying and dealing with gangs within the City. 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. There are two civilians who work first shift, one part time civilian who works second shift and one civilian on third shift.

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.



The Special Reaction Team was called out Four (4) times during the fiscal year. The team also participated in a large scale Weapons of Mass Destruction exercise in October. This was the result of a grant obtained by the Nashua Police Department from the State of New Hampshire Department of Homeland Security.



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. The Traffic Enforcement Unit is also assigned special enforcement locations based upon citizen complaints. The Traffic Enforcement has three officers permanently assigned to the unit. Two work during first shift and the other the second shift.



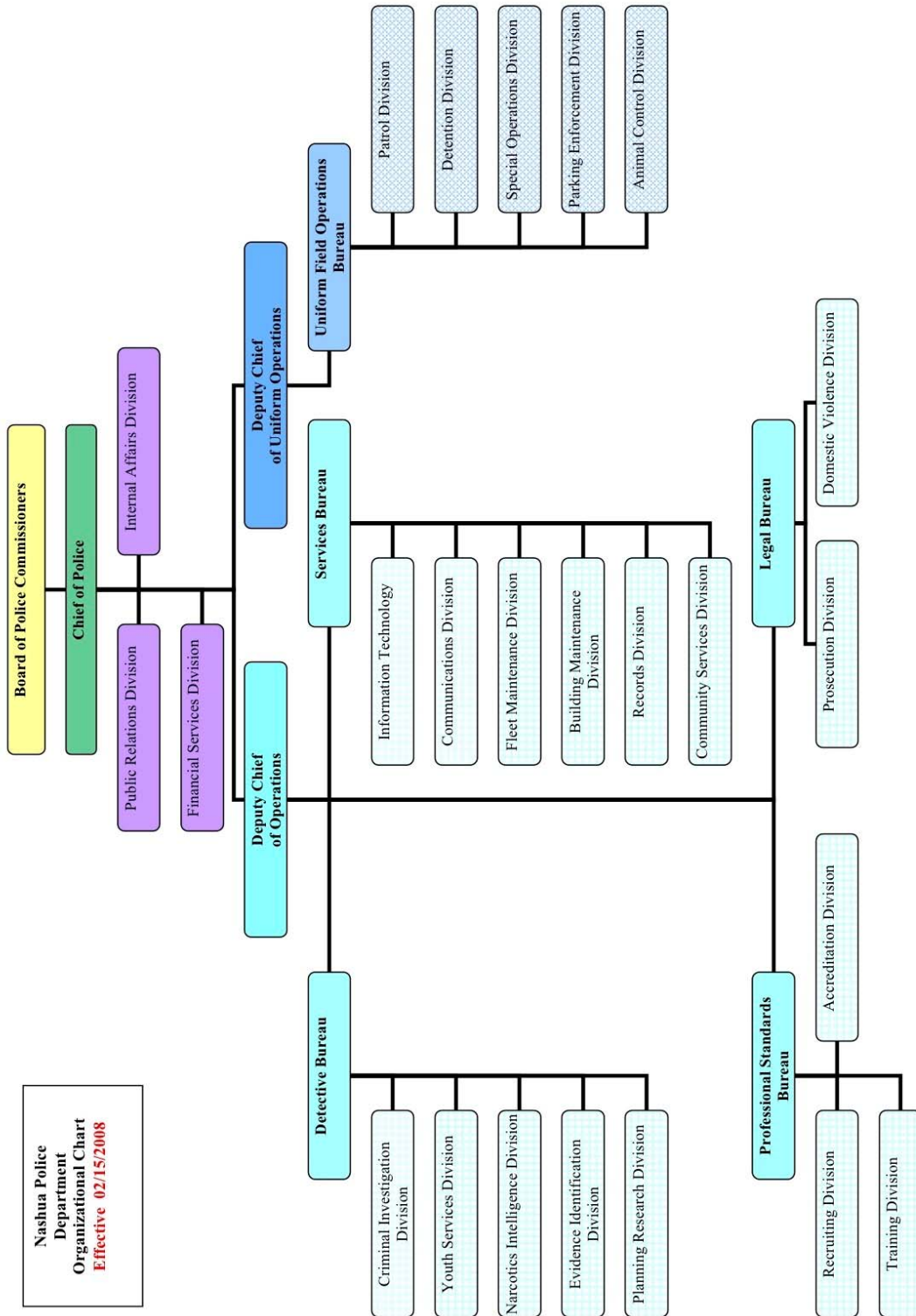
During the Fiscal Year 2010, Nashua Police Department officers issued 35,365 traffic summons, motor vehicle warnings and arrests. The Traffic Enforcement Unit issued 882 traffic summons. The unit issued 4661 motor vehicle warnings in addition to 3 arrests.

The Nashua Police Department received State of New Hampshire grants for specific traffic enforcement programs. These programs included the Click N Ticket, Speed enforcement, Speed Equipment, Pedestrian Crossing, Red Light Running, and statewide DWI Hunter Patrols. These programs were covered by patrol officers and the Traffic Unit.



NASHUA POLICE DEPARTMENT July 1, 2009 - June 30, 2010

CALLS FOR SERVICE LOGGED:	99,720
PERSONS ARRESTED:	4,118
DWI ARRESTS:	
There were 354 persons charged with DWI	
DRUG ARRESTS:	
There were 458 persons charged with Drug Offenses	
TRAFFIC ACCIDENTS:	
Accident Calls dispatched:	3,660
State Accident reports:	1,740



DIVISION OF PUBLIC HEALTH AND COMMUNITY SERVICES

Mission and Vision

The vision of the City of Nashua Division of Public Health and Community Services is “To have an informed, safe, healthy and resilient community where all people can thrive and prosper.” The mission of the City of Nashua Division of Public Health and Community Services is “To promote, protect and preserve the health and well-being of the Greater Nashua Region through leadership and community collaboration.”

Departments within the Division: Childcare, Community Services (including Emergency Preparedness and Health Education), Community Health, Environmental Health, Nashua Mediation Program and Welfare.

Division Senior Staff

Division Director	Kerran Vigroux
Environmental Health Manager / Health Officer	Heidi Peek
Medical Director	Dr. Debbie Daniels
Community Health Nurse Manager	Bobbie Bagley
Welfare Manager/Welfare Officer	Robert Mack
Epidemiologist	Ashley Conley
Childcare/Grant Coordinator	Christina Lister
Regional Public Health Prep Coordinator	Patricia Crooker
Mediation Coordinator	Sandra Mulcahy

The Division of Public Health and Community Services provides 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.

Board of Health Members

Dr. Anthony Storage, Chair
Dr. Peter Klementowicz, Member
Dr. Ajay Sharma, Member
Mary Ann Melizzi-Golja, Aldermanic Liaison
Lori Wilshire, Aldermanic Liaison-Alternate

The Board of Health 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. Meetings of the Board are open to the public and occur on the second Wednesday of the month from 12:30 to 1:30 PM at 18 Mulberry Street.

National Public Health Week: April 4 – 11, 2010

National Public Health Week: A Healthier America, One Community at a Time

Since 1995, communities across the country have celebrated National Public Health Week to highlight issues that are important to improving the public's health. We can all play a part in building a healthier Nashua! The Division of Public Health & Community Services partnered with organizations in the community to promote National Public Health Week and to educate the community on the many facets of public health. Public Health is YOUR health!

Participating Agencies

City of Nashua, Parks and Recreation Department
City of Nashua, Human Resources Department
City of Nashua, Board of Health
Greater Nashua Healthy Community Collaborative
Greater Nashua Public Health Network
Nashua School District
Southern NH Medical Center
St. Joseph Hospital
United Way of Greater Nashua
UNH Cooperative Extension
Great American Downtown
Holistic Self Care Center

Community Events

This year was the first time that the Division of Public Health and Community Services organized an entire week full of community events in recognition of National Public Health Week. The staff took the theme, "A Healthier America, One Community at a Time" to heart and engaged many community partners and city residents in our first annual National Public Health Week. Mayor Lozeau read a Recognition in front of City Hall to kick-off the week's events.



The Division also expressed their sincere appreciation to Dr. Levi, who after 20 years of dedicated service on the Nashua Board of Health, retired this year. Several presentations were given throughout the week at the Nashua Library, City Hall Auditorium, Elm Street Middle and Dr. Crisp Elementary Schools. Topics included “Public Health and You: A day in the life of Public Health; Healthy Eating on a Budget; An Introduction into Nashua’s Parks & Recreation Department’s activities; and Healthy Eating is the Way to Go. The City of Nashua’s Wellness Program also collaborated with the Division to kick off its first “Nashua Steps Into Health – A Walking Program”. The week’s activities were well-received and the staff at the Division is looking forward to next year’s 2nd Annual National Public Health Week. We hope that you will join us.

CHILD CARE SERVICES OFFICE

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,
- Collaborates with the Nashua Child Care Advisory Commission in its ongoing activities,
- Identifies supply of and demand for early childhood resources,
- Recruits new child care providers

The Child Care Services Office, throughout the last twenty years, has evolved to meet the needs of the general public and early childhood profession, as well as the goals of the Division of Public Health & Community Services. While the Child Care Services Office is a program of the Division’s Community Services Department, its activities have also included the Division’s focus on public health issues. To adapt to this, the Child Care Services Office has blended two of the Ten Essentials of Public Health into its functions. These are: 1) Inform, educate, and empower people about health issues; and, 2) Link people to needed personal health services. Health and health-related issues have been an integral part of the meetings and communications that occur between the Office and the early childhood providers of the city’s programs. The Child Care Services Office partners with the Division’s individual departments to collaborate on projects of mutual relevance. Both the early childhood education and public health professions share an investment in childhood immunization programs, nutrition/healthy-eating initiatives, physical exercise activities, emergency preparedness planning,

environmental safety, conflict resolution skill-building, oral health, illness prevention, building effective partnerships, and the overall well-being of the population. Each profession shares the common goal of strengthening the community's health, education, and quality of life.

The Child Care Advisory Commission of Nashua, NH consists of a fifteen-member panel. The Commission is appointed by the Mayor, and meets monthly. It is the Commission's responsibility to heighten the public perception of child care 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 child care programs in Nashua.

Child Care Advisory Commission

Beth Todgham, *Chair*
Kathy Bolton
Aaron Cunningham
Dorothy Rodrigues

Sharon Cowen
Rep. Joan Schulze
Nancy Dowey
Pastor Robert Odierna

Dr. Patricia Howson
Maria Donati, *Vice Chair*
Ted McCue

COMMUNITY HEALTH DEPARTMENT

The Nashua Community Health Department (NCHD) is dedicated to promoting and preserving public health for all citizens. NCHD 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.

NCHD Staffing

Chief Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Public Health Nurse
Nurse Practitioner (PT)
Alcohol and Drug Counselor (PT)
Bilingual Outreach Worker (PT)
Laboratory Testing Personnel (PT)

Bobbie Denise Bagley, RN, BSN, MPH
Chris Caron, RN, BSN, MEd
Nancy Bissell, RN, BSN
Betty Wendt, RN, BSN
Nicole Losier, RN, MS
Theresa Calope, RN (Hired 3/22/2010)
Joyce Fitch, RN, FNP (Hired 9/23/2010)
Al Matkowsky, MA, LADC
Luis Porres
John Lethbridge, MS

Sixty-eight percent of city funding supports 50% of the staffing of the NCHD. In addition, the NCHD receives 32% of grant funding from the New Hampshire Department of Health and Human Services (NH DHHS) to support 50% of the staff that implements the following public health programs: HIV Counseling and Testing, HIV Prevention, STD Counseling and Testing, Tuberculosis (TB) Prevention, and Immunization.

The NCHD works in conjunction with other health and human service agencies, both locally and statewide, to deliver the Core Public Health Functions; *Assessment, Policy Development and Assurance* in the City of Nashua. The key components of the core functions are:

- 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

Staff of the department maintains membership and serves on various committees and boards to assure the core services of Public Health are delivered. Those include:

- Public Health Association
- Massachusetts Public Health Nurses Association
- American Nurses Association
- Association of State and Territorial Directors of Nursing
- NH HIV Community Planning Group
- NH Refugee Advisory Committee
- NH Childhood Lead Poisoning Prevention Advisory Group
- NH Immunization Advisory Committee
- Advisory Board for Nashua Community Health Center
- Advisory Board for Rivier College School of Nursing
- NH Public Health Improvement Services Council
- NH Communicable Disease Advisory Committee
- NH Minority Health Coalition
- NH Office of Minority Health Diversity Task Force
- NH Office of Minority Health State Plan Advisory Committee
- City of Nashua Emergency Services Function Committee (8)
- Nashua Community College School of Nursing Advisory Board
- The Gate City Health and Wellness Immigrant Integration Initiative
- Hispanic Network
- Greater Nashua Health Community Collaborative
- The Nashua Lead Action Committee
- The Nashua Care Services Committee
- The NH Healthy Homes
- The Granite State Immunization Partnership
- Seniors Count
- The NH Infection Control and Epidemiology Professionals

The NCHD implements population-based programs to prevent and control disease. This report will describe the services provided by the NCHD during the fiscal period of July 1, 2009 - June 30, 2010.

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 with and works collaboratively with the NH Department of Health and Human Services to investigate reportable diseases and implement disease control measures to locate, contain, treat and or eradicate an identified threat posing risk to the community. From July 1, 2009 through June 30, 2010, there were 120 reportable communicable disease cases¹ reported to the NCHD.

Immunization Program

Clinic Services: Immunization clinics are provided by the NCHD to improve health standards and to prevent diseases in individuals, families and the community. Clinics are offered on Tuesday afternoons from 4:00 PM-7:00 PM and on Friday mornings from 8:30 AM-10:30 AM. A total of 299.5 services hours were provided. Staffing for these clinics averaged from two to three public health nurses and at a minimum, one bilingual, bicultural outreach worker paid for by Immunization Program funds.



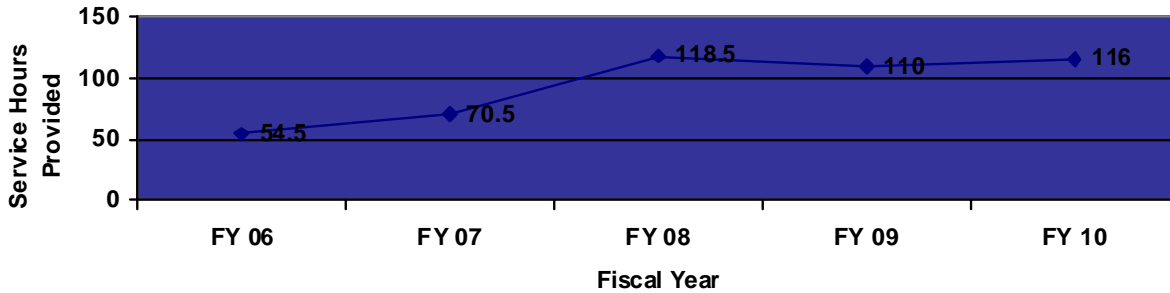
During FY 2010, a total of 697 children, birth through 18 years of age received vaccinations. Sixty-four immunization records were reviewed over this period. Seventeen (17) were under the age of 24 months. Three hundred and thirty-one (314) were ages 2-12 years of age. Three hundred and sixty-six (366) were between the ages of 13-18 years.

Interpretation Services

The NCHD continues to see an increase in the number of hours of needed for interpretation services provided to families accessing services provided through the immunization clinic. Two hundred and ninety-five (293) families benefited from these services. The languages spoken included mostly Spanish speakers (239), in addition to: Vietnamese (11), Chinese (12), Portuguese (14), Lithuanian (3) Swahili (3), Nepalese (1), Japanese (3) Russian (2), Arabic (3), Korean (1) and French (1). A total of 116 hours were utilized to provide interpretation services. The following chart demonstrates a five year trend of the needed interpretation services.

¹ Does not include Sexually Transmitted Diseases (STD's)

Five Year Trend Observed in Needed Interpretation Services



The data above demonstrates a 53% increase in the number of hours needed for interpretation services provided over the five year period. Possible explanation for the increase in need includes the increase in the immigrant population in City of Nashua and the resettlement of newly arriving refugees.

This year the NCHD provided immunizations to two hundred and thirty-nine (239) adults through our immigrant/refugee and Twinrix® programs. Of the 239 doses administered to adults, 137 or 57% were doses of Twinrix ® vaccine.

Influenza Clinics

Eighty-two influenza clinics were held at 23 sites throughout Greater Nashua from the last week of September through to the last week in June. Seven hundred and forty-four (744) influenza shots were provided to children from 6 months through 18 years. The majority of children who received influenza vaccine were between the ages of 10 and 18 (382/744 or 51%), the next highest group were between the ages of 3-9 years at 334 (334/744 or 45%) and finally 28/744 or 4% were under the age of 2 years and over the age of 6 months.

