

Annual Report of the City of Nashua New Hampshire



160th Municipal Government Report

2013

***160th MUNICIPAL
GOVERNMENT REPORT***

FISCAL YEAR

JULY 1, 2012 – JUNE 30, 2013

Office of the City Clerk

Paul R. Bergeron, City Clerk

Tricia Piecuch, Deputy City Clerk

Printed by: Ralph B. Jackson

“A popular Government, without popular information, or the means of acquiring it, is but a Prologue to a Farce or a Tragedy; or, perhaps both. Knowledge will forever govern ignorance: And a people who mean to be their own Governors, must arm themselves with the power which knowledge gives.”

James Madison to W.T. Barry, 4 August 1822

The Founders' Constitution
Volume 1, Chapter 18, Document 35
<http://press-pubs.uchicago.edu/founders/documents/v1ch18s35.html>
The University of Chicago Press
The Writings of James Madison. Edited by Gaillard Hunt. 9 vols.
New York: G. P. Putnam's Sons, 1900--1910.

The 2012 – 2013 Municipal Government Report for the City of Nashua has been compiled through the efforts of your local city officials, to serve as a permanent record of the past fiscal year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report. We hope you find this publication informative and useful.

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

Paul R. Bergeron, City Clerk

CITY OF NASHUA NEW HAMPSHIRE

Comprehensive Annual Financial Report

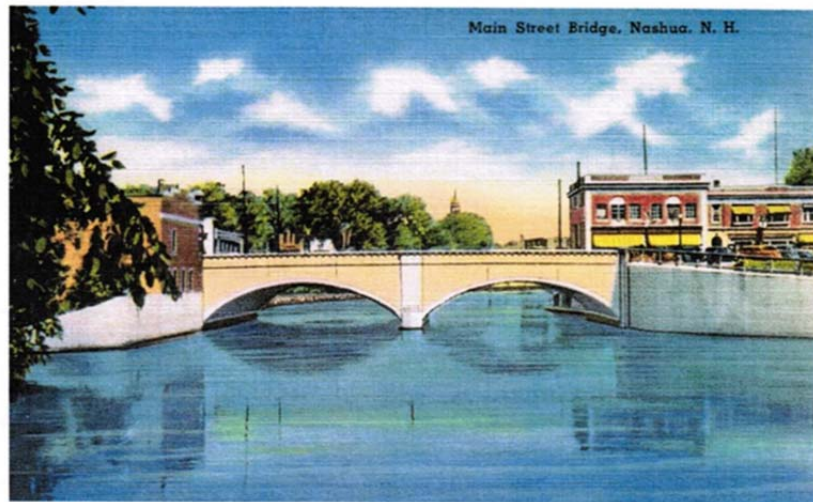
**For The Fiscal Year Ended
June 30, 2013**



**Prepared by:
The Financial Services Division**

**John Griffin
CFO/ Comptroller**

Main Street Bridge



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

City of Nashua, New Hampshire
Comprehensive Annual Financial Report
For the Fiscal Year Ended June 30, 2013

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City of Nashua

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

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

December 27, 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, 2013. Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with management. To the best of our knowledge and belief, the report accurately presents the City's financial position and the results of operations in all material respects in accordance with the most current generally accepted accounting principles (GAAP). All disclosures necessary to enable the reader to gain an accurate understanding of the City's financial activities have been included. This letter of transmittal is intended to complement and should be read in conjunction with Management's Discussion and Analysis (MD&A).

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

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 2013 budget was within the spending cap of 1.7% by approximately \$477,000. The fiscal year 2014 budget adopted in June 2013 also came in under the spending cap of 2.3% by approximately \$382,000. 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, 2013 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 \$70 million with approximately \$55.0 million of that the total spent by the end of fiscal year 2013.

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 November 2013 and a 15% increase in the wastewater user fee rates effective January 1, 2014 was approved.

During fiscal year 2013, the Solid Waste Fund received a transfer of approximately \$3.7 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 \$149.3 million of authorized unissued debt, excluding unissued balances of refunding bonds authorized. There is approximately \$78.8 million of general obligation debt outstanding for the school district and \$34.7 million for the City, and \$147.2 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 \$45.7 million in debt outstanding for the City's enterprise funds.

\$19.1 million in new debt was issued in fiscal year 2013 for Citywide Capital Improvements and Wastewater projects. Debt limitations are discussed in MD&A and in the statistical section.

Credit Rating

During FY2013, the City's credit rating was reaffirmed at AAA by Fitch Ratings in connection with the issuance 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 2013 was 0.73%, compared to the 0.63% 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%, consistent with the prior 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 FY2013, 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 2013 came in at \$11.4 million, approximately \$1 million 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 2013 was \$26.6 million, an increase of \$700,000 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. \$4.0 million has been spent through June 30, 2013 and an additional \$14.6 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.

Local Economy

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

The City adopted its most recent City-wide Master Plan in 2001 and has a Downtown Master Plan, East Hollis Street Master Plan, Economic Development Strategic Plan and a Consolidated Plan. These and other plans form the basis for public and private development decisions, budgetary decisions and future investment.

There is little land available in the City for new development; therefore, redevelopment and rehabilitation of existing sites has become more prevalent and kept the City on the forefront of economic, technological and social change. The City is undertaking ambitious redevelopment strategies for long-dormant Brownfield's sites near the center of the City. Redevelopment of the Millyard, the Front and Franklin Street Mill District and the Bridge Street Waterfront Redevelopment Project all represent significant opportunities to reinvigorate downtown Nashua with people-intensive uses. A key redevelopment site includes Gateway Hills, a 400-acre development that will provide critical expansion capacity for Nashua's high tech cluster. Other notable projects include the \$20 million renovation of the Pheasant Lane Mall and the revitalization of the Cotton Mill into 109 units of mixed income housing along the banks of the Nashua River.

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 has begun 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 eight 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.

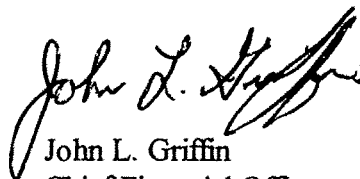
Acknowledgements

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. This accomplishment 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,



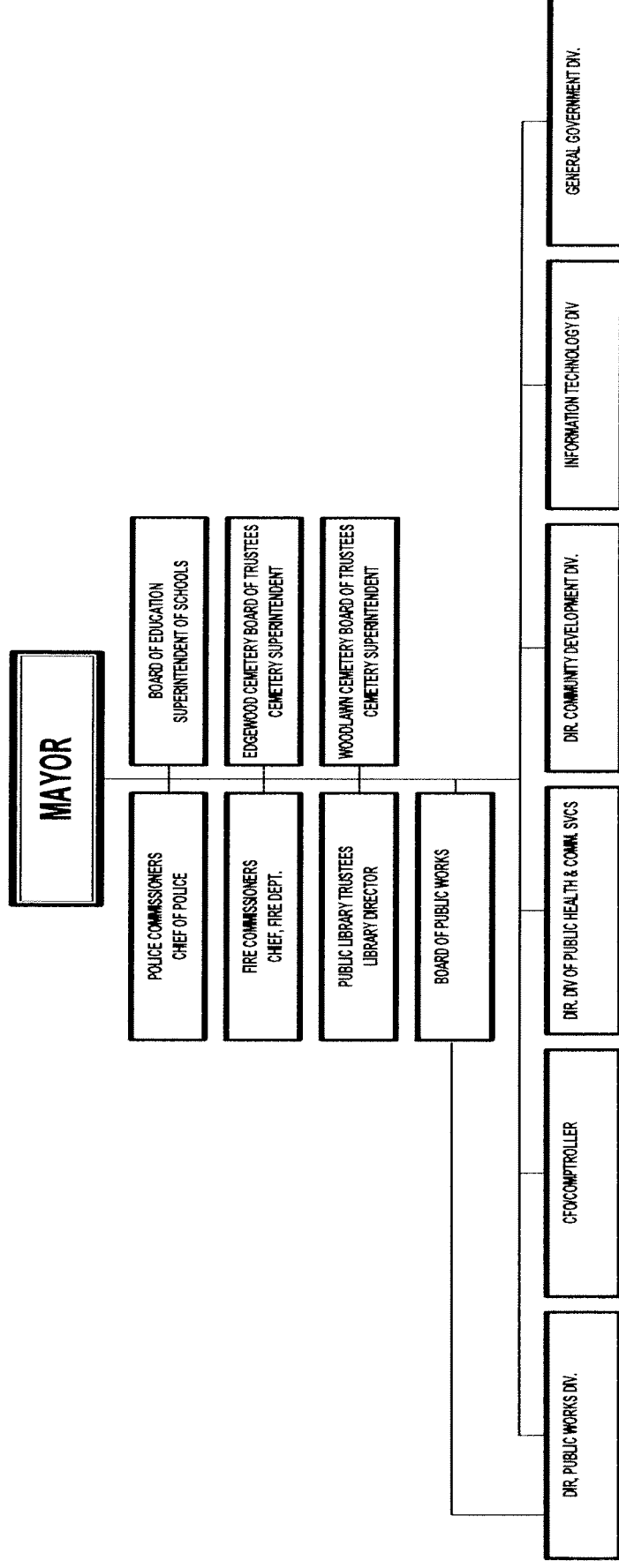
Donnalee Lozeau
Mayor



John L. Griffin
Chief Financial Officer

CITY OF NASHUA

ADMINISTRATIVE/EXECUTIVE STRUCTURE



**CITY OF NASHUA, NEW HAMPSHIRE
LIST OF PRINCIPAL OFFICIALS
FISCAL YEAR 2013**

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 2013**

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
--------------------------------	----------------

CITISTAT

CitiStat Director	Susan Valaitis
-------------------	----------------

OFFICE OF THE CITY CLERK

City Clerk	Paul R. Bergeron
------------	------------------

HUMAN RESOURCES

Human Resources Director	Barbara Hill
--------------------------	--------------

OFFICE OF ECONOMIC DEVELOPMENT

Economic Development Director	Thomas Galligani, Jr.
-------------------------------	-----------------------

INFORMATION TECHNOLOGY

Chief Information Officer/IT Division Director	Bruce Codagnone
--	-----------------

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
Christine Villeneuve
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
William McKinney
Nelson Ortega

PUBLIC LIBRARIES

Director
Assistant Director, Library

Jennifer Hinderer
Susan Deschenes

SCHOOL DEPARTMENT

Superintendent
Chief Operating Officer

Mark Conrad
Daniel Donovan

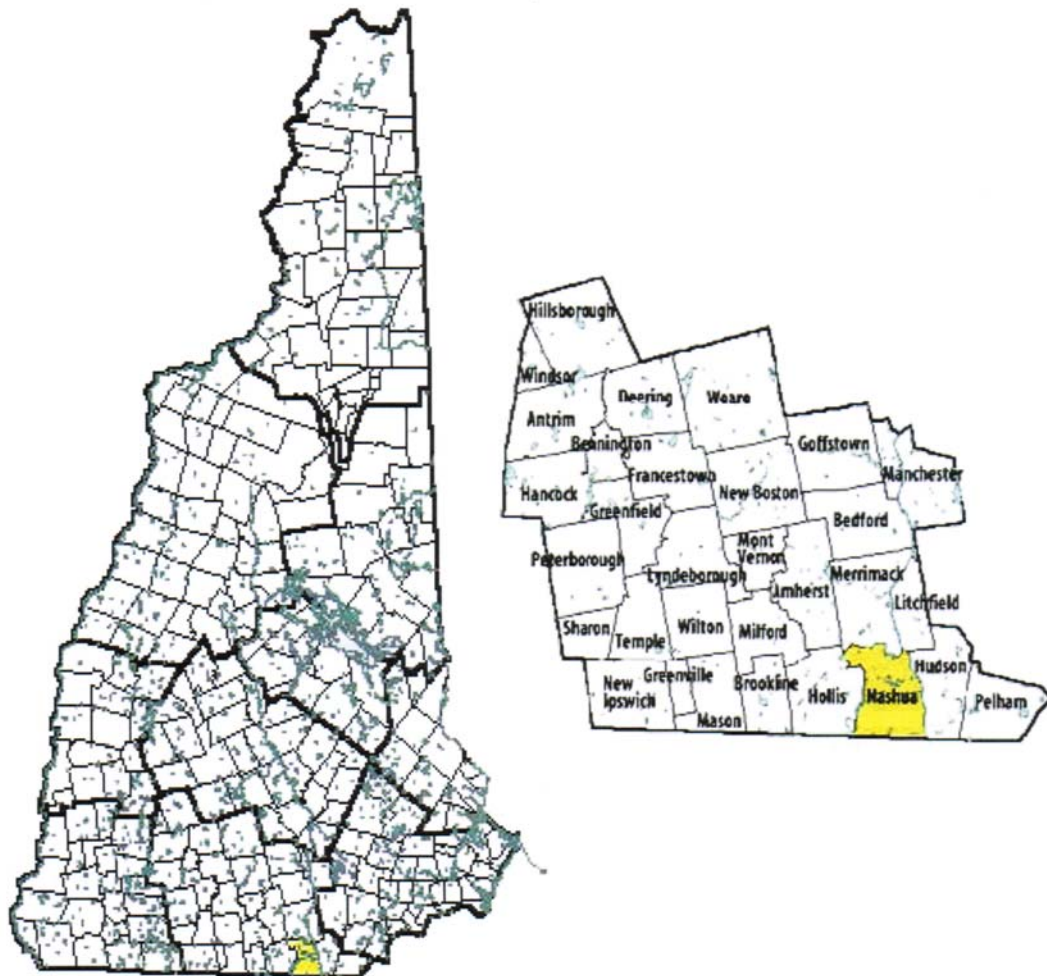
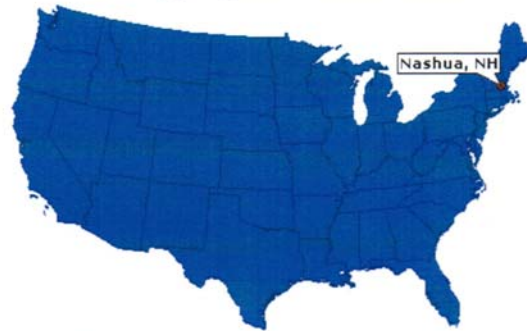
CEMETERIES

Superintendent – Edgewood and Suburban
Superintendent – Woodlawn and Pinewood

Jeffrey Snow
David Campbell

CITY OF NASHUA, NH

Geographic Location





Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**The City of Nashua
New Hampshire**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2012

Executive Director/CEO



MELANSON HEATH & COMPANY, PC
CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

INDEPENDENT AUDITORS' REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units (except Nashua Airport Authority), 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, 2013, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of Nashua Airport Authority, which represents 9.5 percent, 49.9 percent, and 18.7 percent, respectively, of the assets, net position and revenues of the aggregate discretely presented component units. Those financial statements were audited by other auditors whose report thereon has been furnished to us, and our opinion, insofar as it relates to the amounts included for Nashua Airport Authority is based solely on the report of 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 from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of June 30, 2013, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis and Schedule of Funding Progress 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.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 112 through 132 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the 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's basic financial statements. The combining Introductory and the Statistical Sections are 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.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 27, 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 internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City's internal control over financial reporting and compliance.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 27, 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, 2013. **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 \$299,814 (net position). Of this amount, \$24,175 (unrestricted net position) may be used to meet the government's ongoing obligations to citizens and creditors. (See Section C - Government-wide Financial Analysis for further explanation).
- The government's total net position increased by \$12,851. This change is comprised of increases of \$10,803 and \$2,048 in Governmental and Business-Type Activities, respectively.
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$86,766, an increase of \$1,227 over the prior year. Approximately 30.6% or \$26,570 constitutes unassigned fund balance which is available for spending at the City's discretion. (This increase is discussed in Section D - Financial Analysis of the Government's Funds).
- The City issued \$19.1 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 Position presents information on all the City of Nashua's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position 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 position changed during the most recent fiscal year. All changes in net position 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.

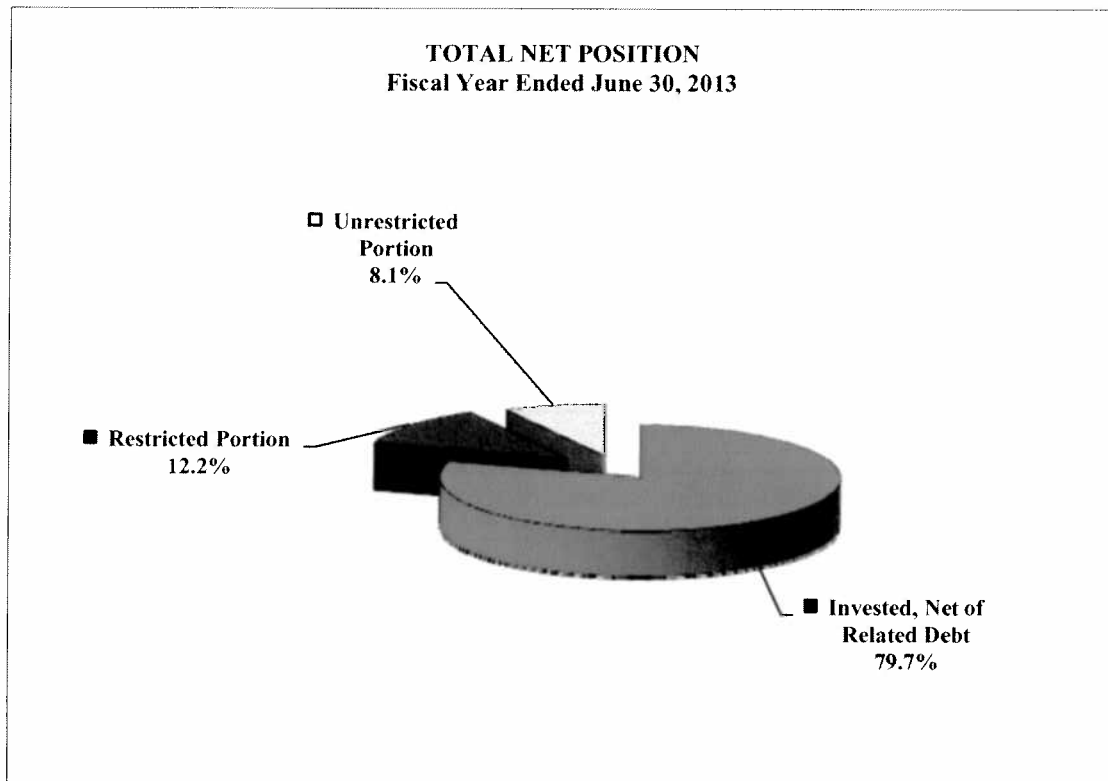
GOVERNMENT-WIDE FINANCIAL ANALYSIS

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

NET POSITION AT JUNE 30, 2013 AND 2012

	Governmental Activities		Business-Type Activities		Total	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
Current assets	\$ 228,983	\$ 218,654	\$ 19,533	\$ 10,463	248,516	\$ 229,117
Noncurrent assets	390,666	387,469	142,383	136,738	533,049	524,207
Deferred outflows of resources	1,394	1,620	-	-	1,394	1,620
Total assets	621,043	607,743	161,916	147,201	\$ 782,959	754,944
Current liabilities	52,027	31,548	9,322	3,547	61,349	35,095
Long term liabilities	281,719	302,402	49,346	42,454	331,065	344,856
Deferred inflows of resources	90,731	88,030	-	-	90,731	88,030
Total liabilities	424,477	421,980	58,668	46,001	483,145	467,981
Net position:						
Invested in capital assets, net	133,386	119,796	105,526	105,609	238,912	225,405
Restricted	32,456	24,925	4,271	3,864	36,727	28,789
Unrestricted	30,724	41,042	(6,549)	(8,273)	24,175	32,769
Total net position	\$ <u>196,566</u>	\$ <u>185,763</u>	\$ <u>103,248</u>	\$ <u>101,200</u>	\$ <u>299,814</u>	\$ <u>286,963</u>

As noted earlier, net position 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 \$299,814 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 position (\$238,912, or 79.7%) 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 position (\$36,727, or 12.2%) represents resources that are subject to external restrictions on how they may be used (i.e. grants, contributions, etc.). The remaining balance of net position (\$24,175 or 8.1%) is considered unrestricted and 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 portion of net position (\$4,271) 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 position for governmental and business-type activities:

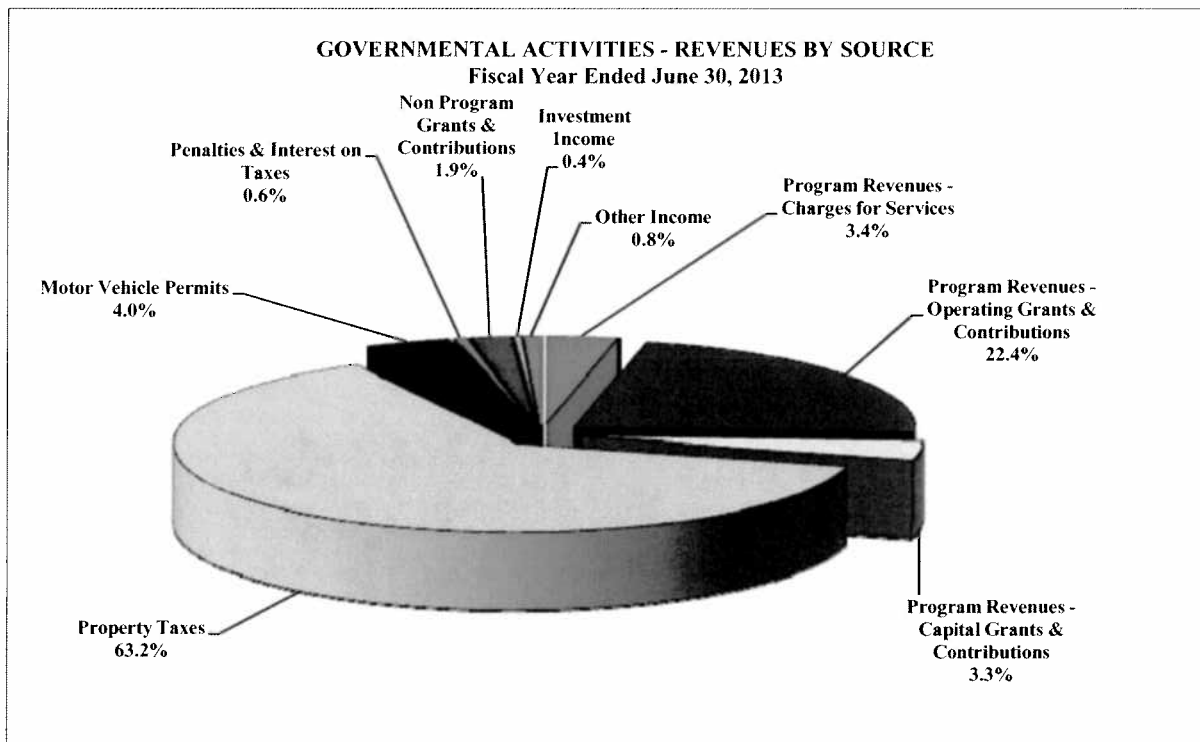
CHANGES IN NET POSITION

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>		<u>Activities</u>	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
Revenues:						
Program revenues:						
Charges for services	\$ 9,734	\$ 9,709	\$ 12,953	\$ 12,576	\$ 22,687	\$ 22,285
Operating grants and contributions	63,830	61,098	-	-	63,830	61,098
Capital grants and contributions	9,256	8,473	696	1,255	9,952	9,728
General revenues:						
Property taxes	179,661	174,911	-	-	179,661	174,911
Motor vehicle	11,422	11,077	-	-	11,422	11,077
Investment income	1,043	1,298	22	36	1,065	1,334
Penalties and interest on taxes	1,661	1,426	-	-	1,661	1,426
Grants and contributions not restricted to specific programs	5,453	5,600	619	610	6,072	6,210
Other	<u>2,274</u>	<u>1,410</u>	<u>-</u>	<u>-</u>	<u>2,274</u>	<u>1,410</u>
Total revenues	284,334	275,002	14,290	14,477	298,624	289,479
Expenses:						
General government	22,777	22,498	-	-	22,777	22,498
Police	27,321	27,563	-	-	27,321	27,563
Fire	21,095	21,697	-	-	21,095	21,697
Water fire protection services	2,592	2,612	-	-	2,592	2,612
Education	149,765	146,755	-	-	149,765	146,755
Public works	10,645	11,379	-	-	10,645	11,379
Health and human services	3,137	3,217	-	-	3,137	3,217
Culture and recreation	7,181	7,593	-	-	7,181	7,593
Community development	9,266	7,165	-	-	9,266	7,165
Communications	516	1,171	-	-	516	1,171
Interest and costs	10,538	5,279	-	-	10,538	5,279
Wastewater services	-	-	10,898	10,840	10,898	10,840
Solid waste services	<u>-</u>	<u>-</u>	<u>6,730</u>	<u>5,555</u>	<u>6,730</u>	<u>5,555</u>
Total expenses	<u>264,833</u>	<u>256,929</u>	<u>17,628</u>	<u>16,395</u>	<u>282,461</u>	<u>273,324</u>
Increase/(decrease) in net position before transfers and permanent fund contributions	19,501	18,073	(3,338)	(1,918)	16,163	16,155
Amortization of investment	(3,390)	-	-	-	(3,390)	-
Transfers	(5,386)	(3,543)	5,386	3,543	-	-
Permanent fund contributions	<u>78</u>	<u>100</u>	<u>-</u>	<u>-</u>	<u>78</u>	<u>100</u>
Increase in net position	10,803	14,630	2,048	1,625	12,851	16,255
Net position - beginning of year	<u>185,763</u>	<u>171,133</u>	<u>101,200</u>	<u>99,575</u>	<u>286,963</u>	<u>270,708</u>
Net position - end of year	\$ <u>196,566</u>	\$ <u>185,763</u>	\$ <u>103,248</u>	\$ <u>101,200</u>	\$ <u>299,814</u>	\$ <u>286,963</u>

Governmental activities. Governmental activities for the year resulted in an increase in net position of \$10,803. Key elements of this change are as follows:

General fund excess of revenues over expenditures	\$ 6,129
Transfers to solid waste	(5,386)
Capital assets from current revenue	8,437
Increase in net OPEB obligation	(2,733)
Principal debt service in excess of depreciation expense	3,891
Permanent Fund revenues and transfers exceeding expenses and transfers out	1,592
Increase in compensated absences	(2,086)
Other	959
Total	<u>\$ 10,803</u>

The chart below identifies revenues by source for governmental activities.

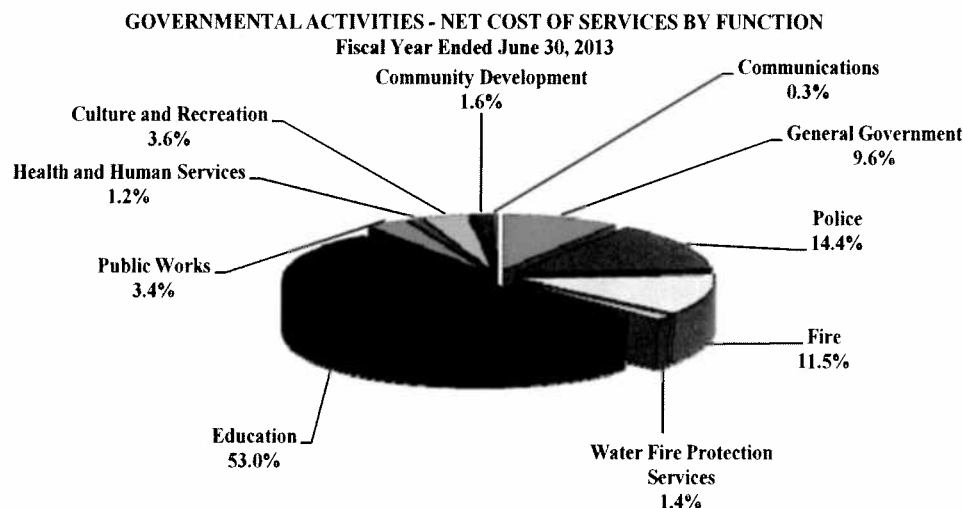


As reflected in the above chart, the City's largest sources of revenue are from property taxes (63.2%) and operating grants and contributions (22.4%). The cost of all governmental activities this year was \$264,833. This reflects a \$7.9 million, or 3.1% increase over the fiscal year 2012 total of \$256,930. However, as shown in the Statement of Activities on pages 34 and 35, the amount that our taxpayers ultimately financed for these activities through City property taxes was \$179,661 because some of the cost was paid by those who directly benefited from the programs through charges for services (\$9,734) or by other governments and organizations that subsidized certain programs with capital and operating grants and contributions (\$73,086). 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 amount that must be supported by property taxes and other general revenues.

**Governmental Activities
(In Millions)**

	Total Cost of Services		Net Cost of Services	
	2013	2012	2013	2012
General Government	\$ 28,790	\$ 23,017	\$ 17,474	\$ 13,794
Police	27,479	27,736	26,170	26,350
Fire	21,275	21,882	20,847	21,210
Water Fire Protection Services	2,592	2,612	2,592	2,612
Education	153,252	150,439	96,538	92,068
Public Works	10,848	11,558	6,161	9,001
Health and Human Services	3,137	3,217	2,131	2,112
Culture and Recreation	7,314	7,743	6,602	7,132
Community Development	9,482	7,405	2,921	2,119
Communications	664	1,321	578	1,251
	<u>\$ 264,833</u>	<u>\$ 256,930</u>	<u>\$ 182,014</u>	<u>\$ 177,649</u>



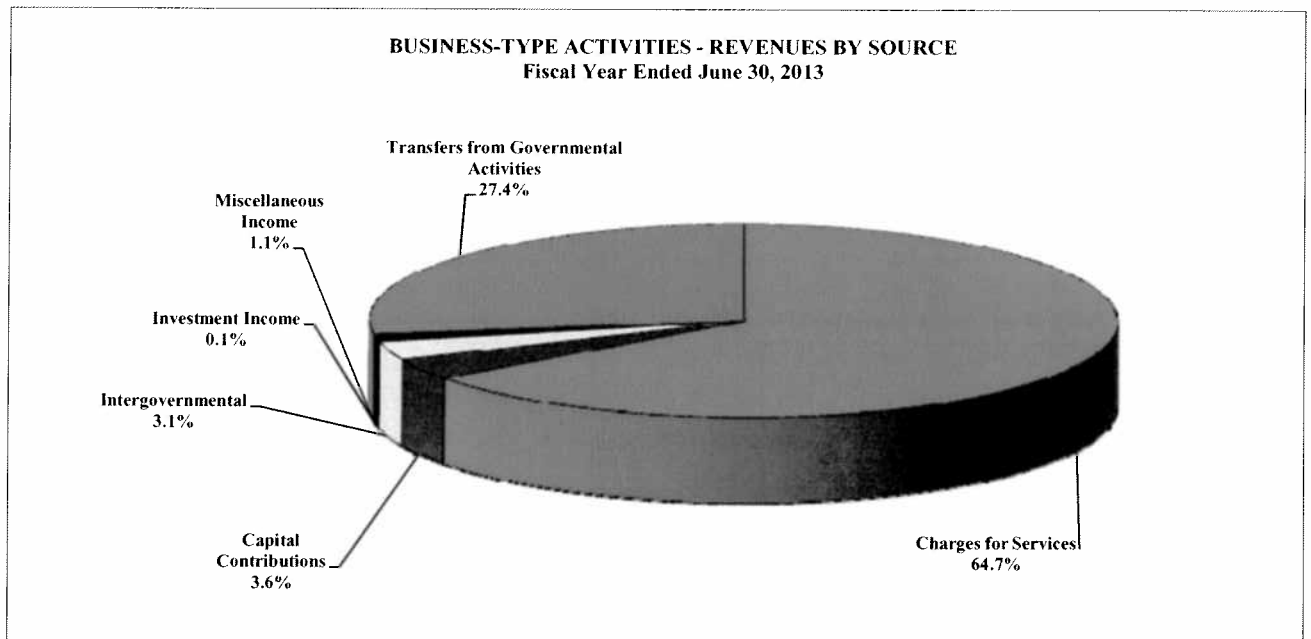
Business-type activities. Overall, business-type activities increased the City's net position by \$2,047 or 2.1%. Key elements of this change are as follows:

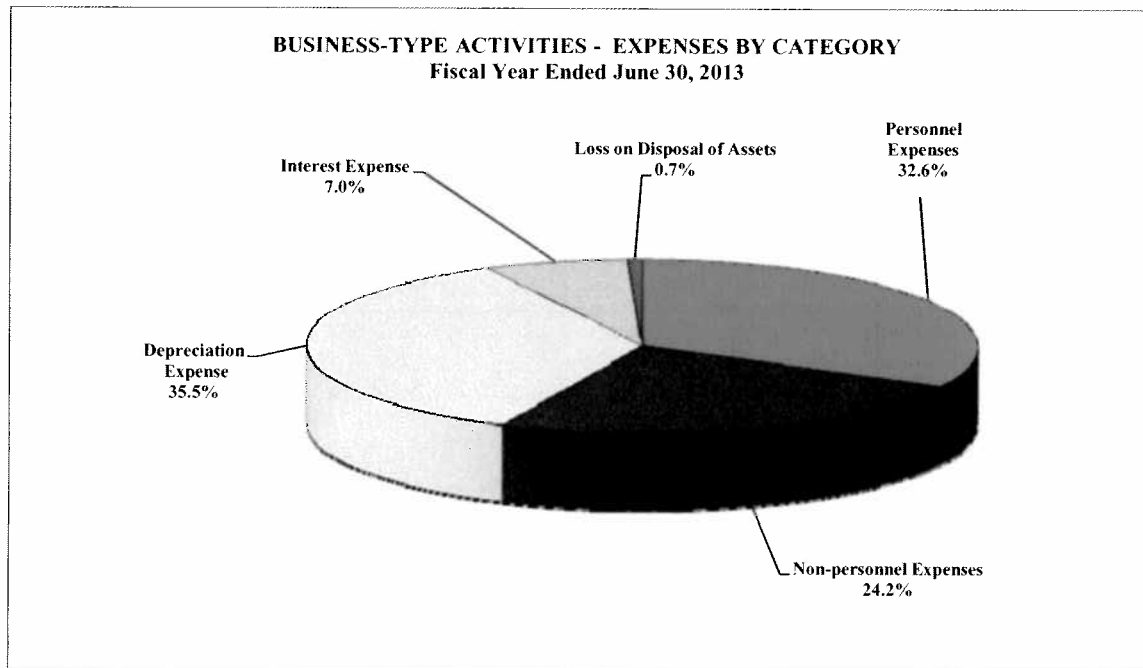
- The Wastewater Fund increased its total net position by \$183 compared to a \$482 increase in the previous year. The City continues to annually update its wastewater rate study model in order to ensure that rates are sufficient to cover the operating and capital costs of the wastewater system. A user fee rate increase of 15% was put into effect on July 1, 2011 with an additional increase of 15% planned for January 1, 2014.
- The Solid Waste Disposal Fund increased its total net position by \$1,865 largely due to a capital contribution from the General Fund Capital Equipment Reserve Fund for the

purchase of CNG (Compressed Natural Gas) vehicles. Solid waste operating activities continue to operate at a deficit with the City continuing to supplement the Solid Waste operations through property taxation for the residential costs of collection and disposal. There is currently no separate fee charged to the City's residential population.

- The Solid Waste Disposal Fund negative net position of \$1,922 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.

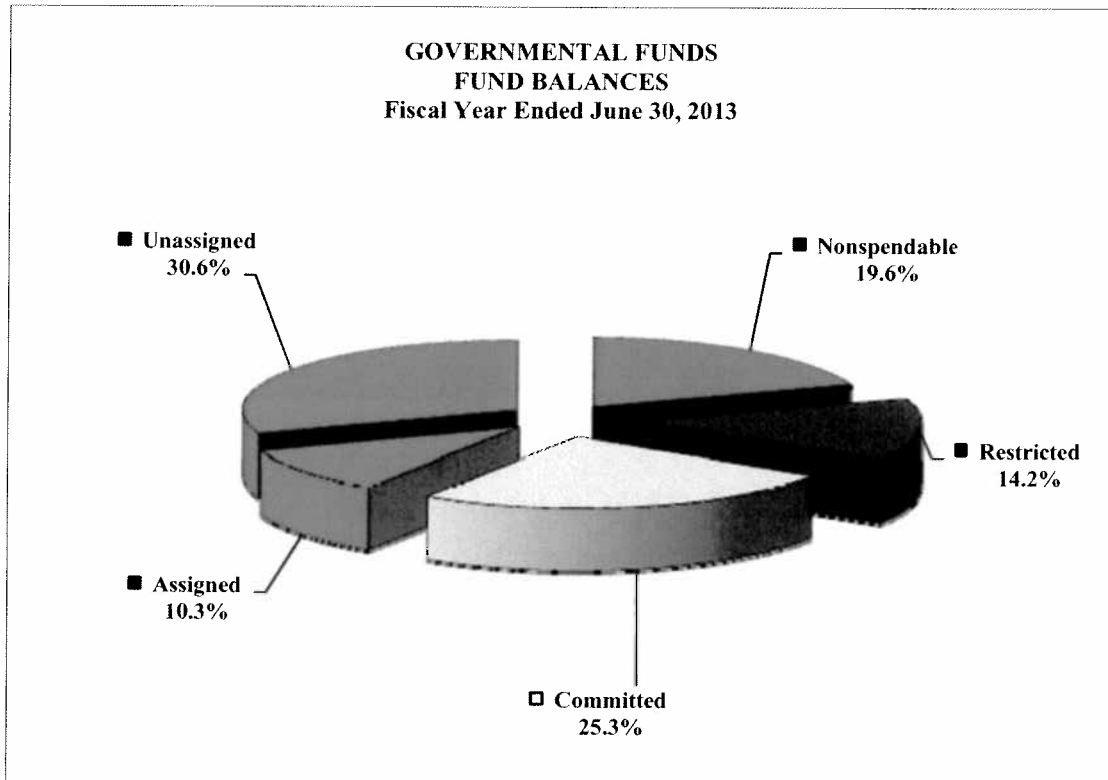
Governmental funds. The focus of the City of Nashua's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unassigned fund balance may serve as a useful 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 \$86,766, an increase of \$1,227 over the prior year and can be summarized as follows:

General Fund expenses and transfers out exceeding revenues and other financing sources	\$ (1,732)
Special Revenue Funds revenues and transfers in exceeding expenses and transfers out	1,162
Capital Project Funds revenues and other financing sources exceeding expenses and transfers out	205
Permanent Fund revenues and transfers exceeding expenses and transfers out	<u>1,592</u>
Total	<u>\$ 1,227</u>

Approximately 30.6% (\$26,570) of the total combined ending fund balances constitutes unassigned fund balance. The remaining components of fund balance (\$60,196) are not available for new spending and are classified into the following categories:

Nonspendable	\$ 16,966
Restricted	12,328
Committed	21,995
Assigned	8,907
Total:	<u>\$ 60,196</u>



The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$26,570 compared to \$25,941 last year, while total general fund balance was \$47,526 compared to \$49,258 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 11.2% of total general fund expenditures consistent with the prior year, while total fund balance represents 20.1% compared to 21.3% 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 125-126.

Total Adopted Budget	\$ 230,685
Plus: Hillsborough County appropriation	9,420
Plus: Appropriation to Solid Waste Fund	3,686
Total Original Budget, per Financial Statements/Schedules	<u>\$ 243,791</u>

The difference between the original and final amended budget resulted in an overall increase in appropriations of \$1,075 and can be summarized as follows:

Total Original Budget, per Financial Statements/Schedules	\$ 243,791
Plus: Supplemental appropriation for transfer to School Vocational Education Capital Reserve Fund	158
Plus: Supplemental appropriation for Parking Garage Improvements	140
Plus: Supplemental appropriation for transfer to Capital Equipment Reserve Fund	54
Plus: Transfers in from Trust and Reserve Funds	723
Total Final Budget, per Financial Statements/Schedules	<u>\$ 244,866</u>

The difference between the final amended budget and actual results reflects a surplus of \$4,808.

Significant revenue variances are summarized as follows:

- \$1,000 positive variance in Motor Vehicle Registrations.
- \$592 positive variance in Penalties, Interest and Other Taxes.
- \$409 positive variance in Intergovernmental Revenue primarily due to Medicaid reimbursements.
- \$311 positive variance in Licenses and Permits.

Significant expenditure variances are summarized as follows:

- \$990 in City-wide pension costs.
- \$529 in Education primarily due to utility cost savings.
- \$241 in Unemployment Compensation benefits.
- \$129 in Public Library due to attrition and utility cost savings.
- \$117 in Fire due to attrition.

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, 2013 amounted to \$385,869, net of accumulated depreciation, an increase of \$12,232 over the prior fiscal year. This investment in capital assets includes land, buildings, vehicles, equipment, and infrastructure.

CAPITAL ASSETS AS OF JUNE 30, 2013 AND 2012

(net of accumulated depreciation)

	Governmental Activities		Business-Type Activities		Total	
	2013	2012	2013	2012	2013	2012
Land and improvements	\$ 27,685	\$ 27,033	\$ 11,405	\$ 12,298	\$ 39,090	\$ 39,331
Buildings and systems	160,471	161,884	43,593	45,391	204,064	207,275
Machinery and equipment	21,905	18,914	12,083	11,360	33,988	30,274
Infrastructure	23,947	21,574	65,971	59,379	89,918	80,953
Construction in progress	9,478	7,494	9,331	8,310	18,809	15,804
Total	<u>\$ 243,486</u>	<u>\$ 236,899</u>	<u>\$ 142,383</u>	<u>\$ 136,738</u>	<u>\$ 385,869</u>	<u>\$ 373,637</u>

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

Governmental Activities

Broad Street Parkway Construction	\$ 3,974
School Building Improvements	2,588
School Technology-Software & Hardware Upgrades	1,741
Communications Radio Network Upgrade	1,470
Enterprise Resource Planning (ERP) System	1,321
Citywide Street Paving Improvements	1,171
Elm Street & High Street Garage Renovations	989
Fire Department – Ladder Truck	803
School Access Control System	457

Business-type Activities

Sewer Sludge Dewatering Upgrades	\$ 3,913
Harbor Ave Sewer Separation	2,014
Solid Waste Loaders	1,921
Sewer Infrastructure Improvements	1,175
Sewer Screening and Disinfection Facility Improvements	1,120

Additional information concerning the City of Nashua's capital assets can be found in Note 7 beginning on page 63.

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt outstanding of \$306,428 compared to \$306,827 in the prior year. Of this amount, \$306,405 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 \$23.

OUTSTANDING DEBT AS OF JUNE 30, 2013 AND 2012

	Governmental Activities		Business-Type Activities		Total	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
Bonds and notes	\$ 260,682	\$ 269,911	\$ 45,723	\$ 36,871	\$ 306,405	\$ 306,782
Capital leases	23	45	-	-	23	45
Total	<u>\$ 260,705</u>	<u>\$ 269,956</u>	<u>\$ 45,723</u>	<u>\$ 36,871</u>	<u>\$ 306,428</u>	<u>\$ 306,827</u>

During the fiscal year, the City issued \$19,140 of new debt and retired \$19,517 of outstanding debt through scheduled principal payments. New debt was issued for the following capital improvements:

Governmental Activities:

School HVAC Improvements	\$ 1,772
Broad Street Parkway Construction	1,470
Communications Equipment Upgrade	1,395
Enterprise Resource Planning (ERP) System	888
Ladder Truck	740
Pumper Truck	429
City Building Improvements	442

Business Type Activities:

Storage Tank Facility	5,163
Aeration Blower Upgrade	3,726
Sludge Dewatering Equipment Upgrades	2,865
Net Metering Equipment Upgrades	250

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 \$635,831, which is significantly in excess of the current outstanding general obligation debt of \$260,682. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. Wastewater and Solid Waste debt of \$45,723 is not subject to these limitations.

On March 28, 2013 the City's credit rating was reaffirmed at AAA by Fitch Ratings in connection with the \$18.9 million issuance of general obligation bonds for capital improvements. In January 2012, Moody's Investors Service rated the City's bonds at Aa2 related to the acquisition of Pennichuck Corporation. 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 beginning on page 63.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES

The City continues to see signs of local revenue growth, specifically in motor vehicle registration fees and building permit fees and continues to face significant cost pressures with regards to state pension costs. During the past several years, the City has explored different strategies in an effort to mitigate rising health care costs. The City raised the employee contribution from 10% to 20% of the monthly premium. In addition, plan design changes were adopted to include higher co-payments and deductibles. All of these factors were considered in preparing the City of Nashua's budget for fiscal year 2014.

The City adopted a fiscal year 2014 General Fund operating budget of \$249,308 (inclusive of the transfer to solid waste and county appropriation), compared to an adopted budget of \$243,791 for fiscal year 2013. The budget reflects an overall increase of 2.3% over the prior year and did not require any service level reductions.

The City has also undergone a revaluation of all properties. \$4.3 million of assigned fund balance will be used as a funding source towards the fiscal year 2014 tax rate. Had the City not undergone a revaluation of all properties, the tax rate increase would have increased approximately 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

Country Club, Nashua



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

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET POSITION

JUNE 30, 2013

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2012)

	Primary Government			
	Governmental Activities	Business- Type Activities	Government Wide Total	Component Units
ASSETS				
Current:				
Cash and short-term investments	\$ 163,920,299	\$ 16,877,556	\$ 180,797,855	\$ 6,423,233
Investments	40,544,404	-	40,544,404	301,975
Receivables, net of allowance for uncollectibles:				
Property taxes	18,761,869	-	18,761,869	-
User fees	-	3,009,187	3,009,187	4,379,658
Departmental and other	207,040	-	207,040	-
Intergovernmental	3,727,403	97,258	3,824,661	540,512
Loans	653,910	-	653,910	-
Internal balances	450,703	(450,703)	-	-
Due from external parties - fiduciary funds	41,832	-	41,832	-
Other assets	675,085	-	675,085	2,265,000
Total current assets	228,982,545	19,533,298	248,515,843	13,910,378
Noncurrent:				
Capital assets being depreciated, net of accumulated depreciation	206,322,990	132,819,811	339,142,801	171,015,899
Capital assets not being depreciated	37,163,020	9,562,964	46,725,984	20,804,128
Acquisition premium	-	-	-	83,261,000
Investment in Pennichuck	147,180,000	-	147,180,000	-
Other assets	-	-	-	14,008,000
Total non-current assets	390,666,010	142,382,775	533,048,785	289,089,027
DEFERRED OUTFLOWS OF RESOURCES	1,394,497	-	1,394,497	2,251,000
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	621,043,052	161,916,073	782,959,125	305,250,405
LIABILITIES				
Current:				
Accounts payable	12,372,363	-	12,372,363	1,841,946
Retainage payable	647,455	-	647,455	262,000
Accrued liabilities	19,613,480	1,016,479	20,629,959	627,383
Notes payable	-	4,511,553	4,511,553	-
Due to external parties - fiduciary funds	1,165	-	1,165	-
Other	852,938	-	852,938	-
Current portion of long-term liabilities:				
Bonds and notes payable	13,632,620	3,735,276	17,367,896	2,780,000
Acquisition bonds payable	3,250,000	-	3,250,000	-
Compensated absences	1,633,296	59,308	1,692,604	-
Capital leases	23,083	-	23,083	-
Total current liabilities	52,026,400	9,322,616	61,349,016	5,511,329
Noncurrent:				
Bonds and notes payable	103,569,422	43,369,851	146,939,273	174,743,000
Acquisition bonds payable	143,930,000	-	143,930,000	-
Compensated absences	16,514,437	599,668	17,114,105	-
Net OPEB obligations	17,705,386	380,867	18,086,253	2,368,000
Other	-	4,995,633	4,995,633	66,276,703
Total non-current liabilities	281,719,245	49,346,019	331,065,264	243,387,703
DEFERRED INFLOWS OF RESOURCES	90,730,940	-	90,730,940	3,996
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	424,476,585	58,668,635	483,145,220	248,903,028
NET POSITION				
Net investment of capital assets	133,385,506	105,525,905	238,911,411	27,762,027
Restricted for:				
Pennichuck corporation	-	-	-	28,230,000
Grants and other statutory restrictions	10,514,970	-	10,514,970	-
Capital projects	2,280,907	4,270,548	6,551,455	-
Permanent funds:				
Expendable	1,183,234	-	1,183,234	-
Nonexpendable	18,477,572	-	18,477,572	-
Unrestricted	30,724,278	(6,549,015)	24,175,263	355,350
TOTAL NET POSITION	\$ 196,566,467	\$ 103,247,438	\$ 299,813,905	\$ 56,347,377

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR FISCAL YEAR ENDED JUNE 30, 2013

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2012)

			Program Revenues		
	<u>Expenses</u>	<u>Indirect Cost Allocation</u>	<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Primary Government					
Governmental Activities:					
General government	\$ 22,777,079	\$ 5,788,457	\$ 2,478,975	\$ 8,838,773	\$ -
Police	27,321,535	156,822	747,150	560,897	-
Fire	21,094,654	180,466	131,744	296,459	-
Water fire protection services	2,591,814	-	-	-	-
Education	149,765,273	3,487,072	3,529,902	53,183,943	-
Public works	10,644,976	203,259	527,491	82,691	4,076,775
Health and human services	3,137,470	-	165,273	841,123	-
Culture and recreation	7,181,489	132,670	685,656	26,589	-
Community development	9,266,113	215,742	1,467,693	-	5,093,641
Communications	515,783	147,899	-	-	85,504
Interest and costs	<u>10,537,637</u>	<u>(10,312,387)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Governmental Activities	264,833,823	-	9,733,884	63,830,475	9,255,920
Business-Type Activities:					
Wastewater services	10,897,541	-	10,208,509	-	677,133
Solid waste services	<u>6,730,422</u>	<u>-</u>	<u>2,744,245</u>	<u>-</u>	<u>19,123</u>
Total Business-Type Activities	<u>17,627,963</u>	<u>-</u>	<u>12,952,754</u>	<u>-</u>	<u>696,256</u>
Total primary government	<u>\$ 282,461,786</u>	<u>\$ -</u>	<u>\$ 22,686,638</u>	<u>\$ 63,830,475</u>	<u>\$ 9,952,176</u>
Component units:					
Pennichuck Corporation	\$ 40,338,000	\$ -	\$ 37,756,000	\$ -	\$ -
Nashua Airport Authority	<u>1,025,168</u>	<u>-</u>	<u>505,157</u>	<u>-</u>	<u>8,303,417</u>
Total component units	<u>\$ 41,363,168</u>	<u>\$ -</u>	<u>\$ 38,261,157</u>	<u>\$ -</u>	<u>\$ 8,303,417</u>
General Revenues, permanent fund contributions and transfers:					
Property taxes					
Auto permits					
Penalties, interest and other taxes					
Grants and contributions not restricted to specific programs					
Investment income					
Miscellaneous					
Amortization of Pennichuck investment					
Permanent fund contributions					
Transfers in (out)					
Total general revenues, contributions and transfers					
Change in Net Position					
Net Position:					
Beginning of year					
End of year					

The accompanying notes are an integral part of these financial statements.

