

Annual Report  
of the  
City of Nashua  
New Hampshire



159<sup>th</sup> Municipal Government Report

2012

**159<sup>th</sup> MUNICIPAL  
GOVERNMENT REPORT**

**FISCAL YEAR**

**JULY 1, 2011 – JUNE 30, 2012**

*Office of the City Clerk*

*Paul R. Bergeron, City Clerk*

*Tricia Piecuch, Deputy City Clerk*

*Printed by: Ralph B. Jackson*

***“Government is a trust, and the officers of the government are the trustees. And both the trust and the trustees are created for the benefit of the people.”***

*Henry Clay (1777 – 1852) U.S. Congressman & Senator, lawyer  
Speech at Ashland, KY, March 1829*

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The 2011 – 2012 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](mailto:cityclerkdept@nashuanh.gov).

*Paul R. Bergeron, City Clerk*

**CITY OF NASHUA  
NEW HAMPSHIRE**

**Comprehensive Annual Financial Report**

**For The Fiscal Year Ended  
June 30, 2012**



**Prepared by:  
The Financial Services Division**

**John Griffin  
CFO/ Comptroller**



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Municipal Government Report

City of Nashua, New Hampshire  
Comprehensive Annual Financial Report  
For the Fiscal Year Ended June 30, 2012

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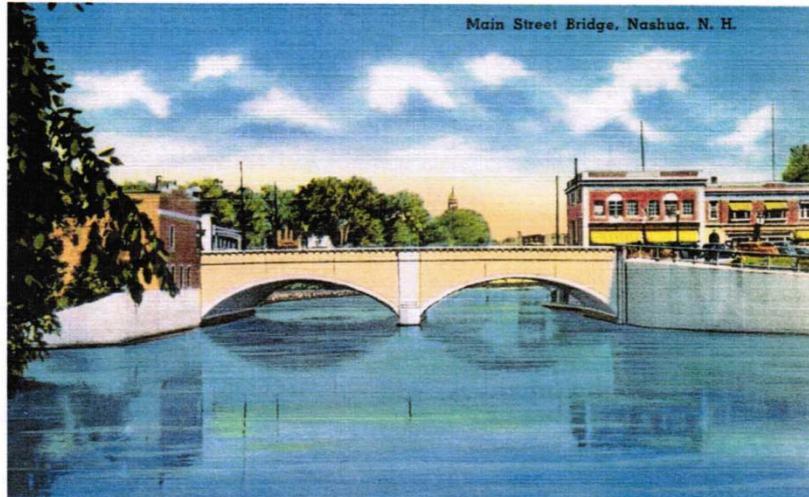
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*Main Street Bridge*



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



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

(603) 589-3173  
Fax (603) 589-3233

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February 22, 2013

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, 2012. 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](http://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 units, Pennichuck Corporation and 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](http://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 2012 budget was within the spending cap of 2.0% by approximately \$979,000. The fiscal year 2013 budget adopted in July 2012 also came in under the spending cap of 1.7% by approximately \$477,000. 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, 2012 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. Combined Sewer Overflow (CSO) Consent Decree projects and mandated operational costs are expected to be approximately \$73 million with approximately \$52 million of that the total spent by the end of fiscal year 2012. 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 have been deferred until further notice. The City updates the wastewater rate study on an annual basis. The most recent rate study was presented to the Board of Aldermen in April 2011 and a 15% increase in the wastewater user fee rates effective July 1, 2011 was approved.

During fiscal year 2012, the Solid Waste Fund received a transfer of approximately \$3.5 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 uses a 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 \$185.5 million of authorized unissued debt, excluding unissued balances of refunding bonds authorized. There is approximately \$86.5 million of general obligation debt outstanding for the school district and \$32.9 million for the City, and \$150.5 million for the acquisition of Pennichuck Corporation. 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 \$36.9 million in debt outstanding for the City's enterprise funds.

\$13.5 million in new debt was issued in fiscal year 2012 for the Enterprise System Resource (ERP) Project, Broad Street Parkway Project and City buildings and school renovation projects. In addition, the City sold \$150.5 million in taxable bonds for the purchase of Pennichuck Corporation. Debt limitations are discussed in MD&A and in the statistical section.

**Credit Rating**

During FY2012, the City's credit rating was reaffirmed at AAA by Fitch Ratings in connection with the \$150.5 million issuance of taxable general obligation bonds for the acquisition of Pennichuck Corporation and the issuance of \$13.5 million of general obligation bonds for the purposes noted above. In reaffirming its rating, Fitch Ratings cited the City's

- Diverse and expanding economic base
- Strong financial management
- Strong reserve fund levels
- Above average wealth indicators
- Overall low debt burden.

In January 2012, Moody's Investors Service rated the City's bonds at Aa2 related to the Pennichuck acquisition. In February 2012, Standard & Poor's reaffirmed its rating of AA+.

**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 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 2012 was 0.63%, compared to the .50% earned in the prior fiscal year, which is a slight improvement.

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 continues to experience declines due to the historically low interest rates. Tax collections stated as a percent of the current levy were 98.8%, compared to 98.9% 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.

During FY2012, the City received level funding of \$35.9 million in State Adequate Education Grant Funds. This funding source remains the city's most challenging revenue concern due to its significant impact on the City budget and the considerable tax rate relief it provides.

Motor vehicle revenue received during fiscal year 2012 came in at \$11 million, approximately \$660,000 greater than budget. This particular revenue source has rebounded from the downward trend that began in early 2008. 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 unassigned general fund balance position at the end of fiscal year 2012 was \$25.9 million, an increase of \$400,000 from the prior fiscal year.

### **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. The core financial applications and the purchasing module were implemented in April 2012, and the Human Resource system and payroll application were implemented on January 1, 2013.

The NGIN project has and will continue to incorporate business process improvement and best practices for each phase of the project. These systems will promote and support electronic sharing of information and government transparency.

**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 \$30.5 million funded by the Federal Department of Transportation. The total budget for the project is \$68.1 million. \$3.7 million has been spent through June 30, 2012 and an additional \$13.6 million in contracts have been executed.

The parkway will provide a second bridge crossing over the Nashua River and will connect downtown Nashua, the Millyard, and other key redevelopment sites with Broad Street (near the exit 6 interchange).

To date, a few phases of the project have been completed including Pine and Palm Street road reconstruction as well as the demolition of certain buildings within the City's Millyard area. Final engineering design is currently underway for the parkway with construction scheduled to begin on this phase of the project in FY2014.

**Acquisition of Water System**

On January 25, 2012, the City of Nashua purchased all the outstanding shares of Pennichuck Corporation (Pennichuck) for a price of \$29.00 per share or approximately \$138 million in cash. Through the acquisition of shares, the City acquired control of all of Pennichuck's assets, liabilities and businesses, including land comprising the watershed of the Pennichuck Brook and the three regulated water utilities owned by Pennichuck. Taking into account all of the assumed liabilities of the company and its businesses, the acquisition was valued at approximately \$200 million. Pennichuck remains an independent corporation with an independent Board of Directors with the City of Nashua as its sole shareholder.

The acquisition was subject to a number of conditions including the approval of financing by at least two-thirds of the City of Nashua Board of Aldermen, approval of at least two-thirds of the shareholders of Pennichuck, approval by the New Hampshire Public Utilities Commission (NHPUC) and the completion of the City's financing of the transaction. All of the necessary approvals were obtained with the last being the NHPUC approving the City's acquisition of Pennichuck in November 2011. On January 25, 2012, the City issued \$150.5 million in taxable general obligation bonds relative to the acquisition of all of the shares of Pennichuck and related expenses. Subsequent to the acquisition, the City appointed an independent board of directors to oversee continuing operations of Pennichuck.

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. On November 11, 2010, the City signed a definitive merger agreement (DMA) to acquire Pennichuck ending the ongoing legal case between the parties and set the stage for the full and final resolution of the eminent domain dispute.

**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.

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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 Brownfield's 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 seven 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 members of the Financial Services Division team. We appreciate their efforts and hard work. It also required contributions and cooperation from many departments throughout the City and we appreciate their efforts as well. 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.

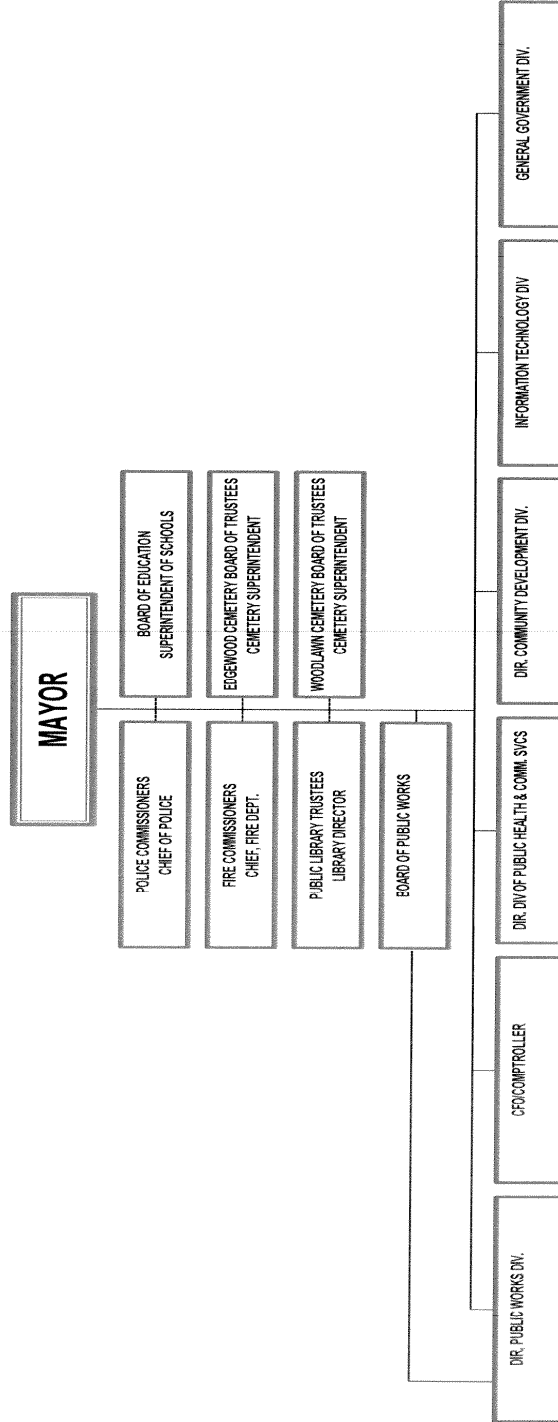
Respectfully submitted,

  
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 2012**

**MAYOR**

Donnalee Lozeau

**ALDERMEN AT LARGE**

Brian S. McCarthy, President  
Lori Wilshire, Vice President  
Mark S. Cookson  
David W. Deane  
James Donchess  
Barbara Pressly

**WARD ALDERMEN**

Kathryn D. Vitale ..... Ward 1  
Richard A. Dowd ..... Ward 2  
Diane Sheehan ..... Ward 3  
Arthur T. Craffey, Jr. .... Ward 4  
Michael J. Tabacsko ..... Ward 5  
Paul M. Chasse, Jr. .... Ward 6  
June M. Caron ..... Ward 7  
Mary Ann Melizzi-Golja ..... Ward 8  
Daniel T. Moriarty ..... Ward 9



**CITY OF NASHUA, NEW HAMPSHIRE  
DIVISION AND DEPARTMENT HEADS  
FISCAL YEAR 2012**

LEGAL

Corporation Counsel	James McNamee, Esquire
Deputy Corporation Counsel	Stephen Bennett, Esquire
Deputy Corporation Counsel	Dorothy Clarke, 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	Barbara Hill
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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
---------------------------------	-------------

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	John Seusing
Deputy Chief	Scott Howe
Deputy Chief	Andrew Lavoie

FIRE DEPARTMENT

Chief  
Assistant Fire Chief

Brian Morrissey  
Steven Galipeau

DIVISION OF PUBLIC HEALTH  
AND COMMUNITY SERVICES

Director  
Manager, Community Health  
Manager, Environmental Health  
Welfare Officer

Kerran Vigroux  
Nancy Seskes  
Heidi Peek  
Robert Mack

PUBLIC WORKS DIVISION

Director  
City Engineer  
Superintendent, Parks/Recreation  
Superintendent, Streets  
Superintendent, Solid Waste  
Superintendent, Wastewater Treatment

Lisa Fauteux  
Stephen Dookran  
Nicholas Caggiano  
Roy Sorenson  
Jeffrey Lafleur  
Mario Leclerc

COMMUNITY DEVELOPMENT DIVISION

Director  
Manager, Planning Department  
Manager, Urban Programs  
Building Department Manager  
Code Enforcement Department Manager

Katherine Hersh  
Roger Houston  
Carrie Johnson Schena  
Michael Findley  
Nelson Ortega

PUBLIC LIBRARIES

Director  
Assistant Director, Library

Jennifer Hinderer  
Susan Deschenes

SCHOOL DEPARTMENT

Superintendent  
Chief Operating Officer

Mark Conrad  
Daniel Donovan

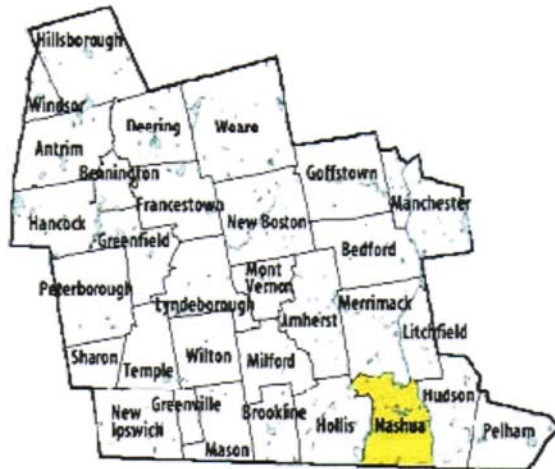
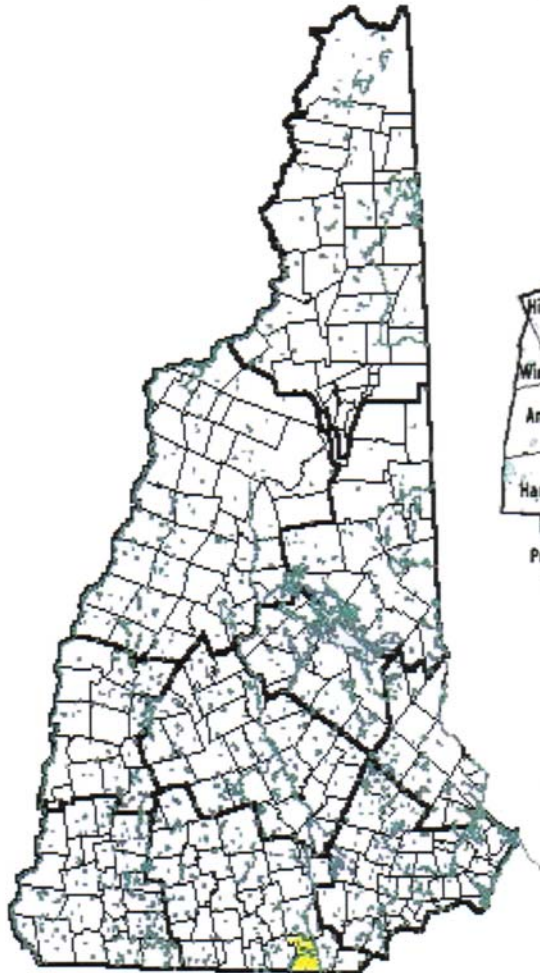
CEMETERIES

Superintendent – Edgewood and Suburban  
Superintendent – Woodlawn

Jeffrey Snow  
Vacant

# 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, 2011

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*Linda C. Danison*

President

*Jeffrey R. Egan*

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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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, 2012 (except for Pennichuck Corporation which is as of and for the year ended December 31, 2011), 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, 2012 and for the year then ended. We did not audit Pennichuck Corporation and Subsidiaries as of December 31, 2011 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 reports 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, the aggregate discretely presented component units, each major fund, the aggregate remaining fund information of the City of Nashua, New Hampshire, as of June 30, 2012, 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, and discretely presented component units, with accounting principles generally accepted in the United States of America.

---

## Municipal Government Report

In accordance with *Government Auditing Standards*, we have also issued a report dated February 21, 2013 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.

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis and Schedule of Funding Progress information be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

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 combining, individual fund statements and schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted 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 and statistical section is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

*Melanson, Heath + Company P.C.*  
February 21, 2013

**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, 2012. **All amounts, unless otherwise indicated, are expressed in thousands of dollars.**

**FINANCIAL HIGHLIGHTS**

- The assets of the City of Nashua exceeded its liabilities at the close of the most recent fiscal year by \$286,963 (net assets). Of this amount, \$32,769 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors. (See Government-wide Financial Analysis for further explanation).
- The government's total net assets increased by \$16,255. This change is comprised of increases of \$14,630 and \$1,625 in Governmental and Business-Type Activities, respectively.
- Unrestricted net assets of the Wastewater Fund increased by \$ 37. (See Business Activities in 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 \$ 85,540, an increase of \$10,120 over the prior year. Approximately 29.2% or \$24,994 constitutes unassigned fund balance which is available for spending at the City's discretion. (This increase is discussed in Financial Analysis of the Government's Funds).
- The City issued \$165.4 million of new general obligation debt.

**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 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). Pennichuck Corporation and the Nashua Airport Authority are reported as a discretely presented governmental component units. Financial information for Pennichuck Corporation and the Nashua Airport Authority are 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 27 individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the general fund. Data from all the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

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

***Proprietary funds***

The City of Nashua maintains two different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City of Nashua uses enterprise funds to account for its Wastewater and Solid Waste operations. Internal service funds are an accounting device used to accumulate and allocate costs internally among the City of Nashua's various functions. The City of Nashua uses an internal service fund to account for its self-insured 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.

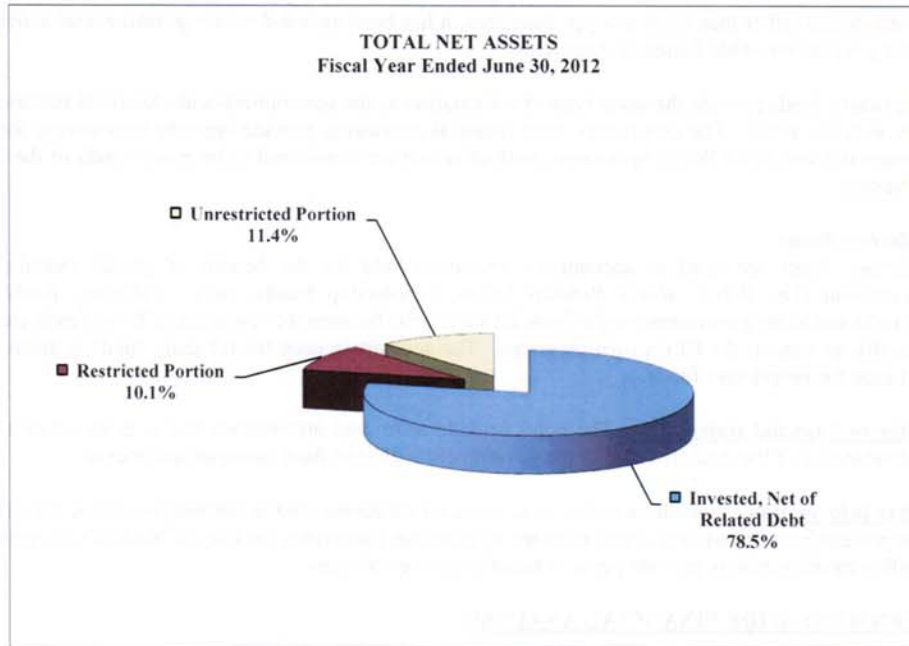
**Other information.** In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information concerning the City of Nashua's progress in funding its obligation to provide pension benefits to its employees.

**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.

	<b>Governmental</b>		<b>Business-Type</b>		<b>Total</b>	
	<b>Activities</b>		<b>Activities</b>			
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
Current assets	\$ 220,274	\$ 203,979	\$ 10,463	\$ 13,809	\$ 230,737	\$ 217,788
Noncurrent assets	387,469	229,411	136,738	133,808	524,207	363,219
Total assets	<u>607,743</u>	<u>433,390</u>	<u>147,201</u>	<u>147,617</u>	<u>754,944</u>	<u>581,007</u>
Current liabilities	119,578	111,867	3,547	2,696	123,125	114,563
Long term liabilities	302,402	150,390	42,454	45,346	344,856	195,736
Total liabilities	<u>421,980</u>	<u>262,257</u>	<u>46,001</u>	<u>48,042</u>	<u>467,981</u>	<u>310,299</u>
Net assets:						
Invested in capital assets, net	119,796	111,077	105,609	102,158	225,405	213,235
Restricted	24,925	24,688	3,864	3,973	28,789	28,661
Unrestricted	41,042	35,368	(8,273)	(6,556)	32,769	28,812
Total net assets	<u>\$ 185,763</u>	<u>\$ 171,133</u>	<u>\$ 101,200</u>	<u>\$ 99,575</u>	<u>\$ 286,963</u>	<u>\$ 270,708</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 \$286,963 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 (\$225,405, or 78.5%) 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 (\$28,789, or 10.1%) 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 (\$32,769 or 11.4%) 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 \$3,864 reported within the City of Nashua's business-type activities primarily represent the regulatory funds set-aside for the closure of the Nashua Four Hills Lined Landfill.

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

City of Nashua

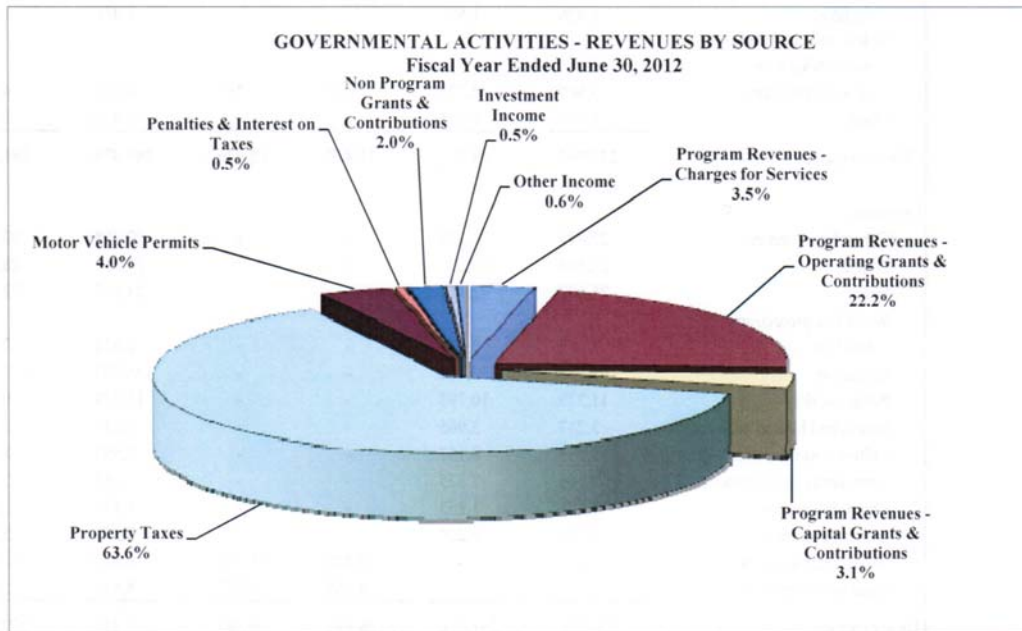
<b>CHANGES IN NET ASSETS</b>						
	<b>Governmental</b>		<b>Business-Type</b>		<b>Total</b>	
	<b>Activities</b>		<b>Activities</b>			
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
<b>Revenues:</b>						
<b>Program revenues:</b>						
Charges for services	\$ 9,709	\$ 14,303	\$ 12,576	\$ 11,402	\$ 22,285	\$ 25,705
Operating grants and contributions	61,098	63,122	-	-	61,098	63,122
Capital grants and contributions	8,473	4,278	1,255	776	9,728	5,054
<b>General revenues:</b>						
Property taxes	174,911	169,333	-	-	174,911	169,333
Motor vehicle	11,077	10,348	-	-	11,077	10,348
Investment income	1,298	422	36	33	1,334	455
Penalties and interest on taxes	1,426	1,535	-	-	1,426	1,535
Grants and contributions not restricted to specific programs	5,600	4,721	610	215	6,210	4,936
Other	1,410	1,025	-	-	1,410	1,025
<b>Total revenues</b>	<b>275,002</b>	<b>269,087</b>	<b>14,477</b>	<b>12,426</b>	<b>289,479</b>	<b>281,513</b>
<b>Expenses:</b>						
General government	22,498	22,129	-	-	22,498	22,129
Police	27,563	28,224	-	-	27,563	28,224
Fire	21,697	22,111	-	-	21,697	22,111
Water fire protection services	2,612	2,471	-	-	2,612	2,471
Education	146,755	150,018	-	-	146,755	150,018
Public works	11,379	10,793	-	-	11,379	10,793
Health and human services	3,217	3,965	-	-	3,217	3,965
Culture and recreation	7,593	8,157	-	-	7,593	8,157
Community development	7,165	7,375	-	-	7,165	7,375
Communications	1,171	1,153	-	-	1,171	1,153
Interest and costs	5,279	5,220	-	-	5,279	5,220
Wastewater services	-	-	10,840	11,083	10,840	11,083
Solid waste services	-	-	5,555	5,277	5,555	5,277
<b>Total expenses</b>	<b>256,929</b>	<b>261,616</b>	<b>16,395</b>	<b>16,360</b>	<b>273,324</b>	<b>277,976</b>
Increase/(decrease) in net assets before transfers and permanent fund contributions	18,073	7,471	(1,918)	(3,934)	16,155	3,537
Transfers	(3,543)	(5,177)	3,543	5,177	-	-
Permanent fund contributions	100	152	-	-	100	152
<b>Increase in net assets</b>	<b>14,630</b>	<b>2,446</b>	<b>1,625</b>	<b>1,243</b>	<b>16,255</b>	<b>3,689</b>
Net assets - beginning of year	171,133	168,687	99,575	98,332	270,708	267,019
<b>Net assets - end of year</b>	<b>\$ 185,763</b>	<b>\$ 171,133</b>	<b>\$ 101,200</b>	<b>\$ 99,575</b>	<b>\$ 286,963</b>	<b>\$ 270,708</b>

## Municipal Government Report

**Governmental activities.** Governmental activities for the year resulted in an increase in net assets of \$14,630. Key elements of this change are as follows:

General Fund surplus before transfers	\$ 6,695
Transfer to Solid Waste Fund	(3,543)
Pennichuck contributions for debt service	4,313
Capital assets from current revenue	6,537
Increase in net OPEB obligation	(2,979)
Principal debt service exceeding depreciation	2,450
Accrued interest on bonds	(2,277)
Other	3,434
	\$ 14,630

Revenues for the City's governmental activities increased by 2.2% or \$5,915 over last year, primarily due to increases in property taxes and motor vehicle registrations. The chart below identifies revenues by source for governmental activities.



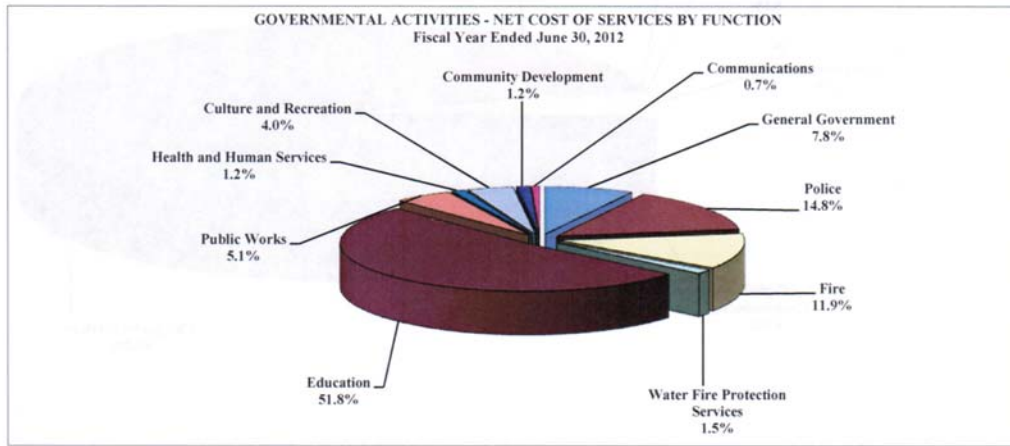
As reflected in the above chart, the City's largest sources of revenue are from property taxes (63.6%) and operating grants and contributions (22.2%). The cost of all governmental activities this year was \$256,929. This reflects a \$ 4.6 million, or 1.8% decrease over the fiscal year 2011 total of \$261,616. However, as shown in the Statement of Activities on pages 34-35, the amount that our taxpayers ultimately financed for these activities through City taxes was \$174,911 because some of the cost was paid by those who directly benefited from the programs through charges for services (\$9,709) or by other governments and organizations that subsidized certain programs with capital and operating grants and contributions (\$69,571). 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. Interest and costs on page 34 were allocated to their relevant functions below:

**Governmental Activities  
(In Millions)**

	<u>Total Cost of Services</u>		<u>Net Cost of Services</u>	
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
General Government	\$ 23,017	\$ 22,177	\$ 13,794	\$ 16,428
Police	27,736	28,417	26,350	25,818
Fire	21,882	22,312	21,210	21,306
Water Fire Protection Services	2,612	2,471	2,612	2,471
Education	150,438	154,076	92,068	91,965
Public Works	11,558	10,923	9,001	8,343
Health and Human Services	3,217	3,965	2,112	2,603
Culture and Recreation	7,743	8,322	7,132	7,350
Community Development	7,405	7,631	2,119	2,306
Communications	1,321	1,322	1,251	1,322
	<u>\$ 256,929</u>	<u>\$ 261,616</u>	<u>\$ 177,649</u>	<u>\$ 179,912</u>





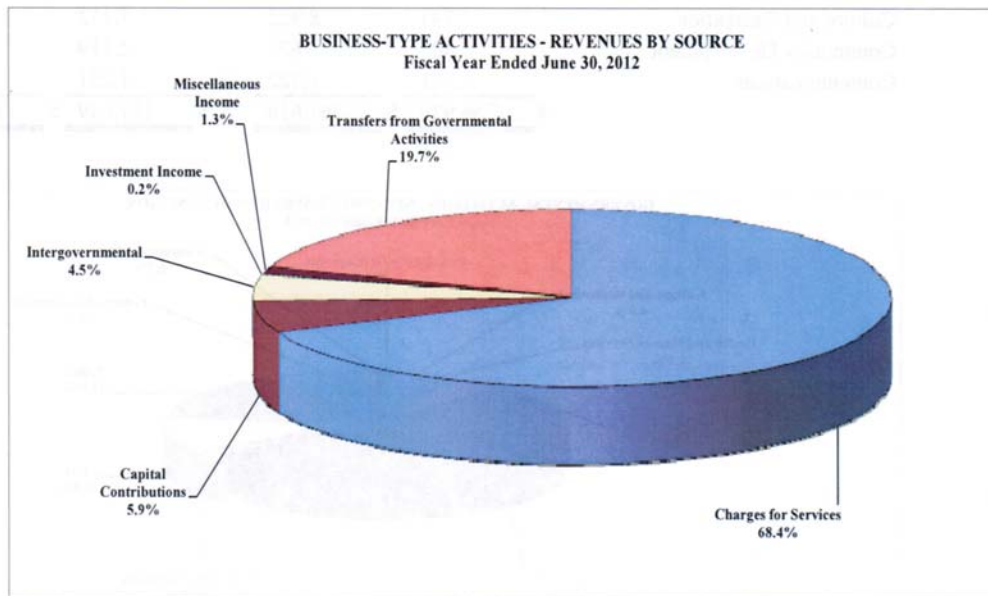
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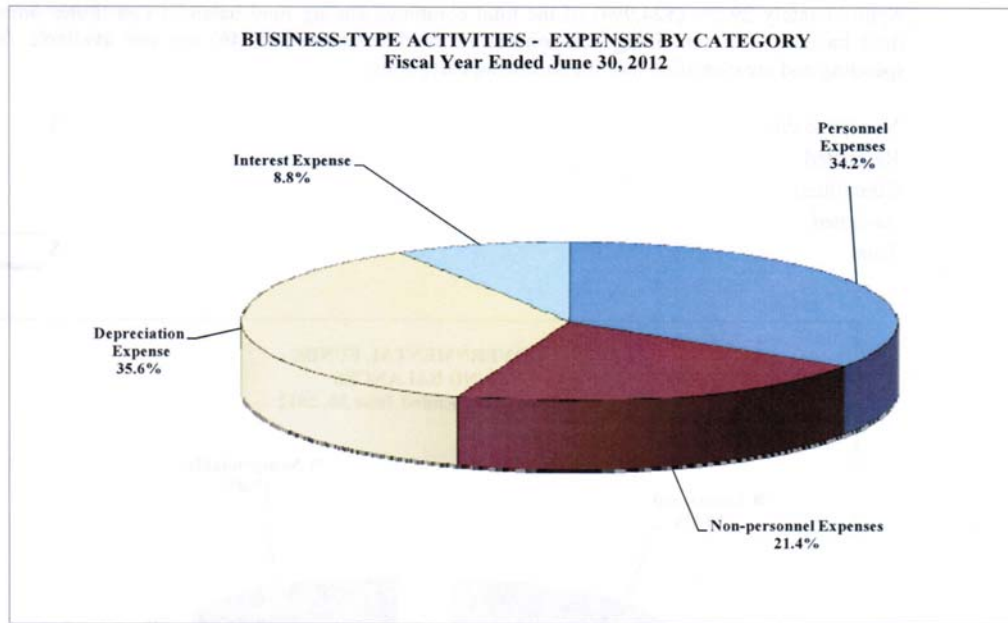
## Municipal Government Report

**Business-type activities.** Overall, business-type activities increased City's net assets by \$1,625 or 1.7%. Key elements of this change are as follows:

- The Wastewater Fund increased total net assets by \$482 compared to a \$1,522 decrease in the previous year. The City continues to annually update our wastewater rate study model in order to ensure that rates are sufficient to cover the operating and capital costs of the wastewater system. The Wastewater Fund unrestricted net assets increased from the previous fiscal year by \$437, largely due to a user fee rate increase of 15% that was put into effect on July 1, 2011.
- The Solid Waste Fund increased total net assets by \$1,143. 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 Fund negative net assets of \$3,787 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 principles) 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:





**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 \$85,540, an increase of \$10,120 over the prior year and can be summarized as follows:

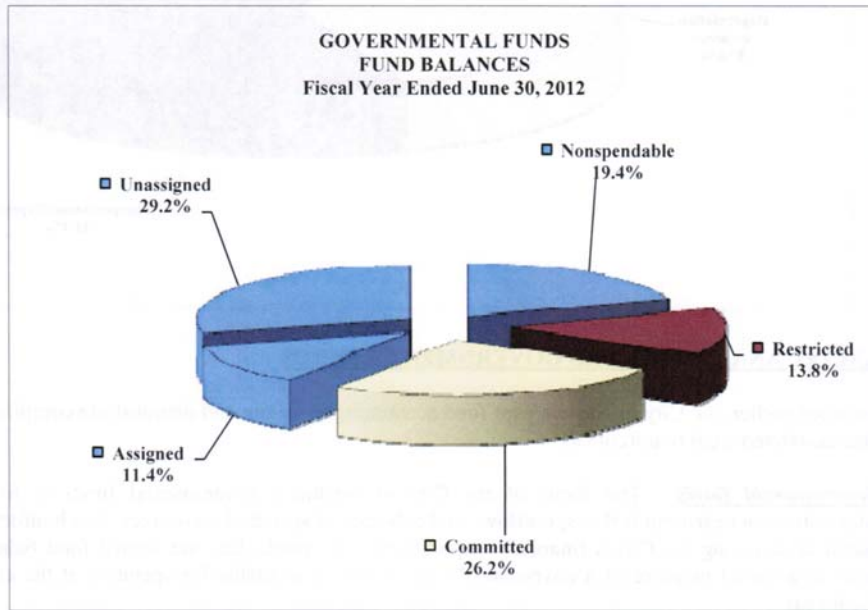
General Fund surplus of revenues over expenditures and transfers out	\$ 3,691
Pennichuck Acquisition Fund excess revenues and bond proceeds over expenses and transfers out	402
Pennichuck Corporation contributions for future debt service payments	4,313
Special Revenue Funds excess revenues over expenses and transfers out	624
Capital Project Funds excess revenues, bond proceeds, and transfers in over expenses and transfers out	519
Permanent Funds excess revenues over expenses and transfers out	571
	<u>\$ 10,120</u>



## Municipal Government Report

Approximately 29.2% (\$24,994) of the total combined ending fund balances constitutes unassigned fund balance. The remaining components of fund balance (\$60,546) are not available for new spending and are classified into the following categories:

Nonspendable	\$ 16,606
Restricted	11,785
Committed	22,416
Assigned	9,739
Total:	\$ 60,546



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 \$25,941 compared to \$25,540 last year, while total general fund balance was \$49,258 compared to \$45,568 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 11.3% of total general fund expenditures compared to 10.9% last year, while total fund balance represents 21.3% compared to 19.5% 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.

**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 131-132.

Total Adopted Budget	\$ 227,214
Plus: Hillsborough County appropriation	9,569
Plus: Appropriation to Solid Waste Fund	3,543
Total Original Budget, per Financial Statements/Schedules	<u>\$ 240,326</u>

The difference between the original and final amended budget resulted in an overall increase in appropriations of \$2,446 and can be summarized as follows:

Total Original Budget, per Financial Statements/Schedules	\$ 240,325
Plus: Supplemental appropriation for transfer to Capital Equipment Reserve Fund	212
Plus: Transfers in from Trust and Reserve Funds	2,234
Total Final Budget, per Financial Statements/Schedules	<u>\$ 242,771</u>

The difference between the final amended budget and actual results reflects a surplus of \$4,862.

Significant revenue variances are summarized as follows:

- \$655 positive variance in auto permits.
- \$187 positive variance in Intergovernmental Revenue primarily due to Vocational Education Reimbursements.
- \$303 positive in Interest Income.

Significant expenditure variances are summarized as follows:

- \$300 in Pension costs associated with attrition Citywide.
- \$789 in Education largely due to attrition and utility cost savings.
- \$212 in Public Works as a result of a mild winter.
- \$ 74 in Welfare general assistance costs.
- \$133 in Debt Service due to favorable interest rates on new debt issuances.

**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, 2012 amounted to \$373,637, net of accumulated depreciation, an increase of \$10,418 over the prior fiscal year. This investment in capital assets includes land, buildings, vehicles, equipment, and infrastructure.

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Municipal Government Report

**CAPITAL ASSETS AS OF JUNE 30, 2012 AND 2011**

(net of accumulated depreciation)

	<b>Governmental</b>		<b>Business-Type</b>		<b>Total</b>	
	<b>Activities</b>		<b>Activities</b>			
	<b><u>2012</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2011</u></b>
Land and improvements	\$ 27,033	\$ 27,033	\$ 12,298	\$ 12,864	\$ 39,331	\$ 39,897
Buildings and systems	161,884	155,873	45,391	47,073	207,275	202,946
Machinery and equipment	18,914	15,227	11,360	10,986	30,274	26,213
Infrastructure	21,574	21,926	59,379	56,531	80,953	78,457
Construction in progress	7,494	9,352	8,310	6,354	15,804	15,706
<b>Total</b>	<b><u>\$ 236,899</u></b>	<b><u>\$ 229,411</u></b>	<b><u>\$ 136,738</u></b>	<b><u>\$ 133,808</u></b>	<b><u>\$ 373,637</u></b>	<b><u>\$ 363,219</u></b>

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

***Governmental Activities***

School Department – HVAC Systems	\$ 5,535
Broad Street Parkway Construction	1,974
Enterprise Resource Planning (ERP) System	1,829
Citywide Street and Sidewalk Improvements	1,555
School Building Improvements	1,529
Fire Department – Pierce Arrow Fire Truck	815
Hunt Building Renovations	774
Stellos Stadium Turf Improvements	651
Labine Public Space Improvements	453

***Business-type Activities***

Harbor Avenue Sewer Separation Project	\$ 3,045
Solid Waste Loaders	2,296
Sewer Infrastructure Improvements	1,721
Dropover Construction	1,633
Sluite Gate Construction	897

Additional information concerning the City of Nashua's capital assets can be found in Note 7 on pages 62-63 of this report.

**Long-term debt.** At the end of the current fiscal year, the City of Nashua had total bonds, notes, and leases, (excluding unamortized bond premiums/discounts) outstanding of \$306,827 compared to \$160,019 in the prior year, an increase of \$146,808. Of this amount, \$306,782 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 \$ 45.

**OUTSTANDING DEBT AS OF JUNE 30, 2012 AND 2011**

	<b>Governmental</b>		<b>Business-Type</b>		<b>Total</b>	
	<b>Activities</b>		<b>Activities</b>			
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
Bonds and notes	\$ 269,911	\$ 120,376	\$ 36,871	\$ 39,576	\$ 306,782	\$ 159,952
Capital leases	45	67	-	-	45	67
<b>Total</b>	<b>\$ 269,956</b>	<b>\$ 120,443</b>	<b>\$ 36,871</b>	<b>\$ 39,576</b>	<b>\$ 306,827</b>	<b>\$ 160,019</b>

During the fiscal year, the City issued \$ 165.4 million of general obligation bonds and retired \$18,545 of outstanding debt through scheduled principal payments. New debt was issued for the following projects:

Pennichuck Corporation Acquisition	\$ 150,570
Broad Street Parkway Construction	2,500
Enterprise Resource Planning (ERP) System	2,500
School Building Improvements	6,950
City Building Improvements	1,510
Wastewater Infrastructure Improvements	1,345

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 \$659,855, which is significantly in excess of the current outstanding general obligation debt of \$269,911, excluding unamortized premiums/discounts. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. Wastewater and Solid Waste debt of \$36,871 is not subject to these limitations.

During FY2012, the City's credit rating was reaffirmed at AAA by Fitch Ratings in connection with the \$150.5 million issuance of taxable general obligation bonds for the acquisition of Pennichuck Corporation. In January 2012, Moody's Investors Service rated the City's bonds at Aa2 related to the Pennichuck acquisition. In February 2012, Standard & Poor's reaffirmed its rating of AA+.

Additional information on the City of Nashua's long-term debt can be found in Note 12 on pages 65-72 of this report.

**ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES**

The City is beginning to see signs of local revenue growth, specifically in motor vehicle registration fees and continues to face significant cost pressures with regards to pension and healthcare costs. All of these factors were considered in preparing the City of Nashua's budget for fiscal year 2013.

The City adopted a fiscal year 2013 General Fund operating budget of \$243,790 (inclusive of the transfer to solid waste and county appropriation), compared to an adopted budget of \$240,326 for fiscal year 2012. The budget reflects an overall increase of 1.4% over the prior year and did not

require any service level reductions. \$4.3 million of assigned fund balance will be used as a funding source towards the fiscal year 2013 tax rate and the City anticipates a tax rate increase of not to exceed 2.5%.

**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

# City of Nashua

## CITY OF NASHUA, NEW HAMPSHIRE

### STATEMENT OF NET ASSETS

JUNE 30, 2012

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2011)

	Primary Government			Component Units
	Governmental Activities	Business- Type Activities	Government Wide Total	
<b>ASSETS</b>				
Current:				
Cash and short-term investments	\$ 149,768,801	\$ 14,368,654	\$ 164,137,455	\$ 3,090,186
Investments	34,498,427	-	34,498,427	383,819
Receivables, net of allowance for uncollectibles:				
Property taxes	20,188,046	-	20,188,046	-
User fees	-	2,907,427	2,907,427	5,589,536
Departmental and other	339,446	-	339,446	-
Intergovernmental	5,125,609	1,450,329	6,575,938	2,041,580
Loans	656,823	-	656,823	-
Internal balances	8,263,300	(8,263,300)	-	-
Due from external parties - fiduciary funds	650,645	-	650,645	-
Other assets	782,562	-	782,562	2,686,000
Total current assets	220,273,659	10,463,110	230,736,769	13,791,121
Noncurrent:				
Capital assets being depreciated, net of accumulated depreciation	202,372,373	128,195,943	330,568,316	167,976,447
Capital assets not being depreciated	34,526,810	8,542,270	43,069,080	13,246,040
Investment in Pennichuck	150,570,000	-	150,570,000	-
Other assets	-	-	-	16,826,000
Total non-current assets	387,469,183	136,738,213	524,207,396	198,048,487
<b>TOTAL ASSETS</b>	607,742,842	147,201,323	754,944,165	211,839,608
<b>LIABILITIES</b>				
Current:				
Accounts payable	10,518,024	-	10,518,024	3,286,497
Retainage payable	524,134	-	524,134	591,000
Accrued liabilities	19,913,046	954,582	20,867,628	751,038
Unearned revenues	88,030,079	-	88,030,079	4,172
Notes payable	-	2,591,957	2,591,957	-
Other	592,522	-	592,522	-
Current portion of long-term liabilities:				
Bonds and notes payable	13,124,676	3,136,368	16,261,044	1,096,000
Acquisition bonds payable	3,390,000	-	3,390,000	-
Compensated absences	1,284,934	49,976	1,334,910	43,293
Capital leases	22,256	-	22,256	304,000
Total current liabilities	137,399,671	6,732,883	144,132,554	6,076,000
Noncurrent:				
Bonds and notes payable	107,627,647	33,840,833	141,468,480	59,437,000
Acquisition bonds payable	147,180,000	-	147,180,000	-
Compensated absences	14,776,741	505,313	15,282,054	34,202
Net OPEB obligations	14,972,539	335,052	15,307,591	3,217,000
Capital leases	23,083	-	23,083	-
Other	-	4,587,123	4,587,123	65,868,000
Total non-current liabilities	284,580,010	39,268,321	323,848,331	128,556,202
<b>TOTAL LIABILITIES</b>	421,979,681	46,001,204	467,980,885	134,632,202
<b>NET ASSETS</b>				
Invested in capital assets, net of related debt	119,796,245	105,608,828	225,405,073	19,899,487
Restricted for:				
Pennichuck corporation	-	-	-	56,879,000
Grants and other statutory restrictions	5,408,418	-	5,408,418	-
Capital projects	1,448,731	3,863,829	5,312,560	-
Permanent funds:				
Expendable	1,688,117	-	1,688,117	-
Nonexpendable	16,380,114	-	16,380,114	-
Unrestricted	41,041,536	(8,272,538)	32,768,998	428,919
<b>TOTAL NET ASSETS</b>	\$ 185,763,161	\$ 101,200,119	\$ 286,963,280	\$ 77,207,406

See notes to financial statements.

# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR FISCAL YEAR ENDED JUNE 30, 2012

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2011)

			Program Revenues		
Expenses	Indirect Cost Allocation	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
<b>Primary Government</b>					
<b>Governmental Activities:</b>					
General government	\$ 22,497,654	\$ 520,070	\$ 1,822,436	\$ 4,819,101	\$ 2,581,897
Police	27,563,038	173,269	931,703	454,865	-
Fire	21,696,948	185,142	95,041	576,370	-
Water fire protection services	2,611,535	-	-	-	-
Education	146,755,939	3,682,641	3,860,116	54,310,233	200,000
Public works	11,378,882	178,636	841,118	55,065	1,660,408
Health and human services	3,217,342	-	188,493	916,597	-
Culture and recreation	7,593,302	149,364	580,426	(33,968)	64,081
Community development	7,165,410	239,529	1,389,901	-	3,896,535
Communications	1,170,742	150,371	-	-	70,219
Interest and costs	5,279,022	(5,279,022)	-	-	-
Total Governmental Activities	256,929,814	-	9,709,234	61,098,263	8,473,140
<b>Business-Type Activities:</b>					
Wastewater services	10,840,594	-	10,182,311	-	1,130,104
Solid waste services	5,554,950	-	2,393,635	-	125,000
Total Business-Type Activities	16,395,544	-	12,575,946	-	1,255,104
Total primary government	\$ 273,325,358	\$ -	\$ 22,285,180	\$ 61,098,263	\$ 9,728,244
<b>Component units:</b>					
Pennichuck Corporation	\$ 31,565,000	\$ -	\$ 38,327,000	\$ -	\$ -
Nashua Airport Authority	933,227	-	530,063	-	10,078,666
Total component units	\$ 32,498,227	\$ -	\$ 38,857,063	\$ -	\$ 10,078,666

**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
- Pennichuck adjustments
- 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.

City of Nashua

Net (Expenses) Revenues and Changes in Net Assets			
Primary Government			
Governmental Activities	Business- Type Activities	Total	Component Units
\$ (13,794,290)	\$ -	\$ (13,794,290)	\$ -
(26,349,739)	-	(26,349,739)	-
(21,210,679)	-	(21,210,679)	-
(2,611,535)	-	(2,611,535)	-
(92,068,231)	-	(92,068,231)	-
(9,000,927)	-	(9,000,927)	-
(2,112,252)	-	(2,112,252)	-
(7,132,127)	-	(7,132,127)	-
(2,118,503)	-	(2,118,503)	-
(1,250,894)	-	(1,250,894)	-
-	-	-	-
(177,649,177)	-	(177,649,177)	-
-	471,821	471,821	-
-	(3,036,315)	(3,036,315)	-
-	(2,564,494)	(2,564,494)	-
(177,649,177)	(2,564,494)	(180,213,671)	-
-	-	-	6,762,000
-	-	-	9,675,502
			16,437,502
174,911,173	-	174,911,173	-
11,077,345	-	11,077,345	-
1,425,762	-	1,425,762	-
5,599,971	610,336	6,210,307	-
1,297,950	36,104	1,334,054	6,861
1,410,241	-	1,410,241	-
-	-	-	(6,033,000)
100,140	-	100,140	-
(3,543,251)	3,543,251	-	-
192,279,331	4,189,691	196,469,022	(6,026,139)
14,630,154	1,625,197	16,255,351	10,411,363
171,133,007	99,574,922	270,707,929	66,796,043
\$ 185,763,161	\$ 101,200,119	\$ 286,963,280	\$ 77,207,406



# Municipal Government Report

## CITY OF NASHUA, NEW HAMPSHIRE

### GOVERNMENTAL FUNDS

#### BALANCE SHEET

JUNE 30, 2012

	<u>General</u>	<u>Pennichuck Acquisition</u>	<u>Debt Service Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>					
Cash and short-term investments	\$ 147,567,442	\$ -	\$ -	\$ 2,201,359	\$ 149,768,801
Investments	15,165,427	-	-	19,333,000	34,498,427
Receivables, net of allowance for uncollectibles:					
Property taxes	20,188,046	-	-	-	20,188,046
Departmental and other	51,354	-	-	288,092	339,446
Intergovernmental	29,237	-	-	5,096,372	5,125,609
Loans	-	-	-	656,823	656,823
Due from other funds	18,304,466	560,187	4,313,266	10,239,628	33,417,547
Other assets	22,919	-	-	261	23,180
<b>TOTAL ASSETS</b>	<b><u>\$ 201,328,891</u></b>	<b><u>\$ 560,187</u></b>	<b><u>\$ 4,313,266</u></b>	<b><u>\$ 37,815,535</u></b>	<b><u>\$ 244,017,879</u></b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Liabilities:</b>					
Accounts payable	\$ 10,518,024	\$ -	\$ -	\$ -	\$ 10,518,024
Accrued liabilities	5,791,232	558,921	-	61,826	6,411,979
Taxes levied in advance	88,030,079	-	-	-	88,030,079
Deferred revenues	3,894,018	-	-	213,037	4,107,055
Due to other funds	43,727,210	-	-	5,573,795	49,301,005
Other liabilities	109,839	-	-	-	109,839
<b>TOTAL LIABILITIES</b>	<b>152,070,402</b>	<b>558,921</b>	<b>-</b>	<b>5,848,658</b>	<b>158,477,981</b>
<b>Fund Balances:</b>					
Nonspendable	226,123	-	-	16,380,114	16,606,237
Restricted	-	1,266	4,313,266	7,470,742	11,785,274
Committed	13,352,749	-	-	9,063,280	22,416,029
Assigned	9,738,926	-	-	-	9,738,926
Unassigned	25,940,691	-	-	(947,259)	24,993,432
<b>TOTAL FUND BALANCES</b>	<b><u>49,258,489</u></b>	<b><u>1,266</u></b>	<b><u>4,313,266</u></b>	<b><u>31,966,877</u></b>	<b><u>85,539,898</u></b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b><u>\$ 201,328,891</u></b>	<b><u>\$ 560,187</u></b>	<b><u>\$ 4,313,266</u></b>	<b><u>\$ 37,815,535</u></b>	<b><u>\$ 244,017,879</u></b>

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, 2012

<b>Total governmental fund balances</b>	\$ 85,539,898
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	236,899,183
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	4,107,055
• To record acquisition and investment in Pennichuck Waterworks.	150,570,000
• 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.	15,327,804
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(4,278,903)
• 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>(302,401,876)</u>
<b>Net assets of governmental activities</b>	<u>\$ 185,763,161</u>

See notes to financial statements.

# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR FISCAL YEAR ENDED JUNE 30, 2012

	<u>General</u>	<u>Pennichuck Acquisition</u>	<u>Debt Service Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Revenues:</b>					
Property taxes	\$ 174,263,969	\$ -	\$ -	\$ 111,588	\$ 174,375,557
Auto permits	11,077,345	-	-	-	11,077,345
Penalties, interest and other taxes	971,916	-	-	453,846	1,425,762
Charges for services	2,113,695	-	-	5,699,965	7,813,660
Intergovernmental	46,452,864	-	-	19,786,143	66,239,007
Licenses and permits	728,360	-	-	-	728,360
Interest earnings	938,791	-	-	873,841	1,812,632
Miscellaneous	1,348,906	-	-	787,610	2,136,516
Contributions	-	2,561,897	4,313,266	193,690	7,068,853
Total Revenues	237,895,846	2,561,897	4,313,266	27,906,683	272,677,692
<b>Expenditures:</b>					
Current:					
General government	58,422,354	1,131,722	-	3,561,018	63,115,094
Police	17,753,964	-	-	1,213,535	18,967,499
Fire	14,148,513	-	-	1,358,721	15,507,234
Water fire protection services	2,611,535	-	-	-	2,611,535
Education	93,475,960	-	-	24,758,710	118,234,670
Public works	9,231,944	-	-	2,590,889	11,822,833
Health and human services	1,673,764	-	-	922,133	2,595,897
Culture and recreation	5,087,541	-	-	494,152	5,581,693
Community development	1,545,459	-	-	5,061,609	6,607,068
Communications	280,075	-	-	84,224	364,299
Debt service					
Principal	12,199,834	-	-	60,000	12,259,834
Interest and issuance cost	5,200,836	-	-	36,654	5,237,490
Intergovernmental	9,569,306	-	-	-	9,569,306
Total Expenditures	231,201,085	1,131,722	-	40,141,645	272,474,452
Excess (deficiency) of revenues over expenditures	6,694,761	1,430,175	4,313,266	(12,234,962)	203,240
<b>Other Financing Sources (Uses):</b>					
Issuance of bonds	-	-	-	13,460,000	13,460,000
Transfers in	1,227,619	-	-	1,422,174	2,649,793
Transfers out	(4,231,574)	(1,028,000)	-	(933,470)	(6,193,044)
Total Other Financing Sources (Uses)	(3,003,955)	(1,028,000)	-	13,948,704	9,916,749
Change in fund balance before extraordinary items	3,690,806	402,175	4,313,266	1,713,742	10,119,989
<b>Extraordinary Items:</b>					
Issuance of acquisition bonds	-	150,570,000	-	-	150,570,000
Pennichuck acquisition	-	(150,011,079)	-	-	(150,011,079)
Acquisition bonds interest and issuance cost	-	(558,921)	-	-	(558,921)
Change from extraordinary items	-	-	-	-	-
Change in fund balance	3,690,806	402,175	4,313,266	1,713,742	10,119,989
Fund Balance, July 1, 2011, as restated	45,567,683	(400,909)	-	30,253,135	75,419,909
Fund Balance, June 30, 2012	\$ 49,258,489	\$ 1,266	\$ 4,313,266	\$ 31,966,877	\$ 85,539,898

See notes to financial statements.

City of Nashua

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, 2012

<b>NET CHANGES IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS</b>	<b>\$</b>	<b>10,119,989</b>																																				
<ul style="list-style-type: none"> <li>• 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: <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;">Capital outlay purchases, net of disposals</td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;">19,532,175</td> </tr> <tr> <td>Depreciation</td> <td></td> <td style="text-align: right;">(12,044,357)</td> </tr> </table> </li> <li>• 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. <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;"></td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;">359,237</td> </tr> </table> </li> <li>• 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: <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;">Issuance of new debt</td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;">(164,030,000)</td> </tr> <tr> <td>Repayment of capital leases</td> <td></td> <td style="text-align: right;">21,457</td> </tr> <tr> <td>Repayments of debt</td> <td></td> <td style="text-align: right;">14,494,834</td> </tr> </table> </li> <li>• To record acquisition and investment in Pennichuck Waterworks. <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;"></td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;">150,570,000</td> </tr> </table> </li> <li>• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;"></td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;">(2,276,532)</td> </tr> </table> </li> <li>• 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: <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;">Decrease in compensated absences liability</td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;">399,265</td> </tr> <tr> <td>Increase in net OPEB obligation</td> <td></td> <td style="text-align: right;">(2,979,233)</td> </tr> <tr> <td>Other</td> <td></td> <td style="text-align: right;">82,145</td> </tr> </table> </li> <li>• 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. <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 70%;"></td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: right;"><u>381,174</u></td> </tr> </table> </li> </ul>			Capital outlay purchases, net of disposals		19,532,175	Depreciation		(12,044,357)			359,237	Issuance of new debt		(164,030,000)	Repayment of capital leases		21,457	Repayments of debt		14,494,834			150,570,000			(2,276,532)	Decrease in compensated absences liability		399,265	Increase in net OPEB obligation		(2,979,233)	Other		82,145			<u>381,174</u>
Capital outlay purchases, net of disposals		19,532,175																																				
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Other		82,145																																				
		<u>381,174</u>																																				
<b>CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES</b>	<b>\$</b>	<b><u>14,630,154</u></b>																																				

See notes to financial statements.

# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

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

FISCAL YEAR ENDED JUNE 30, 2012

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
<b>Revenues and Other Sources:</b>				
Taxes	\$ 174,087,268	\$ 174,087,268	\$ 174,087,268	\$ -
Auto permits	10,422,000	10,422,000	11,077,345	655,345
Penalties, interest and other taxes	783,500	783,500	967,819	184,319
Charges for services	915,369	915,369	1,062,765	147,396
Licenses and permits	1,075,200	1,075,200	1,152,817	77,617
Intergovernmental	45,701,184	45,881,284	46,068,589	187,305
Interest earnings	600,000	600,000	903,226	303,226
Miscellaneous	1,891,807	1,923,707	2,122,369	198,662
Transfers in	549,200	2,782,740	2,951,975	169,235
Other sources	4,300,000	4,300,000	4,644,572	344,572
Total Revenues and Other Sources	240,325,528	242,771,068	245,038,745	2,267,677
<b>Expenditures and Other Uses:</b>				
General government	62,874,597	63,477,236	62,717,681	759,555
Police	17,157,163	17,609,804	17,435,348	174,456
Fire	14,084,796	14,291,150	14,149,382	141,768
Water fire protection services	2,684,760	2,684,760	2,611,535	73,225
Education	93,386,383	94,478,076	93,688,710	789,366
Public works	11,230,680	11,201,930	10,989,520	212,410
Health and human services	2,461,014	2,283,014	2,078,509	204,505
Culture and recreation	4,985,721	5,072,684	5,006,782	65,902
Community development	1,440,937	1,440,937	1,410,866	30,071
Communications	290,685	290,685	280,075	10,610
Debt service	17,533,396	17,533,396	17,400,670	132,726
Intergovernmental	9,569,306	9,569,306	9,569,306	-
Transfers out	2,626,090	2,838,090	2,838,090	-
Total Expenditures and Other Uses	240,325,528	242,771,068	240,176,474	2,594,594
Excess of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 4,862,271	\$ 4,862,271

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2012

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
	Fund	Fund	Total	Funds
<b><u>ASSETS</u></b>				
Current:				
Cash and short-term investments	\$ 10,401,304	\$ 3,967,350	\$ 14,368,654	\$ -
User fees, net of allowance for uncollectibles	2,761,850	145,577	2,907,427	-
Intergovernmental receivable	1,337,669	112,660	1,450,329	-
Due from other funds	-	190,347	190,347	24,797,403
Other assets	-	-	-	759,645
Total current assets	14,500,823	4,415,934	18,916,757	25,557,048
Noncurrent:				
Capital assets being depreciated, net	112,391,738	15,804,205	128,195,943	-
Capital assets not being depreciated	8,310,565	231,705	8,542,270	-
Total noncurrent assets	120,702,303	16,035,910	136,738,213	-
<b>TOTAL ASSETS</b>	135,203,126	20,451,844	155,654,970	25,557,048
<b><u>LIABILITIES</u></b>				
Current:				
Due to other funds	8,453,647	-	8,453,647	-
Accrued liabilities	562,639	391,943	954,582	9,746,298
Notes payable	2,591,957	-	2,591,957	-
Other liabilities	-	-	-	482,946
Current portion of long-term liabilities:				
Bonds and notes payable	1,345,239	1,791,129	3,136,368	-
Compensated absences	24,615	25,361	49,976	-
Total current liabilities	12,978,097	2,208,433	15,186,530	10,229,244
Noncurrent:				
Bonds and notes payable	16,823,085	17,017,748	33,840,833	-
Compensated absences	248,890	256,423	505,313	-
Net OPEB obligations	166,142	168,910	335,052	-
Landfill closure and post closure	-	4,587,123	4,587,123	-
Total noncurrent liabilities	17,238,117	22,030,204	39,268,321	-
<b>TOTAL LIABILITIES</b>	30,216,214	24,238,637	54,454,851	10,229,244
<b><u>NET ASSETS</u></b>				
Invested in capital assets, net of related debt	99,942,021	5,666,807	105,608,828	-
Restricted for capital projects	-	3,863,829	3,863,829	-
Unrestricted	5,044,891	(13,317,429)	(8,272,538)	15,327,804
<b>TOTAL NET ASSETS</b>	\$ 104,986,912	\$ (3,786,793)	\$ 101,200,119	\$ 15,327,804

See notes to financial statements.

# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR FISCAL YEAR ENDED JUNE 30, 2012

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
<b>Operating Revenues:</b>				
Charges for services	\$ 10,161,716	\$ 2,182,144	\$ 12,343,860	\$ -
Contributions	-	-	-	29,417,546
Other	<u>20,595</u>	<u>211,491</u>	<u>232,086</u>	<u>1,707,133</u>
Total Operating Revenues	10,182,311	2,393,635	12,575,946	31,124,679
<b>Operating Expenses:</b>				
Personnel expenses	3,024,168	2,580,985	5,605,153	-
Non-personnel expenses	2,673,381	833,905	3,507,286	30,795,273
Depreciation	<u>4,401,079</u>	<u>1,445,437</u>	<u>5,846,516</u>	<u>-</u>
Total Operating Expenses	<u>10,098,628</u>	<u>4,860,327</u>	<u>14,958,955</u>	<u>30,795,273</u>
Operating Income (Loss)	83,683	(2,466,692)	(2,383,009)	329,406
<b>Nonoperating Revenues (Expenses):</b>				
Intergovernmental	199,169	610,336	809,505	-
Investment income	10,663	25,441	36,104	51,768
Interest expense	<u>(741,966)</u>	<u>(694,623)</u>	<u>(1,436,589)</u>	<u>-</u>
Total Nonoperating Revenues (Expenses), Net	<u>(532,134)</u>	<u>(58,846)</u>	<u>(590,980)</u>	<u>51,768</u>
Income (Loss) Before Transfers	(448,451)	(2,525,538)	(2,973,989)	381,174
Capital contributions	930,935	125,000	1,055,935	-
Transfers in	<u>-</u>	<u>3,543,251</u>	<u>3,543,251</u>	<u>-</u>
Change in Net Assets	482,484	1,142,713	1,625,197	381,174
Net Assets at Beginning of Year	<u>104,504,428</u>	<u>(4,929,506)</u>	<u>99,574,922</u>	<u>14,946,630</u>
Net Assets at End of Year	<u>\$ 104,986,912</u>	<u>\$ (3,786,793)</u>	<u>\$ 101,200,119</u>	<u>\$ 15,327,804</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR FISCAL YEAR ENDED JUNE 30, 2012

	Business-Type Activities Enterprise Funds			Governmental Activities Internal Service Fund
	Waste Water Fund	Solid Waste Fund	Total	
	Fund	Fund	Total	
<b>Cash Flows From Operating Activities:</b>				
Receipts from customers and users	\$ 9,889,100	\$ 2,398,958	\$ 12,288,058	\$ 31,774,850
Payments to vendors	(3,336,584)	(1,148,836)	(4,485,420)	(31,826,618)
Payments to employees	<u>(3,024,168)</u>	<u>(2,547,811)</u>	<u>(5,571,979)</u>	<u>-</u>
Net Cash Provided By (Used for) Operating Activities	3,528,348	(1,297,689)	2,230,659	(51,768)
<b>Cash Flows From Noncapital Financing Activities:</b>				
Proceeds from interfund loan agreements	-	2,071,777	2,071,777	-
Payments under interfund loan agreements	(1,762,615)	-	(1,762,615)	-
Transfers	-	3,543,251	3,543,251	-
Intergovernmental subsidy	<u>199,169</u>	<u>610,336</u>	<u>809,505</u>	<u>-</u>
Net Cash Provided By (Used for) Noncapital Financing Activities	(1,563,446)	6,225,364	4,661,918	-
<b>Cash Flows From Capital and Related Financing Activities:</b>				
Acquisition and construction of capital assets	(6,115,099)	(2,661,970)	(8,777,069)	-
Contributions	930,935	125,000	1,055,935	-
Proceeds from bonds and notes	2,158,663	-	2,158,663	-
Principal payments on bonds and leases	(2,268,608)	(1,791,575)	(4,060,183)	-
Interest expense	<u>(741,962)</u>	<u>(694,623)</u>	<u>(1,436,585)</u>	<u>-</u>
Net Cash (Used For) Capital and Related Financing Activities	(6,036,071)	(5,023,168)	(11,059,239)	-
<b>Cash Flows From Investing Activities:</b>				
Investment income	<u>10,663</u>	<u>25,441</u>	<u>36,104</u>	<u>51,768</u>
Net Change in Cash and Short-Term Investments	(4,060,506)	(70,052)	(4,130,558)	-
Cash and Short-Term Investments, Beginning of Year	<u>14,461,810</u>	<u>4,037,402</u>	<u>18,499,212</u>	<u>-</u>
Cash and Short-Term Investments, End of Year	<u>\$ 10,401,304</u>	<u>\$ 3,967,350</u>	<u>\$ 14,368,654</u>	<u>\$ -</u>
<b>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</b>				
Operating income (loss)	\$ 83,683	\$ (2,466,492)	\$ (2,382,809)	\$ 329,406
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	4,401,079	1,445,437	5,846,516	-
Changes in assets and liabilities:				
User fees	(273,520)	5,323	(268,197)	-
Other assets	-	-	-	384,024
Accounts payable	(513,642)	(67,721)	(581,363)	(1,220,011)
Retainage payable	(162,762)	-	(162,762)	-
Accrued liabilities	(19,691)	(24,808)	(44,499)	(18,775)
Other liabilities	<u>13,201</u>	<u>(189,428)</u>	<u>(176,227)</u>	<u>473,588</u>
Net Cash Provided By (Used for) Operating Activities	<u>\$ 3,528,348</u>	<u>\$ (1,297,689)</u>	<u>\$ 2,230,659</u>	<u>\$ (51,768)</u>

See notes to financial statements.