One thousand five hundred and forty-one (1,541) doses of influenza vaccine were administered to adults over the age of 19 years. Fifty-four percent (829/1541) of those vaccinated were between the ages of 19-49 years of age. Thirty-two percent (451/1541) were between 50-64 year old and 18% (254/1541) were over the age of 65.

This year, the NCHD pilot tested administering flu vaccine in seven of the Nashua Public Schools. In a three day period, public health nurses in partnership with Rivier College and the Nashua Community College Schools of Nursing, administered a total of 1,237 vaccines to students and 101 vaccines to their parents.

There were 184 vaccine preventable diseases investigated during this fiscal year. Five (5) cases of chickenpox, four (4) cases of Pertussis, nineteen (19) cases of Hepatitis B, one (1) case of Haemophilus Influenzae, fifteen (15) of Invasive Streptococcal Pneumonia, two (2) cases of suspected Mumps, one (1) case suspected Rubella, ninety-four (94) suspect cases of H1N1 and forty-three (43) confirmed cases of H1N1.

HIV Prevention Program

The NCHD has been providing HIV Prevention activities in the City of Nashua for over twenty-two years. Interventions have included; Street Outreach Activities, providing care services through the HIV Care Clinic at the NCHD, and using the Mobile Van for HIV Prevention efforts. The NCHD completed its third year implementation of the Safe Choices Program (*Formerly Safety Counts*) that is designed to focus on the injecting drug using population and is funded by the Department of Health and Human Services HIV/STD Section. The program uses the behavioral change model to promote the implementation of risk and harm reduction activities to prevent the spread of HIV infection, AIDS and Hepatitis C among intravenous drug users and their partners. During FY 2010, nineteen participants completed the six-month program, over 500 contacts were made during street outreach and 149 high-risk individuals were tested for HIV through this program.

Tuberculosis (TB) Program

The NCHD is contracted by the DHHS TB Program to provide surveillance, investigation and treatment of active tuberculosis and latent tuberculosis infection. One hundred and forty (140) Mantoux skin tests were administered this year. The NCHD only administers the Mantoux skin test to individuals who are at high risk or have been exposed to active tuberculosis disease. Those individuals who test positive are interviewed and further assessed for risk factors to identify possible exposure to active tuberculosis. The Public Health Nurses provide case management to individuals identified as high-risk and those with latent tuberculosis infection to assure clients are evaluated by a primary care provider, receives a chest x-ray and prophylactic treatment to prevent the development of tuberculosis disease.

STD/HIV Counseling and Testing Program

The STD/HIV Counseling and Testing Program provides counseling, testing, education and treatment for sexually transmitted diseases. A total of 910 individuals received STD/HIV Counseling and Testing services during the fiscal year period of July 1, 2009 through June 30, 2010. Four hundred and twenty-eight (428) STD/HIV tests were performed. Vaccine for Hepatitis A and/or B is administered to eligible clients. A total of 364 vaccines were administered. Counseling and Testing Services are also provided during mobile van outreach efforts in the community.

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, 6 new cases of blood lead elevation were reported. Home visits, case management and referrals were made to the HUD Lead Program provided through the Community Development Division. The staff provided Lunch and Learn educational sessions to providers to promote lead screening in 1 and 2 years. Outreach efforts included participation in many community events throughout the year to promote education and awareness reaching over 1,270

individuals. The Lead Program participates in a Statewide Advisory Group, which meets quarterly, and meets with the Nashua Lead Action Committee.

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 through the creation of public service announcements and the use of social marketing to promote educational messages. The Department will continue to collaborate with all Departments within the Division, with other City and State agencies, and community partners within the local, regional and state public health system to protect the publics' health against non-traditional public health threats such as bioterrorism and emerging diseases.

ENVIRONMENTAL HEALTH DEPARTMENT

Health Officer/Manager	Heidi E. Peek
Office Manager/Environmental Health Technician	Linda Alukonis
Laboratory Director	Keira Delude
Environmental Health Specialist II	Howard Price
Environmental Health Specialist I	April Torhan
Environmental Health Specialist I	Meredith Lyons

The role of the Environmental Health Department is to protect the health of the public by defining, eliminating, controlling and managing environmental hazards. This is accomplished through the enforcement of all laws and ordinances that protect the public from harmful environmental conditions. This role fulfills the Centers for Disease Control and Prevention's Essential Public Health Service 6: "Enforce laws and regulations that protect health and ensure safety."

Another important responsibility of the department is education, primarily through presentations, the dissemination of written materials, and one-on-one during inspections or enforcement actions. This accomplishes Essential Public Health Service 3: "Inform, educate and empower people about health issues."

Food Service

Performed the following activities:

Routine Inspections	1546
Re-inspections	21
Site Visits	427
Plan Reviews	36
Temporary Licenses	57
Change of Ownership Inspections	18
Pre-Licensing Inspections	51
Samples Submitted to NH DHHS (Department of Health &	44

Human Services) Public Health Laboratory for analysis	
Emergency Calls	15
Complaints	49
Temporary Closures	15
Meetings with Food Service Owners/Managers	63
Food Safety Seminars for Owners, Managers and Employees	5

Public Pools/Spas

Performed the following activities:

Routine Inspections and Pool-Side Testing of Chemical Parameters	97
Complaints	3
Site Visits	9
Samples Collected and Analyzed in Environmental Health Laboratory	157

Laboratory

Laboratory staff maintains NELAC (National Environmental Laboratory Accreditation Conference) accreditation for drinking water analysis. Staff also respond to citizen concerns regarding air quality, infestations and lead. Staff completed 20 insect identifications, primarily bed bugs and ticks, and provided preventative education.

Housing Assessments

The Environmental Health Department continues to collaborate with City and State partners to address unsanitary living conditions, sewage, infestations, hoarding and general housing issues. If necessary, department staff also provides testimony. Nine housing assessments were conducted during FY 2010. The department also acts in an advisory capacity for mold, radon, lead and other common environmental hazards.

Institutional Inspections

Schools, foster homes and licensed child cares are inspected by department staff:

Child Care Inspections	23
Foster Home Inspections	10
School Inspections	10

Arboviral Surveillance/Control

Department staff prepared and disseminated educational materials regarding mosquito and tick prevention. DEET packages were provided to the public and City agencies whose employees work outside. The department provided oversight to Dragon Mosquito in their contracted mosquito surveillance activities.

Rabies Control

The department submitted 28 samples to NH DHHS Public Health Laboratory for analysis, 7 of which were feline, 1 was canine and 1 was a bat; all were negative. The department also processed 48 bite or non-bite exposure reports to ensure that the animal involved was examined by a veterinarian after the incident.

Septic/Subdivision Approval

Department staff conducted 8 septic plan approvals, 9 bed bottom site visits, 7 test pit observations and 13 site visits for septic or subdivision approval.

Communicable Disease

The department participates in the Division of Public Health & Community Service's NPHIRT (Nashua Public Health Incident Response Team), a collaborative effort that responds to incidents involving communicable disease and provides education, surveillance, case investigations and environmental health assessments.

Emergency Preparedness

The department participated in emergency preparedness trainings, conferences and table top exercises. Staff attends Nashua's Local Emergency Planning Committee meetings. In February, staff responded to storm-related power outages, particularly those affecting food service establishments. In March and April, staff responded to areas affected by flooding, distributed flood safety information and assessed food safety in affected food service establishments. Department staff were involved in H1N1 planning, educational messaging and vaccine distribution, both in Nashua and within the Greater Nashua region.

Education

Brochures and presentations were developed and given by department staff in areas of food safety, bed bugs, Lyme disease, West Nile virus and Eastern Equine Encephalitis.

General Complaints

Department staff responded to a variety of complaints and concerns from constituents. General complaint categories include solid waste, water/sewage, air quality, animals, vector, hazardous materials and residential swimming pools/spas. The department received 116 citizen complaints or concerns during FY 2010.

WELFARE DEPARTMENT

**Manager/Welfare Officer
Senior Case Technician
Case Technician
Case Technician
Case Technician
Intake Worker/Accounting Clerk
Mediation Coordinator
Administrative Assistant I**

**Robert Mack
Karen Emis-Williams
Cynthia Newell
Michael Amichetti
Katherine Murray
Therese Charest
Sandra Mulcahy
Susan Lapointe**

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 2009 and FY 2010 for the City of Nashua Welfare Department:

	FY2009	FY2010
Total # Contacts	13,257	11,444
Total # Applications	2,330	2,160
Total # Interviews	4,839	3,906
Total # Assistance Granted per Interview	3,371	2,600
Total # Cases	1,329	1,213

General Assistance continues to be a need for many households in the Nashua community. The due diligence of the Case Technicians and administrative support staff has benefited the Nashua community by directing applicants to alternative resources, thus reducing the need for general assistance from the City of Nashua, even while the department experiences a high volume of applicants. Various factors that impacted the General Assistance Budget include, but are not limited to, changes in current market rents and housing expense (lack of affordable housing and rental subsidies), local unemployment rates, cost of general goods, utility costs, cost of medications, client access to mainstream resources (including Department of Health & Human Services benefits, Medicare D insurance and other social services in the community) and the fact that various social benefits programs do not meet costs of living. Despite these socio-economic issues, the Welfare Department was able to limit General Assistance expenditures.

	FY2009	FY 2010
Rent/Shelter	\$963,570.44	\$ 713,677.07
General Assistance	\$228,912.12	\$ 144,166.10
TOTAL	\$1,192,482.56	\$ 857,843.17

The Welfare Department continues to work with community partners to address the issues of homelessness, as well as coordinate services/resources with local agencies to meet the basic needs of City Welfare applicants/recipients. The Welfare Department assisted 159 households (totaling 189 adults and 156 children) with emergency motel placements and/or shelter referrals throughout fiscal year 2010. The Welfare Department worked closely with the Nashua Soup Kitchen & Shelter, Harbor Homes, Inc., Southern NH Service Homeless Outreach and other area providers to move many individuals and families into shelter programs, transitional housing and permanent housing from temporary emergency motel placements.

	FY 2009	FY 2010
Welfare Recoveries	\$60,443.78	\$28,676.84

NASHUA MEDIATION PROGRAM

Program Coordinator

Sandy Mulcahy



In its twenty-sixth year, the Nashua Mediation Program is well established in the community with a solid referral base through professional sources including schools, mental health professionals, police departments, the courts, social service agencies, and clergy. While it operates as an independent program, the Nashua Mediation Program falls under the Welfare Department in the Department of Public Health & Community Services organization structure.

The Nashua Mediation Program is a critical intervention resource to the community as it not only assists family during a time of crisis but it helps them build their capacity to resolve future conflicts peacefully without any financial barriers. Unresolved conflict remains a significant problem for families, the juvenile justice system, and the Greater Nashua community. Stressful times within our culture have an increase in conflict as a consequence. Current demographic and social changes have made the need for prevention even more acute.

In fiscal year 2010, the Nashua Mediation Program provided conflict resolution services to 326 juveniles and their families from Amherst, Brookline, Hollis, Hudson, Litchfield, Merrimack, Nashua, and Pelham, the majority of those residing in the City of Nashua. In addition to the financial support from the City of Nashua, the program receives funds from marital mediation fees, city and town contributions, and a grant from the New Hampshire Department of Health & Human Service's Incentive Funds program.

The Nashua Mediation Program offers parent-child mediation services, free, for families in the Greater Nashua Area and conflict resolution training and support services for the community by utilizing a pool of well trained volunteers from the community. All Volunteer Mediators have successfully completed a 60-hour training and 20-hour internship and are encouraged to attend continuing education workshops. The program complies with the training standards recommended by NHCRA (NH Conflict Resolution Association.) Marital Mediation services, provided for a fee, assist couples in working out the terms of their divorce or separation in a non-adversarial manner. The Mediation Program also partners with the NH Department of Correction to assist with the Victim-Offender Dialogue (VOD) program for victims and/or survivors of crime that are seeking to have a dialogue with their offender. In addition to mediation services, the program offers consultation and education services in conflict resolution and family communication to schools, agencies and community groups.

The Nashua Mediation Program participates in various inter-agency and community groups that share the commitment to building healthy individuals and healthy

communities. The program actively participates on the Greater Nashua Domestic Violence Coordinating Committee, the Nashua Goes Back to School planning committee, the Disaster Behavioral Health Advisory Committee, Nashua's Emergency Preparedness Planning Committee, the Gate City Health and Wellness Immigrant Integration Initiative and the New Hampshire Conflict Resolution Association.

The Nashua Mediation Program continues to be an important and integral part of the community as an education, prevention and diversion program designed to strengthen family relationships by reducing conflict and encouraging the development of improved communication and problem-solving skills.

PUBLIC HEALTH EMERGENCY PREPAREDNESS

The Greater Nashua Public Health Region is one of 15 Public Health Regions in the State of New Hampshire and has a total population of approximately 210,000. The Public Health Regions (PHRs) are funded by US Department of Health and Human Services (DHHS) through bioterrorism and emergency countermeasures funding. The focus of the PHR's is to coordinate with key stakeholders to develop comprehensive community preparedness and response plans to be able to effectively mitigate and respond to the impacts to a large scale public health emergency. Key stakeholders include, but are not limited to, Emergency Management Directors, Health Officers, municipal staff, public safety, schools/school districts, colleges/universities, hospitals and medical providers, NH DHHS and Homeland Security and Emergency Management (HSEM), businesses, social service and volunteer agencies. The Greater Nashua PHR program includes two full-time staff – the Regional Public Health EP Coordinator and the Epidemiologist.

During SFY 2010, these partnerships and plans were put into action as we were tasked with responding to the Novel H1N1 Pandemic Influenza. The hard work and commitment of the organizations and individuals that have partnered with the Greater Nashua Public Health Region to develop our Public Health Emergency Preparedness plans was evident in the overwhelming success the region experienced in our response to H1N1 public information campaign, as well as the mass vaccination clinics we stood up to provide influenza vaccine to our communities.

Program Highlights during Reporting Period

- A total of 12 Mass Vaccination Clinics (Points of Dispensing, or "POD") were held throughout the region. Through these PODs we vaccinated over 4,000 people. Each POD was staffed by 50-120 individuals over 80% of whom volunteered their time.
- A presentation was developed to educate the community about H1N1. A train-the-trainer was held so that regional partners could use the training within their communities. The presentation was videotaped and provided to regional partners to be uploaded on their websites and local television stations.
- Our Region's Medical Surge Plan has been developed in collaboration with Southern NH Medical Center and St. Joseph Hospital as well as other major

medical partners. These plans outline how our Region will respond in the event that our hospitals and other medical providers become overwhelmed during a public health emergency. The plan includes the establishment of a mass triage facility and Alternate Care Site where low acuity patients can be admitted and cared for by medical personnel. This goal of this plan is to keep the hospitals operational and allow them to be able to focus their services and resources on the most critically ill patients.

- Cross Border Collaboration meetings held with Massachusetts hospitals and public health contacts to develop a plan/means for collaboration when dealing with public health issues and responses.
- Partnered with the American Red Cross, Disaster Animal Response Team, the Nashua Emergency Management Director and the Nashua School Department to develop a regional co-located shelter plan including a general shelter, functional/supportive care shelter, and pet shelter.

Collaboration

During a typical year, the Public Health Emergency Preparedness staff participates on many committees both locally and at the State level. Regionally we have developed a number of project specific workgroups including major medical partners, agencies serving individuals with functional needs, media advisory professionals, and infection control practitioners. These workgroups meet either monthly or quarterly and may include targeted workshops. A quarterly Regional Coordinating Committee meeting is also held where all partners come together to discuss planning projects and receive project updates from the workgroups and partner organizations.

At the state level, staff of the Greater Nashua PHR participate on a number of committees and workgroups, including the Communicable Disease Epidemiologic Control Committee, two DHHS Medical Surge workgroups, the HSEM POD Planning Committee, the New Hampshire Hospital Association Emergency Preparedness committee, the NH DHHS Emergency Health Communications Committee. The Regional Coordinator also attends PHR Coordinator meetings bi-monthly.

During the year, ongoing H1N1 planning meetings were held with regional school districts, medical providers, organizations, businesses, Boards of Selectmen, Boards of Education, Health Officers and Emergency Management Directors to discuss how the region would structure it's response to the pandemic. Conference call schedules and protocols were established. Regional vaccine management, sharing and monitoring protocols were put into place to ensure that partners had access to vaccine. The PHR funneled information to and from state and federal partners to our local/regional partners. The procedures for distribution of information were honed to streamline what information went out, how it went out, how often it went out, and who it went out to.