Net (Expenses) Revenues and Changes in Net Position			
Primary Government			
Governmental Activities	Business- Type Activities	Total	Component Units
\$ (17,247,788)	\$ -	\$ (17,247,788)	\$ -
(26,170,310)	-	(26,170,310)	-
(20,846,917)	-	(20,846,917)	-
(2,591,814)	-	(2,591,814)	-
(96,538,500)	-	(96,538,500)	-
(6,161,278)	-	(6,161,278)	-
(2,131,074)	-	(2,131,074)	-
(6,601,914)	-	(6,601,914)	-
(2,920,521)	-	(2,920,521)	-
(578,178)	-	(578,178)	-
(225,250)	-	(225,250)	-
(182,013,544)	-	(182,013,544)	-
-	(11,899)	(11,899)	-
-	(3,967,054)	(3,967,054)	-
-	(3,978,953)	(3,978,953)	-
(182,013,544)	(3,978,953)	(185,992,497)	-
-	-	-	(2,582,000)
-	-	-	7,783,406
			5,201,406
179,660,929	-	179,660,929	-
11,422,224	-	11,422,224	-
1,660,906	-	1,660,906	-
5,453,477	618,567	6,072,044	-
1,042,839	22,150	1,064,989	5,565
2,273,681	-	2,273,681	-
(3,390,000)	-	(3,390,000)	(26,067,000)
78,349	-	78,349	-
(5,385,555)	5,385,555	-	-
192,816,850	6,026,272	198,843,122	(26,061,435)
10,803,306	2,047,319	12,850,625	(20,860,029)
185,763,161	101,200,119	286,963,280	77,207,406
\$ 196,566,467	\$ 103,247,438	\$ 299,813,905	\$ 56,347,377

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2013

	<u>General</u>	<u>Debt Service Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and short-term investments	\$ 160,671,543	\$ -	\$ 3,248,756	\$ 163,920,299
Investments	20,230,046	-	20,314,358	40,544,404
Receivables, net of allowance for uncollectibles:				
Property taxes	18,761,869	-	-	18,761,869
Departmental and other	78,098	-	128,942	207,040
Intergovernmental	27,473	-	3,699,930	3,727,403
Loans	-	-	653,910	653,910
Due from other funds	9,020,543	4,313,266	9,574,139	22,907,948
Other assets	<u>8,066</u>	<u>-</u>	<u>-</u>	<u>8,066</u>
TOTAL ASSETS	<u>\$ 208,797,638</u>	<u>\$ 4,313,266</u>	<u>\$ 37,620,035</u>	<u>\$ 250,730,939</u>
LIABILITIES				
Accounts payable	\$ 12,243,464	\$ -	\$ 128,899	\$ 12,372,363
Accrued liabilities	6,386,244	-	38,270	6,424,514
Due to other funds	48,087,495	-	2,322,362	50,409,857
Other liabilities	<u>83,984</u>	<u>-</u>	<u>-</u>	<u>83,984</u>
TOTAL LIABILITIES	66,801,187	-	2,489,531	69,290,718
DEFERRED INFLOWS OF RESOURCES	94,470,218	-	203,528	94,673,746
FUND BALANCES				
Nonspendable	214,361	-	16,751,522	16,965,883
Restricted	-	4,313,266	8,014,685	12,327,951
Committed	11,834,058	-	10,160,993	21,995,051
Assigned	8,907,711	-	-	8,907,711
Unassigned	<u>26,570,103</u>	<u>-</u>	<u>(224)</u>	<u>26,569,879</u>
TOTAL FUND BALANCES	<u>47,526,233</u>	<u>4,313,266</u>	<u>34,926,976</u>	<u>86,766,475</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	<u>\$ 208,797,638</u>	<u>\$ 4,313,266</u>	<u>\$ 37,620,035</u>	<u>\$ 250,730,939</u>

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

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

JUNE 30, 2013

Total governmental fund balances	\$ 86,766,475
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	243,486,010
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	3,942,806
• To record investment in Pennichuck Waterworks.	147,180,000
• Loss on prior year refundings.	1,394,497
• 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 Position.	18,337,580
• In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(4,282,657)
• 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>(300,258,244)</u>
Net position of governmental activities	<u>\$ 196,566,467</u>

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR FISCAL YEAR ENDED JUNE 30, 2013

	<u>General</u>	<u>Debt Service Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 179,316,327	\$ -	\$ 499,342	\$ 179,815,669
Auto permits	11,422,224	-	-	11,422,224
Penalties, interest and other taxes	1,265,981	-	394,925	1,660,906
Charges for services	1,066,266	-	4,907,031	5,973,297
Intergovernmental	45,965,204	-	21,765,256	67,730,460
Licenses and permits	1,372,314	-	-	1,372,314
Interest earnings	312,035	-	2,457,550	2,769,585
Miscellaneous	1,805,181	-	638,159	2,443,340
Contributions	-	8,766,487	556,532	9,323,019
Total Revenues	<u>242,525,532</u>	<u>8,766,487</u>	<u>31,218,795</u>	<u>282,510,814</u>
Expenditures:				
Current:				
General government	59,553,651	-	3,286,704	62,840,355
Police	17,954,600	-	1,164,451	19,119,051
Fire	14,312,925	-	810,040	15,122,965
Water fire protection services	2,591,814	-	-	2,591,814
Education	95,691,904	-	19,164,058	114,855,962
Public works	10,403,801	-	5,403,792	15,807,593
Health and human services	1,755,105	-	846,012	2,601,117
Culture and recreation	5,058,769	-	341,810	5,400,579
Community development	1,416,357	-	6,194,481	7,610,838
Communications	425,232	-	1,555,591	1,980,823
Debt service				
Principal	12,914,611	3,390,000	60,000	16,364,611
Interest and issuance cost	4,897,909	5,376,487	34,254	10,308,650
Intergovernmental	<u>9,420,187</u>	<u>-</u>	<u>-</u>	<u>9,420,187</u>
Total Expenditures	<u>236,396,865</u>	<u>8,766,487</u>	<u>38,861,193</u>	<u>284,024,545</u>
Excess (deficiency) of revenues over expenditures	6,128,667	-	(7,642,398)	(1,513,731)
Other Financing Sources (Uses):				
Issuance of bonds	-	-	7,136,000	7,136,000
Bond premiums	110,848	-	944,000	1,054,848
Capital leases	-	-	-	-
Transfers in	424,911	-	3,663,044	4,087,955
Transfers out	<u>(8,396,682)</u>	<u>-</u>	<u>(1,141,813)</u>	<u>(9,538,495)</u>
Total Other Financing Sources (Uses)	<u>(7,860,923)</u>	<u>-</u>	<u>10,601,231</u>	<u>2,740,308</u>
Change in fund balance	(1,732,256)	-	2,958,833	1,226,577
Fund Balance, July 1, 2012, as reclassified	<u>49,258,489</u>	<u>4,313,266</u>	<u>31,968,143</u>	<u>85,539,898</u>
Fund Balance, June 30, 2013	<u>\$ 47,526,233</u>	<u>\$ 4,313,266</u>	<u>\$ 34,926,976</u>	<u>\$ 86,766,475</u>

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

RECONCILIATION OF THE STATEMENT OF REVENUES
EXPENDITURES, AND CHANGES IN FUND BALANCES OF
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2013

Net changes in fund balances - Total governmental funds	\$ 1,226,577																		
<ul style="list-style-type: none"> Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: <table> <tr> <td>Capital outlay purchases, net of disposals</td><td style="text-align: right;">19,060,081</td></tr> <tr> <td>Depreciation</td><td style="text-align: right;">(12,473,254)</td></tr> </table> 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. <div style="text-align: right;">(164,249)</div> 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 position: <table> <tr> <td>Issuance of new debt</td><td style="text-align: right;">(7,136,000)</td></tr> <tr> <td>Repayment of capital leases</td><td style="text-align: right;">22,256</td></tr> <tr> <td>Repayments of debt</td><td style="text-align: right;">16,364,628</td></tr> <tr> <td>Bond premiums</td><td style="text-align: right;">(1,054,848)</td></tr> </table> To record amortization of Pennichuck asset. <div style="text-align: right;">(3,390,000)</div> In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. <div style="text-align: right;">(3,754)</div> 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> <tr> <td>Increase in compensated absences liability</td><td style="text-align: right;">(2,086,058)</td></tr> <tr> <td>Increase in net OPEB obligation</td><td style="text-align: right;">(2,732,847)</td></tr> <tr> <td>Other</td><td style="text-align: right;">160,998</td></tr> </table> 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. <div style="text-align: right;"><u>3,009,776</u></div> 	Capital outlay purchases, net of disposals	19,060,081	Depreciation	(12,473,254)	Issuance of new debt	(7,136,000)	Repayment of capital leases	22,256	Repayments of debt	16,364,628	Bond premiums	(1,054,848)	Increase in compensated absences liability	(2,086,058)	Increase in net OPEB obligation	(2,732,847)	Other	160,998	
Capital outlay purchases, net of disposals	19,060,081																		
Depreciation	(12,473,254)																		
Issuance of new debt	(7,136,000)																		
Repayment of capital leases	22,256																		
Repayments of debt	16,364,628																		
Bond premiums	(1,054,848)																		
Increase in compensated absences liability	(2,086,058)																		
Increase in net OPEB obligation	(2,732,847)																		
Other	160,998																		
Change in net position of governmental activities	\$ <u>10,803,306</u>																		

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

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

FISCAL YEAR ENDED JUNE 30, 2013

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
Revenues and Other Sources:				
Taxes	\$ 178,458,855	\$ 178,458,855	\$ 178,458,855	\$ -
Auto permits	10,422,000	10,422,000	11,422,224	1,000,224
Penalties, interest and other taxes	673,911	673,911	1,265,981	592,070
Charges for services	909,880	1,049,880	1,066,036	16,156
Intergovernmental	45,343,700	45,555,502	45,965,204	409,702
Licenses and permits	1,061,505	1,061,505	1,372,313	310,808
Interest earnings	450,000	450,000	306,827	(143,173)
Miscellaneous	1,571,723	1,571,723	1,799,558	227,835
Transfers in	599,000	1,322,203	1,125,757	(196,446)
Other sources	<u>4,300,000</u>	<u>4,300,000</u>	<u>4,410,848</u>	<u>110,848</u>
Total Revenues and Other Sources	243,790,574	244,865,579	247,193,603	2,328,024
Expenditures and Other Uses:				
General government	63,268,528	63,343,943	61,836,323	1,507,620
Police	17,705,125	17,884,610	17,854,458	30,152
Fire	14,227,107	14,361,690	14,244,082	117,608
Water fire protection services	2,634,760	2,634,760	2,591,814	42,946
Education	95,628,047	95,871,330	95,342,313	529,017
Public works	11,527,153	11,849,821	11,807,325	42,496
Health and human services	2,113,616	2,113,616	2,062,379	51,237
Culture and recreation	5,110,756	5,176,809	5,050,867	125,942
Community development	1,877,327	1,877,327	1,855,677	21,650
Communications	288,922	288,922	279,574	9,348
Debt service	17,814,045	17,814,045	17,812,520	1,525
Intergovernmental	9,420,187	9,420,187	9,420,187	-
Transfers out	<u>2,175,000</u>	<u>2,228,519</u>	<u>2,228,519</u>	<u>-</u>
Total Expenditures and Other Uses	<u>243,790,574</u>	<u>244,865,579</u>	<u>242,386,038</u>	<u>2,479,541</u>
Excess of revenues and other sources over expenditures and other uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>4,807,565</u>	\$ <u>4,807,565</u>

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2013

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
<u>ASSETS</u>				
Current:				
Cash and short-term investments	\$ 12,366,798	\$ 4,510,758	\$ 16,877,556	\$ -
User fees, net of allowance for uncollectibles	2,788,508	220,679	3,009,187	-
Intergovernmental receivable	97,258	-	97,258	-
Due from other funds	-	-	-	27,993,279
Other assets	-	-	-	667,019
Total current assets	15,252,564	4,731,437	19,984,001	28,660,298
Noncurrent:				
Capital assets being depreciated, net	116,750,573	16,069,238	132,819,811	-
Capital assets not being depreciated	9,317,663	245,301	9,562,964	-
Total noncurrent assets	126,068,236	16,314,539	142,382,775	-
TOTAL ASSETS	141,320,800	21,045,976	162,366,776	28,660,298
<u>LIABILITIES</u>				
Current:				
Due to other funds	387,905	62,798	450,703	-
Accrued liabilities	644,521	371,958	1,016,479	9,553,764
Notes payable	4,511,553	-	4,511,553	-
Other liabilities	-	-	-	768,954
Current portion of long-term liabilities:				
Bonds and notes payable	2,108,903	1,626,373	3,735,276	-
Compensated absences	29,785	29,523	59,308	-
Total current liabilities	7,682,667	2,090,652	9,773,319	10,322,718
Noncurrent:				
Bonds and notes payable	27,978,478	15,391,373	43,369,851	-
Compensated absences	301,157	298,511	599,668	-
Net OPEB obligations	189,452	191,415	380,867	-
Landfill closure and post closure	-	4,995,633	4,995,633	-
Total noncurrent liabilities	28,469,087	20,876,932	49,346,019	-
TOTAL LIABILITIES	36,151,754	22,967,584	59,119,338	10,322,718
<u>NET POSITION</u>				
Net investment in capital assets	99,723,919	5,801,986	105,525,905	-
Restricted for capital projects	-	4,270,548	4,270,548	-
Unrestricted	5,445,127	(11,994,142)	(6,549,015)	18,337,580
TOTAL NET POSITION	\$ 105,169,046	\$ (1,921,608)	\$ 103,247,438	\$ 18,337,580

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR FISCAL YEAR ENDED JUNE 30, 2013

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
Operating Revenues:				
Charges for services	\$ 10,197,610	\$ 2,534,644	\$ 12,732,254	\$ -
Contributions	-	-	-	29,857,377
Other	10,899	209,601	220,500	1,573,238
Total Operating Revenues	10,208,509	2,744,245	12,952,754	31,430,615
Operating Expenses:				
Personnel expenses	3,235,158	2,507,768	5,742,926	-
Non-personnel expenses	2,499,532	1,767,834	4,267,366	28,592,487
Depreciation	4,562,988	1,695,999	6,258,987	-
Total Operating Expenses	10,297,678	5,971,601	16,269,279	28,592,487
Operating Income (Loss)	(89,169)	(3,227,356)	(3,316,525)	2,838,128
Nonoperating Revenues (Expenses):				
Intergovernmental	190,843	427,724	618,567	-
Investment income	3,190	18,960	22,150	106,663
Loss on disposal of capital assets	-	(124,113)	(124,113)	-
Interest expense	(599,863)	(634,708)	(1,234,571)	-
Total Nonoperating Revenues (Expenses), Net	(405,830)	(312,137)	(717,967)	106,663
Income (Loss) Before Transfers	(494,999)	(3,539,493)	(4,034,492)	2,944,791
Capital contributions	677,133	19,123	696,256	-
Transfers in	-	5,385,555	5,385,555	64,985
Change in Net Position	182,134	1,865,185	2,047,319	3,009,776
Net Position at Beginning of Year	104,986,912	(3,786,793)	101,200,119	15,327,804
Net Position at End of Year	\$ 105,169,046	\$ (1,921,608)	\$ 103,247,438	\$ 18,337,580

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR FISCAL YEAR ENDED JUNE 30, 2013

	Business-Type Activities Enterprise Funds			Governmental Activities Internal Service Fund
	Waste Water Fund	Solid Waste Fund	Total	
<u>Cash Flows From Operating Activities:</u>				
Receipts from customers and users	\$ 10,166,475	\$ 2,781,803	\$ 12,948,278	\$ 28,196,220
Payments to vendors	(2,418,786)	(1,310,555)	(3,729,341)	(28,367,868)
Payments to employees	(3,235,158)	(2,507,768)	(5,742,926)	-
Net Cash Provided By (Used for) Operating Activities	4,512,531	(1,036,520)	3,476,011	(171,648)
<u>Cash Flows From Noncapital Financing Activities:</u>				
Proceeds from interfund loan agreements	-	253,145	253,145	-
Payments under interfund loan agreements	(8,065,742)	-	(8,065,742)	-
Transfers	-	5,385,555	5,385,555	64,985
Intergovernmental subsidy	1,528,512	427,724	1,956,236	-
Net Cash Provided By (Used for) Noncapital Financing Activities	(6,537,230)	6,066,424	(470,806)	64,985
<u>Cash Flows From Capital and Related Financing Activities:</u>				
Acquisition and construction of capital assets	(9,928,922)	(2,098,740)	(12,027,662)	-
Contributions	677,133	-	677,133	-
Proceeds from bonds and notes	15,458,873	19,123	15,477,996	-
Principal payments on bonds and leases	(1,620,218)	(1,791,131)	(3,411,349)	-
Interest expense	(599,863)	(634,708)	(1,234,571)	-
Net Cash Provided By (Used For) Capital and Related Financing Activities	3,987,003	(4,505,456)	(518,453)	-
<u>Cash Flows From Investing Activities:</u>				
Investment income	3,190	18,960	22,150	106,663
Net Change in Cash and Short-Term Investments	1,965,494	543,408	2,508,902	-
Cash and Short-Term Investments, Beginning of Year	10,401,304	3,967,350	14,368,654	-
Cash and Short-Term Investments, End of Year	\$ 12,366,798	\$ 4,510,758	\$ 16,877,556	\$ -
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>				
Operating income (loss)	\$ (89,169)	\$ (3,227,356)	\$ (3,316,525)	\$ 2,838,128
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	4,562,988	1,695,999	6,258,987	-
Changes in assets and liabilities:				
User fees	(123,916)	37,558	(86,358)	-
Other assets	-	-	-	(3,103,250)
Accrued liabilities	81,881	(19,986)	61,895	(192,534)
Other liabilities	80,747	477,265	558,012	286,008
Net Cash Provided By (Used for) Operating Activities	\$ 4,512,531	\$ (1,036,520)	\$ 3,476,011	\$ (171,648)

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET POSITION

JUNE 30, 2013

	Pension Trust	Private Purpose Trust Funds	Agency Funds
<u>ASSETS</u>			
Cash and short-term investments	\$ 1,391,727	\$ 427,689	\$ 463,243
Investments			
Fixed income securities	12,255,252	960,793	-
Equities	19,604,737	1,640,544	-
Mutual funds	1,480,987	1,933,931	-
Total Investments	33,340,976	4,535,268	-
Due from other funds	-	1,165	-
Total Assets	\$ <u>34,732,703</u>	\$ <u>4,964,122</u>	\$ <u>463,243</u>
<u>LIABILITIES AND NET POSITION</u>			
Other liabilities	\$ -	\$ -	\$ 457,614
Due to other funds	36,203	-	5,629
Total Liabilities	36,203	-	463,243
<u>NET POSITION</u>			
Total net position held in trust for pension benefits and other purposes	<u>34,696,500</u>	<u>4,964,122</u>	<u>-</u>
Total Liabilities and Net Position	\$ <u>34,732,703</u>	\$ <u>4,964,122</u>	\$ <u>463,243</u>

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF CHANGES IN FIDUCIARY NET POSITION

FOR FISCAL YEAR ENDED JUNE 30, 2013

	Pension <u>Trust Fund</u>	Private Purpose Trust <u>Funds</u>
Additions:		
Contributions:		
Employers	\$ 726,382	\$ -
Plan members	726,702	-
Other	<u>431</u>	<u>16,758</u>
Total contributions	1,453,515	16,758
Investment Income:		
Dividend, interest and investment income	<u>3,501,272</u>	<u>468,941</u>
Total Investment income	<u>3,501,272</u>	<u>468,941</u>
Total additions	4,954,787	485,699
Deductions:		
Benefit payments to plan members and beneficiaries	2,236,695	137,175
Administrative expenses	<u>175,580</u>	<u>33,035</u>
Total deductions	<u>2,412,275</u>	<u>170,210</u>
Net increase	2,542,512	315,489
Net position held in trust:		
Beginning of year	<u>32,153,988</u>	<u>4,648,633</u>
End of year	<u>\$ 34,696,500</u>	<u>\$ 4,964,122</u>

The accompanying notes are an integral part of these financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
Statement of Net Position
Component Units
June 30, 2013
(Except for Pennichuck Corporation, which is as of December 31, 2012)

	<u>Pennichuck Corporation</u>	<u>Nashua Airport Authority</u>	<u>Total</u>
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 6,316,000	\$ 107,233	\$ 6,423,233
Investments	-	301,975	301,975
Receivables, net of allowance for uncollectibles:			
User fees	4,371,000	8,658	4,379,658
Intergovernmental	-	540,512	540,512
Inventory	751,000	-	751,000
Prepaid expenses	1,366,000	-	1,366,000
Other current assets	148,000	-	148,000
Total current assets	<u>12,952,000</u>	<u>958,378</u>	<u>13,910,378</u>
Noncurrent assets:			
Non-depreciable capital assets	-	20,804,128	20,804,128
Depreciable capital assets, net	164,058,000	6,957,899	171,015,899
Other noncurrent assets	13,895,000	-	13,895,000
Acquisition premium	83,261,000	-	83,261,000
Investment in real estate partnership	113,000	-	113,000
Total noncurrent assets	<u>261,327,000</u>	<u>27,762,027</u>	<u>289,089,027</u>
DEFERRED OUTFLOWS OF RESOURCES	<u>2,251,000</u>	<u>-</u>	<u>2,251,000</u>
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	<u>276,530,000</u>	<u>28,720,405</u>	<u>305,250,405</u>
LIABILITIES			
Current liabilities:			
Accounts payable and other liabilities	1,290,000	551,946	1,841,946
Accrued payroll	262,000	-	262,000
Accrued liabilities	-	9,383	9,383
Accrued interest payable	618,000	-	618,000
Current portion of long-term liabilities:			
Bonds, notes payable and other obligations	2,780,000	-	2,780,000
Compensated absences	-	-	-
Capital leases	-	-	-
Other current liabilities	-	-	-
Total current liabilities	<u>4,950,000</u>	<u>561,329</u>	<u>5,511,329</u>
Noncurrent liabilities:			
Deferred income taxes	20,625,000	-	20,625,000
Deferred investment	669,000	-	669,000
Regulatory liability	846,000	-	846,000
Bonds, notes payable and other obligations	174,743,000	-	174,743,000
Post-employment benefits obligations	2,368,000	-	2,368,000
Accrued pension liability	8,855,000	-	8,855,000
Liability for derivative instruments	825,000	-	825,000
Contributions in aid of construction	33,533,000	-	33,533,000
Other noncurrent liabilities	886,000	37,703	923,703
Total noncurrent liabilities	<u>243,350,000</u>	<u>37,703</u>	<u>243,387,703</u>
DEFERRED INFLOWS OF RESOURCES	<u>-</u>	<u>3,996</u>	<u>3,996</u>
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	<u>248,300,000</u>	<u>603,028</u>	<u>248,903,028</u>
NET POSITION			
Net investment in capital assets	-	27,762,027	27,762,027
Restricted for:			
Pennichuck corporation	28,230,000	-	28,230,000
Unrestricted	-	355,350	355,350
Total net position	<u>\$ 28,230,000</u>	<u>\$ 28,117,377</u>	<u>\$ 56,347,377</u>

CITY OF NASHUA, NEW HAMPSHIRE
Statement of Revenues, Expenses and Changes in Net Position
Component Units
Fiscal Year Ending June 30, 2013
(Except for Pennichuck Corporation, which is as of December 31, 2012)

	Pennichuck Corporation	Nashua Airport Authority	Total
Operating revenues:			
Charges for services	\$ 37,756,000	\$ 473,420	\$ 38,229,420
Other	-	31,737	31,737
Total operating revenues	<u>37,756,000</u>	<u>505,157</u>	<u>38,261,157</u>
Operating expenses:			
Cost of services	18,540,000	595,704	19,135,704
Taxes other than income taxes	4,857,000	-	4,857,000
Depreciation	5,173,000	429,464	5,602,464
Total operating expenses	<u>28,570,000</u>	<u>1,025,168</u>	<u>29,595,168</u>
Operating income (loss)	<u>9,186,000</u>	<u>(520,011)</u>	<u>8,665,989</u>
Nonoperating revenues (expenses):			
Interest income	-	5,565	5,565
Interest expense	(9,615,000)	-	(9,615,000)
Other nonoperating revenues (expenses)	(2,153,000)	-	(2,153,000)
Nonoperating revenues (expenses), net	<u>(11,768,000)</u>	<u>5,565</u>	<u>(11,762,435)</u>
Income (loss) before contributions	<u>(2,582,000)</u>	<u>(514,446)</u>	<u>(3,096,446)</u>
Capital contributions	-	8,303,417	8,303,417
Effect of change in capital structure	(26,619,000)	-	(26,619,000)
Benefit from income taxes	680,000	-	680,000
Other	(128,000)	-	(128,000)
Change in net position	<u>(28,649,000)</u>	<u>7,788,971</u>	<u>(20,860,029)</u>
Stockholders' equity/Net position, beginning	<u>56,879,000</u>	<u>20,328,406</u>	<u>77,207,406</u>
Stockholders' equity/Net position, ending	<u>\$ 28,230,000</u>	<u>\$ 28,117,377</u>	<u>\$ 56,347,377</u>

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

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 2013, 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 Position and the Statement of Activities) 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 *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.

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 Position.

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 Position”.

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 Position - Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net position 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 position is 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 position is 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)	\$ 242,525,532	\$ 236,396,865
Other financing sources/uses (GAAP Basis)	<u>535,759</u>	<u>8,396,682</u>
Subtotal (GAAP Basis)	243,061,291	244,793,547
Adjust tax revenue to accrual basis	(857,472)	-
Reverse effect of activity appropriated in prior year	-	(2,031,831)
Add end-of-year appropriation carryforwards from expenditures	-	1,982,342
Add use of fund balance	4,300,000	-
Reverse non-budgeted revenues and expenditures	<u>689,784</u>	<u>(2,358,020)</u>
Budgetary Basis	<u>\$ 247,193,603</u>	<u>\$ 242,386,038</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, 2013:

Nonmajor Governmental Funds:

CDBG/HOME grants	\$	(224)
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Proprietary Funds:

Solid Waste		<u>(1,921,608)</u>
	\$	<u>(1,921,832)</u>

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

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, 2013, 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, 2013 included the following (in thousands):

U.S. Treasury Obligations	\$ 8,640
U.S. Government Agencies	16,068
Corporate Bonds	7,784
Common Equities	37,553
Other	<u>8,376</u>
Total	<u>\$ 78,421</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	\$ 8,640	4.00	AAA
U.S. Government Agencies	16,068	3.77	AAA
Corporate Bonds	<u>7,784</u>	4.10	A2
Total	<u>\$ 32,492</u>		

E. Foreign Currency Risk

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The City's current investment policy does not address foreign currency risk.

4. Taxes Receivable

The City bills property taxes semi-annually, in May and November. Property tax revenues are recognized in the fiscal year for which taxes have been levied to the

extent that they become available, i.e., due or receivable within the current fiscal year and collected within the current period or within 60 days of year-end.

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

Property taxes are due in July and December. Taxes paid after the due, date accrue interest at 12% per annum. In April of the following calendar year, the Tax Collector executes tax liens on properties that have unpaid taxes. The lien is recorded on the delinquent taxpayer's property at the Registry of Deeds. The tax liens accrue interest at 18% per annum. If the lien is not redeemed within a two-year redemption period, the property may be conveyed to the City by deed.

Taxes receivable at June 30, 2013 consist of the following (in thousands):

Unredeemed Taxes:

Levy of 2013	\$ 14,373
Levy of 2012	<u>4,389</u>
Total	<u>\$ 18,762</u>

5. Intergovernmental Receivables

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2013.

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, 2013 balances in interfund receivable and payable accounts:

Funds:	Due From Other Funds	Due To Other Funds
General Fund	\$ 9,020,543	\$ 48,087,495
Debt Service Fund	4,313,266	-
Nonmajor Governmental Funds:		
Police grants	-	19,000
Fire grants	-	25,851
Community health and services grants	-	180,870
Parks and recreation grants	130	-
Transit grants	-	64,676
Community Development Block grants/Home grants	-	131,466
Community Development division grants	106,214	-
Homeland security grants	-	82,800
Other city grants	25,152	-
Food services	-	140,980
School grants	-	1,327,069
City revolving funds	3,869,990	-
School revolving funds	1,812,725	-
Other trust funds	218,623	-
Fire projects	4,427	-
Public works projects	821,890	-
School department projects	1,984,087	-
Technology projects	362,996	-
City building projects	237,992	-
City-wide communications projects	129,913	-
Cemetery permanent funds	-	330,525
Library permanent funds	-	16,510
Other permanent funds	-	2,615
Enterprise funds:		
Waste water	-	387,905
Solid waste	-	62,798
Internal service fund:		
Employee benefits fund	22,252,226	-
Property and casualty fund	5,741,053	-
Fiduciary fund types:		
Pension trust	-	36,203
Private purpose	1,165	-
Agency	-	5,629
Total	<u>\$ 50,902,392</u>	<u>\$ 50,902,392</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 2013.

Funds:	<u>Transfers In</u>	<u>Transfers Out</u>
General Fund	\$ 424,911	\$ 8,396,682
Nonmajor Governmental Funds:		
Police grants	45,000	-
Transit grants	459,197	-
Community Development division grants	70,026	111,611
Homeland security grants	-	995
City revolving funds	16,515	99,488
Other trust funds	436,310	232,127
Public works projects	691,449	-
Community development projects	-	15,551
School department projects	1,787,420	-
Other projects	-	1,266
Cemetery permanent funds	157,127	680,775
Enterprise funds:		
Solid waste - operations	3,685,857	-
Solid waste - capital	<u>1,699,698</u>	<u>-</u>
Total	\$ <u>9,538,495</u>	\$ <u>9,538,495</u>

The transfers from the General fund to the various Capital Project funds represent the City's practice of funding certain capital activity from the General fund.

The transfers in to the Solid waste enterprise fund from the general fund were to supplement operations and acquisition of capital assets.

7. Capital Assets

Capital asset activity for the year ended June 30, 2013 was as follows (in thousands):

	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 248,533	\$ 4,997	\$ -	\$ 253,530
Infrastructure	52,216	4,570	-	56,786
Machinery and equipment	<u>43,710</u>	<u>6,964</u>	<u>(2,620)</u>	<u>48,054</u>
Total capital assets, being depreciated	344,459	16,531	(2,620)	358,370
Less accumulated depreciation for:				
Buildings and improvements	(86,649)	(6,410)	-	(93,059)
Infrastructure	(30,642)	(2,197)	-	(32,839)
Machinery and equipment	<u>(24,796)</u>	<u>(3,866)</u>	<u>2,513</u>	<u>(26,149)</u>
Total accumulated depreciation	<u>(142,087)</u>	<u>(12,473)</u>	<u>2,513</u>	<u>(152,047)</u>
Total capital assets, being depreciated, net	202,372	4,058	(107)	206,323
Capital assets, not being depreciated:				
Land	27,033	652	-	27,685
Construction in progress	<u>7,494</u>	<u>7,518</u>	<u>(5,534)</u>	<u>9,478</u>
Total capital assets, not being depreciated	<u>34,527</u>	<u>8,170</u>	<u>(5,534)</u>	<u>37,163</u>
Governmental activities capital assets, net	<u>\$ 236,899</u>	<u>\$ 12,228</u>	<u>\$ (5,641)</u>	<u>\$ 243,486</u>

	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	\$ 79,834	\$ 41	\$ -	\$ 79,875
Land improvements	17,853	-	-	17,853
Infrastructure	93,683	8,568	-	102,251
Machinery and equipment	<u>33,209</u>	<u>2,398</u>	<u>(2,104)</u>	<u>33,503</u>
Total capital assets, being depreciated	224,579	11,007	(2,104)	233,482
Less accumulated depreciation for:				
Buildings	(34,443)	(1,839)	-	(36,282)
Land improvements	(5,787)	(893)	-	(6,680)
Infrastructure	(34,304)	(1,976)	-	(36,280)
Machinery and equipment	<u>(21,849)</u>	<u>(1,551)</u>	<u>1,980</u>	<u>(21,420)</u>
Total accumulated depreciation	<u>(96,383)</u>	<u>(6,259)</u>	<u>1,980</u>	<u>(100,662)</u>
Total capital assets, being depreciated, net	128,196	4,748	(124)	132,820
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>8,310</u>	<u>9,327</u>	<u>(8,306)</u>	<u>9,331</u>
Total capital assets, not being depreciated	<u>8,542</u>	<u>9,327</u>	<u>(8,306)</u>	<u>9,563</u>
Business-type activities capital assets, net	<u>\$ 136,738</u>	<u>\$ 14,075</u>	<u>\$ (8,430)</u>	<u>\$ 142,383</u>

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

Governmental Activities:

General government	\$ 1,123
Police	772
Fire	725
Education	5,813
Public works	2,118
Culture and recreation	613
Health and human services	6
Community development	798
Communications	<u>505</u>
Total depreciation expense - governmental activities	<u>\$ 12,473</u>

Business-Type Activities:

Waste water	\$ 4,563
Solid waste	<u>1,696</u>
Total depreciation expense - business-type activities	<u>\$ 6,259</u>

8. Deferred Outflows of Resources

Deferred outflows of resources represent the consumption of net assets by the City that is applicable to future reporting periods. Deferred outflows of resources have a positive effect on net position, similar to assets.

The following is a summary of deferred outflow of resources balances as of June 30, 2013 (in thousands):

	Entity-wide Basis
	Governmental
	<u>Activities</u>
Loss on refunding bonds	\$ 1,394

9. Accounts Payable

Accounts payable represent 2013 expenditures paid after June 30, 2013.

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, 2013 (in thousands):

	Fiscal <u>Year</u>	Governmental <u>Fund Types</u>
	2014	\$ 24
Total minimum lease payments		24
Less amounts representing interest		1
Present Value of Minimum Lease Payments		<u>\$ 23</u>

11. Anticipation Notes Payable

The City had the following notes outstanding at June 30, 2013:

	Interest <u>Rate</u>	Issue <u>Date</u>	<u>Maturity</u> upon completed construction	Balance <u>6/30/13</u>
Waste Water SRF loan	1.0%	06/30/10		<u>\$ 4,511,553</u>

The following summarizes activity in notes payable during fiscal year 2013:

	Balance Beginning <u>of Year</u>	New <u>Issues</u>	<u>Maturities</u>	Balance End of <u>Year</u>
Waste Water SRF Loan	\$ <u>2,591,957</u>	\$ <u>2,169,578</u>	\$ <u>(249,982)</u>	\$ <u>4,511,553</u>

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:

	Serial	Interest	Amount
	Maturities	Rate(s) %	Outstanding
<u>Governmental Activities:</u>	<u>Through</u>		<u>as of</u>
			<u>6/30/13</u>
Refunding bond for school component	7/14	3.66%	\$ 531,000
Refunding bond for Arts and Science	7/14	3.66%	122,961
Refunding bond for Shady Lane	7/14	3.66%	162,310
Lake St. fire station/comm. system	1/14	4.33%	305,000
Holman stadium Series C	7/13	6.10%	205,000
Refunding for Dr. Crisp/Bicentennial	11/16	2.0 - 4.0%	1,299,915
Refunding for Fairgrounds	11/16	2.0 - 4.0%	20,311
Refunding for New Searles	11/16	2.0 - 4.0%	20,195
Refunding for Fairgrounds/jr. high	11/16	2.0 - 4.0%	1,264,150
Refunding for Ridge Road	11/16	2.0 - 4.0%	20,311
Departmental equipment - buses	3/14	2.5 - 5.0%	12,500
Land acquisition	3/14	2.5 - 5.0%	22,500
School	3/24	2.0 - 5.0%	2,310,000
Refunding Amherst St School	11/16	2.0 - 4.0%	1,711,070
Refunding school land acq.	11/16	2.0 - 4.0%	2,548,450
Refunding athletic field.-City	11/16	2.0 - 4.0%	363,980
Refunding SW land acq.	11/16	2.0 - 4.0%	946,500
Refunding Lake St Fire Station	7/18	3.72%	762,900
Refunding comm system	7/18	3.72%	738,300
Refunding citywide comm towers	7/20	3.78%	2,035,000
Refunding library automation	7/20	3.78%	204,000
Refunding NPD hqtr add'l and renv	7/20	3.78%	1,625,000
Refunding CAD system	7/20	3.78%	1,020,000
Refunding hwy and sidewalk constr	7/20	3.78%	446,775
Refunding Holman Stadium Series A	7/21	3.97%	2,447,500
Refunding athletic field-school	7/20	3.78%	1,610,000
Refunding high school constr	7/20	3.78%	19,656,525
Refunding high school planning	7/20	3.78%	686,500
Refunding school constr series A	7/21	3.86%	17,947,500
Senior Center	7/26	3.95%	1,618,775
Police HVAC system (1)	7/26	3.93%	202,125
Police HVAC system (2)	7/26	3.96%	389,950
Fire - land acquisition	7/26	3.95%	296,000
Fire station	7/26	3.98%	2,588,700
Nashua riverwalk	7/26	3.95%	764,650
Bus garage	7/26	3.98%	1,384,800
Citywide ERP system	8/16	1.39%	1,660,000
Broadstreet parkway	7/31	3.00%	1,980,000
Elm St. garage	7/31	3.00%	495,000
High St. garage	7/31	3.00%	655,000
Broadstreet parkway	10/31	3.04%	2,375,000
Citywide ERP system	10/17	3.04%	2,080,000
Hunt Memorial Building	10/31	3.04%	950,000
City Hall repairs	10/31	3.04%	480,000
School refunding	3/24	2.04%	20,840,000
Ledge St. school HVAC	10/31	3.04%	3,990,000

(continued)

(continued)

	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of 6/30/13
<u>Governmental Activities:</u>			
Fairgrounds school HVAC	10/31	3.04%	1,470,000
Elm St. school roof	10/31	3.04%	380,000
Elm St. school equipment	10/21	2.06%	315,000
Elm St. school fire alarm	10/21	2.06%	405,000
Pennichuck acquisition bonds	1/42	4.09%	147,180,000
Broadstreet parkway	4/33	2.79%	1,469,900
Citywide ERP system	4/19	0.88%	888,200
Building repairs	4/33	2.79%	442,000
School HVAC improvements	4/33	2.79%	1,771,700
Ladder truck	4/33	2.79%	740,200
Pumper truck	4/28	2.20%	429,000
Citywide communications improvements	4/33	1.54%	1,395,000
Total Governmental Activities:			<u>\$ 260,682,153</u>

	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of 6/30/13
<u>Business-Type Activities:</u>			
Solid Waste Disposal Fund:			
Refunding bonds	7/15	3.66%	\$ 39,333
Landfill expansion and closure	2/18	4.22%	918,992
Landfill expansion and closure	4/21	4.46%	3,515,626
Multisite landfill - old Nashua	1/23	3.98%	236,497
Multisite landfill - Atherton Park	1/23	3.73%	45,000
Multisite landfill - Roussel/Gardner	5/23	3.73%	773,081
Multisite landfill - Shady Lane	5/23	3.73%	117,316
Multisite - Lincoln Park	7/24	3.69%	947,088
Multisite - Engineering	7/24	3.72%	630,675
MSW Landfill Closure	7/24	3.69%	4,492,180
Landfill Expansion	4/24	2.89%	4,713,000
Landfill Compactor	4/19	2.20%	492,000
Total Solid Waste Disposal Fund			16,920,788
Waste Water Treatment Fund:			
Refunding sewer component	7/15	3.66%	29,500
Sludge digester	8/20	4.16%	3,690,163
Clean water srf loan	11/29	2.95%	12,495,000
Hains St. Sewer	3/31	1.10%	608,422
Storage tank facility	4/33	2.63%	5,162,772
Dewatering equipment replacement	4/33	2.63%	2,864,898
Aeration blower upgrade	4/33	2.63%	3,726,330
Clean water srf loan	12/21	1.94%	224,985
Total Waste Water Treatment Fund			<u>28,802,070</u>
Total Enterprise Fund Bonds and Notes Payable			<u>\$ 45,722,858</u>

B. Future Debt Service

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2013 are as follows:

<u>City & School</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 13,246,372	\$ 4,562,817	\$ 17,809,189
2015	12,095,780	4,027,135	16,122,915
2016	11,645,000	3,533,766	15,178,766
2017	11,600,001	3,020,894	14,620,895
2018	11,000,000	2,548,719	13,548,719
2019 - 2023	40,660,000	6,573,668	47,233,668
2024 - 2028	9,575,000	1,401,210	10,976,210
2029 - 2033	<u>3,680,000</u>	<u>275,793</u>	<u>3,955,793</u>
City and School Total	\$ <u>113,502,153</u>	\$ <u>25,944,002</u>	\$ <u>139,446,155</u>

<u>Pennichuck</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	3,430,000	5,335,809	8,765,809
2019 - 2023	18,490,000	25,339,143	43,829,143
2024 - 2028	21,635,000	22,183,751	43,818,751
2029 - 2033	26,330,000	17,492,468	43,822,468
Thereafter	<u>64,075,000</u>	<u>14,819,761</u>	<u>78,894,761</u>
Pennichuck Total	\$ <u>147,180,000</u>	\$ <u>107,008,796</u>	\$ <u>254,188,796</u>

<u>Total Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 16,496,372	\$ 10,075,968	\$ 26,572,340
2015	15,375,780	9,510,256	24,886,036
2016	14,965,000	8,979,495	23,944,495
2017	14,970,001	8,416,757	23,386,758
2018	14,430,000	7,884,528	22,314,528
2019 - 2023	59,150,000	31,912,811	91,062,811
2024 - 2028	31,210,000	23,584,961	54,794,961
2029 - 2033	30,010,000	17,768,261	47,778,261
Thereafter	<u>64,075,000</u>	<u>14,819,761</u>	<u>78,894,761</u>
Combined Total	\$ <u>260,682,153</u>	\$ <u>132,952,798</u>	\$ <u>393,634,951</u>

<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 3,639,948	\$ 1,620,159	\$ 5,260,107
2015	3,640,559	1,515,611	5,156,170
2016	3,606,337	1,387,656	4,993,993
2017	3,601,337	1,259,117	4,860,454
2018	3,601,339	1,122,256	4,723,595
2019 - 2023	14,926,262	3,676,171	18,602,433
2024 - 2028	8,210,668	1,435,227	9,645,895
2028 - 2033	<u>4,496,408</u>	<u>334,636</u>	<u>4,831,044</u>
Total	<u>\$ 45,722,858</u>	<u>\$ 12,350,833</u>	<u>\$ 58,073,691</u>

C. Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2013 are as follows:

<u>Purpose</u>	<u>Amount</u>
Pennichuck Corporation stock and asset acquisition	\$ 69,430,000
Wastewater Wet Weather Facility and Disinfection Facility	31,625,000
Broad Street Parkway Projects	31,425,100
Harbor Avenue Sewer Separation Project	5,000,000
Wastewater Projects	3,738,453
School Access Control System	2,408,900
Enterprise Resource Planning	1,611,800
City Building Improvements	1,253,000
Public Safety Portable Radios	1,000,000
Haines Street Sewer Separation Project	873,975
Wastewater Wet Weather Facility net Metering Project	250,000
Fire Trucks	230,800
Charlotte Avenue Elementary School HVAC Improvements	228,300
Radio Communications Upgrade - Phase I	<u>205,000</u>
Total	<u>\$ 149,280,328</u>

D. Changes in General Long-Term Liabilities

During the year ended June 30, 2013, the following changes occurred in long-term liabilities (in thousands):

	Total Balance <u>7/1/12</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/13</u>	Less Current Portion <u>6/30/13</u>	Equals Long-Term Portion <u>6/30/13</u>
<u>Governmental Activities</u>						
Bonds and notes payable	\$ 119,341	\$ 7,136	\$ (12,975)	\$ 113,502	\$ (13,246)	\$ 100,256
Unamortized bond premium	3,031	1,055	(386)	3,700	(386)	3,314
Acquisition bonds payable	<u>150,570</u>	<u>-</u>	<u>(3,390)</u>	<u>147,180</u>	<u>(3,250)</u>	<u>143,930</u>
Total bonds and notes payable	272,942	8,191	(16,751)	264,382	(16,882)	247,500
Compensated absences	16,062	3,371	(1,285)	18,148	(1,633)	16,515
Net OPEB obligation	14,973	4,950	(2,218)	17,705	-	17,705
Capital leases	<u>45</u>	<u>-</u>	<u>(22)</u>	<u>23</u>	<u>(23)</u>	<u>-</u>
Totals	<u>\$ 304,022</u>	<u>\$ 16,512</u>	<u>\$ (20,276)</u>	<u>\$ 300,258</u>	<u>\$ (18,538)</u>	<u>\$ 281,720</u>
	Total Balance <u>7/1/12</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/13</u>	Less Current Portion <u>6/30/13</u>	Equals Long-Term Portion <u>6/30/13</u>
<u>Business-Type Activities</u>						
Bonds and notes payable	\$ 36,871	\$ 12,004	\$ (3,152)	\$ 45,723	\$ (3,640)	\$ 42,083
Unamortized bond premium	<u>106</u>	<u>1,371</u>	<u>(95)</u>	<u>1,382</u>	<u>(95)</u>	<u>1,287</u>
Total bonds and notes payable	36,977	13,375	(3,247)	47,105	(3,735)	43,370
Compensated absences	555	154	(50)	659	(59)	600
Net OPEB obligation	335	83	(37)	381	-	381
Other:						
Landfill closure and post-closure	<u>4,587</u>	<u>467</u>	<u>(58)</u>	<u>4,996</u>	<u>-</u>	<u>4,996</u>
Totals	<u>\$ 42,454</u>	<u>\$ 14,079</u>	<u>\$ (3,392)</u>	<u>\$ 53,141</u>	<u>\$ (3,794)</u>	<u>\$ 49,347</u>

E. Debt Refundings

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

On December 15, 2006, the City issued general obligation bonds in the amount of \$1,501,200 with interest rates ranging from 3.500% to 5.000% to advance refund \$1,525,000 serial bonds with interest rates ranging from 4.400% to 4.700%. The serial bonds mature January 15, 2015 through January 15, 2019 and are callable on January 15, 2009. The general obligation bonds were issued at a true interest cost of 3.8574%. Of the net proceeds from the issuance of the general obligation bonds, \$1,555,823 was used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on January 15, 2009. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

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

Defeased debt still outstanding at June 30, 2013 is \$305,000.

2. 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, 2013 is \$2,310,000.

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 \$4,995,633 reported as landfill closure and postclosure care liability at June 30, 2013 is comprised of \$1,224,300 of post closure care cost for the Nashua Four Hills unlined landfill, and \$3,771,333 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 46%. 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 recy-

clinging 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, 2013, the City has cash on deposit with a balance of \$4,270,548 restricted for closure and post closure costs.

14. Deferred Inflows of Resources

Deferred inflows of resources are the acquisition of net assets by the City that are applicable to future reporting periods. Deferred inflows of resources have a negative effect on net position, similar to liabilities.

The following is a summary of deferred inflow of resources balances as of June 30, 2013 (in thousands):

	<u>Entity-wide Basis</u>	<u>Fund Basis</u>	
	<u>Governmental</u>	<u>Governmental Funds</u>	
	<u>Activities</u>	<u>General</u>	<u>Nonmajor</u>
Property taxes levied in advance	\$ 90,731	\$ 90,731	\$ -
Unavailable revenue	<u>-</u>	<u>3,739</u>	<u>204</u>
Total	<u>\$ 90,731</u>	<u>\$ 94,470</u>	<u>\$ 204</u>

15. Restricted Net Position

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

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

16. 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, 2013:

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 Board of Aldermen. The City Charter designated the Board of Aldermen as its appropriating 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. The City follows an informal policy that requires all specific purpose assignments be approved by the Chief Financial Officer and the Mayor.

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

Following is a breakdown of the City's fund balances at June 30, 2013:

	General Fund	Debt Service Fund	Nonmajor Governmental Funds	Total Governmental Funds
Nonspendable				
Reserved for tax deeds	\$ 214,361	\$ -	\$ -	\$ 214,361
Nonexpendable cemetery permanent funds	-	-	13,210,689	13,210,689
Nonexpendable library permanent funds	-	-	3,421,743	3,421,743
Nonexpendable other permanent funds	-	-	119,090	119,090
Total Nonspendable	214,361	-	16,751,522	16,965,883
Restricted				
For future debt service	-	4,313,266	-	4,313,266
Police grants	-	-	26,442	26,442
Community health & services grants	-	-	15,604	15,604
Parks & recreation grants	-	-	130	130
Transit grants	-	-	122,558	122,558
Community Development division grants	-	-	121,577	121,577
Homeland security grants	-	-	2,704	2,704
Other City grants	-	-	25,152	25,152
Food services	-	-	371,098	371,098
School grants	-	-	3,891	3,891
Fire projects	-	-	4,427	4,427
Public works projects	-	-	1,696,829	1,696,829
School department projects	-	-	1,984,087	1,984,087
Technology projects	-	-	362,996	362,996
City building projects	-	-	237,992	237,992
City-wide communications projects	-	-	129,913	129,913
Cemetery expendable permanent funds	-	-	2,098,265	2,098,265
Library expendable permanent funds	-	-	793,702	793,702
Other expendable permanent funds	-	-	17,318	17,318
Total Restricted	-	4,313,266	8,014,685	12,327,951
Committed				
For continuing appropriations	2,484,894	-	-	2,484,894
School capital reserve funds	3,259,985	-	-	3,259,985
Other capital reserve funds	6,089,179	-	-	6,089,179
City revolving funds	-	-	4,553,296	4,553,296
School revolving funds	-	-	1,836,417	1,836,417
Other trust funds	-	-	3,771,280	3,771,280
Total Committed	11,834,058	-	10,160,993	21,995,051
Assigned				
For next year's expenditures	4,300,000	-	-	4,300,000
For encumbrances	1,293,711	-	-	1,293,711
For overlay contingency	1,500,000	-	-	1,500,000
For unfunded liabilities	1,814,000	-	-	1,814,000
Total Assigned	8,907,711	-	-	8,907,711
Unassigned	26,570,103	-	(224)	26,569,879
Total Fund Balance	\$ 47,526,233	\$ 4,313,266	\$ 34,926,976	\$ 86,766,475

17. 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.

Abatements - There are several cases pending before the Board of Tax and Land Appeals in regard to alleged discrepancies in property assessments. According to the City's counsel, the probable outcome of these cases at the present time is indeterminable, although the City expects such amounts, if any, to be immaterial.

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

18. Post-Employment 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 Position over time.

The \$18,086,253 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 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 1,040 retirees and 1,932 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 2013 annual OPEB expense is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in

accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost per year and amortize the unfunded actuarial liability over a period of thirty years. The following table shows the components of the City's annual OPEB cost for the year ending June 30, 2013, 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	765,380
NOO amortization adjustment to the ARC	<u>(995,781)</u>
Annual OPEB cost	5,032,829
Contributions made	<u>(2,254,167)</u>
Increase in net OPEB obligation	2,778,662
Net OPEB obligation - beginning of year	<u>15,307,591</u>
Net OPEB obligation - end of year	<u><u>\$ 18,086,253</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
2013	\$ 5,032,829	44.8%	\$ 18,086,253
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, 2013 is recorded as net OPEB obligations line on the Statements of Net Position.

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

19. Retirement System

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

New Hampshire Retirement System

A. Plan Description

Full-time employees participate in the State of New Hampshire Retirement System (the System), a 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, 2013, 2012, and 2011 were \$14,571,561, \$14,759,025, and \$11,840,910, 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:

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

Year Ended <u>June 30</u>	Annual Required <u>Contribution</u>	Percentage <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%
2013	\$ 726,382	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 Percent- age 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, 2013, the unfunded actuarially accrued liability is being amortized over 15 years.

20. Self-Insurance

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

Health Insurance

The City contracts with insurance carriers for claims processing. Under the terms of the insurance coverage, the employee is only liable for the cost sharing premiums and co-pays. The City retains the risk to \$250,000 and maintains excess insurance for claims that exceed \$250,000. The claims liability represents an estimate of claims incurred but unpaid at year-end, based on past historical costs and claims paid subsequent to year-end.

General Liability/Workers' Compensation

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

Changes in the aggregate liability for claims for the year ended June 30, 2013 are as follows:

	Year Ended <u>June 30, 2013</u>	Year Ended <u>June 30, 2012</u>
Claims liability, beginning of year	\$ 9,746,298	\$ 9,765,073
Claims incurred/recognized	28,592,487	30,795,273
Claims paid	<u>(28,785,021)</u>	<u>(30,814,048)</u>
Claims liability, end of year	\$ <u>9,553,764</u> *	\$ <u>9,746,298</u> *

* This liability is considered to be all current.

The \$9,553,764 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.

21. Risk Management

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

22. Beginning Fund Balance Reclassification

The City's major governmental funds for fiscal year 2013, as defined by GASB Statement 34, have changed from the previous fiscal year. Accordingly, the following reconciliation is provided:

	Fund Equity 6/30/12 (as previously reported)	Reclassification	Fund Equity 6/30/12 (as restated)
General Fund	\$ 49,258,489	\$ -	\$ 49,258,489
Pennichuck Acquisition	1,266	(1,266)	-
Debt Service Fund	4,313,266	-	4,313,266
Nonmajor Funds	<u>31,966,877</u>	<u>1,266</u>	<u>31,968,143</u>
Total	<u>\$ 85,539,898</u>	<u>\$ -</u>	<u>\$ 85,539,898</u>

23. Implementation of New GASB Standards

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 actuarially accrued liability.

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 34,500 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*.”

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 5 to 91 years.

The weighted average composite depreciation rate was 2.48% in 2012. The components of property, plant and equipment as of December 31, 2012 were as follows:

(in thousands)	<u>2012</u>	<u>Useful Lives (in years)</u>
Utility Property:		
Land and land rights	\$ 2,911	
Source of supply	50,027	34-75
Pumping & purification	28,794	15-35
Transmission & distribution, including services, meters and hydrants	119,638	40-91
General and other equipment	10,206	7-75
Intangible plant	766	20
Construction work in progress	1,063	
Total utility property	<u>213,405</u>	
Total non-utility property	<u>5</u>	5
Total property, plant & equipment	213,410	
Less accumulated depreciation	<u>(49,352)</u>	
Property, plant and equipment, net	<u><u>\$ 164,058</u></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 - Billed

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) Accounts Receivable - Unbilled

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) Inventory

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 land-holdings 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 year ended December 31, 2012.

(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, 2012 consisted of the following:

(in thousands)	<u>2012</u>	<u>Recovery Period (in years)</u>
Regulatory assets:		
Source development charges	\$ 820	5-25
Miscellaneous studies	608	4-25
Unrecovered pension and post-retirement benefits expense	8,096	(1)
Total regulatory assets	<u>9,524</u>	
Supplemental executive retirement plan asset	748	
Deferred financing costs	<u>3,623</u>	
Total deferred charges and other assets	<u>\$ 13,895</u>	

(1) We expect to recover these amounts consistent with the anticipated expense

(k) 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.

(l) 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.

(m) 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.

(n) 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.

(o) 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.

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 \$303 based on years of service.

The following table sets forth information regarding our DB Plan and our OPEB Plans as of December 31, 2012, and for the period from January 1, 2012 to December 31, 2012:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2012	
Projected benefit obligation	\$ 18,569	\$ 3,212
Employer contribution	983	49
Benefits paid, excluding expenses	(309)	(49)
Fair value of plan assets	(9,713)	818
Accumulated benefit obligation	16,158	-
Funded status	(8,855)	(2,394)
Net periodic benefit cost	1,388	180

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

Current liability	\$ -	\$ (26)
Non-current liability	(8,855)	(2,368)
Total	<u>\$ (8,855)</u>	<u>\$ (2,394)</u>

Changes in plan assets and benefit obligations recognized in regulatory assets, for the period from January 1, 2012 to December 31, 2012, were as follows:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2012	
Regulatory asset balance, beginning of year	\$ 6,907	\$ 1,208
Net actuarial loss/(gain) incurred during the year	1,352	(212)
Prior service cost incurred during the year	-	(785)
Recognized net actuarial (gain)/loss	(385)	11
Regulatory asset/(liability) balance, end of year	<u>\$ 7,874</u>	<u>\$ 222</u>

The reduction in prior service cost recognized during 2012, as shown in the table above in the amount of \$785,000, resulted from changes to certain underlying factors relating to future benefit costs, relating to one of the OPEB plans. The Post-65 Plan was changed as of January 1, 2013 relating to the cost of underlying health insurance premiums for the plan, as well as a clearer definition of the basis for premium amounts anticipated for employees already collecting benefits from the plan, as well as future benefits to be earned by employees eligible under the plan, for which benefits have not yet been paid out. The resulting decrease in the liability of \$785,000 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, 2012:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2012	
Net actuarial (gain)/loss	\$ 7874	\$ 384
Prior service cost	-	-162
Regulatory asset	<u>\$ 7874</u>	<u>\$ 222</u>

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

	<u>2012</u>
Discount rate for net periodic benefit cost, beginning of year	4.50%
Discount rate for benefit obligations, end of year ^(a)	4.00%
Expected return on plan assets for the year (net of investment expenses)	7.50%
Rate of compensation increase, beginning of year	3.00%
Healthcare cost trend rate (applicable only to OPEB Plans)	10.00%

^(a) An increase or decrease in the discount rate of 0.5% would result in a change in the funded status as of December 31, 2012, for the DB Plan and the OPEB Plan's of approximately \$1.4 million and \$1.6 million, respectively.