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# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE  
FIDUCIARY FUNDS  
STATEMENT OF FIDUCIARY NET ASSETS  
JUNE 30, 2012

	Pension Trust	Private Purpose Trust Funds	Agency Funds
<b><u>ASSETS</u></b>			
Cash and short-term investments	\$ 1,104,887	\$ 174,391	\$ 613,114
Investments			
Fixed income securities	11,787,965	1,237,350	-
Equities	18,387,696	1,441,827	-
Mutual funds	<u>1,478,011</u>	<u>1,784,847</u>	<u>-</u>
Total Investments	31,653,672	4,464,024	-
Due from other funds	<u>-</u>	<u>10,220</u>	<u>-</u>
Total Assets	\$ <u>32,758,559</u>	\$ <u>4,648,635</u>	\$ <u>613,114</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>			
Other liabilities	\$ -	\$ -	\$ 556,820
Due to other funds	<u>604,571</u>	<u>-</u>	<u>56,294</u>
Total Liabilities	604,571	-	613,114
<b><u>NET ASSETS</u></b>			
Total net assets held in trust for pension benefits and other purposes	<u>32,153,988</u>	<u>4,648,635</u>	<u>-</u>
Total Liabilities and Net Assets	\$ <u>32,758,559</u>	\$ <u>4,648,635</u>	\$ <u>613,114</u>

See notes to financial statements.

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City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE  
 FIDUCIARY FUNDS  
 STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS  
 FOR FISCAL YEAR ENDED JUNE 30, 2012

	<u>Pension Trust Fund</u>	<u>Private Purpose Trust Funds</u>
<b>Additions:</b>		
Contributions:		
Employers	\$ 723,548	\$ -
Plan members	723,091	-
Other	<u>6,193</u>	<u>60,600</u>
Total contributions	1,452,832	60,600
<hr/>		
Investment Income:		
Dividend, interest and investment income	<u>933,363</u>	<u>89,483</u>
Total Investment income	<u>933,363</u>	<u>89,483</u>
Total additions	2,386,195	150,083
<b>Deductions:</b>		
Benefit payments to plan members and beneficiaries	2,224,748	119,666
Administrative expenses	<u>180,520</u>	<u>80,209</u>
Total deductions	<u>2,405,268</u>	<u>199,875</u>
Net increase	(19,073)	(49,792)
<b>Net assets held in trust:</b>		
Beginning of year	<u>32,173,061</u>	<u>4,698,427</u>
End of year	\$ <u><u>32,153,988</u></u>	\$ <u><u>4,648,635</u></u>

See notes to financial statements.

# Municipal Government Report

## Statement of Net Assets

Component Units

June 30, 2012

(Except for Pennichuck Corporation, which is as of December 31, 2011)

	<u>Pennichuck Corporation</u>	<u>Nashua Airport Authority</u>	<u>Total</u>
<b>ASSETS</b>			
Current assets:			
Cash and cash equivalents	\$ 2,987,000	\$ 103,186	\$ 3,090,186
Investments	-	383,819	383,819
Receivables, net of allowance for uncollectibles:			
User fees	5,578,000	11,536	5,589,536
Intergovernmental	-	2,041,580	2,041,580
Inventory	814,000	-	814,000
Prepaid expenses	1,804,000	-	1,804,000
Other current assets	68,000	-	68,000
<b>Total current assets</b>	<u>11,251,000</u>	<u>2,540,121</u>	<u>13,791,121</u>
Noncurrent assets:			
Non-depreciable capital assets	-	13,246,040	13,246,040
Depreciable capital assets, net	161,323,000	6,653,447	167,976,447
Other noncurrent assets	16,713,000	-	16,713,000
Investment in real estate partnership	113,000	-	113,000
<b>Total noncurrent assets</b>	<u>178,149,000</u>	<u>19,899,487</u>	<u>198,048,487</u>
<b>Total assets</b>	<u>189,400,000</u>	<u>22,439,608</u>	<u>211,839,608</u>
<b>LIABILITIES</b>			
Current liabilities:			
Accounts payable and other liabilities	1,259,000	2,027,497	3,286,497
Accrued payroll	591,000	-	591,000
Accrued liabilities	-	2,038	2,038
Accrued interest payable	749,000	-	749,000
Deferred revenue	-	4,172	4,172
Current portion of long-term liabilities:			
Bonds, notes payable and other obligations	1,096,000	-	1,096,000
Compensated absences	-	43,293	43,293
Other current liabilities	304,000	-	304,000
<b>Total current liabilities</b>	<u>3,999,000</u>	<u>2,077,000</u>	<u>6,076,000</u>
Noncurrent liabilities:			
Deferred income taxes	21,437,000	-	21,437,000
Deferred investment tax credits	702,000	-	702,000
Regulatory liability	868,000	-	868,000
Bonds, notes payable and other obligations	59,437,000	-	59,437,000
Compensated absences	-	34,202	34,202
Post-employment benefits obligations	3,217,000	-	3,217,000
Accrued pension liability	7,483,000	-	7,483,000
Contributions in aid of construction	33,078,000	-	33,078,000
Other noncurrent liabilities	2,300,000	-	2,300,000
<b>Total noncurrent liabilities</b>	<u>128,522,000</u>	<u>34,202</u>	<u>128,556,202</u>
<b>Total liabilities</b>	<u>132,521,000</u>	<u>2,111,202</u>	<u>134,632,202</u>
<b>NET ASSETS</b>			
Invested in capital assets, net of related debt	-	19,899,487	19,899,487
Restricted for:			
Pennichuck corporation	56,879,000	-	56,879,000
Unrestricted	-	428,919	428,919
<b>Total net assets</b>	<u>\$ 56,879,000</u>	<u>\$ 20,328,406</u>	<u>\$ 77,207,406</u>

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

City of Nashua

**Statement of Revenues, Expenses and Changes in Net Assets**  
 Component Units  
 Fiscal Year Ending June 30, 2012  
 (Except for Pennichuck Corporation, which is as of December 31, 2011)

	Pennichuck Corporation	Nashua Airport Authority	Total
<b>Operating revenues:</b>			
Charges for services	\$ 38,327,000	\$ 508,132	\$ 38,835,132
Other	-	21,931	21,931
<b>Total operating revenues</b>	<u>38,327,000</u>	<u>530,063</u>	<u>38,857,063</u>
<b>Operating expenses:</b>			
Cost of services	18,795,000	512,492	19,307,492
Taxes other than income taxes	4,480,000	-	4,480,000
Depreciation	4,240,000	420,735	4,660,735
<b>Total operating expenses</b>	<u>27,515,000</u>	<u>933,227</u>	<u>28,448,227</u>
<b>Operating income (loss)</b>	<u>10,812,000</u>	<u>(403,164)</u>	<u>10,408,836</u>
<b>Nonoperating revenues (expenses):</b>			
Interest income	-	6,861	6,861
Interest expense	(3,278,000)	-	(3,278,000)
Other nonoperating revenues (expenses)	(772,000)	-	(772,000)
<b>Nonoperating revenues (expenses), net</b>	<u>(4,050,000)</u>	<u>6,861</u>	<u>(4,043,139)</u>
<b>Income (loss) before contributions</b>	6,762,000	(396,303)	6,365,697
Capital contributions	-	10,078,666	10,078,666
Provision for income taxes	(2,651,000)	-	(2,651,000)
<b>Change in net assets</b>	4,111,000	9,682,363	13,793,363
<b>Stockholders' equity/Net assets, beginning</b>	56,150,000	10,646,043	66,796,043
Dividends	(3,467,000)	-	(3,467,000)
Other equity adjustments	85,000	-	85,000
<b>Stockholders' equity/Net assets, ending</b>	<u>\$ 56,879,000</u>	<u>\$ 20,328,406</u>	<u>\$ 77,207,406</u>

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

*Fountain in Greeley Park*



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

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 2012, it was determined that the Pennichuck Corporation and Nashua Airport Authority met the required GASB 14 (as amended by GASB 39) criteria of a discretely presented 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 interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. Likewise, the *primary government* is reported separately from certain legally separate component units for which the primary government is financially accountable.

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

Fund Financial Statements

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

ment-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 (other than Agency funds which have no measurement focus) 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.
- The *Pennichuck Acquisition Fund* is used to account for resources and costs associated with the acquisition of Pennichuck Corporation.

- The *Debt Service Fund* is used to account for resources and debt service payments associated with the bond issuance for the acquisition of Pennichuck Corporation.

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 non-operating 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. These funds are custodial in nature and do not involve measurement of results of operations.



*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

Fund equity at the governmental fund financial reporting level is classified as “fund balance”. Fund equity for all other reporting is classified as “net assets”.

Fund Balance - Generally, fund balance represents the difference between the current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and therefore, are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City’s fund balance classification policies and procedures are as follows:

- 1) Nonspendable funds are either unspendable in the current form (i.e. inventory or prepaid items) or can never be spent (i.e. perpetual care).
- 2) Restricted funds are used solely for the purpose in which the fund was established. In the case of special revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.
- 3) Committed funds are reported as a result of motions passed by the highest decision making authority in the government (i.e., the Board of Aldermen). The same action is required to modify or rescind the commitment.
- 4) Assigned funds are used for specific purposes as established by management. These funds have been assigned for specific goods and services ordered but not yet paid for. The City’s policy on Assigned fund balance permits the Chief Financial Officer and Controller to make assignments.
- 5) Unassigned funds are available to be spent in future periods.

When an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned and unassigned.

Net Assets - Net assets represent the difference between assets and liabilities. Net assets invested in capital assets, net of related debt, consist of capital assets, net of

accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. Net assets are reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. All other net assets are reported as unrestricted.

*L. Use of Estimates*

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

**2. Stewardship, Compliance, and Accountability**

*A. Budgetary Information*

The Mayor presents an operating and capital budget for the proposed expenditures of the fiscal year commencing the following July 1. The budget, as enacted by the Board of Aldermen, establishes the legal level of control and 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 to budgetary data.

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

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Revenues/Expenditures (GAAP Basis)	\$ 237,895,846	\$ 231,201,085
Other financing sources/uses (GAAP Basis)	<u>1,227,619</u>	<u>4,231,574</u>
Subtotal (GAAP Basis)	239,123,465	235,432,659
Adjust tax revenue to accrual basis	(176,701)	-
Reverse effect of activity appropriated in prior year	-	(3,229,737)
Add end-of-year appropriation carryforwards from expenditures	-	5,697,244
Add use of fund balance	4,300,000	-
Reverse non-budgeted revenues and expenditures	<u>1,791,981</u>	<u>2,276,308</u>
Budgetary Basis	<u>\$ 245,038,745</u>	<u>\$ 240,176,474</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, 2012:

Nonmajor Governmental Funds:

Fire Projects	\$	(814,637)
City Building Projects		(132,622)

Proprietary Funds:

Solid Waste		<u>(3,786,793)</u>
	\$	<u><u>(4,734,052)</u></u>

The City will be funding the deficits in the Nonmajor governmental funds with future bond proceeds.

The Proprietary Fund deficit is primarily due to the Solid Waste fund's high percentage of non-capital related debt for landfill closure costs.

**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, 2012, 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, 2012 included the following (in thousands):

U.S. Treasury Obligations	\$ 13,440
U.S. Government Agencies	5,146
Corporate Bonds	7,707
Common Equities	28,025
Other	<u>16,298</u>
Total	\$ <u>70,616</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	\$ 13,440	4.05	AAA
U.S. Government Agencies	5,145	3.55	AAA
Corporate Bonds	7,707	3.95	A1
Total	\$ 26,292		

*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, 2012 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2012	\$ 15,880
Levy of 2011	4,308
Total	\$ 20,188

**5. Intergovernmental Receivables**

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2012.



**6. Interfund Fund Receivables/Payables and Transfers In/Out**

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 City's routine transfers include transfers made to move (1) unrestricted revenues or balances that have been collected or accumulated in the general Fund to other funds based on budgetary authorization, and (2) revenues from a fund that by statute or budgetary authority must collect them to funds that are required by statute or budgetary authority to expend them.

The following is an analysis of the June 30, 2012 balances in interfund receivable and payable accounts:

Funds:	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
General Fund	\$ 18,304,466	\$ 43,727,210
Pennichuck Acquisition	560,187	-
Debt Service Fund	4,313,266	-
Nonmajor Governmental Funds:		
Police grants	-	42,538
Fire grants	-	92,172
Community health and services grants	-	118,018
Parks and recreation grants	4,529	-
Transit grants	-	95,554
Community Development Block grants/Home grants	-	304,451
Community Development division grants	-	162,738
Homeland security grants	-	60,509
Other city grants	-	21,574
Food services	254,388	-
School grants	-	3,542,363
City revolving funds	3,248,621	-
School revolving funds	1,688,234	-
Other trust funds	-	234,499
Fire projects	-	814,637
Public works projects	1,741,533	-
Community development projects	15,551	-
School department projects	1,562,772	-
Technology projects	755,096	-
City building projects	209,549	-
Other projects	650,000	-
Cemetery permanent funds	109,355	-
Library permanent funds	-	84,742

(continued)

City of Nashua

(continued)

Funds:	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
Enterprise funds:		
Waste water	-	8,453,647
Solid waste	190,347	-
Internal service fund:		
Employee benefits fund	19,155,845	-
Property and casualty fund	5,641,558	-
Fiduciary fund types:		
Pension trust	-	604,571
Private purpose	10,220	-
Agency	-	56,294
Total	<u>\$ 58,415,517</u>	<u>\$ 58,415,517</u>

The City reports interfund transfers between many of its funds. The sum of all transfers presented in the table agrees with the sum of interfund transfers presented in the governmental fund financial statements. The following is an analysis of interfund transfers made in fiscal year 2012.

Funds:	<u>Transfers In</u>	<u>Transfers Out</u>
General Fund	\$ 1,227,619	\$ 4,231,574
Pennichuck Acquisition	-	1,028,000
Nonmajor Governmental Funds:		
Police grants	41,432	-
Community health and services grants	2,500	-
Transit grants	401,090	-
Community Development division grants	43,210	-
City revolving funds	-	278,199
Other trust funds	231,351	229,391
Public works projects	52,591	129,307
School department projects	-	124,577
Technology projects	-	62,914
City building projects	-	16,076
Other projects	650,000	-
Cemetery permanent funds	-	93,006
Enterprise funds:		
Solid waste	<u>3,543,251</u>	<u>-</u>
Total	<u>\$ 6,193,044</u>	<u>\$ 6,193,044</u>

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Municipal Government Report

The purpose of transfers out of the Pennichuck Acquisition fund of \$1,028,000 was to fund the capital reserve fund for future capital purchases (\$528,000) and the other capital projects fund to purchase three parcels of land on West Hollis Street (\$500,000). The transfers in to the Solid waste enterprise fund from the general fund were to supplement operations.

**7. Capital Assets**

Capital asset activity for the year ended June 30, 2012 was as follows (in thousands):

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities:</b>				
Capital assets, being depreciated:				
Buildings and improvements	\$ 236,348	\$ 12,185	\$ -	\$ 248,533
Infrastructure	49,970	2,246	-	52,216
Machinery and equipment	36,940	6,967	(197)	43,710
Total capital assets, being depreciated	323,258	21,398	(197)	344,459
Less accumulated depreciation for:				
Buildings and improvements	(80,475)	(6,174)	-	(86,649)
Infrastructure	(28,044)	(2,598)	-	(30,642)
Machinery and equipment	(21,713)	(3,272)	189	(24,796)
Total accumulated depreciation	(130,232)	(12,044)	189	(142,087)
Total capital assets, being depreciated, net	193,026	9,354	(8)	202,372
Capital assets, not being depreciated:				
Land	27,033	-	-	27,033
Construction in progress	9,352	13,861	(15,719)	7,494
Total capital assets, not being depreciated	36,385	13,861	(15,719)	34,527
Governmental activities capital assets, net	\$ 229,411	\$ 23,215	\$ (15,727)	\$ 236,899

City of Nashua

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Business-Type Activities:</b>				
Capital assets, being depreciated:				
Buildings	\$ 79,682	\$ 152	\$ -	\$ 79,834
Land improvements	17,534	319	-	17,853
Infrastructure	90,146	3,537	-	93,683
Machinery and equipment	<u>30,396</u>	<u>2,813</u>	<u>-</u>	<u>33,209</u>
Total capital assets, being depreciated	217,758	6,821	-	224,579
Less accumulated depreciation for:				
Buildings	(32,609)	(1,834)	-	(34,443)
Land improvements	(4,902)	(885)	-	(5,787)
Infrastructure	(33,615)	(689)	-	(34,304)
Machinery and equipment	<u>(19,410)</u>	<u>(2,439)</u>	<u>-</u>	<u>(21,849)</u>
Total accumulated depreciation	<u>(90,536)</u>	<u>(5,847)</u>	<u>-</u>	<u>(96,383)</u>
Total capital assets, being depreciated, net	127,222	974	-	128,196
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>6,354</u>	<u>5,514</u>	<u>(3,558)</u>	<u>8,310</u>
Total capital assets, not being depreciated	<u>6,586</u>	<u>5,514</u>	<u>(3,558)</u>	<u>8,542</u>
<b>Business-type activities capital assets, net</b>	<u>\$ 133,808</u>	<u>\$ 6,488</u>	<u>\$ (3,558)</u>	<u>\$ 136,738</u>

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

Governmental Activities:

General government	\$ 708
Police	774
Fire	746
Education	5,522
Public works	2,224
Culture and recreation	610
Health and human services	6
Community development	616
Communications	<u>838</u>
Total depreciation expense - governmental activities	<u>\$ 12,044</u>

Business-Type Activities:

Waste water	\$ 4,401
Solid waste	<u>1,446</u>
Total depreciation expense - business-type activities	<u>\$ 5,847</u>

**8. Accounts Payable**

Accounts payable represent 2012 expenditures paid after June 30, 2012.

**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, 2012 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 a dump truck under a capital lease expiring in 2014. The gross cost of the equipment was \$114,925 when the lease was executed. The Future minimum lease payments under the capital and operating leases consisted of the following as of June 30, 2012 (in thousands):

<u>Fiscal</u> <u>Year</u>	<u>Governmental</u> <u>Fund Types</u>
2013	\$ 24
2014	<u>24</u>
Total minimum lease payments	48
Less amounts representing interest	<u>3</u>
Present Value of Minimum Lease Payments	<u>\$ 45</u>

**11. Anticipation Notes Payable**

The City had the following notes outstanding at June 30, 2012:

	<u>Interest</u> <u>Rate</u>	<u>Issue</u> <u>Date</u>	<u>Maturity</u> upon completed construction	<u>Balance</u> <u>6/30/12</u>
Waste Water SRF loan	1.0%	06/30/10		\$ <u>2,591,957</u>

The following summarizes activity in notes payable during fiscal year 2012:

City of Nashua

	Balance Beginning of Year	New Issues	Maturities	Balance End of Year
Waste Water SRF Loan	\$ 952,827	\$ 2,344,787	\$ (705,657)	\$ 2,591,957

**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:

<u>Governmental Activities:</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/12</u>
Refunding elem. school/admin bldg. renovation	7/12	5.48%	\$ 325,000
Refunding bond for school component	7/14	3.66%	804,000
Refunding bond for Arts and Science	7/14	3.66%	188,500
Refunding bond for Shady Lane	7/14	3.66%	243,280
Lake St. fire station/comm. system	1/14	4.33%	610,000
School construction	7/12	4.73%	1,935,000
Holman stadium Series C	7/13	6.10%	420,000
Refunding for Dr. Crisp/Bicentennial	11/16	2.0 - 4.0%	1,637,233
Refunding for Fairgrounds	11/16	2.0 - 4.0%	25,582
Refunding for New Searles	11/16	2.0 - 4.0%	25,582
Refunding for Fairgrounds/jr. high	11/16	2.0 - 4.0%	1,596,022
Refunding for Ridge Road	11/16	2.0 - 4.0%	25,582
Departmental equipment - buses	3/14	2.5 - 5.0%	32,500
Land acquisition	3/14	2.5 - 5.0%	47,500
Parking facility	3/13	2.0 - 5.0%	125,000
School	3/24	2.0 - 5.0%	4,620,000
Refunding Amherst St School	11/16	2.0 - 4.0%	1,969,170
Refunding school land acq.	11/16	2.0 - 4.0%	2,932,750
Refunding athletic field.-City	11/16	2.0 - 4.0%	418,880
Refunding SW land acq.	11/16	2.0 - 4.0%	1,089,200
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%	2,295,000
Refunding library automation	7/20	3.78%	230,000
Refunding NPD hqtr add'l and renv	7/20	3.78%	1,835,000

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Municipal Government Report

(continued)

<u>Governmental Activities:</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/12</u>
Refunding CAD system	7/20	3.78%	1,150,000
Refunding hwy and sidewalk constr	7/20	3.78%	510,170
Refunding Holman Stadium Series A	7/21	3.97%	2,462,500
Refunding athletic field-school	7/20	3.78%	1,820,000
Refunding high school constr	7/20	3.78%	22,142,630
Refunding high school planning	7/20	3.78%	776,000
Refunding school constr series A	7/21	3.86%	18,067,500
Senior Center	7/26	3.95%	1,738,775
Police HVAC system (1)	7/26	3.93%	222,125
Police HVAC system (2)	7/26	3.96%	419,950
Fire - land acquisition	7/26	3.95%	321,000
Fire station	7/26	3.98%	2,778,700
Nashua riverwalk	7/26	3.95%	824,650
Bus garage	7/26	3.98%	1,484,800
Citywide ERP system	8/16	1.39%	2,080,000
Broadstreet parkway	7/31	3.00%	2,090,000
Elm St. garage	7/31	3.00%	525,000
High St. garage	7/31	3.00%	695,000
Broadstreet parkway	10/31	3.04%	2,500,000
Citywide ERP system	10/17	3.04%	2,500,000
Hunt Memorial Building	10/31	3.04%	1,000,000
City Hall repairs	10/31	3.04%	510,000
School refunding	3/24	2.04%	20,840,000
Ledger school HVAC	10/31	3.04%	4,200,000
Fairgrounds school HVAC	10/31	3.04%	1,550,000
Elm St. school roof	10/31	3.04%	400,000
Elm St. school equipment	10/21	2.06%	350,000
Elm St. school fire alarm	10/21	2.06%	450,000
Pennichuck acquisition bonds	1/42	4.09%	<u>150,570,000</u>
Total Governmental Activities:			<u>\$ 269,910,781</u>

City of Nashua

<u>Business-Type Activities:</u>	<u>Serial</u> <u>Maturities</u> <u>Through</u>	<u>Interest</u> <u>Rate(s) %</u>	<u>Amount</u> <u>Outstanding</u> <u>as of</u> <u>6/30/12</u>
Solid Waste Disposal Fund:			
Refunding bonds	7/15	3.66%	\$ 59,556
Landfill expansion and closure	2/18	4.22%	1,102,790
Landfill expansion and closure	4/21	4.46%	3,955,078
Multisite landfill - old Nashua	1/23	3.98%	260,143
Multisite landfill - Atherton Park	1/23	3.73%	49,500
Multisite landfill - Roussel/Gardner	5/23	3.73%	850,389
Multisite landfill - Shady Lane	5/23	3.73%	129,044
Multisite - Lincoln Park	7/24	3.69%	1,026,012
Multisite - Engineering	7/24	3.72%	683,230
MSW Landfill Closure	7/24	3.69%	4,866,526
Landfill Expansion	4/24	2.89%	5,143,000
Landfill Compactor	4/19	2.20%	<u>577,000</u>
Total Solid Waste Disposal Fund			18,702,268
Waste Water Treatment Fund:			
Refunding bonds	7/15	3.66%	100,000
Refunding sewer component	7/15	3.66%	44,667
Sludge digester	8/20	4.16%	4,151,434
Clean water srf loan	11/29	2.95%	13,230,000
Hains St. Sewer	3/31	1.10%	<u>642,223</u>
Total Waste Water Treatment Fund			<u>18,168,324</u>
Total Enterprise Fund Bonds and Notes Payable			<u>\$ 36,870,592</u>

*B. Future Debt Service*

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2012 are as follows:

<u>City &amp; School</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	\$ 12,974,612	\$ 4,818,687	\$ 17,793,299
2014	12,485,389	4,276,327	16,761,716
2015	11,860,780	3,756,884	15,617,664
2016	11,400,000	3,272,916	14,672,916
2017	11,350,000	2,769,844	14,119,844
2018 - 2022	45,790,000	7,433,611	53,223,611
2023 - 2027	10,275,000	1,396,938	11,671,938
2028 - 2032	<u>3,205,000</u>	<u>275,291</u>	<u>3,480,291</u>
City and School Total	<u>\$ 119,340,781</u>	<u>\$ 28,000,498</u>	<u>\$ 147,341,279</u>



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**Municipal Government Report**

<u>Pennichuck</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	\$ 3,390,000	\$ 5,376,487	\$ 8,766,487
2014	3,250,000	5,513,151	8,763,151
2015	3,280,000	5,483,121	8,763,121
2016	3,320,000	5,445,729	8,765,729
2017	3,370,000	5,395,863	8,765,863
2018 - 2022	18,010,000	25,820,155	43,830,155
2023 - 2027	20,905,000	22,917,269	43,822,269
2028 - 2032	25,260,000	15,274,579	40,534,579
Thereafter	<u>69,785,000</u>	<u>21,158,929</u>	<u>90,943,929</u>
Pennichuck Total	<u>\$ 150,570,000</u>	<u>\$ 112,385,283</u>	<u>\$ 262,955,283</u>

<u>Total Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	\$ 16,364,612	\$ 10,195,174	\$ 26,559,786
2014	15,735,389	9,789,478	25,524,867
2015	15,140,780	9,240,005	24,380,785
2016	14,720,000	8,718,645	23,438,645
2017	14,720,000	8,165,707	22,885,707
2018 - 2022	63,800,000	33,253,766	97,053,766
2023 - 2027	31,180,000	24,314,207	55,494,207
2028 - 2032	28,465,000	15,549,870	44,014,870
Thereafter	<u>69,785,000</u>	<u>21,158,929</u>	<u>90,943,929</u>
Combined Total	<u>\$ 269,910,781</u>	<u>\$ 140,385,781</u>	<u>\$ 410,296,562</u>

<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	\$ 3,126,728	\$ 1,249,022	\$ 4,375,750
2014	3,025,950	1,144,187	4,170,137
2015	3,025,562	1,041,589	4,067,151
2016	2,991,339	938,395	3,929,734
2017	2,986,339	834,616	3,820,955
2018 - 2022	13,045,780	2,627,764	15,673,544
2023 - 2027	6,328,698	976,094	7,304,792
2028 - 2031	<u>2,340,196</u>	<u>112,218</u>	<u>2,452,414</u>
Total	<u>\$ 36,870,592</u>	<u>\$ 8,923,885</u>	<u>\$ 45,794,477</u>

*C. Bond Authorizations*

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2012 are as follows:

City of Nashua

<u>Purpose</u>	<u>Amount</u>
Broadway Street Parkway Project	\$ 32,895,000
Wastewater Wet Weather Facility and Disinfection Facility	36,625,000
Refunding 4/04	23,455,000
City Building Improvements	1,695,000
Enterprise Resource Planning	2,500,000
School Improvements	2,000,000
Pennichuck Acquisition	69,430,000
Wastewater Projects	15,492,453
Fire trucks	<u>1,400,000</u>
Total	<u>\$ 185,492,453</u>

*D. Changes in General Long-Term Liabilities*

During the year ended June 30, 2012, the following changes occurred in long-term liabilities (in thousands):

	Total Balance <u>7/1/11</u>	Additions	Reductions	Total Balance <u>6/30/12</u>	Less Current Portion	Equals Long-Term Portion <u>6/30/12</u>
<u>Governmental Activities</u>						
Bonds and notes payable	\$ 120,376	\$ 13,460	\$ (14,495)	\$ 119,341	\$ (12,975)	\$ 106,366
Acquisition bonds payable	-	150,570	-	150,570	(3,390)	147,180
Deferred adjustments:						
Unamortized bond premium	3,339	-	(308)	3,031	(307)	2,724
Unamortized bond discounts	<u>(1,846)</u>	<u>-</u>	<u>226</u>	<u>(1,620)</u>	<u>157</u>	<u>(1,463)</u>
Total bonds and notes payable	121,869	164,030	(14,577)	271,322	(16,515)	254,807
Compensated absences	16,461	1,317	(1,716)	16,062	(1,285)	14,777
Net OPEB obligation	11,993	4,997	(2,017)	14,973	-	14,973
Capital leases	<u>67</u>	<u>-</u>	<u>(22)</u>	<u>45</u>	<u>(22)</u>	<u>23</u>
Totals	<u>\$ 150,390</u>	<u>\$ 170,344</u>	<u>\$ (18,332)</u>	<u>\$ 302,402</u>	<u>\$ (17,822)</u>	<u>\$ 284,580</u>

(continued)

Municipal Government Report

(continued)

	Total Balance 7/1/11	Additions	Reductions	Total Balance 6/30/12	Less Current Portion	Equals Long-Term Portion 6/30/12
<u>Business-Type Activities</u>						
Bonds and notes payable	\$ 39,576	\$ 1,345	\$ (4,050)	\$ 36,871	\$ (3,127)	\$ 33,744
Deferred adjustments:						
Unamortized bond premium	116	-	(10)	106	(9)	97
Total bonds and notes payable	39,692	1,345	(4,060)	36,977	(3,136)	33,841
Compensated absences	534	69	(48)	555	(50)	505
Net OPEB obligation	285	81	(31)	335	-	335
Other:						
Landfill closure and post-closure	4,834	-	(247)	4,587	-	4,587
Totals	\$ 45,345	\$ 1,495	\$ (4,386)	\$ 42,454	\$ (3,186)	\$ 39,268

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, 2012 is \$ 610,000.

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, 2012 is \$0.

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.

Defeased debt still outstanding at June 30, 2012 is \$1,935,000.

4. Advance Refunding of Serial Bonds Issued March 15, 2004

On March 22, 2012, the City issued general obligation bonds in the amount of \$20,840,000 at a true interest rate of 2.049% to advance refund \$23,075,000 of its March 15, 2004 (the "2004 bonds"), comprised of serial bonds with interest rates ranging from 4.0% to 4.50%. The 2004 bonds mature on March 15, 2015 through March 15, 2024 and will be called on March 15, 2014.

The 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 2004 advance refunding, the City reduced its total debt service cash flow requirements by \$1,919,200, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$1,733,850.

Defeased debt for the 2004 issue still outstanding at June 30, 2012 is \$4,825,000.

**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 \$4,587,123 reported as landfill closure and postclosure care liability at June 30, 2012 is comprised of \$1,282,600 of post closure care cost for the Nashua Four Hills unlined landfill, and \$3,304,523 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. The combined landfills are conservatively estimated to have an operational life of twelve years and remaining capacity is estimated to be 49%. 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, 2012, the City has cash on deposit with a balance of \$3,863,829 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. Governmental Funds - Balances**

Fund balances are segregated to account for resources that are either not available for expenditure in the future or are legally set aside for a specific future use.

The City implemented GASB Statement No. 54 (GASB 54), *Fund Balance Reporting and Governmental Fund Type Definitions*, which enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying existing governmental fund type definitions.

The following types of fund balances are reported at June 30, 2012:

Nonspendable - Represents amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. This fund balance classification includes general fund reserves for prepaid expenditures and nonmajor governmental fund reserves for the principal portion of permanent trust funds.

Restricted - Represents amounts that are restricted to specific purposes by constraints imposed by creditors, grantors, contributors, or laws or regulations of other governments, or constraints imposed by law through constitutional provisions or enabling legislation. This fund balance classification includes general fund encumbrances funded by bond issuances, various special revenue funds, and the income portion of permanent trust funds.

Committed - Represents amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the City's highest level of decision-making authority. This fund balance classification includes general fund escrows for non-lapsing, special article appropriations approved by the Board of Alderman, capital reserve funds set aside by the Board of Alderman vote for future capital acquisitions and improvements (now reported as part of the general fund per GASB 54), and various special revenue funds. A similar action is needed to modify or rescind a commitment.

Assigned - Represents amounts that are constrained by the City's intent to use these resources for a specific purpose. This fund balance classification includes general fund encumbrances that have been established by various City departments for the expenditure of current year budgetary financial resources upon vendor performance in the subsequent budgetary period.

Unassigned - Represents amounts that are available to be spent in future periods.

## Municipal Government Report

Following is a breakdown of the City's fund balances at June 30, 2012:

	General Fund	Pennichuck Acquisition	Debt Service Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Nonspendable</b>					
Reserved for tax deeds	\$ 214,361	\$ -	\$ -	\$ -	\$ 214,361
Reserved for inventory	11,762	-	-	-	11,762
Nonexpendable cemetery permanent funds	-	-	-	12,875,990	12,875,990
Nonexpendable library permanent funds	-	-	-	3,384,114	3,384,114
Nonexpendable other permanent funds	-	-	-	120,010	120,010
Total Nonspendable	226,123	-	-	16,380,114	16,606,237
<b>Restricted</b>					
For acquisition costs	-	1,266	-	-	1,266
For future debt service	-	-	4,313,266	-	4,313,266
Police grants	-	-	-	18,322	18,322
Community health & services grants	-	-	-	600	600
Parks & recreation grants	-	-	-	4,529	4,529
Transit grants	-	-	-	78,834	78,834
CDBG/HOME grants	-	-	-	30,999	30,999
Community Development division grants	-	-	-	76,412	76,412
Homeland security grants	-	-	-	5,353	5,353
Other City grants	-	-	-	21,301	21,301
Food services	-	-	-	384,552	384,552
School grants	-	-	-	4,052	4,052
Public works projects	-	-	-	1,848,883	1,848,883
Community Development projects	-	-	-	15,551	15,551
School department projects	-	-	-	1,545,970	1,545,970
Technology projects	-	-	-	755,096	755,096
City building projects	-	-	-	342,171	342,171
Other projects	-	-	-	650,000	650,000
Cemetery expendable permanent funds	-	-	-	1,054,572	1,054,572
Library expendable permanent funds	-	-	-	624,145	624,145
Other expendable permanent funds	-	-	-	9,400	9,400
Total Restricted	-	1,266	4,313,266	7,470,742	11,785,274
<b>Committed</b>					
For continuing appropriations	2,372,318	-	-	-	2,372,318
School capital reserve funds	4,996,807	-	-	-	4,996,807
Other capital reserve funds	5,983,624	-	-	-	5,983,624
City revolving funds	-	-	-	3,926,689	3,926,689
School revolving funds	-	-	-	1,880,349	1,880,349
Other trust funds	-	-	-	3,256,242	3,256,242
Total Committed	13,352,749	-	-	9,063,280	22,416,029
<b>Assigned</b>					
For next year's expenditures	4,300,000	-	-	-	4,300,000
For encumbrances	3,324,926	-	-	-	3,324,926
For overlay contingency	1,500,000	-	-	-	1,500,000
For unfunded liabilities	614,000	-	-	-	614,000
Total Assigned	9,738,926	-	-	-	9,738,926
<b>Unassigned</b>					
	25,940,691	-	-	(947,259)	24,993,432
Total Fund Balance	\$ 49,258,489	\$ 1,266	\$ 4,313,266	\$ 31,966,877	\$ 85,539,898

**16. Commitments and Contingencies**

Outstanding Legal Issues - There are several pending legal issues 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. Post-Employment Healthcare 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 Activities 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.

The \$ 15,307,591 OPEB liability, as calculated below, represents the implementation of Governmental Accounting Standards Board (GASB) Statement No. 45. The purpose of the statement is to reflect the liability of healthcare or other post-employment benefits provided to separated or retired employees. With the exception of one group of retirees described below, the City of Nashua does not pay a direct subsidy towards their retiree's health insurance premiums. In accordance with RSA 100-A:50, retired employees shall be deemed to be part of the same group as active employees for health insurance premium purposes, thereby resulting in a so-called "blended rate". The blended rate decreases the cost of insurance premiums for retirees and increases the cost for active employees, thereby resulting in the City paying an Implicit Subsidy.

The City's Explicit Subsidy pertains to only one group of retirees. Teachers who have retired after June 30, 1991 who have at least 20 years of service with the Nashua School District and who are actually receiving retirements benefits under the New Hampshire Retirement System, will have a portion of their health insurance premiums paid according to a set schedule based on the years of service at retirement. The subsidy ranges from 20% for a teacher retiree with 20 years of service at retirement to 50% for a teacher with 30+ years of service at retirement. The City's Explicit



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Municipal Government Report

Subsidy associated with each eligible teacher retiree ends when the retiree is eligible for Medicare.

The City's most recent GASB Valuation was for the fiscal year ending June 30, 2012. The valuation calculated the City's total OPEB liability of approximately \$43.0 million. The liability was further broken down for current and future retirees.

The table below shows the Explicit and Implicit liability amounts:

	<u>Explicit</u>	<u>Implicit</u>	<u>Totals</u>
Current Retirees	\$ 0.7 million	\$ 13.6 million	\$ 14.3 million
Future Retirees	<u>2.8 million</u>	<u>25.9 million</u>	<u>28.7 million</u>
Totals	<u>\$ 3.5 million</u>	<u>\$ 39.5 million</u>	<u>\$ 43.0 million</u>

The Explicit Subsidy of \$3.5 million shown above represents only 8.1% of the total OPEB liability of \$43.0 million.

*A. Plan Description*

In addition to providing the pension benefits described, the City provides post-employment healthcare 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, 2011, the actuarial valuation date, approximately 1,087 retirees and 2,647 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 2012 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

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City of Nashua

OPEB cost for the year ending June 30, 2012, 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, 2011.

Annual Required Contribution (ARC)	\$	5,263,230
Interest on net OPEB obligation		613,921
NOO amortization adjustment to the ARC		<u>(798,729)</u>
Annual OPEB cost		5,078,422
Contributions made		<u>(2,049,243)</u>
Increase in net OPEB obligation		3,029,179
Net OPEB obligation - beginning of year		<u>12,278,412</u>
Net OPEB obligation - end of year	\$	<u><u>15,307,591</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:

Fiscal year ended	Annual OPEB Cost	Percentage of OPEB Cost Contributed	Net OPEB Obligation
2012	\$ 5,078,422	40.4%	\$ 15,307,591
2011	\$ 5,631,575	40.7%	\$ 12,278,412
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, 2012 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, 2011, the date of the most recent actuarial valuation was as follows:

Actuarial accrued liability (AAL)	\$	43,075,476
Actuarial value of plan assets		<u>-</u>
Unfunded actuarial accrued liability (UAAL)	\$	<u><u>43,075,476</u></u>
Funded ratio (actuarial value of plan assets/AAL)		<u><u>0%</u></u>
Covered payroll (active plan members)	\$	<u><u>120,292,886</u></u>
UAAL as a percentage of covered payroll		<u><u>35.8%</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, 2011 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 2023. 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%.

**18. 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 cost sharing (multiple-employer defined benefit) 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 54 Regional Drive, Concord, New Hampshire 03301-8507.

*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 8.80% to 22.89% of covered compensation. The City's contributions are intended to finance the administrative costs. The City's contributions to the System for the years ended June 30, 2012, 2011, and 2010 were \$14,759,025, \$11,840,910, and \$10,703,914, 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. Administrative costs are financed by Trust earnings.

Membership of each plan consisted of the following at July 1, 2011, the date of the latest actuarial valuation:

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Municipal Government Report

Retirees and beneficiaries receiving benefits	86
Terminated plan members entitled to but not yet receiving benefits	-
Active plan members	<u>164</u>
Total	<u>250</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.

<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%
2011	\$ 755,377	100%
2012	\$ 723,548	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)	Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	a Percentage of Covered Payroll [(b-a)/c]
07/01/11	\$ 32,912	\$ 40,498	\$ 7,586	81.3%	\$ 8,507	89.2%

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 \$7,586 million was calculated. The actuarial assumptions included (a) 7.25% investment rate of return, (b) a projected salary increase of 3.00% per year, and (c) no cost-of-living adjustments. 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, 2012, the unfunded actuarially accrued liability is being amortized over 15 years.

**19. 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 \$225,000 and maintains excess insurance for claims that exceed \$225,000. 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.

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**Municipal Government Report**

Changes in the aggregate liability for claims for the year ended June 30, 2012 are as follows:

	<u>Year Ended</u> <u>June 30, 2012</u>	<u>Year Ended</u> <u>June 30, 2011</u>
Claims liability, beginning of year	\$ 9,765,073	\$ 9,483,654
Claims incurred/recognized	30,795,273	32,623,258
Claims paid	<u>(30,814,048)</u>	<u>(32,341,839)</u>
Claims liability, end of year	<u>\$ 9,746,298</u> *	<u>\$ 9,765,073</u> *

\* This liability is considered to be all current.

The \$9,746,298 estimated liability for claims incurred, but not reported, includes only an estimate for known loss events expected to later be presented as claims. The City is unable to estimate the amount of unknown loss events expected to become claims and expected future developments on claims already reported.

**20. 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.

**21. Beginning Fund Balance Reclassification**

The City's major governmental funds for fiscal year 2012, as defined by GASB Statement 34, have changed from the previous fiscal year. Accordingly, the following reconciliation is provided:

	Fund Equity 6/30/11 (as previously reported)	<u>Reclassification</u>	Fund Equity 6/30/11 (as restated)
General Fund	\$ 45,567,683	\$ -	\$ 45,567,683
Pennichuck Acquisition	-	(400,909)	(400,909)
Debt Service Fund	-	-	-
Nonmajor Funds	<u>29,852,226</u>	<u>400,909</u>	<u>30,253,135</u>
Total	<u>\$ 75,419,909</u>	<u>\$ -</u>	<u>\$ 75,419,909</u>

**22. Implementation of New GASB Standards**

- The GASB has issued Statement 63, *Financial reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*, which is required to be implemented in fiscal year 2013. Management's current assessment is that this pronouncement will have a significant impact on the City's basic financial statements by eliminating the deferred charges. The City anticipates that by eliminating the deferred charges, its net assets will be reduced accordingly.
- The GASB has issued Statement 68 *Accounting and Financial Reporting for Pensions*, which is required to be implemented in fiscal year 2015. Management's current assessment is that this pronouncement will have a significant impact on the City's basic financial statements by recognizing as a liability and expense, the City's applicable portion of the City's actuarially accrued liability.

**23. Acquisition of Water System**

On January 25, 2012, the City of Nashua purchased all the outstanding shares of Pennichuck Corporation (Pennichuck) for a price of \$29.00 per share or approximately \$138 million in cash. Through the acquisition of shares, the City acquired control of all of Pennichuck's assets, liabilities and businesses, including land comprising the watershed of the Pennichuck Brook and the three regulated water utilities owned by Pennichuck. Taking into account all of the assumed liabilities of the company and its businesses, the acquisition was valued at approximately \$200 million. Pennichuck remains an independent corporation with an independent Board of Directors with the City of Nashua as its sole shareholder.

The acquisition was subject to a number of conditions including the approval of financing by at least two-thirds of the City of Nashua Board of Aldermen, approval of at least two-thirds of the shareholders of Pennichuck, approval by the New Hampshire Public Utilities Commission (NHPUC) and the completion of the City's financing of the transaction. All of the necessary approvals were obtained with the last being the NHPUC approving the City's acquisition of Pennichuck in November 2011. On January 25, 2012, the City issued \$150.5 million in taxable general obligation bonds relative to the acquisition of all of the shares of Pennichuck and related expenses. Subsequent to the acquisition, the City appointed an independent board of directors to oversee continuing operations of Pennichuck.

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. On November 11, 2010, the City signed a definitive merger agreement (DMA) to acquire Pennichuck ending the ongoing legal case between the parties and set the stage for the full and final resolution of the eminent domain dispute.



***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.

**Pennichuck Corporation and Subsidiaries**  
Notes to Financial Statements

**PENNICHUCK CORPORATION AND SUBSIDIARIES  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**Note 1 – Description of Business, Acquisition of Company and Summary of Significant Accounting Policies**

**Description of Business:**

Pennichuck Corporation (our “Company,” “we,” or “our”) is a holding company headquartered in Merrimack, New Hampshire with five wholly-owned operating subsidiaries: Pennichuck Water Works, Inc., (“Pennichuck Water”) Pennichuck East Utility, Inc., (“Pennichuck East”), and Pittsfield Aqueduct Company, Inc. (collectively referred to as our Company’s “utility subsidiaries”), which are involved in regulated water supply and distribution to customers in New Hampshire; Pennichuck Water Service Corporation (“Service Corporation”) which conducts non-regulated water-related services; and The Southwood Corporation (“Southwood”) which owns several parcels of undeveloped land.

Our Company’s utility subsidiaries are engaged principally in the collection, storage, treatment and distribution of potable water to approximately 34,200 customers throughout the State of New Hampshire. The utility subsidiaries, which are regulated by the New Hampshire Public Utilities commission (the “NHPUC”), are subject to the provisions of Accounting Standards codification (“ASC”) Topic 980 “*Regulated Operations*.”

**Acquisition of Company:**

On January 25, 2012, the City of Nashua, New Hampshire (the “City”) completed its acquisition of all of the outstanding voting securities of our Company in a merger transaction pursuant to the Agreement and Plan of Merger (the “Merger Agreement”) dated as of November 11, 2010 between our Company and the City. The Merger Agreement provided for the purchase of all the outstanding common stock and common stock equivalents of our Company for \$29.00 per share, or approximately \$138 million in cash.

In connection with the Merger Agreement, the City and our Company agreed that this transaction constitutes full settlement of their eminent domain dispute. Shareholders of our Company approved the Merger Agreement at a Special Shareholder Meeting on June 15, 2011 and the NHPUC issued its order, which became effective December 23, 2011, approving the acquisition by the City on November 23, 2011.

**Summary of Significant Accounting Policies:**

***(a) Basis of Presentation***

The accompanying consolidated financial statements include the accounts of our Company and its wholly-owned subsidiaries. All significant intercompany transactions have been eliminated in consolidation.

**(b) Use of Estimates in the Preparation of Financial Statements**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**(c) Property, Plant and Equipment**

Property, plant and equipment, which includes principally the water utility assets of our Company's utility subsidiaries, is recorded at cost plus an allowance for funds used during construction on major, long-term projects and includes property funded with contributions in aid of construction. The provision for depreciation is computed on the straight-line method over the estimated useful lives of the assets which range from five to 91 years. The weighted average composite depreciation rate was 2.5% in 2011 and 2010. The components of property, plant and equipment as of December 31, 2011 and 2010 were as follows:

(in thousands)	<u>2011</u>	<u>2010</u>	<u>Useful Lives (in years)</u>
Utility Property:			
Land and land rights	\$ 2,946	\$ 2,994	
Source of supply	49,729	49,304	34-75
Pumping & purification	28,427	28,072	15-35
Transmission & distribution, including services, meters and hydrants	115,335	109,817	40-91
General and other equipment	9,947	9,496	7-75
Intangible plant	760	747	20
Construction work in progress	563	684	
Total utility property	<u>207,707</u>	<u>201,114</u>	
Total non-utility property	<u>5</u>	<u>5</u>	5
Total property, plant & equipment	<u>207,712</u>	<u>201,119</u>	
Less accumulated depreciation	<u>(46,389)</u>	<u>(42,323)</u>	
Property, plant and equipment, net	<u>\$ 161,323</u>	<u>\$ 158,796</u>	

Maintenance, repairs and minor improvements are charged to expense as incurred. Improvements which significantly increase the value of property, plant and equipment are capitalized.

**(d) Cash and Cash Equivalents**

Cash and cash equivalents generally consist of *cash*, money market funds and other short-term liquid investments with original maturities of three months or less.

***(e) Concentration of Credit Risks***

Financial instruments that subject our Company to credit risk consist primarily of cash and accounts receivable. Our cash balances are invested both in a money market fund consisting of government-backed securities and in a financial institution insured by the Federal Deposit Insurance Corporation ("FDIC"). Our accounts receivable balances primarily represent amounts due from the residential, commercial and industrial customers of our regulated water utility operations as well as receivables from our Service Corporation customers.

***(f) Accounts receivable***

Accounts receivable are recorded at the invoiced amounts. The allowance for doubtful accounts is our best estimate of the amount of probable credit losses in our existing accounts receivable. And is determined based on historical write-off experience and the aging of account balances... We review the allowance for doubtful accounts quarterly. Account balances are written off against the allowance when it is probable the receivable will not be recovered.

***(g) Unbilled Revenues***

We read our customer meters on a monthly basis and record revenues based on meter reading results. Information from the last meter reading date is used to estimate the value of unbilled revenues through the end of the accounting period. Estimates of water utility revenues for water delivered to customers but not yet billed are accrued at the end of each accounting period. Actual results could differ from those estimates.

***(h) Materials and Supplies***

Inventory is stated at the lower of cost, using the average cost method, or market.

***(i) Deferred Land Costs***

Included in deferred land costs is our Company's original basis in its undeveloped landholdings and any land improvement costs, which are stated at the lower of cost or market. All costs associated with real estate and land projects are capitalized and allocated to the project to which the costs relate. Administrative labor and the related fringe benefit costs attributable to the acquisition, active development and construction of land parcels are capitalized as Deferred Land Costs. No labor and benefits were capitalized for the years ended December 31, 2011 and 2010.

***(j) Deferred Charges and Other Assets***

Deferred charges include certain regulatory assets and costs of obtaining debt financing. Regulatory assets are amortized over the periods they are recovered through NHPUC-authorized water rates. Deferred financing costs are amortized over the term of the related bonds and notes. Our Company's utility subsidiaries have recorded certain

regulatory assets in cases where the NHPUC has permitted, or is expected to permit, recovery of these costs over future periods. Currently, the regulatory assets are being amortized over periods ranging from four to 25 years. Deferred charges and other assets as of December 31, 2011 and 2010 consisted of the following:

(in thousands)	<u>2011</u>	<u>2010</u>	<u>Recovery Period (in years)</u>
Regulatory assets:			
Source development charges	\$ 876	\$ 932	5-25
Miscellaneous studies	602	681	4-25
Sarbanes-Oxley costs	49	244	5
Unrecovered pension and post-retirement benefits expense	8,115	3,960	(1)
Total regulatory assets	<u>9,642</u>	<u>5,817</u>	
Franchise fees and other	-	7	
Supplemental executive retirement plan asset	692	636	
Deferred financing costs	3,829	4,042	
Total deferred charges and other assets	<u>\$ 14,163</u>	<u>\$ 10,502</u>	

(1) We expect to recover these amounts consistent with the anticipated expense recognition of these assets.

***(k) Treasury Stock***

Treasury stock held by our Company represents shares that were tendered by employees as payment for existing outstanding options. Treasury stock received is recorded at its fair market value when tendered.

***(l) Contributions in Aid of Construction ("CIAC")***

Under construction contracts with real estate developers and others, our Company's utility subsidiaries may receive non-refundable advances for the cost of installing new water mains. These advances are recorded as CIAC. The utility subsidiaries also record to Plant and CIAC the fair market value of developer installed mains and any excess of fair market value over the cost of community water systems purchased from developers. The CIAC account is amortized over the life of the property.

***(m) Revenues***

Standard charges for water utility services to customers are recorded as revenue, based upon meter readings and contract service, as services are provided. The majority of our Company's water revenues is based on rates approved by the NHPUC. Estimates unbilled service revenues are recorded in the period the services are provided. Provision is made in the financial statements for estimated uncollectible accounts.

Non-regulated water management services include contract operations and maintenance, and water testing and billing services to municipalities and small, privately owned

community water systems. Contract revenues are billed and recognized on a monthly recurring basis in accordance with agreed-upon contract rates. Revenues from unplanned additional work are based upon time and materials incurred in connection with activities not specifically identified in the contract, or for which work levels exceed contracted amounts.

Revenues from real estate operations, other than undistributed earnings or losses from equity method joint ventures, are recorded upon completion of a sale of real property. Our Company's real estate holdings outside of our regulated utilities are comprised primarily of undeveloped land.

***(n) Investment in Joint Venture***

Southwood uses the equity method of accounting for its investment in a joint venture in which it does not have a controlling interest. Under this method, Southwood records its proportionate share of losses under "Other. net" in the accompanying Consolidated Statements of Income with a corresponding decrease in the carrying value of the investment. See Note 7. "Equity Investment in Unconsolidated Company" for further discussion of Southwood's equity investments.

***(o) Allowance for Funds Used During Construction ("AFUDC")***

AFUDC represents the estimated debt and equity costs of capital necessary to finance the construction of new regulated facilities. AFUDC consists of an interest component and an equity component. AFUDC is capitalized as a component of property, plant and equipment and has been reported separately in the Consolidated Statements of Income. The AFUDC rate was 7.38% in 2011 and 2010. The total amounts of AFUDC recorded for the years ended December 31, 2011 and 2010 were as follows:

(in thousands)	<u>2011</u>	<u>2010</u>
Debt (interest) component	\$ 3	\$ 8
Equity component	<u>3</u>	<u>8</u>
Total AFUDC	<u>\$ 6</u>	<u>\$ 16</u>

***(p) Income Taxes***

Income taxes are recorded using the accrual method and the provision for federal and state income taxes is based on income reported in the consolidated financial statements, adjusted for items not recognized for income tax purposes. Provisions for deferred income taxes are recognized for accelerated depreciation and other temporary differences. A valuation allowance is provided to offset any net deferred tax assets if, based upon available evidence, it is more likely than not that some or all of the deferred tax assets will not be realized. Investment tax credits previously realized for income tax purposes are amortized for financial statement purposes over the life of the property, giving rise to the credit.

*(q) Recently Issued Accounting Standards*

We do not expect the adoption of any recently issued accounting pronouncements to have a material impact on our financial condition or results of operations.

*(r) Reclassifications*

Certain Consolidated Balance Sheet amounts as of December 31, 2010 have been reclassified to conform to the December 31, 2011 Consolidated Balance Sheet presentation. These reclassifications had no effect on total assets or total liabilities and relate to the reclassification of forgivable debt from other long-term liabilities to current and long-term debt. The Consolidated Statements of Cash Flows for the year ended December 31, 2010 also reflect these reclassifications.

**Note 2- Post-retirement Benefit Plans**

**Pension Plan and Other Post-retirement Benefits**

We have a non-contributory, defined benefit pension plan (the "DB Plan") that covers substantially all employees. The benefits are based on years of service and participant compensation levels. Our funding policy is to contribute annual amounts that meet the requirements for funding under the U.S. Department of Labor's Pension Protection Act. Contributions are intended to provide not only for benefits attributed to service to date but also for those expected to be earned in the future.

We provide post-retirement medical benefits for eligible retired employees through one of two plans (collectively referred to as our "OPEB Plans"). For employees who retire on or after the normal retirement age of 65, benefits are provided through a post-retirement plan (the "Post-65 Plan"). For employees who retire prior to their normal retirement age and who have met certain age and service requirements, benefits are provided through a post-employment medical plan (the "Post-employment Plan"). Future benefits under the Post-65 Plan increase annually based on the actual percentage of wage and salary increases earned from the plan inception date to the normal retirement date. The benefits under the Post-employment Plan allow for the continuity of medical benefits coverage at group rates from the employee's retirement date until the employee becomes eligible for Medicare. The OPEB Plans are funded from the general assets of our Company.

Upon retirement, if a qualifying employee elects to receive medical benefits under one of our OPEB Plans, we pay a maximum monthly benefit is \$293 based on years of service.

The following table sets forth information regarding our DB Plan and our OPEB Plans as of, and for the years ended, December 31, 2011 and 2010:



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**Municipal Government Report**

(in thousands)	<b>DB Plan</b>		<b>OPEB Plans</b>	
	<b>as of December 31,</b>		<b>as of December 31,</b>	
	<b><u>2011</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2010</u></b>
Projected benefit obligation	\$ 15,648	\$ 12,151	\$ 3,975	\$ 2,482
Employer contribution	1,032	514	52	42
Benefits paid, excluding expenses	(252)	(227)	(52)	(42)
Fair value of plan assets	8,165	7,528	727	734
Accumulated benefit obligation	13,696	10,728	n/a	n/a
Funded status	(7,483)	(4,623)	(3,249)	(1,748)
Net periodic benefit cost	996	895	294	210

Amounts of the funded status recognized in the Consolidated Balance Sheets as of December 31, 2011 and 2010 consisted of:

Current liability	\$ -	\$ -	\$ (31)	\$ (40)
Non-current liability	<u>(7,483)</u>	<u>(4,623)</u>	<u>(3,218)</u>	<u>(1,708)</u>
Total	<u>\$ (7,483)</u>	<u>\$ (4,623)</u>	<u>\$ (3,249)</u>	<u>\$ (1,748)</u>

Changes in plan assets and benefit obligations recognized in regulatory assets, for the years ended December 31, 2011 and 2010, were as follows:

(in thousands)	<b>DB Plan</b>		<b>OPEB Plans</b>	
	<b>as of December 31,</b>		<b>as of December 31,</b>	
	<b><u>2011</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2010</u></b>
Regulatory asset balance, beginning of year	\$ 4,011	\$ 3,799	\$ (51)	\$ 68
Net actuarial loss/(gain) incurred during the year	3,087	367	823	(106)
Prior service cost incurred during the year	-	-	471	-
Amortization of prior service cost	-	-	(49)	(22)
Recognized net actuarial (gain)/loss	<u>(191)</u>	<u>(155)</u>	<u>13</u>	<u>9</u>
Regulatory asset/(liability) balance, end of year	<u>\$ 6,907</u>	<u>\$ 4,011</u>	<u>\$ 1,207</u>	<u>\$ (51)</u>

The prior service cost incurred during 2011, as shown in the table above in the amount of \$471,000, resulted from two changes to the OPEB plans. The Post-6S Plan was changed as of January 1, 2011 increasing the basis for current payments, from the lesser of a premium rate or the maximum allowable benefit, to the maximum allowable benefit. The resulting increase in a liability of \$556,000 will be amortized over the future working lifetime of active employees. The Post-employment Plan was changed as of January 1, 2011 decreasing the Company's cost of medical premiums from 100% to 89%. The resulting decrease of \$85,000 will be amortized over the future working lifetime of active employees.

Amounts recognized in regulatory assets for the DB and OPEB Plans that have not yet been recognized as components of net periodic benefit cost of the following at December 31, 2011 and 2010, respectively:

(in thousands)	DB Plan as of December 31,		OPEB Plans as of December 31,	
	2011	2010	2011	2010
Net actuarial (gain)/loss	\$ 6907	\$ 4011	\$ 585	\$ -251
Prior service cost	-	-	622	200
Regulatory asset	\$ <u>6907</u>	\$ <u>4011</u>	\$ <u>1207</u>	\$ <u>-51</u>

The key assumptions used to value benefit obligations and calculate net periodic benefit cost for our DB and OPEB Plans include the following:

	2011	2010
Discount rate for net periodic benefit cost, beginning of year	5.50%	6.00%
Discount rate for benefit obligations, end of year <sup>(a)</sup>	4.50%	5.50%
Expected return on plan assets for the year (net of investment expenses)	7.50%	7.50%
Rate of compensation increase, beginning of year	3.00%	3.00%
Healthcare cost trend rate (applicable only to OPEB Plans)	10.50%	11.00%

<sup>(a)</sup> An increase or decrease in the discount rate of 0.5% would result in a change in the funded status as of December 31, 2011, for the DB Plan and the OPEB Plan's of approximately \$1.3 million and \$384,000, respectively.

The estimated net actuarial loss for our DB Plan that will be amortized in 2012 from the regulatory assets into net periodic benefit costs is \$367,000. The estimated net actuarial loss and prior service cost for our OPEB Plans that will be amortized in 2012 from the regulatory assets into net periodic benefit costs is \$21,000 and \$49,000, respectively.

In establishing its investment policy, our Company has considered the fact that the DB Plan is a major retirement vehicle for its employees and the basic goal underlying the establishment of the policy is to provide that the assets of the Plan are invested in accordance with the asset allocation range targets to achieve our expected return on Plan assets. Our Company's investment strategy applies to its OPEB Plans as well as the DB Plan. Our expected long-term rate of return on DB Plan and OPEB Plan assets is based on the Plans' expected asset allocation, expected returns on various classes of Plan assets as well as historical returns.

The assets of our Post-65 Plan are held in two separate Voluntary Employee Beneficiary Association ("VEBA") trusts. We maintain our VEBA plan assets in directed trust accounts at a commercial bank.

The investment strategy for our DB Plan and our OPEB Plans utilizes several different asset classes with varying risk/return characteristics. The following table indicates the asset allocation percentages of the fair value of the DB Plan and OPEB Plans' assets for each major type of plan asset as of December 31, 2011 and 2010, as well as the targeted allocation range:

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	<b>DB Plan</b>			<b>OPEB Plans</b>		
	<b><u>2011</u></b>	<b><u>2010</u></b>	<b>Asset</b>	<b><u>2011</u></b>	<b><u>2010</u></b>	<b>Asset</b>
			<b>Allocation</b>			<b>Allocation</b>
			<b>Range</b>			<b>Range</b>
Equities	61%	67%	30%-90%	64%	58%	30%-90%
Fixed income	39%	33%	25%-65%	36%	42%	10%-40%
Cash an cash equivalents	<u>0%</u>	<u>0%</u>	0%-15%	<u>0%</u>	<u>0%</u>	0%-15%
Total	<u>100%</u>	<u>100%</u>		<u>100%</u>	<u>100%</u>	

The DB Plan held 21,000 shares of Pennichuck Corporation common stock as of December 31, 2011 and 2010, which is included in Equities in the table above. The fair value of this stock as of December 31, 2011 and 2010 was \$605,000 and \$575,000, respectively. Pennichuck Corporation stock held in the Plan represented 7.4% and 7.6% of the total DB Plan assets as of December 31, 2011 and 2010, respectively.

Management uses its best judgment in estimating the fair value of its financial instruments. However, there are inherent weaknesses in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates herein are not necessarily indicative of the amounts that we could have realized in a sales transaction for these instruments. The estimated fair value amounts have been measured as of year-end and have not been reevaluated or updated for purposes of these financial statements subsequent to those respective dates.

Investments in PNNW common stock and mutual funds are stated at fair value by reference to quoted market prices. Money market funds are valued utilizing the Net Asset Value per unit based on the fair value of the underlying assets as determined by the directed trustee.

The DB Plan also holds assets under an immediate participation guarantee group annuity contract with a life insurance company. The assets under the contract are invested in pooled separate accounts and in a general investment account. The pooled separate accounts are valued based on net asset value per unit of participation in the fund and have no unfunded commitments or significant redemption restrictions at year-end. The value of these units is determined by the trustee based on the current market values of the underlying assets of the pooled separate accounts. Therefore, the value of the pooled separate accounts is deemed to be at estimated fair value.

The general investment account is not actively traded and significant other observable inputs are not available. The fair value of the general investment account is calculated by discounting the related cash flows based on current yields of similar instruments with comparable durations.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Plan's management believes the valuation methodologies are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair

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City of Nashua

value of certain investments could result in a different fair value measurement at the reporting date.

We use a fair value hierarchy which prioritizes the inputs to valuation methods used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements).

The fair value of DB Plan and OPEB Plan assets by levels within the fair value hierarchy used as of December 31, 2011 was as follows:

(in thousands)	<b><u>Totals</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Level 3</u></b>
<b>DB Plan:</b>				
Equities:				
Pooled separate accounts	\$ 4,358	\$ -	\$ 4,358	\$ -
PNNW common stock	605	605	-	-
Fixed Income:				
General investment account	1,735	-	-	1,735
Pooled separate accounts	1,451	-	1,451	-
Cash and cash equivalents				
Money market funds	16	-	16	-
Total Pension Plan	<u>\$ 8,165</u>	<u>\$ 605</u>	<u>\$ 5,825</u>	<u>\$ 1,735</u>

(in thousands)	<b><u>Totals</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Level 3</u></b>
<b>OPEB Plans</b>				
Mutual funds:				
Balanced/hybrid funds	\$ 166	\$ 166	\$ -	\$ -
U.S. equity securities funds	239	239	-	-
International equity funds	57	57	-	-
Fixed income funds	264	264	-	-
Cash and cash equivalents				
Money market funds	1	-	1	-
Total Post-retirement Plan	<u>\$ 727</u>	<u>\$ 726</u>	<u>\$ 1</u>	<u>\$ -</u>
Totals	<u>\$ 8,892</u>	<u>\$ 1,331</u>	<u>\$ 5,826</u>	<u>\$ 1,735</u>

The fair value of DB Plan and OPEB Plan assets by levels within the fair value hierarchy used as of December 31, 2010 was as follows!

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(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>DB Plan:</b>				
Equities:				
Pooled separate accounts	\$ 4,438	\$ -	\$ 4,438	\$ -
PNNW common stock	575	575	-	-
Fixed Income:				
General investment account	1,850	-	-	1,850
Pooled separate accounts	646	-	646	-
Cash and cash equivalents				
Money market funds	19	-	19	-
Total Pension Plan	<u>\$ 7,528</u>	<u>\$ 575</u>	<u>\$ 5,103</u>	<u>\$ 1,850</u>

(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>OPEB Plans</b>				
Mutual funds:				
Balanced/hybrid funds	\$ 162	\$ 162	\$ -	\$ -
U.S. equity securities funds	177	177	-	-
International equity funds	85	85	-	-
Fixed income funds	309	309	-	-
Cash and cash equivalents				
Money market funds	1	-	1	-
Total Post-retirement Plan	<u>\$ 734</u>	<u>\$ 733</u>	<u>\$ 1</u>	<u>\$ -</u>
Totals	<u>\$ 8,262</u>	<u>\$ 1,308</u>	<u>\$ 5,104</u>	<u>\$ 1,850</u>

Level 1: Based on quoted prices in active markets for identical assets,  
Level 2: Based on significant observable inputs.  
Level 3: Based on significant unobservable inputs.

The following table presents a year-end reconciliation of DB Plan assets measured and recorded at fair value on a recurring basis, using significant unobservable inputs (Level 3):

(in thousands)	<u>2011</u>	<u>2010</u>
Balance, Beginning of Year	\$ 1,850	\$ 1,733
Plan transfers	76	161
Benefits paid	(252)	(227)
Return on plan assets (net of investment expenses)	61	183
Balance, End of Year	<u>\$ 1,735</u>	<u>\$ 1,850</u>

In order to satisfy the minimum funding requirements of the Employee Retirement Income Security Act of 1974, applicable to defined benefit pension plans, we anticipate that we will contribute approximately \$1.2 million to the Plan in 2012.