Planning & Response

The Greater Nashua Region is leading the state with the development of our Regional Medical Surge Plan. This plan was developed in collaboration with Southern NH Medical Center and St. Joseph Hospital, as well as other major medical partners. The

plan outlines how our Region will respond to a major public health event that taxes our hospitals and other medical providers beyond their capacity. Medical Providers can be easily overwhelmed during a public health emergency so it is imperative to establish operational contingency plans to divert all non-critical patients away from the hospital and Emergency Departments. During a wide-spread event, you also must take into account how illness and absenteeism will affect the hospitals ability to operate at a “normal” level. The Medical Surge Plan includes facility identification and floor plans, staffing plans, and necessary protocols and procedures to be able to establish a mass triage facility and Alternate Care Site away from the hospital where low acuity patients can be admitted and cared for by medical personnel. This goal of this plan is to keep the hospitals operational and allow them to be able to focus their services and resources on the most critically ill patients.

The majority of our Region’s Points of Dispensing Plans were revised in the wake of H1N1 clinics. Although PHRs were encouraged to do smaller, focused clinics to vaccinate for H1N1, our region decided to use the POD plans that we have been developing for the past 5 years. This decision was a fairly simple one for the region – regional planning teams had put a lot of work into the plans and planning process, partners were familiar with the plans, and we had a large population to vaccinate. POD Planning Teams surveyed students in their district to estimate how many people would access vaccine at a mass clinic. These estimates were used by the Coordinator to order vaccine. Teams worked with the Regional Coordinator to revise floor plans and develop and disseminate public information via TV, internet and handouts to students/parents in hand or in newsletters. Adjustments were made to the operational plans during clinics, areas for improvement were identified during debriefings and these changes were then updated in the POD plans.

One of the biggest successes of our H1N1 response was collaborating with the Schools of Nursing at Rivier College at Nashua Community College in staffing our clinics. Nursing students, monitored by proctors, staffed the majority of our H1N1 clinics as well as our seasonal influenza clinic (see Operation Rapid Rx below under Training & Exercises). Student nurses were used to triage, register, screen, vaccinate, and educate individuals going through all of these clinics. This partnership is unique in the state of NH and we are very proud to have been able to have a whole new generation of nurses get the experience of working closely with public health as well as in mass vaccination clinics. This was a unique opportunity to have such inter-disciplinary collaboration as mass clinics are not a common occurrence, one that few nursing students have never had been able to take part in. These nursing students will bring this partnership and experience with them through their future careers and be able to appreciate the importance of medical care/public health integration.

A number of programs operated a new type of POD during the H1N1 pandemic – “Closed PODs”. Closed PODs are organizations that have worked with the Regional Coordinator to develop plans to partner with the region to vaccinate their own staff, clients, and families in order to decrease the number of people that would typically need to go to a larger public POD for vaccination. For Closed PODs, plans had been

developed, including the proper policies, procedures and oversight – to allow the organization/facility to vaccinate in-house. In a Closed POD the PHR provides assistance with planning, obtaining vaccine and providing vaccine, vaccination supplies, and the necessary paperwork to the facility. The Closed POD method reduces the number of people who would otherwise need to attend a public POD and is also helpful because a significant number of people were able to be vaccinated with little or no use of PHR staff resources.

H1N1 CLINICS

- Nashua Division of Public Health and Community Services
 - October - Began holding H1N1 specific clinics weekly by appointment only
- November push-out to closed PODS at
 - Courville Nashua - Provided 40 doses of vaccine for healthcare workers
- November 10-12, 2009 – Nashua Community College and Rivier College Closed PODS
 - Target Groups – Student Nurses
 - Number of volunteers staffing the clinic – staffed by student nurses and faculty
 - Number of people vaccinated – 300+/-
- November 21, 2009 – Rivier College
 - Target Groups – Healthcare workers including dentists and ophthalmologists, school nurses, caregivers of children less than 6 months, children 6 months to 18 years old with chronic medical conditions, pregnant women and their partners.
 - Number of volunteers staffing the clinic – 150
 - Number of people vaccinated - 528
- December push-out to closed PODS
 - Counseling Center of Nashua - Provided 50 doses of vaccine for healthcare workers
- December 5, 2009 – Nashua Community College
 - Target Groups – Healthcare workers, caregivers of children less than 6 months, children 6 months to 24 years old with chronic medical conditions, pregnant women and their partners.
 - Number of volunteers staffing the clinic – 90
 - Number of people vaccinated - 246
- December 14, 2009 – Rivier College
 - Target Groups – Healthcare workers, caregivers of children less than 6 months, children 6 months to 24 years old, individuals 25-64 years old with chronic medical conditions, pregnant women and their partners.
 - Number of volunteers staffing the clinic – 100
 - Number of people vaccinated - 500
- December 16, 2009 – Lyndeborough Central School
 - Target Groups – School-aged children and their families
 - Number of volunteers staffing the clinic – 15
 - Number of people vaccinated - 35
- December 19, 2009 – Souhegan High School

- Target Groups – School District students, staff and families
- Number of volunteers staffing the clinic – 100+/-
- Number of people vaccinated – 800+/-
- December 19, 2009 – Nashua High School South
 - Target Groups – School District students, staff and families
 - Number of volunteers staffing the clinic – 100+/-
 - Number of people vaccinated – 900+/-
- January push-out to closed PODs
 - Courville Nashua - Provided 100 doses of vaccine for residents
- January 9, 2010 – Brookline Safety Complex
 - Target Groups – Brookline residents
 - Number of volunteers staffing the clinic – 50+/-
 - Number of people vaccinated – 259
- January 23, 2010 – Milford High School
 - Target Groups – School District residents
 - Number of volunteers staffing the clinic – 80+/-
 - Number of people vaccinated – 216
- February 13, 2010 – Merrimack Middle School
 - Target Groups – School District residents
 - Number of volunteers staffing the clinic – 100+/-
 - Number of people vaccinated – 126-

Training & Exercising

In October 2009 the Greater Nashua Public Health Region participated in Operation Rapid Rx, a state-wide exercise aimed at practicing the state and regions' ability to receive medical countermeasures from the federal government and then get them distributed to the residents of our communities. Our Regional Coordinator participated on the state exercise planning team and chaired our regional planning team. Instead of having the exercise be a "dry-run" we were able to offer seasonal influenza vaccine to During this exercise we provided seasonal influenza vaccine to approximately 700 individuals at exercise October 17, 2009.

Aside from planning meetings and workshops, the Greater Nashua PHR provides training and technical assistance to organizations and professionals on how to prepare, mitigate and respond to emergencies. In April, approximately 25 people attended the Surveillance, Disease Investigation & Epidemiology Workshop held by the PHR. Presenters included the City of Nashua Environmental Health Manager/Health Officer and the City's Communicable Disease Nurse. The goal of the workshop was to provide participants with a brief overview of epidemiology, case investigations, outbreak investigations and surveillance systems. The workshop concluded with an interactive exercise involving a hepatitis A outbreak investigation.

In June, 45 people attended a Psychological First Aid workshop was presented by the Region and led by the NH Disaster Behavioral Health Response staff.

The collaboration between public health and medical partners in Greater Nashua has become a model for other PHRs and hospitals throughout the state. The Regional PH EP Coordinator and partners from both St. Joseph Hospital and Southern NH Medical Center presented a workshop session on Medical Surge planning at the June 17th NH Emergency Preparedness Conference. The evaluations from the session were overwhelmingly positive. Training plans calling for increased cross-training and team-building are under development.

EPIDEMIOLOGY

Epidemiology is focused on investigating patterns of disease and measuring the health of a community. In addition to surveillance, outbreak investigations and data collection, the Epidemiologist is involved in preparing and responding to public health emergencies in the Greater Nashua Region. This year, the main focus was responding to the H1N1 pandemic for the 2009-2010 influenza season.

Program Highlights

- Surveillance and collaboration with regional partners, medical partners, and the school districts during the H1N1 pandemic.
- Participation on the Council for State and Territorial Epidemiologist's Disaster Epidemiology Workgroup.

Surveillance & Situational Awareness

Surveillance is the ongoing, systematic collection of data to prevent disease, promote health and to assess the health status of a community. During the H1N1 pandemic, the Epidemiologist worked with medical partners (hospitals, provider offices, long-term care facilities, and assisted living facilities), the school districts, and child care programs to track influenza-like illness in the population. Reading epidemiological reports from the Centers for Disease Control and Prevention, receiving Health Alerts from the NH DHHS and accessing information from the World Health Organization, assisted the Epidemiologist in maintaining situational awareness for the State, country and world. The Epidemiologist presented the "Epidemiology of H1N1" to various groups within the community to educate stakeholders on current influenza trends.

To provide data on the burden of disease in the community, both Southern NH Medical Center and St. Joseph Hospital tracked the number of patients with influenza-like illness and pneumonia admitted to the hospital. Tallying the number of positive lab reports for H1N1 was also an indicator of the number of people being diagnosed with the flu.

Tracking forms for influenza-like illness were developed and provided to the long-term care facilities and assisted living facilities to support them in monitoring for outbreaks and an increase in illness among staff and residents. Recommendations on prevention of influenza and educational materials were also disseminated to prevent outbreaks. Similarly, child care programs were provided with tracking forms and educational materials to monitor for outbreaks and to educate parents on the spread and transmission of influenza.

The Nashua School District worked with the Epidemiologist to monitor absenteeism rates among the schools to detect increases in student absences. The intent of monitoring the absenteeism data was to prevent large-scale outbreaks of influenza-like illness in the schools if increases were caught early. Tracking forms were developed with the assistance of the New Hampshire Department of Health & Human Services (NH DHHS) and distributed to the school nurses. To promote education on the prevention of the flu, the Division worked with the Nashua School District to send letters to parents to promote cough etiquette, hand hygiene and staying home while ill. Regionally, the Epidemiologist met with school nurses from various districts to discuss the tracking and monitoring of students and staff for illness. Following the pandemic, a debriefing was held with school nurses to identify lessons learned and best practices of doing surveillance in the schools.

In September 2009, the Division was trained to use the New Hampshire Electronic Disease Surveillance System (NHEDSS), a database to log and organize reportable diseases in the State of New Hampshire. Run by the NH DHHS, NHEDSS assists health departments in rapidly detecting outbreaks and in monitoring the health of Nashua residents.

Nashua Public Health Incident Response Team

The Nashua Public Health Incident Response Team (IRT) started to meet monthly following the start of the pandemic to prepare for incidents and public health emergencies in the City and the Greater Nashua Region. The group consists of the Public Health Nurses, Regional Public Health Emergency Preparedness Coordinator, Health Officer, Medical Director and Division Director. Priorities focused on the development of a response plan, an emergency call down list, and increased coordination between the Community Health Department, Environmental Health Department and the Epidemiologist.

Recognizing the need for fit testing for N95 respirators to protect healthcare providers from influenza, the IRT trained regional medical partners to perform fit testing and shared our Respiratory Protection Protocol. Division staffs were initially trained during the start of the pandemic by Employee Health at St. Joseph Hospital.

In December 2009, the NH DHHS alerted the health department to a case of gastrointestinal anthrax in a NH resident. The Incident Response Team supported the NH DHHS by joining conference calls and providing feedback and expertise.

Outbreak Investigations

The goal of an outbreak investigation is to identify the source of illness and to guide public health interventions. A total of 6 outbreaks due to respiratory illness were investigated in the City of Nashua during the 2009-2010 winter season. Additionally, over forty case investigations for confirmed H1N1 were completed by the Community Health Department. Fourth year medical student, Sharon Vuppula, who was interning with the Division assisted in the case and outbreak investigations during the pandemic. The Division also investigated two gastrointestinal outbreaks and a cluster of Shigella.

Meetings, Workgroups & Conferences

The Epidemiologist attended the monthly Communicable Diseases and Epidemiologic Control Committee (CDECC) meetings and participated on the weekly Outbreak Team conference calls held by the NH DHHS. In addition, the Epidemiologist attends regional public health emergency preparedness meetings, such as the regional Emergency Support Function-8 meetings and the Regional Coordinating Committee meetings.

Furthermore, the Epidemiologist attended the Council for State and Territorial Epidemiologist (CSTE) Conference in Portland, Oregon and the CSTE Disaster Epidemiology Conference in Atlanta, Georgia. Following the conference, the Epidemiologist joined the CSTE Disaster Epidemiology Workgroup which focuses on promoting disaster epidemiology at the local and state level and encouraging the use of epidemiology following an emergency or large-scale disaster. Also, the Epidemiologist had the opportunity to work with the Association of Schools of Public Health on its Public Health Preparedness & Response Core Competency Development Project, which focuses on providing a national framework for training and performance benchmarks for public health preparedness and response.

Community Health Assessment

After the 2009-2010 influenza season, the epidemiological focus shifted to planning and conducting a Community Health Assessment for the City of Nashua. Health and social service organizations from the City were invited to join the Advisory Board which now consists of twenty-six organizations. Health topics that will be covered in the assessment include chronic diseases, infectious diseases, health behaviors, mental health, oral health, access to healthcare and more. The assessment will include focus groups with key leaders and medical providers and a health survey of residents. The Epidemiologist in coordination with the Medical Director will lead this project. The final report is expected to be completed in June 2011.



The Nashua Community Health Department uses an Outreach Mobile Van to provide services to the community

DIVISION OF PUBLIC WORKS

BOARD OF PUBLIC WORKS

Mayor Donnalee Lozeau, Chairman
Commissioner Tracy Pappas, Vice-Chairman
Commissioner Donald Dyer
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Commissioner Daniel Gagnon
Aldermanic Liaison David Deane

DIVISION OFFICIALS

Director of Public Works
City Engineer

Leon Kenison, P.E.
Stephen Dookran, P.E.

SUPERINTENDENTS

Superintendent, Wastewater
Superintendent, Street Department
Superintendent, Street Department
Superintendent, Parks & Recreation
Superintendent, Traffic
Superintendent, Solid Waste

Mario Leclerc
Scott Pollock (retired 10-30-09)
Roy Sorenson (hired 09-21-09)
Nicholas Caggiano
Wayne Husband
Lisa Fauteux

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

ENGINEERING DEPARTMENT

In FY10, the City Engineering Department provided 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, certain highway, parks and stormwater projects as well as the issuance of residential 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: Work progressed 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. In March 2010, the City met with representatives of the EPA to discuss the status of the program and review the Wastewater Treatment Facility High Flow Management Plan, the Infiltration and Inflow Study, the Long-Term Preventative Maintenance Program and the CSO 005/CSO 006 Re-Evaluation Study.

CSO 003 and CSO 004 Storage Facilities

In August 2009, Fay, Spofford and Thorndike were hired to begin the design of the Storage Facilities for CSO 003 (Farmington Road) and CSO 004 (Burke Street). This project includes the update of the hydraulic model to represent current baseline conditions, a review of the necessity of a storage tank at CSO 003, determination of size and configuration of storage tank at CSO004, a preliminary design report and final design efforts. In June 2010, the draft project summary report was submitted for review. Design efforts are scheduled to continue through 2010 and the project shall begin construction in February 2011.

CSO 005/006 Automated Sluice Gate

This project is one of the smaller projects that came about as a result of the Re-evaluation Study of CSO Control for CSO 005/006. The design of the sluice gate in the CSO 006 junction chamber that will store wet weather flow in the Nashua River Interceptor was completed in February 2010. Construction began in May 2010 with substantial completion expected by November 2010.



Haines Street Sewer Separation

In April 2009, the Haines Street Sewer Separation project was selected to receive funding through the American Recovery and Reinvestment Act (ARRA) of 2009, also known as the Stimulus Package. In January 2010, additional funds were received to expand the project. This project separated a 21-acre drainage area to reduce the frequency of sewage surcharging onto the low-lying areas of Haines Street. Approximately 2,715 linear feet of sewer and 3,005 linear feet of new drain pipe were constructed. Construction was completed in June 2010.

Screening and Disinfection Facility Site Evaluation

The Economic Development Department requested that a location of the proposed Screening and Disinfection Facility (SDF) be reconsidered to allow development of the property at the confluence of the Nashua and Merrimack Rivers. Four alternative locations of the SDF were considered. The report recommended 17 Jackson St. site as the preferred location.

American Recovery and Reinvestment Act (Federal Stimulus Package)

Applications for five stormwater and fifteen wastewater projects were submitted to NHDES to seek funding through the American Recovery and Reinvestment Act. The Haines Street Sewer Separation Project and the Net Metering projects were selected in April 2009 to received funding.