The estimated net actuarial loss for our DB Plan that will be amortized in 2013 from the regulatory assets into net periodic benefit costs is \$435,000. The estimated net actuarial loss and prior service cost for our OPEB Plans that will be amortized in 2013 from the regulatory assets into net periodic benefit costs is \$2,000 and \$0, 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, 2012, as well as the targeted allocation range:

	<u>DB Plan</u>		<u>OPEB Plans</u>	
	<u>2012</u>	<u>Asset Allocation Range</u>	<u>2012</u>	<u>Asset Allocation Range</u>
Equities	60%	30%-90%	64%	30%-90%
Fixed income	40%	25%-65%	36%	10%-40%
Cash and cash equivalents	0%	0%-15%	0%	0%-15%
Total	<u>100%</u>		<u>100%</u>	

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 substan-

tially 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 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 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, 2012 was as follows:

(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
DB Plan:				
Equities:				
Pooled separate accounts	\$ 5,866	\$ -	\$ 5,866	\$ -
Fixed Income:				
General investment account	1,704	-	-	1,704
Pooled separate accounts	2,143	-	2,143	-
Cash and cash equivalents				
Money market funds	-	-	-	-
Total Pension Plan	<u>\$ 9,713</u>	<u>\$ -</u>	<u>\$ 8,009</u>	<u>\$ 1,704</u>

(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
OPEB Plans				
Mutual funds:				
Balanced/hybrid funds	\$ 179	\$ 179	\$ -	\$ -
U.S. equity securities funds	274	274	-	-
International equity funds	67	67	-	-
Fixed income funds	292	292	-	-
Cash and cash equivalents				
Money market funds	1	-	1	-
Total Post-retirement Plan	<u>\$ 813</u>	<u>\$ 812</u>	<u>\$ 1</u>	<u>\$ -</u>
Totals	<u>\$ 10,526</u>	<u>\$ 812</u>	<u>\$ 8,010</u>	<u>\$ 1,704</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>2012</u>
Balance, Beginning of Year	\$ 1,735
Plan transfers	285
Benefits paid	(369)
Return on plan assets (net of investment expenses)	53
Balance, End of Year	<u>\$ 1,704</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 \$1.0 million to the Plan in 2013.

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>
2013	\$ 421	\$ 66
2014	488	74
2015	550	83
2016	695	84
2017	751	95
2018-2022	<u>5,168</u>	<u>747</u>
Total	<u>\$ 8,073</u>	<u>\$ 1,149</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 \$205,000 for the period January 1, 2012 to December 31, 2012.

Note 3 - 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 \$314,000 for the period from January 1, 2012 to December 31, 2012.

Our remaining non-cancelable lease commitments for our corporate office space and leased equipment as of December 31, 2012 were as follows:

	<u>Amount</u>
2013	\$ 302
2014	286
2015	269
2016	269
2017	<u>157</u>
Total	<u>\$ 1,283</u>

Note 4 - 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 the period end 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, 2012 was as follows:

(in thousands)	<u>December 31, 2012</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Interest rate swap	\$ <u>(825)</u>	\$ <u>-</u>	\$ <u>(825)</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, 2012 was as follows:

(in thousands)	<u>2012</u>	
	<u>Carrying Value</u>	<u>Fair Value</u>
Liabilities		
Long-term debt	\$ (177,058)	\$ (189,149)
Interest rate swap liability	(825)	(285)

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, 2012 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 5 - Income Taxes

The components of the federal and state income tax provision as of December 31, 2012 were as follows:

(in thousands)	<u>2012</u>
Federal	\$ (507)
State	(137)
Amortization of investment tax credits	<u>(36)</u>
Total	<u>\$ (680)</u>
Current	\$ (1,255)
Deferred	<u>575</u>
Total	<u>\$ (680)</u>

The following is reconciliation between the statutory federal income tax rate and the effective income tax rate for 2012:

	<u>2012</u>
Statutory federal rate	34.0%
State tax rate, net of federal benefit	5.5%
Permanent differences	-14.6%
Amortization of investment tax credits	<u>1.4%</u>
Effective tax rate	<u>26.3%</u>

The temporary items that give rise to the net deferred tax liability as of December 31, 2012 were as follows:

(in thousands)	<u>2012</u>
Liabilities:	
Property-related, net	\$ 24,834
Pension deferred asset	3,119
Other	<u>1,426</u>
Total liabilities	29,379
Assets:	
Pension accrued liability	3,508
Federal net operating loss carryforward	1,858
Alternative minimum tax credit	240
NH Business Enterprise Tax credits	23
Other	<u>3,125</u>
Total assets	<u>8,754</u>
Net non-current deferred income tax liability	<u>\$ 20,625</u>

We had a federal net operating loss in 2012 in the amount of approximately \$4.1 million. The federal tax benefit of the net operating loss is approximately \$1.4 million, of which approximately \$200,000 was carried back to the 2011 tax year, and approximately \$1.2 million can be carried forward until the year 2032 and is included in deferred income taxes in the Consolidated Balance Sheet as of December 31, 2012.

As of December 31, 2012, we estimated approximately \$240,000 of cumulative federal alternative minimum tax credits that may be carried forward indefinitely as a credit against our regular tax liability.

As of December 31, 2012, we had New Hampshire Business Enterprise Tax (NHBET) credits of approximately \$23,000, which were earned in 2012 and expire in 2017. We anticipate that we will fully utilize these NHBET credits before they expire; therefore, we have not recorded a valuation allowance related to these credits.

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 \$846,000 as of December 31, 2012. 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, 2010, and 2011 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 2008 through 2011 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 incurred no interest or penalties during the year ended December 31, 2012.

Note 6 - Debt

Long-term debt as of December 31, 2012 consisted of the following:

(in thousands)	<u>2012</u>
Unsecured note payable to City of Nashua, 5.75%, due 12/25/2041	\$ 117,925
Unsecured senior notes payable due to an insurance company:	
7.4%, due March 1, 2021	5,600
Unsecured Business Finance Authority:	
Revenue Bond (2005 Series BC-4), 5.375%, due October 1, 2035	12,130
Revenue Bond (2005 Series BC-3), 5.00%, due April 1, 2018	7,475
Revenue Bond (2005 Series A), 4.70%, due October 1, 2035	12,125
Revenue Bond (Series 2005A), 4.70%, due January 1, 2035	1,785
Revenue Bond (series 2005B), 4.60%, due January 1, 2030	2,320
Revenue Bond (Series 2005C) 4.5%, due January 1, 2025	1,175
Revenue Bond, 1997, 6.30%, due May 1, 2022	3,000
Unsecured notes payable to bank, floating-rate, due March 1, 2030	4,058
Unsecured New Hampshire State Revolving Fund ("SRF") notes ⁽¹⁾	<u>9,741</u>
Total long-term debt	177,334
Less current portion	(2,780)
Less original issue discount	<u>(275)</u>
Total long-term debt, net of current portion	<u>\$ 174,279</u>

⁽¹⁾ SRF notes are due through 2033 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, 2012 are as follows:

(in thousands)	<u>Amount</u>
2013	\$ 2,780
2014	2,875
2015	2,998
2016	3,127
2017	3,265
2018 and thereafter	<u>162,289</u>
Total	<u>\$ 177,334</u>

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, 2012, Pennichuck Water's net worth was \$130.9 million. Pennichuck Water Works also has debt issuance covenants whereby they must also maintain a maximum total debt to capital ratio of 65%, a maximum funded debt to net property, plant and equipment ratio of 60%, and an interest coverage ratio of at least 1.5; at

December 31, 2012, the total debt to capital ratio was 28%, the funded debt to net property, plant and equipment ratio was 39%, and the interest coverage ratio was 3.17.

Pennichuck East's loan agreement for its \$4.1 million unsecured notes payable to a bank contains a minimum debt service coverage ratio requirement of 1.25; at December 31, 2012 this ratio was 1.69. Also Pennichuck East is required to maintain a maximum ratio of total debt to total capitalization of 65%; at December 31, 2012 this ratio was 34%.

The Company's revolving credit loan facility with RBS Citizens which contains a covenant that requires the Company to maintain a minimum fixed charge coverage ratio of at least 1.0; at December 31, 2012, the fixed charge coverage ratio was 1.25. The Company is also required to maintain an equity capitalization ratio of not less than 35%; at December 31, 2012, the equity capitalization ratio was 52%. Under this agreement, the Company is also precluded from declaring or paying dividends, or making any other payment or distribution of its equity without the bank's prior written consent, except for: (1) its obligations under Rate Order No. 25,292 as it pertains to the Company's specific obligations under the City Bond Fixed Revenue Requirement ("CBFRR") which provides for payments of approximately \$707,000 per month of the note payable to the City of Nashua (the "City"), and quarterly dividends to the City for the remainder of this annual obligation, as defined by the order; and (2) a specific allowance, under Rate Order 25,292, whereby the Company is allowed to make distributions to the City from current earnings and profits in excess of the CBFRR, to provide funds to allow the City to reimburse itself for the costs incurred by the City relating to its efforts in pursuing the eminent domain proceedings from January 2002 through August 2009, provided, however, that such amount shall not exceed \$500,000 in any fiscal year, or \$5,000,000 in the aggregate, of all such distributions.

Our short-term borrowing activity fund under this revolving credit loan facility was for the period from January 1, 2012 to December 31, 2012 was:

(in thousands)	<u>2012</u>
Established line at year-end	\$ 10,000
Maximum amount outstanding during year	-
Average amount outstanding during year	-
Amount outstanding at year-end	-
Weighted average interest rate during year	n/a
Interest rate at year-end	n/a

As of December 31, 2012, we had a \$4.1 million 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 \$4.1 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, 2012. 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, 2012, included in our Consolidated Balance Sheets under "Deferred credits and other reserves" as "Other liabilities" was \$825,000. Changes in the fair value of this derivative were deferred in accumulated other comprehensive loss.

Swap settlements are recorded in the Statement of Income with the hedged item as interest expense. During the period from January 1, 2012 to December 31, 2012, \$157,000 was reclassified pre-tax from accumulated other comprehensive loss to interest expense as a result of swap settlements. We expect to reclassify approximately \$158,000, pre-tax, from accumulated other comprehensive loss to interest expense as a result of swap settlements, over the next twelve months.

Note 7 - Transaction with the City of Nashua

On January 25, 2012, in full settlement of an ongoing Eminent domain lawsuit filed by the City of Nashua ("City") and with the approval of the New Hampshire Public Utilities Commission ("NHPUC"), the City acquired all of the outstanding shares of Pennichuck Corporation ("Pennichuck") and, thereby, indirect acquisition of its regulated subsidiaries. The total amount of the acquisition was \$150.6 million ("Acquisition Price") of which \$138.4 million was for the purchase of the outstanding shares, \$5.0 million for the establishment of a Rate Stabilization Fund, \$2.6 million for legal and due diligence costs, \$2.3 million for severance costs, \$1.3 million for underwriting fees, and \$1.0 million for bond discount and issue costs. The entire purchase of \$150.6 million was funded by General Obligation Bonds ("Bonds") issued by the City of Nashua. Pennichuck is not a party to the Bonds and has not guaranteed nor is obligated in any manner for the repayment of the Bonds. Pennichuck remains an independent corporation with an independent Board of Directors with the City of Nashua as its sole shareholder.

Pennichuck Water Works, Inc. ("PWW"), Pennichuck East Utility, Inc. ("PEU"), Pittsfield Aqueduct Company, Inc. ("PAC"), Pennichuck Water Service Corporation, and The Southwood Corporation will continue as subsidiaries of Pennichuck Corporation and PWW, PEU and PAC will continue as regulated companies under the jurisdiction of the New Hampshire Public Utilities Commission. The terms of the merger and the requisite accounting and rate-setting mechanisms were agreed to in the NHPUC Order 25,292 ("PUC Order") dated November 23, 2011.

Transactions with Related Party - City of Nashua

Pennichuck issued a promissory note to the City of Nashua in the amount of approximately \$120 million to be repaid over a thirty (30) year period with monthly payments of approximately \$707,000, including interest at 4.75%. Pennichuck recorded an additional amount of approximately \$30.6 million as contributed capital. During 2012, dividends of approximately \$210,000 were declared and paid to the City. The remaining outstanding balance of the note payable to the City at December 31, 2012 was approximately \$117.9 million, as disclosed in Note 6 of these financial statements.

Rate Stabilization Fund - Restricted Cash

As a part of the acquisition, Pennichuck agreed to contribute \$5,000,000 of the proceeds from the settlement transaction to PWW, which was used to establish a Rate Stabilization Fund ("RSF"), allowing for the maintenance of stable water utility rates and providing a mechanism to ensure the Company's continued ability to meet its obligations under the

promissory note to the City, in the event of adverse revenue developments. Restricted cash consists of amounts set aside in the RSF account, and is adjusted monthly as required in the PUC order.

Municipal Acquisition Regulatory Asset (“MARA”)

Pursuant to the PUC Order, Pennichuck established a new Regulatory asset (MARA) which represents the amount that the Acquisition Price exceeded the net book assets of Pennichuck’s regulated subsidiaries (PWW, PEU, and PAC) at December 31, 2011. The initial amount of the MARA was approximately \$89 million for the regulated companies, offset by a non-regulated amount of approximately \$4.8 million. The MARA is to be amortized over a thirty (30) year period in the same manner as the principal amortization of the note to the City. The balance in the MARA at December 31, 2012 was approximately \$88.1 million, reduced by the non-regulated credit of approximately \$4.8 million.

Note 8 - Sale of Land

On January 24, 2012, Southwood sold a 38-acre parcel of undeveloped land for approximately \$2.2 million. The resulting gain from this transaction of approximately \$1.6 million, is included in nonoperating revenues.

Note 9 - Subsequent Events

The Company has evaluated the events and transactions that have occurred through March 4, 2013, the date that these financial statements were available for issuance, and noted no items requiring an adjustment to the financial statements or additional disclosure.

NASHUA AIRPORT AUTHORITY NOTES

NASHUA AIRPORT AUTHORITY

NOTES TO FINANCIAL STATEMENTS

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.

Classifications

During the year ended June 30, 2013, the Authority implemented GASB Statement No 63, "Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position." Under Statement 63, the Authority has segregated previously reported assets and liabilities as deferred outflows of resources and deferred inflows of resources, respectively. This statement also identifies net position as the residual of all other elements presented in the statements of net position. Net position is the difference between assets and deferred outflows of resources less liabilities and deferred inflows of resources.

Certain amounts in the June 30, 2012 financial statements have been reclassified to conform to the June 30, 2013 presentation under Governmental Accounting Standards Board (GASB) Statement 63.

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, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources and Net Position

Cash and Cash Equivalents – For the purpose of the Statements of Cash Flows, cash and cash equivalents are comprised of demand deposits and cash on hand.

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, 2013 and 2012, 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, 2013 or 2012.

Capital Assets – Capital assets are recorded at cost and updated for additions and retirements during the year. Donated capital assets are recorded at their estimated fair values as of the date received. Improvements are capitalized; costs of normal maintenance and repairs that do not add to the value of the asset or materially extend an asset's life are not. Interest incurred during the construction phase of capital assets is also capitalized. All reported capital assets except for land and construction in progress are depreciated. Depreciation is recorded using the straight-line method over the estimated useful lives of the related assets. Estimate 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. Employees hired prior to July 1995 will be paid out 100% of unused sick time up to the maximum at current rates of pay. Employees hired after July 1995 will be paid out 20% of unused sick time up to the maximum at current rates of pay. 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, 2013 and 2012 are classified in the accompanying financial statements as follows:

	<u>2013</u>	<u>2012</u>
Statement of Net Assets:		
Cash and cash equivalents	\$ 107,233	\$ 103,186
Investments	<u>301,975</u>	<u>383,819</u>
Total deposits and investments	<u>\$ 409,208</u>	<u>\$ 487,005</u>

Deposits and investments at June 30, 2013 and 2012 consist of the following:

	<u>2013</u>	<u>2012</u>
Cash on hand	\$ 200	\$ 200
Deposits with financial institutions	<u>409,008</u>	<u>486,805</u>
Total deposits and investments	<u>\$ 409,208</u>	<u>\$ 487,005</u>

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

Custodial Credit Risk

Custodial credit risk for deposits is the risk that in the event of a bank failure, the Authority's deposits may not be returned to it. The Authority has no policy regarding custodial credit risk; 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:

	<u>2013</u>	<u>2012</u>
State and Federal share of Federal Aviation Grants -		
AIP Project SBG#- 12-03-2010	\$ 32,251	\$ 113,483
AIP Project SBG#- 12-04-2010	21,368	61,642
AIP Project SBG#- 12-06-2011	154,589	1,340,562
AIP Project SBG#- 12-08-2011	329,098	525,893
AIP Project SBG#- 12-10-2013	2,850	-
AIP Project SBG#- 12-11-2013	356	-
	<u>\$ 540,512</u>	<u>\$ 2,041,580</u>

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the years ended June 30, 2013:

	Balance <u>7/1/12</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/13</u>
Capital assets not being depreciated:				
Land	\$ 3,227,508	\$ -	\$ -	\$ 3,227,508
Construction in progress	10,018,532	8,257,876	(699,788)	17,576,620
Total capital assets not being depreciated	<u>13,246,040</u>	<u>8,257,876</u>	<u>(699,788)</u>	<u>20,804,128</u>
Other capital assets:				
Land improvements	9,509,174	733,916	-	10,243,090
Buildings and improvements	1,525,306	-	-	1,525,306
Equipment	1,492,627	-	(23,139)	1,469,488
Total other capital assets at historical cost	<u>12,527,107</u>	<u>733,916</u>	<u>(23,139)</u>	<u>13,237,884</u>
Less accumulated depreciation for:				
Land improvements	(4,426,583)	(331,060)	-	(4,757,643)
Buildings and improvements	(763,411)	(42,453)	-	(805,864)
Equipment	(683,666)	(55,951)	23,139	(716,478)
Total accumulated depreciation	<u>(5,873,660)</u>	<u>(429,464)</u>	<u>23,139</u>	<u>(6,279,985)</u>
Total other capital assets, net	<u>6,653,447</u>	<u>304,452</u>	<u>-</u>	<u>6,957,899</u>
Total capital assets, net	<u>\$ 19,899,487</u>	<u>\$ 8,562,328</u>	<u>\$ (699,788)</u>	<u>\$ 27,762,027</u>

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

	Balance <u>7/1/11</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/12</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>

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, 2013 and June 30, 2012. The Authority is required to contribute at an actuarially determined rate. The Authority's contribution rate for the year ended June 30, 2013 was 8.80%. The Authority's contribution rate for the year ended June 30, 2012 was 8.80%. The Authority contributes 100% of the employer cost for its 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, 2013, 2012, and 2011 were \$28,915, \$19,624, and \$15,821, 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, 2013 and 2012, yearly lease income was \$298,151 and \$294,599, 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 POSITION

Unrestricted Net Position as of June 30, 2012 and 2011 are as follows:

	<u>2013</u>	<u>2012</u>
Designated for -		
Capital improvements/equipment	\$ 26,782	\$ 3,379
Safety related expenditures	4,864	4,860
Future fuel farm costs	<u>200,000</u>	<u>200,000</u>
	231,646	208,239
Undesignated	<u>123,704</u>	<u>220,680</u>
	<u>\$ 355,350</u>	<u>\$ 428,919</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.

CITY OF NASHUA, NEW HAMPSHIRE
SCHEDULE OF FUNDING PROGRESS
REQUIRED SUPPLEMENTARY INFORMATION
June 30, 2013
(Unaudited)

Other Post-Employment Benefits						
Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/11	\$ -	\$ 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%

Public Works Employees' Retirement System						
Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/11	\$ 32,911,653	\$ 40,498,271	\$ 7,586,618	81.3%	\$ 8,506,680	89.2%
07/01/10	\$ 32,047,692	\$ 38,593,502	\$ 6,545,810	83.0%	\$ 8,105,565	80.8%
07/01/09	\$ 31,131,385	\$ 35,840,918	\$ 4,709,533	86.9%	\$ 7,770,125	60.6%
07/01/08	\$ 30,812,052	\$ 33,806,248	\$ 2,994,196	91.1%	\$ 7,524,229	39.8%
07/01/07	\$ 29,114,571	\$ 32,224,753	\$ 3,110,182	90.3%	\$ 7,152,736	43.5%
07/01/06	\$ 26,908,901	\$ 32,653,431	\$ 5,744,530	82.4%	\$ 7,328,287	78.4%
07/01/05 ⁽¹⁾	\$ 24,815,269	\$ 30,380,730	\$ 5,565,461	81.7%	\$ 7,523,058	74.0%

⁽¹⁾ The Entry Age Actuarial Cost Method was used.

NEW HAMPSHIRE RETIREMENT SYSTEM
REQUIRED SUPPLEMENTARY INFORMATION
June 30, 2013
(Unaudited)

Employees' Retirement System Schedule of Funding Progress (in thousands)						
Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
06/30/12	\$ 222,426	\$ 396,138	\$ 173,712	56.1%	\$ 95,110	182.6%
06/30/11	\$ 219,468	\$ 382,247	\$ 162,779	57.4%	\$ 96,258	169.1%
06/30/10	\$ 200,097	\$ 342,321	\$ 142,224	58.5%	\$ 94,867	149.9%

Employees' Retirement System Schedule of Employer Contributions (in thousands)						
System Wide				City of Nashua, NH		
Plan Year End	Annual Required Contributions	Actual Contributions	Percent Contributed	Actual Contributions	City Contributions as a % of System Contributions	
06/30/12	\$ 254,557	\$ 254,557	100%	\$ 14,759	5.8%	
06/30/11	\$ 274,582	\$ 274,582	100%	\$ 11,841	4.3%	
06/30/10	\$ 269,677	\$ 269,677	100%	\$ 10,704	4.0%	

See Independent Auditors' Report.

Fountain in Greeley Park



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

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.
- City-wide Communication Projects: to account for capital projects related to city-wide communication issues.
- Other Projects: to account for Other Capital Projects.

PERMANENT FUNDS

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

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

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2013

	Special Revenue Funds			
	Police <u>Grants</u>	Fire <u>Grants</u>	Community Health & Services <u>Grants</u>	Parks & Recreation <u>Grants</u>
<u>ASSETS</u>				
Cash and short term investments	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	-	-
Intergovernmental receivables	45,442	25,851	197,617	-
Loans receivable	-	-	-	-
Due from other funds	-	-	-	130
	<u>-</u>	<u>-</u>	<u>-</u>	<u>130</u>
Total Assets	\$ <u>45,442</u>	\$ <u>25,851</u>	\$ <u>197,617</u>	\$ <u>130</u>
<u>LIABILITIES</u>				
Accounts payable	\$ -	\$ -	\$ -	\$ -
Accrued liabilities	-	-	1,143	-
Due to other funds	<u>19,000</u>	<u>25,851</u>	<u>180,870</u>	<u>-</u>
Total Liabilities	19,000	25,851	182,013	-
<u>DEFERRED INFLOWS OF RESOURCES</u>				
	-	-	-	-
<u>FUND BALANCES</u>				
Nonspendable	-	-	-	-
Restricted	26,442	-	15,604	130
Committed	-	-	-	-
Unassigned	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>26,442</u>	<u>-</u>	<u>15,604</u>	<u>130</u>
<u>TOTAL LIABILITIES, DEFERRED INFLOWS</u>				
<u>OF RESOURCES AND FUND BALANCES</u>	\$ <u>45,442</u>	\$ <u>25,851</u>	\$ <u>197,617</u>	\$ <u>130</u>

Special Revenue Funds

<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Homeland Security Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
-	-	-	-	-
316,133	151,575	15,618	85,504	-
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>106,214</u>	<u>-</u>	<u>25,152</u>
<u>\$ 316,133</u>	<u>\$ 151,575</u>	<u>\$ 121,832</u>	<u>\$ 85,504</u>	<u>\$ 25,152</u>
\$ 128,899	\$ -	\$ -	\$ -	\$ -
-	20,333	-	-	-
<u>64,676</u>	<u>131,466</u>	<u>-</u>	<u>82,800</u>	<u>-</u>
193,575	151,799	-	82,800	-
-	-	255	-	-
-	-	-	-	-
122,558	-	121,577	2,704	25,152
-	-	-	-	-
<u>-</u>	<u>(224)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>122,558</u>	<u>(224)</u>	<u>121,577</u>	<u>2,704</u>	<u>25,152</u>
<u>\$ 316,133</u>	<u>\$ 151,575</u>	<u>\$ 121,832</u>	<u>\$ 85,504</u>	<u>\$ 25,152</u>

(continued)

(continued)

	<u>Special Revenue Funds</u>			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
<u>ASSETS</u>				
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	105,250	23,692
Intergovernmental receivables	512,078	1,475,173	-	-
Loans receivable	-	-	653,910	-
Due from other funds	-	-	3,869,990	1,812,725
	<u>-</u>	<u>-</u>	<u>3,869,990</u>	<u>1,812,725</u>
Total Assets	\$ <u>512,078</u>	\$ <u>1,475,173</u>	\$ <u>4,629,150</u>	\$ <u>1,836,417</u>
Liabilities:				
Accounts payable	\$ -	\$ -	\$ -	\$ -
Accrued liabilities	-	-	16,794	-
Due to other funds	140,980	1,327,069	-	-
	<u>140,980</u>	<u>1,327,069</u>	<u>-</u>	<u>-</u>
Total Liabilities	140,980	1,327,069	16,794	-
DEFERRED INFLOWS OF RESOURCES	-	144,213	59,060	-
FUND BALANCES				
Nonspendable	-	-	-	-
Restricted	371,098	3,891	-	-
Committed	-	-	4,553,296	1,836,417
Unassigned	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>371,098</u>	<u>3,891</u>	<u>4,553,296</u>	<u>1,836,417</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ <u>512,078</u>	\$ <u>1,475,173</u>	\$ <u>4,629,150</u>	\$ <u>1,836,417</u>

<u>Special Revenue Funds</u>		<u>Capital Project Funds</u>		
<u>Other Trust Funds</u>	<u>Subtotal</u>	<u>Fire Projects</u>	<u>Public Works Projects</u>	<u>Community Development Projects</u>
\$ 1,505,766	\$ 1,505,766	\$ -	\$ -	\$ -
2,046,891	2,046,891	-	-	-
-	128,942	-	-	-
-	2,824,991	-	874,939	-
-	653,910	-	-	-
218,623	6,032,834	4,427	821,890	-
<u>\$ 3,771,280</u>	<u>\$ 13,193,334</u>	<u>\$ 4,427</u>	<u>\$ 1,696,829</u>	<u>\$ -</u>
\$ -	\$ 128,899	\$ -	\$ -	\$ -
-	38,270	-	-	-
<u>-</u>	<u>1,972,712</u>	<u>-</u>	<u>-</u>	<u>-</u>
-	2,139,881	-	-	-
-	203,528	-	-	-
-	-	-	-	-
-	689,156	4,427	1,696,829	-
3,771,280	10,160,993	-	-	-
<u>-</u>	<u>(224)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>3,771,280</u>	<u>10,849,925</u>	<u>4,427</u>	<u>1,696,829</u>	<u>-</u>
<u>\$ 3,771,280</u>	<u>\$ 13,193,334</u>	<u>\$ 4,427</u>	<u>\$ 1,696,829</u>	<u>\$ -</u>

(continued)

(continued)

	Capital Project Funds					
	School Department Projects	Technology Projects	City Building Projects	City-wide Communications Projects	Other Projects	Subtotal
<u>ASSETS</u>						
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-	-	-
Departmental and other receivables	-	-	-	-	-	-
Intergovernmental receivables	-	-	-	-	-	874,939
Loans receivable	-	-	-	-	-	-
Due from other funds	<u>1,984,087</u>	<u>362,996</u>	<u>237,992</u>	<u>129,913</u>	<u>-</u>	<u>3,541,305</u>
Total Assets	\$ <u>1,984,087</u>	\$ <u>362,996</u>	\$ <u>237,992</u>	\$ <u>129,913</u>	\$ <u>-</u>	\$ <u>4,416,244</u>
Liabilities:						
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accrued liabilities	-	-	-	-	-	-
Due to other funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Liabilities	-	-	-	-	-	-
DEFERRED INFLOWS OF RESOURCES	-	-	-	-	-	-
FUND BALANCES						
Nonspendable	-	-	-	-	-	-
Restricted	1,984,087	362,996	237,992	129,913	-	4,416,244
Committed	-	-	-	-	-	-
Unassigned	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>1,984,087</u>	<u>362,996</u>	<u>237,992</u>	<u>129,913</u>	<u>-</u>	<u>4,416,244</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ <u>1,984,087</u>	\$ <u>362,996</u>	\$ <u>237,992</u>	\$ <u>129,913</u>	\$ <u>-</u>	\$ <u>4,416,244</u>

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ 699,476	\$ 1,037,101	\$ 6,413	\$ 1,742,990	\$ 3,248,756
14,940,003	3,194,854	132,610	18,267,467	20,314,358
-	-	-	-	128,942
-	-	-	-	3,699,930
-	-	-	-	653,910
-	-	-	-	9,574,139
<u>\$ 15,639,479</u>	<u>\$ 4,231,955</u>	<u>\$ 139,023</u>	<u>\$ 20,010,457</u>	<u>\$ 37,620,035</u>
\$ -	\$ -	\$ -	\$ -	\$ 128,899
-	-	-	-	38,270
<u>330,525</u>	<u>16,510</u>	<u>2,615</u>	<u>349,650</u>	<u>2,322,362</u>
330,525	16,510	2,615	349,650	2,489,531
-	-	-	-	203,528
13,210,689	3,421,743	119,090	16,751,522	16,751,522
2,098,265	793,702	17,318	2,909,285	8,014,685
-	-	-	-	10,160,993
-	-	-	-	(224)
<u>15,308,954</u>	<u>4,215,445</u>	<u>136,408</u>	<u>19,660,807</u>	<u>34,926,976</u>
<u>\$ 15,639,479</u>	<u>\$ 4,231,955</u>	<u>\$ 139,023</u>	<u>\$ 20,010,457</u>	<u>\$ 37,620,035</u>

CITY OF NASHUA, NEW HAMPSHIRE

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

Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2013

	<u>Special Revenue Funds</u>			
	<u>Police Grants</u>	<u>Fire Grants</u>	<u>Community Health & Services Grants</u>	<u>Parks & Recreation Grants</u>
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-
Charges for services	-	-	-	-
Intergovernmental	231,444	213,026	833,057	-
Investment income	-	-	-	-
Miscellaneous	-	-	10,000	-
Contributions	<u>66,907</u>	<u>-</u>	<u>14,335</u>	<u>1,250</u>
Total Revenues	298,351	213,026	857,392	1,250
Expenditures:				
Current:				
General government	-	-	-	-
Police	335,231	-	-	-
Fire	-	213,026	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	842,388	-
Culture and recreation	-	-	-	5,649
Community development	-	-	-	-
Communications	-	-	-	-
Debt service				
Principal	-	-	-	-
Interest	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>335,231</u>	<u>213,026</u>	<u>842,388</u>	<u>5,649</u>
Excess (deficiency) of revenues over expenditures	(36,880)	-	15,004	(4,399)
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Bond premiums	-	-	-	-
Transfers in	45,000	-	-	-
Transfers out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>45,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net change in fund balance	8,120	-	15,004	(4,399)
Fund Equity, beginning	<u>18,322</u>	<u>-</u>	<u>600</u>	<u>4,529</u>
Fund Equity, ending	<u>\$ 26,442</u>	<u>\$ -</u>	<u>\$ 15,604</u>	<u>\$ 130</u>

Special Revenue Funds				
<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Homeland Security Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
582,733	-	-	-	-
1,748,562	2,470,424	908,136	138,029	(2,023)
-	-	-	-	-
91,429	-	6,700	-	-
-	-	-	-	10,986
2,422,724	2,470,424	914,836	138,029	8,963
-	-	-	-	3,986
-	-	-	-	-
-	-	-	54,179	-
-	-	-	-	-
-	-	-	-	128
-	-	-	-	-
-	-	-	-	998
2,838,197	2,501,647	828,086	-	-
-	-	-	85,504	-
-	-	-	-	-
-	-	-	-	-
2,838,197	2,501,647	828,086	139,683	5,112
(415,473)	(31,223)	86,750	(1,654)	3,851
-	-	-	-	-
-	-	-	-	-
459,197	-	70,026	-	-
-	-	(111,611)	(995)	-
459,197	-	(41,585)	(995)	-
43,724	(31,223)	45,165	(2,649)	3,851
78,834	30,999	76,412	5,353	21,301
\$ 122,558	\$ (224)	\$ 121,577	\$ 2,704	\$ 25,152

(continued)

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	Special Revenue Funds			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
Revenues:				
Property taxes	\$ -	\$ -	\$ 499,342	\$ -
Penalties, interest and other taxes	-	-	394,925	-
Charges for services	2,050,279	-	950,279	1,277,469
Intergovernmental	2,910,040	9,264,951	275,456	42,538
Investment income	134	-	28,862	-
Miscellaneous	-	-	382,716	10,786
Contributions	-	-	35,458	-
Total Revenues	4,960,453	9,264,951	2,567,038	1,330,793
Expenditures:				
Current:				
General government	-	-	673,775	-
Police	-	-	828,775	-
Fire	-	-	33,002	-
Education	4,973,907	9,265,112	-	1,374,725
Public works	-	-	6,910	-
Health and human services	-	-	2,477	-
Culture and recreation	-	-	191,714	-
Community development	-	-	26,551	-
Communications	-	-	-	-
Debt services				
Principal	-	-	60,000	-
Interest	-	-	34,254	-
Total Expenditures	4,973,907	9,265,112	1,857,458	1,374,725
Excess (deficiency) of revenues over expenditures	(13,454)	(161)	709,580	(43,932)
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Bond premiums	-	-	-	-
Transfers in	-	-	16,515	-
Transfers out	-	-	(99,488)	-
Total Other Financing Sources (Uses)	-	-	(82,973)	-
Net change in fund balance	(13,454)	(161)	626,607	(43,932)
Fund Equity, beginning	384,552	4,052	3,926,689	1,880,349
Fund Equity, ending	\$ 371,098	\$ 3,891	\$ 4,553,296	\$ 1,836,417

<u>Special Revenue Funds</u>		<u>Capital Project Funds</u>		
<u>Other Trust Funds</u>	<u>Subtotal</u>	<u>Fire Projects</u>	<u>Public Works Projects</u>	<u>Community Development Projects</u>
\$ -	\$ 499,342	\$ -	\$ -	\$ -
-	394,925	-	-	-
46,271	4,907,031	-	-	-
-	19,033,640	-	2,731,616	-
232,078	261,074	-	19	-
7,623	509,254	-	-	-
349,227	478,163	-	-	-
635,199	26,083,429	-	2,731,635	-
122,148	799,909	-	-	-
445	1,164,451	-	-	-
3,897	304,104	505,936	-	-
72,255	15,685,999	-	-	-
81,293	88,331	-	5,237,138	-
937	845,802	-	-	-
43,369	241,730	-	-	-
-	6,194,481	-	-	-
-	85,504	-	-	-
-	60,000	-	-	-
-	34,254	-	-	-
324,344	25,504,565	505,936	5,237,138	-
310,855	578,864	(505,936)	(2,505,503)	-
-	-	1,169,200	1,469,900	-
-	-	155,800	192,100	-
436,310	1,027,048	-	691,449	-
(232,127)	(444,221)	-	-	(15,551)
204,183	582,827	1,325,000	2,353,449	(15,551)
515,038	1,161,691	819,064	(152,054)	(15,551)
3,256,242	9,688,234	(814,637)	1,848,883	15,551
\$ 3,771,280	\$ 10,849,925	\$ 4,427	\$ 1,696,829	\$ -

(continued)

(continued)

	Capital Project Funds					
	School Department Projects	Technology Projects	City Building Projects	City-wide Communications Projects	Other Projects	Subtotal
Revenues:						
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	2,731,616
Investment income	-	-	-	-	-	19
Miscellaneous	128,756	-	-	-	-	128,756
Contributions	-	-	-	-	-	-
Total Revenues	128,756	-	-	-	-	2,860,391
Expenditures:						
Current:						
General government	-	1,392,100	386,234	-	650,000	2,428,334
Police	-	-	-	-	-	-
Fire	-	-	-	-	-	505,936
Education	3,478,059	-	-	-	-	3,478,059
Public works	-	-	78,323	-	-	5,315,461
Health and human services	-	-	-	-	-	-
Culture and recreation	-	-	-	-	-	-
Community development	-	-	-	-	-	-
Communications	-	-	-	1,470,087	-	1,470,087
Debt services						
Principal	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Total Expenditures	3,478,059	1,392,100	464,557	1,470,087	650,000	13,197,877
Excess (deficiency) of revenues over expenditures	(3,349,303)	(1,392,100)	(464,557)	(1,470,087)	(650,000)	(10,337,486)
Other Financing Sources (Uses):						
Issuance of bonds	1,771,700	888,200	442,000	1,395,000	-	7,136,000
Bond premiums	228,300	111,800	51,000	205,000	-	944,000
Transfers in	1,787,420	-	-	-	-	2,478,869
Transfers out	-	-	-	-	(1,266)	(16,817)
Total Other Financing Sources (Uses)	3,787,420	1,000,000	493,000	1,600,000	(1,266)	10,542,052
Net change in fund balance	438,117	(392,100)	28,443	129,913	(651,266)	204,566
Fund Equity, beginning	1,545,970	755,096	209,549	-	651,266	4,211,678
Fund Equity, ending	\$ 1,984,087	\$ 362,996	\$ 237,992	\$ 129,913	\$ -	\$ 4,416,244

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ -	\$ -	\$ -	\$ -	\$ 499,342
-	-	-	-	394,925
-	-	-	-	4,907,031
-	-	-	-	21,765,256
1,876,626	307,117	12,714	2,196,457	2,457,550
-	149	-	149	638,159
78,369	-	-	78,369	556,532
1,954,995	307,266	12,714	2,274,975	31,218,795
52,955	-	5,506	58,461	3,286,704
-	-	-	-	1,164,451
-	-	-	-	810,040
-	-	-	-	19,164,058
-	-	-	-	5,403,792
-	-	210	210	846,012
-	100,080	-	100,080	341,810
-	-	-	-	6,194,481
-	-	-	-	1,555,591
-	-	-	-	60,000
-	-	-	-	34,254
52,955	100,080	5,716	158,751	38,861,193
1,902,040	207,186	6,998	2,116,224	(7,642,398)
-	-	-	-	7,136,000
-	-	-	-	944,000
157,127	-	-	157,127	3,663,044
(680,775)	-	-	(680,775)	(1,141,813)
(523,648)	-	-	(523,648)	10,601,231
1,378,392	207,186	6,998	1,592,576	2,958,833
13,930,562	4,008,259	129,410	18,068,231	31,968,143
\$ 15,308,954	\$ 4,215,445	\$ 136,408	\$ 19,660,807	\$ 34,926,976

**Detail and Combining Budget
and Actual Schedules**

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2013

	Original Budget	Final Budget	Adjusted Actual	Variance With Final Budget
Property Tax	\$ 178,458,855	\$ 178,458,855	\$ 178,458,855	\$ -
Auto permits	10,422,000	10,422,000	11,422,224	1,000,224
Penalties, interest and other taxes:				
Interest and cost on redemption	250,000	250,000	476,966	226,966
Payments in lieu of taxes	170,411	170,411	429,355	258,944
Interest on taxes	250,000	250,000	359,660	109,660
Other	3,500	3,500	-	(3,500)
Total Penalties, interest and other taxes	673,911	673,911	1,265,981	592,070
Charges for services:				
Income from departments	909,880	1,049,880	1,066,036	16,156
Total Charges for services	909,880	1,049,880	1,066,036	16,156
Intergovernmental:				
State adequacy grant	35,998,972	35,998,972	35,998,972	-
State aid - buildings	2,641,795	2,641,795	2,641,795	-
Special education	473,582	473,582	559,026	85,444
Vocational education	-	158,283	162,862	4,579
Medicaid	972,767	972,767	1,304,117	331,350
Shared revenue block grant	-	-	-	-
Meals and room tax	3,853,382	3,853,382	3,852,766	(616)
Highway	1,349,335	1,349,335	1,345,807	(3,528)
Other	53,867	107,386	99,859	(7,527)
Total Intergovernmental	45,343,700	45,555,502	45,965,204	409,702
Licenses and permits:				
Building permits	390,000	390,000	522,594	132,594
Business licenses and permits	151,365	151,365	174,236	22,871
Other licenses and permits	520,140	520,140	675,483	155,343
Total Licenses and permits	1,061,505	1,061,505	1,372,313	310,808
Interest	450,000	450,000	306,827	(143,173)
Miscellaneous:				
Cable TV franchise	790,000	790,000	901,765	111,765
Fines and forfeits	30,000	30,000	19,193	(10,807)
Sale of property	1,500	1,500	40,300	38,800
Rental of property	692,468	692,468	682,833	(9,635)
Other	57,755	57,755	155,467	97,712
Total Miscellaneous	1,571,723	1,571,723	1,799,558	227,835
Transfers In:				
Transfers from other funds	599,000	1,322,203	1,125,757	(196,446)
Total Transfers In	599,000	1,322,203	1,125,757	(196,446)
Other Financing Sources:				
Bond premiums	-	-	110,848	110,848
Use of fund balance	4,300,000	4,300,000	4,300,000	-
Total Other Financing Sources	4,300,000	4,300,000	4,410,848	110,848
Total	\$ 243,790,574	\$ 244,865,579	\$ 247,193,603	\$ 2,328,024

CITY OF NASHUA, NEW HAMPSHIRE
Detail Schedule of Expenditures and Other Financing Uses
Budget and Actual - General Fund
For the Year Ended June 30, 2013

	Original <u>Budget</u>	Final <u>Budget</u>	Adjusted <u>Actual</u>	Variance With <u>Final Budget</u>
General Government:				
Mayor	\$ 320,480	\$ 320,480	\$ 310,060	\$ 10,420
Board of Aldermen	176,769	176,769	169,828	6,941
Legal	417,607	417,607	390,741	26,866
Citistat	115,662	115,662	106,821	8,841
City Clerk	403,158	403,148	405,008	140
Civic and Comm. activities	973,272	973,272	958,916	14,356
Human resources	224,935	224,935	210,152	14,783
Insurance - Benefits	26,969,398	26,969,398	26,728,229	241,169
Pensions	22,544,832	22,544,832	21,554,988	989,844
Telecommunications	144,000	144,000	138,409	5,591
Information technology	1,919,114	1,919,114	1,916,275	2,839
Financial services	1,487,056	1,492,931	1,461,897	31,034
Risk Management	3,237,979	3,237,979	3,237,979	-
Building maintenance	362,575	362,575	356,878	5,697
Purchasing	313,779	313,779	280,353	33,426
Hunt building	17,851	17,851	17,016	835
Assessors	530,149	530,149	524,437	5,712
GIS	123,245	123,245	113,093	10,152
Cemeteries	496,993	522,747	442,801	79,946
CERF Expenditures	-	27,986	27,986	-
Contingencies	639,675	513,485	494,456	19,029
Capital	1,850,000	1,990,000	1,990,000	-
Total General Government	63,268,528	63,343,943	61,836,323	1,507,620
Police	17,705,125	17,884,610	17,854,458	30,152
Fire	14,227,107	14,361,690	14,244,082	117,608
Water fire protection	2,634,760	2,634,760	2,591,814	42,946
Education	95,628,047	95,871,330	95,342,313	529,017
Public Works:				
PW Division and Engineering	842,196	842,196	832,202	9,994
Street department	6,085,659	6,369,127	6,346,783	22,344
Street lighting	704,800	744,000	744,000	-
Parking lots	208,642	208,642	198,483	10,159
Solid waste	3,685,857	3,685,857	3,685,857	-
Total Public Works	11,527,153	11,849,821	11,807,325	42,496
Health and Human Services:				
Community services	315,779	315,779	289,490	26,289
Community health	346,763	346,763	341,338	5,425
Environmental health	334,834	334,834	328,204	6,630
Welfare administration	326,573	326,573	323,157	3,416
Welfare costs	789,667	789,667	780,190	9,477
Total Health and Human Services	2,113,616	2,113,616	2,062,379	51,237
Culture and recreation:				
Parks and recreation	2,794,604	2,847,500	2,851,223	(3,723)
Public libraries	2,316,152	2,329,309	2,199,644	129,665
Total Culture and Recreation	5,110,756	5,176,809	5,050,867	125,942
Community Development	1,877,327	1,877,327	1,855,677	21,650
Communications	288,922	288,922	279,574	9,348
Debt Service:				
Principal	12,914,612	12,914,612	12,914,611	1
Interest and cost	4,899,433	4,899,433	4,897,909	1,524
Total Debt Service	17,814,045	17,814,045	17,812,520	1,525
Intergovernmental	9,420,187	9,420,187	9,420,187	-
Transfers out	2,175,000	2,228,519	2,228,519	-
Total	\$ 243,790,574	\$ 244,865,579	\$ 242,386,038	\$ 2,479,541

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.

CITY OF NASHUA, NEW HAMPSHIRE
INTERNAL SERVICE FUND
COMBINING STATEMENT OF NET POSITION

JUNE 30, 2013

	Governmental Activities Internal Service Fund		
	Employee Benefits <u>Fund</u>	Property & Casualty <u>Fund</u>	<u>Total</u>
<u>ASSETS</u>			
Current:			
Due from other funds	\$ 22,252,226	\$ 5,741,053	\$ 27,993,279
Other assets	<u>667,019</u>	<u>-</u>	<u>667,019</u>
TOTAL ASSETS	22,919,245	5,741,053	28,660,298
<u>LIABILITIES</u>			
Current:			
Accrued liabilities	5,593,520	3,960,244	9,553,764
Other liabilities	<u>768,954</u>	<u>-</u>	<u>768,954</u>
TOTAL LIABILITIES	6,362,474	3,960,244	10,322,718
<u>NET POSITION</u>			
Unrestricted	<u>16,556,771</u>	<u>1,780,809</u>	<u>18,337,580</u>
TOTAL NET POSITION	<u>\$ 16,556,771</u>	<u>\$ 1,780,809</u>	<u>\$ 18,337,580</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

INTERNAL SERVICE FUND

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

FOR FISCAL YEAR ENDED JUNE 30, 2013

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
Operating Revenues:			
Contributions	\$ 26,619,398	\$ 3,237,979	\$ 29,857,377
Other	<u>1,573,238</u>	<u>-</u>	<u>1,573,238</u>
Total Operating Revenues	28,192,636	3,237,979	31,430,615
Operating Expenses:			
Non-personnel expenses	<u>25,693,782</u>	<u>2,898,705</u>	<u>28,592,487</u>
Total Operating Expenses	<u>25,693,782</u>	<u>2,898,705</u>	<u>28,592,487</u>
Operating Income	2,498,854	339,274	2,838,128
Nonoperating Revenues:			
Investment income	<u>41,522</u>	<u>65,141</u>	<u>106,663</u>
Total Nonoperating Revenues, Net	<u>41,522</u>	<u>65,141</u>	<u>106,663</u>
Income (Loss) Before Transfers	2,540,376	404,415	2,944,791
Transfers in	<u>64,985</u>	<u>-</u>	<u>64,985</u>
Change in Net Position	2,605,361	404,415	3,009,776
Net Positon at Beginning of Year	<u>13,951,410</u>	<u>1,376,394</u>	<u>15,327,804</u>
Net Positon at End of Year	<u>\$ 16,556,771</u>	<u>\$ 1,780,809</u>	<u>\$ 18,337,580</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
INTERNAL SERVICE FUND
COMBINING STATEMENT OF CASH FLOWS
FOR FISCAL YEAR ENDED JUNE 30, 2013

	Governmental Activities Internal Service Fund		
	Employee Benefits <u>Fund</u>	Property & Casualty <u>Fund</u>	<u>Total</u>
<u>Cash Flows From Operating Activities:</u>			
Receipts from customers and users	\$ 25,382,263	\$ 2,813,957	\$ 28,196,220
Payments to vendors	<u>(25,488,770)</u>	<u>(2,879,098)</u>	<u>(28,367,868)</u>
Net Cash Provided By (Used for) Operating Activities	(106,507)	(65,141)	(171,648)
<u>Cash Flows From Noncapital Financing Activities:</u>			
Payments from interfund loan agreements	-	-	-
Transfers	<u>64,985</u>	<u>-</u>	<u>64,985</u>
Net Cash Provided By (Used for) Noncapital Financing Activities	64,985	-	64,985
<u>Cash Flows From Investing Activities:</u>			
Investment income	<u>41,522</u>	<u>65,141</u>	<u>106,663</u>
Net Change in Cash and Short-Term Investments	-	-	-
Cash and Short-Term Investments, Beginning of Year	<u>-</u>	<u>-</u>	<u>-</u>
Cash and Short-Term Investments, End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>			
Operating income	\$ 2,498,854	\$ 339,274	\$ 2,838,128
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:			
Changes in assets and liabilities:			
Other assets	(3,023,362)	(79,888)	(3,103,250)
Accrued liabilities	131,993	(324,527)	(192,534)
Other liabilities	<u>286,008</u>	<u>-</u>	<u>286,008</u>
Net Cash Provided By (Used for) Operating Activities	<u>\$ (106,507)</u>	<u>\$ (65,141)</u>	<u>\$ (171,648)</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 Funds represent monies held in escrow from developer in the City.