The following maximum benefit payments, which reflect expected future service, as appropriate, are expected to be paid in the years indicated:

(in thousands)	<u>DB Plan</u>	<u>OPEB Plans</u>
2012	\$ 392	\$ 78
2013	422	91
2014	484	99
2015	542	107
2016	679	120
2017-2021	<u>4,537</u>	<u>864</u>
Total	<u>\$ 7,056</u>	<u>\$ 1,359</u>

Because we are subject to regulation in the state in which we operate, we are required to maintain our accounts in accordance with the regulatory authority's rules and regulations. In those instances, we follow the guidance of ASC 980 ("Regulated Operations"). Based on prior regulatory practice, we recorded underfunded DB Plan and OPEB Plan obligations as a regulatory asset, and we expect to recover those costs in rates charged to customers.

#### **Defined Contribution Plan**

In addition to the deferred benefit plan, we have a defined contribution plan covering substantially all employees. Under this plan, our Company matches 100% of the first 3% of each participating employee's salary contributed to the plan. The matching employer's contributions, recorded as operating expenses, were approximately \$211,000 and \$178,000 for 2011 and 2010, respectively.

#### **Note 3 - Stock-based Compensation Plan**

Share-based payments to employees from grants of stock options are recognized as compensation expense in the consolidated financial statements based on their fair value on the grant date. For purposes of calculating the fair value of each stock grant as of the date of grant, our Company uses the Black Scholes Option Pricing model.

The impact of stock-based compensation on the Consolidated Statements of Income for the years ended December 31, 2011 and 2010 was as follows:

(in thousands)	<b>Years Ended December 31</b>	
	<u>2011</u>	<u>2010</u>
Stock-based compensation	\$ 109	\$ 239
Income taxes	(44)	(96)
Stock-based compensation, net of tax	<u>\$ 65</u>	<u>\$ 143</u>

The total compensation cost related to non-vested stock option awards was approximately \$34,000, net of tax as of December 31, 2011. These costs will be recognized the first quarter of 2012.

We have periodically granted our officers and key employees incentive and non-qualified stock options on a discretionary basis pursuant to two stock option plans, the 1995 Stock Option Plan (the "1995 Plan") and the Amended and Restated 2000 Stock Option Plan. On May 6, 2009, our shareholders approved an amendment to and restatement of the Amended

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and Restated 2000 Stock Option Plan to also allow for the issuance of restricted stock. As amended and restated, the plan has been renamed the 2009 Equity Incentive Plan (the "2009 Plan").

The 1995 Plan permits the granting of both incentive stock options and non-qualified stock options to employees at a price per share equivalent to the market value at the date of the grant. Options become exercisable immediately following the grant and expire ten years from the date of grant. As of December 31, 2011, no further shares were available for grant under the 1995 Plan.

The 2009 Plan provides for the granting of incentive stock options to employees and non-qualified stock options to employees and directors at a price per share equivalent to the market value at the date of the grant. Option grants have varying vesting schedules and expire ten years from the date of grant. The 2009 Plan also authorizes the granting of restricted stock awards to employees and directors. Originally, there were 500,000 total shares of common stock subject to issuance under the 2009 Plan. As of December 31, 2011 and 2010, 111,934 shares remained available for future grant under the 2009 Plan.

The following table summarizes the activity under the stock option plans for the two-year period ended December 31, 2011.

	<b>Number of Shares</b>	<b>Price per Share</b>	<b>Average Price per Share</b>
Options outstanding as of December 31, 2009	222,691	\$ 15.29-22.51	\$ 19.61
Granted	71,900	20.11-21.14	20.54
Exercised	(26,182)	15.29-22.22	19.80
Canceled/forfeited	-	-	-
Options outstanding as of December 31, 2010	<u>268,409</u>	<u>15.29-22.51</u>	<u>19.84</u>
Granted	-	-	-
Exercised	(28,448)	15.29-21.24	18.81
Canceled/forfeited	-	-	-
Options outstanding as of December 31, 2011	<u>239,961</u>	<u>\$ 17.64-22.51</u>	<u>\$ 19.96</u>
Exercisable as of December 31, 2010	189,778	\$ \$15.29-22.51	\$ 19.92
Exercisable as of December 31, 2011	199,362	\$ 17.64-22.51	\$ 20.09

The following table summarizes information about stock options outstanding and exercisable as of December 31, 2011.

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Exercise Price	Number Outstanding	Remaining Contractual Life	Weighted Average Exercise Price	Number Exercisable	Weighted Average Exercise Price
	As of 12/31/2011	(in years)	Per Share	As of 12/31/2011	Per Share
\$ 20.25	1,067	0.07	\$ 20.25	1,067	\$ 20.25
20.14	19,602	1.76	20.14	19,602	20.14
21.24	20,668	2.07	21.24	20,668	21.24
19.67	16,935	3.08	19.67	16,935	19.67
19.51	16,500	3.94	19.51	16,500	19.51
19.00	40,000	4.64	19.00	40,000	19.00
22.22	6,000	6.52	22.22	6,000	22.22
22.51	16,200	6.65	22.51	16,200	22.51
17.64	32,365	7.08	17.64	19,697	17.64
20.11	40,624	8.08	20.11	12,693	20.11
21.14	30,000	8.24	21.14	30,000	21.14
	<u>239,961</u>			<u>199,362</u>	

In accordance with the terms of the Merger Agreement, no options were granted in 2011. The weighted average fair value per share of options granted during 2010 was \$3.69. The fair value of each option grant was estimated on the date of grant using the following assumptions:

	Years Ended December 31	
	2011	2010
Risk-free interest rate		2.58-2.81%
Expected dividend yield		3.41-3.48%
Expected lives		5.41-5.45 years
Expected volatility		25.37-25.41%

**Note 4 - Commitments and Contingencies**

*Operating Leases*

We lease our corporate office space as well as certain office equipment under operating lease agreements. Total rent expense was approximately \$320,000 and \$346,000 for the years ended December 31, 2011 and 2010, respectively.

Our remaining non-cancelable lease commitments for our corporate office space and leased equipment as of December 31, 2011 were as follows (in thousands):

	<u>Amount</u>
2012	\$ 303
2013	170
2014	-
2015	-
2016	-
Total	<u>\$ 473</u>



**Note 5 – Shareholder Rights Plan**

On April 20, 2000, our Board of Directors ("Board") adopted a Shareholder Rights Plan ("Rights Plan") and declared a dividend of one preferred share purchase right ("Right") for each outstanding share of common stock, \$1.00 par value. The Rights would have become exercisable in the event that a person or group acquired, or commenced a tender or exchange offer to acquire, more than 15% (up to 20% with the prior approval of the Board) of our Company's outstanding common stock.

Effective October 29, 2010, our Board voted unanimously to extend the expiration date of the Rights under the Rights Plan from November 1, 2010 to the date of the 2011 annual meeting of our Company's shareholders, which was held on May 5, 2011. The Board did not propose any further extension of the expiration date of the Rights beyond the 2011 annual meeting and, accordingly, the Rights expired on May 5, 2011.

**Note 6 - Financial Measurement and Fair Value of Financial Instruments**

Management uses its best judgment in estimating the fair value of its financial instruments. However, there are inherent weaknesses in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates herein are not necessarily indicative of the amounts that we could have realized in a sales transaction for these instruments. The estimated fair value amounts have been measured as of their respective year ends and have not been reevaluated or updated for purposes of these financial statements subsequent to those respective dates.

We use a fair value hierarchy which prioritizes the inputs to valuation methods used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of fair value hierarchy are as follows:

- Level 1: Based on quoted prices in active markets for identical assets.
- Level 2: Based on significant observable inputs.
- Level 3: Based on significant unobservable inputs.

An asset or liability's level within the fair value hierarchy is based on the lowest level of input that is significant to the fair value measurement.

For assets and liabilities measured at fair value on a recurring basis, the fair value measurement by levels within the fair value hierarchy used as of December 31, 2011 and 2010 was as follows:

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(in thousands)	<b><u>December 31, 2011</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Level 3</u></b>
Interest rate swap	\$ <u>(834)</u>	\$ <u>-</u>	\$ <u>(834)</u>	\$ <u>-</u>
(in thousands)	<b><u>December 31, 2010</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Level 3</u></b>
Interest rate swap	\$ <u>(314)</u>	\$ <u>-</u>	\$ <u>(314)</u>	\$ <u>-</u>

The carrying value of certain financial instruments included in the accompanying Consolidated Balance Sheets, along with the related fair value, as of December 31, 2011 and 2010 was as follows:

(in thousands)	<u>2011</u>		<u>2010</u>	
	<u>Carrying Value</u>	<u>Fair Value</u>	<u>Carrying Value</u>	<u>Fair Value</u>
Liabilities				
Long-term debt	\$ (60,533)	\$ (55,169)	\$ (60,871)	\$ (56,465)
Interest rate swap liability	(834)	(834)	(314)	(314)

The fair value of long-term debt has been determined by discounting the future cash flows using current market interest rates for similar financial instruments of the same duration. The fair value for long-term debt shown above does not purport to represent the amounts at which those debt obligations would be settled. The fair market value of our interest rate swap represents the estimated cost to terminate this agreement as of December 31, 2011 and 2010 based upon the then-current interest rates and the related credit risk.

The carrying values of our Cash and Cash Equivalents, Accounts Receivable and Accounts Payable approximate their fair values because of their short maturity dates. The carrying value of our CIAC approximates its fair value because it is expected that this is the amount that will be recovered in future rates.

**Note 7 - Equity Investment in Unconsolidated Company**

As of December 31, 2011 and 2010, Southwood held a 50 percent ownership interest in a limited liability company known as HECOP IV. HECOP IV, whose assets and liabilities are not included in the accompanying Consolidated Balance Sheets, owns approximately nine acres of undeveloped land in Merrimack, New Hampshire. The remaining ownership interest in HECOP IV is held by John P. Stabile II, principal owner of H.J. Stabile & Son, Inc. The short-term cash needs of HECOP IV are expected to be funded by its partners on an on-going basis and are not expected to be significant.

Southwood uses the equity method of accounting for its investment in HECOP IV and accordingly, its investment is adjusted for its share of losses. For the years ended December 31, 2011 and 2010, Southwood's share of losses from its investment in HECOP IV was approximately \$5,000 and \$7,000, respectively. Southwood's share of losses is included under "Other, net" in the accompanying Consolidated Statements of Income.

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**Note 8 - Income Taxes**

The components of the federal and state income tax provision as of December 31, 2011 and 2010 were as follows:

(in thousands)	<u>2011</u>	<u>2010</u>
Federal	\$ 2,108	\$ 1,937
State	576	495
Amortization of investment tax credits	(33)	(33)
Total	<u>\$ 2,651</u>	<u>\$ 2,399</u>
Current	\$ 331	\$ 661
Deferred	2,320	1,738
Total	<u>\$ 2,651</u>	<u>\$ 2,399</u>

The following is reconciliation between the statutory federal income tax rate and the effective income tax rate for 2011 and 2010:

	<u>2011</u>	<u>2010</u>
Statutory federal rate	34.0%	34.0%
State tax rate, net of federal benefit	5.6%	5.3%
Permanent differences	-0.3%	0.1%
Amortization of investment tax credits	-0.5%	-0.6%
Other	0.4%	0.0%
Effective tax rate	<u>39.2%</u>	<u>38.8%</u>

The temporary items that give rise to the net deferred tax liability as of December 31, 2011 and 2010 were as follows:

(in thousands)	<u>2011</u>	<u>2010</u>
Liabilities:		
Property-related, net	\$ 24,708	\$ 22,021
Pension deferred asset	2,736	1,589
Other	1,765	1,116
Total liabilities	<u>29,209</u>	<u>24,726</u>
Assets:		
Pension accrued liability	2,964	1,831
Federal net operating loss carryforward	991	862
Alternative minimum tax credit	384	374
NH Business Enterprise Tax credits	-	161
Other	3,433	2,318
Total assets	<u>7,772</u>	<u>5,546</u>
Net non-current deferred income tax liability	<u>\$ 21,437</u>	<u>\$ 19,180</u>

In determining the income reported in our consolidated financial statements, all merger-related costs, which totaled approximately \$832,000 in the aggregate as of December 31, 2011, have been expensed as incurred. Furthermore, based upon the nature and timing of

such costs and without assuming that the planned merger will be completed, we have elected to treat such costs as timing differences in determining the provision for income taxes in our consolidated financial statements. Accordingly, we have recorded an income tax expense benefit for such costs in the same periods in which such costs have been incurred and recorded. Subsequent to year-end, the merger was completed; as a result, these costs may no longer be deductible and would be capitalized as part of the merger consideration.

We had a federal net operating loss in 2009 in the amount of approximately \$4.1 million with an estimated balance remaining to carry forward to 2012 in the amount of approximately \$2.9 million. The net operating loss can be carried forward until the year 2029. The benefit of the net operating loss carried forward is approximately \$991,000 and is included in deferred income taxes in the Consolidated Balance Sheet as of December 31, 2011.

As of December 31, 2011, we estimated approximately \$384,000 of cumulative federal alternative minimum tax credits that may be carried forward indefinitely as a credit against our regular tax liability.

Investment tax credits resulting from utility plant additions are deferred and amortized. The unamortized investment tax credits are being amortized through the year 2033.

We had a regulatory liability related to income taxes of approximately \$868,000 and \$890,000 as of December 31, 2011 and 2010, respectively. This represents the estimated future reduction in revenues associated with deferred taxes which were collected at rates higher than the currently enacted rates and the amortization of deferred investment tax credits.

We made a review of our portfolio of uncertain tax positions. In this regard, an uncertain tax position represents our expected treatment of a tax position taken in a filed tax return, or planned to be taken in a future tax return, that has not been reflected in measuring income tax expense for financial reporting purposes. As a result of this review, we determined that we had no material uncertain tax positions. We will use tax planning strategies, if required, and when possible, to avoid the expiration of any future net operating loss and/or tax credits.

We file income tax returns in the U.S. federal jurisdiction, the State of New Hampshire, and the Commonwealth of Massachusetts. Our 2008 and 2010 tax years remain subject to examination by the Internal Revenue Service. Our tax year 2009 was audited by the Internal Revenue Service, and the year was closed with no changes. Our 2007 through 2010 tax years remain subject to examination by the state jurisdictions.

Our practice is to recognize interest and/or penalties related to income tax matters in "Other, Net" in the Consolidated Statements of Income. We recorded such interest and/or penalties during the years ended December 31, 2011 and 2010 in the amounts of approximately \$0 and \$0, respectively.

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**Note 9 - Debt**

Long-term debt as of December 31, 2011 and 2010 consisted of the following:

(in thousands)	<u>2011</u>	<u>2010</u>
Unsecured senior notes payable due to an insurance company:		
7.4%, due March 1, 2021	\$ 6,000	\$ 6,400
Unsecured Business Finance Authority:		
Revenue Bond (2005 Series BC-4), 5.375%, due October 1, 2035	12,140	12,290
Revenue Bond (2005 Series BC-3), 5.00%, due April 1, 2018	7,500	7,500
Revenue Bond (2005 Series A), 4.70%, due October 1, 2035	12,125	12,125
Revenue Bond (Series 2005A), 4.70%, due January 1, 2035	1,810	1,810
Revenue Bond (series 2005B), 4.60%, due January 1, 2030	2,320	2,325
Revenue Bond (Series 2005C) 4.5%, due January 1, 2025	1,175	1,180
Revenue Bond (Series 2005D), 4.5%, due January 1, 2025	950	1,000
Revenue Bond, 1997, 6.30%, due May 1, 2022	3,200	3,400
Unsecured notes payable to bank, floating-rate, due March 1, 2030	4,223	4,384
Unsecured New Hampshire State Revolving Fund ("SRF") notes <sup>(1)</sup>	<u>9,378</u>	<u>8,757</u>
Total long-term debt	60,821	61,171
Less current portion	(1,096)	(1,062)
Less original issue discount	(288)	(300)
Total long-term debt, net of current portion	<u>\$ 59,437</u>	<u>\$ 59,809</u>

<sup>(1)</sup> SRF notes are due through 2031 at interest rates ranging from 1% to 4.488%. These notes are payable in 120 to 240 consecutive monthly installments of principal and interest. The 1% rate applies to construction projects still in process until the earlier of (i) the date of substantial completion of the improvements, or (ii) various dates specified in the note (such earlier date being the interest rate change date). Commencing on the interest rate change date, the interest rate changes to the lower of (i) the rate as stated in the note or (ii) 80% of the established 11 General Obligations Bond Index published during the specified time period before the interest rate change date.

The aggregate principal payment requirements subsequent to December 31, 2011 are as follows:

(in thousands)	<u>Amount</u>
2012	\$ 1,096
2013	1,097
2014	1,108
2015	1,122
2016	1,136
2017 and thereafter	<u>55,262</u>
Total	<u>\$ 60,821</u>

Certain covenants (as described below) in Pennichuck Water's and Pennichuck East's loan agreements and in our Bank of America revolving credit loan agreement effectively restrict our ability to upstream dividends from Pennichuck Water and Pennichuck East, as well as pay dividends to our shareholders.

Several of Pennichuck Water's loan agreements contain a covenant that prevents Pennichuck Water from declaring dividends if Pennichuck Water does not maintain a minimum net worth

of \$4.5 million. As of December 31, 2011 and 2010, Pennichuck Water's net worth was \$54.4 million and \$53.1 million, respectively.

One of Pennichuck East's loan agreements contains a covenant that prevents Pennichuck East from declaring dividends if Pennichuck East does not maintain a minimum net worth of \$1.5 million. As of December 31, 2011 and 2010, Pennichuck East's net worth was \$6.5 million and \$7.0 million, respectively. Another one of Pennichuck East's loan agreements contains an issuance covenant that requires Pennichuck East to maintain an Earnings Available for Interest ratio of at least 1.5 to 1.0. Pennichuck East was not in compliance with this covenant as of December 31, 2011 and is not permitted to issue any new debt until such time that it passes this covenant.

Our Bank of America revolving credit loan facility contained a covenant that required our Company to maintain a minimum consolidated tangible net worth of \$46.4 million (\$37.0 million plus equity proceeds subsequent to December 2007). As of December 31, 2011, our consolidated tangible net worth was \$56.9 million. This revolving credit facility terminated in accordance with its terms on January 25, 2012 upon consummation of the merger.

Our short-term borrowing activity for the years ended December 31, 2011 and 2010 were:

(in thousands)	<u>2011</u>	<u>2010</u>
Established line at year-end	\$ 12,000	\$ 16,000
Maximum amount outstanding during year	-	645
Average amount outstanding during year	-	16
Amount outstanding at year-end	-	-
Weighted average interest rate during year	n/a	3.25%
Interest rate at year-end	n/a	n/a

In addition, Pennichuck East has a \$1.5 million revolving credit facility with a bank which was established on February 9, 2010. Borrowings under this facility are subject to variable interest rates equal to either a quoted rate at the time of any borrowings or LIBOR rates plus 1.75%, based upon the timeframe for which monies are borrowed, ranging from 30 days to nine months in duration. This facility matured on February 9, 2012, and no borrowings have been made against this facility during its existence.

As of December 31, 2011 and 2010, we had a \$4.2 million and \$4.4 million, respectively, interest rate swap which qualifies as a derivative. This financial derivative is designated as a cash flow hedge. This financial instrument is used to mitigate interest rate risk associated with our outstanding \$4.2 million and \$4.4 million loan which has a floating interest rate based on the three-month London Interbank Offered Rate ("LIBOR") plus 1.75% as of December 31, 2011 and 2010, respectively. The combined effect of the LIBOR-based borrowing formula and the swap produces an "all-in fixed borrowing cost" equal to 5.95%. The fair value of the financial derivative, as of December 31, 2011 and 2010, included in our Consolidated Balance Sheets under "Deferred credits and other reserves" as "Other liabilities" was \$834,000 and \$314,000, respectively. Changes in the fair value of this derivative were deferred in accumulated other comprehensive loss.

Swap settlements are recorded in the income statement with the hedged item as interest expense. During the twelve months ended December 31, 2011 and 2010, \$168,000 and \$145,000, respectively, was reclassified pre-tax from accumulated other comprehensive loss to interest expense as a result of swap settlements. We expect to reclassify approximately \$150,000, pre-tax, from accumulated other comprehensive loss to interest expense as a result of swap settlements, over the next twelve months.

**Note 10 - Subsequent Events**

**Merger with the City of Nashua, New Hampshire**

On January 25, 2012, the City completed its acquisition of all of the outstanding voting securities of our Company in a merger transaction pursuant to the Merger Agreement dated as of November 11, 2010 between our Company and the City. The Merger Agreement provided for the purchase of all the outstanding common stock and common stock equivalents of our Company for \$29.00 per share, or approximately \$138 million in cash, of which approximately \$2.2 million related to 238,894 stock options outstanding as of the transaction date.

**Sale of Land**

On January 24, 2012, Southwood sold 38.26 acres of undeveloped land that it owned in Nashua, New Hampshire for \$2.2 million resulting in an estimated gain of approximately \$1.9 million.

**NASHUA AIRPORT AUTHORITY NOTES**



**NASHUA AIRPORT AUTHORITY**  
**NOTES TO FINANCIAL STATEMENTS**

**June 30, 2012 and 2011**

**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 general airport operations 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 pronouncements required by the FASB Accounting Standards Codification 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, 2012 and 2011, 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, 2012 or 2011.

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.

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

***Revenues and Expenses***

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

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

**NOTE 2 - DEPOSITS AND INVESTMENTS**

Deposits and investments as of June 30, 2012 and 2011 are classified in the accompanying financial statements as follows:

	<u>2012</u>	<u>2011</u>
Statement of Net Assets:		
Cash and cash equivalents	\$ 103,186	\$ 327,877
Investments	<u>383,819</u>	<u>434,268</u>
Total deposits and investments	<u>\$ 487,005</u>	<u>\$ 762,145</u>

Deposits and investments at June 30, 2012 and 2011 consist of the following:

	<u>2012</u>	<u>2011</u>
Cash on hand	\$ 200	\$ 200
Deposits with financial institutions	<u>486,805</u>	<u>761,945</u>
Total deposits and investments	<u>\$ 487,005</u>	<u>\$ 762,145</u>

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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; however, the Authority has an agreement with its primary bank to collateralize deposits in excess of the FDIC insurance limits.

**NOTE 3 - DUE FROM OTHER GOVERNMENTS**

Receivables from other governments consist of receivables due from federal and state funding for airport improvement projects. 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, 2012 and 2011 is as follows:

City of Nashua

	<u>2012</u>	<u>2011</u>
State and Federal share of Federal Aviation Grants -		
AIP Project SBG#-12-02-2009	\$ -	\$ 52,439
AIP Project SBG#-12-03-2010	113,483	-
AIP Project SBG#-12-04-2010	61,642	246,876
AIP Project SBG#-12-06-2011	1,340,562	125,763
AIP Project SBG#-12-08-2011	525,893	3,071
	<u>\$ 2,041,580</u>	<u>\$ 428,149</u>

**NOTE 4 - CAPITAL ASSETS**

The following is a summary of changes in capital assets during the years ended June 30, 2012:

	<u>Balance</u>		<u>Additions</u>		<u>Reductions</u>		<u>Balance</u>
	<u>7/1/2011</u>						<u>6/30/2012</u>
Capital assets not being depreciated:							
Land	\$ 2,391,378	\$ 836,130	\$ -				\$ 3,227,508
Construction in progress	523,593	10,331,069	(836,130)				10,018,532
Total capital assets not being depreciated	<u>2,914,971</u>	<u>11,167,199</u>	<u>(836,130)</u>				<u>13,246,040</u>
Other capital assets:							
Land improvements	9,509,174	-	-				9,509,174
Buildings and improvements	1,520,786	4,520	-				1,525,306
Equipment	1,469,128	23,499	-				1,492,627
Total other capital assets at historical cost	<u>12,499,088</u>	<u>28,019</u>	<u>-</u>				<u>12,527,107</u>
Less accumulated depreciation for:							
Land improvements	(4,103,891)	(322,692)	-				(4,426,583)
Buildings and improvements	(721,017)	(42,394)	-				(763,411)
Equipment	(628,017)	(55,649)	-				(683,666)
Total accumulated depreciation	<u>(5,452,925)</u>	<u>(420,735)</u>	<u>-</u>				<u>(5,873,660)</u>
Total other capital assets, net	<u>7,046,163</u>	<u>(392,716)</u>	<u>-</u>				<u>6,653,447</u>
Total capital assets, net	<u>\$ 9,961,134</u>	<u>\$ 10,774,483</u>	<u>\$ (836,130)</u>				<u>\$ 19,899,487</u>

The following is a summary of changes in capital assets during the years ended June 30, 2011:

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**Municipal Government Report**

	Balance <u>7/1/2010</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/2011</u>
Capital assets not being depreciated:				
Land	\$ 2,391,378	\$ -	\$ -	\$ 2,391,378
Construction in progress	2,460,298	844,947	(2,781,652)	523,593
Total capital assets not being depreciated	<u>4,851,676</u>	<u>844,947</u>	<u>(2,781,652)</u>	<u>2,914,971</u>
Other capital assets:				
Land improvements	6,225,832	3,283,342	-	9,509,174
Buildings and improvements	1,520,786	-	-	1,520,786
Equipment	989,818	479,310	-	1,469,128
Total other capital assets at historical cost	<u>8,736,436</u>	<u>3,762,652</u>	<u>-</u>	<u>12,499,088</u>
Less accumulated depreciation for:				
Land improvements	(3,775,683)	(328,208)	-	(4,103,891)
Buildings and improvements	(678,755)	(42,262)	-	(721,017)
Equipment	(596,567)	(31,450)	-	(628,017)
Total accumulated depreciation	<u>(5,051,005)</u>	<u>(401,920)</u>	<u>-</u>	<u>(5,452,925)</u>
Total other capital assets, net	<u>3,685,431</u>	<u>3,360,732</u>	<u>-</u>	<u>7,046,163</u>
Total capital assets, net	<u>\$ 8,537,107</u>	<u>\$ 4,205,679</u>	<u>\$ (2,781,652)</u>	<u>\$ 9,961,134</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 service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 54 Regional Drive, Concord, New Hampshire 03301.

***Funding Policy***

Covered general employees are required to contribute 7.0% of their covered salary for the year ended June 30, 2012 and 5.0% for the year ended June 30, 2011. The Authority is required to contribute at an actuarially determined rate. The Authority's contribution rate for the year ended June 30, 2012 was 11.09% of covered payroll to general employees through July 31, 2011 and 8.80%, respectively thereafter. The Authority's contribution rate for the year ended June 30, 2011 was 9.16%. 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, 2012, 2011, and 2010 were \$19,624, \$15,821, and \$18,846, 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, 2012 and 2011, yearly lease income was \$294,599 and \$292,423, 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, 2012 and 2011 are as follows:

	<u>2012</u>	<u>2011</u>
Designated for -		
Capital improvements/equipment	\$ 3,379	\$ 227,421
Project capital improvements/equipment	-	56,882
Safety related expenditures	4,860	5,129
Future fuel farm costs	<u>200,000</u>	<u>-</u>
	208,239	289,432
Undesignated	<u>220,680</u>	<u>395,477</u>
	<u>\$ 428,919</u>	<u>\$ 684,909</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, 2012  
(Unaudited)**

**Employees' Retirement System**

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/02 <sup>(1)</sup>	N/A	N/A	N/A	N/A	N/A	N/A
07/01/03 <sup>(2)</sup>	\$ 21,189,323	\$ 25,920,563	\$ 4,731,240	81.7%	\$ 7,088,854	66.7%
07/01/04 <sup>(1)</sup>	N/A	N/A	N/A	N/A	N/A	N/A
07/01/05 <sup>(2)</sup>	\$ 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%
07/01/10	\$ 32,047,692	\$ 38,593,502	\$ 6,545,810	83.0%	\$ 8,105,565	80.8%
07/01/11	\$ 32,911,653	\$ 40,498,271	\$ 7,586,618	81.3%	\$ 8,506,680	89.2%

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

<sup>(2)</sup> The Entry Age Actuarial Cost Method was used.

**Other Post-Employment Benefits**

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/11	\$ -	\$ 43,075,476	\$ 43,075,476	0.0%	\$ 120,292,886	35.8%
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 state 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:

- Fire Projects: to account for Fire Department Capital Projects.
  - Public Works Projects: to account for Public Works Department Capital Projects.
  - Community Development Projects: to account for Community Development Department Capital Projects.
  - School Department Projects: to account for School Department Capital Projects.
  - Technology Projects: to account for Technology projects.
  - City Building Projects: to account for capital projects related to City facilities.
- 
- 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.

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Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2012

	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	68,458	92,172	132,077	-
Loans receivable	-	-	-	-
Due from other funds	-	-	-	4,529
Other assets	-	-	-	-
Total Assets	<u>\$ 68,458</u>	<u>\$ 92,172</u>	<u>\$ 132,077</u>	<u>\$ 4,529</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accrued liabilities	\$ -	\$ -	\$ 5,358	\$ -
Deferred revenue	7,598	-	8,101	-
Due to other funds	<u>42,538</u>	<u>92,172</u>	<u>118,018</u>	<u>-</u>
Total Liabilities	50,136	92,172	131,477	-
Fund Equity:				
Nonspendable	-	-	-	-
Restricted	18,322	-	600	4,529
Committed	-	-	-	-
Unassigned	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>18,322</u>	<u>-</u>	<u>600</u>	<u>4,529</u>
Total Liabilities and Fund Equity	<u>\$ 68,458</u>	<u>\$ 92,172</u>	<u>\$ 132,077</u>	<u>\$ 4,529</u>

City of Nashua

Special Revenue Funds

Transit Grants	CDBG/Home Grants	Community Development Division Grants	Homeland Security Grants	Other City Grants
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
-	-	-	-	-
174,388	354,359	272,886	70,219	42,875
-	-	-	-	-
-	-	-	-	-
<u>\$ 174,388</u>	<u>\$ 354,359</u>	<u>\$ 272,886</u>	<u>\$ 70,219</u>	<u>\$ 42,875</u>
\$ -	\$ 18,909	\$ -	\$ -	\$ -
-	-	33,736	4,357	-
<u>95,554</u>	<u>304,451</u>	<u>162,738</u>	<u>60,509</u>	<u>21,574</u>
95,554	323,360	196,474	64,866	21,574
-	-	-	-	-
78,834	30,999	76,412	5,353	21,301
-	-	-	-	-
<u>78,834</u>	<u>30,999</u>	<u>76,412</u>	<u>5,353</u>	<u>21,301</u>
<u>\$ 174,388</u>	<u>\$ 354,359</u>	<u>\$ 272,886</u>	<u>\$ 70,219</u>	<u>\$ 42,875</u>

(continued)

Municipal Government Report

(continued)

	Special Revenue Funds			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
<u>ASSETS</u>				
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	93,092	195,000
Intergovernmental receivables	130,164	3,650,011	-	1,413
Loans receivable	-	-	656,823	-
Due from other funds	254,388	-	3,248,621	1,688,234
Other assets	-	261	-	-
	\$ 384,552	\$ 3,650,272	\$ 3,998,536	\$ 1,884,647
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accrued liabilities	\$ -	\$ -	\$ 16,459	\$ 4,298
Deferred revenue	-	103,857	55,388	-
Due to other funds	-	3,542,363	-	-
	-	3,646,220	71,847	4,298
Fund Equity:				
Nonspendable	-	-	-	-
Restricted	384,552	4,052	-	-
Committed	-	-	3,926,689	1,880,349
Unassigned	-	-	-	-
	384,552	4,052	3,926,689	1,880,349
Total Liabilities and Fund Equity	\$ 384,552	\$ 3,650,272	\$ 3,998,536	\$ 1,884,647

City of Nashua

Special Revenue Funds		Capital Project Funds		
Other Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
\$ 1,575,318	\$ 1,575,318	\$ -	\$ -	\$ -
1,915,423	1,915,423	-	-	-
-	288,092	-	-	-
-	4,989,022	-	107,350	-
-	656,823	-	-	-
-	5,195,772	-	1,741,533	15,551
-	261	-	-	-
<u>\$ 3,490,741</u>	<u>\$ 14,620,711</u>	<u>\$ -</u>	<u>\$ 1,848,883</u>	<u>\$ 15,551</u>
\$ -	\$ 45,024	\$ -	\$ -	\$ -
-	213,037	-	-	-
234,499	4,674,416	814,637	-	-
234,499	4,932,477	814,637	-	-
-	-	-	-	-
-	624,954	-	1,848,883	15,551
3,256,242	9,063,280	-	-	-
-	-	(814,637)	-	-
<u>3,256,242</u>	<u>9,688,234</u>	<u>(814,637)</u>	<u>1,848,883</u>	<u>15,551</u>
<u>\$ 3,490,741</u>	<u>\$ 14,620,711</u>	<u>\$ -</u>	<u>\$ 1,848,883</u>	<u>\$ 15,551</u>

(continued)

Municipal Government Report

(continued)

	Capital Project Funds				Subtotal
	School Department Projects	Technology Projects	City Building Projects	Other Projects	
<u>ASSETS</u>					
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-	-
Departmental and other receivables	-	-	-	-	-
Intergovernmental receivables	-	-	-	-	107,350
Loans receivable	-	-	-	-	-
Due from other funds	1,562,772	755,096	209,549	650,000	4,934,501
Other assets	-	-	-	-	-
<b>Total Assets</b>	<b>\$ <u>1,562,772</u></b>	<b>\$ <u>755,096</u></b>	<b>\$ <u>209,549</u></b>	<b>\$ <u>650,000</u></b>	<b>\$ <u>5,041,851</u></b>
<u>LIABILITIES AND FUND EQUITY</u>					
Liabilities:					
Accrued liabilities	\$ 16,802	\$ -	\$ -	\$ -	\$ 16,802
Deferred revenue	-	-	-	-	-
Due to other funds	-	-	-	-	814,637
<b>Total Liabilities</b>	<b>16,802</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>831,439</b>
Fund Equity:					
Nonspendable	-	-	-	-	-
Restricted	1,545,970	755,096	342,171	650,000	5,157,671
Committed	-	-	-	-	-
Unassigned	-	-	(132,622)	-	(947,259)
<b>Total Fund Equity</b>	<b><u>1,545,970</u></b>	<b><u>755,096</u></b>	<b><u>209,549</u></b>	<b><u>650,000</u></b>	<b><u>4,210,412</u></b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ <u>1,562,772</u></b>	<b>\$ <u>755,096</u></b>	<b>\$ <u>209,549</u></b>	<b>\$ <u>650,000</u></b>	<b>\$ <u>5,041,851</u></b>

City of Nashua

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ -	\$ 619,318	\$ 6,723	\$ 626,041	\$ 2,201,359
13,821,207	3,473,683	122,687	17,417,577	19,333,000
-	-	-	-	288,092
-	-	-	-	5,096,372
-	-	-	-	656,823
109,355	-	-	109,355	10,239,628
-	-	-	-	261
<u>\$ 13,930,562</u>	<u>\$ 4,093,001</u>	<u>\$ 129,410</u>	<u>\$ 18,152,973</u>	<u>\$ 37,815,535</u>
\$ -	\$ -	\$ -	\$ -	\$ 61,826
-	-	-	-	213,037
-	84,742	-	84,742	5,573,795
-	84,742	-	84,742	5,848,658
12,875,990	3,384,114	120,010	16,380,114	16,380,114
1,054,572	624,145	9,400	1,688,117	7,470,742
-	-	-	-	9,063,280
-	-	-	-	(947,259)
<u>13,930,562</u>	<u>4,008,259</u>	<u>129,410</u>	<u>18,068,231</u>	<u>31,966,877</u>
<u>\$ 13,930,562</u>	<u>\$ 4,093,001</u>	<u>\$ 129,410</u>	<u>\$ 18,152,973</u>	<u>\$ 37,815,535</u>



# Municipal Government Report

## CITY OF NASHUA, NEW HAMPSHIRE

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

#### Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2012

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-
Charges for services	-	-	-	-
Intergovernmental	286,262	92,172	902,478	-
Investment income	404	-	-	-
Miscellaneous	-	-	-	-
Contributions	<u>45,705</u>	<u>-</u>	<u>-</u>	<u>2,500</u>
<b>Total Revenues</b>	<b>332,371</b>	<b>92,172</b>	<b>902,478</b>	<b>2,500</b>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	-	-	-
Police	376,834	-	-	-
Fire	-	92,172	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	910,495	-
Culture and recreation	-	-	-	5,148
Community development	-	-	-	-
Communications	-	-	-	-
<b>Debt service</b>				
Principal	-	-	-	-
Interest	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Expenditures</b>	<b><u>376,834</u></b>	<b><u>92,172</u></b>	<b><u>910,495</u></b>	<b><u>5,148</u></b>
Excess (deficiency) of revenues over expenditures	(44,463)	-	(8,017)	(2,648)
<b>Other Financing Sources (Uses):</b>				
Issuance of bonds	-	-	-	-
Transfers in	41,432	-	2,500	-
Transfers out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<b><u>41,432</u></b>	<b><u>-</u></b>	<b><u>2,500</u></b>	<b><u>-</u></b>
Net change in fund balance	(3,031)	-	(5,517)	(2,648)
Fund Equity, beginning	<u>21,353</u>	<u>-</u>	<u>6,117</u>	<u>7,177</u>
Fund Equity, ending	<u>\$ 18,322</u>	<u>\$ -</u>	<u>\$ 600</u>	<u>\$ 4,529</u>

City of Nashua

Special Revenue Funds

Transit Grants	CDBG/Home Grants	Community Development Division Grants	Homeland Security Grants	Other City Grants
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
569,599	-	-	-	-
1,562,095	1,044,948	1,369,067	500,168	52,243
-	-	-	-	-
135,771	-	32,590	-	5,000
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
2,267,465	1,044,948	1,401,657	500,168	57,243
-	-	-	-	2,494
-	-	-	-	-
-	-	-	429,948	-
-	-	-	-	-
-	-	-	-	57,833
-	-	-	-	-
2,664,514	1,013,949	1,372,404	-	-
-	-	-	84,224	-
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
2,664,514	1,013,949	1,372,404	514,172	60,327
(397,049)	30,999	29,253	(14,004)	(3,084)
-	-	-	-	-
401,090	-	43,210	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
401,090	-	43,210	-	-
4,041	30,999	72,463	(14,004)	(3,084)
<u>74,793</u>	<u>-</u>	<u>3,949</u>	<u>19,357</u>	<u>24,385</u>
<u>\$ 78,834</u>	<u>\$ 30,999</u>	<u>\$ 76,412</u>	<u>\$ 5,353</u>	<u>\$ 21,301</u>

(continued)

## Municipal Government Report

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
<b>Revenues:</b>				
Property taxes	\$ -	\$ -	\$ 111,588	\$ -
Penalties, interest and other taxes	-	-	453,846	-
Charges for services	2,264,281	-	1,457,403	1,361,131
Intergovernmental	2,649,395	10,974,484	172,819	40,643
Investment income	369	-	86,313	-
Miscellaneous	-	-	108,075	22,764
Contributions	-	-	45,501	-
	4,914,045	10,974,484	2,435,545	1,424,538
<b>Expenditures:</b>				
<b>Current:</b>				
General government	-	-	561,469	-
Police	-	-	836,303	-
Fire	-	-	18,681	-
Education	4,895,082	10,975,368	-	1,239,811
Public works	-	-	2,204	-
Health and human services	-	-	7,733	-
Culture and recreation	-	-	267,247	-
Community development	-	-	10,742	-
Communications	-	-	-	-
<b>Debt services</b>				
Principal	-	-	60,000	-
Interest	-	-	36,654	-
	4,895,082	10,975,368	1,801,033	1,239,811
Excess (deficiency) of revenues over expenditures	18,963	(884)	634,512	184,727
<b>Other Financing Sources (Uses):</b>				
Issuance of bonds	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	(278,199)	-
	-	-	(278,199)	-
Total Other Financing Sources (Uses)	-	-	(278,199)	-
Net change in fund balance	18,963	(884)	356,313	184,727
Fund Equity, beginning	365,589	4,936	3,570,376	1,695,622
Fund Equity, ending	\$ 384,552	\$ 4,052	\$ 3,926,689	\$ 1,880,349

City of Nashua

Special Revenue Funds		Capital Project Funds		
Other Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
\$ -	\$ 111,588	\$ -	\$ -	\$ -
-	453,846	-	-	-
47,551	5,699,965	-	-	-
-	19,646,774	-	119,369	-
62,300	149,386	-	29	-
235,851	540,051	-	47,346	-
-	93,706	-	-	-
<u>345,702</u>	<u>26,695,316</u>	<u>-</u>	<u>166,744</u>	<u>-</u>
135,981	699,944	-	-	-
398	1,213,535	-	-	-
3,283	544,084	814,637	-	-
24,262	17,134,523	-	-	-
99,766	159,803	-	2,193,576	-
3,700	921,928	-	-	-
95,073	367,468	-	17,992	-
-	5,061,609	-	-	-
-	84,224	-	-	-
-	60,000	-	-	-
<u>-</u>	<u>36,654</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>362,463</u>	<u>26,283,772</u>	<u>814,637</u>	<u>2,211,568</u>	<u>-</u>
(16,761)	411,544	(814,637)	(2,044,824)	-
-	-	-	2,500,000	-
231,351	719,583	-	52,591	-
<u>(229,391)</u>	<u>(507,590)</u>	<u>-</u>	<u>(129,307)</u>	<u>-</u>
<u>1,960</u>	<u>211,993</u>	<u>-</u>	<u>2,423,284</u>	<u>-</u>
(14,801)	623,537	(814,637)	378,460	-
<u>3,271,043</u>	<u>9,064,697</u>	<u>-</u>	<u>1,470,423</u>	<u>15,551</u>
<u>\$ 3,256,242</u>	<u>\$ 9,688,234</u>	<u>\$ (814,637)</u>	<u>\$ 1,848,883</u>	<u>\$ 15,551</u>

(continued)

## Municipal Government Report

(continued)

	Capital Project Funds				
	School Department Projects	Technology Projects	City Building Projects	Other Projects	Subtotal
<b>Revenues:</b>					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-	-
Charges for services	-	-	-	-	-
Intergovernmental	-	-	20,000	-	139,369
Investment income	-	-	-	-	29
Miscellaneous	200,000	-	-	-	247,346
Contributions	-	-	-	-	-
<b>Total Revenues</b>	<b>200,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>386,744</b>
<b>Expenditures:</b>					
<b>Current:</b>					
General government	-	1,833,381	976,190	-	2,809,571
Police	-	-	-	-	-
Fire	-	-	-	-	814,637
Education	7,624,187	-	-	-	7,624,187
Public works	-	-	237,510	-	2,431,086
Health and human services	-	-	-	-	-
Culture and recreation	-	-	-	-	17,992
Community development	-	-	-	-	-
Communications	-	-	-	-	-
Debt services	-	-	-	-	-
Principal	-	-	-	-	-
Interest	-	-	-	-	-
<b>Total Expenditures</b>	<b>7,624,187</b>	<b>1,833,381</b>	<b>1,213,700</b>	<b>-</b>	<b>13,697,473</b>
Excess (deficiency) of revenues over expenditures	(7,424,187)	(1,833,381)	(1,193,700)	-	(13,310,729)
<b>Other Financing Sources (Uses):</b>					
Issuance of bonds	6,950,000	2,500,000	1,510,000	-	13,460,000
Transfers in	-	-	-	650,000	702,591
Transfers out	(124,577)	(62,914)	(16,076)	-	(332,874)
<b>Total Other Financing Sources (Uses)</b>	<b>6,825,423</b>	<b>2,437,086</b>	<b>1,493,924</b>	<b>650,000</b>	<b>13,829,717</b>
Net change in fund balance	(598,764)	603,705	300,224	650,000	518,988
Fund Equity, beginning	2,144,734	151,391	(90,675)	-	3,691,424
Fund Equity, ending	<u>\$ 1,545,970</u>	<u>\$ 755,096</u>	<u>\$ 209,549</u>	<u>\$ 650,000</u>	<u>\$ 4,210,412</u>

City of Nashua

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ -	\$ -	\$ -	\$ -	\$ 111,588
-	-	-	-	453,846
-	-	-	-	5,699,965
-	-	-	-	19,786,143
623,301	97,839	3,286	724,426	873,841
-	213	-	213	787,610
<u>99,984</u>	<u>-</u>	<u>-</u>	<u>99,984</u>	<u>193,690</u>
723,285	98,052	3,286	824,623	27,906,683
48,911	-	2,592	51,503	3,561,018
-	-	-	-	1,213,535
-	-	-	-	1,358,721
-	-	-	-	24,758,710
-	-	-	-	2,590,889
-	-	205	205	922,133
-	108,692	-	108,692	494,152
-	-	-	-	5,061,609
-	-	-	-	84,224
-	-	-	-	60,000
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>36,654</u>
<u>48,911</u>	<u>108,692</u>	<u>2,797</u>	<u>160,400</u>	<u>40,141,645</u>
674,374	(10,640)	489	664,223	(12,234,962)
-	-	-	-	13,460,000
-	-	-	-	1,422,174
<u>(93,006)</u>	<u>-</u>	<u>-</u>	<u>(93,006)</u>	<u>(933,470)</u>
<u>(93,006)</u>	<u>-</u>	<u>-</u>	<u>(93,006)</u>	<u>13,948,704</u>
581,368	(10,640)	489	571,217	1,713,742
<u>13,349,194</u>	<u>4,018,899</u>	<u>128,921</u>	<u>17,497,014</u>	<u>30,253,135</u>
<u>\$ 13,930,562</u>	<u>\$ 4,008,259</u>	<u>\$ 129,410</u>	<u>\$ 18,068,231</u>	<u>\$ 31,966,877</u>

**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, 2012

	Original Budget	Final Budget	Adjusted Actual	Variance With Final Budget
Property Tax	\$ 174,087,268	\$ 174,087,268	\$ 174,087,268	\$ -
Auto permits	10,422,000	10,422,000	11,077,345	655,345
Penalties, interest and other taxes:				
Interest and cost on redemption	300,000	300,000	494,938	194,938
Nashua Housing Authority	130,000	130,000	119,273	(10,727)
Interest on taxes	350,000	350,000	348,569	(1,431)
Other	3,500	3,500	5,039	1,539
Total Penalties, interest and other taxes	783,500	783,500	967,819	184,319
Charges for services:				
City clerk	76,400	76,400	70,778	(5,622)
Financial services	8,500	8,500	8,768	268
Purchasing	750	750	3,353	2,603
Assessors	4,000	4,000	1,754	(2,246)
Cemeteries	97,350	97,350	101,148	3,798
Other general government	50,000	50,000	40,000	(10,000)
Police	92,250	92,250	87,085	(5,165)
Fire	32,700	32,700	27,287	(5,413)
Building inspection	-	-	450	450
Public works	11,550	11,550	55	(11,495)
Health and welfare	7,200	7,200	6,793	(407)
Parks and recreation	63,000	63,000	46,648	(16,352)
Parking	317,500	317,500	442,086	124,586
Library	15,100	15,100	9,273	(5,827)
Planning and Zoning	200	200	1,728	1,528
School	138,869	138,869	215,559	76,690
Total Charges for services	915,369	915,369	1,062,765	147,396
Licenses and permits:				
City clerk	83,100	83,100	78,444	(4,656)
Financial services	244,000	244,000	299,640	55,640
Police	1,350	1,350	1,145	(205)
Fire	50,050	50,050	52,580	2,530
Public works	8,000	8,000	7,950	(50)
Health and welfare	127,900	127,900	148,911	21,011
Planning and zoning	155,800	155,800	166,805	11,005
Building	405,000	405,000	397,342	(7,658)
Total Licenses and permits	1,075,200	1,075,200	1,152,817	77,617
Intergovernmental:				
State adequacy grant	35,998,972	35,998,972	35,998,972	-
State aid - buildings	2,738,170	2,738,170	2,738,170	-
Special education	362,305	362,305	362,062	(243)
Vocational education	-	-	154,208	154,208
Medicaid	1,050,000	1,050,000	1,101,955	51,955
Shared revenue block grant	-	-	-	-
Meals and room tax	3,863,601	3,863,601	3,863,601	-
Highway	1,619,620	1,619,620	1,563,620	(56,000)
Other	68,516	248,616	286,001	37,385
Total Intergovernmental	45,701,184	45,881,284	46,068,589	187,305
Interest	600,000	600,000	903,226	303,226
Miscellaneous:				
Cable TV franchise	760,000	760,000	859,414	99,414
Fines and forfeits	30,000	30,000	28,526	(1,474)
Sale of property	3,000	34,900	32,956	(1,944)
Rental of property	789,468	789,468	740,265	(49,203)
Other	309,339	309,339	461,208	151,869
Total Miscellaneous	1,891,807	1,923,707	2,122,369	198,662
Transfers In:				
Transfers from other funds	549,200	2,782,740	2,951,975	169,235
Total Transfers In	549,200	2,782,740	2,951,975	169,235
Other Financing Sources:				
Bond premiums	-	-	344,572	344,572
Use of fund balance	4,300,000	4,300,000	4,300,000	-
Total Other Financing Sources	4,300,000	4,300,000	4,644,572	344,572
Total	\$ 240,325,528	\$ 242,771,068	\$ 245,038,745	\$ 2,267,677



# 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, 2012

	Original Budget	Final Budget	Adjusted Actual	Variance With Final Budget
General Government:				
Mayor	\$ 315,643	\$ 315,643	\$ 313,499	\$ 2,144
Board of Aldermen	175,101	175,101	169,942	5,159
Legal	409,222	409,222	404,351	4,871
Citistat	112,337	112,337	111,868	469
City Clerk	401,769	401,769	387,500	14,269
Civic and Comm. activities	757,565	757,565	755,247	2,318
Human resources	216,350	216,350	198,689	17,661
Insurance - Benefits	27,421,889	26,469,398	26,325,305	144,093
Pensions	22,354,832	22,354,832	22,054,752	300,080
Telecommunications	140,000	140,000	139,572	428
Information technology	1,713,297	1,713,297	1,621,914	91,383
Financial services	1,446,105	1,446,105	1,430,901	15,204
Risk Management	3,298,148	3,298,148	3,298,148	-
Building maintenance	366,268	366,268	347,213	19,055
Purchasing	310,314	310,314	282,681	27,633
Hunt building	33,447	33,447	32,289	1,158
Assessors	522,609	522,609	520,042	2,567
GIS	98,460	98,460	97,390	1,070
Cemeteries	467,267	467,267	440,214	27,053
CERF Expenditures	-	1,714,673	1,714,673	-
Contingencies	813,974	517,128	476,744	40,384
Capital	1,500,000	1,637,303	1,594,747	42,556
<b>Total General Government</b>	<b>62,874,597</b>	<b>63,477,236</b>	<b>62,717,681</b>	<b>759,555</b>
Police	17,157,163	17,609,804	17,435,348	174,456
Fire	14,084,796	14,291,150	14,149,382	141,768
Water fire protection	2,684,760	2,684,760	2,611,535	73,225
Education	93,386,383	94,478,076	93,688,710	789,366
Public Works:				
PW Division and Engineering	760,741	775,820	728,622	47,198
Street department	5,230,733	5,230,733	5,135,934	94,799
Street lighting	729,800	729,800	720,703	9,097
Traffic department	750,149	706,320	668,797	37,523
Parking lots	216,006	216,006	192,213	23,793
Solid waste	3,543,251	3,543,251	3,543,251	-
<b>Total Public Works</b>	<b>11,230,680</b>	<b>11,201,930</b>	<b>10,989,520</b>	<b>212,410</b>
Health and Human Services:				
Community services	210,887	210,887	158,404	52,483
Community health	356,867	356,867	306,307	50,560
Environmental health	330,872	330,872	304,874	25,998
Welfare administration	316,825	316,825	313,389	1,436
Welfare costs	1,245,563	1,067,563	993,535	74,028
<b>Total Health and Human Services</b>	<b>2,461,014</b>	<b>2,283,014</b>	<b>2,078,509</b>	<b>204,505</b>
Culture and recreation:				
Parks and recreation	2,726,234	2,779,027	2,761,622	17,405
Public libraries	2,259,487	2,293,657	2,245,160	48,497
<b>Total Culture and Recreation</b>	<b>4,985,721</b>	<b>5,072,684</b>	<b>5,006,782</b>	<b>65,902</b>
Community Development	1,440,937	1,440,937	1,410,866	30,071
Communications	290,685	290,685	280,075	10,610
Debt Service:				
Principal	12,218,179	12,218,179	12,163,179	55,000
Interest and cost	5,315,217	5,315,217	5,237,490	77,727
<b>Total Debt Service</b>	<b>17,533,396</b>	<b>17,533,396</b>	<b>17,400,670</b>	<b>132,727</b>
Intergovernmental	9,569,306	9,569,306	9,569,306	-
Transfers out	2,626,090	2,838,090	2,838,090	-
<b>Total</b>	<b>\$ 240,325,528</b>	<b>\$ 242,771,068</b>	<b>\$ 240,176,474</b>	<b>\$ 2,594,594</b>

**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' healthcare.

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

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# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE  
INTERNAL SERVICE FUND  
COMBINING STATEMENT OF NET ASSETS  
JUNE 30, 2012

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<b><u>ASSETS</u></b>			
Current:			
Due from other funds	\$ 19,155,845	\$ 5,641,558	\$ 24,797,403
Other assets	<u>740,038</u>	<u>19,607</u>	<u>759,645</u>
<b>TOTAL ASSETS</b>	<b>19,895,883</b>	<b>5,661,165</b>	<b>25,557,048</b>
<b><u>LIABILITIES</u></b>			
Current:			
Accrued liabilities	5,461,527	4,284,771	9,746,298
Other liabilities	<u>482,946</u>	<u>-</u>	<u>482,946</u>
<b>TOTAL LIABILITIES</b>	<b>5,944,473</b>	<b>4,284,771</b>	<b>10,229,244</b>
<b><u>NET ASSETS</u></b>			
Unrestricted	<u>13,951,410</u>	<u>1,376,394</u>	<u>15,327,804</u>
<b>TOTAL NET ASSETS</b>	<b>\$ <u>13,951,410</u></b>	<b>\$ <u>1,376,394</u></b>	<b>\$ <u>15,327,804</u></b>

See notes to financial statements.

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City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

INTERNAL SERVICE FUND

COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR FISCAL YEAR ENDED JUNE 30, 2012

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<b>Operating Revenues:</b>			
Contributions	\$ 26,119,398	\$ 3,298,148	\$ 29,417,546
Other	<u>1,707,133</u>	<u>-</u>	<u>1,707,133</u>
Total Operating Revenues	27,826,531	3,298,148	31,124,679
<b>Operating Expenses:</b>			
Non-personnel expenses	<u>27,587,059</u>	<u>3,208,214</u>	<u>30,795,273</u>
Total Operating Expenses	<u>27,587,059</u>	<u>3,208,214</u>	<u>30,795,273</u>
Operating Income (Loss)	239,472	89,934	329,406
<b>Nonoperating Revenues:</b>			
Investment income (loss)	<u>39,492</u>	<u>12,276</u>	<u>51,768</u>
Total Nonoperating Revenues, Net	<u>39,492</u>	<u>12,276</u>	<u>51,768</u>
Change in Net Assets	278,964	102,210	381,174
Net Assets at Beginning of Year	<u>13,672,446</u>	<u>1,274,184</u>	<u>14,946,630</u>
Net Assets at End of Year	<u><u>\$ 13,951,410</u></u>	<u><u>\$ 1,376,394</u></u>	<u><u>\$ 15,327,804</u></u>

See notes to financial statements.

# Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE  
INTERNAL SERVICE FUND  
COMBINING STATEMENT OF CASH FLOWS  
FOR FISCAL YEAR ENDED JUNE 30, 2012

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<b><u>Cash Flows From Operating Activities:</u></b>			
Receipts from customers and users	\$ 28,476,702	\$ 3,298,148	\$ 31,774,850
Payments to vendors	<u>(28,516,194)</u>	<u>(3,310,424)</u>	<u>(31,826,618)</u>
Net Cash Provided By (Used for) Operating Activities	(39,492)	(12,276)	(51,768)
<b><u>Cash Flows From Investing Activities:</u></b>			
Investment income	<u>39,492</u>	<u>12,276</u>	<u>51,768</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>
<b><u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u></b>			
Operating income (loss)	\$ 239,472	\$ 89,934	\$ 329,406
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:			
Changes in assets and liabilities:			
Other assets	539,514	(155,490)	384,024
Accounts payable	(1,214,000)	(6,011)	(1,220,011)
Accrued liabilities	(78,066)	59,291	(18,775)
Other liabilities	<u>473,588</u>	<u>-</u>	<u>473,588</u>
Net Cash Provided By (Used for) Operating Activities	<u>\$ (39,492)</u>	<u>\$ (12,276)</u>	<u>\$ (51,768)</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.

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## Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE  
Combining Statement of Changes in Assets and Liabilities  
Agency Fund  
For the Year Ended June 30, 2012

	Balance July 1, <u>2011</u>	<u>Additions</u>	<u>Deductions</u>	Balance June 30, <u>2012</u>
<u>Developer Escrows</u>				
Assets - cash and short-term investments	\$ 726,332	\$ 381,898	\$ (495,116)	\$ 613,114
Assets - due from other funds	<u>18,675</u>	<u>-</u>	<u>(18,675)</u>	<u>-</u>
Total Assets	<u>\$ 745,007</u>	<u>\$ 381,898</u>	<u>\$ (513,791)</u>	<u>\$ 613,114</u>
<hr/>				
Liabilities - other liabilities	\$ 745,007	\$ 202,243	\$ (390,430)	\$ 556,820
Liabilities - due to other funds	<u>-</u>	<u>752,765</u>	<u>(696,471)</u>	<u>56,294</u>
Total Liabilities	<u>\$ 745,007</u>	<u>\$ 955,008</u>	<u>\$ (1,086,901)</u>	<u>\$ 613,114</u>

**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.	140
<i>Revenue Capacity</i> These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	146
<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.	152
<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.	155
<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.	157



City of Nashua, New Hampshire

Net Assets by Component

Last Ten Fiscal Years<sup>1</sup>

(recrual basis of accounting)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Governmental Activities</b>										
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	\$ 111,077,357	\$ 119,796,245
Restricted	22,562,881	25,984,094	26,595,733	30,981,534	33,679,170	29,126,402	21,686,588	21,611,710	24,687,379	24,925,580
Unrestricted	42,736,195	43,554,836	36,069,549	34,217,644	46,055,519	55,983,443	48,673,885	43,639,686	35,848,271	41,041,536
Total governmental activities net assets	107,199,150	117,946,184	121,374,391	136,529,560	155,106,474	167,725,265	161,403,290	168,687,559	177,133,007	185,763,161
<b>Business-type activities</b>										
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	102,157,830	105,608,828
Restricted	314,562	645,407	1,188,612	1,732,999	2,336,365	2,913,041	3,612,918	3,773,376	3,972,974	3,863,829
Unrestricted	12,083,201	13,511,356	13,173,740	11,181,863	40,245	(13,599,364)	(21,136,265)	(5,306,300)	(6,555,882)	(8,272,538)
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	99,574,922	101,200,119
<b>Primary government</b>										
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	213,235,187	225,405,073
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	28,661,353	28,789,049
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	28,812,389	33,768,998
Total primary government net assets	\$ 195,882,809	\$ 209,051,679	\$ 214,497,026	\$ 230,912,195	\$ 251,753,530	\$ 266,708,952	\$ 259,412,833	\$ 267,019,410	\$ 270,707,929	\$ 286,963,280

Data Source:  
Audited Financial Statements

Notes:

<sup>1</sup> Roads and sidewalks retroactive to 1980 were reported in FY2006 (compliant with GASB 34 requirements)



City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years  
(modified accrual basis of accounting)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>General Fund</b>										
Reserved <sup>1</sup>	\$ 7,326,048	\$ 5,025,464	\$ 12,620,998	\$ 4,526,670	\$ 6,808,655	\$ 5,040,391	\$ 5,163,134	\$ -	\$ -	\$ -
Unreserved <sup>2</sup>	22,075,884	23,523,522	31,812,193	27,241,589	28,037,193	33,293,567	33,249,976	-	-	-
Nonspendable <sup>7</sup>	-	-	-	-	-	-	-	184,062	225,671	226,123
Committed <sup>7</sup>	-	-	-	-	-	-	-	16,685,057	13,851,725	13,352,749
Assigned <sup>7</sup>	-	-	-	-	-	-	-	6,550,000	5,950,000	9,738,926
Unassigned <sup>7</sup>	-	-	-	-	-	-	-	26,560,824	25,540,287	25,940,691
<b>Total General Fund</b>	<b>\$ 29,401,932</b>	<b>\$ 28,548,986</b>	<b>\$ 44,433,191</b>	<b>\$ 31,768,259</b>	<b>\$ 34,845,848</b>	<b>\$ 38,333,958</b>	<b>\$ 38,413,110</b>	<b>\$ 49,979,943</b>	<b>\$ 45,567,683</b>	<b>\$ 49,258,489</b>
<b>Other Governmental Funds</b>										
Reserved <sup>3</sup>	\$ 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 <sup>4</sup>	30,281,823	32,692,008	12,250,621	23,410,292	24,692,996	25,947,458	19,994,384	-	-	-
Capital Project Funds <sup>5</sup>	(15,472,616)	9,972,489	3,588,482	(12,114,644)	3,134,217	3,161,390	2,558,311	-	-	-
Permanent Funds <sup>6</sup>	357,309	424,084	498,499	590,337	710,518	903,422	960,742	-	-	-
Nonspendable <sup>7</sup>	-	-	-	-	-	-	-	14,429,616	17,497,014	16,380,114
Restricted <sup>7</sup>	-	-	-	-	-	-	-	3,899,609	5,106,464	11,785,274
Committed <sup>7</sup>	-	-	-	-	-	-	-	8,733,406	7,740,332	9,063,280
Unassigned <sup>7</sup>	-	-	-	-	-	-	-	(1,728,318)	(491,584)	(947,259)
<b>Total Other Funds</b>	<b>\$ 32,992,373</b>	<b>\$ 59,668,651</b>	<b>\$ 35,628,129</b>	<b>\$ 33,274,571</b>	<b>\$ 46,849,659</b>	<b>\$ 47,174,708</b>	<b>\$ 39,152,938</b>	<b>\$ 25,334,113</b>	<b>\$ 29,852,226</b>	<b>\$ 36,281,409</b>

Data Source:  
Audited Financial Statements

Notes:

- <sup>1</sup> FY2005 - \$8 million is reserved for School Capital Reserve Fund.
- <sup>2</sup> FY2005 - \$11 million is designated for FY06 tax rate; \$4 million for FY07/08 School bonded debt.
- <sup>3</sup> FY2006 - Reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds.
- <sup>4</sup> 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.
- <sup>5</sup> 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.
- <sup>6</sup> Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also in 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.
- <sup>7</sup> FY2010 - Fund balances reflect implementation of GASB 54

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds<sup>1</sup>

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Revenues</b>										
Taxes	\$ 126,036,366	\$ 131,745,073	\$ 139,504,354	\$ 146,864,377	\$ 154,488,154	\$ 158,353,188	\$ 160,881,410	\$ 162,964,723	\$ 169,105,924	\$ 174,475,557
Licenses and Permits <sup>2</sup>	12,089,340	12,583,432	13,354,800	13,234,555	12,846,500	12,311,950	11,558,473	11,311,752	11,200,038	11,805,705
Penalties, interest and other taxes <sup>3</sup>	986,372	1,369,998	1,245,376	1,357,033	1,350,253	1,594,935	1,418,455	1,447,191	1,471,786	1,425,762
Intergovernmental	53,398,218	56,888,906	53,353,723	54,956,875	57,917,495	64,085,098	66,192,410	74,194,941	71,166,117	66,239,007
Changes for services <sup>4</sup>	7,004,198	6,211,920	6,446,565	6,846,659	6,914,168	7,024,328	7,289,468	7,324,028	7,888,220	7,813,660
Interest earnings <sup>5</sup>	2,865,742	1,554,012	3,809,685	4,153,022	7,745,663	4,793,461	(303,680)	2,833,498	4,168,180	1,812,632
Miscellaneous	1,036,942	3,302,599	3,993,579	1,282,915	1,173,971	1,921,409	1,882,909	1,500,780	1,599,369	2,156,516
Contributions	1,226,678	2,352,805	917,206	1,149,442	539,057	96,002	354,065	510,942	660,903	7,068,853
Total revenues	204,646,856	215,508,745	222,625,288	229,844,908	242,875,261	250,180,371	249,273,530	262,087,855	267,660,537	272,677,692
<b>Expenditures by Function</b>										
General government	30,941,856	34,382,618	39,852,087	47,642,841	51,202,587	54,841,257	53,859,718	55,969,477	60,784,069	63,115,094
Public safety	27,819,182	30,509,895	31,445,464	37,722,214	30,897,525	32,191,001	35,887,184	35,144,492	37,091,411	34,474,733
Water supply/hydrants	1,680,348	1,725,577	1,775,188	1,634,047	1,781,355	2,205,003	2,234,921	2,152,983	2,471,096	2,611,535
Education	128,469,056	116,931,981	102,184,295	98,086,304	96,233,019	100,296,133	110,099,584	110,680,934	113,533,265	118,234,670
Public Works	8,012,161	9,351,499	9,862,103	9,536,666	8,889,653	9,540,761	10,452,441	11,766,925	10,100,177	11,822,833
Health and human services	3,453,652	3,888,734	3,162,482	2,687,438	3,373,460	3,516,881	3,693,028	3,328,537	3,141,990	2,958,897
Culture and recreation	5,698,051	5,477,512	5,386,417	5,436,393	5,121,466	5,898,670	5,923,548	5,357,914	5,725,091	5,581,693
Community development	5,007,414	5,446,253	6,416,732	11,396,347	9,168,047	6,396,239	6,004,281	9,495,558	7,942,209	6,607,068
Communications	528,054	270,219	279,964	246,026	228,044	237,896	280,361	285,390	289,648	364,299
Miscellaneous										
Debt service										
Principal	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441	12,111,061	12,300,467	12,221,828	11,924,348	12,259,833
Interest	7,615,223	7,100,046	8,450,677	7,779,830	6,222,224	7,052,193	6,243,971	5,892,249	5,485,421	5,796,412
Intergovernmental	9,574,285	9,418,474	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322	9,367,968	9,416,623	9,569,306
Capital Outlay <sup>4</sup>										
Total expenditures	238,454,269	234,715,249	229,031,596	243,474,745	234,277,584	243,777,832	256,525,826	261,664,255	268,277,348	273,033,373
<b>Excess of revenues</b>	(33,807,413)	(19,206,504)	(6,406,308)	(13,629,837)	8,597,677	6,402,539	(7,252,296)	423,600	(1,216,811)	(355,681)
Over/(under) expenditures										
<b>Other Financing Sources (Uses)</b>										
Bond proceeds	-	46,110,000	-	-	10,555,000	-	-	-	6,000,000	164,030,000
Pennchuck acquisition	-	-	-	-	-	-	-	-	-	(150,011,079)
Capital lease proceeds	-	-	-	-	-	108,285	-	-	-	-
Transfers in	4,638,708	5,861,446	25,086,009	15,512,898	4,482,821	7,454,175	10,584,784	6,045,974	3,907,733	2,649,793
Transfers out	(6,029,763)	(7,441,610)	(26,816,019)	(16,901,530)	(6,982,821)	(10,151,838)	(11,275,106)	(8,721,566)	(8,385,069)	(6,193,044)
Total other financing sources (uses)	(1,391,055)	44,529,836	(1,750,010)	(1,388,632)	8,055,000	(2,580,378)	(690,322)	(2,675,592)	1,322,664	10,475,670
<b>Net Change in fund balances</b>	\$ (35,198,468)	\$ 25,323,332	\$ (8,156,318)	\$ (15,018,480)	\$ 18,652,677	\$ 3,813,161	\$ (7,942,618)	\$ (2,231,992)	\$ 195,843	\$ 10,119,989
Debt Service as a percentage of non-capital outlay expenditures	8.96%	8.36%	8.90%	8.84%	8.13%	8.09%	7.45%	7.24%	6.80%	7.12%
Data Source: Audited Financial Statements										

Notes: <sup>1</sup> Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre-GASB 34 reporting model

<sup>2</sup> Includes Auto Permits

<sup>3</sup> Prior to FY02, recorded under Miscellaneous revenues

<sup>4</sup> Capital Outlay redistributed among applicable functions in FY03 and subsequent years

City of Nashua, New Hampshire

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

Last Ten Fiscal Years  
(modified accrual basis of accounting)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Expenditures and Other Financing Uses by Department</b>										
Financial Services	\$ 1,474,645	\$ 1,307,268	\$ 1,307,535	\$ 1,322,705	\$ 1,236,659	\$ 1,469,502	\$ 2,727,354	\$ 2,878,399	\$ 3,771,283	\$ 2,785,087
Administrative Services <sup>1</sup>	2,994,877	2,967,180	2,945,436	2,788,574	1,991,401	2,131,361	-	-	-	-
Information Technology <sup>2</sup>	-	-	-	-	784,969	1,102,648	1,237,701	1,230,025	1,459,019	1,534,232
Misc General Government <sup>3</sup>	26,254,134	30,188,418	35,367,963	43,233,659	47,080,238	49,114,240	48,839,886	49,966,148	51,667,255	54,103,026
Police	13,979,968	14,669,482	15,484,532	15,062,015	14,020,270	16,018,427	18,331,224	18,343,212	19,165,600	17,753,964
Fire	11,665,411	13,001,349	13,254,721	13,876,396	13,068,849	13,221,412	15,070,602	15,211,313	16,203,772	14,148,512
Water Supply/Hydrants	1,680,348	1,725,577	1,775,188	1,634,047	1,781,345	2,025,368	2,437,081	2,152,983	2,471,096	2,611,535
Community Health and Welfare	2,945,896	2,853,574	2,547,088	2,301,688	2,140,131	2,188,388	2,437,081	1,966,721	1,894,004	1,673,763
Street Department	5,053,235	5,336,956	6,090,921	5,156,101	4,024,131	4,051,230	6,236,240	7,278,181	6,856,012	6,891,075
Parks and Recreation	2,878,759	2,536,535	2,748,857	2,672,691	2,539,850	2,545,450	2,944,658	2,741,007	3,015,085	2,761,434
Other Public Works	2,343,385	3,004,428	2,836,774	3,169,097	3,201,179	2,441,679	2,410,901	2,406,016	2,513,392	2,340,871
Community Development Division	1,866,674	1,466,087	1,497,568	1,432,102	1,322,027	1,327,753	1,416,775	1,461,688	1,445,989	1,545,458
Public Libraries	2,201,879	2,170,235	2,213,977	2,269,146	2,040,754	2,255,556	2,439,439	2,293,340	2,295,731	2,320,114
Communications	166,105	262,258	279,964	246,026	228,044	237,896	280,361	285,390	289,648	280,075
Capital Outlay <sup>4</sup>	3,417,359	4,504,382	4,206,670	11,696,153	4,337,325	6,028,158	-	5,916,468	6,301,394	4,231,574
Transfers Out	78,922,675	86,183,728	92,466,994	106,811,680	101,607,803	109,082,192	112,113,276	114,131,491	119,351,260	114,986,720
Total City Departments	75,430,823	79,070,809	82,140,051	82,965,529	81,504,499	85,575,583	94,120,678	92,619,046	93,588,224	93,475,962
Education (includes transfers out)										
Debt Service										
Principal	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441	12,051,061	12,240,467	12,161,828	11,864,348	12,199,833
Interest	7,615,223	7,800,046	8,430,637	7,779,830	6,222,224	7,003,835	5,200,867	5,851,245	5,416,517	5,200,837
Total Debt Service	17,270,210	16,982,487	19,469,377	19,853,400	18,340,665	19,054,896	18,441,334	18,013,073	17,280,865	17,400,670
Intergovernmental	9,574,285	9,418,474	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322	9,367,968	9,416,623	9,569,306
Total expenditures (includes transfers out)	\$ 181,197,993	\$ 191,655,498	\$ 205,273,899	\$ 218,863,738	\$ 210,694,730	\$ 223,201,808	\$ 234,221,610	\$ 234,131,378	\$ 239,636,972	\$ 235,432,659
<b>Expenditures as a percentage of total</b>										
City Departments	43.6%	45.0%	45.5%	48.8%	48.2%	48.9%	47.9%	48.7%	49.8%	48.8%
Education	41.6%	41.3%	40.4%	37.9%	38.7%	38.3%	40.2%	39.6%	39.1%	39.7%
Debt service	9.9%	8.9%	9.6%	9.1%	8.7%	8.5%	7.9%	7.7%	7.2%	7.4%
Intergovernmental	5.3%	4.9%	4.5%	4.2%	4.4%	4.3%	4.1%	4.0%	3.9%	4.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Expenditure Percentage Change</b>										
City Departments	0.0%	9.2%	7.3%	15.5%	-4.9%	7.4%	10.3%	4.6%	6.5%	0.7%
Education	10.9%	4.8%	3.9%	1.0%	-1.8%	5.0%	15.5%	8.2%	-0.6%	0.9%
Debt service	21.5%	-1.7%	14.8%	1.9%	-7.6%	3.9%	0.5%	-5.5%	-6.3%	-3.4%
Intergovernmental	1.1%	-1.6%	-2.0%	0.6%	0.1%	2.7%	3.3%	-1.4%	-2.1%	2.1%
Total	6.2%	5.8%	6.1%	7.7%	-3.7%	5.9%	11.2%	4.9%	2.3%	0.6%

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

Notes:

<sup>1</sup> FY09 - Departments within the Administrative Services Division were reassigned to the Financial Services Division and Miscellaneous General Government functions.  
<sup>2</sup> Information Technology separated from Administrative Services division in FY07.  
<sup>3</sup> Includes City-wide employee health and pension benefits.  
<sup>4</sup> Capital Outlay redistributed among applicable departments/divisions in FY03 and subsequent years.