Miscellaneous Sewerage Improvements, Phase 1

Park Construction continued this project which entailed the replacement of 230 linear feet of sewer main on Amory Street from Temple Street to Union Street, replacement of 220 linear feet of sewer main on Buck Street from Palm Street to Ash Street, the replacement of 509 linear feet of sewer main on Green and Fletcher Streets between Winter Street and Main Street, and the replacement of 438 linear feet of sewer main on Van Buren Street from Bridge Street to the end. The Engineering Department provided the inspection services.

Miscellaneous Sewerage Improvements 2009 Phase 2

This project is for sewer replacement on Main, Amherst, Martin/Tolles, Holman, Wilder and Beech Streets. As of the end of FY10, approximately 280 LF of sewer was replaced on Main Street and the entire length (226 LF) of Holman Street was completed.

Stormwater EPA Phase II NPDES MS4 Permit

The 2010 Annual report for the EPA Phase II NPDES MS4 Permit was submitted in April. The current permit expired in May 2008. The EPA has proposed draft changes to the NPDES Phase II permit with significantly stricter requirements. To obtain coverage, Nashua will be required to submit a new Notice of Intent (NOI) for the permit. EPA anticipates that NOIs will be due ninety (90) days after the effective date of the final permit.

Drainage Projects

1. Using a NHDES grant, the Stormwater Utility Feasibility Study was initiated.
2. The design of drainage improvements at the intersection of Northeastern Boulevard and Murphy Drive to reduce the frequency of flooding was initiated. This project is funded from FY 10 CIP money.
3. Designs were completed for storm drain extensions in Tennyson Avenue and in Tomolonis Drive to solve winter icing problems.
4. Construction of a small drainage system in the area of Main Dunstable Road and Chung Street was completed and a culvert inlet structure on Lincoln Brook at Sanborn Drive was constructed.
5. A Culvert Inspection Program was completed during June July and August 2009. Over 295 culverts were researched, documented and field inspected. If observations indicated maintenance or repair was needed, work orders were created for the respective departments.
6. A Detention Pond Inspection Program was completed in August 2009. Thirty-three detention ponds owned by the City were researched, documented and inspected.

7. Significant winter rainfall occurred on January 25 and February 24, 2010. Localized flooding resulted due to frozen ground, snow banks on road edge and blocked catch basins. On March 14-16 and March 29-30, the Nashua River reached historic levels due to significant rainfall and snow melt. In all four weather events, localized flooding triggered numerous drainage complaints.
8. Locations requiring major involvement from Engineering to resolve drainage issues include 7 Timberline Dr, 2 Berkshire, 26 New Searles, 45 Tufts Drive, 167 Tolles Street and 32 Kingston Street.
9. The Department provided assistance in resolving a water infiltration issue at the Hunt Memorial Library. Draft construction plans and bid documents for the project were completed.

North Facilities Power System Upgrades at Nashua Waste Water Treatment Facility

This project was substantially complete on January 15, 2009, and final completion occurred on April 24th, 2010. All items were complete except for a small roof leak that contractor was addressing.

CSO System Optimization and Infrastructure Improvements

Construction for this project was completed in July 2010.

Net Metering at Nashua Waste Water Treatment Facility

This project identified in the Biosolids Class A study as a means for the City to increase electrical energy production at the wastewater plant by using most of the waste methane gas from the anaerobic digester to power an existing generator. Because of the unique energy savings opportunity of this project, the City applied and was awarded funding under the American Recovery and Reinvestment Act (ARRA) of 2009. Consultant Stearns and Wheler completed the design work in October 2009. The construction was awarded to contractor Reilly Electric, Division of Ostrow Electric, on December 1, 2009. Construction is expected to be completed by December 2010.

Rotary Common

Construction plans and specifications for a Phase II for the south side of the park have been developed to the 65 percent complete level.

Annual Paving Program

The Engineering Department managed the annual paving program. 36,245 LF of streets were paved as shown below:

Street	Limits of Work	Length (Ft.)
Abbott St	Merrimack St to Manchester St	800
Amherst St	Main St to 38 Amherst St	1,200
Amherst St	Mitchell St to Hardy St	1,940
Ayer Rd	St Laurent St to End	990
Central St	Pine St to Walnut St	965
Conant Rd	McKenna Dr east entrance to 118 Conant Rd (near Katie Ln)	630
Court St	Temple St to Park St	430

Deerhaven Dr	Manchester St to Monza Rd	2,670
Ferry Rd	Westminster Dr west entrance to # 66 Ferry Rd	1,470
Jensen St	Judith Dr to Raleigh Dr	700
Kehoe Ave	Harbor Ave to 5 Kehoe Ave	220
Lucier St	Lock St to Morgan St	330
Lynn St	Taylor St to Waverly St	1,485
Main Dunstable Rd	Intersection with Northeastern Blvd	775
Main Dunstable Rd	Conant Rd north entrance to Whitford Rd	5,900
Main St	West Hollis St To Prospect St	790
Main St	Belmont St to Allds St	1,530
Merrimack St	Amherst St to Abbott St	950
Orchard Ave	Main St to Fifield St	1,100
Park St	Court St to Main St	270
Richmond St	Piermont St to dead end	2,190
Riverside St	25 Riverside St to Panther Drive	1,600
Royal Oak Dr	Manchester St to Maywood Dr	1,100
St Laurent St	Henri Burque Highway to Ayer Rd	1,250
Temple St	Spruce St to Amory St	1,330
Vermont Ave	Massachusetts Dr to Virginia Dr	500
Woodleigh St	Gilman St to Lewis St	440
West Allds St	Main St to dead end	140
Yarmouth Dr	Conant Rd to Cambridge Rd	2,550
	TOTAL	36,245

Route 101A Widening and Improvements

The Engineering Department managed the preliminary engineering design of this municipally managed project that is funded with 80% federal and 20% state sources. The project limits are from Somerset Parkway to Celina Avenue in Nashua. This period follows the completion of Part A, Preliminary Engineering, a public hearing and a Finding of Necessity Public Meeting where approval for the project was granted. During this period, project management worked on the planning to divide and phase the project to accommodate the current budget. Management also worked on scope definition and fee estimating for Part B, Final Design.

Annual Sidewalk Design and Construction

As part of the Haines Street Sewer Separation project, approximately 750 feet of sidewalk was replaced on Arlington Street, 70 feet of new sidewalk was constructed on Haines Street and about 200 feet of sidewalk was rehabilitated on Haines Street.

Completed construction of 2,260 LF of sidewalks on the north side of Lund Road from its intersection with Almont Street to its intersection with Anvil Drive and of 2,700 LF on the east side of South Main Street from its intersection with Beausite Drive to its intersection with East Hobart Street.

Began construction of new asphalt sidewalk and granite curbing of 700 LF on the south side of Broad Street from Broad Street Elementary to past its intersection with Broadcrest Lane, and of 810 LF on the southwest side of Conant Road from its intersection with Katie Lane to its intersection with New Searles Road. Construction also includes sidewalk and pedestrian safety improvements at the intersection of Tinker Road and North Southwood Drive and at the intersection of East Hollis Street and C Street. Construction is scheduled to be completed in FY11.

Safe Routes to School Program

Design efforts on the Ledge Street Raised Crosswalk continued in FY10. Plans, contract documents and estimates were generated and submitted to NHDOT for review. Design efforts on the Bicentennial Speed Radar Sign and Rosecliff Path improvements and the Birch Hill Speed Radar Signs began in FY10. Construction is expected to start on all of the projects in FY11.



D.W. Highway Improvements

This project included CMAQ-funded roadway and signal improvements as well as TE-funded sidewalk improvements. The roadway improvement phase was completed in FY10. Project included re-paving Daniel Webster Highway from the Massachusetts State line to its intersection with Spit Brook Road (3,800 LF) and repaving and widening Spit Brook Road (one additional lane) from Whitegate Drive to Daniel Webster Highway (1,400 LF). Also included new and reconstructed sidewalks on the north and south sides of Spit Brook Road (1,400 LF) and spot areas on Daniel Webster Highway to improve connectivity (420 LF). Comprehensive Environmental Inc. provided construction phase services.



Public Sewers Installed by Private Developers

In FY10, contractors working for private developers installed approximately 989 linear feet of new public sewers in the following locations:

<u>Street</u>	<u>Length (Feet)</u>
• Cotillion Lane at Gagnon Farm	130
• Gagnon Farm, cross country	282
• Medallion Court at Gagnon Farm	577

Storm Drains Installed by Private Developers

In FY10, contractors working for private developers installed approximately 952 linear feet of new public storm drains in the following locations:

<u>Street</u>	<u>Length (Feet)</u>
• Cotillion Lane at Gagnon Farm	135
• Gagnon Farm detention basin # 3, cross country	498
• Medallion Court at Gagnon Farm	319

Plan Review and Inspection

During FY10, the City Engineer's Office reviewed and approved 20 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 Street Construction

New Streets were completed and accepted by the Board of Aldermen as follows:

- Valiant Lane, 250 feet
- Chokeberry Lane, 500 feet
- Daffodil Drive, 250 feet
- Tanglewood Drive, 4500 feet

Permits

The Engineering Department issued a total of 109 Residential Wastewater Service Permits.

WASTEWATER TREATMENT FACILITY



The facility generated 9.6 million pounds of biosolids. Biosolids are managed under a contract with White Mountain Resources Management Inc. (RMI) of Holderness NH. RMI transports the biosolids to farms and reclaiming operations as a soil amendment.

The laboratory staff performed over 23,900 analyses on approximately 7,920 samples.

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 4.2 Billion Gallons. The average daily flow was 8.8 million gallons per day (MGD), with a one-day maximum of 50.0 MGD and a one-day minimum of 5.4 MGD. The total amount of septage received from Hudson and Nashua was 412,450 gallons. (Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.) The facility recorded over 50 inches of precipitation for this period.

The total flow from Hudson was 511 million gallons and the total Merrimack flow was 45 million gallons.

The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 118 industrial inspections and industrial discharge sampling events

The total number of full time employees was 30.

The staff is always eager to provide facility tours to interested groups or individuals. Tours can be catered to individual interest areas and timeframes. Please feel free to contact us at 589-3560.

Projects and Purchases

The cornerstone to the City's long term control plan for combined sewer overflow mitigation, the Wet Weather Treatment Facility, has been in service since May of 2009. To date, we have had four activations. During those events, the system operated as designed and processed effluent that meets standards.

The North Power Systems Generator replacement is complete. This initiative provides the power for certain portions of the treatment facility in the event of an outage, and delivers all of the power for the Wet Weather Treatment Facility during activations.

Several enhancements continue to be incorporated into the City's sewer pumping stations. These included improvements to the pumps. This was necessitated by the improper disposal practices of residents.

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 Watershed Association.

Improvements to the Supervisory Control and Data Acquisition (SCADA) system are ongoing. 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 in troubleshooting alarms.

The maintenance staff rebuilt the return activated sludge pumps and overhauled one of the influent pumps.

Numerous repairs were also initiated to our heating system, including the replacement of leaky heater cores to the rebuilding of steam traps.

The dissolved oxygen control system that was installed in 2008 continues to provide accurate data for the control of the activated sludge process. This enables the operations staff to closely monitor the oxygen levels in the aeration basins resulting in lower energy costs and decreased sludge wasting volumes.

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, facilitates cleaning operations, and offers a safe access point in the event confined space entry is required.

The collection system staff continues to maintain the conveyance systems, including the cleaning and video inspection and reporting aspects.

A root treatment program was successful. This chemical addition to affected areas controls root intrusion to maintain sanitary flow in sewer lines.

An emulsion is also added to control grease accumulation in sanitary lines, minimizing blockages and maintaining proper flows.

The lab purchased a replacement analytical balance. The unit had exceeded its useful life, was problematic during calibration operations and replacement parts were no longer available.

The lab purchased a replacement analytical balance. The unit had exceeded its useful life, was problematic during calibration operations and replacement parts were no longer available.

The facility staff identified a cost saving opportunity, resulting in an annual saving of \$22,000.00. The floatable material, grease, is now incorporated into the liquid waste stream and fed to the anaerobic digester rather than being trucked to an approved lined landfill. The process converts this material into carbon dioxide, water, methane and a small volume of solids. The important factor is the methane-it is harnessed and used to heat the sludge to the required temperature, fuels an on-site electrical generation unit, and provides the fuel for a portion of the newly constructed wet weather treatment facility.

The new initiative that was undertaken as part of the on-going maintenance of the storm water collection system has proven its effectiveness. There were very few responses required in street and road crossings. In conjunction with the Engineering department's assessment and documentation, three interns completed the removal of vegetative growth and debris at 125 locations. This effort has greatly improved the conveyance of stormwater and has minimized the impact to City and residents' property.

There was one retirement in the operations section.

There were repairs to 40 headwall structures, ensuring that they will continue to protect the inlet and discharge piping.

The City was successful in obtaining A.R.R.A. funding for a net metering energy project. This initiative will allow the full use of capacity for the methane fueled 380 KW generator.

The engineering and design for the proposed dewatering upgrade is nearing completion. This will significantly improve the biosolids dryness, reducing disposal costs.

The aeration upgrade is progressing. The staff has identified an aeration blower for purchase, performed due diligence for design criteria and has reviewed all plans and specifications.

Certification

Two collection system staff members were successful in upgrading certification level. Two operations staff members were successful in upgrading certification levels also. One lab member was successful in upgrading her certification level.

This type of effort improves knowledge transfer and the information base to better serve the citizens of Nashua.

PARKS and RECREATION DEPARTMENT



The Parks and Recreation Department with 27 full-time employees is responsible for the maintenance of over 60 sites throughout the City that encompasses over 900 acres.

The major facilities are Holman Stadium, Stellos Stadium, Greeley Park, and Mine Falls Park.

The Department maintains 23 playgrounds, 27 baseball fields, 14 rectangular fields, 16 tennis courts, 10 softball fields, 3 pools, 2 wading pools, 1 splash pad, and 5 skating rinks.

We are also responsible for the snow removal of 4 inner city routes and 14 elementary schools.

Event Trips

There were 9 trips including 2 to New York City, 1 Foxwoods Casino, 3 Red Sox , 1 Celtics, 1 Mohegan Sun Casino, 1 Boston Pops.

Special Activities

The Halloween Fright Night was made possible by a donation from the Conway family and approximately 3,000 youngsters took part in this free event at Greeley Park. The Senior Outing was held in November at Nashua High School North and attended by approximately 325 seniors.

Summer Camps

The Department ran 37 summer camp programs and 11 adult and youth tennis lesson sessions. There were approximately 1,500 boys and girls ages 4 to 17 who attended the camps and 50 youths and adults who attended the tennis lessons.

SummerFun

This was the 37th year of SummerFun which showcased 70 events at Greeley Park and Railroad Square. These included 4 movies and 4 weekends with theatre productions. The season drew record crowds with the Fairytale Festival with over 4,500 participants. The fishing derby was held again this year at the Horsepond Fish and Game Club and had 78 participants



Summer Pool Season

Pools opened on June 20 and closed August 25. Swimming lessons were provided for 750 children and adults. Centennial and Crown Hill Pools hosted a pool movie night (Dive-In Movie) which was attended by 200 people.



Adult Recreational Programs

Softball/Cricket

There are 12 adult softball leagues and 3 cricket leagues that utilize City fields during the spring and summer months.

Walking Program

This is run in conjunction with St. Joseph's Hospital, Southern NH Medical Center, and the Senior Center. Walks are held at Mine Falls Park and the Rail Trail on Gilson Road. The program runs from April through July and September through the beginning of November. Participation varies but usually there are 15-30 walkers each day.

Snowshoeing

This activity is held twice a week at Mine Falls Park, weather permitting, and there were approximately 12 participants.

Youth Programs

Biddy Basketball

Approximately 1,600 children from age 7-18 participated in the City's basketball program.

Baseball/Softball

The baseball program includes three leagues -- Babe Ruth with 150 participants, Ray Oban with 150 participants, and Senior Babe Ruth with 54 participants. The softball program also includes three leagues – Instructional with 45 participants, Junior League with 130 participants, and Senior League with 90 participants.

Victory Gardens

The Victory Gardens at Greeley Park provide citizens with a place to grow flowers and vegetables, and we currently have 62 people on the waiting list to acquire a garden. Six new plots were added this year as a result of splitting some of the larger lots.

Beautification

The City was the recipient of the 2009 Tree City Growth Award. Arbor Day was celebrated in April with a tree planting at the Fairgrounds Elementary Street School. Students from the school helped with the preparation and planting of a Ginkgo tree.



PROJECTS

Artillery Lane Improvements; Work included the construction of a storage building and parking improvements as well as the installation of ball field lighting.

Rotary and Centennial Pool Sanitation Systems; the pools received new chlorinators / sanitation systems.