CITY OF NASHUA, NEW HAMPSHIRE

Combining Statement of Changes in Assets and Liabilities

Agency Fund

For the Year Ended June 30, 2013

	Balance July 1, <u>2012</u>	<u>Additions</u>	<u>Deductions</u>	Balance June 30, <u>2013</u>
<u>Developer Escrows</u>				
Assets - cash and short-term investments	\$ <u>613,114</u>	\$ <u>66,445</u>	\$ <u>(216,316)</u>	\$ <u>463,243</u>
Total Assets	\$ <u><u>613,114</u></u>	\$ <u><u>66,445</u></u>	\$ <u><u>(216,316)</u></u>	\$ <u><u>463,243</u></u>
Liabilities - other liabilities	\$ 556,820	\$ 188,688	\$ (287,894)	\$ 457,614
Liabilities - due to other funds	<u>56,294</u>	<u>354,484</u>	<u>(405,149)</u>	<u>5,629</u>
Total Liabilities	\$ <u><u>613,114</u></u>	\$ <u><u>543,172</u></u>	\$ <u><u>(693,043)</u></u>	\$ <u><u>463,243</u></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.	134
<i>Revenue Capacity</i>	
These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	140
<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.	146
<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.	149
<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.	151

City of Nashua, New Hampshire

Net Position by Component

Last Ten Fiscal Years¹

(accrual basis of accounting)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Governmental Activities										
Net investment in capital assets										
Restricted	\$ 48,407,254	\$ 58,679,109	\$ 71,330,362	\$ 75,371,785	\$ 82,615,430	\$ 91,043,817	\$ 105,436,163	\$ 111,077,357	\$ 119,796,245	\$ 133,385,506
Unrestricted	25,984,094	26,595,733	30,981,554	33,679,170	29,126,492	21,086,588	21,611,710	24,687,379	24,925,380	32,456,683
Total governmental activities net position	43,554,836	36,099,549	34,217,644	46,055,519	55,983,443	48,672,885	43,639,686	35,368,271	41,041,536	30,724,278
Business-type activities										
Net investment in capital assets										
Restricted	76,948,532	77,780,283	81,467,773	94,270,446	109,669,910	115,532,890	99,804,775	102,157,830	105,608,828	105,525,905
Unrestricted	645,407	1,168,612	1,732,999	2,336,365	2,913,041	3,612,918	3,773,376	3,972,974	3,863,829	4,270,548
Total business-type activities net position	13,511,556	13,173,740	11,181,863	40,245	(13,599,364)	(21,136,265)	(5,306,300)	(6,555,882)	(8,272,538)	(6,549,015)
Primary government										
Net investment in capital assets										
Restricted	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	238,911,411
Unrestricted	26,629,501	27,764,345	32,714,553	36,015,535	32,039,533	25,299,506	25,385,086	28,660,353	28,789,209	36,727,231
Total primary government net position	57,066,392	49,273,289	45,399,507	46,095,764	42,384,079	27,536,620	38,333,386	28,812,389	32,768,998	24,175,263
	\$ 209,051,679	\$ 213,497,026	\$ 230,912,195	\$ 251,753,530	\$ 266,708,952	\$ 259,412,833	\$ 267,019,410	\$ 270,707,929	\$ 286,963,280	\$ 299,813,905

Data Source

Audited Financial Statements

Notes

¹ Roads and sidewalks retroactive to 1980 were reported in FY 2006 (compliant with GASB 34 requirements)

City of Nashua, New Hampshire

Change in Net Position

Last Ten Fiscal Years

(accrual basis of accounting)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Expenses										
Governmental activities ¹										
General government ²	\$ 11,304,737	\$ 9,553,394	\$ 11,147,538	\$ 10,634,275	\$ 24,124,526	\$ 20,301,156	\$ 20,288,378	\$ 22,129,077	\$ 22,497,654	\$ 22,777,079
Police	20,106,190	22,693,536	23,070,949	22,210,688	24,713,982	26,257,722	27,426,675	28,223,669	27,563,038	27,321,535
Fire	16,519,202	18,303,777	19,193,738	17,918,642	17,965,927	21,093,703	21,026,095	22,111,191	21,696,948	21,094,654
Water Supply/Hydrants	1,725,577	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921	2,152,983	2,471,096	2,611,535	2,591,814
Education	112,640,113	123,124,413	127,629,646	125,136,253	132,479,539	140,999,742	143,489,872	150,017,895	146,755,939	149,765,273
Public Works	8,421,769	11,020,903	10,893,022	9,968,194	11,408,120	11,542,212	10,030,585	10,792,781	11,378,882	10,644,976
Health and Human Services	3,823,235	3,858,967	3,454,063	3,959,298	4,217,761	4,340,447	4,065,289	3,964,857	3,217,342	3,137,470
Culture and Recreation	6,707,659	7,430,362	7,605,481	6,671,417	6,972,660	7,918,634	7,929,703	8,136,558	7,593,302	7,181,489
Community Development	5,684,745	6,116,347	5,935,757	6,316,105	6,798,877	7,287,986	9,156,255	7,375,291	7,165,410	9,266,113
Communications	1,069,301	1,079,047	1,003,608	1,031,116	1,037,747	-	1,114,063	1,152,961	1,170,742	515,783
Interest and Costs	7,144,014	8,731,875	7,702,676	6,611,817	6,651,921	6,096,780	5,612,006	5,229,526	5,279,022	10,537,637
Intergovernmental ³	9,418,474	9,177,447	9,233,128	9,241,763	-	-	-	-	-	-
Total governmental activities expenses	204,565,016	222,865,256	228,503,653	221,480,923	238,576,163	248,073,303	252,291,904	261,615,902	256,929,814	264,833,823
Business-type activities										
Wastewater services	8,486,194	9,073,077	10,776,209	9,431,492	9,563,755	10,396,778	10,770,142	11,082,780	10,840,594	10,897,541
Solid waste services	5,507,278	5,647,914	5,836,163	5,444,335	6,383,897	5,950,822	6,177,791	5,277,700	5,554,950	6,730,422
Total business-type activities expenses	13,993,472	14,720,991	16,612,372	14,875,827	15,947,652	16,347,600	16,947,933	16,360,480	16,395,544	17,627,963
Total primary government expenses	\$ 218,558,488	\$ 237,586,247	\$ 245,116,025	\$ 236,356,750	\$ 254,523,815	\$ 264,420,903	\$ 269,239,837	\$ 277,976,382	\$ 273,325,358	\$ 282,461,786
Program Revenues										
Governmental activities										
Charges for services ⁴										
General government ²	\$ 580,771	\$ 935,305	\$ 1,021,847	\$ 904,182	\$ 754,146	\$ (6,297)	\$ 3,153,839	\$ 5,585,985	\$ 1,822,436	\$ 2,478,975
Police	1,802,347	2,390,822	2,675,975	1,417,615	1,153,325	824,514	1,096,769	1,399,425	931,703	747,150
Fire	70,888	698,107	806,487	41,571	168,004	94,589	85,145	98,393	95,041	131,744
Education	4,674,823	7,236,032	7,912,683	3,982,594	5,048,693	4,151,332	3,962,169	4,277,635	3,860,116	3,529,902
Public Works	822,147	1,089,298	1,173,293	853,065	866,151	763,471	797,022	772,071	841,118	527,491
Health and Human Services	324,435	440,211	437,627	257,735	236,922	211,484	189,391	186,295	188,493	165,273
Culture and Recreation ⁵	328,602	782,640	955,609	608,880	601,723	80,052	632,545	904,781	580,426	685,636
Community Development	1,358,939	1,244,787	1,342,026	1,225,355	1,250,864	1,155,276	1,068,159	1,118,703	1,389,901	1,467,693
Total charges for services	9,962,952	14,817,202	16,325,547	9,290,997	10,079,828	7,274,421	10,985,039	14,303,288	9,709,234	9,733,884
Operating grants and contributions	46,005,977	43,783,950	45,251,496	46,220,633	52,854,392	48,769,370	65,039,056	63,121,867	61,098,263	63,830,475
Capital grants and contributions	8,269,307	3,880,643	7,105,541	8,486,039	6,067,839	4,775,411	5,823,681	4,278,212	8,473,140	9,255,920
Total governmental activities program revenues	64,238,236	62,481,795	68,682,584	63,997,669	69,002,059	60,819,202	81,847,776	81,703,367	79,280,637	82,820,279
Business-type activities										
Wastewater services	8,869,848	8,689,711	8,696,732	8,355,360	8,449,653	8,251,735	8,969,303	8,762,187	10,182,311	10,208,509
Solid Waste services	2,924,621	3,163,578	4,463,357	3,540,753	3,422,189	2,782,627	2,588,522	2,640,001	2,393,635	2,744,245
Total charges for services	11,794,469	11,853,289	13,160,089	11,896,113	11,871,842	11,034,362	11,557,825	11,402,188	12,575,946	12,952,754
Operating grants and contributions	-	-	-	-	-	-	-	-	-	-
Capital grants and contributions ⁵	3,804,177	1,267,772	3,189,482	848,793	2,263,301	814,289	1,458,288	776,358	1,255,104	696,256
Total business-type activities program revenues	15,598,646	13,121,061	16,349,571	12,744,906	14,135,143	11,848,651	13,016,113	12,178,546	13,831,050	13,649,010
Total primary government program revenues	\$ 79,836,882	\$ 75,602,856	\$ 85,032,155	\$ 76,742,575	\$ 83,137,202	\$ 72,667,853	\$ 94,863,889	\$ 93,881,913	\$ 93,111,687	\$ 96,469,289
Net (Expenses)/Revenue										
Governmental activities	\$(140,326,780)	\$(160,383,461)	\$(159,821,069)	\$(157,483,254)	\$(169,574,104)	\$(188,381,457)	\$(170,444,128)	\$(179,912,535)	\$(177,649,177)	\$(182,013,544)
Business-type activities	1,605,174	(1,599,930)	(262,801)	(2,130,921)	(1,812,509)	(4,498,949)	(3,931,820)	(4,181,934)	(2,564,494)	(3,978,953)
Total Primary government net expense	\$(138,721,606)	\$(161,983,391)	\$(160,083,870)	\$(159,614,175)	\$(171,386,613)	\$(192,880,406)	\$(174,375,948)	\$(184,094,469)	\$(180,213,671)	\$(185,992,497)
General Revenues and Other Changes in Net Position										
Governmental activities										
Property tax	\$ 130,912,139	\$ 139,413,702	\$ 146,928,299	\$ 154,449,099	\$ 158,896,532	\$ 161,979,688	\$ 163,353,082	\$ 169,333,116	\$ 174,911,173	\$ 179,660,929
Auto Permits	11,542,180	11,934,156	12,078,138	11,642,585	11,528,023	10,836,895	10,427,551	10,347,555	11,077,345	11,422,224
Penalties, interest and other taxes	876,278	791,830	1,032,775	865,462	1,594,935	1,418,455	1,512,934	1,535,805	1,425,762	1,660,906
Grants and contributions not restricted to specific programs	5,166,855	5,397,605	5,696,471	6,173,967	6,297,569	6,237,452	3,971,032	4,720,761	5,599,971	5,453,477
Investment income	1,671,273	4,068,578	5,093,220	4,335,585	5,600,182	2,935,454	1,262,208	422,349	1,297,950	1,042,839
Miscellaneous	770,980	3,847,232	1,393,811	995,117	950,109	1,232,553	1,067,955	1,023,290	1,410,241	2,273,681
Transfers, net	(25,000)	(1,750,010)	(1,388,652)	(2,500,000)	(2,697,663)	(2,690,322)	(3,975,592)	(5,177,336)	(3,543,251)	(5,385,555)
Amortization of Pennichuck investment	-	-	-	-	-	-	-	-	-	(3,390,000)
Permanent fund contributions	159,111	108,575	6,825	98,353	23,308	109,227	109,227	152,443	100,140	78,349
Total governmental activities	151,073,814	163,811,668	170,840,887	176,060,168	182,192,995	182,059,382	177,728,397	182,357,983	192,279,331	192,816,850
Business-type activities										
Grants and contributions not restricted to specific programs ⁶	-	-	-	784,155	1,059,579	826,769	230,507	214,895	610,336	618,567
Investment income	791,662	867,060	1,134,149	1,111,187	391,798	7,814	48,029	32,774	36,104	22,150
Transfers, net	25,000	1,750,010	1,388,652	2,500,000	2,697,663	2,690,322	3,975,592	5,177,336	3,543,251	5,385,555
Total business-type activities	816,662	2,617,070	2,522,801	4,395,342	4,149,040	3,524,905	4,254,128	5,425,005	4,189,691	6,026,272
Total primary government	\$ 151,890,476	\$ 166,428,738	\$ 173,363,688	\$ 180,455,510	\$ 186,342,035	\$ 185,584,287	\$ 181,982,525	\$ 187,782,988	\$ 196,469,022	\$ 198,843,122
Change in Net Position										
Governmental activities	\$ 10,747,034	\$ 3,428,207	\$ 11,019,818	\$ 18,576,914	\$ 12,618,891	\$ (6,322,075)	\$ 7,284,269	\$ 2,445,448	\$ 14,630,154	\$ 10,803,306
Business-type activities	2,421,836	1,017,140	2,260,000	2,264,421	2,336,531	(974,044)	322,308	1,243,071	1,625,197	2,047,319
Total primary government	\$ 13,168,870	\$ 4,445,347	\$ 13,279,818	\$ 20,841,335	\$ 14,955,422	\$ (7,296,119)	\$ 7,606,577	\$ 3,688,519	\$ 16,255,351	\$ 12,850,625

Data Source

Audited Financial Statements

Notes

¹ The City will continue to annually report information until this schedule includes 10 fiscal years

² Beginning in FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services"

³ Beginning in FY08, Intergovernmental expenses were reclassified to General Government expenses, per GFOA recommendation

⁴ In FY05 and FY06, "Charges for Services" includes employee benefit withholdings. Beginning in FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services"

⁵ Beginning in FY07, State Aid Grants were reclassified from Program Revenues to General Revenues, per GFOA recommendation

⁶ Negative charges for services in FY09 is due to the loss in the market value of investments of the cemetery permanent funds

⁷ Decrease in charges for services in FY09 is due to the loss in the market value of investments of the library permanent funds

City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

General Fund	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Reserved ¹	\$ 5,025,464	\$ 12,620,998	\$ 4,526,670	\$ 6,808,655	\$ 5,040,391	\$ 5,163,134	\$ -	\$ -	\$ -	\$ -
Unreserved ²	23,523,522	31,812,193	27,241,589	28,037,193	33,293,567	33,249,976	-	-	-	-
Nonspendable ³	-	-	-	-	-	-	184,062	225,671	226,123	214,361
Committed ⁴	-	-	-	-	-	-	16,685,057	13,851,725	13,352,749	11,834,058
Assigned ⁵	-	-	-	-	-	-	6,550,000	5,950,000	9,738,926	8,907,711
Unassigned ⁶	-	-	-	-	-	-	26,560,824	25,540,287	25,940,691	26,570,103
Total General Fund	\$ 28,548,986	\$ 44,433,191	\$ 31,768,259	\$ 34,845,848	\$ 38,333,958	\$ 38,413,110	\$ 49,979,943	\$ 45,567,683	\$ 49,258,489	\$ 47,526,233
Other Governmental Funds										
Reserved ³	\$ 16,580,070	\$ 19,290,527	\$ 21,388,586	\$ 18,311,928	\$ 17,162,438	\$ 15,639,501	\$ -	\$ -	\$ -	\$ -
Unreserved										
Special Revenue Funds ⁴	32,692,008	12,250,621	23,410,292	24,692,996	25,947,458	19,994,384	-	-	-	-
Capital Project Funds ⁵	9,972,489	3,588,482	(12,114,644)	3,134,217	3,161,390	2,558,311	-	-	-	-
Permanent Funds ⁶	424,084	498,499	590,337	710,518	903,422	960,742	-	-	-	-
Nonspendable ⁷	-	-	-	-	-	-	14,429,616	17,497,014	16,380,114	16,751,522
Restricted ⁸	-	-	-	-	-	-	3,899,609	5,106,464	11,785,274	12,327,951
Committed ⁹	-	-	-	-	-	-	8,733,406	7,740,332	9,063,280	10,160,993
Unassigned ¹⁰	-	-	-	-	-	-	(1,728,518)	(491,584)	(947,259)	(224)
Total Other Funds	\$ 59,668,651	\$ 35,628,129	\$ 33,274,571	\$ 46,849,659	\$ 47,174,708	\$ 39,152,938	\$ 25,334,113	\$ 29,852,226	\$ 36,281,409	\$ 39,240,242

Data Source:

Audited Financial Statements

Notes

¹ FY2005 - \$8 million is reserved for School Capital Reserve Fund

² FY2005 - \$11 million is designated for FY06 tax rate, \$4 million for FY07/08 School bonded debt.

³ FY2006 - Reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance. Special Revenue Funds.

⁴ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also in FY2006 reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds.

⁵ Prior to FY02, capital projects with a positive fund balance were reported as reserved (FY02 and subsequent years as unreserved). For this report, these fund balances have been reclassified to unreserved fund balance to maintain consistency throughout the ten-year period

⁶ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also in FY02 - FY04, the total fund balance of permanent funds were reported as unreserved. beginning in FY05, only the expendable portion is reported as unreserved. For this report, FY02 - FY04 fund balances have been reclassified to conform to the current year presentation.

⁷ FY2010 - Fund balances reflect implementation of GASB 54

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds¹ Last Ten Fiscal Years (modified accrual basis of accounting)

Revenues	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Taxes	\$ 131,745,073	\$ 139,504,354	\$ 146,864,377	\$ 154,488,154	\$ 158,353,188	\$ 160,881,410	\$ 162,964,723	\$ 169,105,424	\$ 174,375,557	\$ 179,815,669
Licenses and Permits ²	12,583,432	13,354,890	13,234,555	12,846,500	12,311,950	11,558,473	11,311,752	11,200,038	11,805,705	12,794,538
Penalties, interest and other taxes ³	1,369,998	1,245,376	1,357,033	1,250,253	1,594,935	1,418,455	1,447,191	1,471,786	1,425,762	1,660,906
Intergovernmental	56,288,906	53,353,723	54,956,875	57,917,495	64,085,098	66,192,430	74,194,941	71,166,117	66,259,007	67,730,460
Charges for services	6,211,920	6,446,565	6,846,669	6,914,168	7,024,328	7,289,468	7,324,028	7,888,220	7,813,660	5,973,297
Interest earnings ⁴	1,654,012	3,809,685	4,153,022	7,745,663	4,793,461	(303,680)	2,833,498	4,168,180	1,812,632	2,769,585
Miscellaneous	3,002,599	3,993,579	1,282,935	1,173,971	1,921,409	1,882,009	1,500,780	1,599,369	2,136,516	2,443,340
Contributions	2,752,805	917,206	1,149,442	559,057	96,002	354,065	510,942	460,903	7,068,853	9,323,019
Total revenues	215,608,745	222,625,288	229,844,908	242,875,261	250,180,371	249,273,530	262,087,855	267,060,537	272,677,692	282,510,814

Expenditures by Function

General government	34,582,618	39,852,087	47,642,841	51,202,587	54,841,257	53,859,718	55,969,477	60,784,069	63,115,094	62,840,355
Public safety	30,509,895	31,445,464	37,722,214	30,897,525	32,191,601	35,887,184	35,144,492	37,093,411	34,474,733	34,242,016
Water supply/facilities	1,725,577	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921	2,152,983	2,471,096	2,611,535	2,591,814
Education	116,891,981	102,184,295	98,086,304	96,233,019	100,296,133	110,099,584	110,680,934	113,933,265	118,234,670	114,855,962
Public Works	9,551,499	9,862,103	9,536,606	8,689,653	9,540,761	10,452,441	11,766,925	10,100,177	11,822,833	15,807,593
Health and human services	3,388,734	3,162,482	2,687,438	3,373,460	3,516,881	3,693,028	3,328,537	3,141,990	2,595,897	2,601,117
Culture and recreation	5,547,512	5,386,417	5,436,393	5,121,466	5,898,670	5,923,548	5,357,914	5,725,091	5,581,693	5,400,579
Community development	5,846,253	6,416,732	11,396,347	9,168,047	6,396,239	6,004,281	9,495,558	7,942,209	6,607,968	7,610,838
Communications	270,219	279,964	246,026	228,044	237,896	280,361	285,390	289,648	364,299	1,980,823
Miscellaneous	-	-	-	-	-	-	-	-	-	-
Debt service	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	16,364,611
Principal	7,300,046	8,450,677	7,779,830	6,222,224	7,052,893	6,243,971	5,892,249	5,455,421	5,796,412	10,308,650
Interest	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	9,420,187
Intergovernmental	-	-	-	-	-	-	-	-	-	-
Capital Outlay ⁴	-	-	-	-	-	-	-	-	-	-
Total expenditures	234,715,249	229,031,596	243,474,745	234,277,584	243,777,832	256,325,826	261,664,255	268,277,348	273,033,373	284,024,545

Excess of revenues

Over(under) expenditures	(19,106,504)	(6,406,308)	(13,629,837)	8,597,677	6,402,539	(7,252,296)	423,600	(1,216,811)	(355,681)	(1,513,731)
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Other Financing Sources (Uses)

Bond proceeds	46,510,090	-	-	10,555,000	-	-	-	6,000,000	164,030,000	7,136,000
Penituck acquisition	-	-	-	-	-	-	-	-	(150,011,079)	-
Bond premiums	-	-	-	-	-	-	-	-	-	1,054,848
Capital lease proceeds	-	-	-	-	108,285	-	-	-	-	-
Transfers in	5,861,446	25,066,009	15,512,898	4,482,821	7,454,175	10,584,784	6,045,974	3,907,733	2,649,793	4,087,955
Transfers out	(7,441,610)	(26,816,019)	(16,901,550)	(6,982,821)	(10,151,838)	(11,275,106)	(8,721,566)	(8,585,069)	(6,193,044)	(9,538,495)
Total other financing sources (uses)	44,929,836	(1,750,010)	(1,388,652)	8,055,000	(2,380,378)	(690,322)	(2,675,592)	1,322,664	10,475,670	2,340,308

Net Change in fund balances

	\$ 25,823,332	\$ (8,156,318)	\$ (15,018,489)	\$ 16,652,677	\$ 3,813,161	\$ (7,942,618)	\$ (2,251,992)	\$ 105,853	\$ 10,119,989	\$ 1,226,577
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Debt Service as a percentage of non-capital outlay, expenditures

	8.36%	8.99%	8.84%	8.13%	8.09%	7.45%	7.24%	6.80%	7.12%	10.07%
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Data Source

Audited Financial Statements

Notes

¹ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre-GASB 34 reporting model

² Includes Auto Permits

³ Prior to FY02, recorded under Miscellaneous revenues

⁴ Capital Outlay, redistributed among applicable functions in FY03 and subsequent years.

City of Nashua, New Hampshire

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

Last Ten Fiscal Years
(modified accrual basis of accounting)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Expenditures and Other Financing Uses by Department										
Financial Services	\$ 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	\$ 2,767,961
Administrative Services ¹	2,967,180	2,945,436	2,788,574	1,991,401	2,131,361	-	-	-	-	-
Information Technology ²	-	-	-	784,969	1,102,648	1,237,701	1,230,025	1,459,019	1,534,232	2,031,718
Misc General Government ³	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	54,753,971
Police	14,669,482	15,484,532	15,062,015	14,920,270	16,918,427	18,551,324	18,343,212	19,165,600	17,753,964	17,954,600
Fire	13,001,349	13,254,721	13,876,296	13,068,849	13,122,412	15,670,602	15,211,313	16,203,772	14,148,512	14,312,925
Water Supply/Hydrants	1,725,577	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921	2,152,983	2,471,096	2,611,535	2,591,814
Community Health and Welfare	2,853,574	2,547,088	2,301,368	2,149,131	2,188,388	2,437,681	1,906,721	1,894,004	1,673,763	1,755,105
Street Department	5,336,956	6,000,921	5,156,101	4,923,751	6,051,230	6,736,230	7,278,181	6,856,012	6,891,075	8,556,496
Parks and Recreation	2,636,535	2,748,857	2,672,691	2,539,850	2,543,439	2,944,658	2,741,697	3,015,085	2,767,434	2,862,915
Other Public Works	3,004,428	2,836,774	3,140,497	3,203,179	2,413,679	2,410,901	2,406,616	2,515,392	2,340,871	1,847,306
Community Development Division	1,466,087	1,497,368	1,432,102	1,322,027	1,327,753	1,416,773	1,461,688	1,445,969	1,545,458	1,416,358
Public Libraries	2,170,235	2,213,977	2,249,446	2,040,754	2,225,556	2,439,439	2,293,340	2,295,731	2,320,114	2,195,853
Communications	262,258	279,964	246,026	228,044	237,896	280,361	285,390	289,648	280,075	425,232
Capital Outlay ⁴	-	-	-	-	-	-	-	-	-	-
Transfers Out	4,594,382	4,206,670	11,696,153	4,337,325	6,028,358	4,185,445	5,916,468	6,301,394	4,231,574	6,450,979
Total City Departments	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	119,923,233
Education (includes transfers out)	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	97,637,607
Debt service										
Principal	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	12,914,611
Interest	7,300,046	8,450,677	7,779,839	6,222,224	7,003,835	6,200,867	5,851,245	5,416,517	5,200,837	4,897,909
Total Debt Service	16,982,487	19,489,417	19,853,409	18,340,665	19,054,896	18,441,334	18,013,073	17,280,865	17,400,670	17,812,520
Intergovernmental	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	9,420,187
Total expenditures (includes transfers out)	\$ 191,655,498	\$ 203,273,909	\$ 218,863,738	\$ 210,694,730	\$ 223,201,808	\$ 234,221,610	\$ 234,131,578	\$ 239,636,972	\$ 235,432,659	\$ 244,793,547
Expenditures as a percentage of total										
City Departments	45.0%	45.5%	48.8%	48.2%	48.9%	47.9%	48.7%	49.8%	48.8%	49.0%
Education	41.3%	40.4%	37.9%	38.7%	38.3%	40.2%	39.6%	39.1%	39.7%	39.9%
Debt service	8.9%	9.6%	9.1%	8.7%	8.5%	7.9%	7.7%	7.2%	7.4%	7.3%
Intergovernmental	4.9%	4.5%	4.2%	4.4%	4.3%	4.1%	4.0%	3.9%	4.1%	3.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenditure Percentage Change										
City Departments	9.2%	7.3%	15.5%	-4.9%	7.4%	10.3%	4.6%	6.5%	0.7%	0.5%
Education	4.8%	3.9%	1.0%	-1.8%	5.0%	15.5%	8.2%	-0.6%	0.9%	4.3%
Debt service	-1.7%	14.8%	1.9%	-7.6%	3.9%	0.5%	-5.5%	-6.3%	-3.4%	3.1%
Intergovernmental	-1.6%	-2.6%	0.6%	0.1%	2.7%	3.3%	-1.3%	-1.4%	2.1%	0.0%
Total	5.8%	6.1%	7.7%	-3.7%	5.9%	11.2%	4.9%	2.3%	0.6%	2.2%

Data Source

Audited Internal City of Nashua Financial Statements and Audited Financial Statements

Notes

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

² Information Technology separated from Administrative Services division in FY07

³ Includes City-wide employee health and pension benefits

⁴ 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				Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other	In Transfers	Operations & Maintenance	Depreciation	Interest Expense	Transfers Out			
2013	\$ 618,567	\$ 12,732,254	\$ 242,650	\$ 5,385,555	\$ 18,979,026	\$ 6,258,987	\$ 1,254,571	\$ -	\$ 17,627,963	\$ 696,256	\$ 103,247,438
2012	809,505	12,343,860	268,190	5,343,251	16,964,806	5,846,516	1,436,589	-	16,395,544	1,055,935	101,206,119
2011	764,434	11,031,678	403,484	5,177,336	17,376,732	5,677,492	1,659,598	-	16,360,480	228,819	99,574,922
2010	1,394,420	11,310,759	295,095	3,985,092	16,985,366	5,874,516	1,170,767	-	16,957,403	294,375	98,331,851
2009	826,769	10,800,223	241,953	2,690,322	14,559,267	5,363,027	1,084,636	-	16,347,600	814,289	98,099,543
2008	1,059,579	11,642,137	621,503	2,697,663	16,020,882	4,631,222	1,128,983	-	15,947,652	2,263,301	98,983,587
2007	784,155	11,748,817	2,107,276	2,500,000	17,140,248	4,429,469	1,258,232	-	14,875,827	2,264,421	96,647,056
2006	2,813,045	13,050,184	1,620,491	1,400,652	18,884,372	4,607,965	1,394,558	-	16,612,372	2,260,060	94,382,635
2005	885,303	11,793,107	1,309,711	1,750,010	15,738,131	4,496,904	1,630,238	-	14,720,991	1,017,140	92,122,635
2004	2,693,496	11,770,493	1,926,319	25,000	16,415,308	4,104,296	1,215,136	-	13,993,472	2,421,836	91,105,495

Includes Wastewater and Solid Waste fund.

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				Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other	In Transfers	Operations & Maintenance	Depreciation	Interest Expense	Transfers Out			
2013	\$ 190,843	\$ 10,197,610	\$ 14,089	\$ -	\$ 10,402,542	\$ 4,562,988	\$ 599,863	\$ -	\$ 10,897,541	\$ 677,133	\$ 105,169,046
2012	199,169	10,161,716	31,258	-	10,392,143	5,697,549	4,401,079	-	10,840,594	930,935	104,986,912
2011	549,539	8,762,187	12,170	10,550	9,334,446	5,881,764	4,319,164	-	11,082,780	226,819	104,504,428
2010	1,163,913	8,969,303	18,992	-	10,152,208	5,987,223	4,438,309	9,500	10,779,642	294,375	106,025,943
2009	595,005	8,251,735	(10,990)	-	8,836,450	5,929,999	4,111,586	-	10,396,778	814,289	106,359,062
2008	540,860	8,449,653	292,271	-	9,282,884	5,558,151	3,592,752	-	9,563,755	2,263,301	107,105,041
2007	641,891	8,354,834	1,785,550	-	10,752,275	5,561,226	3,409,669	-	9,431,492	1,320,783	105,122,611
2006 ¹	2,756,730	8,650,837	1,352,495	-	12,760,062	6,661,219	3,605,550	6,000	10,782,209	-	103,801,828
2005	827,607	8,655,156	1,209,184	-	10,691,927	4,842,464	3,577,215	-	9,075,077	-	101,823,975
2004	2,619,424	8,869,848	1,861,535	25,000	13,375,807	4,320,947	3,484,478	-	8,486,194	-	100,205,125

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				Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets
	Intergovernmental	Charges for Services	Other	In Transfers	Operations & Maintenance	Depreciation	Interest Expense	Transfers Out			
2013	\$ 427,724	\$ 2,534,644	\$ 228,501	\$ 5,385,555	\$ 8,576,484	\$ 1,695,909	\$ 634,708	\$ -	\$ 6,730,422	\$ 19,123	\$ 11,921,608
2012	610,336	2,182,144	236,932	3,543,251	6,572,663	3,314,890	1,445,437	-	5,554,950	125,000	6,786,793
2011	214,895	2,269,491	391,114	3,166,786	6,042,286	3,161,686	1,358,388	-	5,277,700	-	(4,929,506)
2010	230,507	2,341,456	276,103	3,985,092	6,833,158	3,915,427	1,436,207	-	6,177,791	-	(7,694,092)
2009	231,064	2,548,488	252,943	2,690,322	5,722,817	3,979,028	1,251,441	-	5,950,822	-	(8,349,459)
2008 ¹	518,019	3,192,484	329,232	2,697,663	6,737,998	4,629,296	716,131	-	6,383,897	-	(8,121,454)
2007	172,264	3,393,983	321,726	2,500,000	6,387,973	3,026,900	1,020,400	-	5,444,335	-	(8,475,555)
2006	56,315	4,399,347	267,996	1,406,652	6,124,310	3,946,630	885,118	6,000	5,842,163	-	(9,419,193)
2005	57,696	3,137,971	109,527	1,750,010	5,046,204	3,751,385	910,689	-	5,647,914	-	(6,017,160)
2004	74,672	2,900,645	64,784	-	3,039,501	4,355,093	619,818	-	5,507,278	-	(9,099,630)

Data Source
Audited Financial Statements

Notes

¹ Operations & Maintenance expenses include a one-time charge of \$1,017,225 for asbestos contaminated soil removal

² Storm drains were reclassified from General Infrastructure to Wastewater Fund Infrastructure

³ 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	Boat Tax	Yield Tax	Payment in Lieu of Tax	Excavation Tax	Tax Interest & Penalties	Total
2013	\$179,452,907	\$ 372,500	\$ 407	\$ -	\$2,032	\$ 429,355	\$ -	\$ 836,626	\$ 181,093,827
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

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	% Liened
2013	\$ 181,191,086	\$ 178,655,327	98.6	\$ 2,535,759	\$ 350,811	\$ 2,184,948	\$ 179,006,138	98.8	28,072	601	2.1
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	2.4
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	2.4
2010	165,010,958	162,496,172	98.5	2,514,786	359,829	2,154,957	162,856,001	98.7	27,983	741	2.6
2009	162,492,774	160,152,238	98.6	2,340,536	337,289	2,003,247	160,489,527	98.8	28,004	738	2.6
2008	160,045,795	157,811,037	98.6	2,234,758	289,153	1,945,605	158,100,190	98.8	27,954	707	2.5
2007	156,687,784	154,976,500	98.9	1,711,284	236,234	1,475,050	155,212,734	99.1	27,446	539	2.0
2006	148,834,769	147,558,424	99.1	1,276,345	754,988	521,357	148,313,412	99.6	27,000	460	1.7
2005	140,619,078	139,086,811	98.9	1,532,267	1,389,676	142,591	140,476,487	99.9	26,824	421	1.6
2004	133,099,408	132,036,240	99.2	1,063,168	1,027,221	35,947	133,063,461	100.0	26,778	419	1.6

Data Source:

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

Notes:

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

City of Nashua, New Hampshire

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

Fiscal Year	Local Assessed Value ¹				Total Assessed Value	Less Exemptions to Assessed Value ¹	Total Taxable Assessed Value ¹	Total Direct		Estimated Full Value ²	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities	Tax Rate per \$1,000 of Assessed Value				Assessed Value			
2013	\$ 5,737,764,215	\$ 2,647,698,426	\$259,493,680	\$ 8,644,956,321	\$ 147,079,600	\$ 8,497,876,721	\$ 21.49	\$ 7,949,863,821	108.1	%	
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	9,170,620,979	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	172,475,900	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		

Data Sources

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

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

Notes

Residential values include value of land in current use.

City of Nashua, New Hampshire

Principal Taxpayers Current Year and Ten Years Ago

Taxpayer	Type of Business	Fiscal Year 2013		Percentage of		Fiscal Year 2004		Percentage of	
		Assessed Value	Rank	Total Assessed Value	%	Assessed Value	Rank	Total Assessed Value	%
Pheasant Lane Realty TR	Shopping Mall	\$ 142,785,496	1		1.79	\$ 104,275,900	1		1.46
Pennichuck Water Works Inc	Water Distributor	99,972,100	2		1.25	43,430,600	4		0.61
Public Service Co of NH	Utility	95,147,800	3		1.19	48,000,000	3		0.67
Aimco Royal Crest-Nashua LLC	Apartment Complex	83,203,000	4		1.19	-	-		-
St. Joseph Hospital and Trauma Center	Hospital	58,616,100	5		0.73	-	-		-
Energy North Natural Gas d/b/a Liberty Utilities	Utility	54,781,400	6		0.69	32,000,000	5		0.45
Southern New Hampshire Hospital	Hospital	52,072,400	7		0.65	-	-		-
Flatley, John J Company	Office /Land/Apts/Retail	47,207,500	8		0.59	-	-		-
BAE Systems info & Elec System	Electronics Manufacturer	43,151,200	9		0.54	-	-		-
Nashua Oxford-Bay Associates	Real Estate	38,807,800	10		0.49	16,269,700	10		-
Somerset Apartments	Real Estate	-		-	-	19,595,300	9		-
Thomas Flatley	Real Estate	-		-	-	77,304,000	2		1.08
Hi Point Realty	Real Estate	-		-	-	25,197,100	6		0.35
Digital Equipment Corporation	Computer Hardware	-		-	-	23,668,900	7		0.33
RDG, Inc.	Real Estate	-		-	-	20,003,400	8		0.28
Total Principal Taxpayers		715,744,796			9.11	409,744,900			5.23
Total Net Assessed Taxable Value		\$ 7,989,100,728				\$ 7,151,289,165			

City of Nashua, New Hampshire

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

Fiscal Year	City Direct Rates										Overlapping Rate	Estimated Full Value Rate
	Budgetary				Use of							
	City	Balance	Total	City	Local School	State School	Total School	Total Direct	County	Total		
2013	\$ 8.56	\$4,300,000	\$8.56		\$ 9.39	\$ 2.43	\$ 11.82	\$20.38		\$ 1.11	\$ 21.49	\$ 22.89
2012	8.30	4,300,000	8.30		9.16	2.38	11.54	19.84		1.13	20.97	21.53
2011	7.87	4,300,000	7.87		9.03	2.38	11.41	19.28		1.12	20.40	20.15
2010	7.91	4,700,000	7.91		8.37	2.42	10.79	18.70		1.12	19.82	19.33
2009	6.50	2,903,333	6.50		7.79	2.25	10.04	16.54		1.01	17.55	18.15
2008	6.73	-	6.73		7.39	2.27	9.66	16.39		1.01	17.40	17.21
2007	6.17	4,500,000	6.17		7.70	2.34	10.04	16.21		0.99	17.20	16.20
2006 ¹	5.06	19,004,860	5.06		7.77	2.50	10.27	15.33		0.99	16.32	16.02
2005	6.80	8,250,000	6.80		8.33	3.46	11.79	18.59		1.26	19.85	16.75
2004	8.88	5,400,000	8.88		7.91	5.90	13.81	22.69		1.68	24.37	16.63

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	Nashua's Share % Change
2013	\$7,949,863,821	\$37,627,191,420	21.1280 %	\$ 44,109,420	\$ 9,420,187	\$ (149,119)	(0.02) %
2012	8,248,187,902	38,621,608,517	21.3564	44,109,421	9,569,306	152,683	0.02
2011	8,519,356,326	39,269,708,789	21.6945	44,109,838	9,416,623	48,655	0.01
2010	8,575,136,081	40,168,096,310	21.3481	44,720,387	9,367,968	(178,354)	(0.02)
2009	9,018,506,088	43,052,141,297	20.9479	45,633,047	9,546,322	57,185	0.60
2008	9,358,505,782	44,735,255,285	20.9198	44,400,065	9,489,137	247,374	2.68
2007	9,714,255,257	45,453,407,212	21.3719	43,779,760	9,241,763	8,635	0.09
2006	9,297,862,943	44,045,516,136	21.1097	43,487,679	9,233,128	55,681	0.61
2005	8,440,901,750	39,756,319,650	21.2316	40,917,396	9,177,447	(241,027)	(2.56)
2004	8,023,468,897	35,772,416,479	22.4292	40,233,427	9,418,474	(155,811)	(1.63)

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

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Debt at June 30										
General Obligation Debt										
City Depts	\$ 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	\$ 34,724,734
Pennichuck Acquisition	-	-	-	-	-	-	-	-	-	150,570,000
School Dept	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	78,777,436
Total Governmental Activities	184,314,243	174,110,503	162,036,933	162,833,496	150,722,431	138,461,785	126,239,963	120,375,613	269,910,781	260,682,170
Solid Waste Fund ¹										
General Obligation Debt	262,893	233,982	205,391	177,336	149,818	7,387,890	6,851,332	6,315,222	5,779,555	5,244,333
State Revolving Loan Funds	21,503,447	21,576,755	20,400,320	19,154,055	17,907,784	16,661,514	15,415,257	14,168,989	12,922,713	11,676,455
Wastewater Fund										
General Obligation Debt	4,332,865	3,750,515	3,167,677	2,584,171	2,007,752	1,445,326	883,710	514,167	144,667	11,783,500
State Revolving Loan Funds	7,841,597	7,380,326	6,919,056	6,457,788	5,996,515	5,535,245	19,773,978	18,577,707	18,023,657	17,018,570
Total Business-Type Activities	33,942,802	32,941,580	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277	39,576,085	36,870,592	45,722,858
Total Debt at June 30	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760	\$ 169,164,240	\$ 159,951,698	\$ 306,781,373	\$ 306,405,028
Base Value for Debt Limits	\$ 8,167,360,524	\$ 8,584,525,785	\$ 9,438,642,749	\$ 9,861,998,165	\$ 9,497,984,632	\$ 9,150,834,250	\$ 8,574,513,075	\$ 8,519,004,742	\$ 8,247,999,918	\$ 7,947,891,505
Legal Debt Limits (% of Base Value)										
City - 2% ²	163,347,210	171,690,516	188,772,855	197,239,963	189,959,693	183,016,685	171,490,262	170,380,095	164,959,098	158,957,830
School - 6% ²	490,041,631	515,071,547	566,318,565	591,719,890	569,879,078	549,050,055	514,470,785	511,140,285	494,879,995	476,873,490
Debt Against Legal Debt Limits										
City Depts	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	34,724,734
School Dept	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	78,777,436
Exempt from Legal Debt Limits	33,942,802	32,941,580	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277	39,576,085	187,440,592	192,902,858
Total Debt at June 30	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760	\$ 169,164,240	\$ 159,951,698	\$ 306,781,373	\$ 306,405,028
Unused Capacity of Legal Debt Limits										
City Depts	\$ 135,781,558	\$ 145,948,049	\$ 164,871,626	\$ 164,269,578	\$ 159,415,037	\$ 154,920,480	\$ 145,846,072	\$ 141,069,474	\$ 132,085,688	\$ 124,233,096
School Dept	333,293,040	366,703,511	428,182,861	461,856,779	449,701,303	438,684,475	413,875,012	420,075,293	408,413,524	398,096,654
% of Legal Debt Limits Used										
City Depts	16.0%	15.0%	12.7%	16.7%	16.1%	15.4%	15.0%	17.2%	19.9%	21.8%
School Dept	32.0%	28.8%	24.4%	21.9%	21.1%	20.1%	19.6%	17.8%	17.5%	16.5%
Data Source										
Audited Financial Statements										
N H Department of Revenue Administration										

Notes

¹ Excludes \$3,375,000 in BANS issued 01/1/996 for Landfill Closure, matured 10/1/997. Subsequently financed through State Revolving Loan funds.

² City imposed more restrictive limits (2% City, 6% School) than state statute allows (3% City, 7% School)

Ratios of Outstanding Debt by Debt Type
Last Ten Fiscal Years

Fiscal Year	Governmental Activities - General Obligation Debt					% of Net Debt to Assessed Value	Tax Supported Debt per capita
	City Departments	Pennichuck Acquisition	School Department	Total	Less Est. State School Aid		
2013	\$ 34,724,734	\$ 147,180,000	\$ 78,777,436	\$ 260,682,170	\$ 23,633,231	2.8	\$ 2,750
2012	32,874,310	150,570,000	86,466,471	269,910,781	25,939,941	2.9	2,814
2011	29,310,621	-	91,064,992	120,375,613	27,319,498	1.1	1,082
2010	25,644,190	-	100,595,773	126,239,963	30,178,732	1.1	1,092
2009	28,096,205	-	110,365,580	138,461,785	33,109,674	1.1	1,213
2008	30,544,656	-	120,177,775	150,722,431	36,053,333	1.2	1,324
2007	32,970,385	-	129,863,111	162,833,496	38,958,933	1.4	1,433
2006	23,901,230	-	138,135,705	162,036,935	41,440,712	1.3	1,393
2005	25,742,467	-	148,368,036	174,110,503	44,510,411	1.4	1,496
2004	27,565,652	-	156,748,591	184,314,243	47,024,577	1.9	1,581

Fiscal Year	Business-Type Activities - General Obligation Debt and State Revolving Fund Loans				Less Est. State Aid ¹	Net Debt	Net debt per capita	% of Personal Income
	Solid Waste Fund	Wastewater Fund	Total					
2013	\$ 16,920,788	\$ 28,802,070	\$ 45,722,858		\$ 2,873,041	\$ 42,849,817	\$ 497	1.5 %
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

Fiscal Year	Total Primary Government	Less State Aid	Net Debt	% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income
2013	\$ 306,405,028	\$ 26,506,272	\$ 279,898,756	3.3	\$ 3,247	10.0 %
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

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

Notes:

¹ 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 Outstanding ¹	Percentage Applicable to Government ²	Amount Applicable to Government
2013	-	21.1280 %	-
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	-

Data Sources:

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

² NH Department of Revenue Administration.

City of Nashua, New Hampshire

Demographic Statistics Last Ten Fiscal Years

Fiscal Year	Population ¹	Median Family Income ²	Personal Income	Per Capita Income ²	City ³		Unemployment Rates			
					Unemployed	Labor Force	City ³	State of NH ⁴	US ⁴	
2013	86,211	\$ 81,905	2,794,184,721	\$ 32,411	3,108	49,743	6.2 %	5.6 %	7.8 %	
2012	86,704	76,612	2,682,361,648	30,937	2,926	49,399	5.9 %	5.2 %	8.5	
2011	86,038	75,999	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	

Data Sources:

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

FY2010-2013 population projection - New Hampshire Office of State Planning.

² FY2003-2004 from HUD User Policy Development and Research Information Service.

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

FY2011-2013 obtained from US Census Bureau

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

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

City of Nashua, New Hampshire

Principal Employers

Current Year and Ten Years Ago

Employer	Type of Business	2013			2004		
		Employee	Rank	Percentage of Total City Employment	Employee	Rank	Percentage of Total City Employment
BAE Systems ¹	Aerospace/ Electronics	2,800	1	6.04 %	3,000		6.47 %
Southern New Hampshire Medical Center	Hospital	2,174	2	4.69	1,497		3.23
St. Joseph Hospital and Trauma Center	Hospital	1,741	3	3.76	1,998		4.31
Nashua School District	Schools	1,596	4	3.44	1,669		3.60
City of Nashua	City Government	798	5	1.72	831		1.79
Federal Aviation Administration	Air Traffic Control	600	6	1.29	500		1.08
Oracle Corporation	Software	582	7	1.26	402		0.87
Amphenol ²	Back-plane Connection Systems	507	8	1.09	693		1.50
US Post Office	Postal Service	485	9	1.05	550		1.19
Benchmark electronics	Hi-tech manufacturing	365	10	0.79	-		-
Compaq Computer Corp. ³	Computer Software/Hardware	-	-	-	500		1.08
Total Principal Employers		11,648		25.13 %	11,640		25.12 %
Total City Employment		46,635			46,343		

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	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Finance										
Taxable property parcels assessed	26,824	27,062	27,151	27,446	27,094	27,968	27,983	27,992	28,010	28,072
Property transfers processed ¹	2,200	2,200	2,200	2,379	1,918	2,087	2,351	1,946	1,943	2,192
Motor vehicles registered	89,328	89,816	90,503	87,985	87,999	82,324	85,379	83,606	87,575	87,932
Planning - Inspection Division										
Building inspections	10,250	*	8,405	7837	6,475	6,057	5,300	6,571	6,329	6,442
Estimated construction value in millions	103.6	*	125	164	84	54.7	123	101	61	98
Police²										
Physical arrests	4,199	4,117	4,519	4,111	4,411	4,157	4,335	4,731	4,616	3,254
Traffic violations	10,176	26,204	23,473	18,391	31,727	32,275	32,786	35,518	31,596	22,936
Parking violations	38,499	31,967	34,257	28,170	25,509	24,612	24,217	22,528	21,769	20,683
Fire and Rescue										
Calls answered	7,007	7,373	7,801	7,691	7,744	8,312	9,318	9,847	10,662	10,724
Emergency responses	3,528	3,689	3,777	3,940	4,019	4,053	4,503	5,678	5,914	6,052
Fires extinguished	329	304	300	317	370	450	540	648	778	934
Number of inspections conducted	50	27	66	104	149	519	1,612	1,634	1,848	2,050
Emergency medical responses	2,563	2,726	2,875	3,025	3,086	3,974	4,503	4,781	5,100	5,079
Public Works										
Refuse collected (tons) ³	64,547	55,157	54,475	59,325	58,315	57,111	53,762	50,534	50,456	52,440
Recycling (tons) ⁴	13,979	10,878	11,200	9,106	12,301	17,884	17,490	11,451	12,578	12,122
Streets resurfaced (miles)	104	83	79	102	42	33	59	50	99	77
Potholes repaired	1,152	818	717	1,024	1,178	1,077	1,385	1,412	853	945
Wastewater System										
Daily average treatment (millions of gallons)	11.9	12.9	14.2	12.1	11.7	12.2	11.9	10.3	11.2	10.8
Public Library										
Items in collection ⁵	245,000	257,147	243,724	240,496	263,974	269,427	262,929	263,462	254,104	243,281
Items circulated	559,411	657,413	692,939	731,274	798,704	810,573	817,953	769,606	769,322	640,353
Public Health-Environmental Health										
Food service establishment inspections	*	*	*	*	*	1,357	1,619	1,565	1,395	1,732
Residential inspections	*	*	*	*	*	26	31	17	248	115
Pools/spas sampled	*	*	*	*	*	117	114	141	81	108
Public Health-Welfare/Assistance										
General assistance	1,679,242	1,360,418	1,281,992	1,044,358	1,281,992	1,192,483	857,843	693,291	602,989	620,190
Number of contacts	8,613	9,817	12,066	11,268	11,410	13,257	11,440	11,373	10,146	9,181
Applicants	2,117	2,052	5,206	2,232	2,137	1,329	2,160	2,084	1,857	1,695
Interviews	5,348	5,332	5,206	5,182	4,336	4,839	3,906	3,572	3,111	2,888
Assisted cases	4,099	3,476	3,693	3,427	2,937	3,371	2,600	2,260	1,996	1,868
Public Health-Community Health/Clinic Services										
Childhood immunizations	*	*	*	*	499	418	1,401	507	1,971	2,116
Adult influenza vaccinations	*	*	*	*	1,365	1,770	1,917	1,407	768	1,370
Outreach clients	*	*	*	*	326	523	503	502	133	182
Clinic counseling and testing	*	*	*	*	1,091	1,045	910	922	101	58

Data Source

Various city departments

Notes

¹ Based on an estimate per the City of Nashua, Assessing Department

² Police data is based on a calendar year. The current year's data is for January through September 7, 2013

³ Refuse consists of residential, commercial, and industrial municipal solid waste (MSW) by calendar year. 2005 data is year-to-date through October

⁴ Recycling consists of mixed paper, mixed containers, scrap metal, soft yard waste, auto tires and batteries by calendar year. 2005 data is year-to-date through October

⁵ 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

City of Nashua, New Hampshire

Capital Asset Statistics by Function Last Ten Fiscal Years

Function	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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	344
Miles of storm drains	*	130.0	130.8	131.0	131.1	133.0	133.6	133.9	135.41	135.41
Number of traffic lights	78	80	84	85	87	92	92	92	92	92
Number of bridges	18	19	19	19	19	19	19	19	19	19
Culture and Recreation										
Number of Parks	48	49	49	49	50	51	52	52	53	53
Park acreage	632	632	632	632	688	930	931	931	932	932
Playgrounds	24	24	24	24	24	24	24	24	25	25
Baseball fields	27	27	27	27	27	27	27	27	2	22
Softball fields	12	12	12	12	12	12	12	12	12	12
Football fields	3	3	3	3	3	3	3	3	3	1
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	285.7
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	22,120	22,349	22,408	22,669	22,782	22,955	22,993	23,074	23,107	23,117
Average Daily Flow (MGD)	11.9	12.9	14.2	12.1	11.7	12.2	11.9	10.3	11.2	10.8
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	110.0	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	3	3	3
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, New Hampshire

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

Division	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Government Division										
Mayor's Office	5.0	5.0	5.0	5.0	5.0	4.0	6.0	6.0	6.0	6.0
Legal	5.0	4.9	4.9	4.9	4.9	5.0	4.9	5.0	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	2.0
Employee Benefits	-	-	-	-	-	1.8	2.8	3.2	3.2	3.2
Office of the City Clerk	7.0	7.0	7.0	7.0	7.0	7.0	7.0	6.0	6.0	6.0
Human Resources	3.9	3.9	3.9	3.9	3.9	4.1	4.1	3.7	3.7	4.2
Total General Government	22.6	22.5	22.6	22.6	22.6	25.6	28.6	27.6	27.6	28.1
Financial Services Division										
Finance	30.5	31.0	30.6	31.4	31.4	31.3	31.0	32.0	32.0	30.4
Risk Management	4.0	5.0	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	4.6	4.6	4.6	4.6	4.6	4.6
Hunt Building	-	-	-	-	-	0.5	0.5	0.5	0.5	0.5
Assessing	10.0	11.0	11.0	11.0	10.0	10.0	10.0	10.0	9.0	10.0
Total Financial Services	54.1	56.6	56.2	57.0	55.0	55.4	55.1	56.1	55.1	54.5
Administrative Services Division¹										
	1.5	1.9	1.9	1.9	1.9	-	-	-	-	-
Information Technology Division²										
	8.0	9.0	9.0	13.0	12.0	13.0	12.0	13.0	13.0	13.0
Public Safety Division										
Police	236.9	238.9	240.0	248.0	248.1	248.6	236.9	241.9	241.9	247.7
Fire	181.6	181.6	176.0	174.0	176.0	176.0	175.0	175.0	175.0	175.0
Emergency Management	-	-	-	-	-	-	-	-	1.0	1.0
Communications	-	-	-	-	-	1.8	1.8	1.8	1.8	1.8
Total Public Safety	418.5	420.5	416.0	422.0	424.1	426.4	413.7	418.7	419.7	425.5
Public Health & Community Services Division										
Community Services	8.6	7.5	7.8	7.8	8.0	8.3	6.9	6.1	6.1	7.2
Community Health	11.3	19.4	8.6	10.4	10.5	10.3	9.7	8.9	8.9	8.5
Environmental Health	6.0	6.0	6.0	7.0	7.0	7.0	6.0	6.0	6.0	6.0
Welfare	8.0	7.8	6.9	7.9	7.9	7.4	7.4	7.0	7.0	7.0
Total Health & Comm. Services	33.9	31.6	29.3	33.1	33.2	32.9	29.9	28.0	28.0	28.5
Public Works Division										
Admin/Engineering	18.0	19.0	16.0	17.0	14.0	14.0	14.0	14.0	14.0	15.3
Parks & Recreation	29.0	29.0	29.0	27.0	28.0	36.0	28.0	27.0	27.0	27.0
Streets	63.0	61.0	56.0	59.5	58.0	57.5	56.5	55.5	55.5	62.8
Traffic ⁴	8.0	10.0	10.0	10.0	10.0	10.0	9.5	9.5	9.5	-
Parking	2.0	2.0	1.0	1.0	1.0	1.0	2.5	3.1	3.1	3.1
Wastewater	30.0	31.0	35.0	31.0	35.0	35.0	35.0	35.0	35.0	37.0
Solid Waste	37.0	33.0	33.0	31.5	31.5	31.5	30.5	30.0	30.0	30.0
Total Public Works	187.0	185.0	186.0	177.0	177.5	185.0	176.0	174.1	174.1	175.1
Community Development Division³										
Community Development	2.0	2.4	2.3	2.3	2.0	2.0	2.0	2.2	2.2	2.2
Planning	8.0	7.6	7.6	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Office of Economic Development	1.0	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5	1.5
Urban Programs	6.0	6.0	6.0	7.0	11.0	11.0	10.0	3.5	3.5	6.0
Building	10.0	10.0	10.0	10.0	10.0	9.3	9.3	8.2	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
Total Community Development	30.0	30.4	30.3	31.7	35.4	34.8	33.8	26.4	26.4	28.9
Public Services										
Edgewood Cemetery	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Woodlawn Cemetery	4.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Total Public Services	8.0	7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Library Department										
	47.5	48.5	45.8	45.8	45.8	45.2	44.5	41.5	41.5	41.5
School Department										
Teachers	830.6	838.0	821.0	824.0	830.0	834.0	800.0	793.0	798.0	797.3
Other staff	839.0	867.0	856.0	850.0	862.0	817.2	811.0	903.6	864.2	865.7
Total School Department	1,669.0	1,705.0	1,693.0	1,674.0	1,692.0	1,651.2	1,611.0	1,696.6	1,662.2	1,663.0
Total All Functions	2,480.2	2,518.0	2,492.1	2,486.1	2,507.5	2,477.5	2,412.5	2,489.9	2,455.3	2,466.0
Percent of Total										
General Government Division	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%	1.2%	1.1%	1.1%	1.1%
Financial Services Division	2.2%	2.2%	2.3%	2.3%	2.2%	2.2%	2.3%	2.3%	2.2%	2.2%
Administrative Services Division	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Information Technology Division	0.3%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Public Safety Division	16.9%	16.7%	16.7%	17.0%	16.9%	17.2%	17.1%	16.8%	17.1%	17.3%
Public Health & Community Services Division	1.4%	1.3%	1.2%	1.3%	1.3%	1.3%	1.2%	1.1%	1.1%	1.2%
Public Works Division	7.5%	7.3%	7.2%	7.1%	7.1%	7.5%	7.3%	7.0%	7.1%	7.1%
Community Development Division	1.2%	1.2%	1.2%	1.3%	1.4%	1.4%	1.4%	1.1%	1.1%	1.2%
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	1.9%	1.9%	1.8%	1.8%	1.8%	1.8%	1.8%	1.7%	1.7%	1.7%
School Department	67.3%	67.7%	67.9%	67.3%	67.5%	66.6%	66.8%	68.1%	67.7%	67.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Data Source

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

Notes

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

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

³ Community Development Division was reorganized in FY2002.