City of Nashua, New Hampshire

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

Fiscal Year	Revenue and Other Financing Sources			Expenses & Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other Transfers In	Operations & Maintenance	Depreciation	Interest Expense				
2012	\$ 899,305	\$ 12,342,860	\$ 268,100	\$ 3,443,251	\$ 16,994,806	\$ 9,112,439	\$ 5,846,516	\$ 1,436,589	\$ -	\$ 16,395,544
2011	764,434	11,631,678	408,284	3,443,251	16,994,806	9,112,439	5,846,516	1,436,589	-	16,395,544
2010	1,394,420	11,310,759	295,095	3,985,092	16,985,366	9,902,650	5,874,512	1,084,626	-	16,395,544
2009	826,769	10,800,223	241,953	2,690,322	14,559,667	9,899,937	5,361,027	1,128,083	-	16,395,544
2008	1,059,579	11,042,137	621,503	2,697,663	16,020,882	10,187,447	4,631,222	1,128,083	-	16,395,544
2007	784,155	11,748,817	2,102,276	2,500,000	17,140,248	9,188,126	4,429,469	1,258,232	-	16,395,544
2006	2,813,045	13,050,184	1,620,491	1,400,652	18,884,372	10,669,849	4,607,965	1,394,558	-	16,395,544
2005	885,303	11,251,107	1,209,711	1,750,010	15,238,131	8,593,849	4,496,594	1,630,238	-	16,395,544
2004	2,843,666	13,776,695	1,296,319	25,000	16,415,308	8,674,040	4,104,286	1,215,136	-	16,395,544
2003	770,532	13,055,669	1,478,640	-	15,004,281	8,052,246	3,463,155	1,226,353	-	16,395,544

Includes Wastewater and Solid Waste funds

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

Fiscal Year	Revenue and Other Financing Sources			Expenses & Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other Transfers In	Operations & Maintenance	Depreciation	Interest Expense				
2012	\$ 199,169	\$ 10,161,716	\$ 31,238	\$ 10,392,143	\$ 5,097,549	\$ 4,401,079	\$ 741,966	\$ -	\$ 920,035	\$ 104,086,012
2011	549,539	8,762,187	12,170	9,324,146	5,881,704	4,319,104	881,972	-	(1,748,334)	104,086,012
2010	1,031,913	8,969,303	18,992	10,152,208	5,987,223	4,438,309	344,610	9,500	(627,434)	104,086,012
2009	595,705	8,251,735	(10,990)	8,836,450	5,920,909	4,111,586	364,283	-	(1,560,328)	104,086,012
2008	540,960	8,449,653	292,271	9,282,884	5,558,151	3,592,752	412,852	-	(280,871)	104,086,012
2007	611,891	8,354,834	1,785,530	10,752,275	5,561,226	3,409,069	461,197	-	1,320,783	104,086,012
2006	2,756,750	8,650,837	1,352,495	12,760,062	6,661,219	3,605,550	509,440	6,000	1,977,853	104,086,012
2005	827,697	8,655,136	1,209,184	10,691,927	4,841,464	3,572,215	653,398	-	1,618,850	104,086,012
2004	2,619,424	8,869,448	1,861,535	13,378,807	4,320,947	3,484,478	680,769	-	4,889,613	104,086,012
2003	710,089	10,692,100	1,378,834	-	12,181,023	4,498,465	750,626	-	3,790,103	104,086,012

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

Fiscal Year	Revenue and Other Financing Sources			Expenses & Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other Transfers In	Operations & Maintenance	Depreciation	Interest Expense				
2012	\$ 610,336	\$ 2,182,144	\$ 236,932	\$ 3,543,251	\$ 6,572,663	\$ 3,414,890	\$ 1,448,437	\$ 694,623	\$ -	\$ 5,544,950
2011	214,895	2,269,491	391,114	3,166,786	8,042,286	3,161,686	1,358,388	757,626	-	5,272,700
2010	230,507	2,341,456	276,103	3,985,092	6,832,158	3,915,427	1,436,207	836,157	-	6,177,791
2009	231,064	2,548,488	253,943	2,690,322	5,722,817	3,979,028	1,251,441	720,353	-	5,980,822
2008	518,619	3,192,484	329,232	2,697,663	6,737,998	4,629,296	1,038,470	716,131	-	6,383,897
2007	172,264	3,393,983	321,726	2,500,000	6,387,973	3,626,900	1,020,400	797,055	-	5,444,335
2006	56,315	4,399,347	267,996	1,400,652	6,124,310	3,948,630	1,002,415	885,118	-	5,882,163
2005	57,696	3,137,071	100,527	1,750,010	5,046,204	3,351,385	919,689	976,440	-	5,687,914
2004	74,072	2,960,645	64,784	-	3,099,501	4,333,093	619,818	554,367	-	6,207,777
2003	60,443	2,963,589	99,806	-	3,123,738	3,356,781	323,226	485,727	-	6,631,853

Data Source:  
Audited Financial Statements

Notes:

- <sup>1</sup> Operations & Maintenance expenses include a one-time charge of \$1,017,225 for asbestos contaminated soil removal.
- <sup>2</sup> Storm drains were reclassified from General Infrastructure to Wastewater Fund Infrastructure.
- <sup>3</sup> Operations & Maintenance expenses include \$1.2 million in current year and prior year (previously understated) landfill closure costs.

**City of Nashua, New Hampshire**  
**General Government Tax Revenues by Source**  
 Last Ten Fiscal Years

Fiscal Year	Property Taxes	Current Use Penalties	Railroad Tax	Yield Tax	Payment in Lieu of Tax	Excavation Tax	Tax Interest & Penalties	Total
2012	\$ 174,426,233	\$ 770	\$ 4,096	\$ 4,651	\$ 119,273	\$ 389	\$ 843,508	\$ 175,398,919
2011	169,572,998	92,890	7,172	2,654	130,243	1,041	787,463	170,594,460
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

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 Fiscal Year	Collected within the Fiscal Year of the Levy		Lien Amount Balance at Fiscal Year End of Levy Year	Subsequent Tax Lien Collections	Balance at end of Current Fiscal year	Total Collections to Date		Number of Parcels	
		Amount	% of Levy				Amount	% of Levy	in Levy	Liened
2012	\$ 180,052,101	\$ 177,497,774	98.6 %	\$ 2,554,327	\$ 376,603	\$ 2,177,724	\$ 177,874,377	98.8 %	28,010	685
2011	170,706,403	168,303,403	98.6	2,403,272	539,882	1,863,350	168,843,413	98.9	27,992	671
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
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
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
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
2006	148,834,769	147,558,424	99.1	1,276,345	754,988	521,357	148,313,412	99.6	27,000	460
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
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
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

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 <sup>1</sup>			Total Assessed Value	Less Exemptions to Assessed Value <sup>1</sup>	Total Taxable Assessed Value <sup>1</sup>	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value <sup>2</sup>	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/Industrial	Utilities						
2012	\$ 5,724,498,363	\$ 2,665,435,268	\$ 247,580,080	\$ 8,637,513,711	\$ 139,825,150	\$ 8,497,688,561	\$ 20.97	\$ 8,248,187,902	103.9 %
2011	5,716,945,366	2,637,335,441	233,956,480	8,588,237,287	146,159,148	8,442,078,139	19.28	8,519,356,326	100.0
2010	5,696,232,358	2,626,290,983	214,500,880	8,537,024,221	147,658,598	8,389,365,623	18.70	8,575,136,081	98.6
2009	6,578,232,904	2,727,069,006	205,170,480	9,510,472,390	157,178,400	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	170,666,650	9,281,224,534	16.39	9,358,505,782	100.0
2007	6,520,190,304	2,651,715,145	174,690,180	9,346,595,629	175,974,650	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	158,734,700	9,153,586,876	15.33	9,297,862,943	99.2
2005	4,838,753,300	2,261,291,015	172,473,900	7,272,520,215	121,364,150	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	90,503,875	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	78,932,475	5,435,831,499	21.86	7,370,090,989	74.8

Data Sources:

<sup>1</sup> State MS-1 Report of Assessed Values, and NHDRA website to conform with final residential values.

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

Notes:

Residential values include value of land in current use.

City of Nashua, New Hampshire

Principal Taxpayers  
Current Year and Ten Years Ago

Taxpayer	Type of Business	Fiscal Year 2012 Assessed Value	Rank	Percentage of Total Assessed Value	Fiscal Year 2003 Assessed Value	Rank	Percentage of Total Assessed Value
Pheasant Lane Realty TR	Shopping Mall	\$ 144,717,704	1	1.70 %	\$ 94,500,000	1	1.71
Pennichuck Water Works Inc	Water Distributor	97,597,700	2	1.15	37,889,000	4	0.69
Public Service Co of NH	Utility	91,891,500	3	1.08	26,207,000	7	0.48
Aimco Royal Crest-Nashua LLC	Apartment Complex	81,595,500	4	1.08	-	-	-
Energy North Natural Gas Inc.	Utility	52,307,700	5	0.62	41,099,500	3	0.75
BAE Systems info & Elec System	Electronics Manufacturer	43,073,700	6	0.51	-	-	-
Flatley, John J Company	Office /Land/Apts/Retail	39,182,400	7	0.46	-	-	-
Nashua Oxford-Bay Associates	Real Estate	38,804,700	8	0.46	13,100,100	10	-
OCW Retail-Nashua LLC	Real Estate Investment Co.	34,908,600	9	0.41	-	-	-
John J. Flatley	Real Estate	33,834,000	10	0.40	-	-	-
Thomas Flatley	Real Estate	-	-	-	55,254,900	2	1.00
HI Point Realty	Real Estate	-	-	-	27,108,700	5	0.49
Digital Equipment Corporation	Computer Hardware	-	-	-	26,793,800	6	0.49
RDG, Inc.	Real Estate	-	-	-	17,441,900	8	0.32
Somerset Plaza	Real Estate	-	-	-	13,000,000	9	0.24
Total Principal Taxpayers		657,913,504		7.47 %	352,394,900		6.16 %
Total Net Assessed Taxable Value		\$ 8,497,876,721			\$ 5,511,994,608		

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				Overlapping Rate		Estimated Full Value Rate
	City	Total City	Total	Local School	State School	Total School	Total Direct	County	Total	
2012	\$ 8.30	\$ 8	\$ 8	\$ 9.16	\$ 2.38	\$ 12	\$ 20	\$	\$ 21	\$ 21.53
2011	7.87	7.87	7.87	9.03	2.38	11.41	19.28		20.40	20.15
2010	7.91	4,700,000	7.91	8.37	2.42	10.79	18.70		19.82	19.33
2009	6.50	2,903,333	6.50	7.79	2.25	10.04	16.54		17.55	18.15
2008	6.73	-	6.73	7.39	2.27	9.66	16.39		17.40	17.21
2007	6.17	4,500,000	6.17	7.70	2.34	10.04	16.21		17.20	16.20
2006	5.06	19,004,860	5.06	7.77	2.50	10.27	15.33		16.32	16.02
2005	6.80	8,250,000	6.80	8.33	3.46	11.79	18.59		19.85	16.75
2004	8.88	5,400,000	8.88	7.91	5.90	13.81	22.69		24.37	16.63
2003	8.51	3,265,000	8.51	7.36	5.99	13.35	21.86		23.60	17.29

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**

**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
2012	\$ 8,248,187,902	\$ 38,621,608,517	21.3564 %	\$ 44,109,421	\$ 9,569,306	152.683
2011	8,519,356,326	39,269,708,789	21.6945	44,109,838	9,416,623	48.655
2010	8,575,136,081	40,168,096,310	21.3481	44,720,387	9,367,968	(178,354)
2009	9,018,506,088	43,052,141,297	20.9479	45,633,047	9,546,322	57,185
2008	9,358,505,782	44,735,255,285	20.9198	44,400,065	9,489,137	247,374
2007	9,714,255,257	45,453,407,212	21.3719	43,779,760	9,241,763	8,635
2006	9,297,862,943	44,045,516,136	21.1097	43,487,679	9,233,128	55,681
2005	8,440,901,750	39,756,319,650	21.2316	40,917,396	9,177,447	(241,027)
2004	8,023,468,897	35,772,416,479	22.4292	40,233,427	9,418,474	(155,811)
2003	7,370,090,989	31,483,236,852	23.4096	40,421,656	9,574,285	101,979

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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Debt at June 30</b>										
General Obligation Debt	\$ 27,868,094	\$ 27,565,652	\$ 25,742,467	\$ 23,901,229	\$ 32,970,385	\$ 30,544,656	\$ 28,096,205	\$ 25,644,190	\$ 29,310,621	\$ 32,874,310
City Depts.										150,570,000
Pennicheuk Acquisition	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580	100,595,773	91,064,992	86,466,471
School Dept.	146,664,726	184,314,243	174,110,503	162,066,033	162,833,496	150,722,431	138,461,785	126,239,963	120,375,613	269,910,781
Total Governmental Activities										
Solid Waste Fund <sup>1</sup>										
General Obligation Debt	291,802	262,893	233,982	205,391	177,336	149,818	7,387,890	6,851,332	6,315,222	5,779,555
State Revolving Loan Funds	21,517,224	21,505,447	21,576,755	20,400,320	19,154,055	17,907,784	16,061,514	15,415,257	14,168,989	12,922,713
Wastewater Fund										
General Obligation Debt	4,908,472	4,332,865	3,750,515	3,157,677	2,584,171	2,007,752	1,445,326	883,710	514,167	144,667
State Revolving Loan Funds	8,302,867	7,841,597	7,380,326	6,919,056	6,457,788	5,986,515	5,435,245	19,773,078	18,577,707	18,023,657
Total Business-Type Activities	35,020,365	33,942,802	32,941,880	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277	39,576,085	36,870,592
Total Debt at June 30	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,384,300	\$ 169,491,760	\$ 169,164,280	\$ 159,951,698	\$ 306,781,373
<b>Base Value for Debt Limits</b>										
	\$ 7,505,206,241	\$ 8,167,360,524	\$ 8,584,325,785	\$ 9,438,642,749	\$ 9,861,998,165	\$ 9,497,984,632	\$ 9,150,834,250	\$ 8,574,513,075	\$ 8,519,004,742	\$ 8,248,187,902
<b>Legal Debt Limits (% of Base Value)</b>										
City - 2% <sup>2</sup>	150,104,125	163,347,210	171,690,516	188,772,855	197,239,963	186,959,693	183,016,685	171,490,262	170,380,095	164,963,758
School - 6% <sup>2</sup>	450,312,374	490,041,631	515,071,547	566,318,565	591,719,890	566,879,078	549,050,055	514,470,785	511,140,285	494,801,274
<b>Debt Against Legal Debt Limits</b>										
City Depts.	27,868,094	27,565,652	25,742,467	23,901,229	32,970,385	30,544,656	28,096,205	25,644,190	29,310,621	32,874,310
School Dept.	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580	100,595,773	91,064,992	86,466,471
Exempt from Legal Debt Limits	35,020,365	33,942,802	32,941,880	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277	39,576,085	187,440,592
Total Debt at June 30	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,384,300	\$ 169,491,760	\$ 169,164,280	\$ 159,951,698	\$ 306,781,373
<b>Unused Capacity of Legal Debt Limits</b>										
City Depts.	\$ 122,236,031	\$ 135,781,558	\$ 145,948,049	\$ 164,871,626	\$ 164,269,578	\$ 159,415,037	\$ 154,920,480	\$ 145,846,072	\$ 141,069,474	\$ 132,089,448
School Dept.	331,515,742	332,293,040	366,705,511	428,182,801	461,856,779	440,701,303	438,684,475	413,875,012	420,075,293	408,424,803
<b>% of Legal Debt Limits Used</b>										
City Depts.	18.6%	16.9%	15.0%	12.7%	16.7%	16.1%	15.4%	15.0%	17.7%	19.9%
School Dept.	26.4%	32.0%	28.8%	24.4%	21.9%	21.1%	20.1%	19.6%	17.8%	17.5%
Data Source: Audited Financial Statements N.H. Department of Revenue Administration										
Notes: <sup>1</sup> Excludes \$3,375,000 in BANS issued 01/1996 for Landfill Closure, matured 10/1997. Subsequently financed through State Revolving Loan funds. <sup>2</sup> City imposed more restrictive limits (2% City, 6% School) than state statute allows (3% City, 7% School).										

City of Nashua

**Ratios of Outstanding Debt by Debt Type**  
Last Ten Fiscal Years

Fiscal Year	Governmental Activities - General Obligation Debt					Less Est. State School Aid	Tax Supported Debt	Tax Supported Debt per capita	% of Net Debt to Assessed Value
	City Depts.	Pennichuck Acq	School Dept.	Total					
2012	\$ 32,874,310	\$ 150,570,000	\$ 86,466,471	\$ 269,910,781	\$ 25,939,941	\$ 243,970,840	2,814	%	2.9
2011	29,310,621	-	91,064,992	120,375,613	27,319,498	93,056,115	1,082		1.1
2010	25,644,190	-	100,595,773	126,239,963	30,178,732	96,061,231	1,092		1.1
2009	28,096,205	-	110,365,580	138,461,785	33,109,674	105,352,111	1,213		1.1
2008	30,544,656	-	120,177,775	150,722,431	36,053,333	114,669,099	1,324		1.2
2007	32,970,385	-	129,863,111	162,833,496	38,958,933	123,874,563	1,433		1.4
2006	23,901,230	-	138,135,705	162,036,935	41,440,712	120,596,224	1,393		1.3
2005	25,742,467	-	148,368,036	174,110,503	44,510,411	129,600,092	1,496		1.4
2004	27,565,652	-	156,748,591	184,314,243	47,024,577	137,289,666	1,581		1.9
2003	27,868,094	-	118,796,632	146,664,726	35,638,990	111,025,736	1,278		2.0

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 <sup>1</sup>	Net Debt		
2012	\$ 18,702,268	\$ 18,168,324	\$ 36,870,592	\$ 3,246,099	\$ 33,624,493	\$ 388	1.3 %
2011	20,484,211	19,091,874	39,576,085	3,644,814	35,931,271	418	1.2
2010	22,266,589	20,657,688	42,924,277	4,057,901	38,866,376	442	1.3
2009	24,049,404	6,980,571	31,029,975	4,849,748	26,180,227	301	0.9
2008	18,057,602	8,004,267	26,061,869	5,676,163	20,385,706	235	0.7
2007	19,331,391	9,041,959	28,373,350	6,488,707	21,884,643	253	0.7
2006	20,605,711	10,086,733	30,692,444	7,314,277	23,378,167	270	0.8
2005	21,810,738	11,130,842	32,941,580	8,165,642	24,775,938	286	0.9
2004	21,768,340	12,174,462	33,942,802	8,898,733	25,044,069	288	1.0
2003	21,809,026	13,211,339	35,020,365	9,633,526	25,386,839	292	1.0

Fiscal Year	Total Primary Government	Less State Aid	Net Debt	% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income
2012	\$ 306,781,373	\$ 29,186,040	\$ 277,595,333	3.3 %	\$ 3,202	10.3 %
2011	159,951,698	30,964,312	128,987,386	1.5	1,499	4.3
2010	169,164,240	34,236,633	134,927,607	1.6	1,533	4.6
2009	169,491,760	37,959,422	131,532,338	1.4	1,515	4.5
2008	176,784,300	41,729,496	135,054,805	1.5	1,560	4.5
2007	191,206,846	45,447,640	145,759,206	1.6	1,686	5.0
2006	192,729,379	48,754,989	143,974,390	1.6	1,663	5.0
2005	207,052,083	52,676,053	154,376,030	1.7	1,782	5.7
2004	218,257,045	55,923,310	162,333,735	2.3	1,869	6.4
2003	181,685,091	45,272,516	136,412,575	2.6	1,571	5.8

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

Notes:

<sup>1</sup> The State of NH has suspended the State Aid Grant (SAG) program relating to debt issued after 7/1/2008 for business type activities

**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 <sup>2</sup>	Amount Applicable to Government
	Outstanding <sup>1</sup>		
2012	-	21.3564 %	-
2011	-	21.6945	-
2010	-	21.3481	-
2009	-	20.9479	-
2008	-	20.9198	-
2007	-	21.3719	-
2006	-	21.1097	-
2005	-	21.2316	-
2004	-	22.4292	-
2003	-	23.4096	-

Data Sources:

<sup>1</sup> Hillsborough County Audited Financial Statements at fiscal year end including interest, does not include leases.

<sup>2</sup> NH Department of Revenue Administration.

City of Nashua, New Hampshire

Demographic Statistics  
Last Ten Fiscal Years

Fiscal Year	Population <sup>1</sup>	Median Family Income <sup>2</sup>	Personal Income	Per Capita Income <sup>2</sup>	City <sup>3</sup>		Unemployment Rates		
					Unemployed	Labor Force	City <sup>3</sup>	State of NH <sup>4</sup>	US <sup>4</sup>
2012	86,704	\$ 60,923	\$ 2,682,361,648	\$ 30,937	2,926	49,399	5.9 %	5.2 %	8.5 %
2011	86,038	65,135	2,975,796,306	34,587	3,088	49,633	6.1	5.4	9.3
2010	86,494	80,889	2,871,341,318	33,197	3,550	49,468	7.2	6.7	9.8
2009	87,555	81,071	2,920,134,360	33,352	2,675	49,463	5.5	5.1	7.6
2008	87,073	84,011	3,009,329,953	34,561	1,838	49,390	3.8	4.0	5.8
2007	86,904	83,006	2,955,952,656	34,014	1,955	49,573	4.0	3.6	4.6
2006	86,856	80,211	2,842,883,736	32,731	1,985	49,343	4.0	3.5	4.6
2005	86,771	79,087	2,776,585,229	31,999	2,478	48,988	4.2	3.6	5.1
2004	86,947	78,900	2,609,801,152	30,016	2,478	48,821	5.1	3.9	5.5
2003	86,931	77,800	2,461,625,127	28,317	2,732	48,868	5.6	4.5	6.0

Data Sources:

<sup>1</sup> FY2001-2009 population estimates derived from U.S. Census Bureau, Population Division data.

FY2010 population projection - New Hampshire Office of State Planning.

<sup>2</sup> FY2003-2004 from HUD User Policy Development and Research Information Service.

FY2005-2010 obtained from "Editor & Publisher Market Guide", The Editor & Publisher Co.

<sup>3</sup> 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.

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



City of Nashua, New Hampshire

Principal Employers  
Current Year and Ten Years Ago

Employer	Type of Business	2012			2003		
		Employee	Rank	Percentage of Total City Employment	Employee	Rank	Percentage of Total City Employment
BAE Systems <sup>1</sup>	Aerospace/ Electronics	2,860	1	6.20 %	2,800	1	6.07 %
Southern New Hampshire Medical Center	Hospital	1,782	2	3.86	1,407	5	3.05
St. Joseph Hospital and Trauma Center	Hospital	1,777	3	3.85	1,928	2	4.18
Nashua School District	Schools	1,599	4	3.47	1,567	4	3.40
City of Nashua	City Government	777	5	1.68	804	6	1.74
Federal Aviation Administration	Air Traffic Control	600	6	1.30	500	8	1.08
Oracle Corporation	Software	571	7	1.24	397	10	0.86
Amphenol <sup>2</sup>	Backplane Connection Systems	536	8	1.16	1,630	3	3.53
US Post Office	Postal Service	468	9	1.01	550	7	1.19
Benchmark electronics	Hi-tech manufacturing	342	10	0.74	-	-	-
Compaq Computer Corp. <sup>3</sup>	Computer Software/Hardware	-	-	-	500	9	1.08
Total Principal Employers		11,312		24.52 %	12,083		26.19 %
Total City Employment		46,473			46,136		

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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Finance										
Taxable property parcels assessed	26,778	26,824	27,062	27,151	27,446	27,094	27,968	27,983	27,992	28,010
Property transfers processed <sup>1</sup>	2,200	2,200	2,200	2,200	2,379	1,918	2,087	2,351	1,946	1,943
Motor vehicles registered	90,746	89,328	89,816	90,503	87,985	87,999	82,324	85,379	83,606	87,575
Planning - Inspection Division										
Building inspections	10,022	10,250	*	8,405	7837	6,475	6,057	5,300	6,571	6,329
Estimated construction value in millions	68.8	103.6	*	125	164	84	54.7	123	101	61
Police <sup>2</sup>										
Physical arrests	3,902	4,199	4,117	4,519	4,111	4,411	4,157	4,335	4,731	3,283
Traffic violations	7,230	10,176	26,204	23,473	18,391	31,727	32,775	32,786	35,518	22,556
Parking violations	37,030	38,499	31,967	34,257	28,170	25,509	24,612	24,217	22,528	21,799
Fire and Rescue										
Calls answered	6,733	7,007	7,373	7,801	7,691	7,744	8,312	9,318	9,847	10,662
Emergency responses	3,356	3,528	3,689	3,777	3,940	4,019	4,053	4,503	5,678	5,914
Fires extinguished	281	329	304	300	317	370	450	540	648	778
Number of inspections conducted	52	50	27	66	104	149	519	1,612	1,634	1,848
Emergency medical responses	2,354	2,563	2,726	2,875	3,025	3,086	3,974	4,503	4,781	5,100
Public Works										
Refuse collected (tons) <sup>3</sup>	65,883	64,547	55,157	54,475	59,325	58,315	57,111	53,762	50,534	50,456
Recycling (tons) <sup>4</sup>	13,199	13,979	10,878	11,200	9,106	12,301	17,884	17,490	11,451	12,578
Streets resurfaced (miles)	10.8	10.4	8.3	7.9	10.2	4.2	3.3	5.9	5.0	9.9
Potholes repaired	753	1,152	818	717	1,024	1,178	1,077	1,385	1,412	853
Wastewater System										
Daily average treatment (millions of gallons)	12.7	11.9	12.9	14.2	12.1	11.7	12.2	11.9	10.3	11.2
Public Library										
Items in collection <sup>5</sup>	240,000	245,000	257,147	243,724	240,496	263,974	269,427	262,929	263,462	254,104
Items circulated	434,286	559,411	657,413	692,939	731,274	798,704	810,573	817,953	769,606	709,322
Public Health-Environmental Health										
Food service establishment inspections	*	*	*	*	*	1,506	1,357	1,619	1,565	1,395
Residential inspections	*	*	*	*	*	*	117	26	31	248
Pools/spas sampled	*	*	*	*	*	*	114	147	141	81
Public Health-Welfare/Assistance										
General assistance	1,900,474	1,679,242	1,360,418	1,281,992	1,044,358	1,281,992	1,102,483	857,843	693,291	602,989
Number of contacts	7,621	8,613	9,817	12,066	11,268	11,410	13,257	11,440	11,373	10,146
Applicants	2,145	2,117	2,052	5,206	2,232	2,137	1,329	2,160	2,084	1,857
Interviews	5,919	5,348	5,332	5,206	5,182	4,336	4,839	3,906	3,572	3,111
Assisted cases	4,737	4,099	3,476	3,693	3,427	2,937	3,371	2,600	2,260	1,996
Public Health-Community Health/Clinic Services										
Childhood immunizations	*	*	*	*	*	499	418	1,401	507	1,971
Adult influenza vaccinations	*	*	*	*	*	1,365	1,770	1,917	1,407	768
Outreach clients	*	*	*	*	*	326	523	503	502	133
Clinic counseling and testing	*	*	*	*	*	1,091	1,045	910	922	101

Data Source:  
Various city departments

Notes:

- <sup>1</sup> Based on an estimate per the City of Nashua, Assessing Department.
- <sup>2</sup> Police data is based on a calendar year. The current year's data is for January through September 7, 2012.
- <sup>3</sup> Refuse consists of residential, commercial, and industrial municipal solid waste (MSW) by calendar year; 2005 data is year-to-date through October.
- <sup>4</sup> 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.
- <sup>5</sup> 2003-2004 data for Public Library-Items in collection are based on an estimate due to change in data gathering process.
- \* Data unavailable for these years.

# Municipal Government Report

## City of Nashua, New Hampshire Capital Asset Statistics by Function Last Ten Fiscal Years

Function	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	35	35	35	35	35	35	35	35	35	35
Fire and Rescue										
Number of stations	7	7	7	7	7	7	7	7	7	7
Number of ladder trucks	4	4	4	4	4	4	4	4	4	4
Number of pumps	8	8	8	8	8	8	8	8	8	8
Number of support vehicles	25	25	25	25	25	25	25	25	25	25
Public Works										
Miles of streets	*	*	322	322	322	323	343	344	344	344
Miles of storm drains	*	*	130.0	130.8	131.0	131.1	133.0	133.6	133.9	135.41
Number of traffic lights	78	78	80	84	85	87	92	92	92	92
Number of bridges	18	18	19	19	19	19	19	19	19	19
Culture and Recreation										
Number of Parks	47	48	49	49	49	50	51	52	52	53
Park acreage	632	632	632	632	632	688	930	931	931	932
Playgrounds	24	24	24	24	24	24	24	24	24	25
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	285.7	285.7
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	21,902	22,120	22,349	22,408	22,669	22,782	22,955	22,993	23,074	23,107
Average Daily Flow (MGD)	12.7	11.9	12.9	14.2	12.1	11.7	12.2	11.9	10.3	11.2
Maximum daily capacity of treatment (MGD) dry weather	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Maximum daily capacity of treatment (MGD) wet weather	50.0	50.0	50.0	50.0	50.0	50.0	110.0	110.0	110.0	110.0
Education										
Elementary School Buildings	12	12	12	12	12	12	12	12	12	12
Middle School Buildings	4	4	4	4	4	4	4	4	4	4
High School Buildings	2	2	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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>General Government Division</b>										
Mayor's Office	5.0	5.0	5.0	5.0	5.0	5.0	4.0	6.0	6.0	6.0
Legal	5.0	5.0	4.9	4.9	4.9	4.9	5.0	4.9	5.0	5.0
Board of Aldermen	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Citistat	-	-	-	-	-	-	2.0	2.0	2.0	2.0
Employee Benefits	-	-	-	-	-	-	1.8	2.8	3.2	3.2
Office of the City Clerk	6.8	7.0	7.0	7.0	7.0	7.0	7.0	7.0	6.0	6.0
Human Resources	3.9	3.9	3.9	3.9	3.9	3.9	4.1	4.1	3.7	3.7
<b>Total General Government</b>	<b>22.4</b>	<b>22.6</b>	<b>22.5</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>25.6</b>	<b>28.6</b>	<b>27.6</b>	<b>27.6</b>
<b>Financial Services Division</b>										
Finance	30.8	30.5	31.0	30.6	31.4	31.4	31.3	31.0	32.0	32.0
Risk Management	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Purchasing	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Building Maintenance	5.6	5.6	5.6	5.6	5.6	4.6	4.6	4.6	4.6	4.6
Hunt Building	-	-	-	-	-	-	0.5	0.5	0.5	0.5
Assessing	12.0	10.0	11.0	11.0	11.0	10.0	10.0	10.0	10.0	9.0
<b>Total Financial Services</b>	<b>57.4</b>	<b>54.1</b>	<b>56.6</b>	<b>56.2</b>	<b>57.0</b>	<b>55.0</b>	<b>55.4</b>	<b>55.1</b>	<b>56.1</b>	<b>55.1</b>
<b>Administrative Services Division<sup>1</sup></b>	<b>1.9</b>	<b>1.5</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology Division<sup>2</sup></b>	<b>10.0</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>13.0</b>	<b>12.0</b>	<b>13.0</b>	<b>12.0</b>	<b>13.0</b>	<b>13.0</b>
<b>Public Safety Division</b>										
Police	236.9	236.9	238.9	240.0	248.0	248.1	248.6	236.9	241.9	241.9
Fire	178.0	181.6	181.6	176.0	174.0	176.0	176.0	175.0	175.0	175.0
Emergency Management	-	-	-	-	-	-	-	-	-	-
Communications	-	-	-	-	-	-	1.8	1.8	1.8	1.8
<b>Total Public Safety</b>	<b>414.9</b>	<b>418.5</b>	<b>420.5</b>	<b>416.0</b>	<b>422.0</b>	<b>424.1</b>	<b>426.4</b>	<b>415.7</b>	<b>418.7</b>	<b>419.7</b>
<b>Public Health &amp; Community Services Division</b>										
Community Services	7.1	8.6	7.5	7.8	7.8	8.0	8.3	6.9	6.1	6.1
Community Health	13.4	11.3	10.4	8.6	10.4	10.3	10.3	9.7	8.9	8.9
Environmental Health	6.0	6.0	6.0	6.0	7.0	7.0	7.0	6.0	6.0	6.0
Welfare	6.0	8.0	7.8	6.9	7.9	7.9	7.4	7.4	7.0	7.0
<b>Total Health &amp; Comm. Services</b>	<b>32.6</b>	<b>33.9</b>	<b>31.6</b>	<b>29.3</b>	<b>33.1</b>	<b>33.2</b>	<b>32.9</b>	<b>29.9</b>	<b>28.0</b>	<b>28.0</b>
<b>Public Works Division</b>										
Admin/Engineering	19.0	18.0	19.0	16.0	17.0	14.0	14.0	14.0	14.0	14.0
Parks & Recreation	28.0	29.0	29.0	29.0	27.0	28.0	36.0	28.0	27.0	27.0
Streets	67.0	63.0	61.0	56.0	59.5	58.0	57.5	56.5	55.5	55.5
Traffic	9.0	8.0	10.0	10.0	10.0	10.0	10.0	9.5	9.5	9.5
Parking	1.0	2.0	2.0	1.0	1.0	1.0	1.0	2.5	3.1	3.1
Wastewater	28.0	30.0	31.0	35.0	31.0	35.0	35.0	35.0	35.0	35.0
Solid Waste	39.0	37.0	33.0	33.0	31.5	31.5	31.5	30.5	30.0	30.0
<b>Total Public Works</b>	<b>191.0</b>	<b>187.0</b>	<b>185.0</b>	<b>180.0</b>	<b>177.0</b>	<b>177.5</b>	<b>185.0</b>	<b>176.0</b>	<b>174.1</b>	<b>174.1</b>
<b>Community Development Division<sup>3</sup></b>										
Community Development	2.0	2.0	2.4	2.3	2.3	2.0	2.0	2.0	2.2	2.2
Planning	8.0	8.0	7.6	7.6	8.0	8.0	8.0	8.0	8.0	8.0
Office of Economic Development	1.0	1.0	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5
Urban Programs	6.0	6.0	6.0	6.0	7.0	11.0	11.0	10.0	3.5	3.5
Building	9.0	10.0	16.0	10.0	10.0	10.0	9.3	9.3	8.2	8.2
Code Enforcement	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>Total Community Development</b>	<b>29.0</b>	<b>30.0</b>	<b>30.4</b>	<b>30.3</b>	<b>31.7</b>	<b>35.4</b>	<b>34.8</b>	<b>33.8</b>	<b>26.4</b>	<b>26.4</b>
<b>Public Services</b>										
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	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<b>Total Public Services</b>	<b>8.0</b>	<b>8.0</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Library Department</b>	<b>50.4</b>	<b>47.5</b>	<b>48.5</b>	<b>45.8</b>	<b>45.8</b>	<b>45.8</b>	<b>45.2</b>	<b>44.5</b>	<b>41.5</b>	<b>41.5</b>
<b>School Department</b>										
Teachers	821.0	830.0	838.0	821.0	824.0	830.0	834.0	800.0	793.0	798.0
Other staff	849.0	839.0	867.0	856.0	850.0	862.0	817.2	811.0	903.6	864.2
<b>Total School Department</b>	<b>1670.0</b>	<b>1,669.0</b>	<b>1,705.0</b>	<b>1,693.0</b>	<b>1,674.0</b>	<b>1,692.0</b>	<b>1,651.2</b>	<b>1,611.0</b>	<b>1,696.6</b>	<b>1,662.2</b>
<b>Total All Functions</b>	<b>2,487.6</b>	<b>2,480.2</b>	<b>2,518.0</b>	<b>2,492.1</b>	<b>2,486.1</b>	<b>2,507.5</b>	<b>2,477.5</b>	<b>2,412.5</b>	<b>2,489.9</b>	<b>2,455.5</b>
<b>Percent of Total</b>										
General Government Division	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%	1.2%	1.1%	1.1%
Financial Services Division	2.3%	2.2%	2.2%	2.3%	2.3%	2.2%	2.2%	2.3%	2.3%	2.2%
Administrative Services Division	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%
Information Technology Division	0.4%	0.3%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Public Safety Division	16.7%	16.9%	16.7%	16.7%	17.0%	16.9%	17.2%	17.1%	16.8%	17.1%
Public Health & Community Services Division	1.3%	1.4%	1.3%	1.2%	1.3%	1.3%	1.3%	1.2%	1.1%	1.1%
Public Works Division	7.7%	7.5%	7.3%	7.2%	7.1%	7.1%	7.5%	7.3%	7.0%	7.1%
Community Development Division	1.2%	1.2%	1.2%	1.2%	1.3%	1.4%	1.4%	1.4%	1.1%	1.1%
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	2.0%	1.9%	1.9%	1.8%	1.8%	1.8%	1.8%	1.8%	1.7%	1.7%
School Department	67.1%	67.3%	67.7%	67.9%	67.3%	67.5%	66.6%	66.8%	68.1%	67.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

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

Notes:  
<sup>1</sup> The Administrative Services Division was dissolved in FY2009 with departmental functions reassigned to the Financial Services and General Government Divisions.  
<sup>2</sup> Information Technology was established as a new Division during FY2007.  
<sup>3</sup> Community Development Division was reorganized in FY2002.

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

	Fiscal Year									
	2003	2004	2005 <sup>1</sup>	2006	2007	2008	2009	2010	2011	2012
<b>Student Enrollment:</b>										
Elementary	7,227	7,028	5,702	5,469	5,378	5,486	5,592	5,632	5,633	5,587
Middle School	3,233	3,230	3,287	3,240	3,076	2,768	2,632	2,575	2,646	2,557
High School	2,997	3,081	4,236	4,274	4,258	4,261	4,122	4,178	3,887	3,752
Total	13,457	13,339	13,225	12,983	12,712	12,515	12,346	12,385	12,166	11,896
<b>Teacher FTEs:<sup>2</sup></b>										
Elementary	417	415	359	339	340	345	331	317	317	327
Middle School	213	213	215	214	214	213	212	200	193	193
High School	155	164	226	230	230	232	259	250	250	243
District-wide	36	38	38	38	40	40	32	33	33	35
Total	821	830	838	821	824	830	834	800	793	798

Data Source:  
 Nashua School District

Notes:

<sup>1</sup> Data reflects the transition of 6th grade moving from elementary to middle school and 9th grade moving from middle to high school.

<sup>2</sup> The distribution among teachers by grade level is an estimate.

City of Nashua, New Hampshire  
 School Department Operating Statistics  
 Last Ten Fiscal Years

Fiscal Year	Operating Budget <sup>1</sup>	Debt Service <sup>1</sup>	Total Budget	Enrollment	Cost per Pupil	Percentage Change	Teaching Staff	Pupil/Teacher Ratio
2012	\$ 94,478,076	\$ 13,274,475	\$ 107,752,551	11,896	9,041	2.7 %	798	14.9
2011	93,425,591	13,729,516	107,155,107	12,166	8,808	6.9	793	15.3
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

Data Source:

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

Notes:

<sup>1</sup> Budget is for the General Fund only and excludes special revenue funds and grants

***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.

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**City of Nashua Trust Funds**

The City of Nashua has over 125 trust funds. 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 MS9 & 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-6  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)					Income			Balance End of Year	Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gain/Loss	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		
2001	Landfill/Regulatory Closure	landfill closure costs	Common Trust #2	3,525,000.00	200,000.00			3,725,000.00	329,447.72	9,380.98		3,854,448.70	4,063,828.70
2000	Solid Waste Equipment Reserve	capital reserve fund	Common Trust #3	835.66				835.66	-	2.08		837.74	837.74
2005	Sequimontennial Celebration	fund activities to celebrate City's 150th anniversary of incorporation	Common Trust #2	-				-	-	-		-	-
2007	Yankee Rural	preservation/restoration of rural	Common Trust #2	-				-	-	-		-	-
2007	Ethnic Awareness	promote ethnic awareness in the city	Common Trust #2	-				-	-	-		-	-
2011	Keefe Auditorium Improvements - LGN	improvements & general maintenance	Common Trust #2	6,750.00	45,275.00	(49,620.00)		905.00	-	10.89		915.89	915.89
2009	HR TP - LAW Educational Assistance	indicated activities	Common Trust #2	62,925.70	10,000.00	(6,625.69)		66,298.01	426.43	160.27		66,884.71	66,884.71
2007	Green Team	promote responsible use of resources	Common Trust #2	22,180.40				22,180.40	383.42	54.72		22,618.54	22,618.54
2000	City Hall Renovations	capital reserve fund	Common Trust #3	3,275.13				3,275.13	846.17	10.24		4,131.54	4,131.54
2004	Hunt Memorial Building Fund	restoration of Hunt Memorial Building	Common Trust #2	21,232.79	2,767.70	(5,750.40)		18,250.09	582.34	51.09		18,883.52	18,883.52
2004	Bomb Spectabilist Unit	indicated activities	Common Trust #2	183.72				183.72	109.45	0.71		293.88	293.88
2004	Police K-9 Unit	indicated activities	Common Trust #2	208.51				208.51	56.94	0.62		266.07	266.07
2002	Police School Program	indicated activities	Common Trust #2	544.82				544.82	87.65	1.54		634.01	634.01
2004	NPD Rape Aggression Defense System Program	indicated activities	Common Trust #2	1,512.27	260.00	(139.35)		1,632.92	(125.63)	3.54		1,510.83	1,510.83
2006	Law Enforcement Programs & Activities	indicated activities	Common Trust #2	696.33	25.00			721.33	8.62	1.58		731.53	731.53
2000	Amherst St. Fire Station	capital reserve fund	Common Trust #3	-				-	-	-		-	-
2005	Fire Public Education Injury Prevention	public education/injury prevention program	Common Trust #2	9,174.92	5,144.00	(3,383.24)		11,035.69	346.97	23.69		11,446.26	11,446.26
2006	Fire Emergency Fund	indicated activities	Common Trust #2	300,411.00				300,411.00	21,155.78	537.27		322,104.05	322,104.05
since 1892	Wentworth Union Hospital Fund	erection/maintenance of a city hospital	Common Trust #2	5,008.74				5,008.74	3,886.25	21.08		8,916.07	8,916.07
since 1903	Charlotte O. Harris	public bath	Common Trust #2	1,217.26		(1,717.26)		-	1,159.43	6.98		6.67	6.67
since 1950	Chairman's Fund of the Board of Health of Public Health	used at the discretion of the Chairman of the Board of Public Health	Common Trust #2	60,102.56		(3,362.96)		56,839.60	6,906.54	158.65		63,904.79	63,904.79
2009	Child Care Program	indicated activities	Common Trust #2	2,410.87	5,570.80	(60.39)		7,921.28	35.68	17.52		8,074.48	8,074.48
1950	Sarah Wallace Welfare	public welfare needs	Citizens Bank checking Common Trust #1 & #2	27,355.46	258.75	(10.00)		27,604.21	5,822.33	888.25		33,939.67	33,939.67
1997	Welfare	welfare emergencies	Common Trust #2	313,032.54				313,032.54	43,046.86	863.49		356,942.89	356,942.89
2005	Adolescent Expendable Trust Fund	indicated activities	Common Trust #2	17,951.29	1,275.69			19,226.98	1,652.45	51.23		21,030.66	21,030.66



Municipal Government Report

MS-9  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)						Income			Grand Total Principal & Income End of Year		
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended	Balance End of Year			
2007	Dana Communications Improvements	city wide data communication improvements	Common Trust #2	2,131.29				2,131.29			5.45	5.18		10.63	2,141.92
2009	Lake Street Transportation Improvements	indicated activities	Common Trust #2	400.00				400.00			4.39	0.98		5.37	405.37
2003	SummerFun	summer activities for citizens	Common Trust #2	8,105.44	10,900.00			18,306.29	(699.15)		27.17	28.42		55.59	18,361.88
2004	Holman Stadium Improvements	materials, equipment, services, seasonal personnel, provide matching funds for grants	Common Trust #2	21,544.44	34,994.00			8,454.45			272.17	65.16		337.33	8,791.78
2004	Miller Falls Park Fund	materials, equipment, services, seasonal personnel, provide matching funds for grants	Common Trust #2	279,670.49	99,789.00			307,592.31	(71,367.16)		2,692.88	931.34		3,524.02	311,116.35
2004	David W. Deane Skateboard Park	materials, equipment, services, seasonal personnel, provide matching funds for grants	Common Trust #2	118,886.89	27,983.00			146,671.89			3,377.66	294.42		2,672.08	149,343.97
2006	Sports Tennis (Domenick Trust)	indicated activities	Common Trust #2	4,722.54	1,068.13			3,790.67			102.94	13.05		115.99	3,906.66
2007	Park Rehabilitation	rehabilitation of specific city parks	Common Trust #2	42,706.00				21,792.53	(20,913.47)		961.82	114.62		1,076.44	22,868.97
2009	Baseball Field Lighting System	Purchase and installation of lighting system on baseball fields	Common Trust #2	-	-			-			3.88	3.88			3.88
2010	Baseball Field Rehabilitation Fund	indicated activities	Common Trust #2	9.89				9.89			-	2.18		2.18	12.07
1998	DPW Snow Removal	snow removal	Common Trust #2	333,185.97				334,183.97			15,533.96	820.48		16,354.44	350,538.41
2003	Street Paving	paving needs of the City	Common Trust #2	(602.64)	14,453.12			14,550.48			4,615.69	539.51		5,155.20	19,705.68
2007	High Tech Expo	economic development high tech expo	Common Trust #2	596.48				596.48			1.50	1.45		2.95	599.43
2001	Affordable Housing	housing aid	Common Trust #2	139.97				139.97			82.38	0.56		82.94	223.11
2000	School Deferred Maintenance	capital reserve fund	Common Trust #3	25,987.35				25,987.35			4,821.00	76.62		4,897.62	30,884.97
2003	School Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #2	615,817.79				615,817.79			97.41	1,493.57		1,590.98	617,408.77
2000	Portable Classrooms	rental fees for portable classrooms	Common Trust #2	-				-			389.81	0.95		390.76	390.76
2005	Stellos Stadium Improvements	repairs, replacements, and improvements	Common Trust #2	(43,223.08)	43,223.08			-			43,223.08	413.97	(43,223.08)	413.97	413.97
2005	Stellos Stadium GOB Repayment	fund payments for bonded debt	Common Trust #2	-				-			13.77	-		13.77	13.77
2006	School Capital Reserve	indicated activities	Common Trust #3	4,221,975.38				4,221,975.38			71,672.26	11,050.80		82,723.06	4,304,700.34
2006	School Athletic Expendable Trust Fund	indicated activities	Common Trust #2	82,597.20	5,649.03			88,246.23			1,461.81	201.93		1,663.74	89,910.97
2006	Hurricane Katrina Relief Fund	indicated activities	Common Trust #2	4,257.77				4,257.77			503.04	11.54		514.58	4,772.35
2006	Special Education Expendable Trust Fund	indicated activities	Common Trust #2	151,587.02				151,587.02			3,421.71	375.86		3,800.57	155,387.59
2006	School Related Programs & Activities	indicated activities	Common Trust #2	30,354.55	50,025.00			56,116.48	(24,265.67)		247.50	805.85		331.35	56,450.83
2000	School Technology Fund	indicated activities	Common Trust #2	-				-			17.23	-		17.23	17.23

MIS-9  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income				Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
1997	Sharon Bulley Parks Cultural & Entertainment Fund student enrichment	scholarship	Common Trust #1	13,894.72		161.28		14,056.00	1,781.67	559.61	(121.46)	2,310.76	16,265.76
2009	Julia T. Ward Fund-Appropriate	scholarship	Common Trust #2	3,000.00				3,000.00	14.46	7.30		21.76	3,021.76
1920	Wilks T. Dodge Award	scholarship	Common Trust #1	7,515.46		85.55		7,601.01	1,801.23	292.02	(264.43)	1,028.85	8,629.86
1869	Noves Prize	scholarship	Common Trust #2	2,582.99		29.51		2,612.50	324.42	100.17	(91.93)	332.66	2,945.16
1992	Class of 1924 - Evelyn F. Lamont Scholarship	scholarship	Common Trust #1	25,556.53		290.60		23,847.15	3,189.75	911.83	(918.85)	3,262.73	28,109.88
1992	Ralph J. & Alice F. Burns Scholarship	scholarship	TD Banknorth Portfolio*	323,846.42		8,258.17		332,104.59	26,721.63	7,616.23	(6,907.34)	27,440.51	359,545.10
1983	Thelma F. Dow Scholarship	scholarship	Common Trust #1	11,824.72		136.37		11,961.09	1,325.29	462.31	(277.70)	1,712.90	13,673.99
1992	Miss Mathematics Achievement Award	scholarship	Common Trust #2	11,945.47		135.77		12,081.24	1,491.84	462.37	(422.21)	1,228.00	13,609.24
1979	Leo & Olive Ferryell Scholarship	scholarship	Common Trust #1	17,037.22		191.81		17,229.03	1,997.24	654.76	(618.41)	2,033.09	19,262.12
1972	Virginia Holt Dunlap Award	scholarship	Common Trust #2	528.61		5.97		534.58	60.93	202.39	(49.51)	31.81	566.39
1947	Walter & Evelyn Nesmith Scholarship Prize	scholarship	Common Trust #1	9,383.98		106.59		9,490.57	1,174.20	363.81	(355.24)	1,182.77	10,673.34
1992	Arthur J. Nakos Scholarship	scholarship	Common Trust #2	32,117.71		364.95		32,482.66	3,993.36	1,245.95	(874.80)	4,364.49	36,847.15
1980	Nisbau High Class of 1919 Memorial Scholarship	scholarship	Common Trust #1	17,455.94		392.76	(508.00)	17,348.70	2,860.88	665.55	(447.86)	2,579.37	19,928.07
1985	Raymond N. Chinnel Memorial Scholarship	scholarship	Common Trust #2	8,214.86		92.39		8,308.25	1,028.11	318.82	(270.30)	1,076.65	9,384.88
1984	Harvard Frank B. & Emma O. Clancy Scholarship	scholarship	Common Trust #1	124,783.39		1,417.09		126,300.48	15,423.29	4,816.63	(4,317.13)	15,592.79	142,143.27
1987	William H. & Edith E. Keenan Scholarship	scholarship	Common Trust #2	391,751.11	3.28	6,723.14	(16,000.00)	582,459.53	71,272.50	22,821.04	(4,357.51)	99,835.03	672,293.56
1989	Charles H. Aurn Scholarship	scholarship	Citizens Bank Portfolio*	1,910,381.20		27,861.65		1,938,242.85	254,388.97	75,660.77	(66,978.24)	263,271.50	2,201,515.35
1997	Lanaz/Erickson Scholarship	scholarship	Common Trust #1	20,261.47		230.21		20,491.68	2,522.76	786.56	(123.38)	3,185.94	23,677.62
1999	Ruth Milan Scholarship	scholarship	Common Trust #2	209,514.31		2,735.14	(9,649.84)	202,599.61	34,798.84	8,898.71	(12,356.41)	21,441.14	224,040.75
2001	Marco Scheer Memorial Scholarship	scholarship	Common Trust #1	25,179.69		188.19		25,367.88	2,207.48	690.75	(1,149.70)	1,748.53	27,116.41
1973	Olla Holt Dunlap Award	scholarship	Common Trust #2	521.08		5.89		526.97	36.01	20.10	(4.42)	31.69	618.66
1997	Linda Swidler Scholarship	scholarship	Common Trust #1	12,801.77		195.20	(1,500.00)	11,496.97	1,885.18	647.12	(1,143.47)	888.83	12,383.80
2004	Stephen Guilfoy Memorial Scholarship	scholarship	Common Trust #2	13,297.72			(1,000.00)	12,297.72	182.30	31.53		218.83	12,516.55
2003	Mark Tibbault Wrestling Scholarship	scholarship	Common Trust #1	2,282.95				2,282.95	27.12	5.72		32.84	2,361.79
2004	Bernad Marie Memorial Scholarship	scholarship	Common Trust #2	16.40				16.40	3.39	0.01		3.40	19.80

Municipal Government Report

MES-9  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)					Income			Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
2004	Alma H. Rudman Memorial Scholar/Athlete Award	scholarship	Common Trust #1 Common Trust #2	117,778.05		1,163.54		118,641.57	14,724.29	3,944.95	(2,876.21)	15,885.03	134,524.60
2004	Louis Lemay Athletic Scholarship	scholarship	Common Trust #2	15.72				15.72	0.13			0.13	15.85
2006	Linda Haystack Leverage Fund	scholarship	Common Trust #2	957.82	1,500.00		(1,000.00)	1,457.82	53.96	1.19		55.15	1,512.97
2007	Shawn Eckert Memorial Scholarship	scholarship	Common Trust #2	10,114.19				10,114.19	119.84	23.57	(1,000.00)	(856.59)	9,227.60
2007	Stanford Mark Larsen Memorial Scholarship	scholarship	Common Trust #2	10,479.49	200.00		(200.00)	10,479.49	40.51	24.53		65.04	10,544.53
2010	NHS South Gen Scholarship	scholarship	Common Trust #2	5,971.86	1,500.00		(1,750.00)	5,721.86	13.01	9.90		22.91	5,744.77
2007	Shawn Eckert Assoc-Tech Scholarship	scholarship	Common Trust #1 Common Trust #2	11,701.25	764.00	103.32	(550.00)	12,018.57	1,007.95	354.94	(76.41)	1,286.98	13,305.55
2007	Michelle Toudryn Memorial Art Scholarship	scholarship	Common Trust #2	8,093.75			(350.00)	7,743.75	135.86	19.51		155.37	7,899.10
2010	Martin J. Corning Ed Fund	scholarship	Common Trust #2	16,248.84			(100.00)	16,168.84	80.17	39.52		119.69	16,288.53
2010	John H. Gakosche Scholarship	scholarship	Common Trust #2	5,091.75			(50.00)	4,991.75	16.64	6.80		23.44	5,015.19
2011	NHS North Gen Scholarship	scholarship	Common Trust #2	2,089.70	500.00		(2,550.00)	239.70	3.13	4.53		7.66	247.36
1993	James Greeley Scholarship	scholarship	Common Trust #2	1,730.75				1,730.75	11.38	4.23		15.61	1,746.36
2011	Eileen McDevitt Fulle Memorial Scholarship	scholarship	Common Trust #1 Common Trust #2	61,721.83	145.00	577.29	(2,000.00)	60,444.14	207.36	1,954.51	(456.53)	1,722.04	62,169.18
2011	Rebecca Rose Thair Memorial Scholarship	scholarship	Common Trust #2	3,000.00	300.00		(1,000.00)	2,300.00	0.27	6.03		6.30	2,306.30
2011	NTC Culinary Ed Scholarship	scholarship	Common Trust #2	7,340.00	8,000.00			15,350.00		9.30		9.30	15,359.30
1889	Mrs. Hunt Lecture Fund	public courses of popular & scientific lectures	Common Trust #1 Common Trust #2	51,236.21	1,277.05	529.03		51,892.29	5,756.83	1,806.28	(1,760.30)	5,772.83	57,663.14
1937	Iris Harris Lecture Fund	public lectures & concerts	Common Trust #1 Common Trust #2	28,562.34		284.41		28,846.65	3,080.14	1,004.32	(960.62)	3,123.74	31,970.39
2009	Contingency - City Fund	City Fund costs in excess of budgeted amounts	Common Trust #2	150,223.86				150,223.86	2,095.74	321.86		2,325.60	152,549.46
1968	Capital Equipment Reserve	capital reserve fund	Bank of America Portfolio* Common Trust #3	2,548,464.53	21,500.00		(973,468.92)	3,339,995.61	307,941.89	20,308.08		328,250.97	4,068,245.58
2000	City Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #2	(5,665.67)	790,000.00		(518,866.59)	175,467.74	5,801.31	831.22		6,632.53	182,102.27
			<b>Grand Total All Funds</b>	<b>16,941,330.52</b>	<b>3,316,766.48</b>	<b>52,833.57</b>	<b>(1,717,182.08)</b>	<b>18,316,434.49</b>	<b>1,339,339.99</b>	<b>187,772.38</b>	<b>(153,814.67)</b>	<b>1,365,277.70</b>	<b>19,679,711.19</b>

\*See attachment for portfolio detail

Fees and expenses paid for professional banking assistance: (RSA 31.36-a IV)

Name of Bank: Citizens Bank. Fee paid: \$28,228.82

Name of Bank: TD Banknorth. Fee paid: \$4,473.49

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

MS-10  
 Report of the Common Trust Fund Investments of the City of Nashua, New Hampshire as of June 30, 2012

How Invested	Principal (Book Value)						Income			Grand Total Principal & Income End of Year
	Balance Beginning of Year	Deposits	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income During Year	Expended During Year	Balance End of Year	
Common Trust #1 Citizens Bank Portfolio*	1,526,714.49	132.33	16,201.30	(11,149.84)	1,531,898.28	50,366.38	54,895.64	(55,478.86)	49,783.16	1,581,681.44
Common Trust #2 Citizens Bank Money Market	6,843,687.00	766,541.40		(108,569.51)	7,501,658.89	46,358.73	19,092.04		65,650.77	7,567,309.66
Common Trust #3 Citizens Bank Money Market	4,151,908.00	1,975,000.02			6,126,908.02	422,350.46	14,491.16		436,841.62	6,563,749.64

\* See attachment for portfolio detail

M5.9 Report of the Edgewood & Suburban Cemetery Trust Funds of the City of Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)						Income			Grand Total Principal and Income End of Year	
				Balance Beginning of Year	New Funds	Revised GrandTotals	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended	Balance End of Year		
circa 1875	Edgewood Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	4,171,348.71		95,576.61		4,266,925.32		75,323.61	116,687.86	(95,175.32)	96,837.95	4,363,760.27
1975	Edgewood Cemetery Flower Fund	flowers for gravesites	TD Banknorth Portfolio*	168,828.49		4,094.29		172,922.78		297.90	3,424.85	(6,227.48)	505.27	175,438.05
circa 1980	Edgewood Cemetery Equipment Reserve	equipment purchases	Common Trust #2	100,101.56	3,651.74			103,753.30		559.13	248.68		807.81	104,561.11
1989	Edgewood Cemetery Deed Fund	developing new sections of cemetery	Common Trust #2	181,238.05				181,238.05		-	417.83	(17,540.00)	(16,922.17)	164,335.88
2011	John F. Boland-Anderson Chapel	Perpetual care and Maintenance of Anderson Chapel at Edgewood Cemetery	Common Trust #2	-	10,000.00			10,000.00		-	12.51		12.51	10,012.51
circa 1887	Suburban Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	232,784.50		7,424.03		240,208.53		383.31	5,161.60	(5,317.66)	227.25	240,435.78
1918	Suburban Cemetery-Whitman Fund	maintenance of cemetery	TD Banknorth Portfolio*	1,410,579.02		32,618.69		1,443,197.71		406,763.99	51,854.18	(13,424.43)	445,193.54	1,888,391.25
			<b>Grand Total All Funds</b>	<b>6,264,900.33</b>	<b>13,651.74</b>	<b>139,213.62</b>	<b>-</b>	<b>6,418,265.69</b>	<b>-</b>	<b>483,259.84</b>	<b>177,817.51</b>	<b>(134,485.19)</b>	<b>526,602.16</b>	<b>6,944,927.85</b>

\*See attachment for portfolio detail

Fees and expenses paid for professional banking assistance: (NSA 31,384.11)

Name of Bank: TD Banknorth. Fees paid: \$26,806.84

Are these Fees & expenses paid for ronly from income? Yes

MS-9  
Report of the Woodlawn & Pinewood Cemetery Trust Funds of the City of Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income				Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
2011	Pinewood Cemetery Perpetual Care	perpetual care	Camella Portfolio*	24,456.00	3,000.00	(1,998.17)		33,857.83	2,291.82	2,536.29		4,928.12	38,785.95
2011	Pinewood Cemetery Maintenance	maintenance of cemetery	Camella Portfolio*	34,536.00		426.65	(1,960.18)	21,062.47	659.12	907.75		1,566.87	24,629.34
1895	Woodlawn Cemetery Perpetual Care	perpetual care	Camella Portfolio*	4,543,883.34		29,389.61		-4,572,974.95	621,611.92	196,336.54	(181,020.71)	636,947.73	5,209,932.70
1994	Woodlawn Cemetery Absearum	planting & caring for trees in cemetery	Camella Portfolio*	9,334.63	7,099.25	(6,457.18)		9,876.70	4,324.03	714.62		5,048.65	14,925.35
1906	Woodlawn Cemetery Maintenance	improvements & general maintenance	SA, Camella Portfolio * Common Trust #2	550,868.05	5,607.19	31,021.00	(23,122.96)	610,373.26	(21,122.28)	28,988.31	(7,334.67)	528.56	610,691.82
1927	Ferris S. Wallace	flag for veterans graves	Common Trust #2	5,122.36				5,122.36	3,322.36	20.37		3,372.93	8,495.29
	<b>Grand Total All Funds</b>			<b>5,162,862.36</b>	<b>61,706.44</b>	<b>50,781.91</b>	<b>(25,083.14)</b>	<b>5,255,267.77</b>	<b>611,223.98</b>	<b>229,524.28</b>	<b>(188,555.38)</b>	<b>652,192.88</b>	<b>5,907,660.65</b>

\*See attachment for portfolio detail

Municipal Government Report

ME-9  
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2012

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invented	Balance Beginning of Year	New Funds	Reversions/Gains/Losses	Principals/Withdrawals	Transfer Adjustment	Balance End of Year	Income	Expended	Transfer Adjustment	Balance End of Year	Grand Total Principal & Income End of Year
1979	Charles Zygonis	educate/inform the public about Lithuania	Common Trust #1	417,432.78		168.38		1,394.44	418,995.80	10,837.38	(7,011.19)	(1,314.44)	31,072.17	450,067.97
1982	Alfred Everett Smith	non-fiction and/or art book purchases	Common Trust #2	10,383.42		4.33		(0.04)	10,387.71	279.96	(61.18)	0.04	1,790.08	12,179.79
1935	Wm F. Harris Fund	purchase of books	Common Trust #3	42,546.04		18.08		(0.37)	42,563.75	1,165.39	(319.50)	0.37	14,281.20	56,844.95
1965	Ada Harkway Trust	purchase of children's books with emphasis on fairy tales and myths	Common Trust #4	1,317.52		0.55			1,318.07	34.49	(8.07)		197.89	1,515.96
1973	Chandler Memorial Library Fund	purchase of books	Common Trust #5	177,600.87		137.57		6,550.25	184,689.49	8,858.48	(6,050.56)	(6,950.95)	12,800.04	197,469.53
1932	Leonard Freeman Barbank	purchase of works of art by living artists	Common Trust #6	122,415.79		121.11		(135.69)	122,401.21	7,867.04	(1,106.63)	135.69	69,566.82	191,962.03
1988	Henry Stearns Fund	purchase of reading matter	Common Trust #7	2,115,955.25	102.43	1,073.04		78,897.11	2,295,485.23	69,164.81	(15,848.47)	(78,897.11)	551,889.20	2,949,067.03
2004	Raymond Award	for the purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history	Common Trust #8	3,465.55		1.36		(0.01)	3,466.90	88.73	(20.07)	0.01	461.86	3,828.76
1892	John M. Ham Memorial	building of library	Common Trust #9	29,022.68		10.67		(0.10)	29,032.25	688.96	(158.90)	0.10	4,442.36	33,475.61
1926	Daniel Hawley	general library purposes	Common Trust #10	38,632.26		16.09		(0.14)	38,648.21	1,036.25	(259.72)	0.14	6,379.65	45,027.86
1916	Alvora Jannitt	general library purposes	Common Trust #11	247.61		6.55		(0.02)	247.54	34.84	(8.07)	0.02	606.05	853.59
2000	Nanna M. Rose	general library purposes	Common Trust #12	16,932.24		5.88		(0.07)	16,938.05	378.43	(87.54)	0.07	2,901.75	19,344.80
1990	Melba C. Craner	general library purposes	Common Trust #13	16,137.78		7.24		(0.03)	16,144.99	465.61	(107.73)	0.03	1,845.92	17,990.91
1991	U.S. Constitution	to preserve a unique understanding and appreciation of the U.S. Constitution and The Bill of Rights	Common Trust #14	4,460.91		1.81		(0.04)	4,462.68	116.45	(26.92)	0.04	1,071.40	6,232.88
1974	Marion Fairfield	general library purposes	Common Trust #15	5,130.00		2.35		(0.03)	5,132.30	151.38	(31.03)	0.03	1,756.16	6,888.46
1984	Bertha Hickey	Chandler Memorial Library	Common Trust #16	7,960.31		3.61		(0.07)	7,963.85	232.86	(31.88)	0.07	2,819.25	10,783.10
1983	Jane C. Locke	Chandler Memorial Library	Common Trust #17	125,470.69		52.79		6,200.72	131,724.20	4,035.67	(786.49)	(6,200.72)	9,722.67	141,446.87
2000	Frank B. Clary	general library purposes	Common Trust #18	38,592.40		15.36		(0.14)	38,607.71	5,795.47	(686.57)	0.14	6,988.81	44,706.52
1990	Genevieve Nemeth	purchase of books	Common Trust #19	31,849.75		12.30		1,762.65	33,625.68	792.64	(183.31)	(1,762.65)	7,740.66	41,366.34
1996	Virginia Carr Bloomfield	general library purposes	Common Trust #20	469,130.38		177.16		11,951.31	481,258.85	11,412.94	(1,166.59)	(11,951.31)	47,481.37	528,740.22
2004	Hannah Books	to fund printing costs of The History of the City of Nashua & other historical books	Common Trust #21	1,108.133				(1,081.133)		26.57	(27.15)		10,814.75	10,814.75
2004	Museum Plaza	purchase museum pieces for public use	Common Trust #22	24.71				(24.71)		0.10		24.71	28.26	28.26
2004	Plaza Pets	to fund summer plaza pet	Common Trust #23							0.10			1.77	1.77
2004	Miscellaneous Library Donations	donated funds to be used at discretion of the Trustees	Common Trust #24	2,888.07				(2,888.07)		502.88		2,888.07	7,324.21	7,324.21
Grand Total All Funds				3,887,619.91	102.43	1,430.45		91,077.30	3,982,307.68	119,238.34	(28,174.42)	(93,027.20)	795,394.30	4,277,943.32

MS-10  
 Report of the Common Trust Fund Investments of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2012

How Invested	Principal				Income				Grand Total Principal & Income End of Year	
	Balance Beginning of Year	New Funds	Withdrawals	Balance End of Year	Gains/Losses from Sales	Balance End of Year	Income	Expended		Balance End of Year
Common Trust #1	3,980,647.21	102.43		3,982,580.07	1,830.43		117,859.65	(184,400.84)	68,140.29	4,050,720.36
Common Trust #2							147,088.69		710,768.87	710,768.87
Common Trust #3	14,413.26		(14,413.26)	-			15,040.83	(311.15)	16,485.14	16,485.14

\* See attachment for portfolio holdings

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

Name of Bank/Brokerage: TD Banknorth

Fees Paid: \$2,273.03

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



**STATISTICAL AND ECONOMIC DATA**



**Clock Tower Mill Buildings in 1900**

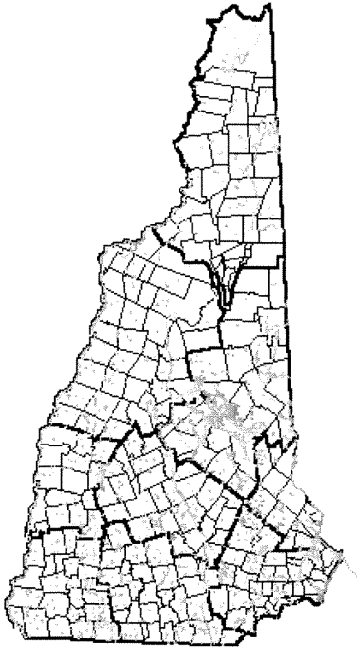
Source: Nashua Public Library, Nashua Historical Photographs, 23/96.