EQUIPMENT PURCHASES

The Department purchased 1 replacement automobile and 1 dump truck with a hook truck with a plow, plow wing, flatbed, packer body, and sander.

SOLID WASTE DEPARTMENT



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. Services include curbside collection of trash, soft yard waste, single stream recycling and oversized items. The Four Hills Landfill and Recycling Center provides for the safe and secure disposal of municipal solid waste and the recycling of construction & demolition debris, metal, soft yard waste, brush, single stream recyclables, electronics, batteries, books, propane tanks, textiles and tires.

The Solid Waste Department also hosts several household hazardous waste collection events, provides environmental and engineering functions related to solid and hazardous waste and oversees several closed landfills in the City.

Curbside collection of trash, soft yard wastes and recycling:
Residences served: approximately 23,000 households

FY 10 Municipal Solid Waste (MSW), Construction and Demolition (C+D), Sludge & Asbestos from both Residential and Commercial **Total: 72,616 tons**

FY 10 Recycling Diversion:

Single Stream Recycling	4,708.17
Soft Yard Waste	7,941.53
C & D. Scrap Metal	4,490.62
Electronics	352.28
Batteries, Books, Tanks, Textiles & Tires	<u>174.55</u>

Total: 17,667 tons

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Residential Stickers	8,000	9,561	8,624	10,741	12,409	12,886	12,125	13,311	12,566	12,958
Commercial Stickers	669	657	698	751	546	596	532	563	544	522

SOLID WASTE DEPARTMENT ACCOMPLISHMENTS

Landfill Gas Management Suite (LFGMS)

The Solid Waste Department purchased Sanborn Head and Associates Landfill Gas Management Suite (LFGMS) software. This web based program is being used to better manage the landfill gas collection system in the landfill and will improve odor control and increase available gas for power generation. Gas data collected from the individual gas wells and landfill surface scans is uploaded into the program and is utilized to create maps showing gas concentrations in the landfill and areas where gas may be escaping. The program also provides automatic notifications of anomalies in the gas data or regulatory exceedances of certain parameters. This information will assist the department in identifying areas that may need well adjustments, additional cover or new wells.

Flame Ionization Detector (FID)

In conjunction with the LFGMS software, the Solid Waste Department purchased a Flame Ionization Detector (FID) meter. The FID detects low levels of methane gas and will be used to perform surface scans of the landfill. The data collected by the FID is be uploaded into the LFGMS, which maps the data and helps to identify areas of fugitive gas emissions and odors.

Gas Emissions Monitoring

Sanborn Head and Associates has prepared Standard Operating Procedures and Enhanced Monitoring Protocol Plans for enhanced landfill monitoring and reporting. These compliance documents detail methods, procedures and reporting requirements for monitoring and controlling landfill gas.

Fleet Assessment

The Solid Waste Department has completed an assessment of its trucks and equipment and replacement schedule. 65% of the fleet is 9 years or older. 82% of the fleet is beyond a normal life expectancy. Six trucks have been removed from service this year. Overtime and maintenance costs have increased and collection service in Nashua is in danger of being impacted. The Solid Waste Department is hoping to purchase 9 CNG refuse trucks in FY11.

Website Upgrades

The Solid Waste Department installed two new features to its website. The first allows residents to find out when their trash and recycling will be picked up simply by entering their street address. The second feature allows residents to report an odor from the landfill.

C&D Diversion

In an effort to maximize landfill airspace and extend landfill life, the Solid Waste Department has continued the Construction and Demolition (C+D) diversion program through FY 2011. This material continues to be shipped to ERRCO/LL&S for processing.

Compaction Testing

A compaction analysis was conducted in the Phase II landfill. The 120,000 lb. Bomag compactor was used to conduct the analysis. The total waste tonnage and air space used was calculated to yield a compaction rate of 1621.8 lbs. per cubic yard. This compares favorably to a target compaction rate of between 1500 and 1800 lbs. per cubic yard.



Compost Bins

The Solid Waste Department worked with the Nashua Garden Club on the eleventh annual compost bin sale; 1,000 composters have been sold, with an estimated diversion of nearly 1,200 tons from the Landfill to a useful soil amendment.

Household Hazardous Waste

In conjunction with the Nashua Region Solid Waste Management District, the City hosted six household hazardous waste collections in FY10.

Solid Waste Permits

The Solid Waste Department is waiting for DES to take action on the renewal of the Four Hills facility's Title V air emissions permit and groundwater management permit. These permits have expired, however, the facility is covered under permit shield since renewal applications were submitted within the DES specified time frames.

Single Stream Recycling

The markets for recycling were adversely affected by the downturn in the global economy starting in the fall of 2008 and resulting in a cost to transport and process the materials collected in Nashua. The City posted an RFP for single stream recycling and a three year contract award was made to Integrated Paper Recyclers. Improvements in the markets were seen in FY10 and gradual increases are restoring better market conditions. The City continues to pay for the processing of recyclables.

Staff Training and Certification

Four staff members currently hold State certification as Asbestos Workers and as Asbestos Supervisors.

Eleven staff members currently hold State of New Hampshire Landfill Operators license that is re-certified annually.

Seven staff members currently hold Hazardous Waste Site Worker certification. Six have 24 Hour 29 CFR 1920.120 and one has 40 hour 29 CFR 1920.120.

Three staff members hold Management of Landfill Operations (MOLO) certifications.

Asbestos Awareness Training

The Solid Waste Department conducted an asbestos awareness training session in the City Hall auditorium. Joy EH Perkins, Industrial Hygienist, with the NH Department of Environmental Services, Asbestos Control and Management Program conducted the training. Information was presented on identifying asbestos, health hazards associated with asbestos, notification procedures, known asbestos disposal sites, and asbestos regulations. Approximately 40 City staff from DPW and other City departments attended the training.

Confined Space Training

Confined Space Entry training was provided to six solid waste staff members by Tom Dion, of Environmental Compliance Service (ECS). The training took place at the landfill and focused on the equipment and procedures that should be used for entering the confined spaces located on the site. These include two valve chamber vaults, sewer manhole structures, and the secondary leachate tank adjacent to the Phase I landfill.

TRAFFIC DEPARTMENT

The Traffic Department provides engineering, planning and operational support as it relates to traffic signal operations and planning, signage, pavement markings and other related functions.

The Traffic Department staff services are as follows:

- Provides technical review of all private development plans that are presented to the Nashua Planning Board
- Provides technical support and recommendations to the Traffic Safety group which ultimately provides recommendations to the Aldermanic Committee on Infrastructure regarding traffic and safety issues that may be impacted by ordinances that involve traffic signs, traffic signals and other traffic control devices
- Provides support on transportation engineering projects within the City such as Broad Street Parkway, the Amherst Street widening project, and the City wide Traffic signal (CMAQ) project.
- The Traffic Signal Operations staff provides “in-house” traffic signal maintenance and repair. They also address other electrical issues related to traffic, such as the school zone flashing yellow signs, the lighting on Main Street and the wiring of the Nashua River fountain located downtown.
- 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), handling banners over Main Street for City events.

- The Traffic Department assisted the Street Department with snow plowing, 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.
- The Traffic Department staff works with the Nashua Police and Fire Department with the installation and maintenance of the snow emergency signage and beacons which have been installed to alert the City of Nashua as to when a snow emergency is in affect.

Major Projects and Purchases

- Painted "RED" crosswalks in all the City's school zone areas.
- Completed our pavement-marking contract - \$57K.
- Completed and additional \$27K of pavement markings (crosswalks, stop bars, words, and symbols) authorized by the Board of Aldermen.
- Finalized the necessary transportation improvements that would be necessary to mitigate for potential traffic impacts associated with proposed private development projects.
- Finalized (traffic signal work) the CMAQ Daniel Webster Highway Transportation Improvement Project.
- Assisted the Engineering Department with the Amherst Street (101-A) transportation improvement project.

STREET DEPARTMENT

The mission of the Nashua NH Street Department is dedication to the maintenance and construction of the city's infrastructure, providing safe passage for vehicles and pedestrians while promoting a better quality of life for the citizens of Nashua.



The Street Department is located at 9 Stadium Drive (formally 6 Riverside Drive)

The Street Department also includes The Fleet Department and has 57 full time employees making it the largest Department in the Division of Public Works.

- Main Phone: 589-4750
- Pothole Hotline: 589-4797

Maintenance

The Street Department manages over 300 miles of road - 1400 streets. There are more than 735 total lane miles that are cared for and plowed each winter event. In addition, there is 250 plus sidewalk miles that are taken care of. It provides crucial infrastructure support of sewer and drainage line systems throughout the city which include the monitoring and rebuilding of over 20,000 catch basin, sewer and drain covers. The department also handles new and/or replacement sewer services for non-commercial two family and under residence. Maintenance work includes the patching and repair of pavement as well as the sweeping of streets and sidewalks. The department also holds an annual spring clean up which allows citizens curbside pick-up of brush and misc. wood items.

Sewer Rehabilitation

This past year, Streets along with Engineering and Wastewater, developed a program in which the Street Department would replace areas of major sewer main failures. Repairs were done from manhole to manhole and included stretches of over 250 plus feet of sewer main. By the end of the year the Street Department replaced over 500 feet of sewer main including the corresponding infrastructure. Work was performed in unison with replacement of other utilities including water and gas. Cost analysis performed by the department showed that city forces could perform the work at less than a 1/3 of a private contractor.



Work was performed on Vine Street, Palm Street and later in the year on full length replacement of Vernon Street and the west side of Prospect Avenue was planned.

Another important sewer related task performed by the department are emergency sewer service connections. There were 20 services repaired along with the 20 plus that were involved with the sewer main replacements. Emergency sewer service repairs are investigated through the Wastewater Department and sent to Engineering for review at which time the Street Department will get a work order to perform the repair. Many times the failure is caused by tree roots.

Drainage Improvements

Each year the Street Department along with Engineering identifies and repairs of areas of the city that have recurring flooding issues. This past year the department installed and tied in over 25 new catch basin structures on areas of Berkshire Street, Airport Road, and Tampa Street to name a few. In addition to the major repair work the department also started a proactive program of replacing and/or fixing raised or lowered manholes throughout the travel lanes that had become troublesome for plows and or drivers alike.



Road Repairs/Sweeping

Crews were busy maintaining the roads after a rainy spring with freeze and thaws that created for abundant potholes. As many as 4 different crews were dispersed including the hotbox in an effort to get the roads back in safe condition. In addition to the filling of potholes, areas were identified for partial overlays to create for safe passage. There were over 1500 pothole requests filled this year. Personnel also identified roads of good integrity that had isolated potholing areas and created a program of mill and fill which occurred later in the year. The new program will machine mill out areas down 1.5" and then fill with new hot mix.

The annual city sweeping program started early thanks to the weather. Four sweepers including the sidewalk sweeper cover the entire city along with parking lots, parks, and schools. The operation begins in April and extends throughout the year with a final sweeping for the Holiday Stroll on Main Street. The initial sweep finishes up in June and then the operation is downsized to maintain the heavily congested areas.

Sidewalks/Curbing

Once again Streets along with Engineering worked together to perform repairs to the sidewalks in the city. Locations identified by Engineering were repaired in house by Streets. There was over 1000 feet of concrete sidewalk replaced. The department also continued to do asphalt berms in areas of the city that had been damaged by plows and/or were drainage related issues.

Fleet and Permitting Department



The Fleet Department is staffed with 14 full time employees who are responsible for the repairs and maintenance of over 250 pieces of equipment and vehicles. The Street Department is also the main fuel depot for the city including Police, Fire and Schools. This past year two new software applications were put in place with the help of the IT department. The Fuelmaster software accurately tracks and monitors the fuel system to ensure accuracy. In addition the department began using fleet based software to track work orders, repairs and inventory.

The department is responsible for state inspections and also prepares bid specifications for vehicles purchased throughout Public Works. This past spring the Street and Parks Department purchased hybrid vehicles as the division begins to look at alternative and environmentally friendly fuels.

The fleet personnel continue to be trained in other areas to continue its specialty fabrication for outfitting and rebuilding vehicles.

The Street Department is also home to the Permits and Construction Repairs. Contractors and utility companies must pull a permit to perform work in the city's infrastructure. To ensure that the work is done properly, the inspector will permit and inspect the work through completion to make sure it meets all city standards. While the construction slowed this past year, permits began to pick up into the spring. This position is also responsible for permit to encumber on city property.

Projects

This past year the Street Department was involved in some significant projects. Streets began construction for the second phase of Rotary Common which was The Labyrinth. Crews broke ground in May and began leveling the site under the supervision of an archeologist from the state to preserve any remains. The Street Department placed granite finish concrete blocks as part of the retaining wall for the area. Crews used laser guided instruments to ensure that the site was graded properly and placed uniformly in the area.

The Street Department also worked with Pan Am Railroad to fix the infrastructure of the tracks located on Bridge Street and also the crossing on East Hollis Street. The emergency work was performed just before the onset of winter and involved major road reconstruction with accompanying detours.



Winter Operations

This past winter the City of Nashua received 56.5" of snow throughout the season. There were a total of 19 winter events that needed plowing and or salt/sand. Included in this were two snow emergencies and a New Years storm that extended over three days that dumped 12" of snow. Interestingly enough the total rainfall in March was 0" while the rain totaled 9" causing major flooding throughout parts of the city.

This past winter the city unraveled its new sidewalk snow clearing to bring the total number of miles cleared to a little fewer than 50. Eight new routes were put in place of the existing four that had been done in previous years. The Street Department also introduced its interactive Winter Operations webpage as well as the Snowline that citizens could call to get up to the hour updates on plowing operations. Snow emergency warning beacons were also placed at important points of the city to warn citizens.

Equipment Purchases

The Street Department purchased a Hybrid Ford Fusion that receives upwards of 40 miles per gallon. The Division of Public Works has been taking a closer look at purchasing more efficient and cleaner vehicles for the fleet. A new sidewalk machine and Bobcat skid steer were also purchased which will help immensely with the new sidewalk and sewer programs.



Cleaning up around community swimming pool (c. 1936)
National Archives, Negative No. 16533-c, New Hampshire, Community Sanitation

NASHUA SCHOOL DISTRICT



November 2010

Dear Fellow Nashua Residents,

The smooth start of the current school year gives us a great sense of optimism about how we manage our classrooms and how we address student needs to ensure academic growth among all our schoolchildren. While the educational results each year may not be immediately and publicly visible, we are certainly on the right path in building for the future by creating a culture of teacher collaboration to align our curriculum to state standards, use assessment data for more effective instruction, and implement more effective teaching responses to students who begin to struggle in class.

We can also report much progress in the non-academic areas of our District's work. We have restored financial controls and stability to the extent that in June 2010 we reported a modest surplus in the fiscal year operating budget. As you are well aware, this past year has been an unprecedented one for all of us here at the Nashua School District. The District started the fiscal year on July 1, 2009 facing severe budget shortfalls. The District had a \$3.3 million deficit for fiscal year 2009, and a shortfall of a similar magnitude for fiscal year 2010. More than half of the shortfalls were attributed to salaries with the remaining deficit coming from severance for retirees and special education expenditures. This created a very serious situation that resulted in the District losing 75 positions at all staffing levels over the last 18 months. Difficult decisions were made based on pragmatic review and sound counsel, keeping in mind the mission and purpose of our work. We will continue to strive to improve student achievement despite declining resources over the last five years.

Student success continues to serve as both an inspiration and incentive for all of us to do more. Last year Nashua's state test scores in literacy climbed for the third consecutive year. The percentage of students scoring proficient or higher on reading and writing tests continues to rise for all levels. In fact, Nashua High North and Nashua High South students made dramatic gains last year, scoring nearly 20 percentage points higher on the writing test. On the other hand, achievement in math and science have been relatively flat, prompting the District to pursue initiatives in 2010-2011 to implement a new elementary science curriculum and establish a steering committee to examine how we can improve student learning in math.

We are encouraged that Nashua's dropout rate last year was the lowest in 10 years. At 6.3%, our four-year cumulative dropout rate is at a 10-year low, lower than the state

average, despite our community's steadily climbing poverty rates and minority enrollments. Nashua has the second highest percentage of students among New Hampshire school districts qualifying for the federal free-and-reduced (FARMS) lunch program. Nashua also has the second highest English Language Learner (ELL) population among New Hampshire school districts.

We are proud of the Nashua School District and proud to present the 2009-2010 Annual Report to the Community to keep you up to date with the important work underway. We are grateful to the families of our students who keep focus on our shared commitment to excellence in education. In looking forward, we pledge to strive to continue to serve our students' academic needs while instilling a thirst for knowledge and information that will keep them learning beyond their years with the Nashua School District.