⁴ Traffic Department was merged with the Street Department in FY2013.

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

	Fiscal Year									
	2004	2005 ¹	2006	2007	2008	2009	2010	2011	2012	2013
Student Enrollment:										
Elementary	7,028	5,702	5,469	5,378	5,486	5,592	5,632	5,633	5,587	5,644
Middle School	3,230	3,287	3,240	3,076	2,768	2,632	2,575	2,646	2,557	2,508
High School	3,081	4,236	4,274	4,258	4,261	4,122	4,178	3,887	3,752	3,750
Total	13,339	13,225	12,983	12,712	12,515	12,346	12,385	12,166	11,896	11,902
Teacher FTEs:²										
Elementary	415	359	339	340	345	331	317	317	327	326
Middle School	213	215	214	214	213	212	200	193	193	193
High School	164	226	230	230	232	259	250	250	243	243
District-wide	38	38	38	40	40	32	33	33	35	35
Total	830	838	821	824	830	834	800	793	798	797

Data Source:
Nashua School District

Notes:

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

² The distribution among teachers by grade level is an estimate.

City of Nashua, New Hampshire

School Department Operating Statistics

Last Ten Fiscal Years

Fiscal Year	Operating Budget ¹	Debt Service ¹	Total Budget	Enrollment	Cost per Pupil	Percentage Change	Teaching Staff	Pupil/Teacher Ratio
2013	\$ 95,871,330	\$ 13,090,777	\$ 108,962,107	\$ 11,902	\$ 9,155	1.0 %	797	14.9
2012	94,478,076	13,274,475	107,752,551	11,896	9,041	2.6	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

Data Source:

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

Notes:

¹ Budget is for the General Fund only and excludes special revenue funds and grants

STATISTICAL AND ECONOMIC DATA



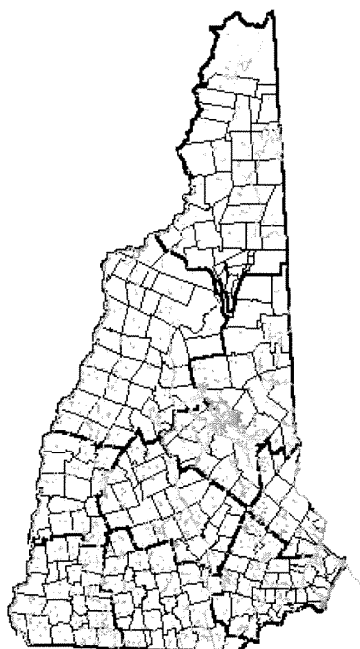
Clock Tower Mill Buildings in 1900

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

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

Clocktower Place Apartments in 2011





Nashua, NH

Community Contact

City of Nashua
Thomas Galligani, Econ Dev Director
229 Main Street, PO Box 2019
Nashua, NH 03061-2019

Telephone
 Fax
 E-mail
 Web Site

(603) 589-3260
 (603) 594-3450
 galliganit@nashuanh.gov
 www.nashuanh.gov

Municipal Office Hours

Monday through Friday, 8 am - 5 pm

County
 Labor Market Area
 Tourism Region
 Planning Commission
 Regional Development

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

Election Districts

US Congress
 Executive Council
 State Senate
 State Representative

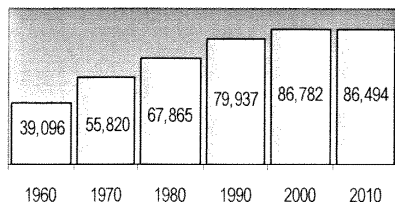
District 2 (All Wards)
District 5 (All Wards)
District 12 (Wards 1, 2, 5, & 9), and 13 (Wards 3, 4, 6, 7, & 8)
Hillsborough County Districts 20 (Ward 1), 21 (Ward 2), 22 (Ward 3), 23 (Ward 4), 24 (Ward 6), 25 (Ward 7), and 26 (Wards 5, 8, & 9)

Incorporated: 1746

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

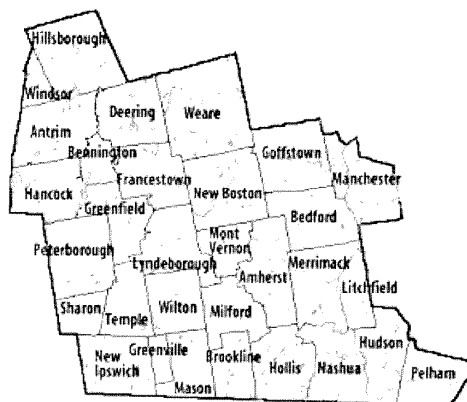
Villages and Place Names: Nashville Historic District, French Hill, Crown Hill, North End.

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



Population Trends: Nashua ranked first in numeric population change, totaling 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.



Hillsborough County

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.

City of Nashua

MUNICIPAL SERVICES

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

Boards and Commissions

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

Public Library Nashua Public

EMERGENCY SERVICES

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

UTILITIES

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

PROPERTY TAXES (NH Dept. of Revenue Administration)

2010 Total Tax Rate (per \$1000 of value)	\$20.40
2010 Equalization Ratio	100.0
2010 Full Value Tax Rate (per \$1000 of value)	\$20.15

2010 Percent of Local Assessed Valuation by Property Type

Residential Land and Buildings	66.6%
Commercial Land and Buildings	30.7%
Public Utilities, Current Use, and Other	2.7%

HOUSING (ACS 2006-2010)

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

DEMOGRAPHICS

(US Census Bureau)

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

Demographics, American Community Survey (ACS) 2006-2010

Population by Gender		
Male	43,082	Female 43,960

Population by Age Group

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

Educational Attainment, population 25 years and over

High school graduate or higher	89.8%
Bachelor's degree or higher	35.3%

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

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

Median Earnings, full-time, year-round workers

Male	\$57,021
Female	\$39,988

Families below the poverty level 5.3%

LABOR FORCE (NHES - ELMI)

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

EMPLOYMENT & WAGES (NHES - ELMI)

Annual Average Covered Employment	2000	2010
Goods Producing Industries		
Average Employment	14,073	7,835
Average Weekly Wage	\$1,162	\$1,631

Service Providing Industries		
Average Employment	36,353	35,649
Average Weekly Wage	\$628	\$857

Total Private Industry		
Average Employment	50,426	43,484
Average Weekly Wage	\$777	\$996

Government (Federal, State, and Local)		
Average Employment	3,895	4,654
Average Weekly Wage	\$849	\$1,116

Total, Private Industry plus Government		
Average Employment	54,321	48,137
Average Weekly Wage	\$782	\$1,008

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 **3**
 State Routes **101A, 111, 111A, 130, 101A Bypass**
 Nearest Interstate, Exit **Everett Tpk., Exits 1 - 8; I-93, Exit 3; I-495 (M)**
 Distance **Local access; 11 miles; 10 miles**

Railroad **Guilford Rail Service**
 Public Transportation **Nashua Citybus**

Nearest Public Use Airport, General Aviation
Boire Field, Nashua Runway **5,501 ft. asphalt**
 Lighted? **Yes** Navigation Aids? **Yes**
 Nearest Airport with Scheduled Service
Manchester-Boston Regional Distance **18 miles**
 Number of Passenger Airlines Serving Airport **6**

Driving distance to select cities:
 Manchester, NH **18 miles**
 Portland, Maine **106 miles**
 Boston, Mass. **43 miles**
 New York City, NY **236 miles**
 Montreal, Quebec **276 miles**

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**

Percent of Working Residents: ACS 2006-2010

Working in community of residence **44.6%**
 Commuting to another NH community **27.5%**
 Commuting out-of-state **27.9%**

RECREATION, ATTRACTIONS, AND EVENTS

X Municipal Parks
 X YMCA/YWCA
 X Boys Club/Girls Club
 X Golf Courses
 X Swimming: Indoor Facility
 X Swimming: Outdoor Facility
 X Tennis Courts: Indoor Facility
 X Tennis Courts: Outdoor Facility
 X Ice Skating Rink: Indoor Facility
 X Bowling Facilities
 X Museums
 X Cinemas
 X Performing Arts Facilities
 X Tourist Attractions
 X Youth Organizations (i.e., Scouts, 4-H)
 X Youth Sports: Baseball
 X Youth Sports: Soccer
 X Youth Sports: Football
 X Youth Sports: Basketball
 X Youth Sports: Hockey
 Campgrounds
 X Fishing/Hunting
 X Boating/Marinas
 Snowmobile Trails
 X Bicycle Trails
 Cross Country Skiing
 Beach or Waterfront Recreation Area
 Overnight or Day Camps

Nearest Ski Area(s): **Pat's Peak**

Other: **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**

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 27th 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		Money August 2006 Volume 35 Issue 8 pg 94
2006	Bert Sperling & 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		
2009	BusinessWeek	Best Places to Raise Your Kids		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."
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	

Nashua 2010 QuickFacts from the US Census Bureau

People QuickFacts	Nashua	New Hampshire
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%
Business QuickFacts	Nashua	New Hampshire
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

City of Nashua

Accommodation and food services sales, 2007 (\$1000) 231,746 2,630,968

Geography QuickFacts

	Nashua	New Hampshire
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-12-51

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO AN OFFICE SPACE
LEASE AGREEMENT WITH THE NASHUA AREA ARTISTS' ASSOCIATION

The preceding Resolution was passed July 10, 2012

Brian S. McCarthy, President

Approved, July 11, 2012

Donnalee Lozeau, Mayor

R-12-41

RELATIVE TO THE ADOPTION OF FISCAL YEAR 2013 PROPOSED BUDGET
FOR THE CITY OF NASHUA GENERAL, ENTERPRISE AND SPECIAL
REVENUE FUNDS

The preceding Resolution was passed July 10, 2012

Brian S. McCarthy, President

Approved, July 13, 2012

Donnalee Lozeau, Mayor

R-12-48

ESTABLISHING POLLING TIMES FOR THE STATE PRIMARY ELECTION ON
SEPTEMBER 11, 2012 AND THE STATE GENERAL ELECTION ON
NOVEMBER 6, 2012

R-12-56

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE CITY OF NASHUA, NEW HAMPSHIRE, AND
INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND
AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), LOCAL
#2232, CLERICAL AND TECHNICAL UNIT, FROM JULY 1, 2011 THROUGH
JUNE 30, 2014 AND AUTHORIZING RELATED TRANSFERS

R-12-57

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT BETWEEN THE CITY OF NASHUA, NEW HAMPSHIRE, AND
INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE AND
AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), LOCAL
#2232, PROFESSIONAL UNIT, FROM JULY 1, 2011 THROUGH JUNE 30, 2014
AND AUTHORIZING RELATED TRANSFERS

R-12-58

APPROVING TWO AGREEMENTS REGARDING THE JACKSON MILLS DAM

The preceding Resolutions were passed August 6, 2012

Brian S. McCarthy, President

Approved, August 7, 2012

Donnalee Lozeau, Mayor

R-12-34

RELATIVE TO TRANSFERS AND APPROPRIATIONS OF \$740,000 INTO THE
CAPITAL EQUIPMENT RESERVE FUND (CERF)

R-12-43

RELATIVE TO AUTHORIZING THE EXPENDITURE OF \$615,000 FROM THE
SCHOOL CAPITAL RESERVE FUND TO BE USED FOR VARIOUS SCHOOL
IMPROVEMENTS

R-12-53

AUTHORIZING THE ACCEPTANCE OF A TRIAL EASEMENT DEED FROM
NASHUA RIVER HOLDING COMPANY, LLC ALONG THE NASHUA RIVER
WEST OF NASHUA DRIVE

R-12-55

ESTABLISHING AN EXPENDABLE TRUST FUND FOR SCHOOL UTILITY
COSTS AND TRANSFERRING \$100,000 FROM THE FY2012 BUDGET
SCHOOL ELECTRICITY ACCOUNT INTO THE EXPENDABLE TRUST FUND

R-12-59

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2013 ESCROWS

The preceding Resolutions were passed August 14, 2012

Brian S. McCarthy, President

Approved, August 17, 2012

Donnalee Lozeau, Mayor

R-12-52

ESTABLISHING AN INTERNATIONAL DESIGN COMPETITION TO
GENERATE DESIGNS FOR THE GREELEY PARK BANDSHELL

R-12-64

ADDING FOUR ADDITIONAL PARCELS TO THE SOUTHWOOD-TRAFALGAR
ECONOMIC REVITALIZATION ZONE

The preceding Resolutions were passed September 12, 2012

Brian S. McCarthy, President

Approved, September 15, 2012

Donnalee Lozeau, Mayor

R-12-60

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$400,000 FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO PUBLIC HEALTH AND COMMUNITY SERVICES GRANT ACTIVITY – “SAFE HAVENS – SUPERVISED VISITATION AND SAFE EXCHANGE GRANT PROGRAM”

R-12-61

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$52,083 FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO POLICE GRANT ACTIVITY – “2012 JUSTICE ASSISTANCE GRANT (MULTI-JURISDICTIONAL)”

R-12-68

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE BOARD OF PUBLIC WORKS OF THE CITY OF NASHUA, NEW HAMPSHIRE AND LOCAL 365 OF THE AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME), AFL-CIO FROM JULY 1, 2011 THROUGH JUNE 30, 2014 AND AUTHORIZING RELATED TRANSFERS

R-12-70

ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

The preceding Resolutions were passed September 25, 2012

Brian S. McCarthy, President

Approved, September 27, 2012

Donnalee Lozeau, Mayor

R-12-20

TRANSFERRING \$650,000 FOR THE PURCHASE OF LAND FOR THE DIVISION OF PUBLIC WORKS AT 836, 844, AND 848 WEST HOLLIS STREET (MAP D, LOTS 84, 85, AND 86) AND AUTHORIZING THE ACQUISITION OF THAT PROPERTY

The preceding Resolution was passed September 27, 2012

Brian S. McCarthy, President

Approved, September 28, 2012

Donnalee Lozeau, Mayor

R-12-67

APPROVING A FIRST AMENDMENT TO THE TOWER COMMUNICATIONS SITE LEASE AGREEMENT WITH METROPCS MASSACHUSETTS, LLC RELATIVE TO ITS WIRELESS COMMUNICATIONS SITE LOCATED IN MINE FALLS PARK (10 WHIPPLE STREET)

R-12-72

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF
TRANSPORTATION ENHANCEMENT FUNDS FROM THE STATE OF NEW
HAMPSHIRE DEPARTMENT OF TRANSPORTATION IN THE AMOUNT OF
\$280,104, AUTHORIZING THE TRANSFER OF MATCHING FUNDS, AND
AUTHORIZING THE ACQUISITION OF PARCELS IDENTIFIED AS TAX LOTS
36-1 AND 36-70

R-12-76

RECOGNIZING EIGHT NASHUA BASEBALL COACHES

The preceding Resolutions were passed October 9, 2012
Brian S. McCarthy, President
Approved, October 11, 2012
Donnalee Lozeau, Mayor

R-12-77

APPROVING A FIRST AMENDMENT TO THE SITE LEASE AGREEMENT
WITH SPRINT SPECTRUM L.P. RELATIVE TO ITS WIRELESS
COMMUNICATIONS SITE LOCATED IN MINE FALLS PARK

The preceding Resolution was passed October 23, 2012
Brian S. McCarthy, President
Approved, October 27, 2012
Donnalee Lozeau, Mayor

R-12-44

ESTABLISHING A COMMITTEE TO INVESTIGATE AN EXPANSION OF THE
CITY OF NASHUA'S RECYCLING PROGRAM

The preceding Resolution was passed October 23, 2012
Brian S. McCarthy, President
Took Effect 7 Days After Passage Without the Mayor's Signature
October 31, 2012

R-12-73

AUTHORIZING THE FILING OF APPLICATIONS AND EXECUTION OF GRANT
AGREEMENTS WITH THE U.S. DEPARTMENT OF TRANSPORTATION FOR
GRANTS UNDER THE URBAN MASS TRANSPORTATION ACT OF 1964, AS
AMENDED, FOR FISCAL YEAR 2013 AND 2014

R-12-74

RELATIVE TO THE TRANSFER OF \$85,000 FROM DEPARTMENT #194
"CONTINGENCY" ACCOUNT #70112 "CONTINGENCY, EDUCATIONAL
PRIORITIES" INTO VARIOUS SCHOOL ACCOUNTS

R-12-79

RELATIVE TO THE RECLASSIFICATION OF U.S. DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT HOME INVESTMENT
PARTNERSHIP PROGRAM CHDO FUNDS AND FUNDING THE 45-47
CHESTNUT STREET PROJECT

The preceding Resolutions were passed November 13, 2012

Brian S. McCarthy, President

Approved, November 14, 2012

Donnalee Lozeau, Mayor

R-12-62

AUTHORIZING THE ACCEPTANCE OF A FIRST AMENDMENT TO ACCESS
AND RECREATIONAL EASEMENT FOR THE ATHLETIC FIELD ADJACENT
TO THE PENNICHUCK MIDDLE SCHOOL FROM NORTH CONCORD STREET
PROPERTIES, LLC, SUCCESSORS IN INTEREST TO PENNICHUCK
CORPORATION

R-12-63

AUTHORIZING THE ACCEPTANCE OF A CONVERSATION EASEMENT
DEED FOR A PORTION OF ASSESSOR'S MAP 51, LOT 8 FROM NORTH
CONCORD STREET PROPERTIES, LLC

The preceding Resolutions were passed November 27, 2012

Brian S. McCarthy, President

Approved, November 28, 2012

Donnalee Lozeau, Mayor

R-12-80

RELATIVE TO THE APPROPRIATION OF UNANTICIPATED REVENUE FROM
DEPARTMENT 166 PARKING LOTS, ACCOUNTING CLASSIFICATION 44
CHARGES FOR SERVICES IN THE AMOUNT OF \$140,000 INTO
DEPARTMENT 166 PARKING LOTS, ACCOUNTING CLASSIFICATION 81
CAPITAL PROJECTS/IMPROVEMENTS FOR THE PURPOSE OF FUNDING
THE PURCHASE OF PARKING PAY STATIONS TO BE INSTALLED ON MAIN
STREET

R-12-82

REQUESTING THE GOVERNOR AND COUNCIL DECLARE A SPECIAL
ELECTION TO FILL A VACANCY FOR REPRESENTATIVE TO THE GENERAL
COURT FROM DISTRICT 31 (WARD 4)

The preceding Resolutions were passed December 11, 2012

Brian S. McCarthy, President

Approved December 12, 2012

Donnalee Lozeau, Mayor

R-12-81

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE MILLION SIX HUNDRED THOUSAND DOLLARS (\$1,600,000) FOR THE FIRST PHASE OF THE RADIO COMMUNICATIONS UPGRADE

The preceding Resolution was passed December 26, 2012

Brian S. McCarthy, President

Approved, December 28, 2012

Donnalee Lozeau, Mayor

R-13-88

RELATIVE TO THE TRANSFER OF \$1,990 FROM DEPARTMENT 194 – “CONTINGENCY”, ACCOUNT #70100 – “GENERAL CONTINGENCY” INTO THE CITY CLERK GENERAL FUND OPERATING BUDGET TO COVER EXPENSES FOR THE SPECIAL ELECTION FOR STATE REPRESENTATIVE, DISTRICT 31 (WARD 4)

R-13-89

ESTABLISHING POLLING TIMES FOR THE SPECIAL STATE ELECTION ON FEBRUARY 19, 2013, BEING HELD FOR THE PURPOSE OF FILLING A VACANCY FOR STATE REPRESENTATIVE IN DISTRICT 31 (WARD 4) AND ISSUING PRECEPTS TO THE SELECTMEN OF WARD 4

The preceding Resolutions were passed January 8, 2013

Brian S. McCarthy, President

Approved, January 9, 2013

Donnalee Lozeau, Mayor

R-12-87

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF TWO MILLION FOUR HUNDRED AND EIGHT THOUSAND NINE HUNDRED DOLLARS (\$2,408,900) FOR UPGRADING THE SCHOOL ACCESS CONTROL SYSTEM

R-13-90

ORDER TO FILL TO GRADE THE UNPROTECTED BASEMENT LOCATED AT 1 FERRY ROAD, NASHUA, NEW HAMPSHIRE

R-13-93

RECOGNIZING MASTER PATROLMAN JAMES M. HARGREAVES OF THE NASHUA POLICE DEPARTMENT

The preceding Resolutions were passed January 22, 2013

Brian S. McCarthy, President

Approved, January 24, 2013

Donnalee Lozeau, Mayor

R-12-86

ACCEPTING 14 NEW PORTABLE RADIOS FROM THE STATE OF NEW HAMPSHIRE

R-13-92

APPROVING THE PROPOSAL OF PENNICHUCK CORPORATION TO GIVE PENNICHUCK EAST UTILITY, INC. AUTHORITY TO ENTER INTO LONG TERM LOANS FROM COBANK, ACB

R-13-94

RECOGNIZING RICHARD J. LAROSE AND NAMING THE ALLEYWAY BETWEEN SCHOOL STREET AND WEST PEARL STREET "RICHARD LAROSE WAY"

The preceding Resolutions were passed February 12, 2013

Brian S. McCarthy, President

Approved, February 14, 2013

Donnalee Lozeau, Mayor

R-12-84

ESTABLISHING AN EXPENDABLE TRUST FUND FOR ENERGY EFFICIENCY

R-12-85

ESTABLISHING AN EXPENDABLE TRUST FUND FOR THE CITY'S WATERWAYS AND WATER BODIES

R-13-91

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$63,125 FROM THE STATE OF NEW HAMPSHIRE INTO POLICE GRANT ACTIVITY "FY2013 VIOLENCE AGAINST WOMEN GRANT PROGRAM" AND TO AUTHORIZE THE TRANSFER OF \$45,000 FROM DEPARTMENT 194 "CONTINGENCY" ACCOUNT #70120 – "CONTINGENCY, POLICE GRANTS"

R-13-98

RELATIVE TO THE USE OF U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT HOME INVESTMENT PARTNERSHIP PROGRAM FUNDS BY COTTON MILL SQUARE, LLC

R-13-99

ESTABLISHING A CAPITAL RESERVE FUND FOR MAJOR REPAIRS, REPLACEMENTS AND IMPROVEMENTS RELATED TO STELLOS STADIUM AND THE YMCA AND TRANSFERRING AND APPROPRIATING \$23,750 OF YMCA LEASE PAYMENTS INTO THE FUND

R-13-100

AUTHORIZING THE MAYOR TO APPLY FOR AND EXPEND THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS PROGRAM GRANT, FISCAL YEAR 2014

R-13-107

EXPRESSING SUPPORT AND SYMPATHY FOR THOSE IMPACTED BY THE BOSTON MARATHON EXPLOSIONS

R-13-108

RECOGNIZING THE HUMANE SOCIETY FOR GREATER NASHUA WITH THE 2013 GATE CITY LIGHT AWARD

The preceding Resolutions were passed April 23, 2013

Brian S. McCarthy, President

Approved, April 24, 2013

Donnalee Lozeau, Mayor

R-13-104

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND TEAMSTERS LOCAL 633 FROM JULY 1, 2011 THROUGH JUNE 30, 2014 AND AUTHORIZING THE TRANSFER OF \$10,652 FROM DEPARTMENT 194, CONTINGENCY, ACCOUNT #70150 "CONTINGENCY FOR NEGOTIATIONS" INTO DEPARTMENT 150, POLICE, ACCOUNT #51900 "PAYROLL ADJUSTMENTS"

R-13-109

AUTHORIZING THE MAYOR AND THE CITY TREASURER TO ISSUE REFUNDING BONDS OR LOANS NOT TO EXCEED THE AMOUNT OF THIRTY MILLION DOLLARS (\$30,000,000) TO REFINANCE ALL OR A PORTION OF CERTAIN OUTSTANDING LOANS OF THE CITY OBTAINED THROUGH THE STATE REVOLVING LOAN FUND ADMINISTERED BY THE STATE OF NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES IN ORDER TO ACHIEVE INTEREST COST AND OTHER SAVINGS

R-13-110

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO AN OFFICE SPACE LEASE AGREEMENT WITH RENAISSANCE DOWNTOWNS AT NASHUA

R-13-111

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE MILLION DOLLARS (\$1,000,000) FOR THE PURCHASE OF PUBLIC SAFETY PORTABLE RADIOS

R-13-112

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A LEASE AGREEMENT WITH GATE CITY COMMUNITY GARDENS, INC.

R-13-114

RECOGNIZING MASTER PATROLMAN JEFFREY W. CONNORS OF THE NASHUA POLICE DEPARTMENT

The preceding Resolutions were passed May 14, 2013

Brian S. McCarthy, President

Approved, May 17, 2013

Donnalee Lozeau, Mayor

R-13-115

AUTHORIZING THE EXPENDITURE OF \$1,172,420 FROM THE SCHOOL CAPITAL RESERVE FUND FOR REHABILITATION AND RECONSTRUCTION OF TRACKS AND TENNIS COURTS

R-13-122

CHANGING THE PURPOSE OF THE REMAINING \$750,000 OF UNEXPENDED BOND PROCEEDS FROM THE CHARLOTTE AVENUE ELEMENTARY SCHOOL HVAC PROJECT AND \$313,873.36 OF UNEXPENDED CAPITAL PROJECT APPROPRIATIONS FROM THE FAIRGROUNDS ELEMENTARY SCHOOL HVAC PROJECT TO THE BROAD STREET ELEMENTARY SCHOOL BUILDING IMPROVEMENTS PROJECT

The preceding Resolutions were passed May 28, 2013

Brian S. McCarthy, President

Approved, May 29, 2013

Donnalee Lozeau, Mayor

R-13-117

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO AN OFFICE SPACE LEASE AGREEMENT AT THE HUNT MEMORIAL BUILDING WITH HARTMANN LEARNING CENTER

R-13-119

APPROVING THE PROPOSAL OF PENNICHUCK CORPORATION TO GIVE PENNICHUCK EAST UTILITY, INC. AUTHORITY TO ENTER INTO LONG TERM LOANS FROM THE DRINKING WATER STATE REVOLVING FUNDS

R-13-120

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$614,960 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES AND THE BUREAU OF DRUG AND ALCOHOL SERVICES INTO PUBLIC HEALTH AND COMMUNITY SERVICES GRANT ACTIVITY – “FY2014 AND FY2015 EMERGENCY PREPAREDNESS GRANT”

R-13-121

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$230,000 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

R-13-124

AMENDING THE PROPOSED FY2014 ANNUAL ACTION PLAN RELATIVE TO THE USE OF CDBG FUNDS BY THE ADULT LEARNING CENTER

R-13-125

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO AN OFFICE SPACE LEASE AGREEMENT AT THE HUNT MEMORIAL BUILDING WITH ARTISTS COLLABORATIVE THEATER

R-13-126

REQUESTING THE GOVERNOR AND COUNCIL DECLARE A SPECIAL ELECTION TO FILL A VACANCY FOR STATE REPRESENTATIVE TO THE GENERAL COURT FROM DISTRICT 35 (WARD 8)

The preceding Resolutions were passed June 11, 2013

Brian S. McCarthy, President

Approved, June 12, 2013

Donnalee Lozeau, Mayor

R-13-113

REGARDING A SUN CANOPY FOR THE ROBY PARK PLAYGROUND

The preceding Resolution was passed June 11, 2013

Brian S. McCarthy, President

Took Effect 7 Days After Passage Without the Mayor's Signature

June 19, 2013

R-13-106

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) INTO VARIOUS OPERATING BUDGETS, THE CAPITAL EQUIPMENT RESERVE FUND AND THE SNOW REMOVAL EXPENDABLE TRUST FUND

R-13-123

RELATIVE TO THE ADOPTION OF THE FISCAL YEAR 2014 PROPOSED
BUDGET FOR THE CITY OF NASHUA GENERAL, ENTERPRISE AND
SPECIAL REVENUE FUNDS

R-13-128

HONORING KATHERINE HERSH

The preceding Resolutions were passed June 25, 2013

Brian S. McCarthy, President

Approved, June 27, 2013

Donnalee Lozeau, Mayor

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.

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 29th 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.
- 2012: Hurricane Sandy blew through the Northeast in October, knocking out power and causing damage that led to NH being declared a disaster area.



Municipal Stadium Being Built by WPA, 1936 (Holman Stadium)

Source: National Archives and Records Administration. Negative #5296-A. WLH, 10/36, Nashua, NH

**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

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 WATERSEEDGE 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

BOARD OF PUBLIC WORKS

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

FIRE COMMISSION

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

**CITY ELECTION OFFICIALS
2012 – 2013****MODERATORS**

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

WARD CLERKS

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

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

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

¹ 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 ²
1863	Theodore H. Wood	1890	Frank P. Rideout
1864	Henry Holt	1891	Fletcher W. Burnham
1865	John G. Kimball	1892	Lester F. Thurber
1866	John G. Kimball	1893	Frank L. Kimball
1867	Charles D. Copp	1894	William D. Swart
1868	William B. Buell	1895 – 1896	William D. Swart
1869	Benjamin Fletcher Jr.	1897 – 1898	Edward H. Wason
1870	Eugene F. Whitney	1899 – 1900	Charles O. Murray
1871	Edwin W. Johnson	1901 – 1902	Warren H. Prichard
1872	Thomas H. Pinkham	1903 – 1904	Warren H. Prichard
1873	Loring Farnsworth	1905 – 1906	Moses L. Truel
1874	Timothy B. Crowley	1907 – 1908	James H. Connor
1875	Edgar B. Burke	1909 – 1910	Harry A. Gregg
1876	James H. Dunlap	1911 – 1912	John F. Shea
1877	Alfred Chase	1913	Frederick A. Collins ³
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton ⁴
1879	James A. Merrill		

² elected on 33rd ballot

³ resigned November 4, 1913

⁴ elected November 4, 1913

PRESIDENTS, BOARD OF ALDERMEN

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

⁵ elected Mayor February 14, 1939⁶ elected February 14, 1939

⁷ resigned August 14, 2001⁸ elected August 14, 2001

Nashua's First City Hall



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

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

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

INFORMATIONAL STATISTICS

October 26, 1673:	The General Assembly of Massachusetts granted a Charter to the Township of Dunstable.	
August 5, 1740:	King George II settled the boundary lines between Massachusetts and New Hampshire substantially as they are today.	
April 4, 1746:	The Province of New Hampshire granted a Charter to the Township of Dunstable (in New Hampshire.)	
July 20, 1764:	King George III established the boundary between New Hampshire and New York along the west bank of the Connecticut River, north of Massachusetts and south of the parallel of 45 degrees north latitude. This line became the boundary between New Hampshire and Vermont and has not changed to the present.	
December 15, 1836:	Name of Dunstable changed to Nashua.	
January 23, 1842:	Nashua divided.	
	Nashville:	North Side of River
	Nashua:	South Side of River
1843:	Town Hall completed	
1853:	Nashville united with Nashua and received City Charter	

MAYORS OF NASHUA

1. Joseph Baldwin	1853-1854	28. Joseph Howard	1895 -1896
2. Freeman S. Rogers	1855-1856	19. Jason E. Tolles	1897 -1900
3. Thomas Gillis	1857	30. Milton A. Taylor	1901 -1902
4. Albin Beard	1858-1859	31. Jeremiah J. Doyle	1903 -1904
5. Aaron W. Sawyer	1860	32. Andros B. Jones	1905 -1906
6. George Bowers	1861	33. Albert Shedd	1907 -1910
7. Hiram T. Morrill	1862-1863	34. William H. Barry	1911 -1914
8. Edward Spalding	1864	35. James B. Crowley	1915 -1919
9. Virgil C. Gilman	1865	36. Henri A. 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 19, 2013



Thank you President McCarthy, members of the Board. I appreciate the opportunity to join you here tonight to share with you the State of our City.

Tonight marks the 6th time I have come before the Board to report the state of our city. I have been fortunate each year to report to you that the state of our city is good; in fact, it's been great. This year is no exception.

Nashua's continuing story is inspiring in the face of a national economy and, to some extent, a state economy that is reported in dire condition. We here in Nashua are able to work within a balanced budget, attract businesses, employ workers, improve our infrastructure, update our capital equipment, provide quality education, and protect our citizens and property, all while keeping the tax burden on our property owners at a reasonable level.

How do we do this? The city thrives because of the care and nurturing of a community of engaged citizens. As I look around this room and consider the collective effort of this board, along with our colleagues on the other city boards, our exceptional division directors, most of whom are here this evening, our dedicated workforce, and our community of engaged citizens and volunteers I am reminded of what a wonderful place Nashua is and remain enthusiastic about what we can continue to accomplish together.

There are so many wonderful people that make up and contribute to this community. There are those that have given a lifetime of effort and care and are still going strong. I want to thank Tom Tessier, this year's Greater Nashua Chamber of Commerce's Citizen of the year. After serving this nation in Vietnam he came home to Nashua and has been giving of himself in a wide arena of volunteer capacities. He is loyal to his fellow service men and their families. For anyone that didn't make it to the recent Spectacular on Veteran's Day, I suggest you get your tickets early for this year's event. It will not disappoint as long as Tom is involved. Tom is a great example of a community servant, and I can't thank him enough for all that he has and continues to do in our community.

Then there's Joy Barrett, Chairman of our Hunt Memorial Building Board of Trustees, recognized by WZID as one of "Twenty Outstanding Women You Should Know in New

Hampshire." Her energy and dedication to her community from the Hunt to the Nashua Education Foundation, Joy is, well, outstanding!

The many engaged parents and volunteers have once again brought distinction upon our school district as it was recognized in 2011-2012 as a Blue Ribbon school district for volunteerism at the annual New Hampshire Partners in Education Recognition Breakfast in Manchester – for the 24th consecutive year.

When we discuss people contributing to the success and well-being of our city, we certainly should think about our city Divisions and the results of their successful planning along with plans for the near future.

Let's begin with Public Health. Building on the City's 2011 Community Health Assessment, in 2012 the Department of Public Health and Community Services brought together area elected officials, businesses, agencies, healthcare providers, schools, and other community partners to develop a Community Health Improvement Plan.

Focused on improving the problem areas of Access to Healthcare, Mental Health, and Obesity, the plan identifies specific objectives and strategies that will help our community make progress on these challenging issues.

I certainly can't move beyond Public Health without mentioning the sad state of their building and thank them for their patience as we hopefully finalize our options to build their new home.

Again, it has been a busy year for Emergency Management with storm-related work. The update has been completed on the Hazard Mitigation Plan. In addition, the Comprehensive Emergency Management Plan has been drafted and the final version will be released soon. Both will be also available on the City Web-site under, of course, Emergency Management.

I am pleased to report for the first time we will be offering training to volunteers who are interested in being part of our Community Emergency Response Team also known as CERT. The trainings begin in March and folks can go to the website for registration information.

Lastly, the work that Director Kates and our GIS Director Marino have done to create real-time maps for emergencies to post on line the status of streets, lights and other hazards is without question one of the most creative comprehensive tools to be shared with the whole community, and I thank them for that work.

Our Information Technology division has been busy as well. Our ERP project also referred to as NGIN continues. Think of it as three main components: Financial, Human Capital Management, and Timekeeping. In April 2012 we implemented the Lawson Financial and Procurement software system. That proved somewhat challenging, and in January we successfully launched our Human Capital piece. Change is not always

easy, smooth, or not, but we have a good team working through the issues and I am confident that this transition will prove worthwhile.

I'd like to take a moment to thank those team members that are, let's say, under the radar: Rose Evans our Financial Manager, Doreen Beaulieu our Payroll Manager, Janet Graziano one of our financial managers and Marcia Rogowsky our application developer in IT. Without her capable programming skills, we'd be lost.

I am happy to share that our bandwidth expansion went great! Much information has been added to the city website over the last 4 years, including financial information, maps, citizen services, documents and the like. If people can't get there quickly and easily then the value of having it there is diminished. With the new speed, we won't hesitate to continue to grow the wealth of information available. I am proud to share with you that the Sunshine Review gave us an A- rating this year. You may ask why the minus. I asked the same question!

We were we told that if we offered an online payment option for taxpayers we would get an A+, hopefully, we'll be checking that off the list soon. Along with this rating, I'd like to mention that our Financial Services Division also received its seventh consecutive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. Well done!

I am pleased to welcome our new IT director, Bruce Codagnone. Bruce comes to us with over thirty years of experience in the computer industry and a track record for delivering complex projects, building high performing teams and deploying technology to enable strategic goals. I am looking forward to working with him as we finalize some important technical transitions and implement current technology as we move forward. Now, Bruce is here tonight so you'll have an opportunity to say hello later this evening.

I can't let this opportunity go by without, however, thanking our former IT Director, John Barker. John saw us through some of the most difficult and time consuming efforts to bring the city and our systems into the 21st Century. He oversaw the initiation and early implementation of our largest project, ERP, also known as NGIN. I wish him the best and thank him for his continued support while we searched for Bruce.

Bruce and his staff will be working with us to enhance the user-friendliness of project areas on the city's website. Though there is no shortage of information on the website about ongoing projects in the city, I think we can do better in making the process of finding what you're looking for a little less intimidating. So, we will be streamlining and reorganizing information so the most current and relevant information is the first thing you see when you click on the link of interest.

Our city departments also have many staff outside the spot light that do a significant amount of heavy lifting especially when they have to pinch hit for someone else. My sincere thanks go to out Nick Miseirvitch for his great attitude and above-the-call-of-duty

approach to overseeing the IT Division while we found our new Director. And thanks to the team, for working through the transition.

The Nashua School District was named a finalist in the US Department of Education's Race to the Top-District competitive grant program. The District's \$27 million proposal actually ranked 28th out of the 271 applications for funding. Thanks to those at the school department that worked on that. I know that the work was not in vain and will be utilized by the School Board to implement future programs.

We all know just how busy things have been at Public Works. Using our city forces, in 2012 construction began on a much-needed facelift in our downtown. Safety and walkability were top priorities. This spring, work will continue with the installation of new mast arms from East Hollis Street to Library Hill and a new crosswalk on the Main Street Bridge. Crews will also continue to replace the sidewalk, resuming at the Park and Water Street intersection and working south through block 2 and likely 3 in this next construction season. New benches and trash receptacles will also be installed, making Main Street a welcoming destination that showcases the heart of our city. We will continue to work with the local businesses to reduce impacts while we make the needed improvements.

In addition to the downtown sidewalks, over 4000 feet of new concrete and asphalt sidewalk have been put down on Arlington Street, Hall Avenue, Webster Street and Pioneer Drive.

Our Parks and Recreation Department has been busy. In June, out of the rubble of a sad loss to the city of the historic Labine Building, we put into service Park Social at Labine, a comfortable gathering place for all generations to enjoy. At a location close to home, it uniquely incorporates many elements from the former building and time in our city history. And just in time for the City Memorial Day Celebration in May, the World War II Monument at Railroad Square had major foundation and step repairs completed.

The Mohawk Tannery buildings have been taken down and the debris removed. We expect news by summer from the EPA about our hopes to sub-divide a piece from the larger parcel to provide yet another unique pedestrian link to Mine Falls Park. The eight entrances to Mine Falls Park received new entrance signs made out of concrete block resembling the granite stone at the Gatehouse.

Another key pedestrian link is moving forward with the City's Riverwalk. Work has begun constructing the trail from Jackson Falls Condominiums to Margarita's Restaurant. The Nashua River, west of the Gatehouse, received two Water Chestnut Harvestings. The legislation pending in the Budget Committee to create a fund to begin a more focused look at all the issues and opportunities with our waterways and will hopefully garner your support.

And speaking of waterways, as you know a key aspect of the Cotton Mill Square project is a major flood control improvement to the City-owned Jackson Falls Dam. The

\$850,000 improvement will install an adjustable crest gate at the top of the Dam. This will allow the City to lower the gate when flood conditions are present. The City has experienced so-called 100 year floods with greater frequency in the last few years. This crest gate improvement will help to minimize the effect that flood events will have on Downtown Nashua properties upstream of the dam without increasing the impact on properties below the dam. The dam improvements will begin this summer and will be done before Cotton Mill Square is completed.

The Citywide Signal Management System Upgrades, also known as the CMAQ project, began last week on the \$2.3 million dollar upgrades to the Citywide Traffic Signal Management System. It will replace signal control equipment at the remaining 73 intersections throughout the city, similar to the upgrade made at the 20 intersections in the Daniel Webster Highway corridor a few years back. This ultimately will provide our citizens with better service because the new computerized traffic signals will communicate better with each other to improve traffic flow.

Now, unfortunately, this doesn't mean that you'll never hit another red light when you are running late but it will optimize traffic flow such that the overall waiting time at intersections will be minimized, thereby reducing air pollution and, let's hope, aggravation. This means a 15% environmental improvement in some of our corridors. The project should have minimal impact to drivers during construction as the majority of the work will be done off the roadway.

Additionally, the City transportation circulation study, also known as the one-way street study, has begun for the Downtown area. A meeting with the board will be scheduled soon to get your input and discuss timing and expectations.

Let's talk about city buildings. Another major step forward was updating City Hall. Renovation in the Clerk's office and the Elm Street entrance provide a welcoming, customer friendly space. The new directory sign clearly guides visitors to the department they are looking for, and the thirty-year old carpet was replaced throughout the building. Renovations to both the Ledge Street School and Charlotte Avenue School were completed, and we upgraded the Elm Street and High Street garages. The remaining work there is related to new cameras, electrical work and cosmetic improvements.

The Hunt Memorial Building looks incredible; the restoration is 95% complete. The remaining work was identified as the renovations were being done. I am hopeful we will be able to complete that with available funds within the year.

As always, all departments in the city work together to provide the services that our residents and businesses have come to expect. A great example of the benefits of working together is negotiating, citywide, for our energy needs. The City, as a whole, continues to use third-party energy supplies for electricity and natural gas purchases and has negotiated favorable pricing through June 2015 for electricity, and through June

2014 for natural gas. The City and School District have worked together on this initiative to achieve maximum savings.

In Fiscal Year 2012, the city spent \$422,000 less on electricity and natural gas than it did in FY2011. Setting aside \$100,000 of these savings, we have brought in legislation to establish an Energy Efficiency Expendable Trust Fund to continue to invest in energy savings measures where it makes sense. In addition, the School District was able to put \$100,000 in an expendable trust fund for school utility costs.

For current fiscal year FY2013, the combined general fund operating budgets were reduced by \$155,000 for electricity and \$200,000 for natural gas from FY2012 levels – a total reduction of \$355,000, which is significant!

Speaking of funds, let me tell you a bit about the state of our financials. We continue to maintain a healthy fund balance with all three rating agencies giving us high scores citing the city's strong reserve levels, strong financial management, a diverse economy with good wealth indicators, and low overall debt burden with rapid amortization as positive credit factors.

Good financial management allowed the city to complete a refunding or a refinancing of bonds that saved the city \$2 million dollars primarily in FY 14 through 17. The city was able to sell them at an average interest rate of 2.86%. This, of course as you know, is an excellent rate and one of the lowest in our city's history. Having our overall bonding capacity well below 20%, and our bonding less than 8% of our operating budget, have certainly been a factor in our success. It has been worth the work to get it there and keep it there.

Again, let me state my simple and strong belief that Nashua, New Hampshire remains the best place in the world to live, work, run a business and raise a family. That didn't happen by accident. I feel fortunate to have more than 87,000 fellow citizens from diverse backgrounds, who strengthen us with their hard work, education, volunteerism and deep cultural diversity.

In my last two State of the City addresses I have had to outline for you some significant financial concerns arising from increased costs, declining local revenues and decreased state aid, including a suspension of revenue sharing along with the increased costs of providing services. As a result, we had to chart a course of action to maintain the city in a prudent fiscal manner. We had to do that during the worst recession since the Great Depression, a period that saw the city's assessed value go from 9.2 billion dollars in 2009 to 8.3 billion in 2010 and, although it is slowly moving in the right direction today – it's at 8.5 billion – it is still almost a billion dollars less than it was just three years ago.

The point here isn't the property value at one particular moment. The point is that it is very important to maintain what you have. Nashua has a strong and deep account of human capital in addition to its financial capital. The solutions we most often come to include what I refer to as three critical legs: our divisions who find efficiencies and make

cuts to their budgets along with planning out their needs over a longer period; our citizens who have managed with a slight increase in their taxes; and, of course, our employees who have picked up a greater share of health care, while receiving a limited wage increase.

Preserving that capital through this recent period of economic distress is the result of many efforts, and I would like to highlight those efforts for you.

Much of the credit goes to our exceptional employee work force, who have maintained their high level of service to the public. For many of them, this has created a greater personal financial burden.

In particular, the city faced rising health care cost in the last few years. 75% of the city budget is devoted to personnel costs, and a large portion of that expense is for health care. In the face of rising health care costs, we had to ask city employees to shoulder a greater burden of the risk of those rising costs by adopting a different health care plan design and paying an additional 10% of their premium cost. Non-union, merit employees shouldered that burden first, beginning October 1, 2011. Since the benefits of those merit employees are not collectively bargained, I am particularly grateful at the good grace, good humor and professionalism of our merit employees in meeting that challenge.

I am also very pleased to report that 10 of the city's 15 union employee groups have also met the challenge. I am very proud of those union employees. They agreed to the changes after October 1, 2011, so they also had to decide to agree to pay their increased premium costs retroactively to that date. That was, to me, a matter of fairness, because I believe all employees should share the burden equitably. The fact that we could reach such an agreement with those unions was a triumph of the collective bargaining process, and I am very grateful for the diligent efforts, good faith and the enlightened self-interest it demonstrates, both on the part of the bargaining teams and the union members who voted for the contract. It is a great example of how in Nashua, when the chips are down, we all pitch in.

I remain concerned, however, that the 5 employee unions in the Nashua Police Department have not reached the same agreement. Because those employees are working under the previously negotiated contracts, they have received the same benefits at a lower cost than their colleagues since October 2011.

By the end of this month that will mean there is a \$438,415 shortfall in contributions by police employees. I call upon the parties negotiating those contracts to reach a reasonable resolution reflecting the same principals of fairness and equity that we have achieved in the other employee contracts. When the chips are down, there is no credible argument for special treatment of discrete groups. We are all in this together. It is the job of the Nashua Police Commission to make sure that a good faith collective bargaining process occurs and to negotiate final contracts, fair to their employees, but also fairly and equitably reflecting the efforts and sacrifices of all Nashua employees.

Ten other unions have found a way to do that with their employer boards. There is no reason for the Police Commission and their unions to fail to do so. The commission must take the lead in that process and I call them to do so. I pledge any available resources to assist them. In particular, as always, the significant collective bargaining expertise of the city legal department is at their disposal. That resource alone represents almost 50 years of combined experience in the field of labor negotiations. I encourage the commission and the police command staff to make good use of the advice, counsel and services of this outstanding resource.

With the 10% increase in the employee contributions towards the cost of their healthcare plans that have been agreed to in the recent past (with the exception of the Police Department unions), the city has been able to effectively manage the ever-increasing cost of healthcare. We have also recently gone out to bid for administrative services for our healthcare plans, and we remain hopeful that again additional savings will be realized in FY2014 and beyond.

This year we again have contracts expiring in June. They include Firefighters, School Secretaries, School Custodians and the Library. In August the Teacher and Food Service contracts expire. I am pleased to report those negotiations are underway, and I hope they will be resolved before their expiration.

This year our biggest fiscal challenge is the 26% increase the NH Retirement System has passed on to the employers. For Nashua this increase translates to \$3.7 million. We have worked hard to mitigate that and will continue to do so.

This year's CPI-U is 2.3% and with the cost of retirement I just mentioned, and in order to maintain a reasonable change to the tax rate, I have requested that Division budgets increase no more than 1% above the FY2013 Adopted Budget.

So as we look forward and plan and budget for the upcoming year let's see where we are with some ongoing projects.

The Broad Street Parkway, of course, is a major ongoing project in Nashua. We remain on schedule and on budget and unless something significant changes, I should be able to stand before you with next year's State of the City with it on the list of projects slated for completion in 2014. Over the past year, construction advanced on the first roadway contract for the Parkway.

Improvements to Pine Street and Palm Street achieved substantial completion by year's end, and the project included construction of new pavement, new sidewalks, signalization, storm drainage and sanitary sewer improvements. Traffic calming and provisions for pedestrians and bicyclists were key concerns in this neighborhood project. Relatively minor work remains for completion in the spring, most notably completion of new, mid-block raised crosswalks.

Demolition of the Millyard Boiler House was completed this past year as well. We made the decision not to fill the basement of the boiler building yet, so that when the Parkway is extended through the Millyard in a future contract, there will be a cost-effective location for surplus excavated material.

Within the next several months we expect to determine the best approach to use for restoration of the chimney and anticipate that the associated work will be complete by the end of the year.

Also in the Millyard, there is a 40 foot by 70 foot building within the path of the Parkway. This building is commonly referred to as the Waste House or the Shea Building. We are evaluating options to relocate this historically-significant building. As we consider possibilities, an important consideration is not just the feasibility of the actual relocation, but also the long-term sustainability of the anticipated building use in the new location.

Work continues in the effort to acquire the right-of-way needed for the Parkway. The New Hampshire Department of Transportation is performing this effort on behalf of the City.

As the design has progressed, we have strived to reduce or eliminate property impacts wherever possible. Several parcels which were anticipated to be affected have been avoided altogether. We are working closely with New Hampshire DOT to make sure that only the property needed is acquired.

The year ahead will be a busy one for the Parkway. There will again be opportunities for discussions and input, including ways such as the joint meeting of the Board of Public Works and the Board of Aldermen relative to the Bridge designs.

Many steps will be taken and by year's end major construction will be underway throughout the project.

Pennichuck also maintains a place in the lineup. We have made very good progress transitioning our Pennichuck water utility under public ownership.

As our new Pennichuck board has taken steps to bring the company and its operations into this new era of public ownership, we have faced - and no doubt will continue to face - challenges and issues.

One of these challenges is to ensure that the public, including City officials, always can get clear answers to their questions. Operating a public utility is not a simple thing. When questions come up, as they did recently concerning the Pub's "WICA" capital investment process, I know that our senior management team at Pennichuck will provide prompt and accurate answers.

In the WICA case, where an alderman was concerned that a PUC filing by the company involved an unexpected "emergency rate increase," the Pennichuck team provided a

detailed response that clarified that the WICA filing was a fully anticipated process for making necessary capital improvements, and that the expected rate impact under the City's ownership would be lower than under the prior, private ownership.

During the upcoming year, as a member of the Pennichuck Board of Directors, I will continue to work to ensure that good communications between the company and the public continue. We should remain proud to have helped bring our City's precious water resources under public control. And I am confident that our board of directors, under the able leadership of Chairman Jay Leonard, will continue to provide well-managed, high quality water service to all 33,000 Pennichuck customers in over 30 communities at lower rates than they would have faced under the old private ownership.

Now, recent unemployment numbers show Nashua is at 6.1% rate, well below the national rate of 7.8%, reflective of our increased growth in economic development.

New companies to Nashua include Waveguide. They are in the process of retrofitting the former United States Postal Service facility at Exit 8 into a new headquarters for the company and a sister company, New Hampshire Optical Systems. The two companies are leaders in the field of large-scale fiber optic infrastructure installation. New Hampshire Optical Systems has been chosen by State of NH to build out the fiber optic "middle mile" backbone for the State. The company continues to hire aggressively and expects to employ over 140 people by the end of 2013.

In 2012, FLIR continued to grow employment within its Townsend West facility, which it acquired in 2010. They specialize in thermal imaging and stabilized camera systems for customers in markets that include security, enterprise and defense. The company now has over 300 people working in its Nashua location and is poised to grow even further.

In October, Aspen Technologies, the Burlington, Massachusetts based software company, opened up a major research and development center in the Nashua Technology Park. The office will serve as a center for development work on the company's core software projects and will house up to 150 employees.

In the category of most unusual we have Sky Venture adding to their indoor skydiving adventure the largest indoor surfing facility in North America!

And, just as technology is making news in the business community, I am happy to announce – are you ready for this – on March 1st a majority of the city departments will accept credit or debit cards for over-the-counter transactions. In mid-December we began a quiet soft-launch of accepting credit and debit cards for over the counter transactions in the motor vehicle department and community development division. This was very well received and went quite smoothly. But the really big news is, we will launch more on-line services, including car registrations and dog licenses. The program will continue to expand within other areas of city government and additional options will be added for customers as our capabilities allow, hopefully, to soon include property taxes.

Our goal is to get as many city services as possible available to our citizens in the most accessible way. 21st Century here we come!

Let me fill you in on some other things I see coming into a clearer focus or that are on the horizon, such as the City Branding project. Both the City and the Chamber recognized the need to develop a consistent and powerful brand for Nashua. The Branding Platform that will be developed will help to consolidate the multiple messages that tell the story about Nashua into one, consolidated and consistent message about the positive place that Nashua is in which to do business, live and enjoy life. Phase I was an in-depth research phase of the project that included multiple consumer and resident surveys, focus groups and site visits and that part has been completed. Phase II, the creative work, is well underway. We expect to roll out the new branding platform in the spring of 2013.