<http://www.nashualibrary.org/HistoricalPhotos/pages/clocktower.htm>. Downloaded 07/09/2012.

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**Clocktower Place Apartments in 2011**





# Nashua, NH

<p>Community Contact</p> <p>Telephone</p> <p>Fax</p> <p>E-mail</p> <p>Web Site</p> <p>Municipal Office Hours</p> <p>County</p> <p>Labor Market Area</p> <p>Tourism Region</p> <p>Planning Commission</p> <p>Regional Development</p> <p>Election Districts</p> <p>US Congress</p> <p>Executive Council</p> <p>State Senate</p> <p>State Representative</p>	<p><b>City of Nashua</b>  <b>Thomas Galligani, Econ Dev Director</b>                  229 Main Street, PO Box 2019                  Nashua, NH 03061-2019</p> <p>(603) 589-3260                  (603) 594-3450                  galliganit@nashuanh.gov                  www.nashuanh.gov</p> <p><b>Monday through Friday, 8 am - 5 pm</b></p> <p><b>Hillsborough</b>                  Nashua NH-MA NECTA Division, NH Portion                  Merrimack Valley                  Nashua Regional                  Regional Economic Development Corp.</p> <p><b>District 2 (All Wards)</b>  <b>District 5 (All Wards)</b>  <b>District 12 (Wards 1, 2, 5, &amp; 9), and 13 (Wards 3, 4, 6, 7, &amp; 8)</b>  <b>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, &amp; 9)</b></p>
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**Incorporated:** 1746

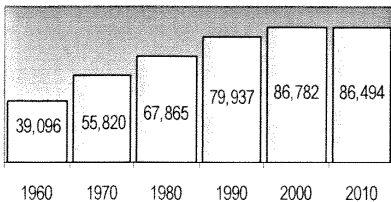
**Origin:** Originally part of a 1673 grant to Edward Tyng of Dunstable, England, the 200 square mile area, called Dunstable, included Nashua, Tyngsboro MA, and all or part of ten other towns. In 1741, Dunstable was cut in half when the Massachusetts-New Hampshire border was established. The northern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

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

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



Hillsborough County



**Population Trends:** Nashua ranked first in numeric population change, totaling 47,398 over 50 years, from 39,096 in 1960 to 86,494 in 2010. The largest decennial percent change was 43 percent between 1960 and 1970; the smallest, nine percent between 1990 and 2000. The 2010 Census estimate for Nashua was 86,494 residents, which ranked second among New Hampshire's incorporated cities and towns.

**Population Density and Land Area, 2010 (US Census Bureau):** 2,803.7 persons per square mile of land area, the second highest among the cities and towns. Nashua contains 30.9 square miles of land area and 1.0 square miles of inland water area.

Economic & Labor Market Information Bureau, NH Employment Security, 2011. Community Response Received 9/12/2011

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	<b>Mayor &amp; Council</b>
Budget: Municipal Appropriations, 2012	<b>\$169,720,779</b>
Budget: School Appropriations, 2012	<b>\$93,386,383</b>
Zoning Ordinance	<b>1930/10</b>
Master Plan	<b>2001</b>
Capital Improvement Plan	<b>Yes</b>
Industrial Plans Reviewed By	<b>Planning Board</b>

### Boards and Commissions

Elected:	<b>Aldermen; School; Public Works</b>
Appointed:	<b>Planning; Conservation; Library; Cemetery; Zoning; Business &amp; Industrial Development; Housing Authority</b>

Public Library      **Nashua Public**

### EMERGENCY SERVICES

Police Department		<b>Full-time</b>
Fire Department		<b>Municipal</b>
Emergency Medical Service		<b>Municipal</b>
Nearest Hospital(s)	Distance	Staffed Beds
<b>Southern NH Medical Center, Nashua</b>	<b>Local</b>	<b>166</b>
<b>St. Joseph Hospital, Nashua</b>	<b>Local</b>	<b>144</b>

### UTILITIES

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

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

2010 Total Tax Rate (per \$1000 of value)	<b>\$20.40</b>
2010 Equalization Ratio	<b>100.0</b>
2010 Full Value Tax Rate (per \$1000 of value)	<b>\$20.15</b>
2010 Percent of Local Assessed Valuation by Property Type	
Residential Land and Buildings	<b>66.6%</b>
Commercial Land and Buildings	<b>30.7%</b>
Public Utilities, Current Use, and Other	<b>2.7%</b>

### HOUSING (ACS 2006-2010)

Total Housing Units	<b>37,142</b>
Single-Family Units, Detached or Attached	<b>19,364</b>
Units in Multiple-Family Structures:	
Two to Four Units in Structure	<b>5,994</b>
Five or More Units in Structure	<b>10,852</b>
Mobile Homes and Other Housing Units	<b>932</b>

### DEMOGRAPHICS

(US Census Bureau)

Total Population	Community	County
2010	<b>86,494</b>	<b>400,721</b>
2000	<b>86,782</b>	<b>382,384</b>
1990	<b>79,937</b>	<b>336,549</b>
1980	<b>67,865</b>	<b>276,608</b>
1970	<b>55,820</b>	<b>223,941</b>

### Demographics, American Community Survey (ACS) 2006-2010

#### Population by Gender

Male	<b>43,082</b>	Female	<b>43,960</b>
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#### Population by Age Group

Under age 5	<b>5,475</b>
Age 5 to 19	<b>16,826</b>
Age 20 to 34	<b>18,068</b>
Age 35 to 54	<b>26,112</b>
Age 55 to 64	<b>9,831</b>
Age 65 and over	<b>10,730</b>
Median Age	<b>37.8 years</b>

#### Educational Attainment, population 25 years and over

High school graduate or higher	<b>89.8%</b>
Bachelor's degree or higher	<b>35.3%</b>

### INCOME, 2010 INFLATION ADJUSTED \$ (ACS 2006-2010)

Per capita income	<b>\$33,200</b>
Median 4-person family income	<b>\$79,311</b>
Median household income	<b>\$65,476</b>

#### Median Earnings, full-time, year-round workers

Male	<b>\$57,021</b>
Female	<b>\$39,988</b>

Families below the poverty level      **5.3%**

### LABOR FORCE (NHES - ELMI)

Annual Average	2000	2010
Civilian labor force	<b>48,589</b>	<b>49,360</b>
Employed	<b>47,242</b>	<b>46,055</b>
Unemployed	<b>1,347</b>	<b>3,305</b>
Unemployment rate	<b>2.8%</b>	<b>6.7%</b>

### EMPLOYMENT & WAGES (NHES - ELMI)

Annual Average Covered Employment	2000	2010
Goods Producing Industries		
Average Employment	<b>14,073</b>	<b>7,835</b>
Average Weekly Wage	<b>\$1,162</b>	<b>\$1,631</b>
Service Providing Industries		
Average Employment	<b>36,353</b>	<b>35,649</b>
Average Weekly Wage	<b>\$628</b>	<b>\$857</b>
Total Private Industry		
Average Employment	<b>50,426</b>	<b>43,484</b>
Average Weekly Wage	<b>\$777</b>	<b>\$996</b>
Government (Federal, State, and Local)		
Average Employment	<b>3,895</b>	<b>4,654</b>
Average Weekly Wage	<b>\$849</b>	<b>\$1,116</b>
Total, Private Industry plus Government		
Average Employment	<b>54,321</b>	<b>48,137</b>
Average Weekly Wage	<b>\$782</b>	<b>\$1,008</b>

n = indicates that data does not meet disclosure standards

City of Nashua

**EDUCATION AND CHILD CARE**

(NH Dept. of Education)

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

Educational Facilities	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	12	3	2	10
Grade Levels	P K 1-5	6-8	9-12	K 1-12
Total Enrollment	5,602	2,647	3,884	2,250

2011 NH Licensed Child Care Facilities (DHHS – Bureau of Child Care Licensing): Total Facilities: **57** Total Capacity: **3,634**

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	Aerospace/electronics	2,900	
Southern NH Medical Center	Health care services	2,140	
Nashua School District	Education	1,980	
St. Joseph Hospital & Trauma Center	Health care services	1,973	
City of Nashua	Municipal services	805	
Federal Aviation Administration	Air traffic control	531	
Benchmark Electronics	High tech manufacturing	500	
US Post Office	Postal services	484	
Oracle Corporation	Software	473	
Amphenol	Backplane connection systems	470	

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

Road Access	US Routes	<b>3</b>
	State Routes	<b>101A, 111, 111A, 130, 101A Bypass</b>
Nearest Interstate, Exit	<b>Everett Tpk., Exits 1 - 8; I-93, Exit 3; I-495 (M)</b>	
Distance	<b>Local access; 11 miles; 10 miles</b>	
Railroad	<b>Guilford Rail Service</b>	
Public Transportation	<b>Nashua Citybus</b>	
Nearest Public Use Airport, General Aviation		
<b>Boire Field, Nashua</b>	Runway	<b>5,501 ft. asphalt</b>
Lighted? <b>Yes</b>	Navigation Aids?	<b>Yes</b>
Nearest Airport with Scheduled Service		
<b>Manchester-Boston Regional</b>	Distance	<b>18 miles</b>
Number of Passenger Airlines Serving Airport		<b>6</b>
Driving distance to select cities:		
Manchester, NH		<b>18 miles</b>
Portland, Maine		<b>106 miles</b>
Boston, Mass.		<b>43 miles</b>
New York City, NY		<b>236 miles</b>
Montreal, Quebec		<b>276 miles</b>

**RECREATION, ATTRACTIONS, AND EVENTS**

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

**COMMUTING TO WORK** (ACS 2006-2010)

Workers 16 years and over	
Drove alone, car/truck/van	79.9%
Carpooled, car/truck/van	9.8%
Public transportation	2.1%
Walked	2.7%
Other means	0.8%
Worked at home	4.7%
Mean Travel Time to Work	24.8 minutes
<b>Percent of Working Residents: ACS 2006-2010</b>	
Working in community of residence	44.6%
Commuting to another NH community	27.5%
Commuting out-of-state	27.9%

**Nashua, NH Superlatives & National Recognition**

- **Perennially Ranked among Best Places to Live by Money Magazine**
  - Only city to be ranked #1 two times
  - 14 years on the list
  - 4 years ranked in the top 10
  - 7 years ranked in the top 50
- **2007 27<sup>th</sup> Safest City in the Country by Morgan Quito Press**
- **2009 Top 50 Best Places to Raise Your Kids by BusinessWeek Magazine**

Year	Publication	Superlative	Rank	Notes	Source
1987	Money Magazine	Best Places to Live	1	List of 100	Money August 88 Volume 17 Issue 8 pg 76, 9pgs
1988	Money Magazine	Best Places to Live	6	List of 300	Money September 89 Volume 18 Issue 9 pg 124, 12pgs
1989	Money Magazine	Best Places to Live	5	List of 300	
1990	Money Magazine	Best Places to Live	133	List of 300	Money September 90 Volume 19 Issue 9 pg 78, 13 pgs
1991	Money Magazine	Best Places to Live	233	List of 300	Money September 91 Volume 20 Issue 9 pg 130, 13pgs
1992	Money Magazine	Best Places to Live	100	List of 300	Money September 92 Volume 21 Issue 9 pg 110, 11 pgs
1994	Money Magazine	Best Places to Live	15	List of 300	Money September 94 Volume 23 Issue 9 pg 126, 13 pgs
1994	Money Magazine	5 Best Small Places to Live			Money September 94 Volume 23 Issue 9 pg 126, 13 pgs
1994	Money Magazine	5 Best Places in New England			Money September 94 Volume 23 Issue 9 pg 126, 13 pgs
1995	Money Magazine	Best Places to Live	19	List of 300	Money September 95 Volume 24 Issue 9 pg 126, 16 pgs
1995	Money Magazine	Best Places to Live in New England	3	List of 5	Money September 95 Volume 24 Issue 9 pg 126, 16 pgs
1996	Money Magazine	Best Places to Live	42	List of 300	Money July 1996 Volume 25 Issue 7 pg 66, 8pgs
1997	Money Magazine	Best Places to Live	1	List of 100	

1997	Money Magazine	Best Places to Live Northeast	1	List of 5	
1997	Money Magazine	Best Places to Live - Top Small Places	1	List of 5	
1998	Money Magazine	Best Places to Live – Best Small City in Northeast	3	List of 5	Money July 98 Volume 27 Issue 7 pg 105, 2pgs
1999	Money Magazine	Best Places to Live – Lowest Violent Crime	2	List of 5	Money November 99 Volume 28 Issue 11 pg 130
2000	Money Magazine	Best Places to Live – Lowest Violent Crime	1	List of 5	Money December 2000 Volume 29 Issue 13 pg 148
2006	Money Magazine	Best Places to Live	87	Named Top 100	Money August 2006 Volume 35 Issue 8 pg 94
2006	Bert Spering & Peter Sander	Best Places to Raise Your Family		Named Top 100	Frommers; 1 edition (May 8, 2006) ISBN-10: 0471746991
2007	Morgan Quinto Press	Safest City in the Country	27	Top 50 communities in US identified; #1 in New Hampshire	"Nashua, the state's second-largest city, is known for its low crime and good schools. It draws shoppers from nearby Massachusetts who want to take advantage of the state's lack of a general sales tax."
2009	BusinessWeek	Best Places to Raise Your Kids			
2010	Money Magazine	Best Places to Live	94		Money, August 2010 Volume 39 Issue 7 p64
2010	US News & World Reports	Top Ten Places to Reinvent Yourself in Retirement			Noted Nashua's "Strong and Diverse Economy
2010	Forbes.com	America's Best Cheap Cities	1		Manchester-Nashua Metro Area
2010	Forbes.com	America's Most Livable Cities	7		Manchester-Nashua Metro Area
2010	RetirementJobs.com	50 Best Places for Retirement Jobs		Top 50	

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Municipal Government Report

**Nashua 2010 QuickFacts from the US Census Bureau**

<b>People QuickFacts</b>	<b>Nashua</b>	<b>New Hampshire</b>
Population, 2011 estimate	NA	1,318,194
Population, 2010	86,494	1,316,470
Population, percent change, 2000 to 2010	-0.1%	6.5%
Population, 2000	86,605	1,235,786
Persons under 5 years, percent, 2010	6.3%	5.3%
Persons under 18 years, percent, 2010	22.1%	21.8%
Persons 65 years and over, percent, 2010	12.7%	13.5%
Female persons, percent, 2010	50.7%	50.7%
White persons, percent, 2010 (a)	83.4%	93.9%
Black persons, percent, 2010 (a)	2.7%	1.1%
American Indian and Alaska Native persons, percent, 2010 (a)	0.3%	0.2%
Asian persons, percent, 2010 (a)	6.5%	2.2%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	0.0%
Persons reporting two or more races, percent, 2010	2.5%	1.6%
Persons of Hispanic or Latino origin, percent, 2010 (b)	9.8%	2.8%
White persons not Hispanic, percent, 2010	79.0%	92.3%
Living in same house 1 year & over, 2006-2010	84.1%	86.4%
Foreign born persons, percent, 2006-2010	12.3%	5.3%
Language other than English spoken at home, pct age 5+, 2006-2010	19.9%	8.0%
High school graduates, percent of persons age 25+, 2006-2010	89.8%	90.9%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	35.3%	32.9%
Mean travel time to work (minutes), workers age 16+, 2006-2010	24.8	25.5
Housing units, 2010	37,168	614,754
Homeownership rate, 2006-2010	60.2%	72.6%
Housing units in multi-unit structures, percent, 2006-2010	45.5%	25.7%
Median value of owner-occupied housing units, 2006-2010	\$262,100	\$253,200
Households, 2006-2010	35,114	513,804
Persons per household, 2006-2010	2.41	2.48
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$33,200	\$31,422
Median household income 2006-2010	\$65,476	\$63,277
Persons below poverty level, percent, 2006-2010	7.3%	7.8%
<b>Business QuickFacts</b>	<b>Nashua</b>	<b>New Hampshire</b>
Total number of firms, 2007	7,521	137,815
Black-owned firms, percent, 2007	2.1%	0.5%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.4%
Asian-owned firms, percent, 2007	5.9%	1.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.0%
Hispanic-owned firms, percent, 2007	4.3%	1.0%
Women-owned firms, percent, 2007	25.1%	25.8%
Manufacturers shipments, 2007 (\$1000)	2,693,464	18,592,406
Merchant wholesaler sales, 2007 (\$1000)	1,250,059	14,564,458
Retail sales, 2007 (\$1000)	2,925,213	25,353,874
Retail sales per capita, 2007	\$33,660	\$19,246



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## City of Nashua

Accommodation and food services sales, 2007 (\$1000)	231,746	2,630,968
<b>Geography QuickFacts</b>	<b>Nashua</b>	<b>New Hampshire</b>
Land area in square miles, 2010	30.85	8,952.65
Persons per square mile, 2010	2,803.7	147.0
FIPS Code	50260	33
Counties		

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, County Business Patterns, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report, Census of Governments  
Last Revised: Tuesday, 31-Jan-2012 17:19:04 EST



**Main Street 1940**

Source: Nashua Public Library, Nashua Historical Photographs, 63/96.

<http://www.nashualibrary.org/HistoricalPhotos/pages/mainstreetview1940.htm>.

Downloaded 07/09/2012.





**R-11-126**

ESTABLISHING POLLING TIMES FOR THE MUNICIPAL GENERAL ELECTION  
ON NOVEMBER 8, 2011

**R-11-128**

DECLARING A MUNICIPAL SPECIAL ELECTION TO FILL A VACANCY ON  
THE CITY OF NASHUA BOARD OF EDUCATION, ESTABLISHING THE TIME  
PERIOD FOR FILING NOMINATION PETITIONS, ESTABLISHING POLLING  
TIMES AND ISSUING PRECEPTS TO THE SELECTMEN OF THE CITY  
WARDS

**R-11-132**

AUTHORIZING THE MAYOR TO GIVE PRIOR WRITTEN CONSENT, AS  
REQUIRED BY THE PENNICHUCK MERGER AGREEMENT, TO PITTSFIELD  
AQUEDUCT COMPANY'S PROPOSAL TO SELL THREE PARCELS OF LAND  
IN NORTH CONWAY NEW HAMPSHIRE

**R-11-137**

AUTHORIZING THE USE OF \$21,300 FROM ACCOUNT 372-7007 "NASHUA  
CONSERVATION FUND" TO FUND COSTS ASSOCIATED WITH  
HARVESTING WATER CHESTNUTS IN THE NASHUA RIVER ABOVE THE  
MINE FALLS DAM, IN THE MILL POND AND IN THE CANAL

*The preceding Resolutions were passed July 12, 2011*

*Brian S. McCarthy, President*

*Approved, July 13, 2011*

*Donnalee Lozeau, Mayor*

**R-11-131**

AMENDING THE USE OF FISCAL YEAR 2007 AND 2010 COMMUNITY  
DEVELOPMENT BLOCK GRANT ("CDBG") FUNDING BY GIRLS, INC.

*The preceding Resolution was passed July 21, 2011*

*Brian S. McCarthy, President*

*Approved, July 27, 2011*

*Donnalee Lozeau, Mayor*

**R-11-127**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE  
AMOUNT OF \$40,175 OBTAINED FROM THE STATE OF NEW HAMPSHIRE  
INTO SPECIAL REVENUE ACCOUNT 331-6279 "NH DRUG TASK FORCE  
2012"

**R-11-129**

RELATIVE TO THE TRANSFER OF \$136,000 FROM ACCOUNT #591-86005  
“CONTINGENCY – GENERAL” INTO ACCOUNT #533-33010 “WATER SUPPLY  
– HYDRANTS, FIRE PROTECTION SERVICES”

**R-11-130**

REFUNDING THE YMCA’S PROPERTY TAXES FOR THE TAX YEAR  
STARTING APRIL 1, 2011

**R-11-135**

CREATING A SPECIAL REVENUE FUND FOR THE HUNT BUILDING

**R-11-136**

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2012 ESCROWS

**R-11-144**

EXTENDING CONGRATULATIONS TO THE NASHUA SILVER KNIGHTS  
BASEBALL TEAM

*The preceding Resolutions were passed August 9, 2011*

*Brian S. McCarthy, President*

*Approved, August 10, 2011*

*Donnalee Lozeau, Mayor*

**R-11-138**

RELATIVE TO THE TRANSFER OF \$5,000 FROM ACCOUNT #591-86005  
“CONTINGENCY-GENERAL” INTO ACCOUNT #753-3740 “NASHUA  
MILLYARD DESIGN COMPETITION – BROAD STREET PARKWAY

**R-11-139**

PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO  
FILLING VACANCIES IN THE BOARD OF ALDERMEN, BOARD OF PUBLIC  
WORKS, BOARD OF FIRE COMMISSIONERS AND BOARD OF EDUCATION

*The preceding Resolutions were passed August 9, 2011*

*Brian S. McCarthy, President*

*Approved, August 12, 2011*

*Donnalee Lozeau, Mayor*

**R-11-134**

AUTHORIZING THE SALE OF SURPLUS BROAD STREET PARKWAY  
PROPERTY

**R-11-143**

NAMING THE LITTLE LEAGUE FIELD AT LYONS PARK “RICHARD P. FLYNN  
MEMORIAL FIELD”

*The preceding Resolutions were passed September 13, 2011*

*Brian S. McCarthy, President  
Approved, September 16, 2011  
Donnalee Lozeau, Mayor*

**R-11-156**

AUTHORIZING THE ACQUISITION OF A CERTAIN PARCEL OF LAND CONTAINING APPROXIMATELY 4,000 SQUARE FEET, LOCATED ADJACENT TO THE BOSTON AND MAIN RAILWAY LINE BETWEEN NASHUA DRIVE AND THE JACKSON FALLS CONDOMINIUMS AND BEING A PORTION OF THE PARCEL IDENTIFIED AS TAX MAP 43, LOT 104

*The preceding Resolution was passed September 27, 2011*

*Brian S. McCarthy, President  
Approved, September 27, 2011  
Donnalee Lozeau, Mayor*

**R-11-157**

AUTHORIZING THE MAYOR TO GIVE PRIOR WRITTEN CONSENT TO PENNICHUCK WATER WORKS, INC. PROPOSED AVIATION EASEMENT TO THE NASHUA AIRPORT AUTHORITY

*The preceding Resolution was passed September 27, 2011*

*Brian S. McCarthy, President  
Approved, September 29, 2011  
Donnalee Lozeau, Mayor*

**R-11-141**

ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT CONTRIBUTIONS FROM DEVELOPERS FOR TRANSPORTATION IMPROVEMENTS TO DANIEL WEBSTER HIGHWAY AND SPIT BROOK ROAD AND TRANSFERRING EXISTING DEVELOPER CONTRIBUTIONS INTO THE EXPENDABLE TRUST FUND

**R-11-142**

RELATIVE TO THE ACCEPTANCE OF A CONFERENCE TABLE PURCHASED IN PART WITH DONATIONS IN THE AMOUNT OF \$3,500

**R-11-145**

AUTHORIZING AN AGREEMENT TO RESTRUCTURE THE DEBT OF CLOCKTOWER HOUSING ASSOCIATES LIMITED PARTNERSHIP

**R-11-146**

AUTHORIZING THE CONVEYANCE OF AN AVIGATION EASEMENT DEED OVER CITY-OWNED PROPERTY LOCATED ON CHARRON AVENUE IDENTIFIED AS TAX MAP E, LOT 2137 TO THE NASHUA AIRPORT AUTHORITY FOR THREE THOUSAND DOLLARS (\$3,000.00)

**R-11-147**

AUTHORIZING THE MAYOR TO ENTER INTO A SUCCESSOR "CONCESSION AGREEMENT" WITH NASHUA COLLEGIATE BASEBALL, INC. OF THE FUTURES COLLEGIATE BASEBALL LEAGUE

**R-11-148**

ESTABLISHING AN EXPENDABLE TRUST FUND FOR DONATIONS FOR THE PURPOSE OF PRESERVATION AND MAINTENANCE OF THE LABYRINTH AND REFLECTION GARDEN LOCATED AT ROTARY COMMON

**R-11-149**

ESTABLISHING A NASHUA POLICE HISTORICAL EXPENDABLE TRUST FUND FOR DONATIONS FOR THE PURPOSE OF PRESERVATION AND RESTORATION OF HISTORICAL ARTIFACTS RELATED TO THE NASHUA POLICE DEPARTMENT

**R-11-154**

RELATIVE TO THE TRANSFER OF \$500,000 FROM ACCOUNT #308-91-6106 "PROPERTY AND CASUALTY UNALLOCATED INSURANCE FUND" INTO GENERAL FUND "UNDESIGNATED FUND BALANCE"

**R-11-155**

ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

*The preceding Resolutions were passed September 27, 2011  
Brian S. McCarthy, President  
Approved, October 3, 2011  
Donnalee Lozeau, Mayor*

**R-11-150**

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA SCHOOL CUSTODIAN UNION, LOCAL 365/COUNCIL 93, AFSCME, AFL-CIO, FROM JULY 1, 2011 THROUGH JUNE 30, 2013

**R-11-151**

AMENDING THE USE OF FISCAL YEAR 2011 COMMUNITY DEVELOPMENT BLOCK GRANT ("CDBG") FUNDING BY POLICE ATHLETIC LEAGUE

**R-11-152**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$68,976 FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO SPECIAL REVENUE ACCOUNT #331-6270 "2011 JUSTICE ASSISTANCE GRANT (MULTI-JURISDICTIONAL)"

**R-11-153**

AUTHORIZING THE TRANSFER OF FUNDS FROM THE GENERAL FUND EMPLOYEE BENEFITS APPROPRIATION TO THE SCHOOL DEPARTMENT BASED ON CHANGES TO HEALTHCARE CONTRIBUTIONS MADE BY SCHOOL DEPARTMENT NON-UNION EMPLOYEES EFFECTIVE OCTOBER 1, 2011

**R-11-162**

AUTHORIZING THE MAYOR TO GIVE PRIOR WRITTEN CONSENT, AS REQUIRED BY THE PENNICHUCK MERGER AGREEMENT, TO ALLOW PENNICHUCK CORPORATION AND THE SOUTHWOOD CORPORATION TO EXTEND THE CLOSING DATE OF THE PARCEL F SALE AGREEMENT

*The preceding Resolutions were passed October 11, 2011*

*Brian S. McCarthy, President*

*Approved, October 13, 2011*

*Donnalee Lozeau, Mayor*

**R-11-140**

AMENDING THE AGENT TO EXPEND ON THE FOUR EXPENDABLE TRUST FUNDS THAT ACCEPT CONTRIBUTIONS FOR SIDEWALK CONSTRUCTION BY QUADRANT

**R-11-160**

ESTABLISHING AN EXPENDABLE TRUST FUND FOR THE PURPOSE OF RENOVATIONS, REPAIRS AND MAINTENANCE FOR VARIOUS CITY BUILDINGS

**R-11-161**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$51,806 INTO SPECIAL REVENUE ACCOUNT #341-6489 "CHILDHOOD LEAD POISONING AND HEALTHY HOMES ACTIVITIES GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES

*The preceding Resolutions were passed October 25, 2011*

*Brian S. McCarthy, President*

*Approved, October 26, 2011*

*Donnalee Lozeau, Mayor*

**R-11-163**

ADDING AN ADDITIONAL SCHOOL IMPROVEMENT PROJECT TO THE SIX MILLION NINE HUNDRED AND FIFTY THOUSAND DOLLARS (\$6,950,000) BONDS AUTHORIZED FOR VARIOUS SCHOOL IMPROVEMENTS BY R-10-27

*The preceding Resolution was passed November 17, 2011*

*Brian S. McCarthy, President  
Approved, November 22, 2011  
Donnalee Lozeau, Mayor*

**R-11-164**

ESTABLISHING POLLING TIMES FOR THE PRESIDENTIAL PRIMARY ELECTION ON JANUARY 10, 2012

**R-11-165**

ACCEPTING THE GIFT OF A NEW 48" OVERSEEDER FROM THE SOCCER COUNCIL OF NASHUA

*The preceding Resolutions were passed November 22, 2011*

*Brian S. McCarthy, President  
Approved, November 29, 2011  
Donnalee Lozeau, Mayor*

**R-11-166**

REFUNDING THE IMPACT FEES PAID BY COLISEUM SENIOR HOUSING FOR HOUSING FOR THE ELDERLY PURSUANT TO NRO 190-85

**R-11-170**

AUTHORIZING THE MAYOR TO EXECUTE AN EXTENSION OF THE AGREEMENT AND PLAN OF MERGER BETWEEN THE CITY OF NASHUA AND PENNICHUCK CORPORATION

**R-11-172**

DISAPPROVING THE REAPPORTIONMENT OF NASHUA'S WARD 3

*The preceding Resolutions were passed December 13, 2011*

*Brian S. McCarthy, President  
Approved, December 15, 2011  
Donnalee Lozeau, Mayor*

**R-11-167**

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF FIFTEEN MILLION FOUR HUNDRED NINETY-TWO THOUSAND FOUR HUNDRED AND FIFTY-THREE DOLLARS (\$15,492,453) FOR THREE WASTEWATER PROJECTS

**R-11-168**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$150,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #336-6275 "2010 HOMELAND SECURITY GRANT PROGRAM"

**R-11-171**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$125,000 FROM FORTISTAR METHANE GROUP, LLC AS A CONTRIBUTION TOWARD THE FOUR HILLS LANDFILL GAS COLLECTION PROJECT

**R-11-173**

RECOGNIZING CHIEF DONALD CONLEY OF THE NASHUA POLICE DEPARTMENT

**R-11-174**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION FUNDS FROM THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) INTO SPECIAL REVENUE ACCOUNT 353-6351 "FEMA HURRICANE IRENE" AND SPECIAL REVENUE ACCOUNT 353-6352 "FEMA 2011 OCTOBER STORM"

*The preceding Resolutions were passed December 27, 2011*

*Brian S. McCarthy, President*

*Approved, January 2, 2012*

*Donnalee Lozeau, Mayor*

**R-11-169**

CREATING A SPECIAL REVENUE FUND FOR PAYMENT OF THE ACQUISITION BOND FOR PENNICHUCK CORPORATION

*The preceding Resolution was passed January 5, 2012*

*Brian S. McCarthy, President*

*Approved, January 6, 2012*

*Donnalee Lozeau, Mayor*

**R-12-01**

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A PARKING LOT LEASE AGREEMENT WITH SOUTHERN NEW HAMPSHIRE MEDICAL CENTER

**R-12-02**

AUTHORIZING THE ACCEPTANCE OF A SIDEWALK EASEMENT AT THE INTERSECTION OF SOUTH MAIN STREET AND FAIRWAY STREET



**R-12-03**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$52,500 FROM THE GREATER NASHUA CHAMBER OF COMMERCE AS A CONTRIBUTION TOWARD THE COMMUNITY BRANDING PROJECT

**R-12-04**

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 #331-6286 "2012 VIOLENCE AGAINST WOMEN GRANT PROGRAM" AND TO AUTHORIZE THE TRANSFER OF \$42,616 FROM ACCOUNT #591-86007 "CONTINGENCY – POLICE GRANTS" INTO SAID SPECIAL REVENUE ACCOUNT

**R-12-05**

AUTHORIZING SOUTHERN NEW HAMPSHIRE MEDICAL CENTER TO ACCEPT TWO PORTABLE VENTILATORS FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES FOR THE BENEFIT OF THE CITY IN EMERGENCY SITUATIONS

**R-12-06**

APPROVING THE PROPOSAL OF PENNICHUCK EAST UTILITY, INC. TO BORROW UP TO \$525,000 FROM THE STATE REVOLVING LOAN FUND

**R-12-07**

APPROVING THE PROPOSAL OF PENNICHUCK CORPORATION TO BORROW UP TO TEN MILLION DOLLARS (\$10,000,000) UNDER A REVOLVING LINE OF CREDIT WITH RBS CITIZENS, NATIONAL ASSOCIATION

**R-12-08**

AUTHORIZING THE MAYOR AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF THIRTY MILLION DOLLARS (\$30,000,000) TO REFUND ALL OR A PORTION OF CERTAIN OUTSTANDING BONDS OF THE CITY IN ORDER TO ACHIEVE INTEREST COST SAVINGS

**R-12-09**

EXTENDING APPRECIATION TO ALBERT W. TERRELL AND THE TERRELL FAMILY IN RECOGNITION OF THEIR CONTRIBUTION TO THE CAUSE OF CONSERVATION IN THE CITY OF NASHUA

*The preceding Resolutions were passed February 14, 2012  
Brian S. McCarthy, President  
Approved, February 15, 2012  
Donnalee Lozeau, Mayor*

**R-12-10**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$28,800 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #332-6328 "2010 STATE HOMELAND SECURITY PROGRAM (SHSP) HAZMAT GRANT"

**R-12-11**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$675,088 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF ENVIRONMENTAL SERVICES INTO SPECIAL REVENUE ACCOUNT #351-6534 "NASHUA CNG VEHICLE CONVERSION"

**R-12-16**

AMENDING THE USE OF COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

**R-12-17**

EXTENDING CONGRATULATIONS TO THE NASHUA PAL YOUTH RUNNING TEAM

*The preceding Resolutions were passed March 13, 2012*

*Brian S. McCarthy, President*

*Approved, March 14, 2012*

*Donnalee Lozeau, Mayor*

**R-12-21**

CHANGING THE PURPOSE OF THE REMAINING ONE MILLION NINE HUNDRED THOUSAND DOLLARS (\$1,900,000) OF UNEXPENDED BOND PROCEEDS FOR VARIOUS SCHOOL IMPROVEMENTS TO THE CHARLOTTE AVENUE ELEMENTARY SCHOOL HVAC IMPROVEMENTS

*The preceding Resolution was passed March 20, 2012*

*Brian S. McCarthy, President*

*Approved, March 21, 2012*

*Donnalee Lozeau, Mayor*

**R-12-12**

RELATIVE TO THE TRANSFER OF \$30,000 FROM ACCOUNT #591-86005 "CONTINGENCY, GENERAL" INTO ACCOUNT #552-59187 "PARKS-RECREATION, SPECIAL CONTRACT SERVICES"

**R-12-14**

RELATIVE TO THE TRANSFER OF \$50,027 FROM ACCOUNT #305-96900 "GOVERNMENT AND EDUCATION CHANNELS CAPITAL OUTLAY/IMPROVEMENTS" INTO SCHOOL DEPARTMENT ACCOUNT #581-64045-2225-0734 "SCHOOL DEPARTMENT COMPUTER EQUIPMENT"

**R-12-15**

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE MILLION FOUR HUNDRED THOUSAND DOLLARS (\$1,400,000) FOR NEW LADDER AND PUMPER TRUCKS FOR THE FIRE DEPARTMENT

**R-12-19**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$200,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES FOR MATCHING FUNDS FOR THE FEDERAL TRANSIT AUTHORITY JOB ACCESS AND REVERSE COMMUTE (“JARC”) GRANT PROGRAM

*The preceding Resolutions were passed March 27, 2012*

*Brian S. McCarthy, President*

*Approved, March 29, 2012*

*Donnalee Lozeau, Mayor*

**R-12-22**

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF TWO MILLION DOLLARS (\$2,000,000) FOR CHARLOTTE AVENUE ELEMENTARY SCHOOL HVAC IMPROVEMENTS

**R-12-26**

RECOGNIZING THE DAY AWAY PROGRAM WITH THE GATE CITY LIGHT AWARD

*The preceding Resolutions were passed April 10, 2012*

*Brian S. McCarthy, President*

*Approved, April 13, 2012*

*Donnalee Lozeau, Mayor*

**R-12-29**

RELATIVE TO THE TRANSFER OF \$178,000 FROM ACCOUNT #545-97 “WELFARE COSTS” INTO ACCOUNT #531-13 “POLICE DEPARTMENT – PAYROLL, OVERTIME”

*The preceding Resolution was passed April 10, 2012*

*Brian S. McCarthy, President*

*Took Effect 7 Days After Passage Without the Mayor’s Signature*

*April 18, 2012*

**R-12-13**

REGARDING THE PRESERVATION OF THE NASHUA MILLYARD CHIMNEY

**R-12-23**

AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT, FISCAL YEAR 2013

**R-12-24**

AUTHORIZING THE MAYOR TO APPLY FOR THE HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR 2013

**R-12-25**

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF FIRE COMMISSIONERS AND LOCAL #789, INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS FROM JULY 1, 2011 THROUGH JUNE 30, 2013 AND AUTHORIZING THE TRANSFER OF \$47,730 FROM ACCOUNT #597-86605 "CONTINGENCY-NEGOTIATIONS" INTO ACCOUNT #532-11915 "FIRE-PAYROLL ADJUSTMENTS"

**R-12-28**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A \$2,480,000 LEAD-BASED PAINT HAZARD CONTROL GRANT FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

**R-12-30**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A \$6,500,000 CONGESTION MITIGATION AND AIR QUALITY PROGRAM GRANT FOR PARK AND RIDE FROM THE U.S. FEDERAL HIGHWAY ADMINISTRATION AND THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION

**R-12-35**

NAMING CENTRAL CAL RIPKEN MAJORS FIELD AT VIETNAM VETERANS MEMORIAL PARK 'FRED LAJOIE FIELD'

*The preceding Resolutions were passed April 24, 2012*

*Brian S. McCarthy, President*

*Approved, April 26, 2012*

*Donnalee Lozeau, Mayor*

**R-12-32**

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS' UNION, LOCAL #1044 AFT, AFL-CIO, UNIT B PARAPROFESSIONALS FROM JULY 1, 2012 THROUGH JUNE 30, 2014

**R-12-33**

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO AN OFFICE SPACE LEASE AGREEMENT WITH GREAT AMERICAN DOWNTOWN

**R-12-36**

NAMING THE ROBY PARK FIELDS THE "JEFF MORIN FIELDS AT ROBY PARK"

**R-12-40**

APPROVING A SECOND AMENDMENT TO THE SITE LEASE AGREEMENT WITH NEW CINGULAR WIRELESS (AT&T/FORMERLY TELECORP) RELATIVE TO ITS ANTENNA FACILITY LOCATED ON THE MINE FALLS PARK CELL TOWER

*The preceding Resolutions were passed May 22, 2012*

*Brian S. McCarthy, President*

*Approved, May 24, 2012*

*Donnalee Lozeau, Mayor*

**R-12-37**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$63,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY, 2008 HOMELAND SECURITY GRANT PROGRAM

**R-12-38**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$200,000 FROM THE NEW HAMPSHIRE DEPARTMENT OF SAFETY HOMELAND SECURITY GRANT PROGRAM FOR REIMBURSEMENT OF OVERTIME AND BACKFILL COSTS ASSOCIATED WITH SPECIALIZED TRAINING

**R-12-42**

RESETTING THE EFFECTIVE DATE OF THE TEN PERCENT INCREASE IN EMPLOYEE CONTRIBUTIONS TO HEALTH INSURANCE TO OCTOBER 1, 2011 BY AMENDING THE MERIT PLAN AND APPROVING THE COST ITEMS OF THE ATTACHED SIDEBAR AGREEMENTS

*The preceding Resolutions were passed June 12, 2012*

*Brian S. McCarthy, President*

*Approved, June 13, 2012*

*Donnalee Lozeau, Mayor*

**R-12-27**

NAMING THE NEW CITY PARK AT THE INTERSECTION OF LEDGE AND PINE STREETS "PARK SOCIAL AT LABINE"

**R-12-45**

ACCEPTING 65 NEW PORTABLE RADIOS FROM THE STATE OF NEW HAMPSHIRE

**R-12-46**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$1,430,000 FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) INTO PUBLIC HEALTH AND COMMUNITY SERVICES GRANT ACTIVITY – “HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)”

**R-12-47**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$149,000 FROM THE STATE OF NEW HAMPSHIRE HEALTH AND HUMAN SERVICES DEPARTMENT INTO PUBLIC HEATH AND COMMUNITY SERVICES GRANT ACTIVITY – “STD & HIV DISEASE CONTROL”

**R-12-49**

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$269,000 FROM THE STATE OF NEW HAMPSHIRE HEALTH AND HUMAN SERVICES DEPARTMENT INTO PUBLIC HEALTH AND COMMUNITY SERVICES GRANT ACTIVITY – “FY2013 EMERGENCY PREPAREDNESS”

**R-12-50**

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A LEASE AGREEMENT WITH NORTHERN BALLET THEATRE DANCE CENTER, LLC

*The preceding Resolutions were passed June 26, 2012*

*Brian S. McCarthy, President*

*Approved, June 28, 2012*

*Donnalee Lozeau, Mayor*

## **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.  
Goodwill Building, corner Main and E. Pearl Streets, renovated;  
now known as City Plaza.  
  
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, Sept. 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, Sept. 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, Sept. 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."

2010: City strikes deal to acquire Pennichuck Water Works for \$200 million. If approved by all parties, the City would control its public water supply and the agreement would provide an alternative to the 2008 Public Utilities Commission ruling that would allow Nashua to take the water company by eminent domain for \$248 million.

2011: Snow started falling during the afternoon of October 29<sup>th</sup> and by the time the storm was done, 10 inches had fallen in the City. A local meteorologist reported that formal records dating back 127 years showed that no more than one inch had ever fallen on the City in October in 127 years. Trees, branches, limbs, utility poles and power lines came tumbling down. At one point, 95 percent of the Public Service Company's customers in Nashua had no power. Schools, government offices, and businesses closed, and Trick-or-Treat was postponed.



### **Great conflagration of the No. 1 Nashua Manufacturing Company**

- Date Created/Published: 1856.
- Medium: 1 print: wood engraving.
- Reproduction Number: LC-USZ62-60930-A (b&w film copy neg.)
- Rights Advisory: No known restrictions on publication.
- Call Number: Illus. in AP2.L52 1856 (Case Y) [P&P]
- Repository: Library of Congress Prints and Photographs Division Washington, D.C. 20540 USA
- Notes:
  - Title and other information transcribed from caption card.
  - Illus. in: Frank Leslie's illustrated newspaper, vol. 2, no. 32 (1856 July 19), p. 89.
  - Reference copy may be in LOT 4428.
  - Caption card tracings: Mills; Fires...; NH N ; Shelf.; Geogr.

**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)

**2010 – 2011  
BOARD OF EDUCATION**

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RICHARD DOWD	8 ASCOT PARK	03063	598-3528
STEVEN G. HAAS	18 WATSEEDGE 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

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**BOARD OF PUBLIC WORKS**

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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

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**FIRE COMMISSION**

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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

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**CITY ELECTION OFFICIALS  
2010 – 2011**

**MODERATORS**

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

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**WARD CLERKS**

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<b>WARD 1</b>	<b>MARY K. POSTON</b>	<b>14 BIBLE WAY</b>	<b>03063</b>	<b>886-0067</b>
<b>WARD 2</b>	<b>WILLIAM A. MARSHALL</b>	<b>15 WATSON STREET</b>	<b>03064</b>	<b>882-5211</b>
<b>WARD 3</b>	<b>DIANE J. GRIFFITH</b>	<b>19 STARK STREET</b>	<b>03064</b>	<b>595-7445</b>
<b>WARD 4</b>	<b>DANIEL GLENECK</b>	<b>34 TAMPA STREET</b>	<b>03064</b>	<b>882-9727</b>
<b>WARD 5</b>	<b>JEAN E. FORTIER</b>	<b>1070 WEST HOLLIS STREET</b>	<b>03062</b>	<b>883-9130</b>
<b>WARD 6</b>	<b>CAROL LAPIN</b>	<b>22 BOOTH STREET</b>	<b>03060</b>	<b>883-3978</b>
<b>WARD 7</b>	<b>VALERIE A. DENAULT</b>	<b>48 BURKE STREET</b>	<b>03060</b>	<b>882-6523</b>
<b>WARD 8</b>	<b>CONNOR STROBEL</b>	<b>3 BELGIAN PLACE</b>	<b>03062</b>	
<b>WARD 9</b>	<b>ANN A. CORBETT</b>	<b>168 SEARLES ROAD</b>	<b>03062</b>	<b>888-6088</b>

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

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<b>WARD 1</b>	<b>NICHOLAS DAHL</b>	<b>6 INDIAN ROCK ROAD</b>	<b>03063</b>	
	<b>ELAINE DORGAN</b>	<b>1 BIRCH HILL DRIVE</b>	<b>03063</b>	<b>883-0310</b>
	<b>BROOKS THOMPSON</b>	<b>36 LUTHERAN DRIVE</b>	<b>03063</b>	<b>886-1476</b>
<b>WARD 2</b>	<b>TERESA MOLER</b>	<b>88 CANNONGATE RD</b>	<b>03064</b>	<b>883-9114</b>
	<b>CAROLYN SIROIS</b>	<b>49 SHERRI ANN AVENUE</b>	<b>03064</b>	<b>880-8430</b>
	<b>JANE SIROIS</b>	<b>45 SHERRI ANN AVENUE</b>	<b>03064</b>	<b>864-8218</b>
<b>WARD 3</b>		<b>73 WALDEN POND DRIVE</b>	<b>03064</b>	<b>882-6796</b>
	<b>MARTHA P. BARRETT</b>	<b>71 WALDEN POND DRIVE</b>	<b>03064</b>	<b>880-8386</b>
	<b>SHEILA MCLAUGHLIN</b>	<b>52 WALDEN POND DRIVE</b>	<b>03064</b>	<b>595-8228</b>
<b>WARD 4</b>	<b>JAMES BARNETT</b>	<b>2 BEECH STREET</b>	<b>03060</b>	<b>889-7396</b>
	<b>CLARENCE KRAMES</b>	<b>6 MT. VERNON STREET</b>	<b>03060</b>	<b>883-2860</b>
	<b>VACANT</b>			
<b>WARD 5</b>	<b>NELSON S. ALLAN</b>	<b>107 SHORE DRIVE</b>	<b>03062</b>	<b>595-2757</b>
	<b>ROBERT FERREIRA</b>	<b>15 NICHOLS LANE</b>	<b>03062</b>	<b>595-3534</b>
	<b>MARY LAVALLEE<sup>1</sup></b>	<b>115 SHORE DRIVE</b>	<b>03062</b>	<b>882-1765</b>
<b>WARD 6</b>	<b>JAMES GATELY</b>	<b>165 PINE STREET</b>	<b>03060</b>	<b>886-7348</b>
	<b>TIMOTHY J. LOCKHART</b>	<b>14 VERONA STREET</b>	<b>03060</b>	<b>886-7257</b>
	<b>JOHN MADIGAN</b>	<b>29 VICTOR AVENUE</b>	<b>03060</b>	<b>888-1679</b>
<b>WARD 7</b>	<b>JUNE M. CARON</b>	<b>24 MONTGOMERY AVENUE</b>	<b>03060</b>	<b>883-6717</b>
	<b>EDWARD JEAN</b>	<b>70 MARSHALL STREET</b>	<b>03060</b>	<b>889-1452</b>
	<b>ANNE M. SIROIS</b>	<b>57 NEWBURY STREET</b>	<b>03060</b>	<b>882-9505</b>
<b>WARD 8</b>	<b>MARGARET ANDERSON</b>	<b>38 SPINDLEWICK DRIVE</b>	<b>03062</b>	<b>891-2314</b>
	<b>STEVEN GRASS</b>	<b>15 ERION DRIVE</b>	<b>03062</b>	<b>888-3420</b>
	<b>MICHAEL WARHOLA</b>	<b>40 SPINDLEWICK DRIVE</b>	<b>03062</b>	<b>888-5662</b>
<b>WARD 9</b>	<b>EVELYN DAILEY</b>	<b>18 NIGHTINGALE ROAD</b>	<b>03062</b>	<b>889-0023</b>
	<b>PATRICIA MOREAU</b>	<b>5 GAGNON CIRCLE</b>	<b>03062</b>	<b>882-6393</b>
	<b>KAY POTFORA</b>	<b>102 CONANT ROAD</b>	<b>03062</b>	<b>888-0653</b>

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January 2010

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<sup>1</sup> Paul Pellerin, 2 Hawthorne Lane, resigned effective August 6, 2010. Mary Lavallee appointed Selectmen, eff. 09-14-2010.

**BOARD OF ALDERMEN  
2012 – 2013**



**First row, left to right (seated):** Ward One Alderman Kathy Vitale; Ward Two Alderman Richard A. Dowd; Ward Three Alderman Diane Sheehan; Ward Four Alderman Arthur T. Craffey, Jr.; Ward Five Alderman Michael Tabacsko; Ward Seven Alderman June M. Caron; Ward Eight Alderman Mary Ann Melizzi-Golja; and Ward Nine Alderman Daniel T. Moriarty.

**Second row, left to right (standing):** Ward Six Alderman Paul M. Chasse, Jr.; Alderman-at-Large David W. Deane; Alderman-at-Large Jim Donchess; Alderman-at-Large Brian S. McCarthy, President; Alderman-at-Large Lori Wilshire, Vice President; Alderman-at-Large Barbara Pressly; and Alderman-at-Large Mark S. Cookson.

**MUNICIPAL GOVERNMENT**

**2012-2013**

**MAYOR**

Honorable Donnalee Lozeau  
Elected at the November 8, 2011  
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 Lori Wilshire  
*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 January 5, 2014:

Mark S. Cookson	18 Inca Drive
David W. Deane	56 Manchester Street
Barbara Pressly	1 Clocktower Pl., #319

Terms Expire January 3, 2016:

Jim Donchess	4 Rockland Street
Brian S. McCarthy	65 Musket Drive
Lori Wilshire	19 Monadnock Street

**WARD ALDERMEN**

Ward 1	Kathy Vitale	8 Massasoit Road
Ward 2	Richard A. Dowd	8 Ascot Park
Ward 3	Diane Sheehan	20 Lock Street
Ward 4	Arthur T. Craffey, Jr.	109 Vine Street
Ward 5	Michael Tabacsko	5 Federal Hill Road
Ward 6	Paul M. Chasse, Jr.	26 Balcom Street
Ward 7	June M. Caron	24 Montgomery Ave.
Ward 8	Mary Ann Melizzi-Golja	2 Amble Road
Ward 9	Daniel T. Moriarty	10 Barrington Ave., #206

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

**LEGISLATIVE ASSISTANT:** Susan Lovering  
Dawn MacMillan, Transcription Specialist

**STANDING COMMITTEES: 2012 – 2013**

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

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**SPECIAL LIAISON COMMITTEE MEMBERSHIP**

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

**2012 – 2013  
BOARD OF EDUCATION**

---

ELIZABETH VAN TWUYVER	9 PINE HILL AVE.	03064	883-5723
STEVEN G. HAAS	18 WATSEEDGE DRIVE	03063	889-1326
ROBERT G. HALLOWELL	6 CHAUCER ROAD	03062	888-6488
KIMBERLY SMITH MUISE	839 WEST HOLLIS STREET	03062	886-4930
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

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**BOARD OF PUBLIC WORKS**

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KEVIN S. MORIARTY	22 RAYMOND STREET	03064	595-2834
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

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**FIRE COMMISSION**

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KEVIN GAGE	29 CABOT DRIVE	03064	880-0644
PAUL A. GARANT	163 HARRIS ROAD	03062	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

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**CITY ELECTION OFFICIALS  
2012 – 2013**

**MODERATORS**

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<b>WARD 1</b>	<b>PATRICIA A. CHADWICK</b>	<b>43 INDIAN ROCK ROAD</b>	<b>03063</b>	<b>880-8759</b>
<b>WARD 2</b>	<b>ROBERTA WOITKOWSKI</b>	<b>17 LEE STREET</b>	<b>03064</b>	<b>889-2492</b>
<b>WARD 3</b>	<b>ARTHUR L. BARRETT, JR.</b>	<b>73 WALDEN POND DRIVE</b>	<b>03064</b>	<b>882-6796</b>
<b>WARD 4</b>	<b>JAMES BARNETT</b>	<b>2 BEECH STREET</b>	<b>03060</b>	<b>889-7396</b>
<b>WARD 5</b>	<b>PATRICIA D. ALLAN</b>	<b>107 SHORE DRIVE</b>	<b>03062</b>	<b>595-2757</b>
<b>WARD 6</b>	<b>R. JAY CORBIN</b>	<b>7 STEVENS STREET</b>	<b>03060</b>	<b>880-9287</b>
<b>WARD 7</b>	<b>JOHN PATTERSON</b>	<b>20 HARBOR AVENUE</b>	<b>03060</b>	<b>594-0073</b>
<b>WARD 8</b>	<b>GENE ANDERSON</b>	<b>38 SPINDLEWICK DRIVE</b>	<b>03062</b>	<b>891-2314</b>
<b>WARD 9</b>	<b>DONALD DILLABY</b>	<b>27 PALISADE DRIVE</b>	<b>03062</b>	<b>888-2766</b>

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**WARD CLERKS**

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<b>WARD 1</b>	<b>MARY K. POSTON</b>	<b>14 BIBLE WAY</b>	<b>03063</b>	<b>886-0067</b>
<b>WARD 2</b>	<b>MAUREEN LUNC</b>	<b>7 SHERMAN STREET</b>	<b>03064</b>	<b>882-4315</b>
<b>WARD 3</b>	<b>DIANE J. GRIFFITH</b>	<b>19 STARK STREET</b>	<b>03064</b>	<b>595-7445</b>
<b>WARD 4</b>	<b>DANIEL GLENECK</b>	<b>34 TAMPA STREET</b>	<b>03064</b>	<b>882-9727</b>
<b>WARD 5</b>	<b>HELEN DUMONT</b>	<b>9 COLONIAL AVENUE</b>	<b>03062</b>	<b>882-8442</b>
<b>WARD 6</b>	<b>CAROL LAPIN</b>	<b>22 BOOTH STREET</b>	<b>03060</b>	<b>883-3978</b>
<b>WARD 7</b>	<b>VALERIE A. DENAULT</b>	<b>48 BURKE STREET</b>	<b>03060</b>	<b>882-6523</b>
<b>WARD 8</b>	<b>MARGARET ANDERSON</b>	<b>38 SPINDLEWICK DRIVE</b>	<b>03062</b>	<b>891-2314</b>
<b>WARD 9</b>	<b>ANN A. CORBETT</b>	<b>168 SEARLES ROAD</b>	<b>03062</b>	<b>888-6088</b>

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**CITY ELECTION OFFICIALS  
2012-2013  
WARD SELECTMEN**

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<b>WARD 1</b>	<b>DEIDRE REYNOLDS<sup>2</sup></b>			
	<b>ELAINE DORGAN</b>	<b>1 BIRCH HILL DRIVE</b>	<b>03063</b>	<b>883-0310</b>
	<b>JOHN GILL</b>	<b>4 BIBLE WAY</b>	<b>03063</b>	<b>889-0182</b>
<b>WARD 2</b>	<b>TERESA MOLER</b>	<b>88 CANNONGATE RD</b>	<b>03064</b>	<b>883-9114</b>
	<b>PRISCILLA SLATUNAS</b>	<b>15 BURNSIDE STREET</b>	<b>03064</b>	<b>883-5873</b>
	<b>MARGARET WOITKOWSKI</b>	<b>17 LEE STREET</b>	<b>03064</b>	<b>889-2492</b>
<b>WARD 3</b>		<b>73 WALDEN POND DRIVE</b>	<b>03064</b>	<b>882-6796</b>
	<b>MARTHA P. BARRETT</b>			
	<b>SHEILA MCLAUGHLIN</b>	<b>71 WALDEN POND DRIVE</b>	<b>03064</b>	<b>880-8386</b>
	<b>ROSALYN PRICE</b>	<b>52 WALDEN POND DRIVE</b>	<b>03064</b>	<b>595-8228</b>
<b>WARD 4</b>	<b>G. ANITA PERREAULT</b>	<b>1 TROY STREET</b>	<b>03060</b>	<b>883-8306</b>
	<b>STACIE LAUGHTON</b>	<b>243 MAIN STREET, #33</b>	<b>03060</b>	<b>275-0472</b>
	<b>LISA LAUGHTON</b>	<b>243 MAIN STREET, #33</b>	<b>03060</b>	<b>275-8700</b>
<b>WARD 5</b>	<b>NELSON S. ALLAN</b>	<b>107 SHORE DRIVE</b>	<b>03062</b>	<b>595-2757</b>
	<b>CECILE BOUCHER</b>	<b>11 GENDRON STREET</b>	<b>03062</b>	<b>889-4596</b>
	<b>VICKI MEAGHER</b>	<b>62 HEATHER COURT</b>	<b>03062</b>	<b>598-0149</b>
<b>WARD 6</b>	<b>JAMES GATELY</b>	<b>165 PINE STREET</b>	<b>03060</b>	<b>886-7348</b>
	<b>TIMOTHY J. LOCKHART</b>	<b>14 VERONA STREET</b>	<b>03060</b>	<b>886-7257</b>
	<b>RON DOUCETTE</b>	<b>165 PINE STREET, #311</b>	<b>03060</b>	<b>886-3471</b>
<b>WARD 7</b>	<b>ADAM GOODSSELL</b>	<b>18 HARBOR AVE., #409</b>	<b>03060</b>	<b>438-6284</b>
	<b>LINDA TWOMBLY</b>	<b>120 EAST HOBART ST.</b>	<b>03060</b>	<b>888-4466</b>
	<b>ANNE M. SIROIS</b>	<b>57 NEWBURY STREET</b>	<b>03060</b>	<b>882-9505</b>
<b>WARD 8</b>	<b>MARY ELLEN REED</b>	<b>55 KENT LANE, H-215</b>	<b>03062</b>	<b>888-7005</b>
	<b>WILLIAM REED</b>	<b>55 KENT LANE, H-215</b>	<b>03062</b>	<b>888-7005</b>
	<b>MICHAEL WARHOLA</b>	<b>40 SPINDLEWICK DRIVE</b>	<b>03062</b>	<b>888-5662</b>
<b>WARD 9</b>	<b>RITA A. HERLIHY</b>	<b>26 NEW SEARLES ROAD</b>	<b>03062</b>	<b>888-1446</b>
	<b>PATRICIA MOREAU</b>	<b>5 GAGNON CIRCLE</b>	<b>03062</b>	<b>882-6393</b>
	<b>KAY POTFORA</b>	<b>102 CONANT ROAD</b>	<b>03062</b>	<b>888-0653</b>

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<sup>2</sup> Resigned September 20, 2012.

**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 <sup>2</sup>
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 <sup>3</sup>
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton <sup>4</sup>
1879	James A. Merrill		

<sup>2</sup> elected on 33<sup>rd</sup> ballot

<sup>3</sup> resigned November 4, 1913

<sup>4</sup> 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 <sup>5</sup>	1988-1991	Thomas B. Kelley
1939	Joseph E. Houde <sup>6</sup>	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 <sup>7</sup>
1948-1949	Henry J. Ouellette	2001	Steven A. Bolton <sup>8</sup>
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

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<sup>5</sup> elected Mayor February 14, 1939

<sup>6</sup> elected February 14, 1939

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<sup>7</sup> resigned August 14, 2001

<sup>8</sup> 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.

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**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. Burke	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 21, 2012**



Thank you, Mr. President and good evening to you and members of the Board of Aldermen.

I am pleased to be here to present to you the state of our city.