Sincerely,



Robert G. Hallowell
President, Board of Education



Mark Conrad
Superintendent

DISTRICT OFFICIALS
2010 Board of Education

Robert G. Hallowell
Steven G. Haas
Richard Dowd
John "Jack" Kelley
David Murotake
William E. Mosher
Dennis Ryder
Thomas L. Vaughan
Sandra Ziehm
Sathvika Reddy

President
Clerk

Student Member, NHSN

Nashua School District Administrative Staff

Superintendent
Mark Conrad

Assistant Superintendent
Althea Sheaff

Chief Operating Officer
Daniel Donovan

21st Century After-School Program
Sue Almeida, *Director*

Accountability & Assessment
Brian Cochrane, *Executive Director*

Adult & Community Education
Michelle Papanicolau, *Director*

Athletics and Wellness
Thomas Arria, *Director*
Scott Insinga, *Assistant Director*

Career & Technical Education
Marianne Dustin, *Interim Director*

District Curriculum Supervisors
Patricia Burns, *Title I*
Kathy Drolet, *Humanities K-12*
Carol Foley, *Math and Science K-12*

Business Services

Julie Simons, *Director*

Food Services

Jeanette Kimbell, *Director*

**Grants/Community
Development**

Stacy Hynes, *Director*

Human Resources

Dana O’Gara, *Director*

Plant Operations

Shawn Smith, *Director*

Gary Connors,
Asst. Dir. Maintenance

Chris Lessard,
*Asst. Dir. Safety &
Security*

Special Education

Jan Martin, *Director*

Janice Arcaro, *Assistant
Director*

Student Services and ELL

Robert Cioppa, *Director*

Technology

Richard Farrenkopf, *Director*

Transportation

David Rauseo, *Director*

School Principals

Pat Snow, Principal
*Amherst Street Elementary
School*
603.594.4385

Kyle Langille, Principal
*Bicentennial Elementary
School*
603.594.4382

Mark Lucas, Principal
Birch Hill Elementary School
603.594.4340

Christine Breen, Principal
*Broad Street Elementary
School*
603.594.4404

Tracey Cassady, Interim
Principal
*Charlotte Avenue Elementary
School*
603.594.4334

Jane Quigley, Principal
*Dr. N. Crisp Elementary
School*
603.594.4390

Chuck Healey, Principal
*Fairgrounds Elementary
School*
603.594.4318

Janet Valeri, Principal
*Ledge Street Elementary
School*
603.594.4337

Michael Mahoney, Interim
Principal
*Main Dunstable Elementary
School*
603.594.4400

Mary Frances Tintle,
Principal
*Mt. Pleasant Elementary
School*
603.594.4331

Jay Harding, Principal
*New Searles Elementary
School*
603.594.4309

Philip Schappler, Principal
*Sunset Heights Elementary
School*
603.594.4387

Colette Valade, Principal
Elm Street Middle School
603.594.4322

John Nelson, Principal
Fairgrounds Middle School
603.594.4393

Paul Asbell, Principal
Pennichuck Middle School
603.594.4308

David Ryan, Principal
Nashua High School North
603.589.6400

Jennifer Seusing, Principal
Nashua High School South
603.589.4311

The Nashua School District, in collaboration with parents and in partnership with the community, is committed to providing a high quality, personalized education to all students in a safe, nurturing, and motivating environment dedicated to helping each student become a responsible, productive member of a rapidly changing society.

Nashua School District Mission Statement

Kick Start

In July 2010, a new program called Kick Start was offered to a select group of incoming Nashua High School North and Nashua High School South freshmen. Designed to focus on literacy and numeracy skills, the program also had a strong Career and Technical Education (CTE) component. Incoming freshmen spent four weeks honing various communication skills. They applied their ability to read, speak, and write clearly as they composed reflective paragraphs about adventure learning and a college visit among other topics. They also improved and utilized their mathematic skills as they experienced introductions to culinary arts, robotics, automotive technology, and cosmetology.

Significant teacher planning time was allotted to insure that literacy and numeracy skills used in the CTE program were integrated into core instruction. Common planning occurred prior to and throughout the month-long program.

The 75 incoming freshmen selected for this program did not have a strong record of success in middle school (poor attendance, poor performance, and/or poor test scores). Kick Start was designed to boost confidence, improve decision-making, increase academic skills, and see how these skills/abilities can lead to success in school and careers. Fifty-two students completed the program (14 with perfect attendance) and earned an elective credit. More importantly, they now know they can be successful in high school because they have, in fact, 'kick started' their high school career.

Student feedback as they start school in September 2010 has been very positive. They report increased confidence as students, less anxiety about starting a new school, more awareness that skills they develop in their core classes are transferable to applied learning (or 'real world') situations, and a keener focus on postsecondary plans (career choices and college options). Student interviews are on-going and these students will continue to be supported throughout their freshman year this year.

Bicentennial Elementary School and Project Learning Tree

Imagine a school transformed. Because of their involvement in Project Learning Tree, the young students at Bicentennial Elementary School are emerging as young stewards of their community. Bicentennial Elementary was just the second New Hampshire school to participate in the *Connecting Schools to People and Place* program with the NH Project Learning Tree (NHPLT) when launched in spring 2008, culminating in spring 2010.

NH Project Learning Tree is a statewide environmental education program located in Concord and is devoted to enhancing schoolchildren's understanding, appreciation, and love for the natural world.

Creating Bicentennial's outdoor classroom was the centerpiece of the three-year partnership. The outdoor classroom is a wonderfully unifying project, serving as a great way to engage the community and teachers in becoming comfortable with the educational opportunities that exist beyond the classroom window. The outdoor

classroom includes a water element, a reading area, a butterfly garden, and an edible garden. Each Bicentennial student and teacher is involved. Erin Hollingsworth, NHPLT Education Coordinator, was at Bicentennial each week to facilitate integrating environmental education into the curriculum school-wide. The outdoor classroom is now an integral part of the school's learning space. For example, fifth graders go outdoors to identify and classify geometrical shapes, second graders pull weeds and compare plant parts using Venn diagrams; and fourth graders collect seeds for study and propagation. The first graders observe seasonal changes in their adopted trees, while third graders study surface areas using tree leaves. All grades plant bulbs and start annuals in their classrooms to plant in the garden in the appropriate season.

The primary purpose of the partnership is to provide meaningful professional development for educators, with a focus on local surroundings and the New Hampshire environment. Although primarily a science program, NHPLT crosses all disciplines, tapping skills in language arts, math, and social studies. The program emphasizes the students' development of critical thinking skills, and teaching students to think about complex issues. NHPLT helps students gain an awareness and knowledge of the world around them, as well as their place within it. Lessons directly relate to the science standards set by the NH Department of Education and are inquiry-based.

The Bicentennial-NHPLT partnership is made possible with funding from the American Forest Foundation; the Dorr Foundation; the Nashua region of the NH Charitable Foundation; Adapx, a software company based in Seattle; Bicentennial Elementary School PTO; and Liakos Real Estate, a Nashua-area agency.

Memory Portraits

We are proud to report that NHS South art students' portraits were selected to be part of the national exhibition of *Memory Portraits* at the US Department of State Truman Building Diplomacy Center in Washington DC this summer, during the final week of July. CBS News chronicled the exhibit on the Monday, August 2, 2010 broadcast of CBS News with Katie Couric. The broadcast featured interviews with several Nashua art students with their portraits.

Memory Portraits is a project sponsored by *My Class Cares*, a nonprofit organization in Wisconsin that encourages students in advance 2-D art or computer art classes to create portraits of children in orphanages and similar situations. *Memory Portraits* allows American students to create portraits of children from Third World countries who would otherwise never have an image of themselves. To date more than 25,000 portraits have been created involving orphans from 31 countries. Over the last three years, Robin Peringer, a NHS South art teacher and District Visual Arts Coordinator, has worked with her art students to create portraits of children from orphanages in Uganda, Guatemala, Ukraine, and, this year from Thailand.

Nashua ETV

Congratulations to Nashua ETV, the City of Nashua's local cable education channel, for winning first place in November 2010 in the professional category for *Best Sports Programming* from the Alliance for Community Media's Northeast Region.

The ACM is a membership organization representing the interests of community television stations throughout the country. The Northeast region includes the New England states as well as New York. The ACM-NE Video Festival showcases the region's best community television programming in 20 categories. Peter Johnson, Nashua ETV administrator and a producer for the winning entry, was presented the award at the Festival in Concord. The winning entry was the telecast of the January 31, 2010 NHS North and NHS South boys basketball game. Tom King and John Collins, the game broadcasters and producers, were also recognized with Peter Johnson.

Entries are judged by peer evaluators for content, creativity, audio and video technical elements and overall reaction. Because resources and equipment of entrants may vary greatly, judges are asked to review content based on effective use of talent and achieving the desired end result.

Nashua ETV was formally launched in February 18, 2009, with a student-produced broadcast of the launch itself. Since its launch, programming has increased from fewer than 200 telecasts per month to nearly 400 per month. In addition to Nashua Board of Education meetings, telecasts include student-produced classroom videos; school sporting events like this year's winning basketball entry; a monthly story-time hosted by Carol Gorelick, a Birch Hill Elementary School teacher; and community-produced programming.

For more information on the Nashua ETV broadcast schedule, please click on the Nashua School District web site at <http://64.80.28.130:8100/Cablecast/Public/Schedule.aspx?ChannelID=2>.

TOP TEN

Nashua High School North Class of 2010 Top Ten

Valedictorian	Samita Mohanasundaram	Harvard University
Salutatorian	Louise van den Heuvel	Massachusetts Institute of Technology
3	Wilson Powell III	Dartmouth College
4	Robert Kepner	University of San Diego
5	Juliana Wiele	Boston University
6	Emily Vancor	Rensselaer Polytechnic Institute
7	Alexander Hennessy	Cornell University
8	Julia McMullen	Boston University
9	Lekha Nair	University of Chicago
10	Trevor Rancourt	Worcester Polytechnic Institute

**Nashua High School South
Class of 2010 Top Ten**

Valedictorian	Pranathi Kaki	University of Pittsburgh
Salutatorian	Anand Sastry	Carnegie Mellon University
3	Janki Patel	McGill University
4	Sama Kadakia	Northwestern University
5	Sesha Kadakia	University of Michigan
6	Carolyn Pugliano	University of Maine
7	Christina Anderson	Keene State College
8	Jessica Lehman	Quinnipiac University
9	Anjali Krishnaswamy	Northeastern University
10	Nathan Utterback	Dartmouth College

2009-2010 Academic Awards and Honors

Tyler Gilbert, NHS North rising junior, accepted to New York University Tisch School of the Arts Summer High School program, *Drama and Film in Dublin*, at Trinity College in Dublin, Ireland

Mary Cook, Samita Mohanasundaram, Wilson Powell, Louise van den Heuvel, NHS North seniors, College Board 2010 National Merit Semifinalists

Neha Manohar, Anand Sastry, NHS South seniors, College Board 2010 National Merit Semifinalists

Dr. Crisp, Ledge Street, and Mt. Pleasant Elementary Schools' principals, teachers, and parents honored by The Parent Information Center (PIC), Concord, NH for their support of the Parent Information and Resource Centers (PIRC) at their schools
AP Scholars, 61 NHS North and NHS South students achieved Advanced Placement Scholar recognition from the College Board

Charlotte Hatch, Elizabeth Lamere, Julia McMullen, John Nguyen, Matthew Stupak, Julianna Wiele, NHS North juniors, 2008 Commended National Merit Scholars

Danielle Fallon, Nelson Horsley, Pranathi Kaki, Jessica Lehman, Chutur Wei, NHS South juniors, 2008 Commended National Merit Scholars

Laurie Ethier, Mt. Pleasant Elementary School volunteer, Outstanding School Volunteer of the Year

Vivek Bhupatiraju (Fairgrounds Elementary), **Rajrishi Das** (Bicentennial), **Ria Das** (Bicentennial), **Deepika Kurup** (Bicentennial), **Anish Mukherjee** (Bicentennial), **Jackson Powell** (Birch Hill), **Srivatsan Senthilkumar** (Bicentennial), **Shashank Vasanth** (Birch Hill), **Christine Yu** (Fairgrounds Middle) identified as high scorers in the Johns Hopkins University's Center for Talented Youth talent search.

Mary Cook, Henry Goodwin, Peter Guidi, Tim Marquis, Juliana Wiele, NHS North students, selected to the April 2010 NH Music Educators Association All-State Music Festival

Daniel Alberts, Liam Collins, John Cunningham, Caitlyn Despres, Connor Humber, Taylor Morrow, Ashley Perry, Carolyn Regula, Dalton Ringey, Kristofer Rosentel, Amy St. Louis, Anand Sastry, Nathan Utterback, Connor Vigeant, Ruth Wendel, Jessica Williams, NHS South students, selected to the April 2010 NH Music Educators Association All-State Festival

Morgan Kozyra, Kristen Roy, Christine Yu, Fairgrounds Middle School, three of five statewide winners recognized by the NH Association of Middle Level Educators for their work in conjunction with statewide celebrations around Month of the Young Adolescent in October

Meghan Gollihue, Matthew Marrotte, Virginia Savoy, NHS North, winners of the 2010 NH Scholastic Art Awards sponsored by the NH Art Educators' Association

Kaleigh Heinhold, NHS South senior, winner of the 2010 NH Scholastic Art Awards sponsored by the NH Art Educators' Association, received a *Gold Key* acknowledgement and a Coca Cola Art Scholarship

Mary Cook, Samita Mohanasundaram, Wilson Powell, Louise van den Heuvel, NHS North seniors, 2010 National Merit Finalists/Presidential Scholars

Neha Manohar, Anand Sastry, NHS South, 2010 National Merit Finalists/Presidential Scholars

Nicholas Lustig, Monika DuVarney, NHS South seniors, and **Lesa McQuesten, Kathryn Tremblay**, NHS South teachers and advisors, were recognized in April 2010 at the DECA (Distributive Education Clubs of America) International Career Development Conference in Louisville, Kentucky, for the gold level of certification awarded to *Southside*, the NHS South school store

Amherst Street Elementary School, Bicentennial Elementary School, Main Dunstable Elementary School, Fairgrounds Middle School Destination ImagiNation (DI) teams competed in the NH DI state finals in March

Ria Das, Jillian MacGregor, Mary Zhu, fifth graders at Bicentennial Elementary School, winners of the 2010 NH Water Pollution Control Association's Clean Water poster contest

Daniel Alfred, Daric Lim, Suraj Shroff, Christine Yu, Fairgrounds Middle School Destination ImagiNation team, advanced to the May DI Global Finals at the University of Tennessee, Knoxville

Alex Dupont, NHS South junior, chosen to participate in the 2010 NH All-State Art Festival at the NH Institute of Art, Manchester in May

Nicoleen Boyle, Martha Connolly, Amanda Deane, Peter Dykeman-Birmingham, Zachariah Fahsi, Kelly Hadley, Victoria Kane, Ian Krueger, Zachary Peterson, Spenser Petz, Giang Pham, Erica Regan, Sumeet Salvi, Jacqueline Siciliano, John Thurston, Kara Upton, Elm Street Middle School eighth grade students, National History Day state winners

JoAnne Del Greco, Elm Street Middle School English teacher, state Teacher of the Year Nominee

Jillian Brickley, Charlotte Avenue Elementary 5th grade teacher, state Teacher of the Year Nominee

NHS South Math Team finished first in the large school division of the NH-SMASH (Southern Mathematics Association of Senior High) League competition in March

Sreenivas Appasani, Derek Brickey, Gabrielle Cole, William Gosse, Bhavana Kaki, Sravani Kumar, Mathew Leeds, Neha Manohar, Anand Sastry, Alice Shao, Ramya Swamy, John Usseglio, Nathan Utterback, NHS South Science Olympian Team, placed in the top six in nine out of 18 events of the state-wide competition at St. Anselm College, Manchester in March

Alec Creteau, Brittany Forslind, George Hindy, Rob Kepner, Cathy Le, Kevin McAleese, Deepak Ravi, Priyanka Satpute, Hari Santhanaraghavan, Boback Sharifian, Emily Vancor, Louise van den Heuvel, Juliana Wiele, Tina Xu, NHS North Science Olympiad Team placed second in the state competition at St. Anselm College, Manchester in March

NHS South Chorale, Concert Choir, Jazz Choir, Concert Band received quality ratings at the Festival Disney, Orlando, FL in April

NHS South DECA (Distributive Education Clubs of America) Chapter placed three Top 16 finalists at the International Career Development Conference (ICDC) in Louisville, Kentucky in April