Then there is rail. What a great example of team work. The federal, state and local level we all pulled together in the same direction. The opportunities here are many. If we can continue the momentum, we can make real progress that includes making decisions now to preserve our future options, such as Crown Street – a park and ride in the near future, a potential downtown train stop in the longer term.

In that same general neighborhood, Renaissance recently submitted a site plan for the first phase of the project. This phase would include 170 units of housing and limited retail. Site amenities will include green space and a public waterfront promenade. The first phase is set to break ground in the Fall of 2013.

The City is also working closely with the State of New Hampshire DOT and the Nashua Regional Planning Commission to plan for an innovative traffic circle at the foot of the Taylor Falls Bridge. The traffic circle is currently in the state 10-year plan and would help to improve traffic flow at this notorious traffic bottleneck. The project would also provide better access to the first phase of the Renaissance project and provide a unique opportunity to incorporate sustainable design as part of this traffic improvement.

The Nashua Regional Planning Commission in conjunction with the Northern Middlesex Council of Governments, their sister agency in Tyngsborough, has received federal funding through the Transportation, Community and Systems Preservation Program to conduct a study assessing the effectiveness of a south bound off-ramp at Exit 36 on the F.E. Everett Turnpike, near the New Hampshire and Massachusetts border. The study will evaluate traffic flows and potential economic benefits to businesses in the area and will ultimately complete planning analyses in support of the development of a southbound off-ramp at US Route 3 at Exit 36 in Tyngsborough, Massachusetts. Not only will it have a positive impact on Daniel Webster Highway traffic and Spit Brook Road traffic, our hopes are that the information confirms its viability for a multi-model transit center.

In particular I would like to thank DOT Commissioner Chris Clement for his willingness to collaborate and go the extra mile providing an environment where we can all work together to solve issues and maintain momentum whether it is the rail work or the Parkway, we have come to rely on his leadership and cooperation.

Also thanks go out to Representative David Campbell for his insight and advocacy helping us get the support needed from the Capital Budget Overview Committee to get the needed match funds for Crown Street and, of course, Councilor Pignatelli for her continued support for rail and for moving the corridor study forward. That study is slated to be complete within 18 months and armed with that information the hard decisions can be made about the next steps.

Speaking of next steps, I am working on the makeup of a committee to work on recommendations for a new location for the David Deane Skateboard Park. This relocation, as all of you know, is necessary due to the redevelopment of the Bridge Street site. I would like to thank Alderman Deane for agreeing to serve on this committee, and I am hopeful that the members will all be named and work will begin by March.

We have not had the progress some of us would like to see on the Greeley Park Band Shell. We started work on that project to make it more aesthetically pleasing and acoustically sound more than a year ago. The designs we received were not all we had hoped. Alderman Pressly brought in legislation to try and replicate the work that was done by the International Design Competition for the Parkway and that legislation requested the members from the former group be again asked to serve, but for the band shell.

I extended the invitation to the members and of those who responded all but one said they could not serve. So we are back at the drawing board. I am moving forward with seating a new committee. Tracy Hatch has agreed to chair this new committee and Alderman Pressly has agreed to be a member as well. Perhaps the third time will be the charm!

Speaking of Greeley Park, there is a movement afoot to rebuild the old playground there where the existing one is, but instead of replicating what is there, the idea is to build what is being called a Legacy Playground. A wonderful example of what can happen when a constituent has an idea. Patience Kanarian, a young woman in our community, brought to our attention her concern about having a playground accessible to all. This includes parents or grandparents bringing their able-bodied children to play, or children with autism having an appropriate place to play within the community. Take that idea, add an enthusiastic group of young leaders, and the director of a local nonprofit serving those with disabilities, and you have all the right ingredients for success.

Thanks to the efforts of many, particularly the 2012 class of Leadership Greater Nashua, this playground will be built at approximately a quarter of a million dollars completely through the donations of others. I very much look forward to the next

discussion at the Board of Public Works followed closely by one to you, to introduce you to these young leaders and their efforts.

The Nashua Telegraph did a fantastic job of recognizing the top 50 business leaders from the past 50 years in Nashua in their recent Nashua 50/20 publication. They also unveiled 20 leaders who they believe are making a difference in the city and who will likely emerge among the next set of leaders. The Telegraph will quickly admit that they in no way exhausted the list of business leaders or potential leaders. Much like the risk I run this evening of highlighting just a few of the many that can come to mind at a moment's notice, they too, had to decide whom to identify.

Tonight I would like to suggest that there is an emerging group of young leaders that will surely secure Nashua's future for decades to come.

Kendall Reyes, our local football claim to fame making it to the NFL. Kendall, as a young athlete with a promising future ahead of him is already making it a priority to give back to the community that he feels has given him so much. He is working with organizations in Nashua to establish programs for the youth of our city to engage in skill and character building. He recognizes what others have done for him, what his success in football will enable him to do for others, and that he can have a positive impact on the community that he calls home, no matter what field he is playing on. Congratulations to Kendall on his success and thanks to him for his desire and efforts to share his success with the youth of Nashua.

Just as Kendall, a recent high school graduate is leaving his mark on our community, other students attending and graduating from our high schools will do the same. I would like to mention and congratulate Allison Thompson, a Nashua High School South senior, who will be traveling to Washington, DC to meet with President Obama as one of two New Hampshire students selected as a delegate to the 51st annual US Senate Youth Program.

Nashua has a strong backbone of leaders and servants. I see a future of regeneration that will support this city no matter what the future holds.

Sadly, we lost valued members of our community over the last year. Some of them include:

Dot Nice, widely known as the 16th Alderman, never shy to share her thoughts, suggestions and time. Underneath the tough exterior she had a big heart.

My dear friend, Lucy Cudhea, who always put the best of her city first. She counted both the famous, and the not so famous among her friends. Lucy never missed a beat on Nashua happenings, or an opportunity to make you smile.

And just recently our friend and colleague Dick LaRose, a true good government guy, who was thoughtful and pragmatic about government. His stated goal: do a good job.

He without a doubt succeeded. From the Hunt Memorial Building to the Planning Board and city policy as an Alderman, his imprint will long serve our community well. I know we are all pleased that there is now a "Richard Larose Way" in our city, with a dedication on the horizon.

I know one of the most important things Lucy wanted to do before she passed was to vote in the state and federal election in November.

I want to thank the City Clerk and his staff for their efforts in conducting a smooth and what appeared seamless, to us, election in Nashua. Voter turnout for the 2012 election had record setting numbers with 7,310 new voters registering at the polls that day. The clerk and his staff didn't do that alone. I want to thank the many poll workers across the city that spent a long day making sure every qualified voter that wanted to vote had the opportunity to vote.

Amazing things can and do happen when people work cooperatively and toward the same goal. Though specific goals may vary and contrast, I believe it is everyone's goal to improve the city they call home and leave it a better place for their children and grandchildren.

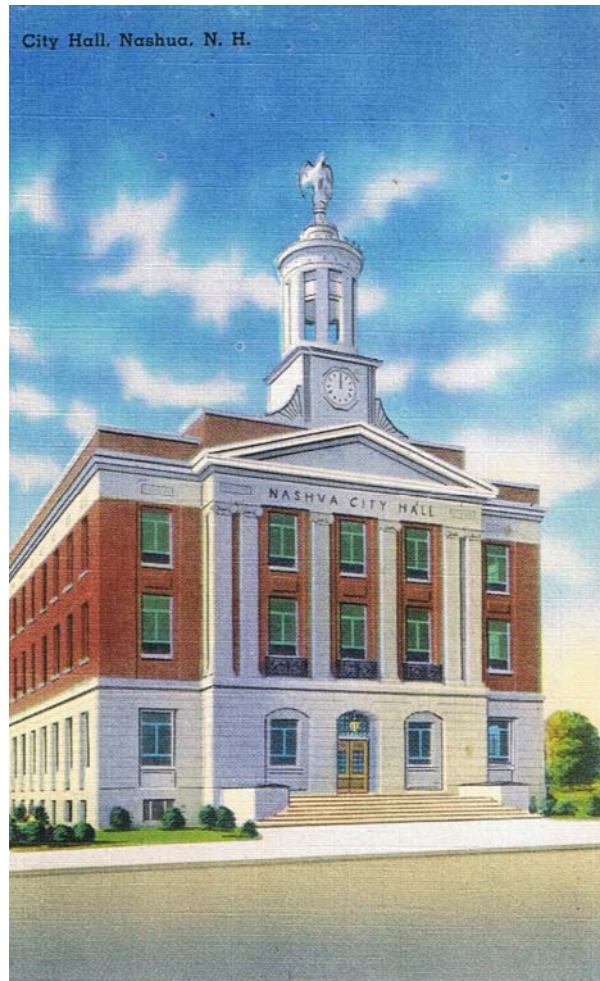
I'll close this evening with a nod to Kendall Reyes by calling on a quote from Vince Lombardi, famed NFL coach. He said, "The achievements of an organization are the results of the combined effort of each individual."

Instead of thinking of Nashua as an organization, I am looking at it as a cohesive team. A team made up of caring individuals concerned for the overall good where each role is necessary. So whether a person is a ticket-buying fan in the stands cheering on the team, or someone sweeping the locker room, or grooming the field, or driving the bus, or writing the playbook, or carrying the ball into the end zone, everyone has a part to play.

When future generations look back at this time and see a thriving community in difficult times they will see that our achievements were not due to a collection of unrelated personal accomplishments, but rather the results of a strong team working together to leave a legacy of teamwork and a place to be proud of.

I am so grateful to be a part of that team! Thank you as always for your very kind attention this evening.

***DEPARTMENTAL REPORTS
JULY 1, 2012 – JUNE 30, 2013***



Nashua City Hall. Linen postcard image.
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OFFICE OF THE CITY CLERK

City Clerk
Deputy City Clerk
Asst. City Clerk - Deputy Voter Registrar
Vital Statistics Clerks

Paul R. Bergeron, MMC, CA
Tricia Piecuch, CMC
Judy Boileau
Kathy Godin
Roberta Schelberg
Colette Trempe

Dog Licensing

Approximately 10,000 dogs were licensed in 2012 – 2013. \$53,715 was collected in licensing revenue and another \$7,763 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. The fee for a Marriage License is \$45 (RSA 457:29), of which \$38 is forwarded to the NH Department of Health and Human Services to support the Domestic Violence Grant Program (RSA 173:B-15). Only \$7 of the Marriage License fee is retained by the City of Nashua. The fee for a certified copy of a vital record event (birth, marriage, death) is \$12. Of this amount, \$8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:23. Only \$7 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: \$41,557 in FY13 vs. \$43,930 in FY12.

Elections

The City conducted a State Primary Election on September 11, 2012, and the State General (Presidential) Election on November 6, 2012. 42,226 of the City's 53,916 registered voters, or 78.3%, cast ballots in the General Election. 7,310 residents registered to vote at the polls on election day.

Results for both elections follow. Results include only city returns. Official, statewide, county, or races for multi-town candidate results are available online from the NH Secretary of State's office.

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

NASHUA'S VITAL STATISTICS

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

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1959	494	649	1384	39,096
1960	486	560	1437	
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	
1964	554	670	1689	55,820
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	67,865
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	
1981	665	942	2167	
1982	665	1044	2227	
1983	753	923	2197	79,662
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	
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	287	1849	976	
2013	568	505	273	1791	660	

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

Resident Births: All births by Nashua mothers, who choose to be included in the town or city report, regardless of where the births 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.

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. Paul R. Bergeron	1999 (Sept.) –



Great Conflagration of the No. 1 Nashua Manufacturing Company

Published 1856, Wood Engraving. Source: Library of Congress, LC-USZ62-60930-A (b&w film copy neg). Illus. in Frank Leslie's illustrated newspaper, vol. 2, no. 32 (1856 July 19), p. 89.

City of Nashua, NH
Official results, State Primary Election, Wards 1 - 9

Republican	1	2	3	4	5	6	7	8	9	Total
Governor										
Ovide Lamontagne	520	351	309	140	435	241	270	338	345	2949
Kevin H. Smith	274	196	155	87	225	117	140	155	172	1521
Robert M. Tarr	7	8	7	1	14	3	9	18	6	73
	801	555	471	228	674	361	419	511	523	4543
Representative in Congress										
Charles Bass	606	407	356	161	470	251	318	397	417	3383
Gerard Beloin	13	11	4	8	24	5	12	13	19	109
Will Dean	44	25	25	15	34	19	9	16	17	204
Mirosław Dziedzic	31	24	22	15	26	15	12	18	7	170
Dennis Lamare	60	59	43	19	83	46	45	36	39	430
	754	526	450	218	637	336	396	480	499	4296
Executive Councilor										
David K. Wheeler	610	451	354	172	526	287	331	376	400	3507
State Senator										
Jim Luther	1	2	3	4	5	6	7	8	9	Total
	618	450			522					1590
Joseph F. Krasucki			347	176		266	307	373	383	1852
Sheriff										
James A. Hardy	484	339	279	147	412	242	265	313	311	2792
Frank W. Szabo	169	130	107	51	164	76	93	98	119	1007
County Attorney										
Dennis Hogan	611	436	368	175	507	273	318	384	389	3461
County Treasurer										
David G. Fredette	617	452	371	177	529	297	311	388	402	3544

	1	2	3	4	5	6	7	8	9	Total
Register of Deeds										
Mary Ann Crowell	245	125	131	48	146	111	98	115	158	1177
Pamela D. Coughlin	360	302	213	134	367	167	209	259	243	2254
Register of Probate										
Joseph Kelly Levasseur	573	416	331	161	481	261	293	351	367	3234
County Commissioner										
Sandra Ziehm	599	423	350	174	501	285	306	370	373	3381
State Representatives	1	2	3	4	5	6	7	8	9	
3 nominated per ward										
Kevin A. Avard*	396									
Tom Lanzara	336									
Sean M. McGuinness*	431									
SuzAnne-Marie Rak	214									
Carl Seidel*	428									
		2								
Michael A. Balboni*		288								
Michael McCarthy*		317								
Donald B. McClarren*		267								
Kenneth E. Ziehm		234								
			3							
Doris Hohensee			247							
David Schoneman			286							
Lisa Scontsas			329							
				4						
Richard Heitmiller				138						
Elizabeth Van Twuyver				140						

3 nominated per ward

write-in:

Delegates to State Conv. 2 nominated in Ward 4, 3 each in Wards 1 - 3 and 5 - 9	1	2	3	4	5	6	7	8	9
Daniel E. Hogan*		2							
Bill Horn		306							
Jennifer Horn*		219							
Michael McCarthy*		353							
Peggy McCarthy		223							
		156							
Cathy Clair*			3						
John Clair, Sr.*			182						
Howard D. Coffman			202						
Jeffrey Creem			160						
Doris Hohensee*			143						
			182						
Janet M. Heitmiller*				4					
Richard Heitmiller*				109					
Linda Lagana				102					
				100					
Stephen Coombes					5				
David Murotake					350				
Kathryn Peterson					499				
					356				
Kenneth E. Ziehm						6			
						276			
Christopher Crawford							7		
Duane Erickson							90		
Dee Hogan*							154		
Bernard A. Streeter*							189		
Linda Twombly							174		
Timothy Twombly*							168		
							209		

Delegates to State Conv.	1	2	3	4	5	6	7	8	9
2 nominated in Ward 4, 3 each in Wards 1 - 3 and 5 - 9									
Andrew P. Cernota								323	
Dave MacLaughlin								355	
Ed Stebbins								303	
									9
Daniel Moriarty									371
Karen Thoman									331
Paul Thoman									318

City of Nashua, NH
Unofficial results, State Primary Election, Wards 1 - 9

	1	2	3	4	5	6	7	8	9	Total
Democratic Governor										
Jackie Cilley	139	86	106	77	102	79	113	88	125	915
Maggie Hassan	393	295	321	159	289	249	259	343	292	2600
Bill Pearce Kennedy	61	27	26	26	37	35	41	20	34	307
	593	408	453	262	428	363	413	451	451	3822
Representative in Congress										
Ann McLane Kuster	532	375	413	235	395	320	376	403	396	3445
Executive Councilor										
Deborah B. Pignatelli	535	375	416	234	405	337	385	417	408	3512
State Senator										
Peggy Gilmour	526	373			394					Total
Bette R. Lasky			405	237		324	383	414	397	1293
										2160
Sheriff										
Bill Barry	483	332	365	227	358	292	347	362	363	3129

	1	2	3	4	5	6	7	8	9	Total
Democratic										
County Attorney										
Robert M. Walsh	168	105	96	62	74	78	99	107	131	920
Patricia M. LaFrance	308	235	269	169	274	224	268	246	244	2237
County Treasurer										
Shannon Bernier	468	333	353	229	344	294	339	344	353	3057
Register of Deeds										
Louise Wright	473	331	353	227	349	294	346	345	354	3072
Register of Probate										
Graham V. Smith	467	328	349	219	339	296	336	339	347	3020
County Commissioner	1	2	3	4	5	6	7	8	9	Total
Lori A. Movsesian	478	334	384	228	349	300	343	355	352	3111
State Representatives										
3 nominated per ward	1									
Sylvia E. Gale	375									
Angeline A. Kopka	395									
Jan Schmidt	387									
	2									
Paul Hackel		256								
Ward T. Shaff		207								
Suzanne Mercier Vail		304								
	3									
Mariellen J. MacKay			284							
Brian D. Rhodes			292							
Cindy Rosenwald			376							
			4							
David E. Cote				182						
Mary Gorman				193						
Stacie Marie Laughton				148						

Democratic	1	2	3	4	5	6	7	8	9	Total
Jack Kelley					5					
Rita Gail MacAuslan					271					
Michael P. Pedersen					255					
					242					
Efstathia C. Booras						6				
David B. Campbell						183				
Ken Gidge						234				
						243				
Douglas L. Carroll							7			
Michael A. Garcia							260			
Timothy Soucy							251			
							307			
State Representatives	1	2	3	4	5	6	7	8	9	
3 nominated per ward										
Daniel C. Hansberry								8		
Roland H. LaPlante								284		
Mary S. Nelson								250		
								326		
Linda Harriott-Gathright									9	
Marty Jack									290	
Michael B. O'Brien, Sr.									268	
									309	

Ballots Cast	1	2	3	4	5	6	7	8	9	Total	
REP	819	578	480	234	689	368	426	526	529	4649	54.13%
DEM	614	421	460	270	441	376	430	462	466	3940	45.87%
Total	1433	999	940	504	1130	744	856	988	995	8589	100.00%
Absentee ballots cast	27	23	31	26	31	36	47	32	35	288	
Same Day Voter Registration	30	28	38	29	36	11	25	23	19	239	
Closing voter registration											
REP	1767	1572	1385	554	1706	1025	1047	1466	1402	11924	
DEM	1702	1490	1622	1117	1688	1584	1498	1559	1462	13722	
UND	2611	2185	1931	1218	2618	1953	1828	2274	2727	19345	
Total	6080	5247	4938	2889	6012	4562	4373	5299	5591	44991	
No Photo ID	104	78	71	30	48	32	36	59	67	525	
Turnout percentage											19.09%
No Photo ID percentage											6.29%
(based on Election Day ballots cast)											

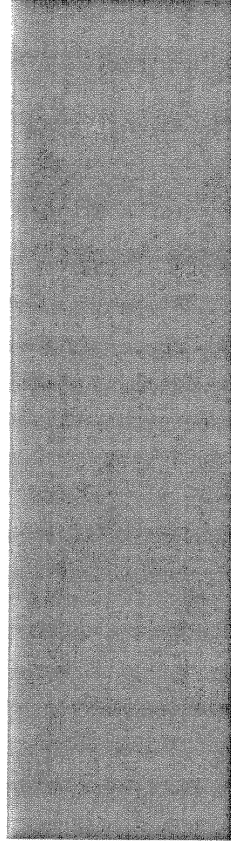
City of Nashua, NH

Official results, State General Election, Wards 1 - 9

Official results for State Elections are released by the Secretary of State

	1	2	3	4	5	6	7	8	9	Total
President										
Romney - Ryan - R	2611	2123	1797	926	2678	1594	1628	2024	2277	17658
Obama - Biden - D	2869	2551	2501	2304	2769	2526	2466	2694	2733	23413
Johnson - Gray - L	58	72	60	43	43	48	50	67	47	488
Goode - Clymer - C	3	4	2	5	9	7	4	7	3	44
Governor										
Ovide Lamontagne - R	2247	1846	1619	861	2294	1387	1421	1812	1955	15442
Maggie Hassan - D	3028	2677	2496	2160	2945	2548	2492	2706	2800	23852
John Babiarez - L	124	139	129	129	128	133	124	128	136	1170
Representative in Congress										
Charles Bass - R	2463	2064	1785	951	2498	1522	1545	2004	2140	16972
Ann McLane Kuster - D	2626	2304	2214	1953	2537	2203	2155	2367	2414	20773
Hardy Macia - L	202	200	167	191	209	208	200	202	208	1787
Executive Councilor										
David K. Wheeler - R	2103	1812	1509	866	2157	1309	1342	1629	1792	14519
Debora Pignatelli - D	2928	2562	2484	2064	2827	2501	2396	2687	2748	23197
State Senator										
Jim Luther - R	2217	1831			2201					6249
Peggy Gilmour	2930	2610			2854					8394
Joseph Krasucki - R			1511	774		1226	1246	1653	1814	8224
Bette Lasky - D			2500	2186		2620	2517	2737	2754	15314
Sheriff										
James A. Hardy - R	2431	2028	1766	1009	2589	1637	1665	1936	2152	17213
Bill Barry - D	2428	2146	2104	1887	2176	2034	1946	2171	2168	19060

	1	2	3	4	5	6	7	8	9	Total
County Attorney										
Dennis Hogan - R	2268	1912	1685	953	2301	1484	1469	1779	1990	15841
Patricia LaFrance - D	2571	2280	2149	1934	2434	2176	2134	2320	2344	20342
County Treasurer										
David G. Fredette - R	2470	2008	1816	953	2525	1640	1549	1954	2141	17056
Shannon Bernier - D	2320	2125	2015	1892	2218	2031	2011	2134	2146	18892
Register of Deeds										
Pamela D. Coughlin - R	2361	1980	1750	945	2460	1539	1513	1907	2134	16589
Louise Wright - D	2369	2116	2019	1861	2182	2061	2017	2125	2104	18854
Register of Probate										
Joseph Kelly Levasseur - R	2212	1907	1664	901	2326	1438	1453	1771	2012	15684
Graham Smith - D	2479	2154	2075	1901	2252	2111	2028	2221	2186	19407
County Commissioner										
Sandra Ziehm - R	2346	1963	1677	940	2374	1550	1524	1877	2090	16341
Lori Movsesian - D	2404	2152	2158	1893	2268	2062	2013	2206	2175	19331
State Representatives										
3 elected per ward	1	2	3	4	5	6	7	8	9	
Kevin A. Avard - R	2159									
Sean M. McGuinness - R	2177									
Carl Seidel - R	2071									
Sylvia Gale - D	2273									
Angeline Kopka - D	2241									
Jan Schmidt - D	2231									
Eric R. Eastman - I	424									



State Representatives	1	2	3	4	5	6	7	8	9
Michael A. Balboni - R		1720							
Michael McCarthy - R		2035							
Donald B. McClarren - R		1676							
Paul Hackel - D		2189							
Ward T. Shaff - D		1768							
Suzanne Mercier Vail - D		2168							
			3						
Doris Hohensee - R			1352						
David Schoneman - R			1422						
Lisa Scontsas - R			1721						
Mariellen Mackay - D			1889						
Brian Rhodes - D			2098						
Cindy Rosenwald - D			2148						
				4					
Richard Heitmiller - R				735					
Elizabeth Van Twuyver - R				759					
David Cote - D				1880					
Mary Gorman - D				1872					
Stacie Laughton - D				1596					
Don LeBrun - R					2301				
David Murotake - R					2332				
James Summers - R					1853				
Jack Kelley - D					2300				
Rita Gail MacAuslan - D					2094				
Michael P. Pedersen					2226				
						6			
Michael Buxton - R						1420			
Troy Saunders - R						1108			
Greg Surbey - R						1180			
Efstathia Booras - D						1846			
David Campbell - D						2058			
Ken Gidge - D						2059			

Duane Erickson - R										1217	7
Dee Hogan - R										1410	
Timothy Twombly - R										1414	
Douglas Carroll - D										1800	
Michael Garcia - D										1706	
Timothy Souny - D										2013	
										8	
Bill Joransen - R										1675	8
Michael Reed - R										1593	
Peter Silva - R										1827	
Daniel Hansberry - D										2213	
Roland LaPlante - D										2121	
Mary Nelson - D										2321	
										9	
Willard L. Brown - R										1666	9
Bill Ohm - R										2002	
David S. Robbins - R										1741	
L. Harriott-Gathright - D										2067	
Marty Jack - D										2060	
Michael O'Brien - D										2347	
Constitutional Question #1	1	2	3	4	5	6	7	8	9	Total	
YES	2614	2393	2025	1541	2861	2048	1948	2328	2550	20308	
NO	2171	1827	1763	1226	2009	1671	1619	1849	1973	16108	
Constitutional Question #2											
YES	2087	1932	1717	1210	2274	1672	1625	1900	2093	16510	
NO	2557	2160	1982	1485	2415	1959	1834	2159	2265	18816	
Constitutional Question #3											
YES	1558	1505	1288	1029	1737	1377	1241	1514	1715	12964	
NO	3107	2622	2443	1705	3025	2279	2264	2559	2676	22680	

	1	2	3	4	5	6	7	8	9	Total
Total Ballots Cast	5611	4808	4417	3343	5579	4278	4218	4859	5113	42226
Absentee ballots cast	500	312	360	219	460	281	336	487	468	3423
Same Day Voter Registration	710	845	802	945	689	813	925	886	695	7310
Closing voter registration										
REP	1831	1711	1465	672	1808	1100	1118	1548	1479	12732
DEM	1911	1805	1898	1656	1878	1906	1839	1842	1625	16360
UND	3158	2764	2511	1840	3180	2533	2494	2987	3357	24824
Total	6900	6280	5874	4168	6866	5539	5451	6377	6461	53916
No Photo ID										
Turnout percentage	81.319%	76.560%	75.195%	80.206%	81.255%	77.234%	77.380%	76.195%	79.136%	78.318%
No Photo ID percentage										
(based on Election Day ballots cast)										

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.

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

William McKinney
Mark Collins, CBO
Dawn Michaud
Christine Jean
Vacant
Bill Condra
Russ Marcum
Tim Dupont
Vacant

Mission

The mission of the Building Safety Department is to help maintain the City of Nashua's quality of life by insuring quality development and redevelopment through compliance with City and State building codes and regulations.

Staffing

Several changes occurred with staffing during FY13. Bill Tracy, Supervisor of Inspections accepted a position with a Building Department in North Dakota; William McKinney, previously with the Milford Department of Building Safety was hired to fill the vacant Building Official/Manager's position; In May the department's Mechanical Inspector, Mark Simard, accepted a position in the private sector and Dawn Michaud, Permit Technician II, was promoted to Permit Technician III and now assists with residential plan examinations.

Training and Education

The training and education of staff is of prime importance to the department. Staff attends the NH Building Officials Association (NHBOA) training/meetings monthly and other training seminars sponsored by organizations such as the International Code Council (ICC), National Fire Protection Agency (NFPA) and the New Hampshire Public Utilities

Commission (NHPUC). All of the Department's inspectors are licensed or have received certifications through the International Code Council (ICC) organization. The Department's staff holds several state licenses (Electrical, Plumbing and Gas Fitters) and 34 different ICC certifications. In FY 2013, staff accumulated hundreds of hours of continuing education credit towards maintaining these credentials.

Construction

During FY 2013 construction activity continued at a steady pace. There were 2,391 Building, Sign, and Demolition Permits issued for \$98,607,910 in construction costs. There were a total of 6,442 inspections performed on those projects. Permits were issued for 87 new single family and two family residences.

Projects Exceeding \$500,000 in Value:

55 KENT LN	HUNTINGTON UNITS 102, 104, 106, 108	\$1,770,641
5-10 DIGITAL DR	TARA HEIGHTS BUILDING 1	\$2,420,964
5-10 DIGITAL DR	TARA HEIGHTS BUILDING 2	\$2,420,964
5-10 DIGITAL DR	TARA HEIGHTS BUILDING 3	\$2,420,964
5-10 DIGITAL DR	TARA HEIGHTS BUILDING 4	\$2,420,964
5-10 DIGITAL DR	TARA HEIGHTS BUILDING 5	\$2,420,964
349 BROOK VILLAGE RD	THE SUMMIT AT TWIN PONDS	\$3,000,000
30 / 36 FRONT ST	COTTON MILL SQUARE	\$17,210,000
104-116 SPIT BROOK RD	BLDG B- TARA COMMONS	\$576,000
104-116 SPIT BROOK RD	BLDG A- TARA COMMONS	\$672,000
104-116 SPIT BROOK RD	BLDG. D -TARA COMMONS	\$540,600
104-116 SPIT BROOK RD	BLDG C- TARA COMMONS	\$867,000
375 AMHERST ST	MARKET BASKET	\$2,700,000
1 CELLU DR	GL&V	\$875,000
104-116 SPIT BROOK RD	TARA COMMONS- SOUTHERN NH MED	\$780,000
22 COTTON RD	RAYTHEON TECHNICAL SVCS CO.	\$523,750
505 AMHERST ST	NASHUA COMMUNITY COLLEGE	\$1,600,000
2 SAWMILL RD	2 SAWMILL RD	\$4,463,101
172 KINSLEY ST	ST JOE'S HOSPITAL EMERGENCY ROOM	\$3,765,000
172 KINSLEY ST	ST JOE'S HOSPITAL 5TH FLOOR	\$2,495,200
172 KINSLEY ST	ST JOE'S HOSPITAL	\$1,750,000
225 DANIEL WEBSTER HWY	FIDELITY INVESTMENTS	\$750,000
25 MORGAN ST	XAVIER HOUSE APARTMENTS	\$1,319,123
219 DANIEL WEBSTER HWY	NEW RETAIL PLAZA	\$1,305,000
3 POISSON AVE	SURF'S UP	\$2,728,000
45 EAST HOLLIS ST	MCDONALD'S	\$542,000
5 STATE ST	NASHUA COLLISION	\$600,000

Select 2013 Project Images



Market Basket, Amherst Street



Tara Commons, Spit Brook Road



Tara Heights, Digital Drive



Tara Heights clubhouse, Digital Drive

CODE ENFORCEMENT DEPARTMENT

Manager
Code Enforcement Officer II
Code Enforcement Officer II
Code Enforcement Officer II/Part Time

Nelson Ortega
Kyle Metcalf
Rob Sousa
Shawnasey Madison

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 2013

During the period July 1, 2012 to June 30, 2013 the department had 825 new cases taken in, bringing cases to 3621 with carry over cases. The total approximate inspections conducted between code staff 2359. The average number of visits on one inspection is approximately 6 and each taking approximately 45 minutes to 2 hours. This varies

depending on the size and issues with the property. At end of FY13 81 cases were opened, at time of report 119 being worked on and 2796 unlogged/unassigned.

Housing/Building cases: 3420 of which 2796 (Building received from Assessing) to be reviewed, logged & assigned.

Zoning cases: 84

DPW/Health: 83

Police Cases: 20 (These are cases were they were referred to Police or Code answered/assisted Police)

Foreclosures: 34 working with, 89 we are aware of, but no actions needed.

Other Cases: 86

Lead Referrals to the Lead Program: 29

Code Team, Inspections: Code Team has gotten together approximately 30 times during this fiscal year. During this time approximately another 450 inspections were conducted.

District Court Summons issued: 8

Activities Directly Related to Goals

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

Code Enforcement in conjunction with Urban Programs and through the Healthy Homes/Lead Grant Program as hired a part-time code officer.

Code Enforcement has had a better and more consistent presence at the Neighborhood Watch Meetings (attending approximately 12 this fiscal year).

Code Enforcement has prepared and has started an outreach presentation program to educate its residents and the community regarding code enforcement and its function. A large concentration has been on housing violations and bedbug issues. Approximately 6 presentations have been done this fiscal year. This presentation has been presented to our local colleges and Code has been invited to present at other colleges & universities within the tri-city area.

The Code Enforcement Department continues to conduct drive-by inspections for housing and zoning violations. If a building appears dilapidated or property un-kept, 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, Nashua Fire and Health Officer when required.

Code continues 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. If people may become homeless as a result of the condemnation, appropriate resources will be made available, if and when necessary.

The Code Department works with all departments within Community Development as well as Police Department, 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, group presentation and personal contact.

Code Enforcement currently participates in the Tree and Ledge Streets Community Revitalization Partnership Program. This is a cooperative effort between Urban Programs, the Police Department and the general community that seeks to revitalize this area through increasing economic opportunities, expanding home ownership and reducing crime through cooperative, coordinated services from both the public and private sectors.

Code Enforcement participates with 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.

Code refers persons in need of financial resources to the Urban Programs Department as an option for assistance with the possible funding (if qualified) in order to improve their properties, 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 is active with the Nashua Healthy home Lead Program due to the 3 years Lead Grant having been once again awarded to City of Nashua.



Bed Bug Infestation



Unsanitary Unit



Dilapidated Fence



Overgrown yard



Abandoned Residence



Unsafe Wiring



Before



After



Property Rehab Under Urban Programs HIP (Housing Improvement Program) to bring property into Code Compliance.

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. NTS has upgraded its software and has added tablets in every vehicle to have real-time monitoring.

Ridership Continues to Increase

In FY 2013 ridership increased again and the system has increased annual ridership. Ridership rose to over a half million riders. 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 1st 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 purchased one (1) new CNG bus from Elderado. 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 upgrade of the current parking meters to a pay station option. 10 Parking Pay Stations have been installed on Main Street and staff will continue to add more units. 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

Elineth More

David Sullivan

Amy Moutenot

Manager

Grant Management Specialist

Project Administrator

Lead Paint & Healthy Homes Coordinator

Lead Paint & Healthy Homes Project Administrator

Intake Specialist/Program Assistant

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 properties (1-4 family) for correction of code, safety and accessibility issues
- Economic development, including micro-enterprise and job training support

Many of the Department's activities are accomplished through cooperation and participation with other City agencies, departments and private partners. These partners include 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

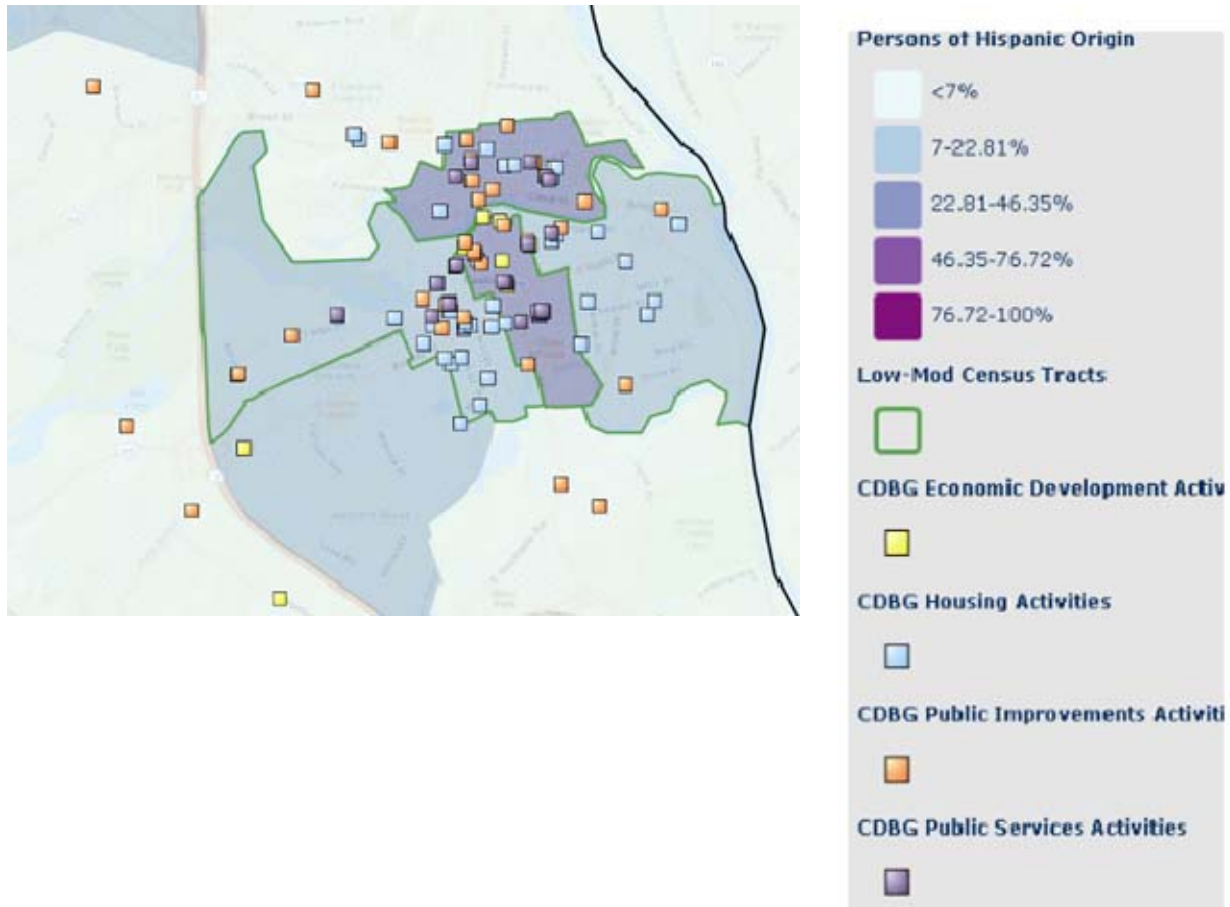
- Successfully launched a \$2.48M Lead Paint & Healthy Homes (LP&HH) grant from the U.S. Department of Housing and Urban Development., achieving 50% of the goal for total number of units to be addressed under the grant.
- Completed ten community facility improvement projects: Neighborhood Impact Initiative at Ledge Street School; 14 Court Street; PLUS Company parking lot; Bridges door replacement; Nashua Children's Home roof replacement; PAL fencing; PLUS Company automatic door openers; Tolles Street Mission heating; Community Garden; and Foster Square park.
- Housing efforts included rehabilitation of 6 owner-occupied properties; preserved 28 affordable housing units; and provided direct fair housing education to 60 individuals.
- Provided two loans to micro-enterprises (small businesses) through the CDBG revolving loan fund.
- Assisted four public service agencies with operating costs, reaching 406 low-income households.

Staffing

The staffing level increased by 2.6 full time equivalent positions in FY13 due to the HUD Lead Paint & Healthy Homes Grant. These new positions are focused on achieving the aggressive goals of the grant, however, UPD was able to utilize the new capacity to help offset the federal budget reductions. The intent was to streamline UPD's services and offer a "one-stop" qualification and remediation process for housing rehab and lead paint. One full time CDBG/HOME funded position remains unfilled.

Geographic Distribution of CDBG funds:

The map below shows the physical location of activities, to date, in relation to areas of low-income and ethnic concentrations.

**Community Development Block Grant (CDBG) Activities****Public Facility Improvements**

The Urban Programs Department oversees all aspects of CDBG-funded public facility improvements (brick & mortar) for all outside agencies. 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. Descriptions of physical projects completed in FY13 are as follows:

PLUS Company: Parking Lot and Automatic Door Openers

- The parking lot repaving project, funded in FY12, was completed just at the start of FY13. \$27,300 of CDBG funds leveraged \$34,087 of private funds for a total project cost of \$61,387.
- The automatic door-opener project was funded and completed in FY13 for a total cost of \$33,230 of which \$25,000 was covered by CDBG.

Bridges: Domestic and Sexual Violence Support

This FY13 project, replacement of exterior doors at 33 East Pearl Street, was completed with \$1,683 under budget at a cost of \$6,878. The new doors will provide greater security and energy efficiency.

Nashua Children's Home

The roof replacement, funded with the FY13 grant, was replaced at the main facility located at 125 Amherst Street. The roof was actively leaking in several locations causing damage to ceiling tiles and floors. The repair affected a total of 48 children living in the facility throughout the year. Total cost was \$25,261 (\$439 under budget).

Police Athletic League (PAL)

Fencing improvements were completed, using FY13 CDBG funds in the amount of \$2,990 (\$3,010 under budget). The height of the existing fence was increased to accommodate the basketball courts and a gate was added for better vehicular access.

14 Court Street

\$5,000 of FY2010 CDBG funds were expended to install automatic, handicap accessible doors.

Tolles Street Mission

A new heating system was installed in the food pantry portion of the building located at 52 Whitney Street. The total project cost was \$13,000, \$236 under budget.

Mayor's Neighborhood Impact Initiative

This initiative was created in FY11 to address various neighborhood needs. Funds were spent in FY2013 in coordination with the "Big Day of Serving" volunteer effort that focused on installing an outdoor classroom at Ledge Street elementary school. Work included installation of a frog pond, new path leading to the area, planting of a tree, flowers, garden boxes, mulching, building benches of recycled materials and construction of a storage shed and sandbox. Eligible material costs totaled \$4,241.

Heritage Rail Trail:

A lighting consultant was hired to analyze and prepare specifications for lighting the Nashua Heritage Rail Trail. A portion of the contract has been paid for delivery of the plans. FY14 funds allocated toward this project will enable staff to obtain bids and complete the project in the upcoming year.

Community Garden: \$2,601 of FY2010 funds was spent to install community gardens at the Ledge Street Elementary School.

Foster Square Park: \$6,776 of the \$14,276 budget was expended for improvements to this park located at the intersection of Whitney and Lock Streets.

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. Completed renovations to six owner occupied properties, with another seven underway and expended total of \$180,440 in CDBG funds.

The table below summarizes the specific housing objectives the City achieved in FY2013:

Specific Objective	Performance Indicators	FY13 Goal	FY13 Actual	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	30	28	-	28	-
Ensure safe, sanitary housing and prevent housing discrimination	# of families assisted	15	60	-	-	60
Improve the quality of existing housing stock available to LMI households	# of properties assisted through the Housing Improvement Program and/or energy efficiency retrofits	8	6	1	1	4
Increase home ownership in areas of LMI concentrations to increase income diversity	# of households who purchase a home as a result of receiving counseling or down payment assistance	20	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 assistance and tenant based rental assistance. Assisted units are closely monitored to ensure occupancy of eligible low-income households, rent limits and other requirements.

During FY13, the City utilized \$1,040,000 of HOME funds to assist the 101-unit development project known as Cotton Mill Redevelopment. At least half of these units will be restricted to low-income occupancy. The financing of this project is very complex and combines low-income housing tax credits, historic tax credits, State and City HOME funds, a \$2.5 million CDBG Section 108 loan from the City, private financing and local tax incentive districting. 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 underway with an estimated completion in spring 2014.

HOME funds also assisted Habitat for Humanity in acquiring the property located at 45-47 Chestnut Street. This eight-unit property was destroyed by fire and sat vacant for nearly two years. Habitat for Humanity demolished the existing structure and plans to construct a two-family, condex-style, home. Each unit will be occupied by low-income home owners. A total of \$325,800 is allocated, with \$173,821 spent in FY13 on acquisition, demolition and site clearance. Construction is planned to begin in late spring 2014.

Lead Hazard Control Activities

The City was awarded another Lead-Based Paint Hazard Control Grant (LBPHCG) from HUD's Office of Healthy Homes and Lead Hazard Control in June 2012. Under this grant at least 140 units, occupied by low income households, will be made lead-safe. Furthermore, this grant aims to formalize a regional healthy homes network in partnership with City of Nashua's Division of Public Health and Community Services (DPHCS). A small number of properties assisted under the grant will also receive healthy homes assessments and minor remediation. During FY13, approximately one year into the grant, about 71 units have already been made lead-safe.

The City of Nashua's Division of Public Health and Community Services (DPHCS) provides free blood lead screenings, education and home visits with a specialist from the Environmental Health Department. Nurses offer one-on one education with parents of children with elevated blood lead levels. The City is working toward reaching a "One Touch" approach in dealing with the multiple health hazards in homes. A one touch approach takes advantage of the fact that many different agencies may be visiting a home. Whoever is the first to get their foot in the door should identify the potential hazards, correct the problems, refer occupants to services or educate, thus reducing the number of visits/agencies to one home. Keeping this goal in mind, the City's Code Enforcement Department has been trained to recognize potential lead hazards, especially in homes where young children reside, and make referrals to the Lead Grant Program. The DPHCS coordinates the Nashua Lead and Healthy Homes Action Committee which brings a diverse group of key stake holders to the table.

Economic Development

Financial and technical assistance provided through Nashua's economic development programs has been valuable in this time of economic crisis. Businesses have reported the lack of cash-flow and availability of loans through traditional lending. The CDBG Economic Development Revolving Loan fund, originally seeded with stimulus funds, is in full swing. The initial pool of funds (totaling \$71,000) was loaned in prior fiscal years. Each of those loans are now in repayment and generated a total of \$17,059 in revenue to the loan pool this fiscal year. From those repayments, the Office of Economic Development approved two new loans:

- Coast 2 Coast Jewelry \$8,500; 48 months; 10% interest
- Eric's Main Street Bakery \$8,000; 36 months; 8.25% interest

Human Services Program Support

The following agencies were awarded CDBG awards to provide services to low income individuals:

FY13 Public Service Projects	Individuals Assisted			
	Very Low	Low	Moderate	Total
Bridges (households)	7			7
Front Door Agency (households)	31			31
Marguerite's Place (households)	40	2		42
Nashua Soup Kitchen & Shelter	326			326
TOTALS	404	2		406

PLANNING

NASHUA CITY PLANNING BOARD

Chair	Kenneth O. Dufour
Vice Chair	Adam C. Varley
Secretary	Dan Kelly
Member	Scott LeClair
Member	Edward Weber
Member	David Robins
Alternate Member	Thomas Ireland
Alternate Member	Steve A. Zedeck
Mayor's Representative Member	VACANT
Ex-Officio Member	Mayor Donnalee Lozeau
Ex-Officio Member	Steve Dookran, City Engineer
Aldermanic Representative, Ex-Officio	Kathy Vitale, Alderman
Alternate Aldermanic Rep., 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 2013, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Mathew Taylor, Christine Webber, Marcia Wilkins, Christopher Sullivan and Linda Panny), reviewed and approved 10 conditional use permits, 15 subdivisions, 78 site plans and amendments and no 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

Development Review Team

Deputy Manager Development Review

Matthew Taylor, AICP

Planner I

Linda Panny

Department Coordinator

Christine Webber

Zoning and Land Use/Sign Permit Team

Deputy Manager Zoning

Carter Falk, AICP

Zoning Coordinator

Mindy Lavallee

Planner I

Marcia Wilkins

Master Planning and Environment

Planner II

Christopher Sullivan, ASLA

Mission

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

Overview

The Planning Department experienced another active year in Fiscal Year 2013 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 103 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 121 ZBA applications for variances, special exceptions, rehearing requests equitable waivers and minor home occupations. The Department also assisted the NCC with 24 wetlands applications, and the HDC with 10 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 928 land use permits, 28 minor home occupations and 98 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 FY14.

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.

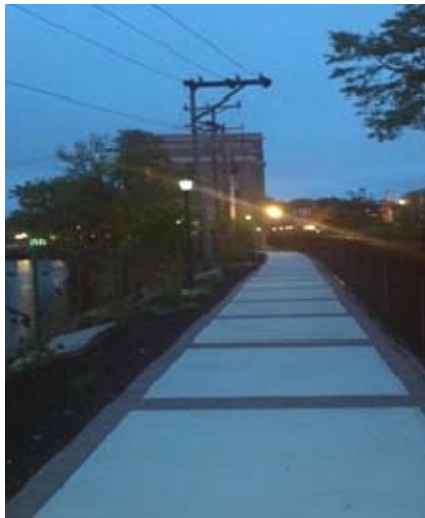
The Department continues to provide assistance to the Nashua Conservation Commission to select and acquire easements, development rights or purchase to preserve some conservation and historically significant properties around the City.

Planning Department Projects

Ledge Street Planters



Margaritas to Jackson Fall Riverfront Trail – New Concrete and Brick Trail



Solar Lights

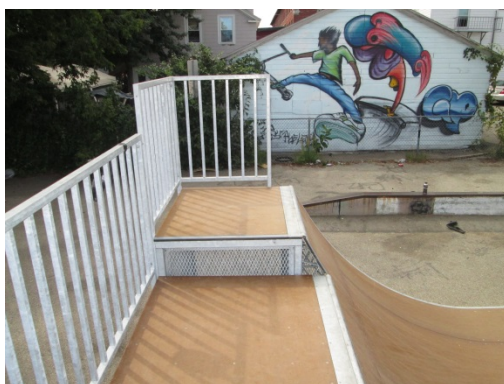


New Railing

Granite Fountain at Park Social at Labine



New Half Pipe at Ash Street Skate Park



NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

Mayor (Ex-Officio)

Chair, Registered Architect

Alderman

Architect

Local Non-profit Historic Organization

Nashua City Planning Board

Member

Member

Alderman Alternate

Alternate

Alternate

Donnalee Lozeau

Robert Sampson

Diane Sheehan

Michael K. Findley, AIA

Frank Mellen

Vacant

Christopher Barrett

Norman G. Pare, Jr.

Barbara Pressly

Judith Carlson

Sally Grigas

Overview

Nashua's Historic District preserves a unique part of our City's heritage. To save both the heritage and property values within the District, a Historic District Commission and rules were established by City Ordinance. These rules and a required review by the Commission of proposed changes apply to all residential and commercial buildings, however used, within the District. In addition, all proposed changes for alterations, additions and new construction must conform to the Secretary of the Interior's Standards of Rehabilitation.

Approval is not required for:

- Ordinary maintenance and repair, siding or painting as long as it does not alter or destroy any of the architectural features of the building,
- Roofing or re-roofing, providing the roof plane remains the same,
- Storm windows and doors as long as the existing architectural elements are left intact.

The Historic District Commission's approval of changes to appearance does not, however, eliminate the need for a Building Permit. Nashua's Historic District Commission is committed to an orderly and reasonable process for saving our heritage.

Summary

With technical assistance from Planning Department staff, during Fiscal Year 2013, the NHDC reviewed and acted upon 10 building permit applications.

NASHUA CONSERVATION COMMISSION

Chair	Michael Gallagher
Vice Chair	Cynthia Overby
Clerk	Richard Gillespie
Treasurer	Nicholas Frasca
Member	Peggy Trivilino
Member	Carol Gorelick
Member (Alternate)	Sherry Dutzy
Member (Alternate)	Andrew Morin
Aldermanic Liaison	Daniel T. Moriarty
Aldermanic Liaison (Alt)	Kathy Vitale

The Nashua Conservation Commission (NCC) is pleased to report a very successful and productive 2013. Three important administrative tasks were completed: the Bylaws for the Commission were rewritten and adopted, a comprehensive stewardship plan was completed for the previously purchased Terrell Homestead Conservation Area, and a conservation easement was negotiated on an additional 10 acres of Terrell land. The land has been recently purchased by The Nature of Things for an extension of their educational facilities.

The steady improvement in the economy was reflected in the number of applications coming before the Commission, both residential and commercial. Commission decisions on private residential applications mainly involved repairs or cleanup of wetland buffers prior to new construction. A large residential development involved several wetland crossings, buffer protection, invasive species removal, and construction of a paved trail on an old rail bed.

Commercial development activity was varied and widespread. The Flatley Company continued construction on their property in south Nashua. New activity involved several wetland crossings for roads to provide access to new areas of the property and development of a trail system between the residential and industrial facilities. Redevelopment of the former Nashua Motor Express site on Amherst Street into a retail area is underway with removal of contaminated soil and groundwater. The site will eventually have a modern stormwater treatment system and a smaller impervious footprint. Redevelopment of a former restaurant site at the Nashua-Merrimack border on Rte. 101A is underway. Encroachment into the wetland buffer of Pennichuck Brook will be reduced by removal of the building and attached deck. Stormwater capture and infiltration will be increased with improvements to drainage infrastructure and installation of a rain garden on the property. The development also has a smaller impervious footprint.

Several large infrastructure projects were either completed or are still in progress in the City. The installation of the inflatable flood gates on the Jackson Falls Dam was completed and water levels in the river and wetlands have returned to normal. The lowered water level during construction afforded the opportunity to remove considerable debris from the riverbed and banks. Repairs and improvements to the riverbanks also occurred at this time. Construction of the Broad Street Parkway is ongoing. Stormwater runoff will be greatly reduced with installation of several detention basins along the route and removal of old concrete slab foundations. The Manchester Street bridge over Pennichuck Brook is being replaced. The original granite block abutments are being preserved *in situ* as determined by the State Historic Preservation Office. The construction activity and schedule are sensitive to the proximity of a bald eagle's nest, first on the Merrimack side and now on the Nashua side of the brook. No construction activities are allowed during the breeding/nesting season. The adult pair has raised two chicks each season (2013, 2014).

Several new sections were added to the Downtown Riverwalk on the north side of the Nashua River. The paved walkway now extends from the newly opened Cotton Mill Bridge on the west to Margarita's Restaurant on the east. The views to the river and the historic mill buildings have been greatly improved with removal of numerous invasive species and replanting with appropriate native vegetation in this area. A small canoe/kayak launch has also been installed near the Greeley House west of the Main Street Bridge. And most recently, the NCC has approved a plan to improve and install a system of natural trails extending from the Gilson Road Rail Trail lot, through the Terrell Homestead Conservation Area to Groton Road, along Groton Road to Old Ridge Road and crossing unnamed conservation land between Ridge Road and Buckmeadow Road. Appropriate trail signage, barriers, kiosks, educational signs, and three wetland crossings are included in the plan. Monies will be drawn from the Nashua Conservation Fund, derived mainly from the Land Use Change Tax.