Though we have gone through some very tough economic times during the last four years, not only is Nashua in good shape, I am happy to say that together we have achieved some incredible accomplishments! Doubters might not have thought some of those accomplishments possible.

We gained great momentum over the last four years. We built a strong team of leaders and established efficient and cost saving practices across the city and its departments.

Less than two years ago we made the first steps to update our fleet of vehicles to make it more energy efficient and environment friendly by purchasing hybrid automobiles for Public Works. Through a public/private partnership with AVSG today we have a Compressed Natural Gas fueling station. That station is available to the citizens and businesses to fuel their CNG powered vehicles, which means the station has the potential to generate revenue for the city.

Not only is this achievement a cost saving measure for us, and potential revenue source, it also reduces emissions and noise pollution in our city. In our Solid Waste department we now have 7 new trucks that run on Compressed Natural Gas with four more on the way. In fact, these trucks are so quiet that were it not for the unavoidable noise of the trash actually falling into the truck, residents might not get that last minute reminder to get their trash to the curb in time for the pickup.

Our efforts have generated so much attention that we have been recommended by New Hampshire Department of Environmental Services for a more than seven hundred thousand dollar (\$700,000) grant to cover the cost differential for an additional 16 Public Works vehicles that will operate on CNG, 3 police alternative fuel vehicles and, 3 fire vehicles. This recommendation will be before the Governor and Executive Council

in March. These vehicles are all identified to be purchased in our 10 year fleet assessment for FY11- 12 -13 and 14. This is such a remarkable opportunity.

Our negotiated price for CNG is \$2.30 per gallon. Looking at today's unleaded and diesel prices along with hybrids that don't even use fuel unless they exceed 30 mph, the wisdom of this decision is clear!

The renovations at the Hunt Memorial Building are nearly complete. New and updated energy efficiencies are implemented, accessibility issues have been addressed, necessary repairs and updates have been accomplished and office rental spaces have been carved out, in an effort to bring it closer to self sufficiency.

I want to thank the Hunt Building Board of Trustees and the Building Administrator for their diligence in overseeing this renovation. I would also like to thank the Friends of the Hunt for their efforts securing a \$20,000 grant from the State of New Hampshire Cultural Conservation Fund toward renovations at the Hunt. If you have not yet visited the renovated Hunt, I strongly encourage you to do so.

Before it becomes old news let me just briefly touch on the recent acquisition of our water supply. I believe the acquisition of Pennichuck Corporation, a publicly traded, for-profit corporation, will go down in history as one of the most significant actions of our time.

When the process started ten years ago the path that this acquisition would take was not known. Each step taken by different individuals and entities played an important part. Bottom line, Nashua is now in control of its water supply, and we did it without using tax dollars for the purchase itself; as well as keeping tax dollars out of running the business; an accomplishment that becomes more impressive the more it "sinks in" (pun intended).

As operations of Pennichuck Corporation will now become part of our routine business I would like to take this opportunity to thank one more time those who played a role in this unprecedented accomplishment over the last decade. As with all important things we do, the transaction represents a real team effort by many people, and I can't thank them enough!

The Nashua community is made up of a wonderful assortment of talent and dedication. Initiatives and programs are more successful when there is a collaboration of ideas and input from many. I am pleased to report that a lot of what is being accomplished in this community is just that--a community effort.

I spoke to you last year about a community branding initiative that the city was preparing for bids. I am so pleased to point out yet another public/private partnership. The City of Nashua and The Greater Nashua Chamber of Commerce have been working collaboratively on the shared purpose of creating a branding campaign for the City of Nashua. Both organizations recognize the need for projecting a positive and

attractive brand for the community. The branding initiative includes a coalition of community based organizations, businesses and individuals seeking to create a "top of the mind awareness of Nashua" for the purpose of recruiting new businesses, residents, and visitors to Nashua. Together the city and the Chamber have brought people to the table and that team is well on their way to unveiling a final product in the fall.

This effort will only enhance what many businesses already know about Nashua and have already acted on.

Companies recovering from the economic downturn are starting to make new investments and many are choosing Nashua as the place to do so. Three hi-tech companies, Resonetics, FLIR Commercial Systems, and Laser Advantage have recently expanded in, or relocated to Nashua, continuing Nashua's legacy of innovative companies utilizing the city's highly skilled labor force.

A majority of the members of the new Downtown Improvement Committee have been appointed and are ready to pick up the work of identifying and prioritizing funding for downtown improvements. I want to thank these individuals for being active participants in what ultimately will affect not only them and their businesses but our whole community. I look forward to sharing our thoughts and ideas with them to kick start some real work downtown.

Speaking of kick starting some work, our arts commission has been successful in getting the message out about arts in our community. They, along with the Keefe Auditorium Commission, inspired some of the members of the Greater Nashua Chamber of Commerce's 2011 Leadership Greater Nashua class. This group of up and coming leaders in our community formed the Greater Nashua Arts Initiative and made it their mission to improve the Edmund Keefe Auditorium.

They single handedly organized a sold out concert at the Keefe headlining the Indigo Girls and ultimately contributed \$60,000 for some much needed renovations and improvements to the auditorium. I would again like to thank those individuals for their community mindedness and leadership.

When it comes to community mindedness and leadership I have to mention The Nashua International Design Competition. The jury, comprised of architects and landscape architects, economic development, planning, historic preservation, and local stakeholders have been working for months to put together a call for designs that was well thought out and provided a wealth of information about the design area to make for a much richer competition.

They have been incredibly successful demonstrated by the fact that 18 approved entries were submitted. Upon receipt of the entries the jury met and chose a group of 8 finalists. They have now put the finalists' designs on display at 100 Main St and 89 Main St and on their website as a way to get more public feedback. So far so good! They plan to select the recommended best design in March. While we may not be able

to afford a complete design, some ideas and concepts may be doable and have a positive impact on the neighborhood that includes the Millyard and Pine St. This will become a critical gateway and the possibilities for improvement are endless!

Clearly we have some wonderful people in our community that go above and beyond what might be expected. We also have others working in this community everyday who serve the community in another capacity, our city staff.

I am pleased to have welcomed two new cabinet members in 2011.

Justin Kates, our new Emergency Management Director, who was baptized by fire, or should I say wind and snow, and handled it wonderfully I might add, with Hurricane Irene in August and the snowstorm in October.

Barbara Hill has joined us as Human Resources Director. After an 18 month search for just the right person to fill that position, I am so pleased we found her.

Both Justin and Barbara have relocated here from other communities so I welcome them as new staff and new community members.

With the retirement of Chief Donald Conley the city has a new chief, John Seusing, a soon to be 30 year veteran of the force. I have had the pleasure of meeting with Chief Seusing and look forward to working with him as a contributor to my cabinet and a valuable resource to the community and its safety.

One of the things I am most proud of is the level of customer service that we provide to our citizens. I am committed to customer service as Job One. Customer service is not just a priority in my office, but in every department of the city. I know that my cabinet shares my philosophy. And it starts at the top. Citizens can expect to have their questions answered, their issues addressed.

We are continuing to make great headway in making information available to everyone. With investment in technology and a dedication to transparency it is now easier than ever to access information. I am proud of the A rating we received this year from the Sunshine Review an organization dedicated to state and local government transparency.

The City of Nashua has a wonderful workforce, dedicated and qualified. In fact, we have some of the most qualified staff in the state holding some of the highest certifications in their fields.

Over the next few weeks I plan to come in and update you on the status of our union contracts, but let me give you an overall snapshot.

Last year I discussed the financial challenges we were facing. Those challenges were primarily driven by declining revenues, health care increases, and pension costs. I met

with all the employer boards, school, library, police and fire and our non-union employees to show them specific dollars and what it meant to the city budget.

I proposed a solution that included level budgets, employee concessions, and a responsible tax increase. I did this because I thought it was fair to share the challenge. I am pleased to report that we have successfully negotiated 5 out of 14 contracts in 2011. One is the library contract and the other 4 are in the School Department.

I would like to thank the Board of Education and Superintendent Conrad, and the Library Trustees and Director Hinderer for working with me and working toward the solutions I requested last year when discussing the challenges for FY 12. In particular, President of the School Board, Robert Hallowell, who took an extraordinary amount of time to look over the city's financial challenges and agreed to work with us toward some real solutions.

Each contract negotiated so far has shown an effort on the part of the union members to acknowledge the value of the medical benefits programs provided and their willingness to accept an increased contribution. They have agreed to pay an additional 10% contribution toward their healthcare benefits and to accept a .5% increase in their wages. In addition, 242 non union employees have received a .5% salary increase and are paying the higher contribution as well.

Together they represent 70% of the healthcare subscribers. I thank them all for acknowledging the value of these benefits and bearing an increased portion. It is by no means lost on me that this year they are taking home less pay than they were a year ago. I sincerely thank them for their willingness to be part of this solution.

Still there are 9 contracts that have been expired since July that are currently at impasse. The employees working under the expired contracts continue to pay 10% less than other employees. We have 2807 employees. 1883 of them receive health benefits. 1339 of those receiving medical benefits contribute at an increased rate while 544 others enjoy the same medical coverage at contribution levels agreed to under expired contracts. The cost difference to the City for the remaining 544 employees is \$85,000 monthly. It is very important to recover these costs from these employees retroactively.

Just to be clear, I view this as an issue of fairness. Gone are the days when employees can expect their employers and taxpayers to absorb double digit increases in healthcare, without the employees who receive this benefit having to pay a larger share. The additional 10% will mean either a total of 20% or 30% of the premiums depending on the plan they choose.

I am calling on the four police unions, the fire union, two UAW unions, clerical and professional and the Public Works AFSCME union to join their coworkers in recognizing the cost of these benefits and accept more of the responsibility of keeping the level of benefits for them and their families.



75% of the overall budget goes to salaries, benefits and pensions. When we look at the costs of the employee contracts and the value of benefits packages, it is not a small portion of our overall operating budget, but in fact a major portion of it that once negotiated leaves little room for adjustment aside from actual staffing.

As we look ahead at planning for the FY 13 Budget many challenges will be similar to last year's. We can no longer realistically think that state revenues and cost sharing at former levels will be restored in the near future, if ever. I have noted in the past the decreased state revenues. We must operate within the current reality.

The 2012 budget plan incorporated three critical legs. Those legs were divisions, employees, and citizens. Each leg shared the burden of supporting the financial responsibility.

- Divisions cut their budgets, with the exception of schools
- Employees had a limited wage increase and increased health care contributions.
- And Nashua property owners with a slight tax increase.

Let me emphasize that the divisions' budgets with the exception of schools were actually cut below the prior year; something that I have not done before.

Let me also point out that even with the budget cuts and lower than anticipated revenues, the Fiscal Year 2011 ended with a \$2.8 million surplus. This again, shows careful planning and management by senior management and elected officials. Because of this thoughtful planning, we were again able to keep tax increases reasonable.

As we begin planning for the next budget everyone needs to continue to do their part. All divisions are now accustomed to developing budgets that reflect an eye toward efficiency and historical trends and data.

I am grateful for the efforts made by Superintendent Conrad to craft a proposed budget for the schools that falls in line with my request this year that all divisions aim for no more than a 1% budget increase.

Employees who have not yet come to understand the value of the healthcare benefits need to consider the alternatives left to the city to bring the budget in at an affordable cost to our citizens.

It is my goal to again develop a balanced budget that maintains a high level of service while striking the right balance between needs and wants and recognizes that wise investments and tax stability are not a wish but a necessity. I plan for the introduction of the budget at the first Board of Aldermen meeting in May, which will be Tuesday, May 8<sup>th</sup>.

I understand there has been some discussion about previous administrations that brought their budgets in earlier, which I also did in my first year. But I have come to

understand the wisdom, especially in these times, of carefully watching our revenues and expenses, having a better understanding of changes on the state level, and getting closer to year end to be able to bring in a well thought out budget that affords us all the opportunity to know better what it means to our taxpayers. To date that approach has proved most effective.

There is no denying that we have some challenges on our hands. I am confident that we will meet those challenges just as we always have by working together to craft solutions. Let's face it; some things take longer than others. The acquisition of Pennichuck is proof of that.

It should come as no surprise that along with good employee management, wise investments, and sound planning and decision making Nashua has maintained its stability and good standing in the financial community. Our undesignated fund balance is at 11.2%; above the 10% goal set by city ordinance. Our bonds are at 19.3% of our overall bonding capacity.

The City enjoys high financial ratings that reflect the confidence the financial community has in the way we do business. This did not occur by accident, but rather reflects thoughtful and often difficult decision making by elected officials and management.

We have accomplished some amazing things in recent history, experienced some devastating reductions in state and local revenues and still managed to deliver the same high level of services and invest in our future. All while keeping property tax rates at reasonable levels.

If all goes as planned, you will see a whole new look to the budget this year as a result of our Nashua Government Innovation Project (NGiN). Staff continues to make much progress with the development of the new financial and human resources systems. During the past few weeks, the financial team has been testing the new "FINPRO" system. Staff training will begin soon. Current plans call for a March 31 Go-Live date for the new financial systems (human resources to follow). We are likely to again visit with the Finance and perhaps the Budget Committee with additional changes in the ordinances to take advantage of the new system's full capabilities. Staff will manage our finances more efficiently, working smarter not harder. I look forward to providing additional updates as we continue to implement these new systems.

Speaking of things that take longer--the Broad Street Parkway. Now that we have the Record of Decision approved by the State and the Federal Highway Departments we are seeing progress. Work is taking place on Pine and Palm Streets, the boiler house should be down in the next few weeks, and the final design is underway. Like many of you, I am committed to seeing its completion through, on time and on budget!

Last year in my State of the City I was excited to share that Leon Kenison was moving from the position of Public Works Director to the position of the Broad Street Parkway Administrator. I knew that his lifetime experience at the state Department of

Transportation and his municipal experience would be the best thing that could happen to the parkway. He was looking forward to wrapping up his career with the completion of the parkway as he recalled learning about it at DOT when he started there more than 40 years ago.

Sadly, not long after starting in the new position he came face to face with a devastating health challenge. We lost Leon last week. His service on Friday was a testament to the man he was; hours long with both sadness and joy when recounting memories of the Leon that so many people respected and looked to for both wisdom and humor. I'll use his words to say this about the Parkway, "No worries, we'll get it squared away, and it will be done right".

On another note, where patience may prove to be a virtue, there is the issue of bringing passenger rail and more freight rail service to Nashua. Last year at this time we were celebrating the \$4.1 Million federal grant New Hampshire received to study the feasibility of bringing rail into and through New Hampshire via Nashua and at the same time concerned that the New Hampshire legislature was repealing the Rail Authority.

As many of you are aware, the Legislature did pass the bill to repeal the Rail Authority, but Governor Lynch vetoed that legislation and the veto was sustained. The federal grant approval has not yet come before the Governor and Council but is on their March agenda. I will attend that meeting and continue to advocate for this very important transportation project.

Although I am happy to continue to support a state wide project, I believe that the best chance of success is to get the rail to Nashua. The best way to do that from my perspective and many others' is to build Exit 36 South which could be home to a multimodal transit center. The study for this is underway. As you know this project requires the support from both Nashua and Tyngsboro along with New Hampshire and Massachusetts. The study for this is underway. So far so good and we'll keep at it, and I am confident that we will make progress.

Speaking of the New Hampshire Legislature, the watch item right now is the status of the Hillsborough County South Superior Court and the proposal before the legislature to relocate the Nashua Superior Court to Manchester.

We had a great cross section of folks from Nashua testify before the House Judiciary Committee hearing on February 9<sup>th</sup>. We represented business, law enforcement, prosecutors, the financial and the legal communities, and of course the city. We made a compelling case, and we were supported with help from our Nashua legislators, in particular Deputy Majority Leader Silva and those on the committee, along with our two senators, Lambert and Luther, who have given their thoughts and advice.

I am pleased to tell you this evening that today the House Judiciary Committee unanimously voted to kill the proposal for this move, and the next step is action by the full house in early March!

On the local level, thanks go out to David Gottesman who had an ear to the ground and raised the first alarm on this. He put together a great team and in the end; we came out with a win for our region.

Each year at this time I have taken the opportunity to recognize and thank some of our citizens and staff for what they do and bring to the community. This year is no exception.

Let me begin by congratulating the Dr. Norman Crisp Elementary School! Dr. Crisp met the US Department of Agriculture's qualifications at the vaulted silver level for its Healthier US School Challenge. Dr. Crisp is one of only three schools in New Hampshire to be recognized this year and the only school to qualify in the Silver category, quite an accomplishment.

Mr. Ryan, the Principal of Nashua High School North, has been named Principal of the Year by The New Hampshire Association of School Principals, and Jason Robie has been named New Hampshire Football Coach of the Year. The National Federation of State High School Associations named Jason to its highest award.

The arts are alive and well in Nashua. I was honored and proud to have recently attended the New Hampshire Theatre Arts Awards in Manchester.

Thanks to an invitation from Dennis Schneider our Keefe Auditorium Commission Chairman, Liz Racioppi and I had the thrill of sharing the evening with the many, many award winners and finalists from Nashua. If these awards are an indicator, theatre in Nashua will be alive and well for many years. In the five youth categories the Peacock Players won four and was a finalist in the other. Along with the winners and finalists from Nashua in the other categories Nashua was well represented and did the city proud. Well done to our local thespians!

And in October, the Greater Nashua Chamber of Commerce named Sy Mahfuz as the Chamber Citizen of the Year. This is a well deserved honor for one of Nashua's hardworking and helpful businessmen. But Sy is not just a business man. He is a devoted husband, father and new grandfather, a proud Rotarian, and a committed volunteer.

When I gave my first State of the City I spoke about imagining the possibilities. During my first term, together we made it possible for so many things to happen. We have achieved great things over the last four years, much of it with many of you in this room, with our staff, and with the backing of other boards, commissions, volunteers and the public.

Along with the things I've already mentioned, let me give you a small sample:

- We have renovated City Hall and our parking garages and 9 city parks, and built a new park to be dedicated in the spring.

- We relocated and redesigned our Mine Falls boat ramp,
- We completed our wet weather facility at Wastewater,
- Planned our fleet for the foreseeable future,
- Realized significant efficiencies by reorganizing a few city departments, remapping our trash and plow routes and improved the clearing of school route sidewalks soon after snowstorms.
- Put a schedule in place to maintain crosswalks and culverts.
- Created a database of drainage problems throughout the city and prioritized them allowing the opportunity to fix them, Haines street being our best example.
- Replaced and synchronized the traffic lights on DW Highway to run a more effective system. Along with road improvements, that corridor is much improved.
- Our new Mill and Fill program has had a remarkable impact on problem areas, primarily pot holes.
- For one dollar we took ownership of Gilson Road property, formerly the treatment plant run by the state now our storage facility for Public Works and other divisions.
- We've made amazing progress on the energy front, with our CNG station and new vehicles, single stream recycling and building improvements.
- We are utilizing third party energy suppliers for the City's electricity and natural gas purchases. Using the new electricity supplier, we are estimating at least \$150,000 in savings this fiscal year! We are also estimating approximately \$20,000 in natural gas savings due to the favorable pricing that we secured last fiscal year. The implementation of fuel software brought better than \$50,000 in savings.
- The Division of Public Health and Community Services partnered with over 25 agencies to complete the 2011 Community Health Assessment.
- Along with the CNG station and the Community Branding as public/private partnerships we also:
  - partnered with the schools and the NE Patriots, and replaced the turf at Stellos Stadium,
  - and we helped the YMCA build a new facility that included a land swap to help the nearby elderly housing.
- Thanks to the vision of many, including a volunteer committee, we found the right baseball team for our historic Holman Stadium.
- Our budget document has grown to provide much more information than in years past, our bond schedule looks well into the future, and all our financials are open and accessible on the city website.

As Michelangelo wisely observed: "The greatest danger for most is not that our aim is too high and we miss it, but that our aim is too low and we reach it."

With that sentiment in mind, this term as mayor I am imagining endless possibilities. As I mentioned last month in my inaugural address, "Let us not be in danger of NOT setting lofty goals and expectations because we think we can't reach them. Together we have done some incredible things. I want us to aim high. I am willing to take the risk of not reaching our mark in order to get as close to it as possible."

Let me share some of the exciting goals I'd like to see us accomplish over the next four years:

- Continue to prioritize our infrastructure;
- Increase the funds placed in our new Capitol Expendable Trust fund for use toward renovations, repairs and maintenance of city buildings;
- Complete the finishing touches in City Hall and the Hunt building;
- Meet our goals for the coming year on the Broad St Parkway keeping it on time and on budget;
- Remove the buildings at the Mohawk Tannery site, after 3 fires that will bring a little piece of mind to that neighborhood. In addition subdivide a piece of that property to create the potential for a pedestrian link to Mine Falls Park;
- Support the Conservation Commission completing the task of determining how best our citizens can access our conservation areas for passive recreation helping to alleviate over use of Mine Falls Park;
- Care for our waterways, removing invasive species, getting more movement into our canals, getting a handle on the areas that are experiencing pollution, removing trees from retaining walls and moving into the 21<sup>st</sup> Century with crest gates on our dams;
- Site and build a new Public Health Building, some interesting options there that we'll be talking about soon;
- Of course we can't talk about the next few years without mentioning more to do Downtown;
- Looking forward to completing our traffic lights and adding them to the same system as those on DW Highway;
- Finding the right balance between aesthetics and sound for our Greeley Park Bandshell;
- Find the best way to consolidate our Public Works facilities ;
- At our landfill, continue to be good stewards and neighbors controlling our waste stream, upgrading systems, and implementing our recycling expansion plan;
- Continue our work on a comprehensive Sustainability Plan that will help guide our decision making and preserve Nashua for many years to come;
- New Parks are on the horizon one, for better use by those with physical challenges, a water park and even a new skate board park;
- In the financial realm, create an emergency management fund, create an energy fund, and move some of our savings into that energy fund;
- New opportunities for more public/private partnerships include working with Conway Ice Arena to expand and meet the increasing demand for ice-time along with the potential for a field house;
- Working with RJ Finlay, the new owner of Indian Head Plaza, for a facelift and new life to that whole block, along with redevelopment in the tree streets and the Millyard, and other properties along the path of the Parkway;
- Continue the necessary traffic circulation studies on our one-way streets and our congested areas such as East Hollis Street;

- And continue to work with and support our Business and Industrial Development Authority chaired by Jack Tulley as they focus on the Bridge Street area and stand ready to offer sound advice on the highest and best use of some of the parcels along the parkway.

Believe it or not these are but a sampling of the possibilities.

None of these projects are beyond our combined ability. Many of these we have talked about and some of you have already indicated a willingness to help. Some of these are ideas you have put on the table. When we combine our ideas and goals, the possibilities are truly endless! *Together* we have done some terrific things and *together* we can achieve the goals we aim for.

I've mentioned a number of people tonight; some by name and some by inference. There are many more, like the hundreds of volunteers that serve on our boards and commissions, our firefighters, police officers and soldiers, and school parent volunteers. I could go on for hours just listing the many good citizens and employees that grace this city with their generosity and still I would run the risk of leaving someone out. We live in a wonderful community with wonderful people.

Abraham Lincoln said, "I like to see a man proud of the place in which he lives. I like to see a man live so that his place will be proud of him."

This quote was spoken last week at the memorial for Leon Kenison. The State of New Hampshire and many places within it were proud of Leon, including Nashua.

There are many more in this community, in this place, that we can be proud of.

As we fulfill our obligations to the citizens working to make Nashua a place to be proud of, let's do it in a way that makes this place, Nashua, proud of us. Everyone brings something to the table. We all have a role to play. There are things we are required to accomplish, and there are possibilities that have not yet been imagined.

I look forward to what we must, can, and will do together.

**DEPARTMENTAL REPORTS**  
**JULY 1, 2011 – JUNE 30, 2012**



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

**EDGEWOOD CEMETERY**

**Trustees:**

Thomas A. Maffee, Chairman  
Norman E. Hall, Secretary  
Allan M. Barker  
Philip L. Hall  
Morgan A. Hollis

Douglas M. Barker, Vice Chairman  
Carl Andrade  
James S. Chaloner  
Hollis E. Harrington Jr.  
Kevin T. Slattery

During the year there were a total of 108 graves sold as follows: 1 – 8 grave lot, 8 – 4 grave lots, 22 – 2 grave lots, 4 single graves and 10 - 2 grave cremation lots. There were a total of 130 interments performed; 68 caskets, 61 cremations and one infant. The Anderson Chapel was rededicated September 28 following the completion of renovations over the past few years.



**OFFICE OF THE CITY CLERK**

City Clerk

Paul R. Bergeron, CA, MMC

Deputy City Clerk

Tricia Piecuch, CMC

Asst. City Clerk - Deputy Voter Registrar

Judy Boileau

Vital Statistics Clerks

Cynthia Duffina

Roberta Schelberg

Colette Trempe

**Dog Licensing**

Approximately 9,000 dogs were licensed in 2011 – 2012. \$47,118 was collected in licensing revenue and another \$12,598 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.

**Vital Records**

In NH, fees for the issuance of vital records are established under state law and those fees were increased during the 2010 Legislative Session. The fee for a Marriage License was increased to \$50 from \$45 (RSA 457:29) of which \$38 is forwarded to the NH Department of Health and Human Services to support the Domestic Violence Grant Program (RSA 173:B-15) “and \$5 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 increased to \$15 from \$12. Of this amount, \$8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:23 and \$3 goes to the state 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: \$43,930 in FY12 vs. \$44,301 in FY11.

**NASHUA'S VITAL STATISTICS**

<b>YEAR</b>	<b>DEATHS</b>	<b>MARRIAGES</b>	<b>BIRTHS</b>	<b>CENSUS</b>
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**

<b>YEAR</b>	<b>DEATHS</b>	<b>MARRIAGES</b>	<b>BIRTHS</b>	<b>CENSUS</b>
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						
Source for 1995 – 2011 vital statistics: NH Vital Records Information Network Database Query						
CALENDAR YEAR	DEATHS	MARRIAGES		BIRTHS		CENSUS
		Licenses obtained in Nashua	Resident Marriages	Births occurring in Nashua	Resident Births	
1995	711	797	731	2550	1203	
1996	735	755	647	2418	1160	
1997	731	761	644	2386	1156	
1998	742	808	648	2282	1107	
1999	719	830	632	2258	1111	
2000	797	903	664	2298	1136	86,605
2001	722	1011	722	2266	1185	
2002	759	1011	627	2356	1221	
2003	714	996	595	2118	1103	
2004	763	973	583	2203	1149	
2005	704	893	563	2147	1181	
2006	758	821	547	2024	1168	
2007	731	831	561	1970	1117	
2008	737	859	538	1964	1174	
2009	751	718	494	1969	1076	
2010	656	668	471	1893	1094	86,494
2011	739	540	357	1952	1086	
2012	648	491	Not available	1849	976	

*Deaths:* Number of deaths that occurred in Nashua regardless of decedent's residence.

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

*Resident Marriages:* All marriages by Nashua residents regardless of where they occurred in NH. At the time the couple applies for a marriage license, they may choose not to include the marriage event in the town or city report.

## Elections

The City conducted a Municipal Election on November 8, 2011 and the Presidential Primary Election on January 10, 2012. The City Election was a non-Mayoral election, and turnout was among the lowest for a November municipal election in the past 80 years. Two recounts were requested for Ward Aldermanic races. On election night in Ward 5, incumbent Alderman Michael Tabacsko defeated challenger Michael Gallagher by two votes: 460 to 458. The recount resulted in a three-vote difference: 456 to 453, and Michael Tabacsko was declared the winner of the seat for Ward 5 Alderman. A recount was also requested for the Ward Alderman race in Ward 7 in which June M.

Caron's election night victory margin was only 10 votes over the number of votes received by Michelle Spears, 398 votes to 388. As the recount neared its close, it became apparent that the election night returns would not be reversed. At that point, Ms. Spears requested that the recount be halted and the election night results were declared official. A special election to fill a vacancy on the Board of Education was also held on November 8, 2011. That special election was required to fill a vacancy created by the resignation of John D. "Jack" Kelly some months previously. In that special election for the Board of Education, Kimberly Smith Muise defeated William Slivinski by a vote of 4,012 to 2,449.

**Voter Turnout History – November Municipal Elections**

1937: 10,408			
1939: 13,190			
1941: 10,513	1961: 14,944	1981: 10,028	2001: 11,602
1943: 11,023	1963: 13,977	1983: 13,105	2003: 15,310
1945: 10,700	1965: 15,956	1985: 6,755	2005: 9,877
1947: 10,517	1967: 15,111	1987: 11,436	2007: 13,934
1949: 14,841	1969: 16,161	1989: 10,594	2009: 6,961
1951: 13,693	1971: 17,231	1991: 15,891	2011: 7,613
1953: 14,173	1973: 7,180	1993: 12,031	
1955: 13,503	1975: 16,460	1995: 14,798	
1957: 13,945	1977: 16,005	1997: 12,805	
1959: 13,614	1979: 13,502	1999: 15,518	

Though the date for New Hampshire's 2012 Presidential Primary Election was not announced until November 2, 2011, preparation for the January 10, 2012 primary was well underway during the time the City was preparing for and conducting the November Municipal Election. Florida and South Carolina moved up the dates for their Presidential primaries and caucuses, respectively, and Nevada planned to do so as well. At one point, NH Secretary of State William Gardner threatened to schedule the NH Presidential Primary in December if Nevada did not reconsider its intention to hold its caucuses within days of New Hampshire's January 10<sup>th</sup> election. Nevada reconsidered, and New Hampshire held its Presidential Primary on Tuesday, January 10, 2012.

Ward 4 voters cast their ballots at a new, temporary polling location: Milette Manor on Vine Street. Renovations were being made at the Ledge Street Elementary School, where voters usually cast their ballots, and the gymnasium was unavailable for use as a polling site. The City Clerk's Office informed Ward 4 voters of this change by mail, through public service announcements on government channels, on the city website, in

the local paper, and with additional signage on election day. The Clerk's Office did not receive any complaints or reports that any resident who wished to cast his or her ballot was unable to do so due to the polling site change.

Results for the Municipal Election of November 8, 2011 and the Presidential Primary Election of January 10, 2012 follow. Results for the Presidential Primary include city returns and the official, statewide results by county.

I would like to express my appreciation to the schools that host our polling places, the public works crews that assist in setting up and tearing down the polls, the Mayor and Board of Aldermen for their support, and our elected and appointed election officials. Our voting process would not run smoothly without their dedication.

*Paul R. Bergeron*  
*City Clerk*

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### **Nashua's City Clerks**

1. Edward P. Emerson	1853 – 1855
2. Charles E. Merrill	1856 – 1860
3. Francis Winch	1860 – 1860
4. Isaac H. Marshall	1861 – 1862
5. John G. Kimball	1863 – 1866
6. George H. Taggard	1867 – 1873
7. Ralph A. Arnold	1874 – 1877 (Oct.)
8. Eugene M. Bowman	1877 (Oct.) – 1883
9. Ralph A. Arnold	1884 – 1884
10. Eugene M. Bowman	1885 – 1888
11. Charles S. Bussell	1889 – 1890
12. Eugene M. Bowman	1891 – 1895
13. George F. Smith	1896 – 1898 (July)
14. Alfred A. Hall	1898 (July) – 1901
15. George B. Bowler	1901 – 1904
16. Arthur L. Cyr	1905 – 1935
17. Irene D. Ravenelle	1936 – 1951
18. Edward S. LeBlanc	1952 – 1968 (Nov.)
19. Lionel Guilbert	1969 (Jan.) – 1985 (July)
20. Eleanor Benson	1985 (Sept.) – 1999 (Jan.)
21. Patricia Lucier (Acting City Clerk)	1999 (Jan.) – 1999 (Aug.)
22. Paul R. Bergeron	1999 (Sept.) –

Official Results -- Municipal Election -- Nashua, NH -- November 8, 2011

[\*] denotes winner(s)

Wards	1	2	3	4	5	6	7	8	9	Total
<b>Total Ballots Cast</b>	1135	762	959	394	971	650	814	960	968	<b>7613</b>
Absentee Ballots Cast	21	19	24	3	37	33	35	24	29	225
Beginning Voter Registration	5823	5007	4793	3535	5760	4463	4295	5021	5345	44042
New Voter Registration	17	5	8	9	10	8	11	20	11	99
<b>Total Election Day Reg.</b>	5840	5012	4801	3544	5770	4471	4306	5041	5356	<b>44141</b>
Turnout Percentage	19.4%	15.2%	20.0%	11.1%	16.8%	14.5%	18.9%	19.0%	18.1%	<b>17.2%</b>
<b>Mayor (1)</b>										
*DonnaLee Lozeau	909	597	756	307	771	499	650	745	769	6003
<b>Alderman-at-Large (3)</b>										
*Brian S. McCarthy	508	335	393	131	469	236	327	442	488	3329
Daniel Richardson	250	207	326	114	240	138	216	204	229	1924
Fred S. Teaboom	382	256	278	144	335	221	284	288	302	2490
Benjamin M. Clemons	464	292	367	162	404	281	293	381	447	3091
*Lori Wilshire	585	402	522	188	435	304	419	484	459	3798
*James W. Donchess	760	455	567	233	574	422	448	533	538	4530
<b>Board of Education (5)</b>										
*Robert Hollowell	675	412	506	222	519	358	431	550	552	4225
*Elizabeth Van Twuyver	650	392	474	215	481	327	386	493	515	3933
*William Mosher	629	381	479	210	552	338	431	510	544	4074
*Steven G. Haas	680	463	533	208	527	341	425	532	544	4253
*Kimberly Smith Muise	694	459	574	246	596	384	485	549	602	4589
<b>Fire Commission (3)</b>										
*Kevin E. Gage	703	455	599	237	554	408	503	525	545	4529
*Paul Garant	660	416	476	224	551	385	441	500	581	4234
*Ralph V. Kelloway, Jr.	635	399	478	212	479	349	422	459	496	3929
<b>Public Works (2)</b>										
*Kevin S. Moriarty	658	431	630	225	579	385	448	476	579	4411
Ed Stebbins	377	234	324	121	290	180	256	325	340	2447
*Timothy Lavoie	551	333	367	201	408	332	390	340	397	3319
<b>Charter Question</b>										
*YES	467	360	571	147	535	259	351	343	510	3543
NO	125	100	158	38	158	79	99	102	159	1018

Official Results -- Municipal Election -- Nashua, NH -- November 8, 2011

[\*] denotes winner(s)

Ward One	Ward Two	Ward Three
<b>Alderman (1)</b> *Kathryn D. Vitale 860	<b>Alderman (1)</b> *Richard A. Dowd 447 Michael Aksten Sr. 238	<b>Alderman (1)</b> Burton Janz 303 *Diane Sheehan 615
<b>Moderator (1)</b> *Patricia Chadwick 861 <b>Clerk (1)</b> *Mary Poston 872	<b>Moderator (1)</b> *Roberta Woitkowski 515 <b>Clerk (1)</b> write-in: *Maureen Lund 19 write-in: Kevin Anderson 2 write-in: Martin Clifford 2	<b>Moderator (1)</b> *Arthur L. Barrett, Jr. 677 <b>Clerk (1)</b> *Diane Griffith 666
<b>Selectmen (3)</b> *Elaine Dorgan 841 write-in: *Daidre Reynolds 37 write-in: *John Gill 11 write-in: Shawn McGuinness 9	<b>Selectmen (3)</b> *Teresa Moler 424 *Priscilla Slatunas 429 *Margaret "Peggy" Woitkowski 454	<b>Selectmen (3)</b> *Rosalyn Price 525 *Sheila McLaughlin 563 *Martha P. Barrett 574
Ward Four	Ward Five	Ward Six
<b>Alderman (1)</b> *Arthur T. Craffey, Jr. 281	<b>Alderman (1)</b> *Michael J. Tabacsko 460 Michael Gallagher 458	<b>Alderman (1)</b> *Paul M. Chasse, Jr. 495
<b>Moderator (1)</b> write-in: *James Barnett 17 write-in: Ed Mooney 8	<b>Moderator (1)</b> *Patricia Allan 695	<b>Moderator (1)</b> *Jay Corbin 466
<b>Clerk (1)</b> *Daniel L. Gleneck 286	<b>Clerk (1)</b> *Jean Fortier 703	<b>Clerk (1)</b> *Carol A. Lapin 469
<b>Selectmen (3)</b> write-in: *G. Anita Perreault 20 write-in: *Stacie Laughton 10 write-in: *Lisa Laughton 8 write-in: David Victory 7	<b>Selectmen (3)</b> *Nelson Allan 551 *Cecile Boucher 586 write-in: *Vickie Meagher 27 write-in: Robert Ferreira 15	<b>Selectmen (3)</b> *Timothy J. Lockhart 403 *Ronald J. Doucette 392 write-in: *James Gately 7 write-in: Vicky Henry 3 write-in: Monique Miseirvitch 3



Official Results -- Municipal Election -- Nashua, NH -- November 8, 2011

[\*] denotes winner(s)

<b>Ward Seven</b>			<b>Ward Eight</b>			<b>Ward Nine</b>				
<b>Alderman (1)</b>			<b>Alderman (1)</b>			<b>Alderman (1)</b>				
*June M. Caron	398		David MacLaughlin	400		*Daniel Moriarty	552			
Michelle M. Spears	388		*Mary Ann Melizzi-Golja	504		Willard L. Brown	320			
<b>Moderator (1)</b>			<b>Moderator (1)</b>			<b>Moderator (1)</b>				
write-in: *John Patterson	24		write-in: *Gene Anderson	42		*Donald Dillaby	689			
write-in: Don Lachance	10		write-in: Carl Andrade	35						
<b>Clerk (1)</b>			<b>Clerk (1)</b>			<b>Clerk (1)</b>				
*Valerie Denault	597		write-in: *Margaret Anderson	41		*Ann Corbett	701			
			write-in: Kathy Bolton	31						
<b>Selectmen (3)</b>			<b>Selectmen (3)</b>			<b>Selectmen (3)</b>				
*Anne Sirois	599		write-in: *Mary Ellen Reed	74		*Patricia A. Moreau	585			
write-in: *Adam Goodsell	67		write-in: *William Reed	74		*Kay Poffora	593			
write-in: *Linda Twombly	33		write-in: *Michael Warhola	30		*Rita A. Herlihy	599			
write-in: John Patterson	8									
<b>Special Election - Board of Education</b>			<b>Wards</b>			<b>Total</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>Total</b>
William Slivinski	361	270	444	115	228	188	247	293	303	2449
Kimberly Smith Muise	619	391	372	198	608	354	437	500	533	4012

City of Nashua - Presidential Primary Election - Unofficial Results - January 10, 2012

Demographic	1	2	3	4	5	6	7	8	9	City Total
Randall Terry	4	0	4	3	4	5	2	2	4	28
Aldoux C. Tyler	1	1	0	1	2	2	1	1	0	9
John Wolfe, Jr.	4	3	1	2	1	3	1	0	1	16
Ed Cowan	9	5	4	5	8	10	4	4	10	59
Bob Ely	1	1	0	0	3	1	2	1	6	15
Craig "Tax Freeze" Freis	4	1	2	2	3	0	5	1	0	18
Bob Greene	2	2	0	3	2	0	1	1	1	12
John D. Haywood	5	1	5	2	5	4	4	1	2	29
Robert B. Jordan	0	2	2	0	1	1	1	0	1	8
Barack Obama	447	288	317	231	298	269	266	286	245	2647
Cornelius Edward O'Connor	3	3	2	1	1	3	2	4	3	22
Edward T. O'Donnell, Jr.	2	2	0	0	0	4	3	1	1	13
Darcy G. Richardson	1	0	5	1	2	2	4	2	3	20
Vermin Supreme	6	2	9	2	11	15	6	4	3	58
	489	311	351	253	341	319	302	308	280	2954

Municipal Government Report

PRESIDENT OF THE UNITED STATES - DEMOCRATIC												
January 10, 2012	Belknap	Carroll	Cheshire	Coos	Grafton	Hillsborough	Merrimack	Rockingham	Strafford	Sullivan	TOTALS	
<b>SUMMARY BY COUNTIES</b>												
Randall Terry, d	25	20	19	28	16	156	41	91	38	8	442	
Aldous C. Tyler, d	5	0	5	5	0	44	9	25	10	3	106	
John Wolfe, Jr., d	11	16	11	5	11	79	21	59	21	11	245	
Ed Cowan, d	51	27	57	47	54	301	117	182	76	33	945	
Bob Ely, d	12	6	4	11	12	110	30	68	29	5	287	
Craig "Tax Freeze" Freis, d	23	7	12	8	16	135	47	107	37	8	400	
Bob Greene, d	15	9	8	14	10	66	18	43	24	6	213	
John D. Hayward, d	20	10	22	16	16	138	62	93	37	9	423	
Robert B. Jordan, d	11	2	9	5	11	51	22	31	11	2	155	
Barack Obama, d	2346	1925	3631	1289	4073	13048	7262	9940	4006	1560	49080	
Cornelius Edward O'Connor, d	9	7	6	3	18	130	18	56	13	6	266	
Edward T. O'Donnell, Jr., d	15	2	8	12	8	71	18	58	20	10	222	
Darcy G. Richardson, d	18	9	11	11	13	82	23	57	30	10	264	
Vermin Supreme, d	30	25	33	19	41	292	71	214	88	20	833	
Newt Gingrich, r	18	3	7	14	10	112	26	43	33	10	276	
Jon Huntsman, r	73	33	76	22	56	375	158	240	120	74	1237	
Fred Karger, r	0	1	1	0	0	4	1	4	15	0	26	
Ron Paul, r	189	54	123	78	98	690	277	407	257	116	2289	
Rick Perry, r	0	0	2	1	1	3	3	5	1	1	17	
Buddy Roemer, r	1	3	2	0	2	10	3	4	2	2	29	
Mitt Romney, r	114	27	82	38	53	650	150	438	221	42	1815	
Rick Santorum, r	22	3	11	9	12	101	32	61	37	14	302	

City of Nashua - Presidential Primary Election - Unofficial Results - January 10, 2012

Republicans	1	2	3	4	5	6	7	8	9	City Total
Joe Story	1	0	0	0	1	0	0	0	1	3
Linden Swift	0	0	0	0	0	0	0	0	0	0
James Vestermark	0	0	0	0	0	0	0	0	0	0
Vern Wuensche	0	0	0	0	0	2	0	0	0	2
Michele Bachmann	2	1	2	0	1	2	0	3	0	11
Bear Betzler	0	0	0	0	0	1	0	0	0	1
Timothy Brewer	0	0	0	0	0	0	0	0	0	0
Herman Cain	0	0	0	1	1	0	2	1	0	5
Mark Callahan	0	0	0	0	0	1	0	0	0	1
Hugh Cort	0	0	0	0	0	0	0	0	0	0
Randy Crow	0	0	0	0	0	0	0	0	0	0
L. John Davis, Jr.	0	1	0	0	0	0	0	0	0	1
Keith Drummond	0	0	0	0	0	0	0	1	0	1
Newt Gingrich	157	122	100	56	133	74	92	110	147	991
Stewart J. Greenleaf	0	0	0	0	0	0	0	0	0	0
Christopher V. Hill	1	1	0	0	2	0	0	0	0	4
Jon Huntsman	309	246	221	81	276	124	175	277	246	1955
Gary Johnson	2	0	1	0	1	0	0	0	0	4
Fred Karger	3	1	1	3	2	1	2	1	2	16
Jeff Lawman	0	0	0	1	0	3	0	0	0	4
Benjamin Linn	2	3	0	0	3	2	0	0	2	12
Andy Martin	0	0	1	0	0	0	0	0	0	1
Michael J. Meehan	0	0	0	0	0	0	0	0	0	0
Ron Paul	361	347	321	246	350	279	273	323	326	2826
Rick Perry	10	11	11	4	4	4	7	20	11	82
Joe Robinson	0	0	0	0	1	0	0	0	0	1
Buddy Roemer	9	5	7	2	3	1	4	3	4	38
Mitt Romney	939	674	585	202	843	452	425	688	744	5552
Kevin Rubash	3	4	0	0	2	2	1	1	0	13
Rick Santorum	163	144	118	68	159	106	128	116	134	1136
	1962	1560	1368	664	1782	1054	1109	1544	1617	12660

PRESIDENT OF THE UNITED STATES - REPUBLICAN											
January 10, 2012	Belknap	Carroll	Cheshire	Coos	Grafton	Hillsborough	Merrimack	Rockingham	Strafford	Sullivan	Total Votes
<b>SUMMARY BY COUNTIES</b>											
Joe Story, r	1	2	4	0	7	16	5	4	3	0	42
Linden Swift, r	0	0	1	0	2	6	2	2	2	1	18
James A. Vestermark, r	0	0	0	0	0	2	0	0	1	0	3
Vern Wuensche, r	1	0	3	0	1	3	3	1	1	2	15
Michele Bachmann, r	26	20	25	6	34	80	34	82	33	10	350
Bear Betzler, r	0	0	3	1	4	8	6	4	2	1	29
Timothy Brewer, r	1	1	0	0	0	3	4	2	3	1	15
Herman Cain, r	11	6	5	4	14	45	19	39	10	8	161
Mark Callahan, r	2	2	2	0	3	5	1	2	1	2	20
Hugh Cort, r	0	0	0	0	1	1	1	0	0	0	3
Randy Crow, r	0	2	0	1	2	3	3	1	0	0	12
L. John Davis, Jr., r	3	0	0	1	0	3	1	2	3	1	14
Keith Drummond, r	2	3	1	3	5	8	4	11	4	1	42
Newt Gingrich, r	1277	1222	999	632	1543	7049	2923	5427	1530	819	23421
Stewart J. Greenleaf, r	1	1	4	0	5	4	1	5	1	2	24
Christopher V. Hill, r	3	2	4	1	2	53	20	20	1	2	108
Jon Huntsman, r	1964	1792	2465	719	3181	11847	6081	9463	2908	1544	41964
Gary Johnson, r	6	4	10	3	19	42	25	45	20	7	181
Fred Karger, r	6	11	22	5	27	112	52	72	28	10	345
Jeff Lawman, r	9	2	7	3	11	31	12	29	8	7	119
Benjamin Linn, r	1	3	9	1	5	32	8	15	8	1	83
Andy Martin, r	1	1	2	3	2	6	3	0	0	1	19
Michael J. Meehan, r	7	7	3	5	3	9	6	8	4	2	54
Ron Paul, r	3221	2578	3101	1431	3603	17106	7181	12548	4362	1741	56872
Rick Perry, r	124	75	83	36	123	515	252	362	123	71	1764
Joe Robinson, r	2	1	0	1	2	6	2	8	3	0	25
Buddy Roemer, r	47	57	66	17	73	247	123	206	101	13	950
Mitt Romney, r	5300	4699	3717	1330	4387	30945	9795	29054	6283	2081	97591
Kevin Rubash, r	10	12	11	4	13	77	24	81	15	3	250
Rick Santorum, r	1306	827	1392	520	1289	7045	3007	5011	2215	820	23432
Barack Obama, d	21	8	26	14	21	84	45	31	22	13	285

## COMMUNITY DEVELOPMENT DIVISION

Director  
Administrative Assistant  
Clerk-Typist  
Brownfields Coordinator  
Summer Intern

Katherine Hersh  
Nina Stylianios  
Jill Prince  
Deb Chisholm  
Renee Reder

### **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 FY12 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 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 FY12, 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 cleanup and demolition of the City-owned Boiler House. She also worked with Community Development Division to provide Phase I environmental assessments for parcels the City contemplated purchasing; and she worked to have bronze plaques created and installed to celebrate the historical significance of the area surrounding the City's Riverwalk.

In an effort to support brownfields redevelopment, the Brownfields Program Manager worked with a non-profit and a major private entity to create loans for cleanup of their properties utilizing the City's Brownfields Revolving Loan Fund.

### **Park Social at Labine**

The City of Nashua successfully applied to NH CDFA 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.



In FY11, after seeking public input, the City completed the design for a new park at the corner of Ledge and Pine Streets, funded with NSP funds. The park is designed to be inter-generational, balancing amenities for children, adults, families and seniors. Construction began in Fall 2011. The park was dedicated on June 21, 2012.



As part of the historic requirements for the NSP funds, CDD's summer intern interviewed several Nashuans who have a long history in the City. The final book will be available in Spring 2013.

### **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 FY11 the State of NH was awarded \$2.2 million from the Federal Railroad Administration (FRA) to fund the engineering and studies needed to pursue construction funds. In FY12 the contract to complete the feasibility studies failed to receive the necessary votes from the NH Executive Council.

### **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 fifth Sculpture Symposium. Artists came for three weeks from France, Egypt and Upstate New York to create turtles based on the theme 'origins.' One turtle is located at Bicentennial Park and the other two turtles are located between the library and 14 Court Street, in an area that is planned for future landscaping.



### **BUILDING SAFETY DEPARTMENT**

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

Vacant  
Mark Collins, CBO  
Dawn Michaud  
Christine Jean  
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.

### **Training and Education**

The training and education of staff is always of prime importance to the department. 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 34 different ICC certifications. In FY 2012 staff accumulated hundreds of hours of continuing education credit towards maintaining these credentials. This past year Mark Simard the Mechanical Inspector obtained his Commercial Mechanical Inspector's certification

**Construction**

During FY 2012 construction activity continued to maintain a steady pace with a number of large projects completing during the year. There were 2,320 Building, Sign, and Demolition Permits issued for \$61,035,100 in construction costs. There were a total of 6,329 inspections performed on those projects. Permits were issued for 30 new single family and two family residences.

Projects Exceeding \$500,000 in Value:

15 Riverside Street	Medical Office Building	\$2,647,000
262 DW Hwy	Trader Joe's	\$847,000
10 Marmon Drive	Toyota of Nashua	\$7,250,000
261 DW Hwy	Market Basket	\$860,000
138 Spit Brook Road	World Academy	\$4,500,000
125 East Dunstable Rd	Lowell Five	\$600,000
14B Railroad Square	Portland Pie Company	\$850,000
139 Ledge Street	Ledge Street School	\$3,000,000
200 Innovative Way	Dell	\$800,000
3 Lund Road	Trinity Baptist Church	\$650,000
356 Amherst Street	Chipotle Restaurant	\$678,115
17 Prospect Street	SNH Medical	\$8,000,000
48 Charlotte Ave	Charlotte Ave School	\$3,096,540
10 Prospect Street	SNH Med	\$1,800,000
505 Amherst Street	Nashua Community College	\$1,600,000
55 Harris Road	Greenbriar Terrace	\$1,000,000
310 DW Hwy	Victoria's Secret	\$2,450,000



## **CODE ENFORCEMENT DEPARTMENT**

Manager  
Code Enforcement Officer II  
Code Enforcement Officer II  
Code Enforcement Officer II/Part Time

Nelson Ortega  
Kyle Metcalf  
Rob Sousa  
Vacant

### ***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 2012***

During the period July 1, 2011 to June 30, 2012 the department had 2188 cases reported. This is an increase of 425 cases from last fiscal year at this time. The total inspections involved with these cases are approximately 1200. The average number of visits required for one inspection is approximately 6, with each taking approximately 45 minutes to 2 hours. This varies depending on the size and issues with the property.

- Housing cases: 771
- Zoning cases: 118
- Building cases: 1171
- DPW/Health: 103
- Police Cases: 22  
These are cases that were referred to Police or Code answered/assisted Police.
- Foreclosures: 49 working with, 108 of which we are aware, but require no actions.
- Other Cases: 86
- Lead Referrals to the Lead Program: 9
- Approximate phone calls made by code officers: 10,000
- Cases logged in since June 31, 2011 through July 1, 2012: 2188

***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 appears dilapidated under housing code standards, an inspection for housing code violations is scheduled.
- Code Enforcement Continues to provide the Code Team. This consists of Code Officer, Nashua Police Officer and Health Officer when required.

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.
- The Department works with all departments within Community Development, as well as Police Dept., Solid Waste, DPW 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 among 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 Crime Watch groups within the city 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.

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.
- Code Enforcement will be active with the Nashua Healthy Home Lead Program, with the renewal of the 3 year Lead Grant, which was once again awarded to City of Nashua.



*Bed Bug Infestation*



*Unsanitary Unit*



*Dilapidated Fence*



*Overgrown yard*



*Abandon Residence*



*Unsafe Wiring*

## **TRANSPORTATION DEPARTMENT**

Department Manager and Transit Director  
Transit Finance Coordinator  
Transit Fleet & Facilities Supervisor  
Transit Operations/Marketing Supervisor  
Transit Operations Coordinator  
Administrative Assistant  
Parking Maintenance  
Parking Maintenance

Mark Sousa  
Louise Woodworth  
Gregory Gillette  
Kristi Gillette  
Lori Lorman  
Jill Stansfield  
Doug Bisson  
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**

### **Bus Fleet**

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.

### **Ridership Continues to Increase**

In FY 2012 ridership increased again and the system has increased annual ridership. Ridership rose to over a half million riders (527,891). 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 convenient ride cards, reduced fares for qualifying riders and the College U-Pass Program.

### **NTS Serving the Region**

NTS continues to service the western part of Hillsborough County. NTS has service to Amherst, Brookline, Hollis and Milford. The non-emergency medical trips are offered to residents of the above towns. The funding for the services comes from the group's founders, Souhegan Valley Transportation Collaborative, SVTC. They raise funds through grants, Town funding and other resources.

### NTS Increased Service

On July 1<sup>st</sup> 2011, NTS increased service on our fixed routes and began offering half hour service along the busiest routes in the City. Nashua Transit Citybus now has TEN routes that travel within the City limits to provide citizens with even an even more convenient transportation option.

### Big Blue going Green

All vehicles operated by NTS are using a mixture of Bio-Diesel (80% Diesel & 20% Bio-fuels). NTS is working with the NH Department of Environmental Services and had participated in anti-idling trainings and strategies. NTS has already partially secured funding to purchase two (2) new CNG buses to add to the current fleet. Onboard advertising space has been dedicated to providing public education on environmental issues. NTS has been involved with New Hampshire Clean Cities and has participated in several projects.

## **NASHUA DOWNTOWN PARKING**

The Transportation Department also manages and maintains the City's downtown parking assets, including both municipal parking garages, parking meters, and the 13 parking lots. The Parking Staff is responsible for maintaining the City's two municipal parking garages, weekly meter collection, as well as fielding complaints regarding faulty meters and making necessary parking meter repairs. They also assist with the snow removal efforts of the City's surface parking lots, garages, and downtown sidewalks.

This past year, parking staff worked on the possible upgrade of the current parking meters to a pay station option. Staff also was involved in the cleaning and painting of all of the City's parking lots.

## **URBAN PROGRAMS DEPARTMENT**

Carrie Johnson Schena  
Joany Ilg  
Robert Rice

Manager  
Grant Management Specialist  
Project Administrator

### ***Mission***

- Help identify the community's needs to improve the quality of life for lower-income families and individuals
- Collaborate with community groups, faith-based organizations, developers and investors
- Competently obtain and administer federal, state, local and private resources to address community needs
- Evaluate program outcomes, impact to the community and effectiveness of the grants
- Promote Fair and Equal Housing

### ***Background/Overview***

The Urban Programs Department (UPD) manages programs that improve the quality of life for lower-income individuals and families. They oversee federal grants that support:

- 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

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, Police Department, the Nashua Housing Authority, and numerous non-profit organizations.

### ***Highlights of FY2011***

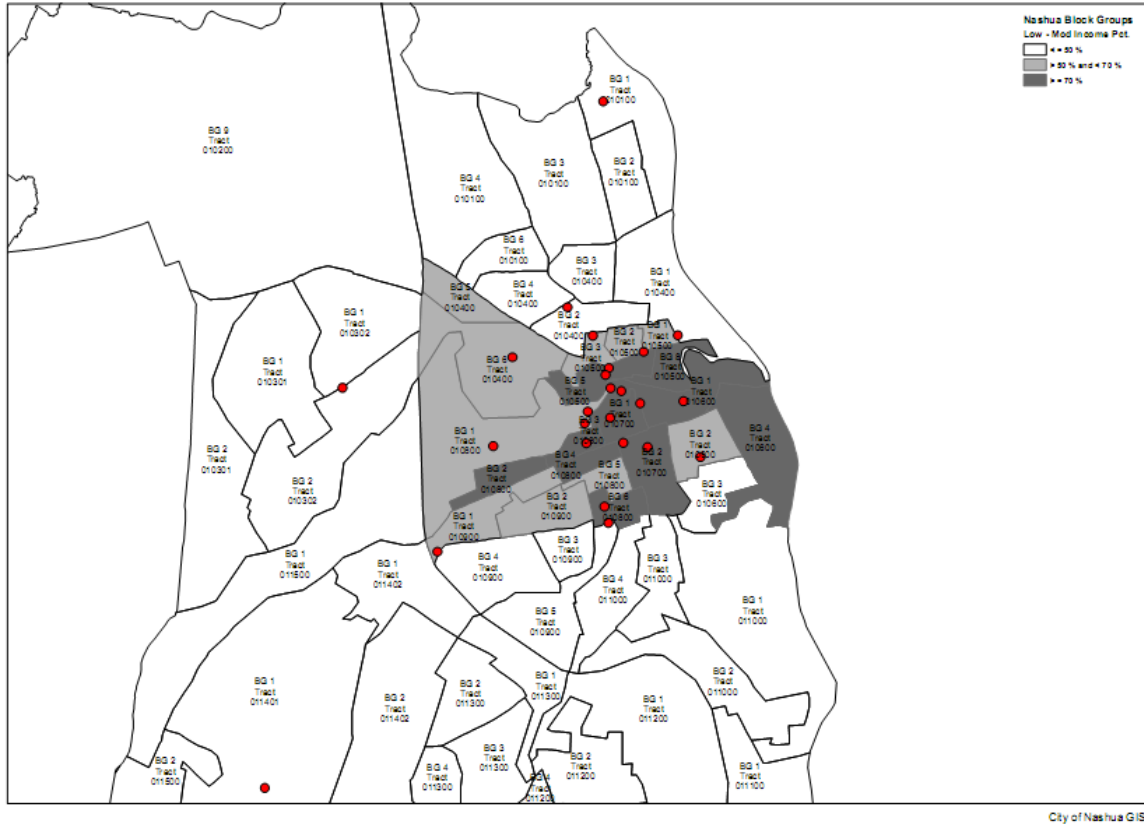
- Successfully obtained a \$2.48M grant for lead hazard control and healthy housing initiatives
- Completed nine community facility improvement projects: Bridges Domestic & Sexual Violence Support; Girls Incorporated; Dental Connection; Harbor Homes, Maple Arms; Hunt building; Nashua PAL; Nashua Youth Council; Neighborhood Impact Initiative; and World War II monument
- Housing efforts included rehabilitation of 11 owner-occupied properties; restored one historic property containing 45 residential rental units; preserved eight affordable housing units; and provided direct fair housing education to 15 individuals
- Assisted 4 micro-enterprise (small) businesses through training, technical assistance and grants; and created one new f/t job for a low-income individual
- Assisted four public service agencies with operating costs, reaching 2,667 low income individuals

### ***Staffing***

The staffing level during FY12 remained the same as FY11, three full-time positions. Staffing was not at full capacity, which impacted the flow of production and resulted in additional work loads to existing staff in order to meet HUD's reporting and regulatory requirements.

**Geographic Distribution of CDBG funds:** The map below show the physical location of activities that occurred during FY12 in relation to areas of low-income concentrations.

**FY2012 CDBG Activity Locations by Low-Income Concentration**



City of Nashua GIS

**Community Development Block Grant (CDBG) Activities:**

***Public Facility Improvements***

The Urban Programs Department oversees all aspects of CDBG funded public facility improvements for the non-profit agencies assisted. This service includes drafting the scope of work, putting the project out to bid, monitoring compliance with Davis Bacon labor standards (wage rates), monitoring work in progress and processing payments.

***Bridges Domestic & Sexual Violence Support***

\$20,000 covered the cost to replace carpeting throughout the facility, repair the chimney and foundation.

***Dental Connection***

\$13,650 covered the cost to replace all the second story windows. Windows were custom ordered to match the original historic design.



***Girls Incorporated***

Girls Inc. completed a total renovation of their kitchen to meet commercial standards. Total CDBG funds were \$35,075 matched by private funds in the amount of \$44,925. Girls Inc. will now have capacity to serve family dinners to their clients as well as conduct cooking & nutrition classes.

***Harbor Homes, Maple Arms Facility***

\$29,120 was awarded to repoint the exterior of the Maple Arms emergency shelter. The original scope of work called for the entire building to be addressed. However, the cost to repair the entire building was cost prohibitive and only the upper portion, in the worst condition was addressed. \$120 of this award was not expended.

***Hunt Building***

CDBG funds from FY08 and FY10 in the amount of \$95,000 were expended to complete the remediation of water infiltration. Improvements included extensive exterior repointing, installation of a concrete apron at the foundation, gutter repair, storm drain installation/repair to control water run-off and the creation of a new rain garden. Other funds covered the cost of replanting new, period appropriate landscaping.

***Nashua Police Athletic League (PAL)***

Exterior improvements included excavating & repaving the play yard and repairing the failing granite entrance stairs, utilizing their full CDBG award of \$20,000.

***Nashua Youth Council***

Utilized their FY12 CDBG award of \$22,750, combined with their prior year balance of \$50,025 to complete the exterior brick re-pointing. Youth Council contributed \$4,695 to the project.

***Mayor's Neighborhood Impact Initiative***

This initiative was created in FY11 to address various neighborhood needs. Funds were spent in FY2012 in coordination with the "Big Day of Serving" volunteer effort that focused on the revitalization of the area related to the Mt. Pleasant elementary school. New playground equipment and a bike rack were purchased, totaling \$7,825, and installed by volunteers.

***Parks & Recreation***

Dedicated in 1953, the World War II Monument is the largest monument located in Deschenes Oval. The monument's foundation was failing, putting the granite monument at risk. Repairs were made to restore the integrity and safety of the monument.

**Human Services Program Support**

The following agencies were awarded and expended their full CDBG awards to provide services to low income individuals:

FY12 Public Service Projects	Individuals Assisted by Income Level			
	Very Low	Low	Moderate	Total
Bridges (\$16,000)	0	204	1,110	1,314
Boys & Girls Club (\$16,000)	252	23	123	398
Lamprey Health (\$33,125)	521	84	7	612
Nashua Soup Kitchen & Shelter (\$35,000)	343	0	0	343

**Economic Development**

Financial and technical assistance provided through Nashua’s economic development programs has been valuable to the participating businesses in this time of economic crisis. Businesses have reported the lack of cash-flow and availability of loans through traditional lending, as the two main issues faced by small businesses. The *Best Retail Practices Program* has been instrumental in helping small retailers remain competitive by providing free counseling, education and in some cases, grants for store improvements.

**Best Retail Practices & Revolving Loan Fund**

The Best Retail Practice completed implementation of individual consultations and matching grants to eligible businesses. The CDBG-R funded revolving loan fund (RLF) approved two loans during FY12, depleting the starting fund balance. Below is a breakdown of the specific economic development achievements:

Activity	Business Assisted	Jobs Created/Retained
<b>BEST RETAIL PRACTICES</b>		
Freewheel Cycles (micro-enterprise)	1	N/A
Canal Art & Framing (micro-enterprise)	1	N/A
Tacos Colima (micro-enterprise)	1	N/A
<b>REVOLVING LOAN FUND</b>		
Latin Alley Café, LLC (micro-enterprise)	1	N/A
Sempco	-	1
<b>TOTALS</b>	<b>4</b>	<b>1</b>

## 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 11 owner occupied properties amounted to a total of \$171,026 in CDBG funds.

The table below summarizes the specific housing objectives the City achieved in FY2011:

Specific Objective	Performance Indicators	FY12 Achieved	Area Median Income		
			<30%	<50%	<80%
Increase the supply of rental housing to meet the needs of all low-moderate income (LMI) groups	# of affordable housing units created	8	-	8	-
Ensure safe, sanitary housing and prevent housing discrimination	# of families assisted	15	-	-	15
Improve the quality of existing housing stock available to LMI households	# of properties assisted through Nashua's Housing Improvement Program and/or energy efficiency retrofits	11	5	3	3
Increase home ownership in areas of LMI concentrations to increase income diversity	# of households who purchase a home as a result of receiving pre-purchase counseling or down payment assistance	0	N/A	N/A	N/A

### ***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. Occupancy of rental units is closely monitored to ensure occupancy of eligible low-income households and rent limits.

During FY12, the City approved a 101-unit development project know as Cotton Mill Redevelopment. At least half of these units will be restricted to low-income occupancy. The exact number of HOME units is still under negotiation. The financing of this project is very complex and combines low-income housing tax credits, historic tax credits, State and City HOME funds, a Section 108 loan from the City, private financing and local tax incentive districting. Although the distribution of units is still being finalized, the tentative

breakdown is 21 moderate-income (at or below 80% AMI); 21 low-income (at or below 60% AMI); 10 very-low (at or below 50% AMI); and 49 market rate. Through this project, a contaminated, abandoned, mill building in the City's Mill Yard District will be remediated and converted to mixed-income rental housing. Construction is anticipated to begin in mid-late 2012.

An additional application to redevelop a multi-unit property, destroyed by fire, was also qualified during FY12. The City is in negotiations with the owner/developer to finalize the redevelopment plans. It is unknown at this time whether the structure can be preserved or if the damage is too severe and complete reconstruction is needed.

HOME regulations require the City to set aside 15% of its annual HOME award for housing activities conducted by community housing development organizations (CHDO). Neighborhood Housing Services of Greater Nashua, Inc. was historically the only certified CHDO. During FY12 this agency officially ceased its business operations. The UPD had started to identify other potential CHDOs prior to this occurrence and received one eligible application. Further, the UPD provided ongoing technical assistance to NeighborWorks of Greater Manchester in becoming a certified CHDO. Despite lining up several CHDO certified agencies, there are no CHDO development projects in the pipe-line as of this writing. The City recognizes the critical nature of certifying viable CHDO projects and continues to work with both agencies to meet the City's affordable housing needs and the HOME Program requirements.

### ***Lead Hazard Control Activities***

The City successfully applied for and was awarded a \$2.48 million grant from HUD's Office of Healthy Homes and Lead Hazard Control. This three year grant will run from June 1, 2012 to May 31, 2015. Financial assistance will be 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. At least 130 units will be made lead safe. Approximately 100 of those units will also have healthy homes remediation, such as smoke detectors, mold remediation, reduction in asthma and allergy triggers, etc.

Although the focus of the Lead Grant is to create lead-safe and healthy 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.

Partnering agencies will help achieve the overall goals, including Southern NH Services, Inc., Nashua Housing Authority, Nashua School District, 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.

**Fair Housing Activities**

The City continues to work toward eliminating impediments identified in the Analysis of Impediments to (AI) Fair Housing Choice (conducted in 2010). The AI requires cities to consider many factors that may impede housing choice for certain segments of the population. This document is a tool for the City to determine how best to direct its resources. The City as a recipient of HUD entitlement funds must affirmatively further fair housing.

While the Community Development Division (CDD) accepts a leadership role in addressing these impediments, true, fair and equal housing choice will only be achieved through the collaborative efforts and combined resources of all citizens, businesses, landlords, tenants, lenders and real estate professionals. The CDD oversees programs that address many fair housing issues, including housing improvement, zoning, building and code enforcement. Our efforts will continue to focus on improving access to fair housing, with Urban Programs having prime responsibility for overseeing fair housing activities.