Lisa Gingras, NHS South co-head math teacher, was selected by the NHS South National Honor Society to receive the 2010 No Bell Award

Erich Engelhart, Kirk Liberty, Alex Pelkey, high school machine technology class students, placed at the NH SkillsUSA Competition at Nashua Community College in March

2010 Granite State Scholars, 75 NHS North and NHS South seniors

2010 NH Scholars, 295 NHS North and NHS South graduates were recognized by the New Hampshire College & University Council (NHCUC)

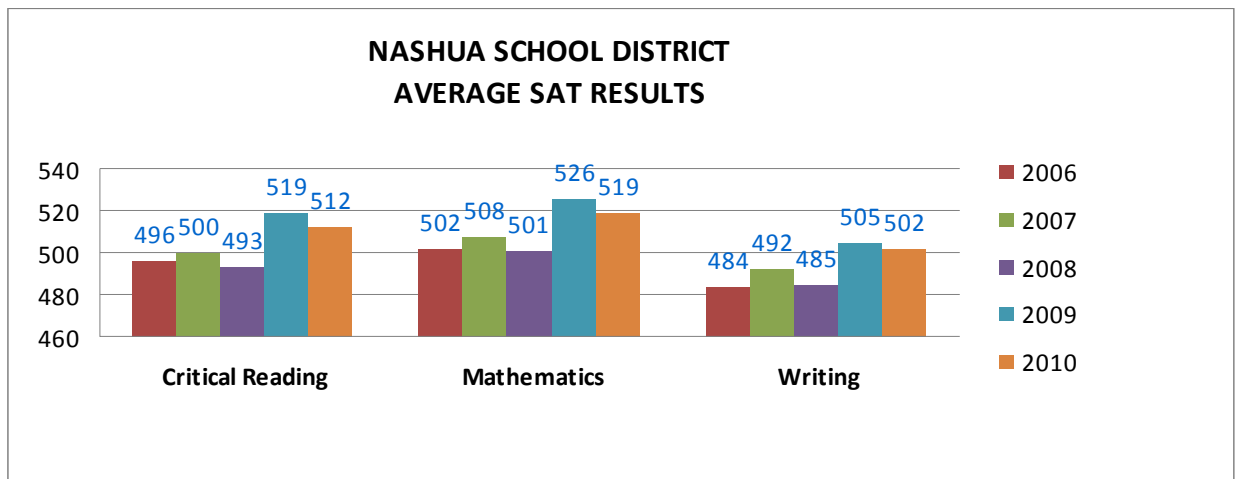
Alexis Abbott, Angela Divito, Alex Dupont, Erin Duke, Courtney Erickson, Rachel Fair, Kaleigh Heinhold, Kendra Phillis, Kinjal Shah, NHS South art students and **Nate Terrin**, NHS South alumnus, had artwork selected for the national *Memory Portraits* exhibition held in July at the US Department of State Truman Building Diplomacy Center, Washington DC

Samita Mohanasundaram, NHS North Class of 2010 Valedictorian, US Presidential Scholar

Athletic Awards and Honors

Scholar/Athlete Recognition Program, 76 NHS North and NHS South seniors were honored by the NH Athletics Directors Association and the NH Interscholastic Athletic Association (NHIAA)

Adrien Aries, Tessa Brouillard, Ryan Clukey, Abigail DeWitt, Jennifer French, Nathan Garner, Alex Hennessey, Alex Hinckley, John Latvis, Halley Lizotte, Colton Skavicus, Evan Sullivan, Chris Vitale, NHS North, individual state swim champions in the Meet of Champions and the New England Championships in February



Nashua at a Glance

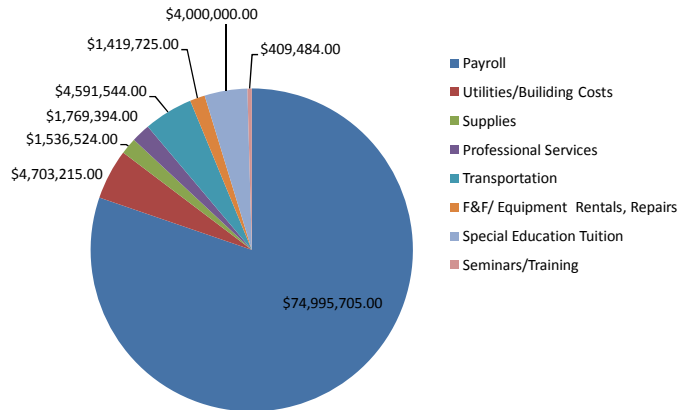
Second Largest School District in the State

Number of Employees	1975
Number of Teachers	915
Bachelors	321
Bachelors +30	67
Masters	414
Masters +30	109
Doctorates	4
Student Enrollment as of October 1, 2010	12,167
Number of 2010 National Merit Commended and Semifinalist Scholars	
NHS North	5
NHS South	8
US Presidential Scholar or Nominee 2010	
NHS North	1
NHS South	None
Number of Special Education Students	1,801
Number of ELL (English Language Learners) (grades 1 through 12)	1,045
Percent of Students Receiving Free/ Reduced-Price Meals	33%
Number of Class of 2010 Graduates	
NHS North	424
NHS South	538
Adult & Community Education Program	80
Percent of Students Pursuing Post-Secondary Education	
NHS North	86%
NHS South	78%
Adult & Community Education Program	58%

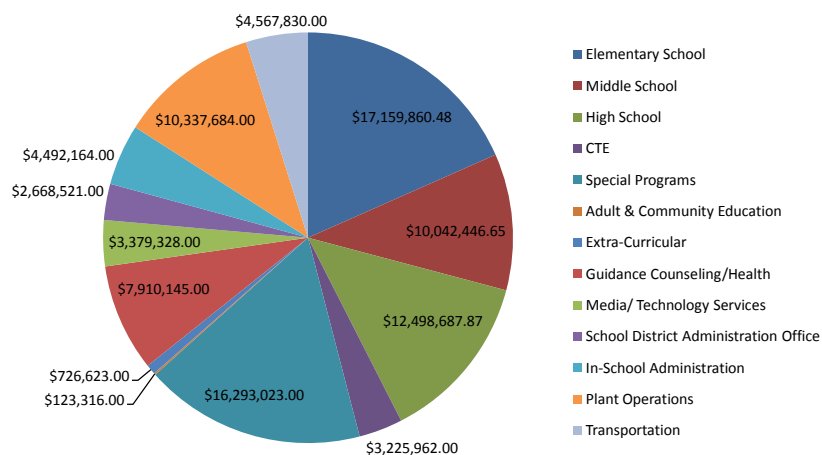
Nashua School District Operating Budget

The Nashua Board of Education manages the Nashua School District operating budget, which for fiscal year 2011, ending June 30, 2011, totals \$93,425,591. Additional expenditures, such as employee health insurance benefits, are managed through other City of Nashua departments.

**Operating Budget 2011
Type of Expenditure**



**Operating Budget 2011
Program**





R-08-63

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF FOUR MILLION FIVE HUNDRED THOUSAND DOLLARS (\$4,500,000) FOR THE PURCHASE, REPAIR, RENOVATION, AND IMPROVEMENT OF VARIOUS CITY BUILDINGS

R-08-104

AUTHORIZING THE TRANSFER OF \$38,500 FROM FY2008 CDBG CONTINGENCY FUNDS INTO CDBG ACCOUNT 374-07558-7108 "BOYS & GIRLS CLUB NEW TEEN CENTER"

R-09-203

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF SEVEN MILLION FIVE HUNDRED THOUSAND DOLLARS (\$7,500,000) FOR THE REPLACEMENT AND MODERNIZATION OF THE CITY-WIDE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS

R-09-205

RELATIVE TO THE USE OF HOME INVESTMENT PARTNERSHIP FUNDS BY 3D REALTY FOR THE AFFORDABLE HOUSING PROJECT LOCATED AT 126 VINE STREET

R-09-209

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$834,900 INTO SPECIAL REVENUE ACCOUNT #373-7002 "FY 2010 ENERGY EFFICIENCY AND CONSERVATION BLOCK GRANT" FROM THE UNITED STATES DEPARTMENT OF ENERGY

The preceding Resolutions were passed July 14, 2009

Steven A. Bolton, President

Approved July 21, 2009

Donnalee Lozeau, Mayor

R-09-207

ESTABLISHING POLLING TIMES FOR THE MUNICIPAL ELECTION ON NOVEMBER 3, 2009

R-09-211

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2010 ESCROWS

R-09-225

ESTABLISHING AN EXPENDABLE TRUST FUND FOR BASEBALL FIELD REHABILITATION AND TO APPROPRIATE \$40,000 FROM FY2009 ACCOUNT #591-86005 "GENERAL CONTINGENCY" INTO THE EXPENDABLE TRUST FUND

*The preceding Resolutions were passed August 11, 2009
Steven A. Bolton, President
Approved August 12, 2009
Donnalee Lozeau, Mayor*

R-09-214

AUTHORIZING THE EXPENDITURE OF AN AMOUNT NOT TO EXCEED \$3,362,000 FROM THE SCHOOL CAPITAL RESERVE FUND (ACCOUNT 981-5368) FOR THE PURPOSE OF PAYING SCHOOL BONDED DEBT PRINCIPAL AND AUTHORIZING THE TRANSFER OF AN AMOUNT NOT TO EXCEED \$3,362,000 FROM FY2009 ACCOUNT #592-85025 "DEBT SERVICE, PRINCIPAL SCHOOL BONDED DEBT" INTO FY2009 ACCOUNT #581-99985 "SCHOOL DEPARTMENT, BUDGET ADJUSTMENT"

*The preceding Resolution was passed August 20, 2009
Steven A. Bolton, President
Approved August 20, 2009
Donnalee Lozeau, Mayor*

R-09-206

RELATIVE TO THE DISPOSITION OF A PORTION OF LAND ON SHADY LANE (SHEET B, LOT 3116)

R-09-210

AUTHORIZING THE TRANSFER OF \$10,685 FROM ACCOUNT 374-07035-7108 "FY2008 CDBG EMERGENCY HOME REPAIRS" INTO ACCOUNT 374-07990-7108 "FY2008 CDBG CONTINGENCY FUNDS"

R-09-213

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$27,500 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES INTO SPECIAL REVENUE ACCOUNT 351-6533 "STORMWATER UTILITY FEASIBILITY STUDY" AND TO AUTHORIZE THE TRANSFER OF MATCHING FUNDS IN THE AMOUNT OF \$9,500 FROM ACCOUNT 792-3794 "WASTEWATER STORMWATER ABATEMENT FUND" INTO SAID SPECIAL REVENUE ACCOUNT

R-09-215

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$445,048 FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO SPECIAL REVENUE ACCOUNT #331-6267 "2009 RECOVERY ACT JAG GRANT" (MULTI-JURISDICTIONAL)

R-09-217

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA POLICE COMMISSION AND THE NASHUA POLICE SUPERVISORS ASSOCIATION FROM JULY 1, 2009 THROUGH JUNE 30, 2011

R-09-218

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF NASHUA, NEW HAMPSHIRE AND INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), LOCAL #2232, PROFESSIONAL UNIT, JULY 1, 2009 THROUGH JUNE 30, 2011

R-09-219

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF NASHUA, NEW HAMPSHIRE AND INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), LOCAL #2232, CLERICAL AND TECHNICAL UNIT, JULY 1, 2009 THROUGH JUNE 30, 2011

R-09-220

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF NASHUA BOARD OF PUBLIC WORKS AND AFSCME, AFL-CIO, LOCAL 365, FROM JULY 1, 2006 THROUGH JUNE 30, 2011

R-09-221

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$40,175 FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT #331-6268 "2010 NH DRUG TASK FORCE GRANT" AND TO AUTHORIZE THE TRANSFER OF \$15,000 FROM ACCOUNT #591-86007 "CONTINGENCY, POLICE GRANTS" INTO AFOREMENTIONED SPECIAL REVENUE ACCOUNT

R-09-222

REQUESTING DESIGNATION OF A "SPIT BROOK ROAD ECONOMIC REVITALIZATION ZONE"

R-09-223

REQUESTING DESIGNATION OF A "SOUTHWOOD-TRAFALGAR ECONOMIC REVITALIZATION ZONE"

R-09-226

AUTHORIZING THE TRANSFER OF \$62,000 FROM FY2009 CDBG CONTINGENCY FUNDS INTO CDBG ACCOUNT 374-07587-7109 "SALVATION ARMY"

R-09-228

EXTENDING CONGRATULATIONS TO THE NASHUA NORTHWEST CAL RIPKEN 11 YEAR OLD ALL STAR BASEBALL TEAM

The preceding Resolutions were passed September 8, 2009

Steven A. Bolton, President

Approved, September 15, 2009

Donnalee Lozeau, Mayor

R-09-216

NAMING THE LOWER FIELD AT KIRKPATRICK PARK "DAVID DRESCHER FIELD"

R-09-224

AUTHORIZING THE USE OF THE GOVERNMENT ACCESS CHANNEL (CHANNEL 16) OR THE EDUCATIONAL ACCESS CHANNEL (CHANNEL 99) FOR 2009 MUNICIPAL ELECTION DEBATES AND FORUMS AND AUTHORIZING PAYMENT OF THE VIDEOGRAPHER'S EXPENSES FROM THE PUBLIC ACCESS CHANNEL ACCOUNT

R-09-229

RELATIVE TO THE TRANSFER OF "2,000,000 FROM ACCOUNT #308-91-6105 "EMPLOYEE BENEFITS FUND" INTO GENERAL FUND "UNDESIGNATED FUND BALANCE"

R-09-230

ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

The preceding Resolutions were passed September 22, 2009

Steven A. Bolton, President

Approved, September 26, 2009

Donnalee Lozeau, Mayor

R-09-242

APPROVING THE COST ITEMS OF A SIDEBAR AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND NASHUA POLICE PATROLMAN'S ASSOCIATION EFFECTIVE TO INCREASE THE OUTSIDE DETAIL COMPENSATION RATE FOR FULL-TIME EMPLOYEES

The preceding Resolution was passed September 30, 2009

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

October 8, 2009

R-09-231

RELATIVE TO THE TRANSFER OF \$100,000 FROM ACCOUNT 591-86005 "FY2009 GENERAL CONTINGENCY" AND \$100,000 FROM ACCOUNT 591-86016 "FY2009 CONTINGENCY – FUEL & ENERGY" INTO ACCOUNT 953-5329 "DPW SNOW REMOVAL EXPENDABLE TRUST FUND"

R-09-232

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF AN ECONOMIC DEVELOPMENT INITIATIVE GRANT IN THE AMOUNT OF \$190,000 INTO SPECIAL REVENUE ACCOUNT #374-7030 "EDI DOWNTOWN RIVERFRONT REDEVELOPMENT" FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

R-09-233

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES BROWNFIELDS CLEANUP REVOLVING LOAN FUND PETROLEUM SUBGRANT OF \$200,000 INTO SPECIAL REVENUE ACCOUNT #371-7035

R-09-234

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF AN ADDITIONAL \$92,495 INTO SPECIAL REVENUE ACCOUNT #341-6449 "FY 2010 EMERGENCY PREPAREDNESS GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH & HUMAN SERVICES

R-09-235

AUTHORIZING THE TRANSFER OF \$4,000 FROM FY2009 CDBG CONTINGENCY FUNDS INTO CDBG ACCOUNT 374-07163-7109 "UPPER ROOM COMPASSIONATE MINISTRY"

R-09-236

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF AN ADDITIONAL \$69,768 FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT INTO SPECIAL REVENUE ACCOUNT #341-6414 "HOPWA GRANT"

R-09-238

RELATIVE TO THE ACCEPTANCE OF DONATED MATERIALS AND SERVICES IN THE AMOUNT OF APPROXIMATELY \$100,000 FROM GREAT AMERICAN DOWNTOWN FOR IMPROVEMENTS TO THE RIVERWALK

R-09-241

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), PROFESSIONAL EMPLOYEES OF THE NASHUA POLICE DEPARTMENT, LOCAL #2322, THROUGH JUNE 30, 2011

R-09-243

RELATIVE TO THE APPROPRIATION OF \$1,000,000 FROM ACCOUNT #299-00 "UNDESIGNATED FUND BALANCE" INTO ACCOUNT #581-99985 "SCHOOL DEPARTMENT – BUDGET ADJUSTMENT" (\$850,000) AND ACCOUNT #981-5375 "SPECIAL EDUCATION EXPENDABLE TRUST FUND" (\$150,000)

*The preceding Resolutions were passed October 13, 2009
Steven A. Bolton, President
Approved, October 14, 2009
Donnalee Lozeau, Mayor*