The last major structure in the City's Combined Sewer Overflow mitigation plan is under construction near Bridge Street at the Merrimack River. The facility includes a 1M gal. underground storage tank, a screening and disinfection plant, and overflow pipeline with outfall on the Merrimack River. The outfall structure and a small portion of the pipeline are the only structures within the purview of the NCC. These parts of the facility have not been constructed at this time but are designed to be minimally invasive with the pipe being installed without excavating the ground surface and exiting into a sheetpile pit on the riverbank.

The NCC has continued our annual easement monitoring and report responsibilities. As always, Nashua residents who are interested in preserving our open space, natural resources, and rural heritage, are welcome to attend our meetings or become a member of the Commission. We meet the first and third Tuesday of each month at 7:00 in Rm. 207 of City Hall. July and August are only the first Tuesday. Agendas are available on the City website gonashua.com.

Respectfully submitted,
RP Gillespie, Clerk, NCC

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair	Gerard Reppucci
Vice Chair	Jonathan Currier
Member and Clerk	Richard Johnson, Jr.
Member	Rob Shaw
Member	Jean-Paul G. Boucher
Alternate	Robert Carlson
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 2013 the Zoning Board of Adjustment considered:

	<u>Requests</u>	<u>Denied</u>	<u>Granted</u>
Variances (dimensional)	56	6	50
Use Variances	5	1	4
Special Exceptions	26	1	25
Rehearings	2	20	0
Appeals	0	0	0
Equitable Waivers	0	0	0

Total Requests Considered by the ZBA: 121

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

Angelo Marino
Andrew LeMay
Douglas Dame
Gary Turgis
Gregory Turgis
Louise Brown
Cheryl Walley
Ashley Lavoie
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, including Special Revenue and Enterprise Funds. 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

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.

TAX COLLECTIONS

Deputy Treasurer/ Deputy Tax Collector
DPW Billing Accountant
DPW Collections Accountant
Customer Service Representative
Revenue Coordinator
Revenue/Service Specialist
Motor Vehicle Supervisor, Vehicle Registration

Ruth E. Raswyck
Denise Lieberman
Susan Miele
Sylvie Corriveau
Susan Martinelli
Darlene Carter
Nancy Naples

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. The Chief Financial Officer and the City Treasurer are responsible for the management of the City's debt. The city also displays strong financial management practices, which are evidenced by consistently strong operating

results and above-average reserves. 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. 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.

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.

NASHUA FIRE RESCUE

NASHUA FIRE RESCUE COMMISSIONERS

2012 - 2013

Paul Garant, Chairman

Ralph Kelloway, Vice Chairman

Michael Soucy, Clerk

David Lavoie

Kevin Gage

CHIEF

Brian W. Morrissey

ASSISTANT CHIEF

Steve Galipeau

DEPUTY CHIEF

Michael O'Brien, Kevin Kerrigan

Brian Rhodes, Karl Gerhard

EXECUTIVE ASST.

Earlene Davis

ADMIN. ASST.

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

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

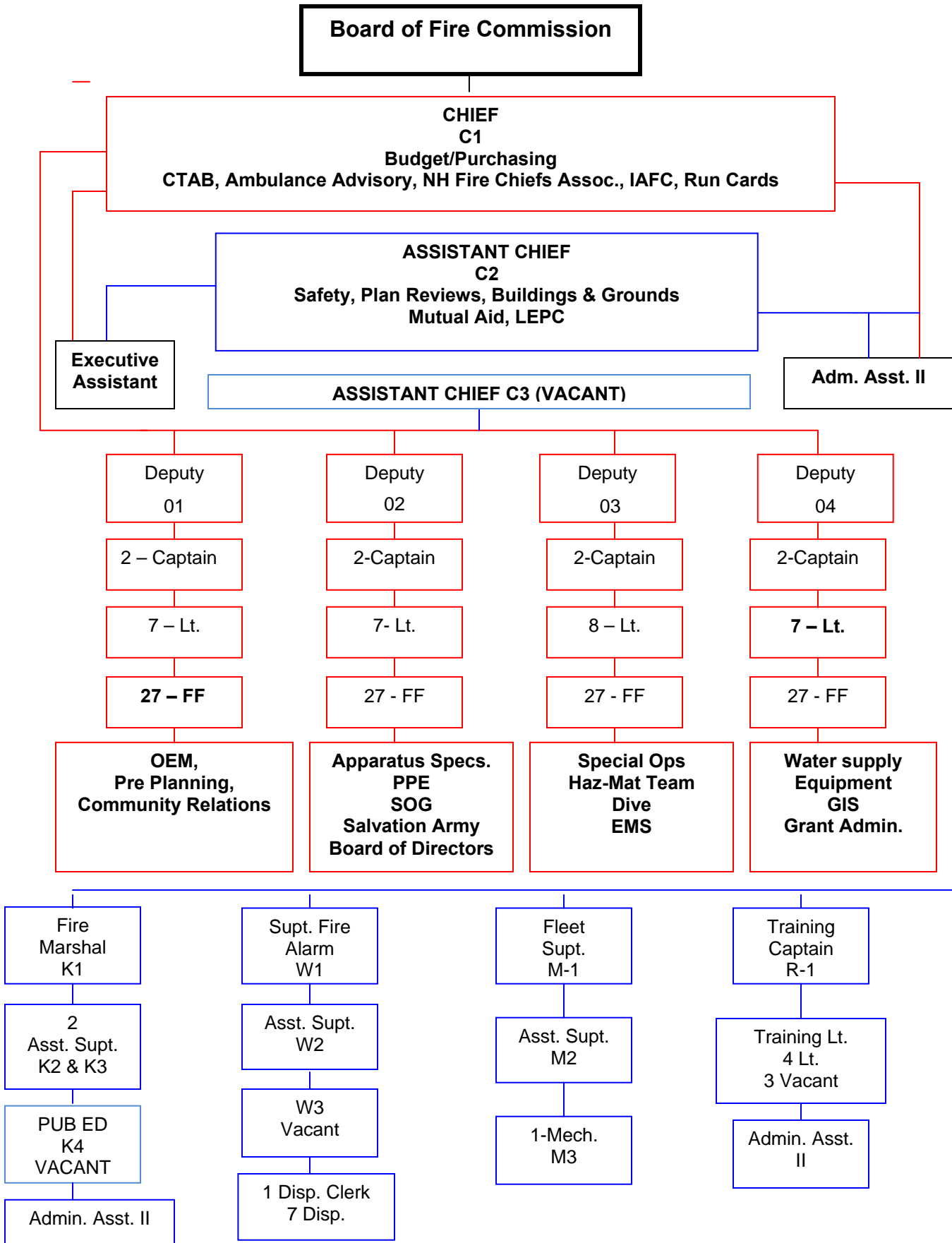
The primary responsibilities of the Department include suppression and prevention of fires, pre-hospital emergency medical care, rescue of persons from vehicle, water or ice related emergencies. Department members routinely participate in fire suppression and emergency medical training also additional 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 100' Aerial Ladder was placed in service at Ladder 1. The new Ladder replaced a 1995 unit that had been in service for 18 years. The 1995 Ladder will remain on the active roster as a reserve Unit for continued use when conditions warrant. A 2012 Chevy Tahoe was placed in service for the Training/Safety Division.

Personnel Changes

During FY13 the following occurred: Retired with 35 years, Deputy Fire Chief Daniel Cronin, 25 years Captain Alan Borneman, Firefighters Jason Varney 27 years and Ron Sage 28 years; Promoted to rank of Deputy Fire Chief, Karl Gerhard: Promoted to the rank of Captain: James Kirk, Gordon Wilson, Scott Carrigan, and Steve Buxton: Promoted to rank of Lieutenant: Christopher Dias, Patrick Nelson, and William Campbell: Hired: Firefighters James Waller, Michael Hatfield, Jeremie Galipeault, Thomas Keefe, Derek Franzek, Patrick Reardon, Jacob Dodge, Peter Gagnon, Benjamin Lefebvre, Ryan Morse: Dispatchers: Jeffrey Labrie, Amanda Cormier. Resigning Dispatcher Kelly Carter.



City of Nashua

[*]Floater [T]Haz Mat Tech [D]Diver - Line up Capt., Lt., Engine Driver, Ladder or Tower Driver TT - Temp Transfer Eff. 6-30-13			
Nashua Fire Rescue - Department Roster			
Chief Brian Morrissey		Assistant Chief Steven Galipeau	
Deputy Chiefs			
Dep. O'Brien Sr, Michael	T Dep. Rhodes, Brian	TD Dep. Gerhard, Karl	G T Dep. Kerrigan, Kevin
Group 1	Group 2	Group 3	Group 4
	Amherst Street Fire Station		
T Lt. Kolden, Erik	T Capt. Walker, George	TD Lt. Sassak, David	TD Lt. Bartlett, Russell
TD Lt. Tremblay, Eric	D Lt. Haynes, Mark	TD Lt. Carrigan, Scott	TD Lt. Allison, Jeffrey
Pvt. Battistelli, Eric	T Pvt. Saunders, Troy	Pvt. Monaco, Al	D Pvt. Keeler, Bradley
T Pvt. Labrecque, Raymond	Pvt. Lajoie, Peter	Pvt., Makarawica, Keith	TD Pvt. Hebert, Cyrus
Pvt. DeRubbio, Anthony	Pvt. Lambert, Jason	TD Pvt. Duclos, Michael	TD Pvt. Cote, Stephen
* Pvt. Jubert, Ross	TD Pvt. Sice, Michael	Pvt. Johansson, Michael	Pvt. Worcester, Gerald
* Pvt. Garland, Richard	T Pvt. Maeder, Brian	D Pvt. Scire, Robert M.	TD Pvt. O'Brien Jr., Michael
* FFOP Waller, James	* Pvt. Morrissey Jr., Brian	* Pvt. Donaldson, Jeffrey	* FFOP Franzek, Derek
	Lake Street Community Fire Station		
TD Lt. Perault, Thomas	TD Capt. MacDonald, Glen	T Lt. Soucy, Timothy	T Lt. Teague, Daniel
T Capt. Wilson, Gordon	T Lt. Perault, Matthew	T Lt. Lingley, Thomas	T Lt. Perault, David
T Pvt. Shea, William	T Pvt. House, Brian	D Pvt. LaFleur, Michael	T Pvt. Curran, Michael
TD Pvt. Bollengier, James	T Pvt. Douzanis, James	T Pvt. Koser, Ronald	T Pvt. Melchionne, Michael
TD Pvt. Frazier, John	TD Pvt. DuVarney, Michael	TD Pvt. Harrington, Brian	TD Pvt. Oleksak, William
T Pvt. Anderson Jr., Keith	TD Pvt. Tapply, Mark	TD Pvt. Robert, David	T Pvt. Farrar, Cory
TD Pvt. Phillips, Steven	T Pvt. Nielsen, Glenn	T Pvt. Anderson, Wayne	TD Pvt. Rioux, Justin
FFOP Morse, Ryan	* FFOP Keefe, Thomas	FFOP Lefebvre, Benjamin	FFOP Gagnon, Peter
	Spit Brook Road Fire Station		
TD Lt. Armstrong, Nathan	TD Capt. Buxton, Steve	T Lt. Quimby, Sage	TD Lt. Telgen, Glenn
T Lt. Wyman, Jess	T Lt. Crowell, Richard	Lt. Mobley, Scott	D Lt. Flynn, Steve
D Pvt. Paris, John	Pvt. Drugan, Greg	Pvt. Deslauriers, Judith	Pvt. Carter, Mark
Pvt. Deslauriers, Donald	Pvt. Petrain, Timothy	Pvt. Flagler, Alex	D Pvt. Conway, Stephen
Pvt. Young, Thomas	Pvt. Anderson, Brett	Pvt. Surette, Michael	D Pvt. Silva, Scott
Pvt. McInnis, Michael	Pvt. Ellia, Matthew	Pvt. Fitz, Shawn	D Pvt. Curran, Jonathan
* Pvt. Larson, Fred	D Pvt. Keohane, Timothy	* Pvt. Dungan, Robert	* FFOP Galipeault, Jeremy
FFOP Kerrigan, Patrick	FFOP Dodge, Jacob	* FFOP Hatfield, Michael	* Pvt. Hansen, Joshua
	East Hollis Street Fire Station [Crown Hill]		
TD Lt. Parzych, Matthew	TD Lt. Nelson, Patrick	T Lt. Wholey, Mark	TD Capt. Barrows, Robert
T Pvt. Leighton, Ryan	D Pvt. Dionne, Nicholas	TD Pvt. Reed, Julian	Pvt. DeRusha, Joseph
T Pvt. McAllister, John	Pvt. Chacos, Thomas J.	T Pvt. Belanger, Keith	Pvt. Wholey, Thomas
* Pvt. Farrell, William	* Pvt. Cronin, Ryan	* Pvt. Hebert, Joseph	* Pvt. Leblond, David
	Pine Hill Road Fire Station [Airport]		
Lt. Kass, Michael	T Lt. Atkinson, William	TD Lt. Simard, Matthew	T Capt. Finnerty, Thomas
Pvt. Meyer, Richard	Pvt. Marquis, Timothy	T Pvt. Doherty, Daniel	T Pvt. Lanzara, Thomas
Pvt. Petrain, Anthony	* Pvt. Clark, Benjamin	* Pvt. McGovern, Michael	* Pvt. Alvarez, Angel
* Pvt. Marich, Chris	* Pvt. Pelletier, Kevin	FFOP Reardon, Patrick	* Pvt. Chamberlain, Shawn
	Conant Road Fire Station		
T Lt. Desjaden, Darren	T Lt. Bernier, Richard	TD Lt. Dias, Christopher	T Capt. Kirk, James
Pvt. Lamb, James	Pvt. Rapsis, Douglas	Pvt. Pimental, Manuel	Pvt. Weeks, Todd
TD Pvt. Rioux, Chad	T Pvt. Labrecque, Kyle	Pvt. Sewade, Shane	Pvt. Henry, Steven
* Pvt. Douzanis, Andrew	*D Pvt. Martineau, Andrew	* Pvt. Palizzolo, William	* Pvt. Turgeon, Chris
Exec. Admin. Asst. Earlene Davis		Support Services Admin. Asst. II Anne-Marie Boucher	
Fire Marshal	Training/Safety Division	Mechanical	Fire Alarm/Communications
FM Bautista, Cynthia	(T) Capt. Rick Conway	M1 - Stepney, Thomas	W1 - Jeremy Audette
Insp./Invest. Rapaglia, Mark	Lt. William Campbell	M2 - Powell, David	W2 - Peter Collishaw
Insp./Invest. Pouliot, Adam	Admin. Asst. II Dawn Roy	M3 - Stepney, Nick	Cahill, Jen, Hill-Filteau, Sharyn
Admin. Asst. II Morse, Brenda			Carter, Kelly, Murphy, Eric
			Govostes, Rebecca, Ball, Kyle
			Labrie, Jeff, Cormier, Amanda

FIRE MARSHAL

Cynthia Bautista
Mark Rapaglia
Adam Pouliot
Brenda Morse

City of Nashua Fire Marshal
Investigator/Inspector
Investigator/Inspector
Administrative Assistant

The Fire Marshal's Office function is to support the mission of Nashua Fire Rescue through innovative, effective, and efficient Community Risk Reduction Service. Most community problems, including fire and injury are multi-faceted and in many cases extend beyond the borders of the community.

As the "Keeper of Record" for all incident, inspection, and permitting reports, the Fire Marshal's Office was a front row participant in the operation, training, and administration of Nashua Fire Rescue's recordkeeping system. This system allows us to integrate our Dispatch, Inspection, Permits, and Incident Reporting system into the same database, which allows all personnel access this valued information at the touch of a key. In addition, the implementation of Mobile Data terminals in the Fire Department Vehicles provides us 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 down our responsibilities into three basic functional areas. We hope you find this format easy to use and understand. Thank you for allowing us the opportunity to serve the citizens of Nashua.

New Construction Review, Permits, Fire Inspection, and Code Enforcement

New Construction

302 Building Permit Applications
85 Site Plan Reviews
238 Fire Protection System Permits Reviewed
168 Certificate of occupancy

Inspections

638 Places of Assembly
74 Schools
93 Day Cares
22 Board and Care
49 Foster Homes
16 Health Care Facilities
37 Residential
31 Business Occupancies
42 Mercantile (Retail)
32 Storage
308 Fire Protections Systems
238 Other Inspections

Permits & Fire Reports

238	Fire Protection Systems Permits
589	Places of Assembly
39	Storage of Hazardous Materials
8	Blasting
4	Abandon/Removal of Underground Tanks
7	Fireworks
89	Shows (Carnivals, Circuses, Block Parties, etc.)
17	Fire Reports to Insurance Companies
12	Environmental Searches

\$108,613.27 Income Received from Permits, Reports, Grants, Contributions, etc.

Meetings: 1130 Meetings Attended

Fire Investigation Unit

The 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

46	Fires
42	Juvenile Fire setter Interventions
131	Other Investigations (including complaints)

Public Education/Injury Prevention/School Outreach

Monetary donations allow us to provide public education/injury programming. 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 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 your and their families for proper intervention.

These programs have been provided with 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

33	Talks Given
1	Press Release
5	Public Education Meetings
13	Evacuation Drills
25	Other- Fire Guard, Safety House, Public Education

Requests for Information

8802 Information Given

*Respectfully submitted,
Cynthia Bautista
Fire Marshal*

MECHANICS DIVISION

**Superintendent /Mechanic
Assistant Superintendent/Mechanic
Mechanic**

**Thomas Stepney
David Powell
Nicholas Stepney**

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 – System Maintenance
1 Bucket Truck
1 Cable Trailer

Building Maintenance

1 Chevy S10 Pick-up

Mechanics Division

3 Ford Pick-Ups – Service/Fuel/Plowing
1 Air Unit
1 Air Trailer

Training/Safety & Special Operations Division

1 Ford Explorer – Training Safety Officer	
1 Chevy Tahoe – Field Safety Unit	
1 Cube Van – Dive Equipment	2 Hazardous Materials Vehicles
1 Boat Trailer	1 Decon Trailer
2 Dive Boats	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.

TRAINING/SAFETY DIVISION

Captain Training/Safety
Lieutenant Training/Safety
Administrative Assistant II

Richard A. Conway
William S. Campbell
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 TriTec. All training records, including daily and quarterly objectives, have been transferred to the paperless system. In addition, all quarterly and Probationary Firefighter training programs have been moved to the Fire Dept. "S" drive on the main computer. The Division is in the process of automating our National Registry recertification by registering all Nashua Fire Rescue EMS Providers via online registration which will allow us to track and maintain all recertification hours and we will be able to renew all our providers electronically, this will be a huge undertaking by the division and will result in streamlining our yearly recertification process.

In-house resources were again utilized to facilitate various trainings which included the following, RIT Trainings, Multi Company Roll in Drills, and 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.

During the fall of 2012 and spring of 2013, the Training/Safety Division completed the development of a Recruit Eligibility List and completed two in-house Recruit Academies with the hiring of 11 new Firefighters. 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 also participated in the testing and hiring of 2 new Dispatchers, along with helping to prepare an eligibility list good for the year.

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, a Fire Lieutenant 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 department 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, the neighborhood watch group 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*

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 process of conducting an assessment of the Position Description Forms (PDFs) for citywide positions has continued. HR is continuing to provide PDFs which 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, 2798 completed applications for employment were reviewed and processed by Human Resources. These applications for employment do not include those applications received by the Fire Department, the Police Department for Uniformed/Sworn Police positions, and the Nashua School District. Human Resources posted a total of 88 positions and 87 regular employees and 74 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.

During this fiscal year, 89 regular full-time, regular part-time employees and seasonal terminated their employment with the city, and of these 24 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 as of June 30, 2013 were 830.

INFORMATION TECHNOLOGY DIVISION

The Division is made up of **Information Technology** and **Nashua CTV – Public, Government and Education TV**.

Bruce Codagnone

Ann Surwell

CIO / IT Division Director

Administrative Assistant II

Nick Miseirvitch

Richard Pearl

Ken Britton

Justin McGonigle

Infrastructure Team Supervisor

Enterprise System Administrator

IT Infrastructure Team

Web Designer

Dan McMullen

Sherry Puchacz

Nathan Lloyd

Tech Support Team Supervisor

Tech Support Team

Tech Support Team

James Molony

Marcia Rogowsky

Michael Roy

Cindy Loefstedt

Applications Development Project Leader

Applications Developer

Applications Systems Administrator

Applications Analyst

Jeff Poehnert

Pete Johnson

Nashua CTV

Nashua CTV

Information Technology

- 13 Full-time staff members
- Supporting 34 City-wide locations
- Supporting over 240 software applications
- Maintaining over 400 pages on City Internet site
- Processing over 300,000 emails per month, of which, 80% are SPAM and do not reach the intended recipient
- 3,000 ERP users
- Over 600 desktop PCs and 150 printers
- 280 voice & data lines, full high-speed municipal broadband network
- Approx. 100 servers & 70 network devices (switches, routers, access points)
- 6,200 work orders closed in FY2012
- Emergency Operations
- IT Staff Technical Training
- End User Training

Executive Summary

Governments at all levels are under pressure to deliver more for less, whether this pressure comes from Federal or State mandates or citizen needs. In particular, citizens are demanding from government, the service levels, convenience and quality that they have come to expect from the private sector. Considering the challenges that confront City government, information technology (IT) must deliver tangible business value by improving productivity and reducing costs.

The City of Nashua, NH Information Technology (IT) Division is no different and will continue to pursue innovation, strategic development, and exemplary service delivery in coming years by implementing new processes and technologies to meet current and future technology needs of the City. The IT Division functions as an internal service, that is, we operate as an internal business supplying technical solutions to all departments. IT contributes to an efficient and productive City government while using modern information technologies to improve citizen access to government information and services.

Mission Statement

The mission of the City of Nashua Information Technology Division is to provide high quality innovative, secure, efficient and cost-effective services. Work as a team to identify best practices for services while being respectful of taxpayer dollars.

Attract and retain employees with appropriate technical skills, enthusiasm to learn, ability to teach and the passion to provide high quality program, project and operations services to city departments and public sector.

FY2013 Major Accomplishments

- First full year on Lawson for Fin/Pro and Completed first Financial closing in Lawson
- Implemented HCM in Lawson – data conversion; security configuration; reports
- Implemented Kronos for Time & Attendance City wide – Telestaff; Work Force Central; TimeClocks
- Implemented new parking kiosk, permitting, and citation enforcement system
- Assisted with City Clerk remodeling to insure adequate voice and data drops available
- Performed operating system and driver updates on City SAN (Storage Area Network) multi-site Infrastructure
- Upgraded City Internet connection to increase bandwidth and reliability
- Negotiated reduced pricing with Telecommunications vendors
- Reduced and/or eliminated yearly maintenance costs for hardware and software
- Combined separate Wireless Access Points to a controlled Wireless Network system
- Expanded controlled Wireless Network system to larger Fire Stations
- Implemented Change Control Management system to track changes and identify downstream impacts – Change Requests and Security requests are now fully electronic with approval levels and auditing capability

- Merged separate Library Windows Domain into City's Windows Domain to increase visibility and information sharing, merged duplicate resources, and facilitated remote support ability
- Virtualized Library's new infrastructure
- Continued PC upgrades to Windows 7 compatible hardware; and upgrading users to Windows 7
- Upgraded switching hardware at DPW admin to increase routing capabilities for entire city for Disaster Recovery purposes
- Launched new Intranet site
- Implemented credit card payment system at City Hall coupled with credit card payments online
- Assisted Assessing office in upgrading GIS system to new hardware and latest software version

FY2014 Objectives

- Provide vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions. For example, exploring the benefits of Desktop Virtualization.
- Provide citizens, the business community and City staff with convenient access to appropriate information and services through technology by upgrading the audio/video capabilities of the Aldermanic Chamber and Auditorium.
- Partner with City departments to improve business operations by understanding business needs and by planning, implementing and managing innovative

technology solutions by developing a roadmap to retire the legacy ADMINS system and implementing a Citywide Licensing and Permitting solution.

- Maintain a secure reliable communication and computer infrastructure foundation on which to efficiently conduct City business operations today and in the future at competitive benchmarked rates.
- Effectively communicate information about plans, projects, and achievements to City staff and customers.
- Develop and maintain technically skilled staff that is competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.
- Ensure effective technical and fiscal management of the Division's operations, resources, technology projects and contracts.

Nashua CTV – Public, Government and Education TV

Mission Statement

Government TV 16

Nashua's Channel 16 offers non-commercial Government programming as a public service to the Community. Broadcasts include live gavel-to-gavel coverage of government meetings (including the Board of Aldermen), special programs about City government projects, and training programs. All Government programming is streamed live over the internet as well as archived for on demand access via the City's Website.



City of Nashua Aldermanic Chamber

Nashua ETV

Nashua's educational television channel 99 offers non-commercial Educational programming as a public service to the Community. Nashua ETV works with public and private schools to inform highlight and educate citizens about local school programs, events and goals. Nashua ETV is streamed live over the internet and archived for on demand viewing via the City's Website.



Nashua ETV on the road with the Board of Education



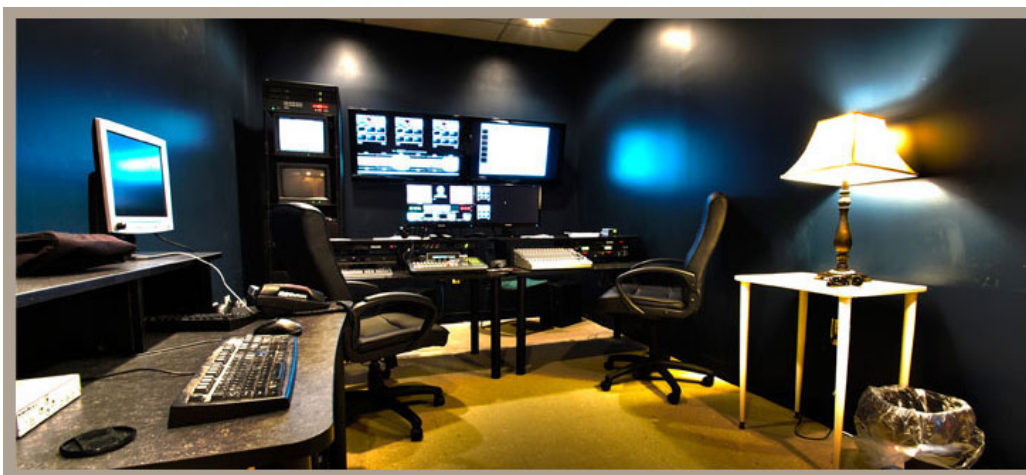
Videographer Tim O'Neil and announcers John Collins and Tom King get ready for the 1st Annual Midnight Madness basketball game



Video and Broadcasting Students following a televised Nashua Telegraph Candidate Interview with Mitt Romney

Access Nashua

Nashua's New Public Access Channel (96) offers non-commercial public generated programming as an added service to the Community. Access Nashua's broadcasts will include a wide variety of programming covering topics from A to Z. Some topics you will see are cooking, arts & crafts, health, current affairs, music, storytelling, history, political issues, and many others. Our purpose is to provide a medium for you, the public, to share your interests, thoughts and opinions with fellow citizens. Access Nashua is streamed live over the internet as well archived for on demand viewing via the City's Website.



Main Studio Control Room at Riverside Road Facility



Riverside Studio and Editing Bays

FY2013 Major Accomplishments

- Produced multi module marketing video for the Nashua Transit Department
- Worked closely with the Nashua Health Department in keeping citizens apprised of numerous health issues arising throughout the year.
- Developed rapid broadcast response procedures during emergencies through Emergency Management to disseminate vital information to the public.
- Developed and utilized mobile production package that enabled us to cover live on the road Board of Education Meetings as the board traveled to selected schools on a monthly basis.
- Developed and implemented event coverage strategy that enabled us to broadcast over 75 local sporting events at the Biddy, Scholastic, and Collegiate levels
- Worked with the Nashua Technology Center to evaluate upgrades to the Television Studio at Nashua High South.
- Access Nashua added 7 new program series to their existing line up of 8.
- Access Nashua established the “Friends of Nashua” non-profit group to assist in fundraising.
- A full Internship Program began within Access Nashua with a formal curriculum designed to teach camera, editing, and lighting techniques.
- Aired 1,566 individual programs over our three channels (Gov-199, ETV-522, Pub-845)
- Aired 12,958 replays over our three channels (Gov-2760, ETV-3571, PUB-6627)
- Added Nashua ETV program information updates to viewers via Facebook and Twitter.

FY2014 Objectives

- Upgrade all cameras in North High Lecture Hall to High Definition terminating to digital switching system
- Upgrade all cameras in City Hall Aldermanic Chamber to High Definition terminating to digital switching system
- Upgrade all cameras in City Hall Auditorium to High Definition terminating to digital switching system
- Expand our service to radio by obtaining a Low Power License that will serve as a programming venue as well as Emergency Broadcast conduit.

- Replace our switching system in our main Riverside Facility with a new digital TriCaster.
- Install Conversion to studio so facility can be used as an Operations Hub during emergencies. This will include Media Transfer stations for out of house Network Hook up during these situations.
- Expand Academic and Sport event coverage throughout school system.
- Expand our encoder/decoder capabilities for situations where coverage is necessary in areas with no broadcast window to Comcast.
- Expand the in house Intern program within Access Nashua.
- Increase locally produced programming series to 40 or more by the end of FY2014.

Former YMCA, Temple Street



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

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

DETAILED AUTHORIZED STRENGTH PAGE				
Department Members	Commission Authorized	Budget	Actual	Vacant Budgeted Positions
Sworn Personnel				
Chief of Police	1	1	1	0
Deputy Chief of Police	2	2	2	0
Captains	7	7	7	0
Lieutenants	9	9	9	0
Sergeants	23	23	23	0
Total Supervisors - Sworn	42	42	42	0
Patrolman, 2 nd , 1st	137	136	135	1
Total Officers - Sworn	137	136	135	1
Prisoner Transport Officers, P/T	0	1	1	0
Total P/T Officers - Sworn	0	1	1	0
Total Sworn Officer/Supv/Grant	179	179	178	1
Non-Sworn Members				
Animal Control Officer	1	1	1	0
Parking Enforcement Specialist II	4	4	3	0
Parking Enforcement Specialist II, PT	1	1	1	0
Total Non-Sworn Members	6	6	5	0
Merit Employees				
Business Manager	1	1	1	0
Administrative Project Specialist	1	1	1	0
Executive Administrative Assistant	1	0	0	1
Total Merit Employees	3	2	2	1
UAW				
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	0	1
NPD Computer Software Specialist	1	1	0	1
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
Total UAW Employees	15	15	13	2
Teamsters				
Custodian I	0	0	0	0
Custodian II	2	1	2	0
Custodian III	2	2	1	0
Auto Mechanic – 1 st Class	0	0	1	-1
Auto Mechanic – 2 nd Class	2	2	1	1
Records Technician I	5	4	3	1
Records Technician II	2	2	2	0
Account Clerk III	3	3	3	0
Secretary III	4	4	3	1
Legal Secretary	1	1	1	0
DV Secretary	1	1	1	0

City of Nashua

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
Total Teamster	34	31	29	0
Total Non-Sworn, Merit, UAW, Teamster	58	54	49	6
Civilian CT / Dispatch				
Dispatcher – Probationary	12	9	2	1
Dispatcher		0	5	0
Dispatcher-Shift Leader	3	3	1	1
Total Dispatch	12	9	8	1
Comm. Tech. – Probationary	12	12	3	0
Comm. Tech. I		0	9	0
Comm. Tech. II		0	0	0
Total CT	12	12	12	0
Total CT / Dispatch	24	21	20	1
Total Civilian Positions Combined	82	75	68	7
Grand Totals:	261	254	246	8

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



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.

GOALS AND OBJECTIVES FOR 2013

Goal #1

Provide highest degree of assistance to members who have been exposed to a stressful incident.

Objectives:

1.1 Establish Critical Incident Management Team.

- 1.1.1 Conduct application and selection process for new unit members.
- 1.1.2 Provide certified uniform training for all unit members.
- 1.1.3 Establish S.O.P. guidelines for operation of unit.
- 1.1.4 Establish partnership with local clinician for participation.

1.2 Establish Critical Incident Logistical Team

- 1.2.1 Define membership and responsibilities of each member.
- 1.2.2 Develop contingency plans for potential incidents.
- 1.2.3 Run "Officer Down" Tabletop exercise.
- 1.2.4 Evaluate Department response and identify areas to improve.

1.3 Update Emergency Contact sheet.

- 1.3.1 Include more options and better details for notifications.
- 1.3.2 Establish a more accessible location to maintain information.
- 1.3.3 Establish process for annual review and revisions of forms from every member.

Goal #2

Increase Staffing to meet the needs of the City of Nashua

Objectives:

2.1 Maintain our current authorized strength of 179 sworn officers throughout the year.

- 2.1.1 Conduct three police officer recruit tests throughout 2013.
- 2.1.2 Establish and maintain a pool of eligible police recruit candidates to be drawn from as vacancies occur.
- 2.1.3 Continue to recruit full time New Hampshire certified police officers who are interested in transferring to the Nashua Police Department for employment.

2.2 Determine the staffing needs of the Nashua Police Department.

- 2.2.1 Complete a comprehensive workload assessment for the Nashua Police Department.
- 2.2.2 Study the results of the completed workload assessment to determine where increased staffing may be necessary.
- 2.2.3 Identify how increased staffing could benefit the police department and the citizens of Nashua.

Goal #3

Enhance the *Rape Aggression Defense System* program

Objectives:

3.1 Ensure that department instructors receive training in specialized programs

- 3.1.1 Review the training files of the departments certified trainers to attain a standard minimum level of training.
- 3.1.2 Receive additional training pertaining to specialized areas, such as seniors, men or youth.

3.2 Implement the first RAD training for senior citizens

- 3.2.1 Establish liaison with Nashua Senior Center to coordinate outreach effort with training seniors.
- 3.2.2 Create literature to encourage participation of seniors in the program.
- 3.2.3 Develop lesson plans and testing methods regarding the program.
- 3.2.4 Conduct RAD training for senior citizens.

Goal # 4

To increase the daily operational efficiency of the Legal Bureau

Objectives:

4.1 Review current workflow processes in Legal Bureau

- 4.1.1 Collect information from all bureau staff concerning certain current processes used to collate information and documentation needed for use in all court proceedings.
- 4.1.2 To form a team of legal bureau member/employees to evaluate the current process used to compile all paperwork/forms needed for a prosecution file used during all court proceedings.

4.2 Establish a new workflow process

- 4.2.1 Create and implement a temporary/new procedure to streamline and create a more efficient work process for the compiling of documentation needed for all court proceedings.
- 4.2.2 Evaluate above process for effectiveness.
- 4.2.3 Permanently implement new workflow process.

Goal # 5

Establish a Forensic Crime Unit (FCU) and Decrease Child Sexual Abuse Image Exploitation through Implementation of the FCU.

Objectives:

5.1 Institute a Forensic Crime Unit/ Cybercrime Unit/ Technical Investigations Unit.

- 5.1.1 Construct a physical Forensic Lab for electronic analysis within the Youth Services Division.
- 5.1.2 Develop Standard Operation Procedures for the FCU to ensure compliance with any accreditation and legal standards.
- 5.1.3 Establish chain of command for the FCU and assign personnel responsible for conducting forensics on electronic media.
- 5.1.4 Ensure assigned personnel obtain up to date training for forensic processing of electronic media.
- 5.1.5 Complete a training program designed to certify assigned personnel in forensic analysis.

5.2 Decrease Child Sexual Abuse Image Exploitation through implementation of the FCU.

- 5.2.1 Continue to collaborate and train with the New Hampshire Internet Crimes Against Children (NHICAC) Task Force.
- 5.2.2 Assign a Detective to proactively investigate child sexual abuse enticement & exploitation investigations on a full time basis.
- 5.2.3 Utilize available resources (both budgetary and grant based) to maintain appropriate levels of equipment and software licensing for the FCU on an annual basis.

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 the 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.



**NASHUA POLICE
DEPARTMENT
JULY 1, 2012 - JUNE 30, 2013**

***CALLS FOR SERVICE:
103,384***

PERSONS ARRESTED: 4,454

DWI ARRESTS: 264

DRUG ARRESTS: 478

TRAFFIC ACCIDENTS 3,560

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 One Thousand Three Hundred and Seventy (1370) 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 three active patrol canines.



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.

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 2013, the Nashua Police Department responded to 1,762 domestic complaints to include 1,054 verbal domestics. The Nashua Police Department made 708 domestic related offense arrests.

Polygraph Unit

The Nashua Police Department has members trained in polygraph science. Currently there are four (4) 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 (13) thirteen 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 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.

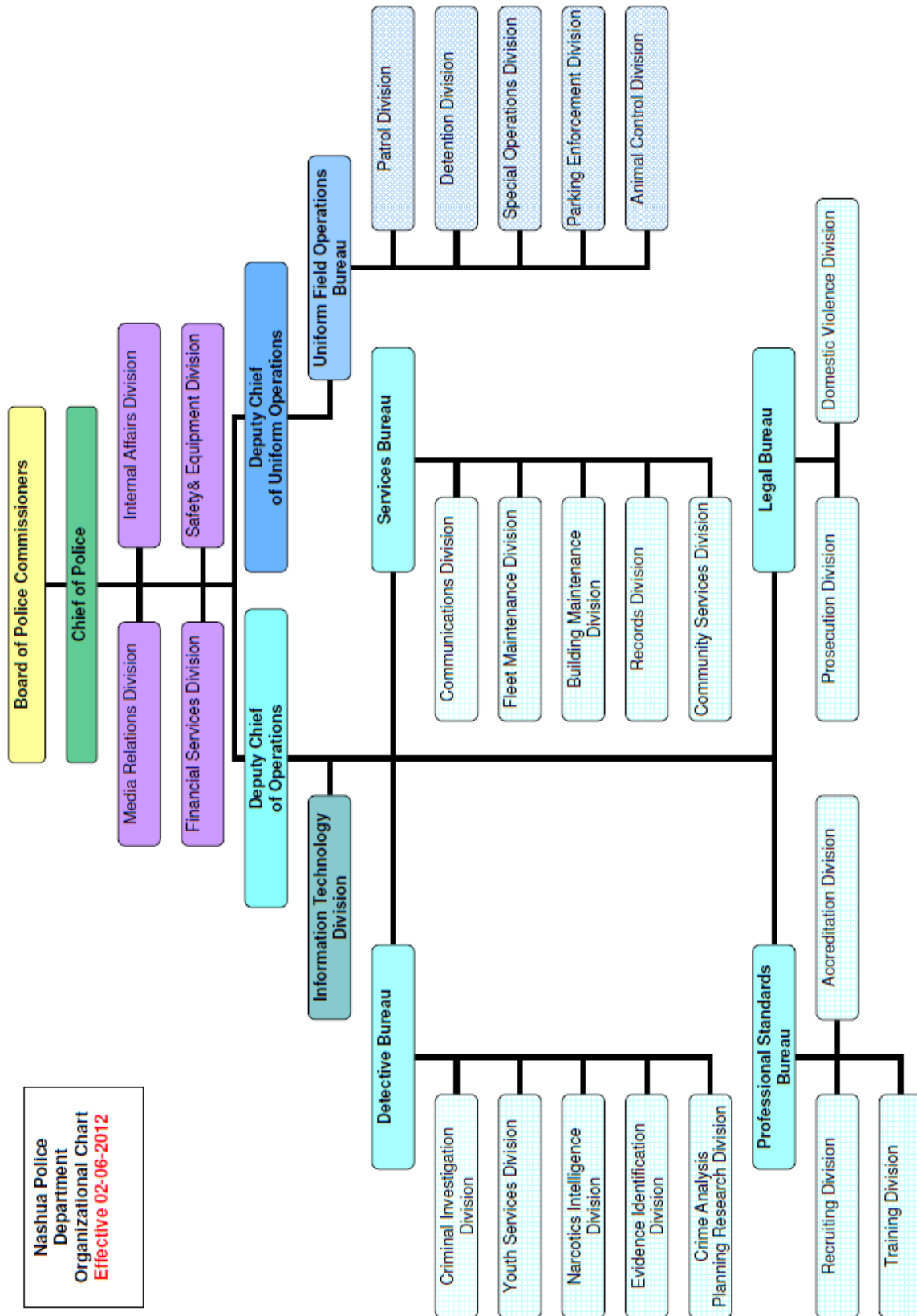
Traffic Enforcement Unit

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 2013, Nashua Police Department officers made 33,428 traffic stops resulting in 6,037 summons and 25,947 warnings, verbal warnings 1,193. The Traffic Enforcement Unit issued 3,289 traffic summons and 6,694 motor vehicle warnings in addition to 74 arrests.



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. Alexander Granok
Community Health Nurse Manager	Christine Villeneuve
	Susan Myers
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. Peter Klementowicz, Member
Dr. Ajay Sharma, 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 Health Improvement Plan

During the first quarter, CHIP workgroups began efforts to initiate specific strategies to improve the issues of obesity, access to healthcare and mental health in the greater Nashua region. HEAL funding for “Healthy Eating Active Living” programs in the Tree Streets Neighborhood was approved and HEAL strategies were integrated with overall obesity prevention plans of the workgroup.

In the second quarter, mental health and access to healthcare workgroups gathered resources and assigned tasks to members in order to obtain more detailed data around access and affordability issues. The obesity workgroup focused on HEAL efforts and held a community forum at Ledge Street Elementary school to gather input that would define the action plan. Edits to the CHIP document were completed and the final publication was distributed in early 2013.

During the first six months of 2013, mental health and access to healthcare workgroups held seven community forums in Nashua and the region, developing relationships with schools, health providers, and consumers. An overlapping issue noted by both groups was inadequate community knowledge of resources, so the groups combined resources to promote the NH 2-1-1 information line. 2-1-1 fliers were printed and distributed to key offices and service providers in the region. Obesity workgroup began work on the design/build of a community garden in the Tree Streets neighborhood. In February, the Access group invited Steve Norton from the NH Center for Public Policy Studies to speak on changing issues in healthcare access. Overwhelming interest from the community required a location change to the Rivier University Dion Center where more than 80 people attended.

In February and March the workgroups expanded their communication reach by establishing separate workgroup pages on the city website.

In April, the Obesity workgroup obtained funding for and hosted a screening of “The Weight of the Nation” documentary. The screening sparked discussions for ways residents could get better access to healthy foods and how to create opportunities for city-wide activities such as community walks. These discussions initiated the planning stage for future walking and trail events in 2013.

In June, the workgroups held a combined meeting at Nashua Community College. Members from over 25 community organizations had a time to discuss CHIP workgroup progress and to learn about health initiatives in other communities. June also marked the creation of the first CHIP newsletter, a bi-monthly e-news documenting progress

and news of improvements to the region's obesity, mental health, and access to healthcare issues.

Public Health Network Services

Patty Crooker, MPH, CHEP

Public Health Network Services Coordinator

Notable Public Health Events and Incident Response Team (IRT) Activations

❖ Multi-State Hepatitis C Outbreak (July 2012)

On July 24th, the Division was notified of the increased testing of patients from Exeter Hospital and the need to open a clinic to draw blood and test for Hepatitis C. The clinics were canceled and postponed until a future date. Prior to this notification, the Public Health Incident Response Team mobilized staffing for the clinics by working with medical partners and recruiting Division staff. The team also notified the Emergency Management Directors in the Greater Nashua Public Health Region and performed a call down drill. The Health Educator worked with NH DHHS to send messaging through our Facebook, Twitter and e-mail and the supplies on our trailers were inventoried and made ready for deployment. In August 2012, employees from the Division of Public Health and Community Services staffed six Hepatitis C Testing Clinics overseen by NH DHHS. The clinics were held in Stratham, Plaistow and Manchester. A total of 12 DPHCS employees worked over 120 hours supporting operations at these clinics. In addition, both the Epidemiologist and Communicable Disease nurse each continue to support the HCV response by working one day a week in Concord at DPHS.

❖ Hurricane Sandy (October 2012)

The PHEP Coordinator held a briefing for core Incident Response Team staff on Friday October 26th. The team listened to a conference call held by Nashua's Emergency Management Director that included representation from a number of City divisions. Staff participated in several more conference calls over the weekend as we prepared to open a shelter at Nashua High School South. On Monday October 29th the City's Emergency Operations Center was opened at 8:00 am as did the Red Cross/City shelter. The PHEP Coordinator reported to the EOC and staffed the Health & Medical Branch Director position from 8am – 4pm. The Epidemiologist reported to the shelter to fill the same position from 3pm – 9pm. Major activities included deploying a PHEP trailer containing cots and durable medical equipment to the shelter, coordinating medical staffing at the shelter, fielding medical needs calls, and conducting a call down of functional needs and medical partner organizations. Environmental Health staff conducted a walk-through at the shelter prior to opening and worked with Red Cross around food services as needed throughout the activation. A total of 18 individuals stayed at the shelter Monday night. The majority of these residents were from Nashua but also included residents of Hudson, Pelham and Manchester. On Tuesday October 30th the PHEP Coordinator returned to the EOC and remained until it was deactivated at 2:30pm. The shelter was closed on Wednesday October 31st at 8am.

❖ **Fungal Meningitis Outbreak (October 2012)**

The Division was notified of a fungal meningitis outbreak on October 4th by the NH DHHS. The Centers for Disease Control and Prevention (CDC), in collaboration with state and local health departments and the Food and Drug Administration (FDA), is investigating a multistate outbreak of fungal meningitis and other infections among patients who received contaminated preservative-free **methylprednisolone acetate** steroid injections from New England Compounding Center (NECC). Several patients suffered strokes that are believed to have resulted from their infections. The investigation also includes other infections from injections. The Division's Incident Response Team responded to the fungal meningitis outbreak by participating in conference calls, distributing the health alerts from NH DHHS to medical partners and assisting with the investigation as needed. The public health nurses and outreach worker assisted with the investigation by contacting patients that may have received an injection from a facility that received contaminated products from NECC. The CDC and FDA continue to investigate this outbreak. As of September 6, 2013, a total of 750 cases had been identified, including 64 deaths.

❖ **Norovirus - GII.4 Sydney (January 2013)**

A new strain of Norovirus, first identified in Australia in 2012, made its way the United States and, in January 2013, was identified in a NH patient. The Incident Response Team disseminated public information including postings to our web site, television, media interviews and social media. According to the Centers for Disease Control and Prevention, "A new strain of Norovirus, first identified in Australia in 2012, made its way the United States and, in January 2013, was identified in a NH patient. The Incident Response Team disseminated public information including postings to our web site, television, media interviews and social media. According to the Centers for Disease Control, "During 2012, global detection of a new norovirus (NoV) strain, GII.4 Sydney, raised concerns about its potential effect in the United States. During August 2012–April 2013, a total of 637 NoV outbreaks were reported compared with 536 and 432 in 2011–2012 and 2010–2011 during the same period. The proportion of outbreaks attributed to GII.4 Sydney increased from 8% in September 2012 to 82% in March 2013. The increase in emergency department visits for gastrointestinal illness during the 2012–13 season was similar to that of previous seasons. GII.4 Sydney has become the predominant US NoV outbreak strain during the 2012–13 season, but its emergence did not cause outbreak activity to substantially increase from that of previous seasons."

❖ **Influenza H7N9**

Human infections with a new avian influenza A (H7N9) virus continue to be reported in China. The virus has been detected in poultry in China as well. While mild illness in human cases has been seen, most patients have had severe respiratory illness and some people have died. No cases of H7N9 outside of China have been reported. The new H7N9 virus has not been detected in people or birds in the United States. As of April 29th China had reported 130 infections in humans, of whom 24 (19%) died. NH DHHS held a conference call on April 24th with Regional PH Coordinators and Hospital EP Coordinators to provide situational awareness and discuss preliminary preparedness activities. "During the outbreak, more than 130 human infections with

H7N9 were reported. The working assumption is that human infections occurred after exposure to infected poultry or contaminated environments. While some mild illness in human cases was seen, most patients had severe respiratory illness and 44 people have died. No evidence of sustained person-to-person spread of the H7N9 virus was found. No cases of H7N9 outside of China have been reported and the new H7N9 virus has not been detected in people or birds in the United States. Most concerning is the pandemic potential of this virus. Influenza viruses constantly change and it's possible that this virus could become able to easily and sustainably spread among people, triggering a global outbreak of disease (pandemic). CDC is following this situation closely and coordinating with domestic and international partners." (CDC, 9/27/13)

❖ **Middle Eastern Respiratory Syndrome Coronavirus (MERS-CoV)**

A novel coronavirus called "Middle East Respiratory Syndrome Coronavirus" was identified in 2012 as the cause of respiratory illness in people. All diagnosed cases were among people who resided in or traveled from four countries (Kingdom of Saudi Arabia, United Arab Emirates, Qatar, or Jordan) within 14 days of their symptom onset, or who had close contact with people who resided in or traveled from those countries. Cases with a history of travel from these countries or contact with travelers from these countries have been identified in residents of France, the United Kingdom, Tunisia, and Italy. Investigations are being done to figure out the source of MERS-CoV and how it spreads. The Centers for Disease Control and Prevention (CDC) continues to work closely with the World Health Organization (WHO) and other partners to better understand the public health risks posed by Middle East Respiratory Syndrome Coronavirus (MERS-CoV). To date, no cases have been reported in the United States. As of September 27, 2013 there have been 130 laboratory-confirmed cases of MERS-CoV have been reported to the World Health Organization (WHO). Of those cases, 45% (58) were fatal. The Incident Response Team continues to monitor available information sources to maintain situational awareness. For additional information, visit <http://www.cdc.gov/coronavirus/index.html>.

Greater Nashua Public Health is now on Facebook!

With the increasing use of social media as a tool to provide and gather information, and increasing reports of social media being used to track events and illness, GNPH developed the Greater Nashua Public Health Facebook page in August 2013. This page serves as an additional tool in pushing information out to the community during an emergency event.

Greater Nashua Public Health Google Site

In August 2013, a GNPH Google Site was developed. The basic site is accessible to the public and provides information ranging from "What is Public Health?" to planning templates, educational material/posters and contact information. However, the site also has a log-in function providing identified partners (including Emergency Managers, Health Officers, and major medical partners) with web-based access to the most current versions of regional plans, contact information and resource documents.

Public Health Network Services Grant Alignment

In January 2013, the NH DHHS released the FY14/15 Public Health Network Services (PHNS) grant Request for Proposals (RFP). The purpose of this funding is to provide services and build regional capacity in three broad areas: Regional Public Health Advisory Committee; Regional Public Health Preparedness; and Substance Misuse Prevention and Related Health Promotion. This RFP was the culmination of multiple initiatives, including the Public Health Regionalization Initiative. One priority recommendation from this initiative was that the Division of Public Health Services (DPHS) and the Bureau of Drug and Alcohol Services (BDAS) should continue to work to align their respective regional initiatives to create efficiencies, eliminate duplication, and build upon the strengths of the two systems.” Because both the DPHS and DCBCS were funding services regionally that are based on a public health approach to improving health, the Regional Network and Public Health Network Services programs were identified as being amenable to alignment. The overarching goal of this RFP was to improve the overall capacity of regional public health system partners to:

- Develop broad Regional Public Health Advisory Committees
- Deliver appropriate and effective substance misuse prevention and related health promotion services
- Plan, train for and respond to public health emergencies based on the U.S. Centers for Disease Control and Prevention’s 15 Preparedness Capabilities.
- Expand delivery of the Ten Essential Public Health Services in order to improve population health and community resilience and utilize the SPF model to address practices and policies in the misuse of substances.

Healthcare Emergency Response Coalition (HERC) of Greater Nashua

Public Health and Hospital Emergency Preparedness programs receiving federal funds from HHS and ASPR (respectively) are now mandated to develop Healthcare Coalitions – a collaborative network of healthcare organizations whose primary function is to assist emergency management with health and medical preparedness, response, recovery and mitigation efforts. In the Greater Nashua Public Health Region, we have had a group of healthcare partners operating in this capacity since 2006/7. The Greater Nashua ESF-8 group, a workgroup coordinated by PHEP program staff, discussed how to make this transition and what member roles and responsibilities would be. The group met with state partners to discuss options and requirements. The workgroup chose a new name – the Healthcare Emergency Response Coalition.

The Healthcare Emergency Response Coalition (HERC) is a collaborative of public health and healthcare organizations, including public and private sector response partners, that collaborate to increase the capacity of the Greater Nashua Public Health Region to efficiently and effectively prepare for, respond to and recover from emergencies and disasters that will potentially impact the Region’s healthcare infrastructure.

The Greater Nashua Healthcare Emergency Response Coalition member organizations are committed to coordinating emergency preparedness and response activities through the following roles and responsibilities:

- To share information that is relevant for emergency planning and response, including information about available capacity and resources
- To participate in coordinating and sharing resources
- To participate in Coalition preparedness activities, including training and drills
- To maintain current emergency preparedness plans

Nashua LEPC/PHEP RCC Collaboration

In January of 2013, the Nashua Emergency Management Director and the Regional Public Health Preparedness Coordinator merged the Nashua Local Emergency Planning Committee and the PHEP Regional Emergency Manager/Health Officer Meeting. The purpose was to reduce the number of meetings individuals were required to attend while simultaneously meeting a broader range of shared needs and increasing the efficiency of both group. The response to this change has been very positive. Greater Nashua is the only region in the state that currently maintains such a broad integration of PHEP and traditional Emergency Management activities on a regional level.