Specific Objective	Performance Indicators	FY12 Goal	FY12 Achieved	Area Median Income		
				<30%	<50%	<80%
Increase the supply of rental housing to meet the needs of all low-moderate income (LMI) groups	# of affordable housing units created	12	8	-	8	-
Ensure safe, sanitary housing and prevent housing discrimination	# of families assisted	15	15	-	-	15
Improve the quality of existing housing stock available to LMI households	# of properties assisted through Nashua’s Housing Improvement Program and/or energy efficiency retrofits	10	11	5	3	3
Increase home ownership in areas of LMI concentrations to increase income diversity	# of households who purchase a home as a result of receiving pre-purchase counseling or down payment assistance	10	0	N/A	N/A	N/A

## **PLANNING**

### **NASHUA CITY PLANNING BOARD (NCPB)**

Chair	Kenneth O. Dufour
Vice Chair	Thomas Ireland
Secretary	Thomas Yurovchak
Member	Muriel Corcoran
Member	Thomas Yurovchak
Member	Dan Kelly
Alternate Member	Adam C. Varley
Mayor's Representative Member	Richard LaRose
Ex-Officio Member	Mayor Donnalee Lozeau
Ex-Officio Member	Steve Dookran, City Engineer
Aldermanic Representative Ex-Officio	Kathy Vitale, 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, all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments, conditional use permits and special use permits.

#### ***Summary***

During Fiscal Year 2011, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Mathew Taylor, Christine Webber, Marcia Wilkins and Christopher Sullivan), reviewed and approved 6 conditional use permits, 11 subdivisions, 83 site plans and amendments and 1 rezoning referral. 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
<i>Development Review Team:</i>	
Deputy Manager Development Review	Mathew Taylor, AICP
Planner II	Christopher Sullivan, ASLA
Department Coordinator	Christine Webber
<i>Zoning and Land Use/Sign Permit Team:</i>	
Deputy Manager Zoning	Carter Falk, AICP
Administrative Assistant II, Zoning	Linda Panny

Planner I  
Master Planning and Environmental Specialist  
Deputy Manager Environment/Planning

Marcia Wilkins  
Lucy St. John, AICP

### ***Mission***

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

### ***Overview***

The Nashua Planning Department experienced another active year in Fiscal Year 2012 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 101 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 113 ZBA applications for variances, special exceptions, rehearing requests and equitable waivers. The Department also assisted the NCC with 9 wetlands applications, and the HDC with nine applications in the Historic Overlay District.

### ***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.

### ***Nashua Regional Planning Commission***

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 891 land use permits, 18 minor home occupations and 108 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 continues to facilitate the riverfront trail and the economic redevelopment of the Downtown to and including its intersection with the Merrimack River. The Department has been working the Boston & Maine Railroad for future rail trail acquisitions. The Department is also working on establishing information signs along the river.

The Department provided technical assistance to the Division Director in the completion of the Labine Park project on Ledge and Pine Streets. The Department provided assistance in the completion of the Labyrinth and continues the efforts on the completion of Rotary Common.

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 FY10 and when funded will be working on acquiring the parcels in FY13.

The Department has received the new federal floodplain maps which are now being used to check building permits for compliance. The Downtown was exempted from the Shoreline Protection Act and the same area was removed from the City's prime wetland status.



The Department continues to provide 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

## **NASHUA HISTORIC DISTRICT COMMISSION (NHDC)**

Mayor (Ex-Officio)	Donnalee Lozeau
Chair, Registered Architect	Robert Sampson
Alderman	Diane Sheehan
Architect	Louann Fornataro (resigned in Aug, 2011)
Local Non-profit Historic Organization	Frank Mellen
Nashua City Planning Board	William Slivinski (resigned in Mar, 2011)
Alderman Alternate	Barbara Pressly
Member	Elizabeth Foemmel (resigned in Oct, 2011)
Alternate	Christopher Barrett (appointed in Mar, 2012)
Alternate	Judith Carlson
Alternate	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 2012, the NHDC reviewed and acted upon 9 building permit applications.

## **NASHUA CONSERVATION COMMISSION**

Chair	David MacLaughlin
Clerk	Richard Gillespie
Treasurer	Mary Brundage
Member	Peggy Trivilino
Member	Cynthia Overby
Member (Alternate)	Suzanne Harvey
Aldermanic Liaison	Daniel T. Moriarty
Aldermanic Liaison (Alt)	Kathy Vitale
(Resigned from the Commission).	Nicholas Frasca

### ***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.

### ***Activities of the NCC from July 2011- June 2012***

From July 2011- Dec 2011, there were nine (9) regular meetings scheduled. One (1) of these meetings was cancelled. The NCC also went into non-public session throughout this time frame. From Jan 2012 to June 2012, there were ten (10) regular meetings scheduled. Four (2) meetings were cancelled.

The NCC reviewed a total of 9 wetland applications. The NCC also provided input and conducted a 16 site walks.

The NCC generally conducts a site visit for each application. The NCC conducted its annual site walk of the LCHIP property in the Northwest Park conservation area and submitted the required documentation.

The NCC also provided valuable input to the City's Planning Dept. in support of an application to the State's Aquatic Resource Mitigation (ARM) Fund. The application

requests funds to purchase lands for conservation purposes in the northwest part of the City. No decision has been made at the time of writing. Most of the non-public sessions were in regard to these potential purchases.

Two committees were established during the year. The Trail Committee has met several times and is in the process of preparing a Management Plan for the Terrell Homestead Conservation Area (THCA), purchased by the City in 2010. The recently formed Budget Committee is charged with the task of identifying and obtaining funds to carry out the long term maintenance and improvements of City-owned Conservation lands. This effort is in its initial stage.

## **ZONING BOARD OF ADJUSTMENT (ZBA)**

Chair	Rob Shaw
Vice Chair	Gerard Reppucci
Member and Clerk	Jonathan Currier
Member	Ryan Williams
Member	Richard Johnson, Jr.
Alternate	Robert Carlson
Alternate	Jean Paul (JP) Boucher
Alternate	David Creed

### ***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 2012 the Zoning Board of Adjustment considered:

	<u>Requests</u>	<u>Denied</u>	<u>Granted</u>
Variances (dimensional)	88	6	76
Use Variances	6	0	6
Special Exceptions	17	0	17
Rehearings	2	0	2
Appeals	0	0	0
Equitable Waivers	0	0	0

Total Requests Considered by the ZBA: 113

## OFFICE OF EMERGENCY MANAGEMENT

Emergency Management Director

Justin Kates

***Mitigation Projects:***

- Coordinated the update of the with the Nashua Local Emergency Planning Committee (LEPC).



***Preparedness Projects:***

- Developed initial plans and scheduled first Community Emergency Response Team courses for citizens to better prepare themselves and their community.
- Facilitated monthly Local Emergency Planning Committee (LEPC) meetings, bringing together government, non-governmental, and private-sector organizations to share information and develop all-hazards plans.
- Began planning with the Pheasant Lane Mall to bring the 1<sup>st</sup> Annual Greater Nashua Family Emergency Preparedness Day to educate citizens on ways they can prepare during National Preparedness Month.
- Participated in numerous disaster preparedness outreach opportunities with community organizations, local businesses, and faith-based groups
- Brought FEMA Training “Legal Issues in Disaster” to Nashua for responders from all across Greater Nashua and the State of New Hampshire.
- Applied for and was awarded \$63,000 in emergency generators using Federal Homeland Security Critical Infrastructure grants.
- Assisted Daniel Webster College and the New Hampshire Civil Support Team with a disaster simulation at Nashua Airport.
- Assisted American Medical Response with mass casualty drill at Nashua High School South.
- Implemented GIS-based Nashua Emergency Mapping System to track downed wires and trees along with flooded streets.
- Assisted community organizations with individual emergency plans and training.
- Facilitated the After Action Review of the Tropical Storm Irene response.
- Facilitated the After Action Review of the 2011 October Nor’easter response and recovery.

- Started process for the update of the 2013 Comprehensive Emergency Management Plan with the Nashua Local Emergency Planning Committee (LEPC).

**Response Projects:**

- Managed the Emergency Operations Center (EOC) and Shelter activation during Tropical Storm Irene.
- Managed the Emergency Operations Center (EOC) and Shelter activation during October Nor'easter
- Provided technical assistance to City agencies and community organization during smaller emergencies and special planned events including Holiday Stroll, the 4<sup>th</sup> of July Fireworks, and numerous Presidential Visits.

**Recovery Projects:**

- Closed out the Public Assistance reimbursement for FEMA EM-3333 – Irene resulting in \$16,069 of Federal funding.
- Closed out the Public Assistance reimbursement for FEMA DR-4049 – October 2011 Nor'easter resulting in \$647,127 of Federal funding.

## **FINANCIAL SERVICES DIVISION**

### **OFFICE OF THE CHIEF FINANCIAL OFFICER**

Chief Financial Officer/Comptroller  
Financial Services Coordinator

John L. Griffin  
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)

**Board of Assessors**

Dominic D'Antoni, Chair  
Dr. Kevin Moriarty  
George Farrington

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.

**Assessors Office**

Chief Assessor	Angelo Marino
Deputy Assessor/Appraiser VI	Andrew LeMay
Appraiser III	Douglas Dame
Appraiser II	Gary Turgis
Appraiser I	Gregory Turgis
Assessing Administrative Specialist III	Louise Brown
Department Coordinator	Cheryl Walley
Deeds Specialist	Becky Schrader
Plans/New Accounts Specialist	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.

## **GIS Department**

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 allowing 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. The software has been an ongoing success and the City as a result, the City added new imagery in 2007, 2009 and 2011. Electronic Field Study is also widely utilized in most City departments.

## **FINANCIAL REPORTING/COMPLIANCE**

### **ACCOUNTING/COMPLIANCE:**

Accounting/Compliance Manager  
Senior Financial Analyst  
Accountant

Rosemarie Evans  
Rean Lam  
Rachael Lavoie

### **ACCOUNTS PAYABLE:**

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

Denise Dube  
Renee Durand  
Naomi Patch  
June Lehman

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 2012, including Special Revenue and Enterprise Funds, was approximately \$263,000,000. 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  
Hollie Messenger

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 FY12, the department processed requisitions and over 3,300 purchase orders including regular, drawdown (open), and change orders. Forty-seven (47) 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 through this office. Additionally, there were \$1,000,000



projects pertaining to the City's Financial ERP System (Lawson) implementation, ongoing citywide CSO system optimization and infrastructure improvements, sewerage improvements, additional CNG powered refuse vehicles, and the City's annual paving program. Additionally the City's multi-year Ambulance Service Contract was handled through this office. Bid requests were processed for 12 different city departments and agencies.

Our on-line posting (advertising) of bid requests and specifications continues to be a popular tool for potential bidders to reference. Suppliers are leveraging various independent search engines to identify municipal bid offerings, and as a result we have seen our bid responses continue to increase and participation coming from a broader geographic area. 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 a 48 hour period. Finally, contract awards are recorded on the city web-site for a limited time 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 & FHWA) are processed by the department.

The City Print 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 running around 5 million ink impressions. Some of the larger projects include the Confidential Financial Annual Report (CAFR), the City Budget, and the "Land Use Code" book, several officer training manuals for both Nashua Fire Rescue and the Nashua Police Department, as well as materials for various departments' public informational and outreach programs.

Our service has expanded to provide color printing, copying, and collating. Since the inception of this service, we have generated over three-quarter 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 continue to be available for local Non-Profit organizations and neighboring municipalities which generate 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  
Dawn Burton  
Linda Chandler  
Diane Veino

### **Building Maintenance**

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

Jay Hunnewell  
Bruce MacDonald  
Guadalupe Nava  
Robert Fernandes  
James Pierce

### **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**

The Building Maintenance Department provided maintenance support to seven city facilities/assets. City Hall, Community Health & Human Services, Janice B. Streeter Theater, the Hunt Memorial Library, Senior Activity Center, the former Arlington St. Fire Station and 57 Gilson Rd. Support to these facilities includes limited plumbing, electrical, life safety and custodial services.

There were many improvement projects that were undertaken during FY 12. The efforts of the Building Maintenance Department throughout various projects helped to minimize the impact to staff, citizens and those doing business at City Hall.

Building Maintenance supports going green initiatives and participates in recycling programs established and promoted by the Solid Waste Department. Recycling, the use of environmentally friendly products and energy conservation are examples of our commitment to a clean and healthy environment.

### **TREASURY/COLLECTIONS**

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

David G. Fredette  
Dawn Enwright  
Judy Miele  
Sandy 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  
Susan Miele  
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 – PT  
Motor Vehicle Clerk – PT  
Motor Vehicle Clerk – FT

Nancy Naples  
Debbie Martel  
Ruth Anderson  
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. After several years of reduce revenues in vehicle registration the city experienced a healthy increase in this revenue. Vehicle registration revenue is the city's main local revenue source after property taxes. Unfortunately interest rates continue to reflect record lows and have a direct effect on our interest revenue. FY 2012 revenue for vehicle registrations was \$11,071,489 an increase of nearly \$660,000 from the previous year. As previously stated Motor Vehicle revenue reflects its first significant increase since FY 2006 and it appears the trend is continuing in FY 2013. As everyone is aware interest rates are at an all time low and since the city must invest general fund revenue in short-term secured investments we have seen our interest income reduced over the years. In FY 2012 the city earned \$653,025 in interest income, which is an increase of \$110,063 from the previous year. The Chief Financial Officer and the City Treasurer are responsible for the management of the City's debt. Our current bond ratings from the three major ratings agencies are as follows; Fitch Ratings is 'AAA', Standard and Poor's (S+P) rating is AA+ and Moody's ratings is AA2. A triple 'A' rating is the highest a municipality can receive from a rating agency. There are many reasons given for the excellent ratings 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 12 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 maintain these excellent ratings. The department realizes there are many who contributed towards this significant financial goal, including Mayor Donnalee Lozeau and the Board of Aldermen.

Tax/Collections have the responsibility to bill and collect in excess of 56,000 property tax bills and approximately 95,000 wastewater 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 FY2012, 685 Tax Liens were recorded at the Hillsborough County Registry of Deeds, which was a slight increase of 14 from the previous year. In FY2012, 808 Wastewater Liens were recorded, which was a decrease of 40 from FY 2011. Since we began allowing the option of using credit/debit cards to pay wastewater (sewer) bills through our web page we have seen a steady increase in the use of this option by our customers, we also allow this option of payment at our counter but our customers still prefer to use checks or cash at the counter due to the extra cost of using a credit/debit card.

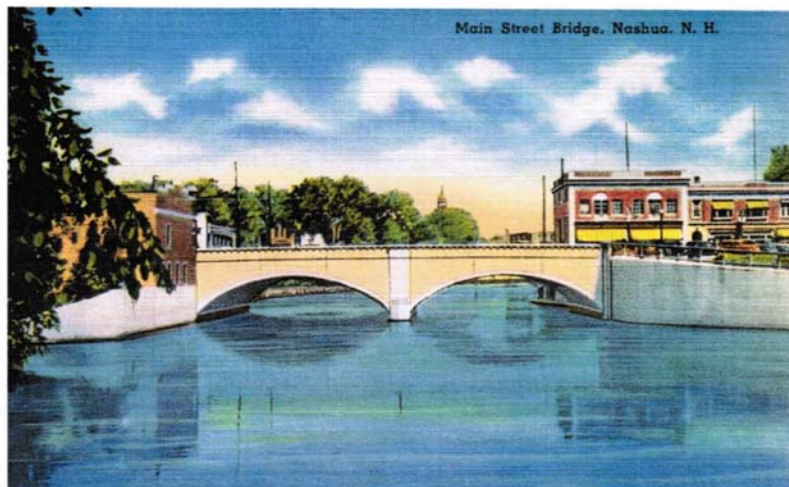
Motor Vehicle and Traffic Violations primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2012, the City registered nearly 87,575 vehicles. The Parking Violations Bureau has seen a decrease in the number of parking 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 nearly 22,000 parking tickets during FY 2012, which was a slight decrease of nearly 729 tickets from the previous year.

Over the last few years the Treasurer's and Tax Office has had several challenges but the most significant issue has been the downturn in the economy and how it affects our customers' ability to pay their property taxes. Since 2008 we have seen an increase in property liens placed. Our customers who have been in the development or real estate business have been hit the hardest but many have worked diligently with us to ensure their property taxes are paid in full. We appreciate their efforts and certainly understand the sacrifices so many people have had to make. It appears in FY 13 the economy is improving in all areas and this should have a positive effect on all levels of government.

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*Main Street Bridge*



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

**SUMMARY INVENTORY OF VALUATION – 12/11 (FY2012 MS-1)**

LAND	\$2,219,700,593
BUILDINGS	6,170,233,038
PUBLIC UTILITIES:	
WATER	105,499,300
GAS	50,407,700
ELECTRIC	<u>91,673,080</u>
TOTAL VALUATION BEFORE EXEMPTIONS	\$8,637,513,711
EXEMPTIONS ALLOWED:	
BLIND	(\$3,609,200)
ELDERLY	(125,071,600)
SOLAR/WIND POWER	(100,700)
SCHOOL DINING/DORMITORY/KITCHEN	(150,000)
PHYSICALLY HANDICAPPED	(717,150)
TOTALLY & PERMANENTLY DISABLED	(\$10,176,500)
TOTAL EXEMPTIONS ALLOWED	<u>(\$139,825,150)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	\$8,497,688,561
LESS PUBLIC UTILITIES	<u>(247,580,080)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	<u>\$8,250,108,481</u>

**STATEMENT OF FY2012 BUDGET APPROPRIATIONS\*\*\***

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
GENERAL GOVERNMENT	\$52,290,181			\$52,290,181
FINANCIAL SERVICES	6,075,351			6,075,351
INFORMATION TECHNOLOGY	1,853,297	481,000		2,334,297
PUBLIC SAFETY	34,947,204	10,000		34,957,204
COMMUNITY SERVICES	2,461,014	13,655		2,474,669
PUBLIC WORKS	9,467,857	185,000		9,652,857
PUBLIC SERVICES	467,267			467,267
COMMUNITY DEVELOPMENT	1,932,560			1,932,560
PUBLIC LIBRARIES	2,259,487			2,259,487
SCHOOL DEPARTMENT	93,386,383	6,486,989		99,873,372
CONTINGENCY	1,513,974			1,513,974
CAPITAL EQUIPMENT RESERVE	1,525,000			1,525,000
DEBT SERVICE	17,533,396			17,533,396
CAPITAL IMPROVEMENTS	1,500,000			1,500,000
SOLID WASTE DISPOSAL			6,407,587	6,407,587
WASTEWATER OPERATING			10,580,425	10,580,425
WASTEWATER CAPITAL PROJECTS			11,729,535	11,729,535
<b>TOTAL ADOPTED BUDGET:</b>	<b>\$227,212,971</b>	<b>\$7,176,644</b>	<b>\$28,717,547</b>	<b>\$263,107,162</b>

**STATEMENT OF FY2012 ESTIMATED REVENUES**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
FINANCIAL SERVICES	\$16,212,697			\$16,212,697
CITY CLERK	162,500			162,500
PURCHASING	750			750
BUILDING MAINTENANCE	500			500
ASSESSORS	4,000			4,000
HUNT BUILDING	5,000			5,000
INFORMATION TECHNOLOGY		481,000		481,000
POLICE DEPARTMENT	114,600	10,000		124,600
FIRE DEPARTMENT	83,000			83,000
COMMUNITY HEALTH	13,500	13,655		27,155
ENVIRONMENTAL HEALTH	128,125			128,125
WELFARE DEPARTMENT	25,000			25,000
PUBLIC WORKS ENGINEERING	39,470			39,470
PARKS & RECREATION	230,508	185,000		415,508
STREET DEPARTMENT	1,622,120			1,622,120
PARKING LOTS	728,420			728,420
CEMETERIES	338,950			338,950
PLANNING & ZONING	160,000			160,000
BUILDING DEPARTMENT	405,800			405,800
PUBLIC LIBRARIES	15,210			15,210
SCHOOL DEPARTMENT	40,487,267	6,486,989		46,974,256
MISCELLANEOUS	1,160,843			1,160,843
SOLID WASTE DISPOSAL	0		2,864,336	2,864,336
WASTEWATER	0		22,309,960	22,309,960
<b>TOTAL ESTIMATED REVENUES:</b>	<b>\$61,938,260</b>	<b>\$7,176,644</b>	<b>\$25,174,296</b>	<b>\$94,289,200</b>

**PROPERTY TAXES ASSESSED 12/11 FY2012**

1) TOTAL APPROPRIATIONS	\$ 263,107,162
2) LESS: ESTIMATED REVENUES	(94,289,200)
3) OVERLAY (ABATEMENT ACCOUNT)	1,817,020
4) HILLSBOROUGH COUNTY TAX	9,569,306
5) WAR SERVICE CREDITS	1,703,000
6) FUND BALANCE APPLIED	(4,300,000)
7) TOTAL PROPERTY TAXES ASSESSED	<u><u>\$ 177,607,288</u></u>

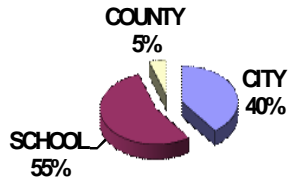
**TAX RATE HISTORY**

<b>FY</b>	<b>MUNICIPAL</b>	<b>COUNTY</b>	<b>SCHOOL</b>	<b>TOTAL</b>
2011-12	8.30	1.13	11.54	20.97
2010-11	7.87	1.12	11.41	20.40
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 FY2012 TAX DOLLARS**



**HISTORY OF ASSESSED VALUATION**

<u>FISCAL YEAR</u>	<u>VALUATION</u>
2011-12	\$8,497,688,561
2010-11	\$8,442,078,139
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)

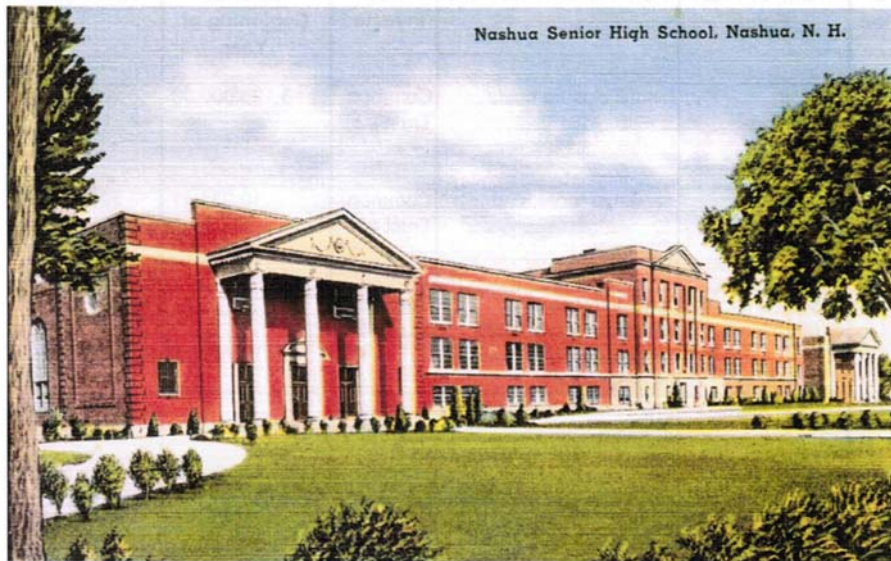
(R) Revaluation year

## 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 equalized valuation of \$8,248,187,902 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 equalized 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'12, the City had long-term debt of \$86,466,471 for school related projects, \$32,874,310 for City, \$18,702,268 for Solid Waste Disposal and \$18,168,657 for the Waste Water Treatment Plant. In January 2012 the city acquired all outstanding stock for Pennichuck Corporation and became the sole stock holder of the company. The purchase was the completion of a ten year undertaking approved by the Board of Aldermen to purchase the company. The new debt associated with that special purchase is \$150,570,000, which is exempt from the city debt limit.

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*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.

## NASHUA FIRE RESCUE

### NASHUA FIRE RESCUE COMMISSIONERS

2011 - 2012

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

<b>CHIEF</b>	Brian W. Morrissey
<b>ASSISTANT CHIEF</b>	Steve Galipeau
<b>DEPUTY CHIEFS</b>	Michael O'Brien, Kevin Kerrigan Daniel Cronin, Brian Rhodes
<b>EXECUTIVE ASST.</b>	Earlene Davis
<b>ADMIN. ASSISTANT</b>	Anne-Marie Boucher

### 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



**NASHUA FIRE RESCUE**

**FIRE CHIEF**

**BRIAN W. MORRISSEY**

**603-594-3651**

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***Mission Statement***

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 2012 Pierce Arrow XT 1250 GPM Pumper was placed in service for Engine 2. 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 2011 Chevy Tahoe was placed in service for the Deputy Chief.

***Personnel Changes***

During FY12 the following occurred: Steven Galipeau promoted to Assistant Fire Chief, Retired: Fire Marshal Richard Wood, 20 years of service, Lt. Gary Murtagh, 21 years of service, FF Paul Soucy, 16 years of service, FF Roger Hall, 24 years of service, FF Tim Maynard, 32 years of service, FF Greg Bronson, 20 years of service, FF Scott Martinage, 30 years of service, Dispatcher Jennifer Sullivan, 10 years of service. Hired: Dispatcher Kyle Ball and Fire Fighters, Ryan Cronin, Robert Dungan, Michael McGovern, Joshua Hansen, Kevin Pelletier, Fred Larson and Richard Garland.

# Municipal Government Report

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

EFFECTIVE 6-23-11

## Nashua Fire Rescue - Department Roster

Chief Brian Morrissey

Assistant Chief **OPEN**

### Deputy Chiefs

Dep O'Brien Sr, Michael T Dep Galipeau, Steven T Dep Cronin, Daniel T Dep Kerrigan, Kevin

#### Group 1

#### Group 2

#### Group 3

#### Group 4

### Amherst Street Fire Station

*TD Lt Barrows, Robert	T Lt Carrigan, Scott	*T Capt Walker, George	*TD Lt Bartlett, Russell
TD Lt Tremblay, Eric	TD Lt Armstrong, Nathan	TD Lt Sassak, David	T Lt Wholey, Mark
TD Pvt Duclos, Michael	TD Pvt Nelson, Patrick	D Pvt Flynn, Stephen	D Pvt Martinage, Scott
*TD Pvt Dias, Christopher	Pvt Lajoie, Peter	* Pvt Makarawicz, Keith	T Pvt Labrecque, Raymond
Pvt Lambert, Jason	*T Pvt Cote, Stephen	Pvt Maeder, Brian	*T Pvt Soucy, Paul
Pvt Wholey, Thomas	Pvt Battistelli, Eric	Pvt Keeler, Bradley	Pvt O'Brien Jr, Michael
Pvt DeRusha, Joseph	Pvt Stepney, Nicholas	Pvt Palizzolo, William	Pvt Curran, Jonathan
<b>OPEN</b>	Pvt Keohane, Timothy	<b>OPEN</b>	Pvt Monaco, Al

### Lake Street Community Fire Station

*TD Capt MacDonald, Glen	TD Lt Perault, Thomas	T Lt Soucy, Timothy	T Lt Teague, Daniel
T Lt Perault, David	T Lt Kirk, James	T Lt Lingley, Thomas	TD Lt Buxton, Steve
T Pvt Shea, William	TD Pvt Oleksak, William	D Pvt LaFleur, Michael	T Pvt Curran, Michael
*TD Pvt Bollengier, James	T Pvt Douzanis, James	T Pvt Koser, Ronald	Pvt Rapaglia, Mark
T Pvt Anderson Jr., Keith	*T Pvt Labrecque, Kyle	TD Pvt Harrington, Brian	T Pvt Anderson, Wayne
D Pvt Phillips, Steven	TD Pvt Hebert, Cyrus	*TD Pvt Frazier, John	Pvt Rioux, Justin
Pvt Fitz, Shawn	TD Pvt Tapply, Mark	TD Pvt Robert, David	D Pvt Silva, Scott
Pvt McInnis, Michael	Pvt Donaldson, Jeffrey	<b>OPEN</b>	<b>OPEN</b>

### Spitbrook Road Fire Station

T Lt. Wyman, Jessica	*TD Lt Crowell, Richard	TD Capt Gerhard, Karl	Lt. Mobley, Scott
T Lt. Quimby, Sage	Lt Kass, Michael	T Lt Perault, Matthew	TD Lt. Telgen, Glenn
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 Rioux, Chad	Pvt Marquis, Timothy	Pvt Petrain, Anthony	Pvt Surette, Michael
Pvt Deslauriers, Donald	Pvt Drugan, Greg	Pvt House, Brian	Pvt Meyer, Richard
Pvt Hebert, Joseph	Pvt Anderson, Brett	Pvt Chamberlain, Shawn	<b>OPEN</b>
<b>OPEN</b>	<b>OPEN</b>	<b>OPEN</b>	<b>OPEN</b>

### East Hollis Street Fire Station [Crown Hill]

TD Lt Parzych, Matthew	*T Lt Wilson, Gordon	*T Lt Kolden, Erik	*T Capt Rhodes, Brian
*T Pvt McAllister, John	Pvt Maynard, Timothy	Pvt Worcester, Gerald	T Pvt Collishaw, Peter
Pvt DeRubbio, Anthony	* Pvt Chacos, Thomas J	*T Pvt Belanger, Keith	*TD Pvt DuVarney, Michael
Pvt Leighton, Ryan	D Pvt Dionne, Nicholas	Pvt Ellia, Matthew	Pvt Marich, Chris

### Pine Hill Road Fire Station [Airport]

T Capt. Finnerty, Thomas	T Lt. Allison, Jeffrey	TD Lt Simard, Matthew	T Lt Atkinson, William
Pvt Pimental, Manuel	T Pvt Nielsen, Glenn	T Pvt Varney, Jason	T Pvt Farrar, Cory
Pvt Melchionne, Michael	* Pvt Sewade, Shane	*T Pvt Doherty, Daniel	Pvt Scire, Robert M
Pvt Lanzara, Thomas	<b>OPEN</b>	Pvt Campbell, William	Pvt Rapsis, Douglas

### Conant Road Fire Station

T Lt. Desjardn, Darren	T Capt Borneman, Alan	D Lt Haynes, Mark	*T Lt Bernier, Richard
Pvt Bronson, Gregory	T Pvt Sage, Ronald	T Pvt Reed, Julian	Pvt Weeks, Todd
*T Pvt Hall, Roger	* Pvt Johansson, Michael	*T Pvt Pouliot, Adam	* Pvt Henry, Steven
Pvt Lamb, James	Pvt Martineau, Andrew	Pvt Douzanis, Andrew	Pvt Young, Thomas

### Support Services

Fire Marshal	Exec. Admin. Asst. Earlene Davis	--	Admin. Asst. II Anne-Marie Boucher
FM Wood, Richard	Training/Safety Division	Mechanical	Fire Alarm/Communications
Insp/Invest Bautista, Cynthia	(T) Capt. Rick Conway	M1 ~ Stepney, Thomas	W1 ~ Jeremy Audette
Insp/Invest <b>OPEN</b>	Admin. Asst. II Dawn Roy	M2 ~ <b>OPEN</b>	W2 ~ <b>OPEN</b>
Admin. Asst. II Morse, Brenda	Lt. Gary Murtagh	M3 ~ Mechanic Powell, David	<b>OPEN</b> , Cahill, Jen
			Sullivan, Jen, Hill-Filteau, Sharyn
			Carter, Kelly, Murphy, Eric
			Govostes, Rebecca, Morton, David

## **TRAINING/SAFETY DIVISION**

Captain Training/Safety  
Administrative Assistant II

Richard A. Conway  
Dawn Roy

### ***Overview***

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 operates on a quarterly training objectives format. The primary benefit is to provide company officers greater latitude with time and task management. The Division has also moved from a paper based certification tracking system to the electronic capabilities of IMC. All training records, including daily and quarterly objectives, have been transferred to the IMC system. In addition, all quarterly and Probationary Firefighter training programs have been moved to the Fire Dept. "S" drive on the main computer. This eliminated the need to print 49 copies of all training that was distributed to company officers and chief officers.

In-house resources were again utilized to facilitate compliance with Federal NIMS ICS training requirements. All Captains were trained to the 400 level and all Lieutenants were trained to the 300 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, Rapid Intervention training (RIT) 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 Army National Guard Civil Support Team, AMR, DHART and other emergency response stakeholders allow for the delivery of specialty training to the appropriate personnel. The division also assisted the department with its ISO rating by providing the training curriculum to insure that the department meets the guidelines to receive a good rating.

During the spring of 2012, 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. Training/Safety Division staff participated in monitoring the CPAT exam, which allows us to participate in the FST

hiring process. The Division was also audited by the FBI for its utilization of its background check program, which we passed with high marks from the FBI.

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 were also responsible for assisting Incident Commanders at emergency scenes. Primary responsibilities revolved around supporting the Command Staff by managing the safety and accountability functions. Division personnel also responded when NFR resources were being utilized at mutual aid scenes. The same command and safety function support was offered at these mutual aid emergencies. These functions were very dynamic, with scene conditions driving specific incident requirements. In addition to these emergency scene responsibilities, Division personnel also investigated reported department accidents/injuries in an effort to identify and eliminate preventable causes.

The Training/Safety Division is comprised of a Fire Captain and one Administrative Assistant.

### ***NFR Training Facilities***

The Training Ground facility, located on West Hollis Street at the Four Hills Landfill, continues to be upgraded, the division has applied for grant funding to make more upgrades to our facility.

Several outside fire departments have also utilized the training facility. The grounds are becoming more and more a "regional" training facility.

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 75 times during the year.

*Respectfully submitted,  
Capt. Richard Conway*





**Nashua Fire Rescue  
Run Totals for FY11  
July 1, 2011 – June 30, 2012**

Total Incidents: 8,885      Total Fire Service Injuries: 10  
Total Civilian Injuries: 12      Total Civilian Deaths: 0

***Fire and Incident Type Breakdown***

<u>A: Structure Fires By Fixed Property Use</u>	<u>Number</u>	<u>Deaths</u>	<u>Injury</u>	<u>Dollar Loss</u>
1. Private Dwellings (1 or 2 Family)	38	0	6	\$1,016,505
2. Apartments (3 or More Families)	71	0	4	839,455
3. Hotels and Motels	0	0	0	0
4. All Other Residential	6	0	0	0
5. TOTAL RESIDENTIAL FIRES	115	0	10	\$1,855,960
6. Public Assembly	3	0	0	0
7. Schools and Colleges	1	0	0	\$ 55,000
8. Health Care and Penal Institutions	3	0	0	150
9. Stores and Offices	4	0	0	3,000
10. Industry, Utility, Defense, Laboratories	2	0	0	500
11. Storage in Structures	3	0	0	26,000
12. Other Structures	4	0	0	5,010
13. TOTAL STRUCTURE FIRES	135	0	10	\$1,945,620
<u>B: Other Fires And Incidents</u>				
14a. Fires in Highway Vehicles	17	0	0	\$ 36,405
14b. Fires in Other Vehicles	12	0	0	24,252
15. Fires Outside of Structures With Value Involved	32	0	0	7,251
16. Fires Outside of Structures With No Value Involved	42	0	0	4,400
17. Fires in Rubbish	28	0	0	150
18. All Other Fires	41	0	0	22,430
19. TOTALS FOR ALL FIRES	307	0	10	\$2,040,508
20. Rescue, Emergency Medical Responses	4250	0	0	\$ 6,000
21. False Alarm Responses	1349	0	0	\$ 65,010
22. Mutual Aid	18	0	0	0
23a. Hazmat Responses	154	0	0	0
23b. Other Hazardous Conditions	336	0	0	15,500
24. All Other Responses	2466	0	0	65,400
25. TOTAL FOR ALL INCIDENTS	8885	0	10	\$2,192,418



**False Alarm Responses**

Type Of Call	Number
1. Malicious, Mischievous Fall Call	139
2. System Malfunction	512
3. Unintentional	627
4. Other False Alarms	71

**Incident Type Category Breakdown**

Incident Type Category	Occurrences	Percentage
[100-199] Fire/Explosion	315	3.5
[200-299] Overpressure Rupture	13	0.1
[300-399] Rescue Call	4250	47.8
[400-499] Hazardous Condition	490	5.5
[500-599] Service Call	1023	11.5
[600-699] Good Intent Call	1403	15.8
[700-799] False Call	1349	15.2
[800-899] Severe Weather/Natural Disaster	29	0.3
[900-999] Special Type/Complaint	13	0.1
Undetermined	0	0.0
<b>TOTAL</b>	<b>8885</b>	<b>100.0</b>

**NASHUA FIRE RESCUE FIRE ALARM COMMUNICATIONS**



Superintendent  
 Assistant Superintendent  
 Senior Fire Dispatcher Clerk/Trainer  
 Senior Fire Dispatcher  
 Senior Fire Dispatcher  
 Senior Fire Dispatcher  
 Fire Dispatcher  
 Fire Dispatcher  
 Fire Dispatcher  
 Fire Dispatcher

Jeremy Audette  
 Peter Collishaw  
 Sharyn Hill-Filteau  
 Jennifer Cahill  
 Kelly Carter  
 Eric Murphy  
 Rebecca Govostes  
 David Morton  
 Kyle Ball  
 Jason Varney

The Fire Alarm and Communications division acts 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 8,730 9-1-1 calls from Concord and Laconia call centers. Overall 4% 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 600 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 when Peter Collishaw took over as Assistant Superintendent of the division in September 2011. Clerk/Dispatcher Trainer Jennifer Sullivan retired in February and Sharyn Hill-Filteau was promoted to this role. The open position in dispatch, as a result of the retirement, was filled by Jason Varney.

*Fire Alarm Communications:*

- 8,730 – 911 Calls received
- 30,157 – 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
- 600 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,*

*Jeremy Audette, Superintendent of Fire Alarm, Nashua Fire Rescue*

*Sharyn Hill-Filteau, Dispatcher Clerk Trainer, Nashua Fire Rescue*

## MECHANICS DIVISION

Superintendent /Mechanic  
Assistant Superintendent/Mechanic  
Mechanic

Thomas Stepney  
David Powell  
Nicholas Stepney

### ***Introduction***

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 Chevy Tahoe – Deputy Chief  
1 Ford Fusion - 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 Maintenance

1 Chevy S10 Pick-up

#### 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 – Training Safety Officer  
1 Chevy Tahoe – Superintendent  
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 throughout 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.

## **FIRE MARSHAL'S DIVISION**

Richard W. Wood  
Cynthia Bautista  
Mark Rapaglia  
Brenda Morse

Fire Marshal (Retired 5/31/2012)  
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***

New Construction

232	Building Permit Applications Reviewed
66	Site Plan Reviews
157	Fire System Permits Reviewed
264	New Building Inspections Made

Inspections

763	Places of Assembly
50	Schools
26	Day Cares
45	Foster Homes
12	Health Care Facilities
10	Residential
28	Business Occupancies
49	Mercantile (Retail)
1	Industrial Plants
2	Storage Occupancies
278	Fire Protection Systems
320	Other Inspections

Permits & Fire Reports

176	Fire Protection Systems Permits
463	Places of Assembly
10	Storage of Hazardous Materials
12	Blasting
5	Abandon/Removal of U.G. Tanks
18	Underground Storage Tank Installation
8	Aboveground Storage Tank Installation
12	Fireworks
77	Shows (Carnivals, Circuses, etc.)
27	Fire Reports to Insurance Companies
18	Environmental Searches

\$97,614.17 – Income Received from Permits, Reports, Grants, Contributions etc.

Meetings

962	Meetings Attended
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### ***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

30 Fires            78 Juvenile Firesetter Interventions    70 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 4<sup>th</sup> 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 tool has been supported financially through generosity of the Oracle. 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 New Hampshire.

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 \$4,000 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***

- 9 Talks Given
- 30 Press Releases for Fires
- 10 Public Education Meetings
- 15 Evacuation Planning
- 15 Evacuation Drills
- 27 Other – Fire Guard, Safety house, Patches, Public Education

**Requests For Information**

- 8000 Information Given

*Respectfully submitted,  
Cynthia Bautista, Fire Marshal*



**Horse Drawn Fire Engine**

Source: Nashua Historical Photographs, Nashua Public Library, 47/96.

<http://nashualibrary.org/HistoricalPhotos/pages/horsedrawn.htm>



## HUMAN RESOURCES DEPARTMENT

Human Resources Director  
Deputy Manager, Human Resources  
Employee Benefits Specialist I  
Human Resources Specialist  
Human Resources Analyst  
Administrative Assistant I, P/T

Barbara Hill  
Cheryl Bonanno  
Matthew Morin  
Lynessa Moses  
Gary Diaz  
Alicia Maske

The mission of the Human Resources Department (HR) 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, rules and regulations. In addition, Human Resources provides comprehensive administrative support through personnel policies, professional development programs and general activities to all City departments consistent with organizational objectives, 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 400 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, the UAW Clerical/Technical Unit, Nashua Public Library Employees, Fire Department (IAFF), the UAW Police Unit, the Nashua Police Patrolman's Association, and the Nashua Police Communications Union.

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, department reorganizations and daily management processes.

Regarding recruitment during this fiscal year, 2288 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 60 positions and 57 regular employees and 82 seasonal/temporary employees 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.

During this fiscal year, 106 regular full-time, regular part-time employees and seasonal terminated their employment with the city, and of these 22 retired from city service.

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, 2012 were 823.

## **NASHUA POLICE DEPARTMENT**



### **POLICE COMMISSIONERS**

Thomas J. Pappas, Chairman

Thomas A. Maffee, Clerk

Robert E. Valade

### **CHIEF OF POLICE**

John J. Seusing

### **DEPUTY CHIEF, OPERATIONS**

Andrew J. Lavoie

### **DEPUTY CHIEF, UNIFORM OPERATIONS**

Scott R. Howe

### ***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 two (2) Community Policing Centers.

Railroad Square Comm. Policing Center	594-3543
Maplewood Community Policing Center	891-2069



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

- 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
- Rochester, NH, Police Department
- Tyngsboro, MA, Police Department



DETAILED AUTHORIZED STRENGTH PAGE				
Department Members	Commission Authorized	Budget	Actual	Vacant Budgeted Positions
<b>Sworn Personnel</b>				
Chief of Police	1	1	1	0
Deputy Chief of Police	2	2	2	0
Captains	7	7	7	0
Lieutenants	9	9	8	1
Sergeants	23	23	23	0
<b>Total Supervisors - Sworn</b>	<b>42</b>	<b>42</b>	<b>41</b>	<b>1</b>

**DETAILED AUTHORIZED STRENGTH PAGE**

<b>Department Members</b>	<b>Commission Authorized</b>	<b>Budget</b>	<b>Actual</b>	<b>Vacant Budgeted Positions</b>
Patrolman, 2 <sup>nd</sup> , 1st	137	134	126	8
<b>Total Officers - Sworn</b>	<b>137</b>	<b>134</b>	<b>132</b>	<b>2</b>
Prisoner Transport Officers, P/T	0	1	1	0
<b>Total P/T Officers - Sworn</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Total Sworn Officer/Supv/Grant</b>	<b>179</b>	<b>177</b>	<b>174</b>	<b>3</b>
<b>Non-Sworn Members</b>				
Animal Control Officer	1	1	1	0
Parking Enforcement Specialist II	4	4	3	1
Parking Enforcement Specialist II, PT	1	1	0	1
<b>Total Non-Sworn Members</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>2</b>
<b>Merit Employees</b>				
Business Manager	1	1	1	0
Administrative Project Specialist	1	1	1	0
Executive Administrative Assistant	1	0	0	0
<b>Total Merit Employees</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>UAW</b>				
Building Maintenance Supervisor	1	1	1	0
Fleet Maintenance Supervisor	1	1	1	0
Records Manager	1	1	1	0
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	0
Radio Systems Manager P/T	1	1	1	0
Fleet Maintenance assistant supervisor	1	1	1	0
<b>Total UAW Employees</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>

## DETAILED AUTHORIZED STRENGTH PAGE

Department Members	Commission Authorized	Budget	Actual	Vacant Budgeted Positions
<b>Teamsters</b>				
Custodian I	0	0	0	0
Custodian II	2	1	1	0
Custodian III	2	2	2	0
Auto Mechanic – 1 <sup>st</sup> Class	0	0	1	-1
Auto Mechanic – 2 <sup>nd</sup> Class	2	2	1	1
Records Technician I	5	4	4	0
Records Technician II	2	2	2	0
Account Clerk III	3	3	3	0
Secretary III	4	4	4	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
File Clerk P/T	1	1	1	0
<b>Total Teamster</b>	<b>34</b>	<b>31</b>	<b>31</b>	<b>0</b>
<b>Total Non-Sworn, Merit, UAW, Teamster</b>	<b>58</b>	<b>54</b>	<b>52</b>	<b>2</b>
<b>Civilian CT / Dispatch</b>				
Dispatcher – Probationary	12	6	0	0
Dispatcher		0	6	0
<b>Total Dispatch</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>0</b>
Comm. Tech. – Probationary	12	9	0	0
Comm. Tech. I		0	8	1
Comm. Tech. II		0	0	0
<b>Total CT</b>	<b>12</b>	<b>9</b>	<b>8</b>	<b>1</b>
<b>Total CT / Dispatch</b>	<b>24</b>	<b>15</b>	<b>14</b>	<b>1</b>
<b>Total Civilian Positions Combined</b>	<b>82</b>	<b>69</b>	<b>66</b>	<b>3</b>
<b>Grand Totals:</b>	<b>261</b>	<b>246</b>	<b>240</b>	<b>6</b>

## **GOALS AND OBJECTIVES FOR 2012**

### ***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: Enhance the Communication among Officers and the Community

Objectives:

#### 1.1 Improve information sharing between Officers and City Crime Watch Groups.

1.1.1 Post assigned routes for all (3) shifts in the Roll Call Room, Detective Bureau , POP Unit , Sergeants Office and Report Writing Area. The assigned routes for all three shifts are being posted in the Roll Call Room, Detective Bureau, POP Unit Office, Patrol Sergeants Office and Report Writing area.

1.1.2 Develop information sharing programs for each sector and for all three shifts using the Nashua Police Department's computer system. A department Intranet-based information sharing system is presently in final developmental stages. Implementation of this program, by the Information Technology Division, is anticipated to occur in the near future.

1.1.3 Distribute notes from Crime Watch meetings to all sworn personnel by e-mail. The notes generated at the Crime Watch meetings are being distributed to all sworn personnel by e-mail.

1.1.4 Assign officers who have community policing routes to attend all crime watch meetings held during the officer's shift to provide updates and report back on Crime Watch reported issues. Officers who have community policing routes are consistently attending all crime watch meetings and are providing information to the attendees as well as answering specific questions.

#### 1.2 Research and evaluate various means of technology to enhance the dissemination of information to the community.

1.2.1 Research the use of social media and linkage to the department's website. Members of the Services Bureau have researched the use of social media and linkage to the department's website. Further review will be conducted in regard to utilizing specific entity's for linkage to the department's website.

1.2.2 Research the use of sending electronic communications to citizen's cellular telephones via web-based services. Research has been conducted pertaining to the use of electronic communications to citizen's cellular telephones via web-based services. It has been determined that this type of communication with

citizens would significantly increase the effectiveness and efficiency of communications. Funding sources are presently being reviewed.

1.2.3 Implement *Crimemapping*, an internet-based information dissemination program created to provide local crime data to the community through the use local media and the internet. Crimemapping has been implemented and is currently providing data to citizens via the local print media.

GOAL #2: To Achieve a Successful CALEA On-Site Assessment

Objectives:

2.1 Ensure compliance with all accreditation standards.

2.1.1 Review all accreditation files for compliance.

2.1.2 Conduct monthly briefings between command staff and accreditation manager for updates on accreditation status.

2.1.3 Complete a review of all CALEA files through a MOCK assessment conducted by outside agencies.

2.2 Attend March 2012 CALEA Conference in Mobile, Alabama.

2.2.1 Receive additional training and updated information regarding CALEA Assessment trends.

2.3 Ensure department personnel receive training in applicable standards that effect their job assignment.

2.3.1 The Accreditation Manager will meet with Bureau Commanders and key personnel to facilitate the training.

Goal #3: Address the problem of loitering and panhandling on Main Street

Objectives:

3.1 Increasing officer presence on Main Street by reintroducing true walking routes on 1<sup>st</sup> and 2<sup>nd</sup> shifts to deal with loitering and panhandling while businesses are open.

3.1.1 Review manpower allotment to possibly add officers to fill walking routes during the summer.

3.1.2 Develop a procedure to measure effectiveness of walking routes.

3.2 Enact legislation to prohibit panhandling.

3.2.1 Research other cities and towns regarding existing legislation in place.

3.2.2 Work with the Aldermanic Liaison to draft a City Ordinance prohibiting panhandling.

3.2.3 Present the Ordinance before the full Board of Alderman for approval.

3.3 Increase police involvement in dealing with the Homeless Population congregating on Main Street.

3.3.1 Establish liaison with Community Council and Harbor Homes to deal with the Homeless Population who suffer from Mental Illness and Substance Abuse.

3.3.2 Encourage one on one contact between officers and the homeless.

3.3.3 Pass out literature containing information of resources available for shelter and treatment.

GOAL #4: Reduce officer overtime caused by Circuit Court appearances

Objectives:

4.1 Work with court staff and personnel on the implementation of the Motor vehicle Mediation Program.

4.1.1 Develop guidelines regarding the implementation of the program.

4.1.2 Monitor officer court overtime on a monthly basis.

4.1.3 Review and evaluate the current process in which an officer is notified for court.

4.2 Conduct as many plea negotiations prior to court date as possible.

4.2.1 Modify existing correspondence sent during Discovery to encourage Attorney's to contact the Legal Bureau via telephone regarding pre-trial plea dispositions.

4.2.2 At arraignments Legal Bureau personnel will advise Attorneys and Defendants to contact Legal Bureau if they wish to discuss possible pre-trial plea Dispositions.



**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 utilizes grant funding 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 violence against women, Police Athletic League, hazardous devices, traffic safety, Drug Task Force, and Homeland Security.

These funds also assisted in providing additional traffic enforcement through the Click N Ticket program, Speed, Enforcement & Equipment, Pedestrian Crossing, Red Light Violation, DWI Patrol, Operation Safe Commute and School Bus Patrol. 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.

### ***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 Seven Hundred and Sixty-Five (765) calls during the fiscal year.

### ***Bicycle Unit***

The Bicycle Patrol Unit is responsible for maintaining an ongoing awareness of the community's needs and to 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 is 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 one active patrol canine 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 numerous events ranging from the NH Law Enforcement Memorial to parades to funerals.

***Crisis Negotiation Unit***

The function of the 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***

The Dive Team has the responsibility of handling those instances where underwater search and recovery are required to cope with particularly crucial situations. Duties include performing search and recovery operations of stolen property, evidence or bodies in connection with homicides, accidents or other untimely death situations. The Dive Team also participates in joint training exercises and responds to incidents with Nashua Fire Rescue members.

### ***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 to 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 officer also conducts follow-up investigations involving matters related to Domestic Violence. Additionally the Domestic Violence Unit is responsible for training the members of the Nashua Police Department in matters surrounding Domestic, Sexual Violence and Stalking. The Domestic Violence Unit also gives presentations to outside organizations on these issues. These organizations include the citizen's police academy, civic organizations, schools and religious groups. In Fiscal Year 2012, the Nashua Police Department responded to 1,948 domestic complaints to include 1,014 verbal domestics, 4 stalking and 13 sexual assaults. The

Nashua Police Department made 690 domestic related offenses arrests, with 51 felony and 639 misdemeanor domestic violence related arrests.

***Polygraph Unit***

The Nashua Police Department has members trained in polygraph science. Currently there are five (5) 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 in responding to four incidents.

***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.

***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 tasked with identifying and dealing with gangs within the city. Among other assignments 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 tactical skills are required. 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 participated in a readiness exercise in conjunction with other Nashua Police Department specialty units this year.



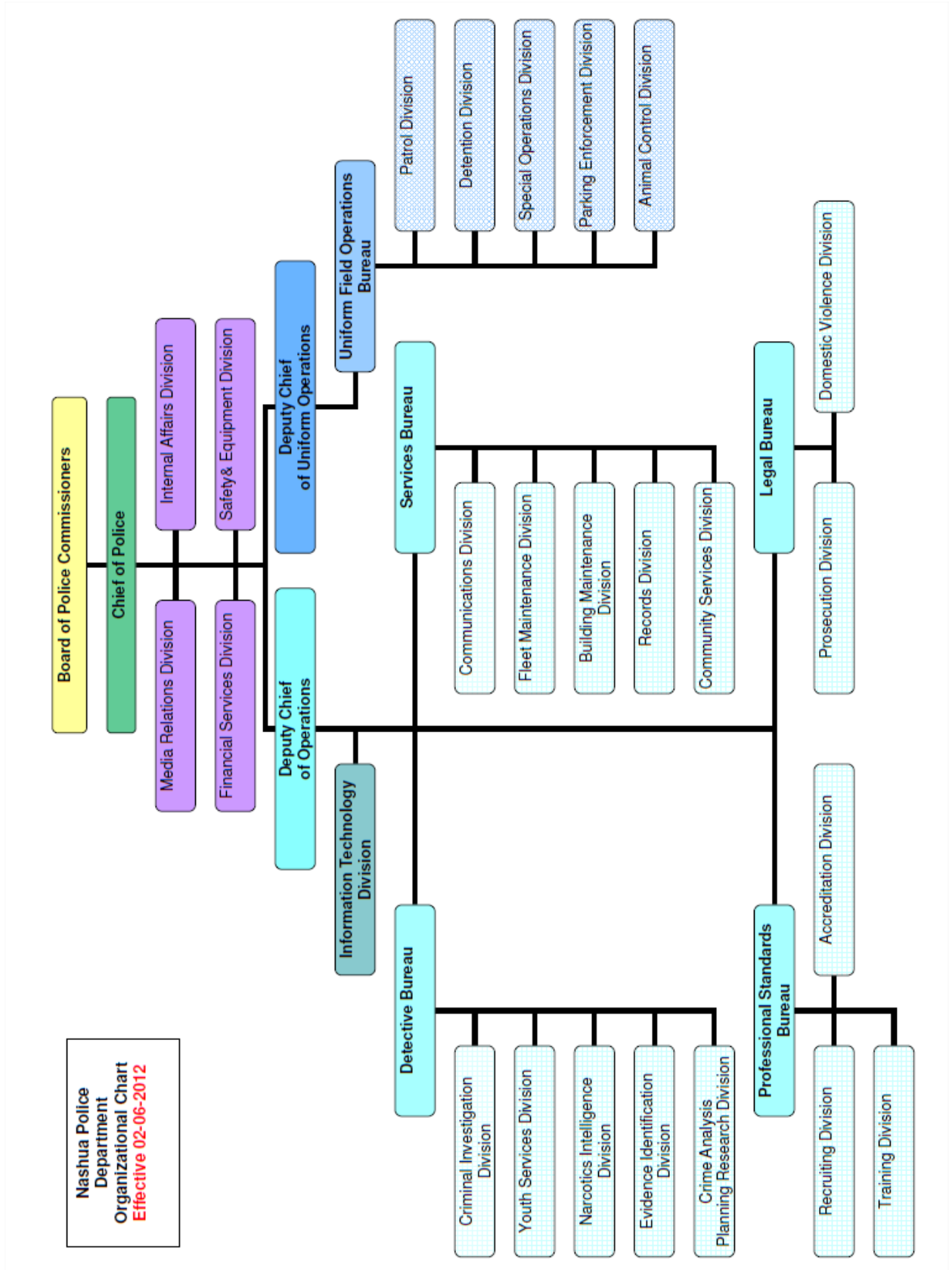
**Traffic Enforcement Unit**

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 Unit has three officers permanently assigned to the unit. Two work during first shift and the other the second shift.

During the Fiscal Year 2012, Nashua Police Department officers made 36,298 traffic stops resulting in 4,945 summons and 25,134 warnings. The Traffic Enforcement Unit issued 2,721 traffic summons and 3827 motor vehicle warnings in addition to 60 arrests.



<b>NASHUA POLICE DEPARTMENT</b>	
<b>July 1, 2011 - June 30, 2012</b>	
Calls for Service:	110,037
Persons Arrested:	4,805
DWI Arrests:	308
Drug Arrests:	476
Traffic Accidents:	3,463



## 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:***

Community Services (including Emergency Preparedness and Health Education), Community Health, Environmental Health, and Welfare.

### ***Division Senior Staff:***

Division Director	Kerran Vigroux
Environmental Health Manager / Health Officer	Heidi E. Peek
Medical Director	Dr. Debbie Daniels
Community Health Nurse Manager	Nancy Seskes
Welfare Manager/Welfare Officer	Robert Mack
Epidemiologist	Ashley Conley
Regional Public Health Prep. Coordinator	Patricia Crooker
Health Program Specialist/Tobacco	Corinn Dembkoski

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 Storace, Chair	Dr. Ajay Sharma, Member
Dr. Peter Klementowicz, Member	Lori Wilshire, Aldermanic Liaison

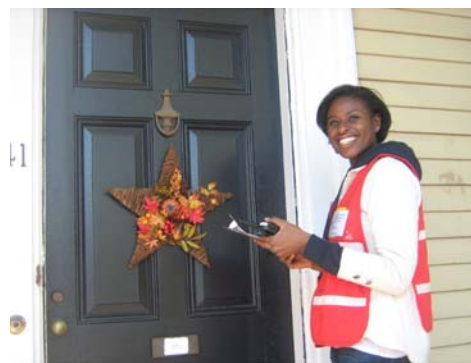
The Board of Health provides guidance to the professional staff on matters of public health and is kept informed of ongoing activities with monthly reports from senior departmental staff. Meetings of the Board are open to the public and occur on the second Wednesday of the month from 12:30 to 1:30 PM at 18 Mulberry Street.

## COMMUNITY SERVICES

### ***CDC Public Health Associate***

The Division of Public Health and Community Services hosted Victoria Alabi, a Public Health Associate from the Centers for Disease Control and Prevention (CDC), for a two-year period. Victoria completed her assignment with the Division this year. During her time with us, Victoria worked on a variety of projects including the Community Health Assessment and the Community Health Improvement Plan, Healthy Homes, National Public Health Week, a Greater Nashua Region radon test kit distribution effort and the Ledge Street School garden project. Victoria created and presented a MRSA (Methicillin-resistant *Staphylococcus aureus*) Toolkit for Schools, which was distributed throughout the State and has become a

critical resource for regional school staff members. The Division would like to take this opportunity to thank Victoria for all of her hard work and dedication during her time with us. We wish her all the best as she continues to develop as a Public Health Professional.



### ***National Public Health Week: April 2 – 8, 2012***

#### A Healthier America Begins Today. Join the Movement!

The Division of Public Health & Community Services partnered with other City of Nashua Departments and organizations throughout the community to promote National Public Health Week and to educate the community on the many facets of public health. In recognition of this year's theme, "A Healthier American Begins Today, Join the Movement!" the staff organized several events including a kick-off at the YMCA of Greater Nashua. Mayor Lozeau led off the event with a Recognition of National Public Health Week, along with Mike LaChance, CEO of the YMCA of Greater Nashua. Several presentations and events occurred throughout the city including: The Adult Learning Center, the Holistic Self Care Center, Boys & Girls Club and Charlotte Ave Elementary. Topics included: physical activity, healthy eating, tobacco education and cessation, communicable disease, emotional well-being, sexual health, and anti-bullying. The week's activities were well-received and proved to be a great collaboration with community partners.



Participating Agencies:

City of Nashua, Parks and Recreation Department, City of Nashua, Risk Management Department, City of Nashua, Human Resources Department, City of Nashua, Police Department, Beyond Influence, Adult Learning Center, Boys & Girls Club, Greater Nashua Public Health Network, Nashua School District, Southern NH Medical Center St. Joseph Hospital, Dartmouth Hitchcock, United Way of Greater Nashua, Holistic Self Care Center, YMCA of Greater Nashua, Family Resource Center, Lamprey Health Care - Nashua

***Tobacco Prevention and Control Program***

The Tobacco Prevention and Control Program is coordinated by Corinn Dembkoski, who works to coordinate and implement best practice interventions in the Greater Nashua Public Health Region. The scope of services emphasizes smoking cessation interventions with pregnant women and women of child-bearing age, as well as a focus on eliminating exposure to second and third hand smoke and tobacco use cessation for adults. From July 1, 2011 to June 30, 2012, the Tobacco Prevention and Control Program focused on education and training in the community, including partnering with the New Hampshire Department of Health and Human Services Tobacco Prevention and Control Program as well as community-wide committees and coalition groups. The TPCP Coordinator hosted a Motivational Interview Training in April and May 2012. The training is a client-centered approach to elicit behavior change and motivate individuals to quit using tobacco.

In addition to training and education, the TPCP Coordinator presented at several region-wide events. By attending these events, the Coordinator was able to speak with individuals in the community, promote the National Tobacco Quitline and disseminate resources and materials.

Program Highlights during Reporting Period

- August 2011: Created tobacco prevention and control webpage
- On-Going: Member of Beyond Influence and Nashua Prevention Coalition
- October 2011: Everett C. Koop Tobacco Conference
- November 2011: The Great American Smokeout
- December 2011: Attended Merrimack Safeguard Coalition's Open House
- January 2012: Met with Nashua Public Access Channel to discuss collaboration
- February 2012: Conducted a tobacco cessation workshop at Marguerite's Place
- March 2012: Hosted the NACCHO/Tobacco Stakeholders Action Planning meeting.
- April 2012: National Public Health Week: Tobacco Cessation presentation at the Adult Learning Center
- April 2012: Hosted the Motivational Interview Training program
- July 2012: Conducted a tobacco cessation workgroup at the Nashua Soup Kitchen and Shelter

### ***Healthy Homes and Childhood Lead Poisoning Prevention Program***

The Division of Public Health and Community Services coordinates work under the Center for Disease Control and Prevention's Healthy Homes framework for the Greater Nashua Region. The Environmental Department and the Community Health Department work in collaboration with the State Childhood Lead Poisoning Prevention Program providing Healthy Homes community education, planning a strategic plan for the region and providing services such as 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, 10 new cases of blood lead elevation were reported and 117 screenings were done using the Lead Care Analyzer. Screenings were done on refugee children under 16, Headstart students and immunization clinic clients. 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.

### ***Public Health Emergency Preparedness (PHEP)***

The Greater Nashua Regional Public Health Emergency Preparedness (PHEP) program is overseen by Patricia Crooker who is the PHEP Coordinator, and is also supported by Ashley Conley, the Epidemiologist, and Barbara Scacco, the Administrative Assistant. In addition to the PHEP program's responsibilities to ensure the Greater Nashua Region is prepared to respond to public health emergencies, it has also been responsible for spearheading the Division's Public Health Incident Response Team.

### ***Notable Public Health Incident Response Team (IRT) Activations***

#### *E.coli 0111 Outbreak*

The team developed and disseminated recommendations to providers within the region including guidance for specimen collection. The team also developed and disseminated educational materials.

#### *Positive West Nile Virus (WNV) Mosquito Batch*

The team worked with NH DHHS to develop a press release, worked with City departments to promote education and handed out DEET packets to the homeless shelters and high-risk city workers.

#### *Hurricane Irene*

PHEP staff worked with state and local emergency management and public health partners to maintain situational awareness beginning on August 24, 2012. On Friday 8/26, staff called partner agencies that provide services to functional needs populations to check on their planning status and notify them that a shelter would most likely be opening. On Saturday 8/27, calls were made to functional needs organizations to provide the location (Nashua High School North) of the shelter and when it would be

open. All Emergency Management Directors within the Region were contacted on Saturday 8/27 to offer support and ask about locations and status of potential shelters. PHEP medical needs cots and oxygen concentrators were deployed to the shelter. The Nashua Emergency Operations Center (EOC) was activated at 8:00 am Sunday 8/28. The PHEP Coordinator filled the position of the Health and Medical Branch Director. Hospitals, Long Term Care Facilities and functional needs organizations within the city were contacted via phone to check in. The EOC deactivated at 4:30pm.

#### October 2012 Nor'easter

The Nashua Emergency Operations Center was activated on October 30, 2012 in response to the winter storm that moved through the area the evening of October 29, 2012. Personnel from Public Health staffed the Health/Medical Group at the EOC for the duration of the activation, which concluded on November 4, 2012. A total of 7 Division employees worked at the EOC during the six day operation, which was the longest activation in recent history. Responsibilities included conducting call downs of medical facilities, functional needs organizations and long term care facilities to assess needs as well as power and generator status. Environmental Health staff worked with Emergency Operations to identify food service establishments that had experienced power outages and needed guidance on the handling of food products. Public Service of New Hampshire was notified of power outages at facilities identified as high priority for restoration. Staff also organized the staffing for the supportive care shelter. Public Health deployed six (6) oxygen concentrators, three wheelchairs and 70 special needs cots to the shelter for use in the supportive care section.

#### Warehouse Project

Project Description: To organize and stage the Greater Nashua Public Health Region's cache of specialized supplies and equipment to ensure our ability to launch an efficient and effective response to a public health emergency.

- Project Period: May 12, 2012 – July 29, 2012
- Total Hours: 520
- Total Cost: <\$14,500

#### Project Priorities:

- Inventory supplies
- Determine warehouse organizational layout
- Stage supplies by type and function
- Stage 2 Points of Dispensing (POD) trailers and 1 Medical Surge Trailer
- Assemble equipment
- Develop distribution and receiving protocols for supplies/equipment

#### Project Highlights

- All equipment is now prepared and staged for deployment
- All equipment inventoried – spreadsheet developed listing location, expiration date, manufacturer, re-order number, quantity
- All shelves/racks/carts/location labeled in warehouse and in trailers
- Warehouse location system developed

- POD Trailers – each contain all supplies needed to stand up two full-scale PODs
- Medical Surge Trailer – contain all supplies needed to stand up 30-bed Alternate Care Site

#### San Francisco Bay Area Advanced Practice Center

Greater Nashua Public Health hosted a workshop conducted by the San Francisco Bay Area Advanced Practice Center. The workshop presented two toolkits they developed that aid local health departments in preparing for and responding to infectious disease emergencies. These trainers introduced the Toolkits and provided practical applications for their use. The Infectious Disease Emergency Response (IDER) Toolkit is for local health department staff and others involved in planning and preparing for infectious disease emergencies. The toolkit integrates key elements of communicable disease control and prevention with emergency management principles, and provides a customizable, ready-to-go infectious disease emergency response plan via a variety of functional forms and templates. Toolkit users were trained to recognize how the Incident Command System may be adopted to plan for and respond to infectious disease emergencies, describe the necessary roles and responsibilities during an infectious disease emergency response, and be able to develop a local infectious disease emergency response plan. The Seasonal & Pandemic Influenza Vaccination Assessment (SPIVA) Toolkit is a how-to-guide on conducting community assessments (including surveys) as a preparedness tool to inform vaccination planning, marketing, and risk communication activities. This toolkit was designed for those with little to no experience in assessment methods to enhance vaccination campaigns and increase vaccine uptake. The workshop was held at Nashua Community College and had 36 attendees.