R-09-240

CREATING A SPECIAL REVENUE FUND FOR POLICE LAW ENFORCEMENT
TRAINING COURSE FEES

The preceding Resolution was passed October 13, 2009

Steven A. Bolton, President

Approved, October 16, 2009

Donnalee Lozeau, Mayor

R-09-239

RELATIVE TO THE USE OF HOME INVESTMENT PARTNERSHIP FUNDS BY
HARBOR HOMES FOR AN AFFORDABLE HOUSING PROJECT LOCATED AT 59
FACTORY STREET

The preceding Resolution was passed October 13, 2009

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

October 21, 2009

R-09-237

AUTHORIZING THE ACCEPTANCE OF LAND IDENTIFIED AS TAX MAP 70, LOT 2
FROM DAVID E. ROCHE AND SARAH R. ROCHE

R-09-244

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$290,929 FROM THE
UNITED STATES DEPARTMENT OF JUSTICE INTO SPECIAL REVENUE ACCOUNT
#331-6271 "JUSTICE ASSISTANCE GRANT 2009 (MULTI-JURISDICTIONAL)"

R-09-245

RELATIVE TO THE ACCEPTANCE OF DONATED PRODUCTS AND SERVICES IN
THE AMOUNT OF APPROXIMATELY \$4,890.30 FROM THE RENOVATION AND
REPAIR OF THE CANNON AT GREELEY PARK

R-09-247

EXTENDING CONGRATULATIONS TO CAROLYN WALLEY FOR HAVING EARNED
THE GIRLS SCOUT GOLD AWARD

The preceding Resolutions were passed October 27, 2009

Steven A. Bolton, President

Approved, October 29, 2009

Donnalee Lozeau, Mayor

R-09-246

RELATIVE TO THE TRANSFER OF \$10,000 FROM TWO LEGAL DEPARTMENT
ACCOUNTS INTO ACCOUNT 524-64040 "INFORMATION TECHNOLOGY CITYWIDE
COMPUTER SOFTWARE"

R-09-248

RELATIVE TO THE TRANSFER OF \$434,581 FROM ACCOUNT #597-86605 "CONTINGENCY –NEGOTIATIONS" AND \$26,961 FROM ACCOUNT #591-86005 "CONTINGENCY – GENERAL" INTO VARIOUS DEPARTMENTAL BUDGETS FOR THE PURPOSE OF FUNDING APPROVED COLLECTIVE BARGAINING AGREEMENTS

The preceding Resolutions were passed November 10, 2009

Steven A. Bolton, President

Approved, November 12, 2009

Donnalee Lozeau, Mayor

R-09-249

AUTHORIZING THE ACCEPTANCE OF A PEDESTRIAN EASEMENT DEED ON THE NORTHERLY SIDE OF THE NASHUA RIVER FOR PUBLIC ACCESS AS CLASS A AND B TRAILS UNDER RSA 231-A

R-09-251

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$75,000 INTO SPECIAL REVENUE ACCOUNT #341-6133 "COMMUNITY-BASED TOBACCO PREVENTION & CONTROL GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES

The preceding Resolutions were passed November 24, 2009

Steven A. Bolton, President

Approved, November 25, 2009

Donnalee Lozeau, Mayor

R-09-250

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND NASHUA POLICE PATROLMAN'S ASSOCIATION, THROUGH JUNE 30, 2011 AND TO FURTHER TRANSFER \$167,083 FROM ACCOUNT #597-86605 "CONTINGENCY – NEGOTIATIONS" AND \$31,825 FROM ACCOUNT #591-86005 "CONTINGENCY – GENERAL" INTO ACCOUNT #531-11900 "POLICE – PAYROLL ADJUSTMENTS" FOR THE PURPOSE OF FUNDING BASE SALARY ADJUSTMENTS IN CONNECTION WITH THE CONTRACT

The preceding Resolution was passed December 8, 2009

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

December 16, 2009

R-09-252

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$145,083 INTO SPECIAL REVENUE ACCOUNT #341-6450"FY 2010 PHASE III- H1N1 INFLUENZA GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES

The preceding Resolution was passed December 22, 2009

Steven A. Bolton, President

Approved, December 22, 2009

Donnalee Lozeau, Mayor

R-09-253

AUTHORIZING THE MAYOR TO ENTER INTO A MEMORANDUM OF AGREEMENT WITH THE REFLECTION GARDEN AND LABYRINTH COMMITTEE RELATIVE TO THE CONSTRUCTION OF A REFLECTION GARDEN AND LABYRINTH AT ROTARY COMMON, AND AUTHORIZING THE ACCEPTANCE OF A DONATION OF APPROXIMATELY \$125,000 FROM THE ROTARY CLUB OF NASHUA, INC. ON BEHALF OF THE REFLECTION GARDEN AND LABYRINTH COMMITTEE TO BE USED PURSUANT TO THE AGREEMENT

The preceding Resolution was passed December 22, 2009

Steven A. Bolton, President

Approved, December 24, 2009

Donnalee Lozeau, Mayor

R-10-01

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$75,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #336-6274 "PUBLIC SAFETY INTEROPERABILITY COMMUNICATIONS GRANT" AND TO AUTHORIZE THE TRANSFER OF MATCHING FUNDS IN THE AMOUNT OF \$15,000 FROM ACCOUNT #590-23536 "PRIOR YEAR ESCROW, COMMUNICATIONS"

R-10-02

SUPPORTING RAIL SERVICE AND AUTHORIZING JOINING THE NEW ENGLAND RAIL COALITION

R-10-03

AUTHORIZING THE MAYOR AND CITY TREASURER TO APPLY TO THE NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES (NHDES) TO INCREASE THE AMOUNT OF THE LOAN BY UP TO \$250,000 FROM ITS REVOLVING LOAN FUND FOR ADDITIONAL EXPENSES RELATED TO THE HAINES STREET AREA SEWER SEPARATION PROJECT

*The preceding Resolutions were passed January 26, 2010
Brian S. McCarthy, President
Approved, January 27, 2010
Donnalee Lozeau, Mayor*

R-10-06

EXTENDING CONGRATULATIONS TO THE NASHUA PAL
FORCE JUNIOR TEAM '09

*The preceding Resolution was passed February 9, 2010
Brian S. McCarthy, President
Approved, February 10, 2010
Donnalee Lozeau, Mayor*

R-10-04

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE
AMOUNT OF \$63,125 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO
SPECIAL REVENUE ACCOUNT 331-6284 "2010 VIOLENCE AGAINST WOMEN
GRANT PROGRAM" AND TO AUTHORIZE THE TRANSFER OF \$40,294 FROM
ACCOUNT 591-86007 "CONTINGENCY – POLICE GRANTS" INTO SAID SPECIAL
REVENUE ACCOUNT

*The preceding Resolution was passed February 23, 2010
Brian S. McCarthy, President
Approved, February 23, 2010
Donnalee Lozeau, Mayor*

R-10-05

ESTABLISHING AN AD HOC COMMITTEE TO EXPLORE AND INVESTIGATE THE
SCHOOL DISTRICT'S BUDGET DEFICIT AND BUDGET PROCESS

*The preceding Resolution was passed February 23, 2010
Brian S. McCarthy, President
Took Effect 7 Days After Passage Without the Mayor's Signature
March 3, 2010*

R-10-08

EXTENDING CONGRATULATIONS TO THE NASHUA PAL
FORCE SENIOR TEAM '09

*The preceding Resolution was passed March 9, 2010
Brian S. McCarthy, President
Approved, March 10, 2010
Donnalee Lozeau, Mayor*

R-10-10

AUTHORIZING THE PURCHASE OF LAND AND IMPROVEMENTS AT 40 PINE STREET, TAX LOT 83-80 FOR THE SUM OF \$225,800

The preceding Resolution was passed March 23, 2010

Brian S. McCarthy, President

Approved, March 25, 2010

Donnalee Lozeau, Mayor

R-10-07

AUTHORIZING THE MAYOR TO ENTER INTO THE ATTACHED MEMORANDUM OF AGREEMENT WITH THE REFLECTION GARDEN AND LABYRINTH COMMITTEE RELATIVE TO THE CONSTRUCTION OF A REFLECTION GARDEN AND LABYRINTH AT ROTARY COMMON

The preceding Resolution was passed March 23, 2010

Brian S. McCarthy, President

Approved, March 29, 2010

Donnalee Lozeau, Mayor

R-10-09

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$25,000 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #331-6252 "2009 FEDERAL STREET SWEEPER GRANT

The preceding Resolution was passed April 13, 2010

Brian S. McCarthy, President

Approved, April 13, 2010

Donnalee Lozeau, Mayor

R-10-11

RECOGNIZING THE BIG BROTHERS BIG SISTERS OF GREATER NASHUA

The preceding Resolution was passed April 13, 2010

Brian S. McCarthy, President

Approved, April 14, 2010

Donnalee Lozeau, Mayor

R-10-19

AUTHORIZING ADDITIONAL ACTIONS RELATED TO A LAND EXCHANGE AND PROPOSED LEASE AGREEMENT WITH THE YMCA FOR PORTIONS OF PARCELS ON RIVERSIDE STREET (LOT E-1358 AND LOT E-1359

The preceding Resolution was passed April 27, 2010

Brian S. McCarthy, President

Approved, April 28, 2010

Donnalee Lozeau, Mayor

R-10-13

RELATIVE TO THE ACCEPTANCE AND THE APPROPRIATION OF FUNDS IN THE AMOUNT OF \$145,868 INTO SPECIAL REVENUE ACCOUNT #342-6483 "HIV PREVENTION SERVICES GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES

R-10-14

REQUESTING DESIGNATION OF AN "AMHERST STREET ECONOMIC REVITALIZATION ZONE"

R-10-15

REQUESTING DESIGNATION OF A "NORTHEASTERN BOULEVARD ECONOMIC REVITALIZATION ZONE"

R-10-16

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$364,000 INTO SPECIAL REVENUE ACCOUNT #341-6455 "FY 2011 EMERGENCY PREPAREDNESS GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES

R-10-17

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$364,000 INTO SPECIAL REVENUE ACCOUNT #341-6456 "FY 2012 EMERGENCY PREPAREDNESS GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES

R-10-21

AUTHORIZING THE ACQUISITION OF APPROXIMATELY .36 ACRES OF LAND AND BUILDINGS AT 43, 51 AND 53 PINE STREET AND 22 LEDGE STREET, TAX MAP 85, LOTS 58, 59, 62 AND 63, FOR THE PURCHASE PRICE OF TWO HUNDRED TWELVE THOUSAND EIGHT HUNDRED FIFTY DOLLARS (\$212,850)

R-10-22

AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR 2011

R-10-24

RECOGNIZING OFFICER JOE BROWN OF THE NASHUA POLICE DEPARTMENT

*The preceding Resolutions were passed May 11, 2010
Brian S. McCarthy, President
Approved, May 12, 2010
Donnalee Lozeau, Mayor*

R-10-12

APPROVING A HOLMAN STADIUM SPONSORSHIP AGREEMENT

*The preceding Resolution was passed May 25, 2010
Brian S. McCarthy, President
Approved, May 27, 2010
Donnalee Lozeau, Mayor*

R-10-28

AUTHORIZING THE FILING OF APPLICATIONS AND EXECUTIVE OF GRANT AGREEMENTS WITH THE UNITED STATES DEPARTMENT OF TRANSPORTATION AND THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION FOR GRANTS UNDER THE URBAN MASS TRANSPORTATION ACT OF 1964, AS AMENDED, FOR FISCAL YEARS 2011 AND 2012

*The preceding Resolution was passed June 3, 2010
Brian S. McCarthy, President
Approved, June 4, 2010
Donnalee Lozeau, Mayor*

R-10-20

UPDATING THE FINANCIAL STANDARDS FOR THE CITY'S WELFARE

R-10-23

RELATIVE TO THE ADOPTION OF FISCAL YEAR 2011 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL, ENTERPRISE, AND SPECIAL REVENUE FUNDS

R-10-25

ADOPTING THE 2010 – 2015 CONSOLIDATED PLAN, THE REVISED CITIZEN PARTICIPATION PLAN, AND THE FY11 ANNUAL ACTION PLAN

*The preceding Resolutions were passed June 8, 2010
Brian S. McCarthy, President
Approved, June 10, 2010
Donnalee Lozeau, Mayor*

R-10-18

AUTHORIZING THE MAYOR TO ENTER INTO A TRANSPORTATION ENHANCEMENT AGREEMENT WITH THE STATE OF NEW HAMPSHIRE FOR THE PURPOSE OF EXPANDING THE CLOSED LOOP TRAFFIC SIGNAL SYSTEM OF THE CITY'S EXISTING TRAFFIC MANAGEMENT CENTER AND TO ACCEPT AND APPROPRIATE \$1,840,000 FOR THE PROJECT

R-10-27

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF SIX MILLION NINE HUNDRED AND FIFTY THOUSAND DOLLARS (\$6,950,000) FOR VARIOUS SCHOOL IMPROVEMENTS

The preceding Resolutions were passed June 22, 2010

Brian S. McCarthy, President

Approved, June 24, 2010

Donnalee Lozeau, Mayor



Municipal Stadium (Holman Stadium) Being Built by WPA – 1936
National Archives – Negative 5295-A, New Hampshire, Athletic Fields

INDEX

Assessors Office.....	251
Board of Aldermen (2008 - 2009).....	184
Board of Aldermen (2010 - 2011).....	190
Board of Education (2008 - 2009).....	187
Board of Education (2010 - 2011).....	193
Board of Public Works (2008 - 2009).....	187
Board of Public Works (2010 - 2011).....	193
Building Maintenance.....	254
Child Care Services.....	302
City Clerk's Office.....	215
City Hall.....	198
Code Enforcement Department.....	229
Common Council	196
Community Development Division.....	223
Community Health Department.....	303
Compensation.....	253
Conservation Commission.....	231
Debt, Long-Term.....	262
Departmental Reports.....	214
Economic & Labor Market Information Bureau Report.....	v
Edgewood Cemetery.....	215
Election Officials (2008 - 2009).....	188
Election Officials (2010 - 2011).....	194
Election Results.....	217
Engineering.....	321
Environmental Health Department.....	308
Epidemiology.....	318
Financial Report for Fiscal Year Ended June 30, 2010.....	viii
Financial Report: Independent Auditor's Report.....	17
Financial Report: Transmittal Letter from Mayor and CFO.....	1
Financial Report: Management's Discussion and Analysis.....	19
Financial Report: Notes to Financial Statements.....	47
Financial Report: Table of Contents.....	ix
Financial Reporting/Compliance Department.....	252
Financial Services Division.....	250
Fire Alarm Communications.....	268
Fire Commission (2008 - 2009).....	187
Fire Commission (2010 - 2011).....	193
Fire Events.....	271
Fire Incidents.....	272
Fire Marshal.....	273
Fire Mechanics Division.....	276
Fire Rescue.....	263
Fire Rescue Roster.....	265
Fire Training/Safety Division.....	277
GIS Department.....	251

INDEX

Historic District Commission.....	238
Historical Events, Sampling.....	174
Human Resources Department.....	279
Library, Nashua Public.....	280
Long-Term Debt.....	262
Mayor and Board of Aldermen (2008 - 2009).....	184
Mayor and Board of Aldermen (2010 - 2011).....	190
Mayors of Nashua.....	199
Mediation Program.....	312
Mine Falls Park Advisory Committee.....	236
Municipal Government (2008 - 2009).....	185
Municipal Government (2010 - 2011).....	191
Parks and Recreation Department.....	330
Planning Board.....	238
Planning Department.....	239
Police Department.....	287
Presidents, Board of Aldermen.....	197
Presidents, Common Council.....	196
Property Taxes Assessed.....	258
Public Health and Community Services, Division of.....	300
Public Health Emergency Preparedness.....	313
Public Works, Division of.....	321
Purchasing Department.....	253
Resolutions Passed by the Board of Aldermen.....	354
Revenues, Statement of FY2010.....	159
Risk Management.....	254
School District.....	342
Seal of the City.....	213
Solid Waste Department.....	333
Standing Committees, Board of Aldermen (2008 - 2009).....	186
Standing Committees, Board of Aldermen (2010 - 2011).....	192
State of the City Address: February 23, 2010.....	200
Street Department.....	337
Tax Rate History (1981 - 2010).....	260
Traffic.....	336
Transportation Department.....	242
Treasury/Collections Department.....	256
Trust Funds.....	141
Urban Programs Department.....	245
Valuation, Summary Inventory of.....	258
Vital Statistics.....	221
Wastewater Treatment Facility.....	327
Welfare Department.....	310
Zoning Board of Adjustment.....	242