#### Medical Surge Drill

On November 14, 2011 the PHEP program held a functional exercise to evaluate the set-up, protocols and procedures for our Neighborhood Emergency Help Center and Alternate Care Site, the two main components of our Regional Medical Surge Appendix. Approximately 25 participated, representing regional partner agencies/organizations.

#### Multnomah County Advance Practice Center (MCHD APC)

The Public Health Emergency Preparedness program was one of two programs nationwide chosen to assist in the development and evaluation of a tool to support local health departments (LHD) in developing internal emergency response and continuity plans. The development of this guide was tasked to the Advanced Practice Center at the Multnomah County Health Department in Oregon by the Centers for Disease Control. Our participation in the project began in November 2011. The draft of the guide was completed in May 2012. During the month of June 2012 PHEP staff held 5 Table-Top Exercises to evaluate the new MCHD APC tool, titled “Emergency Response Policy Guide: Enhanced Planning for Local Public Health.” The information gathered as a result of these exercises was reported back to the MCHD APC. Participants were also asked to complete an online survey as part of the evaluation. Advanced Practice Center staff used the feedback to revise the guide, after which it was released for use by local Public Health Departments nationwide.

### MRSA Toolkit

The Greater Nashua Public Health Network convened a workgroup comprised of public health and infection control partners to develop a MRSA education program to increase awareness about community associated MRSA. Target audiences were identified for the program, which included schools, childcare centers and recreational centers throughout the Greater Nashua Public Health Region. The workgroup developed presentations and educational materials for each target audience and created a MRSA toolkit that was shared with school nurses and Public Health Network Coordinators statewide. Staff and workgroup members conducted MRSA presentations for staff from over 25 schools and childcare centers within the region, as well as for the Greater Nashua YMCA. The group provided MRSA education to over 100 staff members including nurses, teachers, athletic coaches/trainers, maintenance staff and childcare directors.

### ***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. Highlights are below:

#### 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. The Epidemiologist works with medical partners (hospitals, provider offices, long-term care facilities, and assisted living facilities), the school districts, and child care programs to track/monitor 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, assists the Epidemiologist in maintaining situational awareness of emerging health concerns.

#### 2011 City of Nashua, Community Health Assessment

A CHA is a systematic process for gaining an understanding of the area's health assets, concerns, needs, and resources. Communities use information gained through this kind of assessment to plan for improvements and to promote better health and wellness. During the 14 month period between June 2010 and August 2011 the DPHCS and community partners completed the first health assessment in over a decade, a critical step in addressing the strategic health goals of the community. Using data collected from key leader and medical provider focus groups along with input from resident surveys, the assessment results were carefully documented and published in an eleven chapter report, copies of which are available at the DPHCS offices or on the City website. By completing the assessment, our community moved one step forward in comprehensive process for ongoing improvement in the greater Nashua region. The top health priorities identified were obesity, mental health and access to health care.

2012-2015 Community Health Improvement Plan

Upon completion of the 2011 City of Nashua, Community Health Assessment, the Division started work on developing a Community Health Improvement Plan that will lead the way for implementing strategies or enhancing programs that will improve health and wellness in the greater Nashua region. The top three priorities identified in the health assessment, obesity, mental health and access to health care, will be addressed in the improvement plan. The plan will be completed by the end of 2012.

Centers for Disease Control and Prevention Panel on CASPER

The Epidemiologist was invited by the Centers for Disease Control and Prevention, National Center for Environmental Health as a subject matter expert on the Community Assessment for Public Health Emergency Response (CASPER). Over a two day workshop, participants reviewed and made suggestions for the newest version of the CASPER Toolkit. In the fall of 2010, the Division did a CASPER to gather health data for the 2011 City of Nashua, Community Health Assessment.

**COMMUNITY HEALTH**

The Nashua Community Health Department (NCHD) implements population-based programs to prevent and control disease.

***NCHD Staffing:***

Manager	Nancy Seskes
Public Health Nurse	Chris Caron
Public Health Nurse	Jill O'Meara
Public Health Nurse	Betty Wendt
Public Health Nurse	Theresa Calope
Public Health Nurse	Nancy Bissell
Bilingual Outreach Worker	Luis Porres
Licensed Alcohol & Drug Counselor	Al Matkowsky

In addition, the NCHD receives 32% of grant funding from the New Hampshire Department of Health and Human Services (NH DHHS) to support the following public health programs: Tuberculosis (TB) Prevention, Healthy Homes and Childhood Lead Poisoning Prevention and Immunizations.

***Communicable Disease Investigation***

The Nashua Public Health Nurses 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 and the City of Nashua's Epidemiologist and Environmental Health Department 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, 2011 through June 30, 2012, there were 202 reportable communicable disease cases 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. Staffing for these clinics averaged from two to three public health nurses and at a minimum, one bilingual, bicultural outreach worker.

During FY 2011, a total of 714 children, birth through 18 years of age received vaccinations. Seventeen (17) were under the age of 24 months. Three hundred and thirty-one (331) were ages 2-12 years of age. Three hundred and sixty-six (366) were between the ages of 13-18 years. Eight hundred and thirty four (834) adults, ages 19 and over, were immunized within this time period.

Influenza Clinics: Eighty-two (82) influenza clinics were held at twenty-three (23) sites throughout Greater Nashua from the last week of September through to the last week in June. Six hundred and fifty (650) influenza shots were provided to children from 6 months through 18 years. Two thousand four hundred and four (2404) doses of influenza vaccine were administered to adults over the age of 19 years.

This year, public health staff administered flu vaccine in all of the Nashua Public Schools. In a three day period, the Division of Public Health and Community Services in partnership with Rivier College and the Nashua Community College Schools of Nursing, administered a total of 1,237 vaccines to students

### ***HIV Prevention Program***

The NCHD has been providing HIV Prevention activities in the City of Nashua for over twenty-three years. Intervention during this year has included; Street Outreach Activities and HIV Outreach Van 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. Approximately 196 contacts were made during street/ van outreach and 96 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. Two hundred and six (206) 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.

## ENVIRONMENTAL HEALTH

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
Environmental Health Specialist I	Amanda Hyde

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 conversations during inspections, enforcement actions or in providing guidance to rectify a situation. This accomplishes Essential Public Health Service 3: “Inform, educate and empower people about health issues.”

### ***Food Service***

Routine Inspections	1459
Re-inspections	19
Site Visits	249
Plan Reviews	45
Temporary Licenses	53
Change of Ownership Inspections	31
Pre-Licensing Inspections	58
Samples Submitted to NH DHHS (Department of Health & Human Services) Public Health Laboratory for Analysis	44
Emergency Calls	7
Complaints	51
Temporary Closures	8
Meetings with Food Service Owners/Managers	58
Food Safety Seminars for Owners, Managers and Employees	1
FDA Recall Effectiveness Site Checks	55
Annual Food Service Licenses Renewed	432
New Annual Food Service Licenses Issued	65

Staff conducted effectiveness checks for FDA recalls of ground turkey and Korean shellfish. When recalled products were found in retail food service facilities, unsafe food products were pulled from shelves, facility owners/managers received guidance and State of NH Bureau of Food Protection was notified of results.



**Public Pools/Spas**

Routine Inspections and Pool-Side Testing of Chemical Parameters	105
Complaint Responses	0
Site Visits	23
Samples Collected and Analyzed in Environmental Health Laboratory	122
Temporary Closures	17

**Laboratory**

Laboratory staff maintains NELAC (National Environmental Laboratory Accreditation Conference) accreditation for drinking water analysis through a rigorous internal Quality Assurance program. Laboratory personnel provide guidance to citizens on a broad range of concerns, to include air quality, rabies, water quality, mold, radon, infestations, lead, and tick and mosquito-borne diseases. Staff responded to 116 individual citizen concerns. Staff completed an identification of a food contaminant, 32 insect identifications, almost half of which were bed bugs, and provided preventative education. The department’s Arboviral (mosquito-borne diseases) Surveillance program is overseen by laboratory personnel.



Tick-Free Yard

**General Complaints**

Department field staff responded to a variety of complaints and concerns from citizens that cannot be resolved via education and guidance, and typically involve investigation, site visits and follow-up. General complaint categories include solid waste, water/sewage, air quality, animals, vectors, hazardous materials and residential swimming pools/spas. The department received 33 citizen complaints or concerns during FY 2012.

**Arboviral Surveillance**

Three batches of mosquitoes positive for West Nile virus were found in a single location during routine 2012 mosquito trapping. In response to the potential risk to people in the area, a GIS risk map was developed, educational information was disseminated to high-risk groups near the area and DEET packages were distributed to people who spent time outdoors in the surrounding area. Department staff prepared and disseminated educational materials regarding mosquito and tick prevention for the general public.

***Rabies Control***

<b>Number of Sample(s) Tested for Rabies</b>	<b>Type of Sample(s) Tested for Rabies at NH DHHS Public Health Laboratory</b>	<b>Results- Negative or Positive</b>	
13	Cat	Negative	
1	Dog	Negative	
4	Bat	Negative	
1	Chipmunk	Negative	
1	Skunk	Negative	
Number of animal bite or non-bite exposure reports processed:	Dog 72	Cat 9	Ferret 0

Citizens of Nashua are encouraged to keep their pet’s vaccinations current.

***Communicable Diseases***

The Environmental Health Department participates in the Division of Public Health and Community Service’s Nashua Public Health Incident Response Team (PHIRT), a multi-disciplinary collaborative effort that responds to incidents involving communicable disease and provides education, surveillance, case investigations and environmental health assessments.

***Housing Assessments***

The Environmental Health Department works closely with the following City departments: Code Enforcement, Building Safety, Fire Marshal, Fire-Rescue, Police, Schools and Urban Programs in efforts to protect the public by addressing unsanitary living conditions. The department also has strong working relationships with NH DHHS Division of Children, Youth and Families and Bureau of Elderly and Adult Services, Greater Nashua Mental Health Center and various other local non-profit organizations. Common scenarios involve infestations, environmental hazards like sewage, hoarding, animal waste and general housing issues. The recent resurgence of bed bugs has impacted department time spent advising tenants, property owners, state and local agencies. Staff conducted 237 housing assessments in response to infestations, code violations and unsanitary living conditions. The department also acts in an advisory capacity for mold, radon, lead and other common environmental hazards that fall under the Healthy Homes model.

***Education***

Brochures and presentations were developed and given by department staff in areas of food safety, housing concerns, Lyme Disease, West Nile Virus and Eastern Equine Encephalitis. Staff responded to steady requests for bed bug presentations.

***Institutional Inspections***

Schools, foster homes and licensed child care centers require inspections for licensure.

Child Care Inspections	18
Foster Home Inspections	9
School Inspections	9

***Land Use***

The Environmental Health Department conducts plan reviews, bed bottom inspections and test pit observations for septic systems, conducts technical reviews for site plans and subdivisions, and approves site demolitions.

Reviewed Septic Plans	53
Inspected Bed Bottoms	18
Observed Test Pits	41
Approved Demolitions	7
Conducted Technical Reviews for Site Plans and Subdivisions	7

***Emergency Preparedness***

The department participated in emergency preparedness trainings, exercises and conferences. Staff participates in Local Emergency Planning Committee (LEPC) meetings. Department staff completed required Incident Command System trainings. Staff communicated with licensed food service establishments in response to the October 2011 “Snowtober” Nor’easter regarding power outages, guidance on food protection and food disposal.

**WELFARE DEPARTMENT**

Manager/Welfare Officer	Robert Mack
Senior Case Technician	Karen Emis-Williams
Case Technician	Cynthia Newell
Case Technician	Michael Amichetti
Case Technician	Victor Martinez
Intake Worker	Therese Charest
Administrative Assistant I	Susan Lapointe

The City of Nashua Welfare Department provides interim emergency assistance, in accordance with RSA 165, for low-income residents and those who are presently poor and unable to support themselves. The goal is to assist those in need and promote greater independence by referring and linking them to alternative resources in the community so they may be productive and contributing members of the community. Assistance is available for rent/emergency shelter, food and maintenance (household and personal care) items, utilities and prescription medication. Occasional assistance is also provided with return home transportation and burial/cremation services. General Assistance is provided through a voucher system. No cash assistance is granted.

The following is a comparison for FY 2011 and FY 2012 for the City of Nashua Welfare Department:

	<b>FY2011</b>	<b>FY2012</b>
<b>Total # Contacts</b>	11,373	10,146
<b>Total # Applications</b>	2,084	1,857
<b>Total # Interviews</b>	3,572	3,111
<b>Total # Assistance Granted per Interview</b>	2,260	1,996
<b>Total # Cases</b>	1,120	1,051

General Assistance continues to be necessary for many households in the Nashua community. Various factors that impacted the General Assistance Budget include, but are not limited to, current market rents and housing expense, limited rental subsidy programs, local unemployment, cost of general goods and services, 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.

	<b>FY2011</b>	<b>FY 2012</b>
<b>Rent/Shelter</b>	\$556,307.44	\$460,998.63
<b>General Assistance</b>	\$136,983.40	\$123,864.74
<b>TOTAL</b>	<b>\$693,290.84</b>	<b>\$584,863.37</b>

The Welfare Department continues to work with community partners to address the issues of homelessness, as well as leverage services/resources with community agencies to meet the basic needs of City Welfare applicants/recipients. The Welfare Department interviewed 1,051 unique cases and assisted 64% of those interviewed. Of those, the Welfare Department assisted 183 households (totaling 231 adults and 218 children) with emergency motel placements and/or shelter referrals throughout fiscal year 2012. The Welfare Department worked closely with the Nashua Soup Kitchen & Shelter, Harbor Homes, Inc., Southern NH Services 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. Welfare Department staff participates in various community meetings including, but not limited to, the Greater Nashua Continuum of Care, the Hispanic Network, and the Financial Assistance Network.

The Welfare Department recovers some of the funds expended through property and settlement liens, disability benefits reimbursements, and personal repayments.

	<b>FY 2011</b>	<b>FY 2012</b>
<b>Welfare Recoveries</b>	\$17,719.38	\$31,741.96

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.

## NASHUA PUBLIC LIBRARY

### Report of the Trustees and Director

The Honorable Donnalee Lozeau, President Ex-Officio  
President of the Board of Aldermen Brian McCarthy, Trustee Ex-Officio

#### BOARD OF TRUSTEES

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David K. Pinsonneault, Secretary  
Maurice L. Arel  
Pauline Desautels  
Linda Laflamme  
Kathleen Veracco  
Christopher Hodgdon

#### DIRECTOR

Jennifer Hinderer

#### ASSISTANT DIRECTOR

Susan Deschenes

### Staff of the Nashua Public Library, FY2011

#### Administration

Jennifer Hinderer, Director  
Susan M. Deschenes, Assistant  
Director  
Angela Smith, Exec. Asst./Office  
Manager  
Mary H. Greene, Admin. Asst./  
Cost Accountant  
Paul R. Lacroix, Library Technology  
Technician

#### Community/Outreach Services

Carol L. Eyman, Librarian

#### Children's

Kathy E. Bolton, Librarian  
Susan M. Willmore, Asst. Librarian  
Lindsey K. Jackson, Library Asst.  
Heather J. Pfeifer, Library Assistant

Dawn R. Bateman, Library Page  
Sonya K. Walcott, Library Page

#### Circulation

Loren H. Rosson, Librarian  
Lea L. Touchette, Assistant Librarian  
Karen M. Egle-Gaber, Asst. Librarian  
Christina H. Lozeau, Library Asst.  
John C. Milton, Library Assistant  
Priscilla Cunningham, Library Asst.  
Jane S. Hemmingsen, Library Asst.  
Judith C. Bates, Library Assistant  
Matthew Melanson, Library Page  
Claire Black, Library Page  
Dynasty Marquez, Library Page  
Naomi Conte, Library Page  
Daniela Gamba, Library Page

**Exhibits/Media Services**

Bruce J. Marks, Coordinator

**General Adult Services**

Linda N. Taggart, Librarian  
Katie Sherman, Reference Librarian  
Judith S. Dominici, Reference Librarian  
Kersten Matera, Reference Librarian  
Sophie Smith, Reference Librarian  
Julie M. Andrews, Library Assistant

**Young Adult Services**

Jenn Hosking, Librarian  
Chris Dorman, Library Assistant

**Maintenance**

Larry R. Case, Supervisor  
Thomas Oczykowski, Janitor

**Music/Art/Media**

Cara Barlow, Librarian  
Linda M. Walker, Assistant Librarian  
Karen R. Beaver, Library Assistant  
Steven E. Lowe, Library Assistant  
Santhi V. Ramaswamy, Library Asst.  
Charlene Maniotis, Library Page  
Dakota Lustick, Library Page  
Jennifer Gagnon, Library Page

**Security**

Roger V. Allen, Security Guard

**Technical Services**

Margaret L. Gleeson, Librarian  
Caroline Kutcher, Reference Librarian  
Amanda Darah, Library Assistant  
Mark King, Library Assistant  
Holly A. Sullivan, Library Assistant

## **The Mission, Purposes, and Activities of the Nashua Public Library**

***Our Vision***

The Library is a forum for ideas and a source of information for the enrichment of the entire Nashua community.

***Our Mission***

The Library serves our community by providing access to resources for information, inspiration and enrichment.

***Our Values***

The Library—its Board of Trustees, staff and volunteers—is committed to the following values:

- We value the library as a public forum: it is a community facility for open communication of ideas and information; its collection, displays, programs and services reflect an array of opinions and viewpoints.
- We value the community by actively participating in it and endeavoring to enhance the quality of its life.
- We value full and equal access to information, the building, its services and its programs.
- We value the collection of and accessibility to information in up-to-date, existing and emerging formats: print, electronic, audio and video.
- We value our customers by responding to them with equal, respectful, accurate and friendly service in a safe environment.
- We value the many contributions we receive each year from Friends, volunteers and donors and we endeavor to respect the wishes of all who leave bequests.
- We value reading and learning and promote both for all ages.
- We value the privacy of our users by keeping their transactions strictly confidential.

*Adopted by the Board of Trustees, October 2, 2007*

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Municipal Government Report

Trust Name	Percentage	Market Value 12/31/11	Market Value 6/30/12
Burbank	6.62	\$290,711.39	\$305,803.42
Chandler	7.52	\$330,234.09	\$347,377.90
Constitution	0.1	\$4,391.41	\$4,619.39
Cramer	0.4	\$17,565.64	\$18,477.55
Fairfield	0.13	\$5,708.83	\$6,005.20
Harkaway	0.03	\$1,317.42	\$1,385.82
Harris	0.99	\$43,474.97	\$45,731.93
Hickey	0.2	\$8,782.82	\$9,238.77
Hunt	0.58	\$25,470.18	\$26,792.44
Hussey	0.88	\$38,644.42	\$40,650.61
Jacquith	0.03	\$1,317.42	\$1,385.82
Locke	2.88	\$126,472.63	\$133,038.35
Smith	0.24	\$10,539.39	\$11,086.53
Stearns	58.61	\$2,573,805.87	\$2,707,422.71
Zylonis	9.21	\$404,448.93	\$425,445.54
Nesmith	0.67	\$29,422.45	\$30,949.89
Bloomfield	9.68	\$425,088.57	\$447,156.66
Rose	0.32	\$14,052.51	\$14,782.04
Clancy	0.84	\$36,887.85	\$38,802.85
Avard	0.07	\$3,073.99	\$3,233.57
	100	\$4,391,410.80	\$4,619,386.98

## **DIRECTOR'S REPORT**

### ***Staff changes***

We welcomed Cara Barlow to our staff as the Supervisor of our Music, Art and Media department. Cara came to us from the Merrimac Public Library and has great ideas for improving the collections in her department and maximizing the use of space.

Sadly the end of this fiscal year saw the departure of Heather Pfeiffer from our Children's Department where she had worked for many years as a page and then a library assistant.

### ***Building improvements***

The library's physical plant experienced a number of upgrades and improvements during fiscal year 2012 to better serve our customers and provide a more comfortable and pleasant place to study, work, and learn.

- We renovated one of the bathrooms on our middle floor to make it fully accessible and to bring it into compliance with ADA regulations. This project we completed using funds from our Fines account and is a significant improvement to the library for our disabled patrons. Because of the size of this new restroom it also serves as a family restroom and has a changing station installed.
- During this fiscal year our boiler plant was replaced with new high efficiency gas boilers. This replacement should provide significant savings in natural gas costs as well as maintenance and repairs. This project was completed with municipal funds and monies from the Bloomfield Trust.
- The East Wing meeting area also got a facelift during this year: paint, lightweight tables and some commercial-grade carpeting turned this dreary corner into a comfortable and attractive area to hold a meeting. The addition of a wireless access point in the East Wing meeting area was the final touch to this mini-makeover.

### ***Patron services***

The library staff continually works to improve the services and collections we offer our patrons; during FY2012 we were able to make a number of improvements to enhance our customers' experience:

- Due to drastically declining attendance we discontinued our "Plaza Pics" series that had been held on Friday evenings at Greeley park and started a new series of summer activities for families on Tuesday nights on the library plaza called "Plaza Schticks."



- FY 2012 also saw the launch of our new Adult Summer Reading program offering reading incentives and prizes to our adult patrons as well as related programming all summer long.
- We initiated a new collection of materials chosen specifically for adults who are learning to read: Quick and Easy Reads was developed in conjunction with the Adult Learning Center.

***Friends support***

- Our Friends of the Nashua Library groups raised more than \$20,000 to support library programs including our very popular movie screenings, a portable indoor stage and partial funding of our online tutoring service that is available to Nashua students of all ages.
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**Library Circulation Statistics**

**Adult**

Fiction	114,280
Nonfiction	76,137
Magazines	14,932
<b>Total</b>	<b>205,349</b>

**Teen**

Fiction	22,511
Nonfiction	1,052
Magazines	648
Media	4,039
<b>Total</b>	<b>28,250</b>

**Children's**

Fiction	161,183
Nonfiction	37,633
Magazines	530
Media	4,472
Puppets	1,417
<b>Total</b>	<b>205,235</b>

**Adult Media**

VHS	13,856
Audiocassettes	640
DVD	187,990
CD Music	23,546
CD Audiobooks	20,089
Downloadable	9,970
Audio	
E-books	10,612
Equipment	28
Museum Passes	1,955
<b>Total</b>	<b>268,686</b>

**Books by Mail**

**1225**

**TOTAL  
CIRCULATION**

**708,745**

## **DIVISION OF PUBLIC WORKS**

### **BOARD OF PUBLIC WORKS**

Mayor Donnalee Lozeau, Chairman  
Commissioner Timothy Lavoie, Vice-Chairman  
Commissioner Daniel Gagnon  
Commissioner Tracy Pappas  
Commissioner Kevin Moriarty

Aldermanic Liaison Mark Cookson

### **DIVISION OFFICIALS**

Director of Public Works, Lisa Fauteux  
City Engineer, Stephen Dookran, P.E.

### **SUPERINTENDENTS**

Superintendent Street Department, Roy Sorenson  
Superintendent Parks & Recreation, Nicholas Caggiano  
Superintendent Solid Waste, Jeffrey Lafleur  
Superintendent Wastewater, Mario Leclerc

*The Division of Public works provides the leadership and framework necessary to build and maintain a safe and sustainable City infrastructure that will be utilized by many future generations of Nashua residents.*

## **ENGINEERING DEPARTMENT**

In FY12, 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***

#### US Environmental Protection Agency Combined Sewer Overflow 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.

### Harbor Avenue Area Sewer Separation

The construction of the sewer and drain lines were completed in 2012 by the contractor, DeFelice Corporation. Complete sewer and drain separation occurred on Harbor Avenue, Tyler Street, Prospect Street, Bowers Street, East Otterson Street, Pond Street, Bowery Street, Lyons Street, Harbor Court, New Street, Dearborn Street and Marshall Street. The drainage installation consisted of approximately 7,600 feet of new drain lines ranging in size from 12" to 60" in diameter with new catch basins and drain manholes, and a new outfall to Salmon Brook. The sewer installation consisted of approximately 8,100 linear feet of new sanitary sewer main ranging in size from 8" to 24", sewer manholes and sewer service lines from the main to the edge of the right-of-way.

### CSO 003 and CSO 004 Storage Facilities

Hazen & Sawyer completed a study to determine an option for a storage tank for combined sewage that is most feasible in terms of location, access, impact, and cost and achieves the required level of control. The design of the tank at the recommended location was initiated.

### Screening and Disinfection Facility (SDF)

Hazen & Sawyer was hired to complete the final design of the SDF and the design was initiated. The selected location of the facility is in Bancroft Street. The facility will be constructed parallel to the North Merrimack interceptor to optimize the opportunity for a gravity operated facility. Coordination with Renaissance Downtowns who is developing an adjacent parcel continued.

### Net Metering at Nashua Waste Treatment Facility

This project was completed and fully functioning in January 2012. It is a beneficial project for the City by allowing for an increase of electrical energy production at the wastewater plant by optimizing the use of waste methane gas from the anaerobic digester to power an existing generator. It was also an American Recovery and Reinvestment Act (ARRA) project whereby 50 percent of the City's design and construction costs were reimbursed by the government. Despite some delays near the end of construction due to malfunction of the existing generator, it has operated without problems for the past year.

### Miscellaneous Sewerage Improvements 2009 Phase 2

Merrill Construction continued the sewer replacement on Main, Amherst, Martin/Tolles, Holman, Wilder and Beech Streets. This project was nearly completed at the end of FY11, and was finalized by October 2011. It consisted of the installation of 3,300 linear feet (LF) of sewer main as follows: 910 LF of sewer was replaced on Main Street, 820 LF on Amherst Street, 700 feet on Beech Street, 600 feet on Wilder Street, 270 feet on Holman Street, and approximately 60 feet at the Martin/Tolles intersection. The Engineering Department provided design and inspection services.

#### Miscellaneous Sewerage Improvements 2011

This project consisted of utility replacement on sections of Arlington, Lake and Palm streets. The contractor selected for the sewer replacement and roadway restoration was Albanese D&S. It consisted of 3,730 LF of sewer main as follows: 2060 LF on Arlington Street, 2 parallel sewer mains on Lake Street totaling 810 LF, and 860 LF on Palm Street. The Engineering Department provided design and inspection services.

#### Pine Street and Palm Street Improvements (Broad Street Parkway)

This project consisted of utility replacement and complete roadway restoration on sections of Pine and Palm Streets. The contractor selected for the sewer replacement and roadway restoration was DeFelice Corporation. It consisted of 2580 LF of sewer main as follows: 1230 LF on Pine Street and 1350 feet on Palm Street. The plans were designed by Hayner Swanson Inc., and both Hayner Swanson shared in the inspection services.

#### Stormwater EPA Phase II NPDES MS4 Permit

The 2012 Annual report for the EPA Phase II NPDES MS4 Permit was submitted in April 2012. 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***

Using a NHDES grant, the Stormwater Utility Feasibility Study was completed.

The Department provided assistance in resolving a water infiltration issue at the Hunt Memorial Library. Exterior site improvements including adjustments to roof leader discharges, window well and stairwell rehabilitation, regrading and installation of a rain garden were completed in December 2012.

#### CSO Flooding Study – Manchester Street Area

A study to investigate reported street flooding and combined sewer surcharge problems that have occurred in the collection area served by combined sewers off of Manchester Street was completed.

#### ***Park Projects***

##### Rotary Common

Construction plans and specifications for a Phase II for the south side of the park have been developed to the 90 percent complete level. Coordination with the Holocaust Committee of Nashua, Inc. continued.

##### Mine Falls Park Boat Launch Replacement

The boat launch replacement at Mines Falls Park, located near Stellos Stadium, was constructed and completed in September 2012.

**Roadway Projects****Annual Paving Program**

The Engineering Department managed the annual paving program. 42,345 LF of streets were paved as shown below:

<b>Street</b>	<b>Limits</b>	<b>Length (Ft)</b>
Aetna Ct	Lock St to Dead End	130
Amherst Ter	Amherst St to Broad St	375
Beverlee Dr	Hills Ferry Rd to dead ends	1470
Bordeaux St	Lund Rd to Dead End	300
Brookfield Rd	Broad St to Dead End	310
Charlotte Ave	Charlotte St to Meade St	860
Cheyenne Dr	Sanborn Dr to Dead End	1900
Clement St	Orchid Ave to #4 Clement St	1680
Conant Rd	#55 Conant Rd to Rocky Hill Dr	1850
Dalton St	Natick St to Dead End	710
Deacon Dr	Lutheran Dr to Chapel Hill Dr	800
East Dunstable Rd	Clydesdale Cir to Lamb Rd	4100
Edwards Ave	Birchbrow Rd to Dead End	470
Epping St	Durham St to Derry St	460
Fairmount St	430' East of Baldwin St to Baldwin St	450
Farley Rd	off Pine Hill Rd City line to City line	1800
High Pine Ave	Pine Hill Rd to cul-de-sac	1600
Hills Ferry Rd	Old Mill Lane to Smithfield Terr	1630
Ingalls St	Burke St to St Lazare St	970
Intervale St	#39 Intervale St to Dead End	50
Juniper Ln	Columbine Dr to cul-de-sac	460
Lantern Ln	Westhill Dr to Westborn Dr	960
Lear Dr	Pine Hill Rd to cul-de-sac	500
Lock St	Tolles St to Cul-de-sac at RR Bridge	2060
Main Dunstable Rd	Kinsley St to Lake St	275
Mid. Dunstable Rd	#103 Mid. Dunstable at Dion Dr	550
North Groton St	First St to Seventh St	1250
Nutmeg Dr	Holbrook Dr to cul-de-sac	750
Parkhurst Dr	West Hollis St to Shore Dr	1170
Parrish Hill Dr	Broad St back to Parrish Hill Dr	1300
Pine Hill Rd	Crimson Court to Hollis Town Line	960
Sanborn Dr	Denver Dr to Cheyenne Dr	2600
Scott Ave	Browning Ave to Shakespeare Rd	1800
Sioux Ave	#28 Sioux Ave to Sanborn Dr	375
Spaulding Ave	Spaulding St to dead end	400
Tufts Dr	Hillsferry Rd to Hillsferry Rd	1380
Upstone Dr	Carmine Rd to Sioux Ave	1040
West Hollis St	1100 W. Hollis St to Hollis town line	400
Westhill Dr	West Hollis St to Shore Dr	1250
Woodcrest Dr	Lantern Ln to Shore Dr	950

***Annual Sidewalk Design and Construction***

The construction of 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 were completed.

Construction of 2,300 LF of sidewalks on the east side of South Main Street from its intersection with East Hobart Street to past its intersection with Anders Lane was completed.

Re-construction of sidewalks on both sides of Main Street from the railroad tracks to the intersection of Park and Water Streets began. New concrete sidewalks with brick accents, granite curbing, granite-edged planters, roadway lights and sidewalk amenities are planned to be installed. Additional blocks to be constructed over the next two years.

***Safe Routes to School Program***

Design efforts on the Bicentennial Elementary School Speed Radar Sign and were completed in FY11 and is awaiting NHDOT approval to advertise. Construction was completed on the Rosecliff path at Bicentennial.

Construction of the Ledge Street raised crosswalk was completed.

***Plan Review and Inspection***

During FY12, the City Engineer's Office reviewed and approved 28 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:

Lojko Drive	1775 feet
Wanda Lane	740 feet
Evelyn Circle	215 feet
Anthony Circle	265 feet
Colonial Ave	650 feet

***Permits***

The Engineering Department issued a total of 128 Residential Wastewater Service Permits.

**PARKS & RECREATION DEPARTMENT**

The Parks and Recreation Department with 27 full-time employees is responsible for the maintenance of over 98 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 24 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.

The Department is also responsible for the snow removal of 8 inner city routes and 14 elementary schools.

### ***Summer Camps***

The Department ran 39 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 39th year of SummerFun which showcased 70 events at Greeley Park and the Library. These included 2 movies at the pools and 4 weekends with theatre productions. The season drew record crowds with the Fairytale Festival with over 4,500 participants. A fishing derby was held again this year at the Horsepond Fish and Game Club and had 90 participants.



**Public Health Display during *SummerFun* Event**

### ***Event Trips***

There were 7 trips including 2 to New York City, 1 Foxwoods Casino, 3 Red Sox, 1 Mohegan Sun Casino.

### ***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 Pool Season***

Pools opened on June 23 and closed August 27. 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 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 20-40 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 55 participants, and Senior Babe Ruth with 54 participants. The softball program also includes three leagues – Instructional with 60 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 72 people on the waiting list to acquire a garden.

### Beautification

Arbor Day was celebrated in April with a tree planting at Main Dunstable School. A magnolia tree was planted.

## ***Projects***

Park Social at Labine was opened in June.

## ***Equipment Purchases***

The Department purchased 2 pickup trucks with a plows.

## **STREET DEPARTMENT**

The Street Department is located 9 Stadium Drive. The Street Department includes Fleet Maintenance and Traffic. There are 60 full-time employees making it the largest Department in the Division of Public Works.

### ***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 Rehabilitations***

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 1100 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 Summer Street, Cross Street and later in the year on full length replacement of Cedar Street was completed with final paving and sidewalks. A thousand feet of Mulberry Street has been scheduled to continue full length replacement at the beginning of the

2013 construction season.

Another important sewer related task performed by the department are emergency sewer service connections. There were 24 services repaired throughout various areas of the city. 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 15 new catch basin structures on areas of Concord Street, Manchester Street, Dickens Street and Shelley Drive 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. Many of the old triangle manholes that are non-conforming were also replaced on an as needed basis.

### ***Road Repairs/Sweeping***

Crews were busy maintaining the roads after a snowy winter 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 1400 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.

This past year the Street Department continued its mill/fill program on various roads throughout the city. The Street Department has identified numerous areas in the city that meet criteria for this program. The contract requires the milling out (1.25"- 1.5") of areas of consistent and congestive potholes and then paving the area after. Area of work would be 7' wide by varying lengths. The contract also requires the application of emulsion for bonding agent after milling and also on the seams after paving. Over the past two years many areas have been rehabilitated using this process on DW Highway, West Pearl Street, Main Street, East Dunstable, Tinker Road and Kinsley Street.



### ***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 2000 feet of concrete sidewalk replaced on Arlington Street as part of the major sewer main replacement around Dr. Crisp School. Other concrete sidewalk included areas on Norton Street, Dartmouth Street, Kinsley Street, and Cedar Street. In addition another 1200 feet of new asphalt sidewalk were laid with a new sidewalk paver in areas of Webster Street, Pioneer Drive and Musket Drive. The new sidewalk areas required granite curbing reset and tip downs for corners. Asphalt berm work also continued in areas of rehabilitation and/or drainage concerns including Dickens Street, Tomolonis Drive and Scott Avenue.

### ***Fleet Maintenance***

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.

It was a year of great diversity for the fleet as hybrid electric vehicles and compressed natural gas (CNG) vehicles were purchased. A 10 year fleet analysis which was conducted in 2010 began to take shape as over 45 new pieces of equipment were purchased replacing a surplus of 15 year plus old equipment. The new purchases have allowed the efficiency and services to increase and expand in all areas of the division. The new hybrids and CNG vehicles save the city significant money on fuel as the cost is half of the equivalent of diesel notwithstanding the environmental benefit.





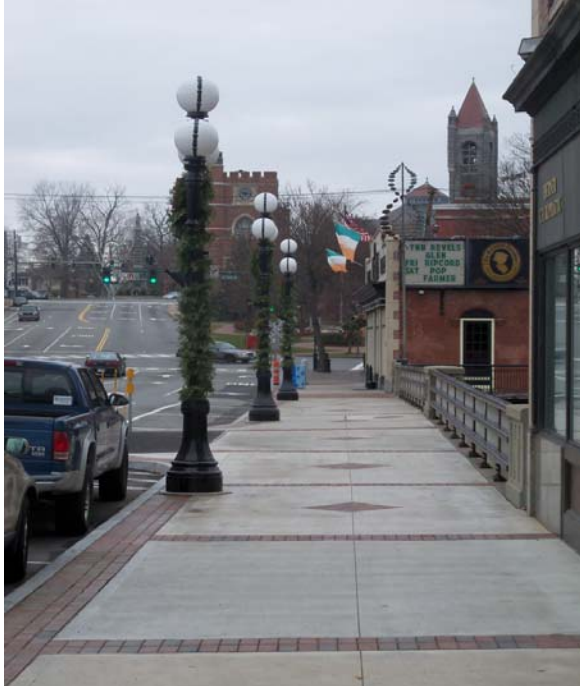
A new CNG fueling station previously built in 2011 is located behind the Transit Garage on Riverside Drive. The construction was done in unison with AVSG who lease the property from the city and maintains the site. This new station along with the new fleet vehicles makes the city an emerging presence in the northeast regarding alternate fuels.

### ***Projects***

A monumental project broke ground in April of 2012 as work began on downtown rehabilitation of sidewalks. Work started on the west side of the bridge and progressed to the east side where significant utility work had to be undertaken to rebuild a duct bank containing a network of 20 communication lines. In addition a 300 foot drainage culvert had to be relocated and constructed from Park Street south to the bridge.

The new sidewalks were constructed of 6" reinforced concrete with brick inlays including areas of brick around custom granite bollard planters along with the accompanying granite bollards at the new ADA tip-downs. The landscape features throughout the project were all irrigated and new trees were placed in concrete tree wells so they would not uproot the sidewalks which had occurred previously. New antique street lighting was also placed throughout as the network of electrical conduit and traffic signals were redone with new conduits.

By the end of the season over 10,000 square feet of sidewalk had been replaced including granite curbing along the edge of road. Work is scheduled to start immediately this spring on blocks 2 and 3 which include the corridor from Park Street to Temple Street. The work is still in the planning stages and contingent upon existing infrastructure that could present issues.



### ***Winter Operations***

This past winter wasn't much of a challenge as only 24" of snow covered the city. The minimal amount was well below the average of 55" and certainly much less than the previous winter when 95" blanketed the city. There were numerous salt/sand events but only three plowable events that required contracted services.

### ***Traffic Signals and Signage***

The Traffic, Signs and Pavement section is staffed with 5 full time employees who are responsible for the maintenance of all of the traffic control devices in the City. There are 92 traffic signals, over 1.3 million linear feet of long line pavement markings, 18,000 feet of thermoplastic crosswalk lines and almost 1000 stop signs.

Throughout the year we monitored the preparation of plans and specifications for the upgrade of over 60 traffic signal installations that will include installation of new control equipment in all of the cabinets along with new reflective back plates and count-down pedestrian signals. This program will provide the interconnection and coordination of all traffic signals through a central server. Construction and installation is scheduled to start in early spring 2013.

In June the solar powered pedestrian crossing at East Hollis and C St was completed.

The Sign and Pavement Markings Maintenance crew supervised the late night painting of both thermoplastic and paint by the contractor under contract with the City. It is most efficient to do this type of work at night as there is far less traffic thereby reducing "drive-overs" along with less interference with normal traffic. Over 1,333,000 feet of marking were done.

## 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 universal 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 12 Municipal Solid Waste (MSW), Construction and Demolition (C+D), Grease Grit & Asbestos from both Residential and Commercial **Total: 60,254.54 tons**

FY 12 Recycling Diversion:

Single Stream Recycling	4,437.58
Soft Yard Waste	6,931.30
Construction & Demolition	2,166.55
Scrap Metal	533.23
Electronics	388.50
Batteries, Books, Tanks, Textiles & Tires	159.94
<b>Total:</b>	<b>14,617.1 tons</b>

### Residential Stickers

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
9,561	10,741	8,624	12,409	12,886	12,125	13,311	12,566	12,958	12,708	12,851

### Commercial Stickers

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
657	698	751	546	596	532	563	544	522	546	449

### **Accomplishments**

- Front Load Containers

In FY12 the Department purchased 78 front load dumpsters to be placed at City properties for collection of recycling and trash.

- CNG Collection Trucks  
The Department completed upgrading their fleet with the purchase of more CNG vehicles. We now have 3 Semi-Automated trucks, 5 Automated trucks, 1 Frontload truck, 1 Metal truck, 7 Rear load Packers.
- 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 2012. This material continues to be shipped to ERRCO/LL&S for processing.
- Compost Bins  
The Solid Waste Department worked with the Nashua Garden Club on the thirteenth annual compost bin sale; 1,050 composters have been sold, with an estimated diversion of nearly 1,650 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 five household hazardous waste collections in FY12.
- Solid Waste Permits  
A new temporary air permit was issued to the Four Hills Landfill by DES in March 2012. The temporary permit will be converted to a new TitleV air emissions permit in FY13. Solid Waste staff continues to work with DES on the renewal of the Four Hills Groundwater Permit.
- Single Stream Recycling  
Single stream continues to be offered to the resident of Nashua. An expanded curbside collection program, using carts, has begun. Neighborhoods are being identified and encouraged to participate by purchasing a 96 gallon recycling cart. Residents continue to request the recycling carts.

### ***Staff Training and Certification***

- Three staff members currently hold State certification as Asbestos Workers and as Asbestos Supervisors.
- Thirteen Staff members currently hold State of New Hampshire Landfill Operators license that are re-certified annually.
- Three 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.
- Two Staff members currently hold Management of Landfill Operations (MOLO) certifications.

### **SWANA Training**

Solid Waste Department staff attended a number of SWANA (Solid Waste Association of North America) training events in FY 2012. Workshops included training focused on single stream recycling systems and stormwater management at solid waste facilities.

## **WASTEWATER TREATMENT FACILITY**

### ***General Information***

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 3.736 Billion Gallons. The average daily flow was million gallons per day (MGD), with a one-day maximum of 50 MGD and a one-day minimum of 5.5 MGD. The total amount of septage received from Hudson and Nashua was 399,000 gallons. (Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.)

The total flow from Hudson was 374 million gallons and the total Merrimack flow was 18 million gallons.

The facility generated 8,388 wet tons of biosolids. Biosolids are managed under a contract with White Mountain Resources Management Inc. (RMI) of Ashland NH. RMI transports the biosolids to farms and reclaiming operations as a soil amendment.

The laboratory staff performed over 23,220 analyses on approximately 7,800 samples. The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 110 industrial inspections and industrial discharge sampling events.

The total number of employees was 30.

### ***Projects and Purchases***

Several enhancements were incorporated into the City's sewer pumping stations. These included telemetering redundancy and ultrasonic level controls. We are continuing our pump replacement program to minimize breakdowns or clogging due to disposal practices.

The facility continued its participation in water quality initiatives by performing coliform analysis for the Pennichuck Brook Watershed Association, the Nashua River Watershed Association and the Souhegan River Association. These efforts are valuable in tracking water quality, and aide in identifying possible illicit connections.

Improvements to the Supervisory Control and Data Acquisition (SCADA) system are continuing. This technology improves plant performance and enables operators to perform adjustment and modifications from a remote location.

There were also SCADA initiatives for the City's sewer pumping stations. This will give the staff members' additional data to troubleshoot alarms. The facility is also working with the Nashua Police department to determine the feasibility of a radio communication system for pump station monitoring.

The maintenance staff rebuilt the return activated sludge pumps and overhauled the influent pumps. We have also purchased and are installing two replacement raw sewage pumps. They are replacing two pumps that have in excess of 35 years of service.



Numerous repairs were initiated to our heating system, including the replacement of leaky heater cores and the rebuilding of steam traps.

We are awaiting the start up of the aeration system upgrade, including new air diffusers, blowers that supply the oxygen for the biological process, dissolved oxygen monitoring equipment, tank coatings and painting of various components. This will enable the operations staff to closely monitor the oxygen levels in the aeration basins resulting in lower energy costs.

The dewatering upgrade is underway. The contractor has initiated the demolition phase of several areas including sludge pumping, polymer dosing and the removal of one of the belt filter presses. Construction activities include the lay-out and forming of equipment pads, electrical fit-up and the placement of the replacement Huber inclined screw press. This initiative is projected to increase cake solids that will lower our disposal costs.

An additional component of this project is an addition to the anaerobic digester complex. We are adding mixing to the secondary digester. This will aid in maintaining a more consistent end product for dewatering, and allow for the complete availability of the volume of the vessel.

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.

The lab purchased a replacement analytical balance. The unit had exceeded its useful life and replacement parts were no longer available.

Atmospheric monitoring equipment was upgraded. This ensures that worker safety is not compromised by inferior or faulty equipment.

We continue to offer tours of the facility to any interested party. Feel free to contact us at 589-3560 to schedule your tour!

### ***Certification***

- Two collection system staff members were successful in upgrading certification levels.
- 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.

## NASHUA SCHOOL DISTRICT

*Dear Fellow Nashua Residents,*

Each day our teachers are working to build on past successes and new opportunities for students to achieve and excel. Our value lies in the vital role we play in the City of Nashua in the lives of its youngest residents. By any measure, this has been a proud and productive year for our students and our schools, and I am delighted to share a few examples of our achievements...from individual- to District-level...to illustrate how successful we have been this year.

- South Math Team finished first in the state for the fourth consecutive year in the state-wide math competition
- Seven members of the Class of 2012 earned Nashua Merit Scholar Finalist recognition
- Nine North and South students achieved National AP (Advanced Placement) Scholar status
- Six Destination ImagiNation teams qualified for the Global Finals at the University of Tennessee
- North Principal David Ryan was recognized as one of three finalists nationwide for High School Principal of the Year
- Sophia Santerre, the Nashua NH South Choral Director in 2011-2012, was the NH Music Educator of the Year
- For the third consecutive year, more than 20% of our ELL (English Language Learner) students achieved success on the ACCESS test, which measures English competency
- Nashua was selected as one of two national field test sites for strengthening elementary math instruction through a natural learning progression in math

Most recently, the District was named a finalist in the US Department of Education's (USDOE) *Race to the Top-District* highly competitive grant program, with the USDOE ranking our \$27 million/4 year proposal 28<sup>th</sup> out of nearly 400 applicants from across the country. The USDOE designed the RTT-D grant program to encourage and reward school districts that have the leadership and vision to implement transformational change that personalizes education for each student and raises student achievement.

Personalizing education for all students defines our work. We are encouraged by the USDOE's favorable review of our application and, despite not being funded, much of the work continues. Teachers are designing classrooms that address the intellectual, emotional and social habits and skills necessary for their students to becoming informed, engaged, and productive citizens.

Our recent achievements have positioned us for continued success. We welcomed the first day of school as signaling ongoing efforts to improve student achievement by meeting expectations of the Common Core. As you may know, New Hampshire is one of 47 states that adopted the Common Core national standards, which brings a sharper focus on reading, writing, speaking, and listening skills, practical skills for students that translate into many disciplines and learning situations. As you may know, the Core is designed to be better connected within and across grades to ensure a more natural progression with learning. By the spring of 2015, students will take the first national assessment test based on the Common Core, replacing the longstanding NECAP exam in reading, writing, and math.

To establish a high-quality curriculum, we established curriculum writing teams to move us forward in developing units of instruction. High school teachers across subject areas continued their work on course competencies. Our Math Steering Committee adopted a balanced math framework that points the way forward to improve our teaching of mathematics. The District is partnering with Aspen X2, a software database, in developing a New Hampshire curriculum module to enable a teacher to organize units of instruction and resources online. Teachers in five middle and elementary schools piloted iReady, an online adaptive assessment that will enable teachers in grades 4-8 to regularly monitor the progress of their students.

In addition to changes in our curriculum and in our technology infrastructure, to keep the District at the forefront of the transition to the Common Core, the District restructured and split several of our elementary assistant principal positions. At five of our smaller elementary schools, the assistant principal is split between serving as a school assistant principal and working as a member of a District-wide team focused on curriculum development. This unique administrative structure gives the District added resources, strategically focused on what is most important: teaching and learning.

We are proud of the Nashua School District, and proud of our forward-thinking work in curriculum development and implementation. We are proud also to present the 2011-2012 Annual Report to the Community to keep you up-to-date on this important work. I hope you enjoy learning about our schools. If you have questions about our work, please do not hesitate to contact us.

Sincerely,

*Robert Hallowell*  
*President, Nashua Board of Education*

*Mark Conrad*  
*Superintendent of Schools*

### **North and South Staff Successful in Maintaining a Low Drop-Out Rate**

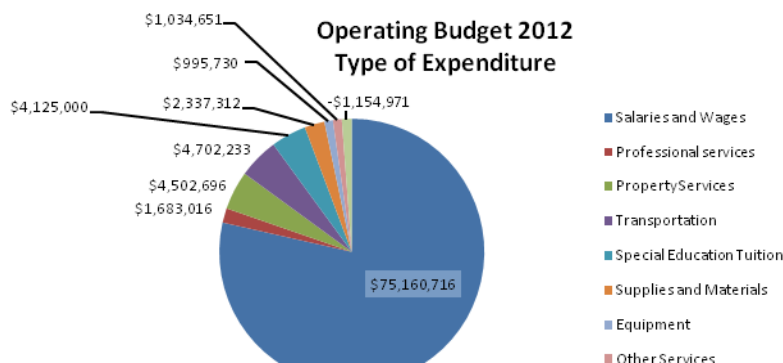
The NH Department of Education released the drop-out rates for New Hampshire based on the Class of 2011 graduating class. There are two different definitions of drop-out used by the state. The federal definition looks at students among all four high school grades who are unaccounted for at a point in time in October. A regional definition provided by the New England Secondary School Consortium, which the District prefers, looks back over the four years of the graduating cohort in determining the drop-out rate.

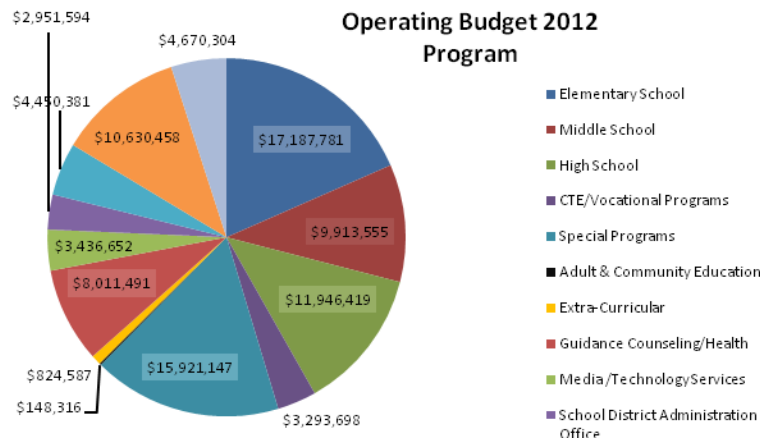
Under either definition New Hampshire has among the lowest drop-out rates in the nation. It is truly a success story for the state as a whole. Nashua is only slightly above the state average, which is also a success story given the significantly higher rate of poverty among our students than New Hampshire as a whole. Using the federal definition the state drop-out rate for last year is 4.7%, and Nashua is 5.7%. Under the Secondary School Consortium, the state rate is 3.3% and Nashua is 3.7%.

This success reflects a collective response to supporting student success in school. The support of the New Hampshire Board of Education and the Nashua Board of Education in developing alternative pathways for students was important. More so, the tremendous dedication and skills of our guidance counselors, our teachers -both daytime and evening- and our school administrators is critical. They never give up on our students. Too often students most at risk for dropping out need to be convinced that they are competent and can be successful in school. Consequently the value of our staff lies in their ability to counsel and coach students to earning a diploma. Although the work continues, we can take great pride in our recent success.

### **Nashua School District Operating Budget**

The Nashua Board of Education manages the Nashua School District operating budget, which for fiscal year 2012, ending June 30, 2012, totals \$93,386,383. Additional expenditures, such as employee health insurance benefits, are managed through other City of Nashua departments.





**Expanded Curriculum Office**

During the 2011-2012 school year, five elementary assistant principal positions required an assistant principal to split his or her time between two school communities. Recognizing that this split role can be a difficult and stressful balancing act and because the District is focusing on curriculum writing and preparing for the Common Core State Standards, Assistant Superintendent Althea Sheaff hired last spring additional curriculum specialists, funded through either the operating budget or grant funds, who will also serve as Assistant Principals, starting in the 2012-2013 school year. These APs will be able to work half-time as elementary assistant principals at just one elementary school, and spend their remaining time working as curriculum specialists. Dr. Sheaff piloted this position at Sunset Heights during the 2011-2012 school year with good success.

The K-12 Common Core State Standards for literacy and mathematics were developed through a joint project of the National Governors Association Center for Best Practices (NGA Center) and the Council of Chief State School Officers (CCSSO). The New Hampshire Board of Education adopted the Common Core State Standards at its July 2010 meeting, committing to a thoughtful, orderly transition process for implementation and assessment to ensure that all New Hampshire students experience a successful and productive future.

The standards have been developed to define the knowledge and skills students should have in order to graduate from high school in order to be college- and career-ready. They are clear, rigorous, and build continuously, increasing student skills in ELA/literacy and mathematics.

Here below are the District's five Assistant Principals who share their time with the Curriculum Team, under Dr. Sheaff's supervision:

Stacy Bachelder-Giles	Amherst Street Elementary
Delese Hovey	Broad Street Elementary
Theresa Keane	Charlotte Avenue Elementary
Kay Aarthun	Mt. Pleasant Elementary
Cherrie Fulton	Sunset Heights Elementary

These split AP/Curriculum Specialists join Kathleen Drolet, Curriculum Supervisor for Humanities, Carol Foley, Curriculum Supervisor for Advanced Learners, and Margaret Reynolds, Secondary School Curriculum Supervisor, as well as Peer Coaches Diane Vienneau and Paula Papanicolaou as members of the District's Curriculum Team.

### ***Nashua Beneficiary of USDOE Grant***

The University of New Hampshire announced in May 2012 the receipt of a \$1.8 million US Department of Education (USDOE) National Professional Development Grant. The purpose of the grant is to increase academic achievement of English learners in the Nashua School District, particularly in the disciplines of math and science.

The USDOE's Office of English Language Acquisition is funding a five-year grant to certify grade-level teachers in Nashua, particularly those teaching in the disciplines of science, technology, engineering, and mathematics, and who have students who speak English as a second language, through the UNH ESOL (English for Speakers of Other Languages) Certification Program.

Currently nearly 1,200 of the District's 12,000 students are enrolled in the ELL (English Language Learner) Program. Nine District teachers, eight elementary school teachers and one middle school teacher, have completed or are about to complete the UNH ESOL Certification Program, which takes place at the UNH Manchester campus. The grant will fund 80 additional teachers from Nashua over the five-year period of the grant.

### ***2011-2012 Academic Awards and Honors***

- Gautam Babu, Serguei Balanovich, Courtney Closson, YuanYuan (Tina) Xu,, NHS North, and Kristin Dechene, Mayank Dubey, Kristofer Rosentel, NHS South, 2012 College Board National Merit Scholars.
- Hari Santhanaraghavan, Shea Vorbach, NHS North, and Sreenivas Appasani, Erin Barry, Ashley Chen, Hannah Drake, Jacqueline Gillis, Angeline Jacques, Pooja Karnane, Evan Macgregor, Martin Meneish, Karin Mezghani, Poornima Patel, Sydney Ramirez, Evan Scribner-MacLean, Hanna Shapiro, Sean Stempler, Sarah Witzig, NHS South, College Board National Merit Commended Scholars.

- Serguei Balanovich, Akash Ravi, Hari Santhanaraghavan, NHS North Class of 2012, and Evan Scribner-MacLean, NHS South Class of 2012, North/South Debate Team, first place at Yale Invitational Debate Tournament at Yale University, New Haven, Connecticut.
- 90 NHS North and NHS Students achieved College Board AP (Advanced Placement) Scholar recognition.
- Victor Luu, NHS North Class of 2011, National AP Scholar.
- Pennichuck Middle School Lego League Team, *The Brainstormers*, earned playoff-level status at the state competition at Manchester Central High School.
- Ashley Chen, NHS South Class of 2012, named US Senate Youth Program Delegate.
- NHS South Math Team finished first in the large school division of the NH-SMASH (Southern Mathematics Association of Senior High) League competition
- 27 District students, high scorers in the 2011 Johns Hopkins University's Center for Talented Youth talent search.
- Gautam Babu, Serguei Balanovich, YuanYuan (Tina) Xu, NHS North Class of 2012, and Pooja K. Karnane, NHS South Class of 2012, selected as candidates for the US Presidential Scholars Program.
- NHS North Model United Nations Team placed at the Boston University Model UN Conference in Boston.
- Fairgrounds Middle School Mathcounts Team placed second in state competition held at Plymouth State University.
- Fairgrounds Middle School Science Bowl Team placed third at the US Department of Energy (DOE) National Science Bowl regional tournament at the Princeton Plasma Physics Laboratory in New Jersey.
- NHS South Math Team, first place in large school division at the 40<sup>th</sup> Annual State Math Meet sponsored by NH Teachers of Mathematics.
- Bicentennial Elementary School, Birch Hill Elementary School, Sunset Heights Elementary School, and NHS South Destination ImagiNation (DI) teams placed at state competition and advanced to compete in the DI Global Finals.
- Brianna English, Ashley Gallant, and Melanie Gordon, NHS North culinary arts students and Class of 2012, Gold Medal winners in the *New Hampshire Healthy Meals Culinary Challenge*.

### ***2011-2012 Athletic Awards and Honors***



- NHS South voted first in Division I schools in sportsmanship for the fall 2011 season by NH Athletic Directors Association.
- NHS South Boys Basketball Team winner of the 2011 Chick-fil-A Holiday Basketball Tournament.
- Joseph Page, NHS North senior, Division I Wrestling Championship.
- NHS North Boys Swim Team finished third in the state championship meet .
- Nathan Garner, NHS North Swim Team junior, NH Division I Champion, 100-yard butterfly and 200-yard individual medley; Meet of Champions championship, 100-yard butterfly.
- Oliver French, NHS North Swim Team freshman, NH Division I Champion, 500-yard free style.
- Joseph Chimelski, NHS North sophomore, placed eighth in his weight class at the National High School Coaches Association Wrestling Tournament.

### ***2011-2012 Staff Awards and Honors***

- Nashua Schools recognized as Blue Ribbon school district at annual New Hampshire Partners in Education Breakfast in Manchester.
- NHS South PAWSS Volunteer Program, VolunteerNH! 2011 Spirit of New Hampshire Volunteer Champion Award for volunteer management and leadership.
- Kay Aarthun, Broad Street Elementary, and Lori Kalosky, NHS South, New Hampshire Teacher of the Year Nominees.
- Dr. Norman W. Crisp Elementary School, US Department of Agriculture Healthier US School Challenge Certification, Silver Distinction.
- Principal David Ryan, Nashua High School North, 2012 High School Principal of the Year by the NH Association of School Principals.
- Christopher Saunders, head English teacher at NHS North, named AP Reader by the College Board.



- Sophia Santerre, NHS South choral teacher and District head music teacher, named 2012 Music Teacher of the Year by the NH Music Educators Association.
- Stephen Norris, former Nashua Senior High School music teacher for 43 years, acknowledged through dedication of Stephen Norris Music Rooms at NHS South.
- Louise Auclair, Main Dunstable Elementary, 2012 Teacher of the Year by the Nashua Lions Club.

### ***Stephen Norris Music Rooms Dedication***

With admiration and appreciation, the Nashua Board of Education, Superintendent Mark Conrad, Jennifer Seusing, and the Nashua High School South staff, proudly dedicated the Stephen Norris Music Rooms at South on May 24, 2012.

Mr. Norris taught music for 43 years at the former Nashua Senior High School. The Norris Music Rooms are two spacious, complete instrumental and choral rehearsal rooms and classrooms where South music teachers nurture inspiration and accomplishment. The Norris Music Rooms are not only rooms of destination for many of our creative high school students, but also now stand as a tribute to Mr. Norris's longstanding career in music education. The District is grateful for his many years of teaching instrumental music and chorus (1955 until 1998), building an award-winning music program that continues today, and fostering a lifelong appreciation of music among his many students, including interestingly several current music teachers in the District.

Mr. Norris is a member of the Nashua High School Class of 1948, and received a Bachelor of Arts in music education from Boston University in 1952.

This District was proud to join with City officials, District administrators and staff, and Mr. Norris and his family in acknowledging Mr. Norris's successful career in music and his passion for teaching.

### ***2012 Recycling Calendar Features 21<sup>st</sup> Century Student Art***

Congratulations to the 21st Century Extended Day Program students whose designs decorate the City of Nashua 2012 Recycling Calendar.

Mayor Donnalee Lozeau recognized the twelve students at a reception on November 15, 2011 at City Hall. The students created their colorful designs after working with a local graphic designer to learn about the calendar's design elements, taking part in a workshop to learn more about the benefits to the environment with recycling, and traveling to the City of Nashua landfill to tour and to learn specifically about the City of Nashua recycling efforts.

Again, congratulations to the following artistic students:

Destiny Rivera, Fairgrounds Elementary  
Gareth Skelton, Fairgrounds Elementary  
Meghan Nadeau, Mt. Pleasant Elementary  
Natassia Ponton, Ledge Street Elementary  
Ashley Aguilar, Fairgrounds Elementary  
Karen Chen, Mt. Pleasant Elementary  
Fatima Amador, Dr. Crisp Elementary  
Joshuanys Isaac-Muriel, Dr. Crisp Elementary  
Nicholas Conroy, Mt. Pleasant Elementary  
Maya Langa, Elm Street Middle School  
Bianca Jean-Pierre, Elm Street Middle School  
Malaysia Langa, Elm Street Middle School

***Dr. Crisp Wins USDA Healthier School Award***

Congratulations to the Dr. Norman W. Crisp Elementary School. Principal Jane Quigley, Assistant Principal Rose Francoeur, School Nurse Roberta Abodeely, Nashua School District Food Services Director Jeanette Kimbell, and the Dr. Crisp food service staff, teaching staff, students, and parents were recognized for winning the US Department of Agriculture (USDA) Healthier US School Challenge (HUSSC) Silver Award.

Dr. Crisp was one of only three schools in New Hampshire to be recognized in January 2012 and the only school to qualify in the Silver category. Although all 12 elementary schools offer the same menu, the Dr. Crisp School community is committed to promoting healthy eating and living among staff and families both at school and at home. The HUSSC Award is a key component of First Lady Michelle Obama's *Let's Move* campaign to end childhood obesity within a generation. Schools like Dr. Crisp that participate in the Challenge voluntarily adopt USDA standards for food they serve at their schools, agree to provide nutrition education, and provide opportunities for physical activity. James Arena-DeRosa, Northeast Regional Administrator for the USDA Food and Nutrition Service, recognized Dr. Crisp at a school-wide assembly for standards of excellence in both nutrition and physical activity.

***Nashua at a Glance***

Second Largest School District in the State

Number of Employees 1,974

Number of Teachers 908

Bachelor	280	Master +30	62
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Bachelor +30	62	Doctorate	6
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Master	455
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Student Enrollment (as of October 1, 2012) 11,895

2012 College Board National Merit Semifinalist and Commended Scholars

NHS North	6
-----------	---

NHS South	12
-----------	----

2012 College Board National Merit Scholars

NHS North	4
-----------	---

NHS South	3
-----------	---

2012 College Board National AP Scholars

NHS North	4
-----------	---

NHS South	5
-----------	---

Number of Special Education Students 1,913

(as of June 30, 2012)

Number of ELL (English Language Learners) 1,180

(grades 1 through 12)

Percent of Students Receiving Free/

Reduced-Price Meals	42%
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Number of Class of 2012 Graduates

NHS North	437
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NHS South	491
-----------	-----

Adult & Community Education Program	70
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Percent of Students Pursue Post-Secondary Education 2012

NHS North	78%
-----------	-----

NHS South	76%
-----------	-----

Adult & Community Education Program	64%
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**2012 Nashua Board of Education**

Robert G. Hallowell            *President*  
Steven G. Haas                *Clerk*  
David Murotake  
William E. Mosher  
Kimberly Smith Muise  
Dennis Ryder  
Elizabeth Van Twuyver  
Thomas L. Vaughan  
Sandra Ziehm  
George Goodwin                *Student Member, NHS North*

**2012 Nashua School District Administrative Staff**

Superintendent

Mark Conrad

Assistant Superintendent, Curriculum and Instruction

Althea Sheaff

Assistant Superintendent, Accountability and Assessment

Jennifer Seusing

Chief Operating Officer

Daniel Donovan

21<sup>st</sup> Century After-School Program

Sue Almeida, *Director*

Adult & Community Education

Adam Rozumek, *Director*

Athletics and Wellness

Thomas Arria, *Director*

Career & Technical Education

Michelle Papanicolau, *NHS North*

Marianne Dustin, *NHS South*

District Curriculum Supervisors

Patricia Burns, *Title I*

Kathy Drolet, *Humanities K-12*

Carol Foley, *Advanced Learners K-12*

Margaret Reynolds, *Secondary Schools*

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*

Christopher Lessard, *Asst. Dir. Safety & Security*

Special Education

Jan Martin, *Director*

Janice Arcaro, *Assistant Director*

Kimberly Degrappo, *Assistant Director*

Student Services and ELL

Robert Cioppa, *Director*

Technology

Richard Farrenkopf, *Director*

Transportation

David Rauseo, *Director*

***School Principals 2012-2013***

Jennifer Scarpati, Principal  
*Amherst Street Elementary School*      scarpatij@nashua.edu  
603.594.4385

Kyle Langille, Principal  
*Bicentennial Elementary School*      langillek@nashua.edu  
603.594.4382

Mark Lucas, Principal  
*Birch Hill Elementary School*      lucasm@nashua.edu  
603.594.4340

Christine Breen, Principal  
*Broad Street Elementary School*      breenc@nashua.edu  
603.594.4404

Patricia Beaulieu, Principal  
*Charlotte Avenue Elementary School*      beaulieup@nashua.edu  
603.594.4334

Jane Quigley, Principal  
*Dr. Norman Crisp Elementary School*      quigleyj@nashua.edu  
603.594.4390

Michael Harrington, Principal  
*Fairgrounds Elementary School*      harringtonm@nashua.edu  
603.594.4318

Janet Valeri, Principal <i>Ledge Street Elementary School</i>	valerij@nashua.edu 603.966.2280
Kelley Paradis, Principal <i>Main Dunstable Elementary School</i>	paradisk@nashua.edu 603.594.4400
Mary Frances Tintle, Principal <i>Mt. Pleasant Elementary School</i>	tintlem@nashua.edu 603.594.4331
Jay Harding, Principal <i>New Searles Elementary School</i>	hardingi@nashua.edu 603.594.4309
Philip Schappler, Principal <i>Sunset Heights Elementary School</i>	schapplerp@nashua.edu 603.594.4387
Colette Valade, Principal <i>Elm Street Middle School</i>	valadec@nashua.edu 603.594.4322
John Nelson, Principal <i>Fairgrounds Middle School</i>	nelsonj@nashua.edu 603.594.4393
Lynne Joseph, Principal <i>Pennichuck Middle School</i>	josephl@nashua.edu 603.594.4308
David Ryan, Principal <i>Nashua High School North</i>	ryand@nashua.edu 603.589.6400
Keith Richard, Principal <i>Nashua High School South</i>	richardk@nashua.edu 603.589.4311



NASHUA HIGH SCHOOL

**Construction of Nashua High School, now Elm Street Junior High School**

*Source: 1936 Municipal Annual Report*

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