Public Health and Healthcare Hazard Vulnerability Assessment (HVA)

From April through June, the Public Health Network Services program hosted a Public Health and Health Care Hazard Vulnerability Assessment (HVA). The process will be conducted by the Community Health Institute (CHI), which is contracted with NH Department of Health and Human Services to provide technical assistance to each of the Public Health Networks in the state. The purpose of the HVA is to assess the potential impact of identified hazards on the health care, behavioral health, and public health systems and to identify risk mitigation strategies that could reduce impacts from these hazards. This HVA is intended to build upon and complement existing HVAs developed in the emergency management and health care sectors. The desired outcome of the HVA process is a risk mitigation plan that includes specific action steps and metrics that regional planning partners within the Nashua regions can take to “buy down” risk. The Public Health and Health Care HVA process is unique in that it is designed to assess impacts specific to these systems informed by a qualitative rating process with quantitative estimates of a hazard’s impact. The process draws on historical data and models to estimate increases in demand and reductions in system capacity

The first in a series of three meetings to conduct our regional Public Health and Health Care Hazard Vulnerability Assessment was held on April 4th. During this meeting, 28 participants from various partner agencies/municipalities were asked to rate the impact seven scenarios would have on regional Public Health, healthcare and behavioral health systems. During the second meeting, 23 participants from various partner agencies/municipalities were asked to rate the region’s preparedness against the PHEP and HPP capabilities and to identify capability gaps that may be addressed through risk mitigation strategies. During the third meeting, participants came together for a final meeting to review the results of the regional risk assessment, including identification of the highest risk hazards, and to work together to identify feasible and impactful mitigation strategies to reduce regional risk. The result of this meeting is a regional risk

mitigation plan that identifies action steps, responsible parties, and metrics. The two highest rated regional mitigation strategies included community preparedness/involvement and volunteer recruitment/management. During FY14, PHNS staff will disseminate a final HVA report and recruit partners to commit to implementing action steps identified during process.

Cross Border Planning

The Public Health Emergency Preparedness program resumed cross-border planning efforts with the Upper Merrimack Valley Public Health Coalition. This Coalition includes 11 municipalities across the state border in Massachusetts (e.g. Lowell, Chelmsford, Westford) that work collaboratively on public health emergency preparedness and response. Joint meetings are held every other month and cover a variety of topics including exploring options around Memoranda of Understanding for training/exercising, information sharing and response support.

Epidemiology

Ashley Conley, MS, CPH, CHEP

Epidemiology is the branch of public health that focuses on investigating patterns of disease and measuring the health of a community. The word epidemiology is derived from the word “epidemic”, Greek for “upon the people”. At the start of epidemiology, most studies were focused on infectious and communicable diseases; however, modern epidemiology also includes chronic diseases, environmental exposures, and behavioral risk factors. A key function of epidemiology is to collect data through surveillance and reporting systems to look for trends and patterns of disease in the community. Examples include reporting communicable diseases, such as Salmonella, cancer registries and hospital discharges.

In the City of Nashua, the Epidemiologist’s main functions are disease surveillance, data collection, assisting in outbreak investigations and assessing the health status of the 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. Nashua’s epidemiologist is the only local epidemiologist in New Hampshire.

Highlights:

- Responded to the Hepatitis C outbreak by assisting the New Hampshire Department of Health and Human Services (NHDHHS) with the epidemiological investigation of the outbreak and assisted with the Hepatitis C clinics in Stratham and Plaistow, New Hampshire. In coordination with the Community Health Department and the Environmental Health Department, the Epidemiologist responded to 8 gastrointestinal outbreaks in 2012 and took part in the response to a multi-state fungal meningitis outbreak, the Middle East Respiratory Syndrome and the H7N9 influenza strain.

- The Epidemiologist was formally inducted to the Board of Directors for the New Hampshire Public Health Association in April 2012. The Epidemiologist will sit on the board for a three year term.
- The Epidemiologist attended the International Association of Emergency Managers – Region 1 conference in Bennington, Vermont and the Northeast Epidemiology Conference in Meredith, New Hampshire and presented on the Community Assessment for Public Health Emergency Response, a door-to-door survey that was conducted in the fall of 2010 for the 2011 Community Health Assessment.
- The Epidemiologist is co-chairing the Shelter Surveillance Work Group with the NHDHHS to develop a surveillance protocol that can be used during disasters to assess the population health of residents in emergency shelters. Early detection of outbreaks can limit the spread of disease and prevent illness in the shelter residents. The initial guidance was completed in June 2013 and the Epidemiologist presented the guidance with the work group members at the 2013 New Hampshire Emergency Preparedness Conference.
- Over 40 individuals from health care and emergency preparedness attended a half-day workshop on epidemiology and disease control. The goal of the workshop was to give participants a brief overview of epidemiology, case investigations, outbreak investigations and surveillance systems. The workshop included an interactive exercise involving an outbreak investigation. Presentations were given by the Epidemiologist, Health Officer and a representative from the NH Department of Health and Human Services.
- The Epidemiologist attended the CSTE conference in Pasadena, California from June 9th to 12th. At the conference, the Epidemiologist facilitated a roundtable discussion that focused on “Going Beyond the Data: Innovative Community Partnerships for the Local Epidemiologist”.

COMMUNITY HEALTH DEPARTMENT

The NCHD implements population-based programs to prevent and control disease.

NCHD Staffing:

Chief Public Health Nurse	Christine Villeneuve RN BSN / Susan Myers RN, MEd
Public Health Nurse	Chris Caron, RN, BSN, MEd
Public Health Nurse	Shannon Casey RN, BSN
Public Health Nurse	Betty Wendt, RN, BSN
Public Health Nurse	Theresa Calope-Yaklin, RN BSN
Bilingual Outreach Worker	Luis Porres

In addition, the NCHD receives grant funding from the New Hampshire Department of Health and Human Services (NH DHHS) to support the following public health programs: HIV Counseling and Testing, HIV Prevention, STD Counseling and Testing, Tuberculosis (TB) Prevention, and Immunization.

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 Nashua Epidemiologist, Nashua Environmental Health Department, local medical providers and the NH Department of Health and Human Services to investigate reportable diseases and implement disease control measures to locate, contain, treat and or eradicate an identified threat posing risk to the community. From July 1, 2012 through June 30, 2013, there were 128 reportable communicable disease cases* reported to the NCHD.

** Does not include Sexually Transmitted Diseases (STD's)*

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 paid for by Immunization Program funds.

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. 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.

Healthy Homes and Childhood Lead Poisoning Prevention Program

NCHD staff works in collaboration with the State Childhood Lead Poisoning Prevention Program providing case management to children living in Nashua with reported elevated blood lead levels over 10mcg/dl. Case management ranges from letters, to phone calls, to home visits and inspections with Environmental Health and the Community Health Department. During this reporting year, 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. The Lead Program participates in a Statewide Advisory Group, which meets quarterly, and meets with the Nashua Lead Action Committee.

ENVIRONMENTAL HEALTH DEPARTMENT

Health Officer/Manager
Office Manager/Environmental Health Technician
Laboratory Director

Heidi E. Peek
Linda Alukonis
Keira Delude
(Resigned 28 June 2013)
Howard Price
April Torhan
Amanda Hyde

Environmental Health Specialist II
Environmental Health Specialist I
Environmental Health Specialist I

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 Environmental Public Health Service 6: "Enforce laws and regulations that protect environmental public health and ensure safety."

Another important responsibility of the department is education, primarily through presentations, the dissemination of written materials, and one-on-one during inspections, enforcement actions or in providing guidance to rectify a situation. This accomplishes Essential Environmental Public Health Service 3: "Inform, educate and empower people about environmental public health issues."

Food Service

Routine Inspections	1612
Re-inspections	32
Site Visits	290
Plan Reviews	38
Temporary Licenses	58
Change of Ownership Inspections	19
Pre-Licensing Inspections	69
Samples Submitted to NH DHHS (Department of Health & Human Services) Public Health Laboratory for Analysis	44
Emergency Calls	12
Complaints	47
Temporary Closures	8
Meetings with Food Service Owners/Managers	39
Food Safety Seminars for Owners, Managers and Employees	5
FDA Recall Effectiveness Site Checks	44
Annual Food Service Licenses Renewed	442
New Annual Food Service Licenses Issued	40

Public Pools/Spas

Performed the following activities:

Routine Inspections and Pool-Side Testing of Chemical Parameters	80
Complaint Responses	1
Site Visits	12
Samples Collected and Analyzed in Environmental Health Laboratory	87
Temporary Closures	12

Laboratory

Laboratory staff maintained NELAC (National Environmental Laboratory Accreditation Conference) accreditation for drinking water analysis through a rigorous internal Quality Assurance program. Laboratory personnel provided guidance to citizens on a broad range of concerns, to include air quality, rabies, water quality, mold, radon, infestations, lead, tick and mosquito-borne diseases.

Arboviral Surveillance and Control

Nashua's contracted mosquito surveillance and control vendor, Dragon Mosquito, submitted annual application for NH Department of Agriculture's emergency spray permit. Three batches of mosquitoes positive for West Nile virus were found in a single location during routine 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 and public via postings and media. DEET packages were distributed to people who spent time outdoors. Department staff prepared and disseminated educational materials regarding mosquito and tick prevention for the general public.

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 38 citizen complaints or concerns during FY 2013.

Rabies Control

Number of Sample(s) Tested for Rabies	Type of Sample(s) Tested for Rabies at NH DHHS Public Health Laboratory	Results-Negative or Positive
10	Cat	Negative
5	Dog	Negative
1	Bat	Negative
Number of animal bite or non-bite exposure reports processed:	Dog	Cat
	56	3
		Ferret
		0

Citizens of Nashua are encouraged to keep their pets' vaccinations current.

Communicable Diseases

The Environmental Health Department participates in the Division of Public Health & Community Service's NPHIRT (Nashua Public Health Incident Response Team), a multi-disciplinary collaborative effort that responds to incidents involving communicable disease and provides education, surveillance, case investigations and environmental health assessments. Environmental Health Department staff supported Hepatitis C clinics in Exeter area.

Emergency Preparedness

The department participated in emergency preparedness trainings, exercises and conferences. Staff participate in Local Emergency Planning Committee meetings. Department staff completed required Incident Command Structure trainings. Staff prepare for any weather-related events or power outages by communicating with licensed food service establishments and the general public.

Institutional Inspections

Schools, foster homes and licensed child care centers are inspected by department staff.

Child Care Inspections	25
Foster Home Inspections	12
School Inspections	18

Housing Assessments

The Environmental Health Department works closely with the following City departments: Code Enforcement, Building Safety, Fire Marshal, Fire-Rescue, Police, the Nashua School District and Urban Programs in efforts to protect the public by addressing unsanitary living conditions. The department also has strong working relationships with Nashua Housing Authority, NH DHHS Division of Children, Youth and Families and Bureau of Elderly and Adult Services, Greater Nashua Mental Health Center and various other local organizations. Common scenarios involve infestations, environmental hazards like sewage, hoarding, animal waste and general housing issues. If necessary, department staff provide testimony during court proceedings. The resurgence of bed bugs has impacted department time spent advising tenants, property owners, state and local agencies. Seven housing assessments for sanitation were conducted during FY 2013. The department also acts in an advisory capacity for mold, radon, lead and other common environmental hazards that fall under HUD's Healthy Homes model.

Education

Brochures and/or presentations were developed and given by department staff in areas of food safety, Lyme Disease, Rabies, West Nile Virus and Eastern Equine Encephalitis. Staff responded to steady requests for bed bug presentations.

Land Use

Department staff conduct plan reviews, bed bottom inspections and test pit observations for septic systems, conduct technical reviews for site plans and subdivisions, and approve demolitions.

Reviewed Septic Plans	26
Inspected Bed Bottoms	24
Observed Test Pits	27
Conducted Technical Reviews for Site Plans and Subdivisions	15

WELFARE DEPARTMENT

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. General Assistance is available for rent/emergency shelter, food and maintenance (household and personal care) items, utilities, prescription medication, occasional return home transportation and burial/cremation assistance.

The City of Nashua Welfare Department is made up of 7 staff:

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 saw 1,444 cases in FY2013. The Welfare Department provided direct assistance to 65% of those cases seen for eligibility interviews.

The Welfare Department issued a total of 2,201 vouchers for FY2013. The Welfare Department spent \$620,600.31 in General Assistance in FY2013.

Voucher Type	FY2013 # Voucher	FY 2013 Expenses
Shelter	1,009	\$514,543.79
Medical	578	\$38,071.90
Utilities	261	\$32,659.33
Food	166	\$19,061.24
Maintenance	170	\$1,974.91
Burial	15	\$12,000.00
Transportation	2	\$1,878.50*
Total	2,201	\$620,189.67

**Transportation includes purchase of bus tickets for local travel (no vouchers issued).*

The Welfare Department assisted 127 households (totaling 163 adults and 165 children) with emergency motel placements and/or shelter referrals throughout FY2013. 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 (i.e.: Greater Nashua Continuum of Care; Financial Assistance Network; Hispanic Network; etc.).

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
Andy Patrician, Operations Manager
City Engineer, Stephen Dookran, P.E.

SUPERINTENDENTS

Superintendent Street Department, Open
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 FY13, 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.

Wastewater Programs and Projects

United States Environmental Protection Agency (EPA) Combined Sewer Overflow (CSO) Consent Decree

Work progressed on various elements required by the Consent Decree to meet the schedule as set forth in the document and as reported to the EPA on a quarterly basis.

Harbor Avenue Area Sewer Separation

The construction of the sewer and drain lines was completed in 2012 by the contractor, DeFelice Corporation with the exception of several punch list items that have occurred in 2013. DeFelice has corrected these items but still has final paving to complete in these construction areas. All work should be completed by the end of October 2013.

CSO 003 and CSO 004 Storage Facilities

A study completed by Hazen & Sawyer determined 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 should be located between the CSO 4 outfall and the PanAm railroad tracks. The design of the storage tank was completed, advertised, and awarded to Deloury Construction,

The design for improvements to the 24 inch Burke Street Sewer, which is immediately upstream of CSO 4, was initiated. Improvements include lining of the sewer, installing two manholes and replacement of failing chimney laterals.

Screening and Disinfection Facility (SDF)

Hazen & Sawyer completed the final design of the SDF and the project was advertised and bid for construction. The selected location of the facility is in Bancroft Street, parallel with the existing North Merrimack River interceptor, to be constructed within the City's right-of-way. The project includes a box culvert disinfection tank and a new outfall to the Merrimack River. The 1,000,000 gallon CSO disinfection tank will be constructed using a combination of cast-in-place concrete and approximately 770' of a 20 foot wide by 9 foot tall reinforced pre-cast concrete box culvert and is sized to allow a 15-minute contact time for proper treatment. The new 60-inch reinforced concrete outfall pipe shall be micro-tunneled in place, under the skate park and under the existing US Army Corps of Engineer's flood protection levee, which required coordination with the USACE. Coordination with Renaissance Downtowns who is developing an adjacent parcel continued.

Infiltration/Inflow Removal

A sewer lining project was completed to remove infiltration from portions of the sewers located in Indian Rock Road, Hassel Brook Road, Glen Drive, Huntington Lane and Doncaster Drive as recommended from the 2006 Infiltration/Inflow Study. Two manholes were also rehabilitated as part of the project.

Miscellaneous Sewerage Improvements 2011

This project was completed in 2012 and consisted of utility replacement on sections of Arlington, Lake and Palm streets. The contractor, Albanese D&S had replaced 3,730 LF of sewer main as follows on Arlington, Lake and Palm Streets. The Engineering Department provided design and inspection services.

Miscellaneous Sewerage Improvements 2012

This project began in 2012 and continued throughout 2013. During the past year, the contractor, Albanese D&S, replaced 260 feet of sewer main on Mitchell Street, 1,100

feet of sewer main on Lake Street and 425 feet of sewer main on Pleasant Street. Other streets to be completed in FY14 include 725 feet of sewer main on Ash Street and 675 feet of sewer main on Walnut Street. The Engineering Department provided design and inspection services.

Pine Street and Palm Street Improvements (Broad Street Parkway)

This project was completed in 2013 and consisted of utility replacement and complete roadway restoration on sections of Pine and Palm Streets. The contractor, DeFelice Corporation, replaced 2580 LF of sewer main on sections of Pine and Palm Streets. The plans were designed by Hayner Swanson Inc., and both Hayner Swanson shared in the inspection services.

Merrimack River Levee

The City undertook joint inspections with the Army Corps of Engineers to identify maintenance issues with the Levee. Issues include vegetation growth problems and the need of underground pipe investigations. The levee system includes 3,700 feet of earth dikes, 200 feet of concrete flood wall (Figure 3), a pumping station (Figure 4), electrical system, emergency overflow basin, and drainage works. It protects approximately 70 acres of land.

Dewatering and Grit System Upgrades Project

This project began in 2012 and consists of upgrades to the Wastewater Plant sludge dewater equipment and other plant components. More specifically, the three old belt filter presses were demolished and 3 new inclined screw presses installed. A new sludge conveyor system was installed, an addition to the pump room for the secondary digester constructed, and upgrades to the grit system including new washers, grit recovery conveyor and controls. Other work occurring in FY2014 includes new ventilation and odor control system in the sludge dewatering room, new sludge transfer pumps, a new polymer system for the sludge dewater equipment, upgrades to the grit tanks and aeration piping, a new slide gate for the grit tanks, and a new mixing system for the secondary digester tank. The consultant for the design and construction services is Wright Pierce, and the Engineering Department is providing oversight of the project.

Aeration Blower Upgrades Project

This project consists of installing 3 new highly energy efficient aeration blowers to supply oxygen to the 4 aeration tanks which provide secondary treatment at the wastewater plant. In addition, the 4 aeration tanks will be upgraded by repairing and coating all the concrete walls. A new aeration grid system consisting of 1, 550 aeration diffusers per tank and associated piping will be installed. The three secondary clarifiers will be completely renovated with a coating system applied to all the interior metal rake arms and exterior concrete walls. New drives units that move the rake arms are being installed where needed. In FY 2013 the contractor, Penta Corporation, mobilized and sand blasted the third aeration tank. The majority of the work will be completed in 2014 with a completion date of September 26, 2014. The consultant for the design and

construction services is Woodard Curran, and the Engineering Department is providing oversight of the project.

East Hollis Street Pump Station and Emergency Overflow Report

The pump station at East Hollis Street and emergency overflow basin were constructed, along with the levee, as part of the flood control system for the Merrimack River in 1950 by the US Army Corps of Engineers. A draft preliminary engineering report was completed to evaluate the condition of the existing pump station and basin and their functionality in the current wastewater collection system. The greatest volume of combined sewer overflow is discharge at this location known as CSO5. Recommendations for improvements and possible elimination of the basins were provided.

Stormwater and Drainage Projects

Stormwater EPA Phase II NPDES MS4 Permit

The 2013 Annual report for the EPA Phase II NPDES MS4 Permit was submitted in April 2013. The current permit expired in May 2008. The EPA released a Draft 2013 NPDES Phase II permit in February 2013 with significantly stricter requirements. Staff participated in the Public Meeting held in Merrimack on March 8, 2013 and attended and commented at the Public Hearing in Portsmouth on March 28, 2013. A comment letter addressing the labor intensive and financially burdensome changes to the permit was initiated. To obtain coverage, Nashua will be required to submit a new Notice of Intent (NOI) for the permit ninety (90) days after the effective date of the final permit.

Foster Square Drainage Improvements

Modifications to the drainage system were designed and constructed at Foster Square in advance of improvements to the park.

Park Projects

Rotary Common

Construction of the Holocaust Memorial at Rotary Common South is 95 percent complete and is anticipated to be finalized in October. The Engineering Department worked with the Holocaust Memorial Foundation to design and coordinate the installation of the park features.

Legacy Playground

Conceptual plans for siting the Legacy Playground at several of the City parks were prepared. Locating of the playground is ongoing.

Roadway Projects***Annual Paving Program***

The Engineering Department managed the annual paving program. 40,775 LF of streets were paved as shown below.

Street	From	To	Length (Feet)
Lund Rd	Caldwell Rd	Archery Ln	3720
Melrose St	Ohio Ave	cul-de-sac	865
Rhode Island Ave	Lynn St	Indiana Dr	690
Oregon Ave	Rhode Island Ave	Ohio Ave	545
South Main St	Osgood Rd	Dead End	3220
David Dr	Atherton Ave	cul-de-sac	245
Nightingale Rd	Barnesdale Rd	Robinhood Rd	2000
Perham St	Girouard St	Lock St	1000
Bud Way	Charron Ave	cul de sac	510
Clearview Dr	Masefield Rd	cul de sac	1375
Spindlewick Dr	Brackenwood Dr	Brackenwood Dr	2880
Catalina Ln	DeerHaven Dr	Deerhaven Dr	3010
Monterey Ave	Vespa Ln	Century Rd	320
East Dunstable Rd	#395 E Dunstable Rd	Mass State Line	520
Southgate Dr	East Dunstable	dead end	370
Cardiff Rd	Westwood Dr	Newman Dr	975
Carlisle Rd	Cradiff Rd	Weymouth Dr	400
Churchill St	Norwich Rd	dead end	390
Newman Dr	Tenby Dr	Stonehaven Rd	615
Burnside St	Charlotte Ave	Cox St	2180
Cedar St	Elm St	Walnut St	410
Lawndale Ave	Revere St	Burnett St	2080

Timberline Dr	Collier Ct	Brackenwood Dr	1880
Taylor St	Wentworth St	100' South of #147 Taylor St	1390
Elaine Dr	Flintlocke Dr	End	1000
Congress St	Northeastern Blvd.	Western End	325
Tennyson Ave	Dickens St	Peele Rd	1370
Greenwood Dr	Harris Rd	Stafford Rd	2100
Gregg Rd	Groton Rd	End	1450
Monza Rd	Tinker Rd	Deerhaven Dr	2140
Logan Rd	Northwood Dr	Northwood Dr	800

Manchester Street Bridge Project

The City, assisted by its design consultant, brought to near completion the design of this bridge spanning over Harris Pond. The existing 22 foot span will become 124 foot span with paved width increasing from 24 to 28 feet. The new bridge will also feature new sidewalks, improved elevated cross slope, updated railing and improved drainage. Construction is scheduled for FY14.

Pine Hill Road and Indian Rock Road Intersection Improvements

The City is currently in the process of analyzing the existing four approach unsynchronized intersection. At present, there are three roadway approaches with stop sign control and one free flowing approach. Most recently, the city is reviewing one, a mini roundabout at this location. The concept is being reviewed to determine potential traffic flow during critical peak periods. The possibility of right-of-way impacts is also being explored.

Annual Sidewalk Design and Construction

Re-construction of sidewalks on both sides of Main Street continued. In FY13, efforts were concentrated from the intersection of Park and Water Streets to the intersection of Factory and Temple Streets. New concrete sidewalks with brick accents, granite curbing, granite-edged planters, roadway lights and sidewalk amenities were installed. Design efforts on the remaining blocks will continue into FY14.

Franklin Street

Construction plans and specifications for the sidewalk improvements on Franklin Street were completed. Coordination with the Grace Fellowship Church was ongoing throughout the project. Construction of the sidewalk and associated drainage features will occur in FY2014.

Safe Routes to School Program

Design efforts on the Birch Hill Elementary intersection of Dublin Avenue and Fremont Street intersection continued in FY13. Final reimbursements were received for the Ledge Street Improvements and the Rosecliff Path Resurfacing at Bicentennial Elementary.

Traffic Projects

CMAQ (Citywide Traffic Signal) Management System

The City is developing a Citywide Traffic Signal Management System to improve the progression of traffic citywide. The improved progression of traffic will improve air quality through reduced vehicle emissions. The new traffic flow will be based on more recent traffic volume data that was collected citywide. The City will ultimately have access to all of the City's synchronized intersections through a remote location such as a desk top computer.

Private Development

Plan Review and Inspection

During FY13, the City Engineer's Office reviewed and approved 26 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.

Permits

The Engineering Department issued the following permits in FY13:

- 140 Residential Wastewater Service Permits
- 493 Street Opening Permits
- 82 Permits to Encumber

Public Street Acceptance and Discontinuance

The following new streets were completed and accepted by the Board of Aldermen as follows:

South Deerwood Drive	129 feet
Indian Rock Road	565 feet
Kincaid Lane	481 feet
Donna Street	538 feet
Jasper Lane	620 feet
Crystal Drive	900 feet

The following streets were discontinued by the Board of Alderman as follows:

- Portion of unnamed street off Marmon Drive
- Dozer Road (so-called)

PARKS & RECREATION DEPARTMENT

The Parks and Recreation Department with 25 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 25 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 24 different summer camp programs with a total of 80 sessions 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 children and adults who attended the tennis lessons.



SummerFun

This was the 42nd year of SummerFun which showcased 60 events at Greeley Park and the Library. These included 2 movies at the pools and 4 weekends with theatre productions. The season drew strong crowds with the Fairytale Festival with over 4,000 participants. A fishing derby was held at the Horsepond Fish and Game Club and had 102 participants.



Event Trips

There were 5 trips including 2 to New York City, 1 to Foxwoods Casino and 2 to Fenway Park.

Special Activities

The Halloween Fright Night was made possible by a donation from the Conway family and approximately 3,000 children took part in this free event at Greeley Park. The Senior Outing was held in November at the Crowne Plaza Hotel and was attended by approximately 325 seniors.

Summer Pool Season

Pools opened on June 24 and closed August 25. Swimming lessons were provided for 750 children and adults. Centennial and Crown Hill Pools hosted a pool movie night (Dive-In Movie) which was attended by 200 people.



Adult Recreational Programs

Softball/Cricket

There are 12 adult softball leagues and 3 cricket leagues that utilize City fields during the spring and summer months.

Walking Program

This is run in conjunction with 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 30 participants, and Senior Babe Ruth with 30 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. The gardens were expanded in 2012 with 25 plots being added. Currently have 30 people on the waiting list to acquire a garden down from 86 at the beginning of the year.

Beautification

Arbor Day was celebrated in April with a tree planting at Charlotte Ave School. An ornamental pear tree was planted.

Projects

Main Street plantings on blocks one and two were installed and maintained throughout the year. New benches and trash stations were also put in place.

Construction was started at the Holocaust Memorial at Rotary Common.



The majority of the paved trails in Mine Falls Park were top coated.

The basketball court at Amherst Street was repaved and painted. New backboards and rims were also added.

A new half pipe was purchased for the Ash Street Skate Park



Water Chestnuts were harvested from the Nashua River for the third straight year. The population of this invasive weed has started to show signs of decline.



Equipment Purchases

The Department purchased 2 CNG pickup trucks, one with a plow.

MINE FALLS PARK ADVISORY COMMITTEE

2013 CALENDAR YEAR REPORT

The park at this time remains well maintained and very clean thanks to committee members being in the park on a daily basis instead of just trail days.

In January, 2013 we held officer elections:

- Chairman: Greg Andruskevich
- Vice-Chairman: David Silva
- Secretary: Joshua Segal

Trail dates and meeting dates for 2013 were specified as:

2013 Meetings: Jan. 7, Feb. 4, March 4, April 1, May 6, June 3, Aug. 5, Sept. 9, Oct. 7, Nov. 4, Dec. 2

2013 Trail Days: April 20, May 18, June 15, Aug. 17, Sept. 21, Oct. 19, (Possible trail day for Nov. 16)

The trail day volunteer count varied from 15 to almost 30.

The major capital projects of the year:

- Water chestnut removal in Nashua River
- Repaving of deteriorated areas on the yellow and red trails and the Whipple Street entrance.
- Purchase of a portable power washing unit to clean graffiti off the bridges and boulders.

Major project was the erosion control on the Red Trail.

Re-routing pedestrian and bicycle traffic around the cliff area near the Gatehouse withstood the ravages of nature but do need some restacking.

- Reopening a Trail on the South Side of the Canal by N. 7th St. was cleaned once again and removal of barbed wire to make the journey safer.
- Extending the wood chip walk along the Cove Trail drew many positive comments.
- Birdhouse cleaning brought an abundance of birds back to the Cove area.
- Knotweed control experiment at the Spine Road (aka Millyard River Entrance) continues.
- Only one campsite was found this year in the Cove area and cleared by Scott Rogers and his wife Patti while the Park-Recreation crews continued with their magnificent help and picked up the trash, etc., found by the Rogers and deposited on Spine Road.

- Oracle volunteers aided in the cleaning of the Nashua River which is the boundary mark on the north side of the park and collected more than a ton of trash from the lowered Nashua River under the leadership of scribe Joshua Segal in October.
- This was the second cleaning of the river as Greg and Joshua teamed up to remove trash when the river was first lowered.
- Birdhouses were cleaned by North Honor Society members and birds have returned to the Cove to reside. The Cove trail was completely marked with wood chips and this has held up well.

Ongoing Projects:

- New signage for the park has been installed and is waiting for the logos and inserts
- Covering and/or cleaning up graffiti
- Maintaining availability of "Dog Litter Bags" (Mark Soucy and Joshua Segal)
- Picking up litter
- Photographic documentation (Greg Andruskevich)
- Restoration of the areas associated with "Ethnic Swimming Areas" along the Yellow Trail will be resumed in 2014.

The committee still has some concerns that require the help of the city in solving.

1. Unleashed dogs in the park though the city's lone animal control officer has been responsive to phone calls made to the police.
2. Dog owners who do not properly pick up after their dogs and dispose of the waste.
3. Litter problem in the leased overflow parking lot at UPS.

Though 2013 was another banner year in keeping the park the gem that it is it was also sad as we lost a dedicated member, Carol Rust, who loved being in the park and helping to keep it clean, especially in her kayak voyages in the power canal. A search for a proper kayak launch site will hopefully be named in her memory.

Many dedicated people worked to improve and maintain the park. The Park and Recreation superintendent, Nick Caggiano, is always helpful and responsive to the needs of the park. Dick Gillespie, our Conservation Commission representative, had many ideas on park maintenance that he shared and helped implement. Pam Anderson, Mark Soucy, Ed Moran, Sherm Sewall, Mike Dillon, Greg Andruskevich, Dave Silva and Joshua Segal led teams on Trail Days. Peter Testa along with Mark Soucy were constants at coordinating Trail Day Registration. Greg Andruskevich was also a presence in the park documenting the park 4-seasons per year, He also added to his cigarette butt pickup reaching an astounding total of 31,000 by September of this year. Todd Guay and the Soccer Council of Nashua has been a great resource in keeping the Whipple St. Entrance clean and has provided support and leadership. Pam Anderson and Mike Dillon did yeoman's work as docents in the Gatehouse along with Mark Soucy, Joshua and Greg.

The newest addition to having the Gatehouse open was a coloring book program instituted by Peter Testa, Pam and Mark as well as having high school students assist the youngsters. Each child was also presented a -shirt. Though not on the committee, Sonny and Carol Bruce are park regulars who are always contributing to the "user friendliness" of the park.

In attempting to keep the Cheyenne Drive side of the park clean, we have also provided effort in parts of Lincoln Park that are hidden from view. A high school volunteer group cleaned the Cheyenne Side as a class project on Oct. 16.

Graffiti is a constant issue in the park. We conducted a "paint-over" as did our summer interns.

Tagging continues to be a problem but our summer interns managed to clear most of what was in the park. Our advice to the City Parks and Recreation Director Nick Caggiano is readily addressed and the support of the entire department goes beyond what is expected.

We held a special November cleaning of the Triangle area once the leaves had fallen and we could unblock the drain and culverts so the snow and rain to come will have a clear path to the water treatment facility.

Two major brush fires required firefighters from Nashua, Merrimack, Hudson and Dunstable, Mass., to put out the fires along Y21 to Y30 and G13.

Kudos must be extended to Dick Gillespie and volunteers from Oracle for the magnificent work done on widening the red trail by the Culvert Curve next to the Mill Pond entrance to the trail. That and the grading of the once erosion filled Spine Road by G44 was accomplished by Nick and foreman Bob Genest to improve the safety of runners who use the area.

Speaking of runners, the park continues to be used as a haven for road races and Cross Country meets for high schools and colleges.

It must be noted that the committee is in need of new members and that present members have been trying to secure new members for the committee.

The committee lost a valuable member when David Silva decided to resign due to personal and work-related reasons.

The state of the park is still regarded as being a gem in the heart of the city and the committee will continue to have it maintain that status.

Greg Andruskevich
Chairman, MFPAC
Submitted, October 23, 2013

STREET DEPARTMENT

The Street Department is located at 9 Stadium Drive. The Street Department includes Street and 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 are 250 sidewalk miles that are maintained. The Street Department 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 the Engineering and Wastewater Departments, continued the replacement of major sewer main failures. Repairs were performed from manhole to manhole and included stretches of over 250 plus feet of sewer main. 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 1/3 the cost of a private contractor.

Another important sewer related task performed by the department is 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 areas of the city that have recurring flooding issues. 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 drivers. Many of the old triangle manholes that are non-conforming were also replaced on an as needed basis. A total of 40 catch basins and 38 manhole covers were repaired or replaced.

Road Repairs/Sweeping

Crews were busy maintaining the roads after a snowy winter with freeze and thaws that created for abundant potholes. Two hotboxes were used this year in an effort to get the roads back into safe condition. In addition to the filling of potholes, areas were identified for partial overlays to create safe passage. There were over 945 pothole requests filled this year. Personnel continued to identify roads of good integrity that had isolated potholing areas and continued a program of mill and fill. The program consists of machine milling out areas down 1.5" and then filling with new hot mix.

Four sweepers including the sidewalk sweeper cover the entire city along with parking lots, parks, and schools. The operation begins in April and extends throughout the year with a final sweeping for the Holiday Stroll on Main Street. The initial sweep finishes up in June and then the operation is downsized to maintain the heavily congested areas.

Sidewalks/Curbing

Once again Streets along with Engineering worked together to perform repairs to the sidewalks in the city. Locations identified by Engineering were repaired by the Street Department. Concrete sidewalk work was done on Chase St., Gilman St., Abbott St. and other locations around the City. 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.

Fleet Maintenance

The Fleet Department is staffed with 14 full time employees who are responsible for the repairs and maintenance of over 290 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 the RTA software application that was put in place has helped track preventative maintenance, scheduling and repairs. The Fuelmaster software accurately tracks and monitors the fuel system to ensure accuracy.

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 new backhoes and Solid Waste replaced their primary wheel loader at the Four Hills Landfill. A new smaller Vactor Sewer Cleaner is on order for the Wastewater Department, delivery is expected this fall, and this smaller Vactor will allow access into tighter areas where the large Vactor cannot access.

The new CNG vehicles have shown excellent reliability with few concerns related to the new fuel systems. The new purchases have allowed the efficiency and services to increase and expand in all areas of the division. The CNG vehicles save the city



significant money on fuel as the cost is half of the equivalent of diesel notwithstanding the environmental benefit. The Hybrid automobiles have shown a fuel savings of 25% over their non-Hybrid equivalents, and have proven to be very reliable with no problems or issues reported.



The Fleet Department employees have been trained on the inspection and repair of CNG and Hybrid vehicles.

The Department has also undertaken the assembly of 2 new 6 wheel dump trucks by installing the bodies, building and installing plow frames in-house rather than having the vendor assemble at a cost prior to delivery. The outcome has been excellent resulting in stronger plow frames, better and more reliable hydraulic and electrical system assemblies that are better than what past vendors have offered.

Projects

The Main Street Sidewalk project broke ground in April of 2012 as work began on the rehabilitation of downtown sidewalks. This year work started on the west side of Block 2 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 to Temple Street.

The new sidewalks are being 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 are all irrigated and new trees are placed in concrete tree wells so they will not uproot the sidewalks which had occurred previously. New LED, energy efficient street lighting was installed. The network of electrical conduit including mast arms redone. New mast arms and a state-of-the-art lit LED crosswalk at the bridge were added.

By the end of the season over 10,000 square feet of sidewalk had been replaced including new granite curbing. Work is scheduled to start immediately next spring on blocks 3 and 4 which include the corridor from Factory Street to West Pearl Street.

We broke ground in early summer for the Holocaust Memorial at Rotary Common Park. The Street Department performed all of the site work and installed new sidewalks and curbing. The Department also installed foundations for light poles, benches and monuments. The remainder of the work was performed by volunteers.

Winter Operations

This past winter 81 inches of snow fell in a series of 10 storms from November to March. The amount was well above the average of 55" and certainly provided a challenge. There were a total of 16 salt/sand events and 10 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 began in early spring 2013.

The Sign and Pavement Markings Maintenance crew supervised the late night application 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 1,400,000 feet of markings 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, tires, used motor oil and anti-freeze. The Solid Waste Department also hosts several household hazardous waste collection events, provides environmental and engineering functions related to solid and hazardous waste and oversees several closed landfills in the City.

GENERAL INFORMATION

Curbside collection of trash, soft yard wastes and recycling:

Residences served: approximately 23,000 households

FY 13 Municipal Solid Waste (MSW), Construction and Demolition (C+D), Sludge & Asbestos from both Residential and Commercial

Total: 59,744.94 tons

FY 13 Recycling Diversion:

Single Stream Recycling	4,481.98
Soft Yard Waste	7,112.28
Construction & Demolition	1,398.35
Scrap Metal	1,078.36
Electronics	362.22
Batteries, Books, Tanks, Textiles & Tires	137.01
Total:	14,570.20 tons

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Residential Stickers:	8,624	12,409	12,886	12,125	13,311	12,566	12,958	12,708	12,850	12,999
Commercial Stickers:	751	546	596	532	563	544	522	546	449	458

Accomplishments

- **Single Stream Recycling-** Single Stream recycling continues to be offered to the residents of Nashua. An expanded curbside collection program, selling 96 gallon recycling carts has begun and to date 2,475 carts have been sold.
- **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 2013. This material continues to be shipped to ERRCO/LL&S for processing.
- **Compost Bins** - The annual spring compost bin sale has been coordinated by the Nashua Garden Club and the Solid Waste Department for 14 years. 1062 compost bins, plus rain barrels, kitchen pails and compost turners have been sold, with an estimated accumulated diversion of 1,857 tons from landfill disposal.
- **Household Hazardous Waste** – In conjunction with the Nashua Region Solid Waste Management District, the City hosted five household hazardous waste collections in FY13. More than 450 Nashua families participated in the events, or over 36% of the total.
- **Solid Waste Permits** - The Solid Waste Department is currently working with the NHDES on the renewal of the Four Hills facility's Title V air emissions permit. A Temporary Permit that incorporates changes to the original Title V permit was issued in March 2012, and an updated Title V permit renewal application was submitted in May 2013.

Staff Training and Certification

- 3 staff members currently hold State certification as Asbestos Workers and as Asbestos Supervisors.
- 13 Staff members currently hold State of New Hampshire Landfill Operators license that are re-certified annually.
- 2 Staff members 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 2013. Workshops included training focused on single stream recycling systems and stormwater management at solid waste facilities.

WASTEWATER TREATMENT FACILITY

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 3.95 billion gallons. The average daily flow was 10.8 million gallons per day (MGD), with a one-day maximum of 58.2 MGD and a one-day minimum of 3.0 MGD. The total amount of septage received from Hudson and Nashua was 400,600 gallons. (Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.)

The total flow from Hudson was 396 million gallons and the total Merrimack flow was 25.3 million gallons.

The facility generated 7,358 wet tons of biosolids. Biosolids are managed under a contract with Casella Organics, Concord NH. Casella is responsible for transporting the biosolids to farms and reclaiming operations as a soil enhancement.

The laboratory staff performed over 24,020 analyses on approximately 7,950 samples. The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 110 industrial inspections and industrial discharge sampling events, including unscheduled events.

The total number of employees employed at the Wastewater Department is 30.

Projects and Purchases

Several enhancements were incorporated into the City's sewer pumping stations. These included ultrasonic level controls. We are continuing our pump replacement program to minimize breakdowns or clogging due to improper disposal practices.

The facility continued its participation in water quality initiatives by performing coliform and dissolved oxygen analyses 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 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 a replacement raw sewage pump. It is replacing a pump that has been in service for 35 years. 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 80% complete. The contractor has completed the demolition of several areas including sludge pumping, polymer dosing and the removal of three 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 presses. This initiative is projected to increase cake solids that will lower our disposal costs, and maintain a safer work area. Additionally, a mixing system was installed on the secondary digester ensuring complete mixing of the contents prior to transfer to the dewatering equipment. 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 triangular covers do not meet standards allowing for employee egress.

The net metering project is paying substantial dividends. This initiative enables the facility to maximize the use of the methane gas produced by the anaerobic digestion process. This lowers our purchase of electricity and our overall operating cost.

The lab purchased a replacement O-Haus solids meter. This is useful in quickly determining the solids content of sludge feed and cake samples for monitoring the throughput of the new Huber inclined screw presses. Atmospheric monitoring equipment continues to be upgraded. This ensures that worker safety is not compromised by inferior or faulty equipment.

The facility accepted delivery of a CNG vehicle.

We are awaiting the delivery of the replacement combination sewer flusher vacuum. This specialized piece of equipment is crucial in maintaining the sanitary lines.

Certification

Two employees were successful in certification advancement.

NASHUA SCHOOL DISTRICT



Dear Fellow Nashua Residents,

Our collective interest is to graduate students who have the skills and know-how to be competitive in the college ad-missions process and in the job market, both locally, nationwide, and globally. To fulfill our mission, we are commit-*ted* to engaging our students' intellectual curiosity, to assure their proficiency in their studies by raising the level of academic challenge across all levels.

Toward that end, we have moved forward this year, taking great strides to refine our curriculum to align with the more rigorous Common Core State Standards. Teams of teachers have been utilizing the *Understanding by Design* template to develop classroom lessons. This process starts with teachers identifying the desired results by establishing the overall goal of the lessons by using content and Common Core State Standards. Evidence of that learning is defined, and learning activities identified.

Overall, we are maintaining a focus on reading and mathematics. The District continued implementation of OGAP (On-going Assessment Project), a research-based approach to teaching math based on natural learning progressions and ongoing formative assessment to enable a teacher to know where each student is in the progressions and probe for student math misconceptions at various levels. Nashua is one of the first nation-wide demonstration sites for this important work. Over the next five years, the District will provide extensive training and support for elementary and middle school teachers to acquire the skill sets necessary to build math instruction on learning progressions in additive strategies, multiplicative strategies, fractions, and proportions.

To further develop strategies to encourage students more opportunities to read, thirty-six teachers representing grade-level teams from eleven of our twelve elementary schools participated in our Lifelong Literacy workshops last summer. The strategy encourages a shift in how we teach reading to incorporate more guided and independent reading across our classrooms.

To engage our school communities in our efforts to foster independent reading, the District launched a District-wide book drive. Our *Campaign for Elementary Classroom Libraries* is off to a great start this winter thanks to our partnership with Barnes & Noble Booksellers, Nashua, and to date we have reached the quarter mark in our goal of about 8,000 books for our students. Middle school students benefited from an award

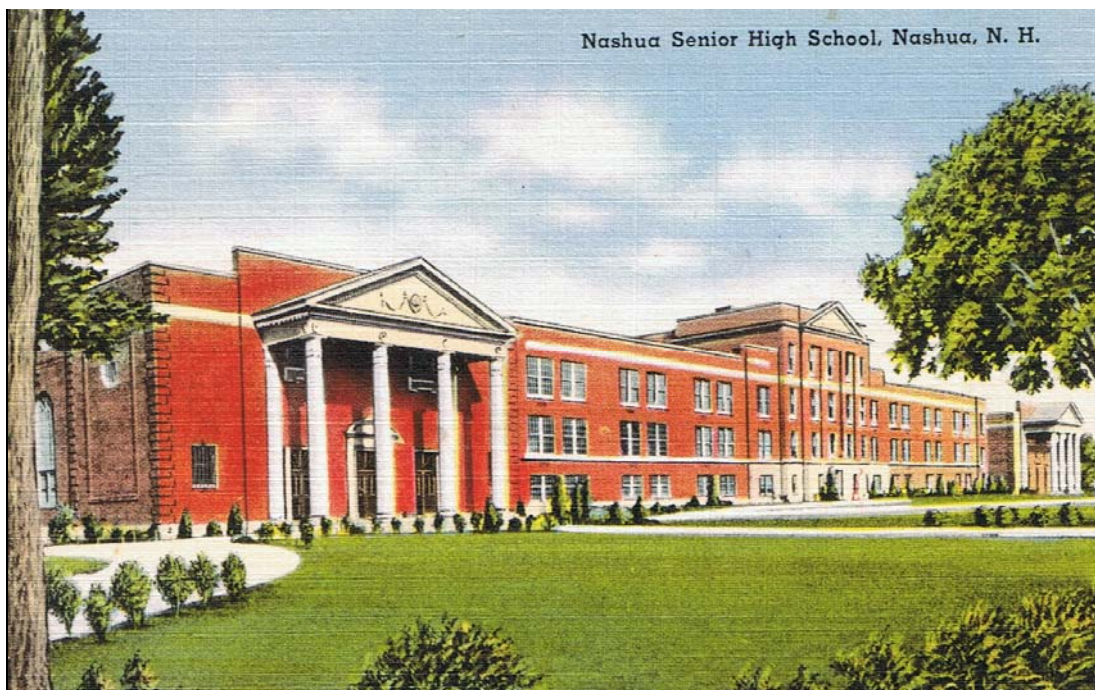
from the New Hampshire Motor Speedway, fostering a great summer reading assignment. In our hope to inspire reading for pleasure during the summer months, our rising sixth graders selected among five favorite books, one to take home with them. The books were purchased with the \$20K Speedway gift. Each sixth grade teacher followed up the assignment with classroom lessons on the selected books early in the school year, bringing the shared reading assignment full circle.

Staying in touch with our school communities remains an important goal. Toward that end, the District launched a re-designed District web-site that boosts the District's ability to bring important school news to our community and information about our students' progress in school.

We are proud of the Nashua School District, and proud to present the 2012-2013 Annual Re-port to the Community to keep you up to date with the important work underway. Our success lies in effective partner-ships, a high-quality workforce, and strong family and community involvement. No matter what challenges lie ahead this year, we re-main committed to providing the best for each of our students.

*Sincerely,
Mark Conrad
Superintendent of Schools*

Former Nashua Senior High School



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

2013 Nashua School District Administrative Staff

2014 Board of Education

George Farrington, *President*
Kimberly Smith Muise, *Clerk*
Steven G. Haas
Robert G. Hallowell
William E. Mosher
David Murotake
Dorothy Oden
Elizabeth Van Twuyver
Sandra Ziehm
Andrew Lambert , *Student Member, North*
Kaushil Patel, *Student Member, South*

Superintendent

Assistant Superintendent

Assistant Superintendent

Chief Operating Officer

21st Century After-School Program

Adult & Community Education

Athletics and Wellness

Career & Technical Education

District Curriculum Supervisors

Food Services

Grants & Community Development

Human Resources

Plant Operations

Special Education

Student Services and ELL

Technology

Transportation

Mark Conrad

Karen Crebase

Jennifer Seusing

Daniel Donovan

Sue Almeida, *Director*

Adam Rozumek, *Director*

Lisa Gingras, *Director*

Michelle Papanicolau, *NHS North*

Marianne Dustin, *NHS South*

Cherrie Fulton, *Title I*

Kathy Drolet, *Humanities K-12*

Delese Hovey, *Mathematics &
Science K-12*

Margaret Reynolds, *Secondary
Schools*

Amy Cassidy, *Director*

Stacy Hynes, *Director*

Dana O'Gara, *Director*

Shawn Smith, *Director*

Gary Connors, *Asst. Dir.*

Maintenance

Christopher Lessard, *Asst.*

Director Safety &

Security

Jan Martin, *Director*

Janice Arcaro, *Asst. Director*

Kimberly Craffey, *Asst. Director*

Robert Cioppa, *Director*

Richard Farrenkopf, *Director*

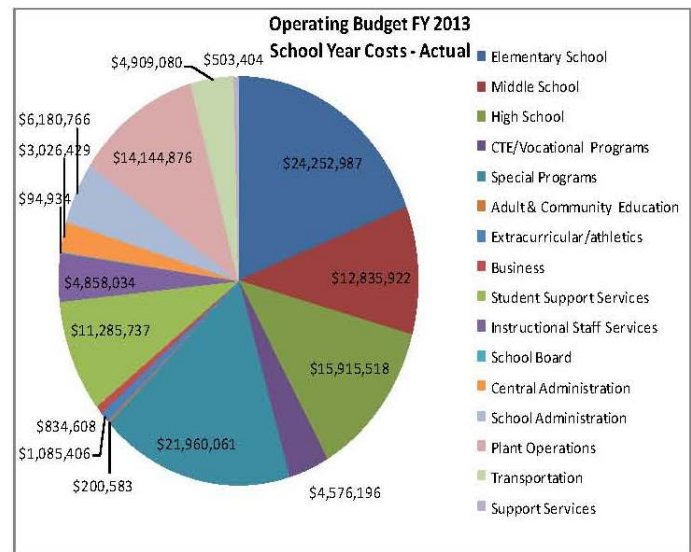
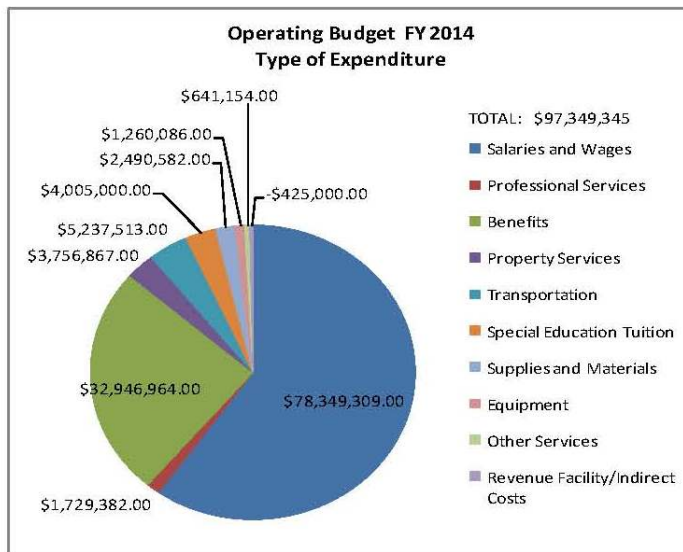
David Rauseo, *Director*

Nashua School District Mission Statement

The Nashua School District, in collaboration with parents and in partnership with the community, is committed to providing a high quality, personalized education to all students in a safe, nurturing, and motivating environment dedicated to helping each student become a responsible, productive member of a rapidly changing society.

Nashua School District Operating Budget

The Nashua Board of Education manages the Nashua School District operating budget. For the fiscal year 2013, ending June 30, 2013, the operating budget totals \$96,778,724 and, for fiscal year 2014, the operating budget totals 97,349,345. Additional expenditures, such as employee health insurance benefits, are managed through other City of Nashua departments.



School Principals 2012-2013

Jennifer Scarpati
Amherst Street Elementary School
603.594.4385

Kyle Langille
Bicentennial Elementary School
603.594.4382

Mark Lucas
Birch Hill Elementary School
603.594.4340

Christine Breen
Broad Street Elementary School
603.594.4404

Patricia Beaulieu
Charlotte Avenue Elementary School
603.594.4334

Jane Quigley
Dr. Norman Crisp Elementary School
603.594.4390

Michael Harrington
Fairgrounds Elementary School
603.594.4318

Janet Valeri
Ledge Street Elementary School
603.966.2280

Kelley Paradis
Main Dunstable Elementary School
603.594.4400

Mary Frances Tintle
Mt. Pleasant Elementary School
603.594.4331

Jay Harding
New Searles Elementary School
603.594.4309

Philip Schappler
Sunset Heights Elementary School
603.594.4387

Michael Fredericksen
Elm Street Middle School
603.594.4322

John Nelson
Fairgrounds Middle School
603.594.4393

Lynne Joseph
Pennichuck Middle School
603.594.4308

Marianne Busteed
Nashua High School North
603.589.6400

Keith Richard
Nashua High School South
603.589.4311

2012-2013 Academic Awards and Honors

125 NHS North and NHS South students achieved College Board AP (Advanced Placement) Scholar recognition.

Gautam Babu (*Dartmouth College*), **Serguei Balanovich** (*Harvard University*), **Vinh Tran** (*Brown University*) NHS North Class of 2012, and **Priyanka Satpute**, NHS North Class of 2013, **Sreenivas Ap-pasani** (*California Institute of Technology*), **Mayank Dubey** (*Duke University*), **Poornima Patel** (*University of Maryland*), **Kristofer Rosentel** (*University of Chicago*), **Sean Stempler** (*Georgetown University*), NHS South Class of 2012, College Board 2012 National AP Scholars.

Madeline Doctor, **Olivia Powell**, and **Priyanka Satpute**, NHS North Class of 2013, **Srishti Bhatnagar**, **Elaine Kwan**, **Joshua Utterback**, and **Martin Zhu**, NHS South Class of 2013, 2012 National Merit Scholars and semifinalists National Merit Scholarship.

Daniela Gamba, **Craig Hammond**, and **Sarah Jauris**, NHS North Class of 2013, **Paige Belliveau**, **Kenneth Cashman**, **Brian Loschiavo**, **Adam Nastasia**, **Zachary Peters**, **Sohil Shah**, **Shivani Shendye**, and **Aaron Wang**, NHS South Class of 2013, College Board National Merit Scholarship Program Commended Scholars.

Maria Salazar, Elm Street Middle School, grand prize winner for artwork for the 2012 City of Nashua Transit System Anti-Bullying campaign along with 15 other elementary and middle school 21st Century Extended Day Program student winners.

Taylor Allen, **Brandon Duras**, **Sean Fitzgerald**, **Jordon Fried-man**, **Michael Hirsch**, **Taylor Morrow**, **Madison Pineau**, **Connor Vigeant**, named by the NH Music Educators Association to participate in the 2013 NH Jazz All-State Festival in Derry, NH.

Shelby Capone, **Susan Dudka**, **George Goodwin**, **Alex Schofield**, NHS North, **Sean Fitzgerald**, **Jordan Friedman**, **Taylor Morrow**, **Alexander Peters**, **Sumeet Salvi**, **Joshua Utterback**, **Connor Vigeant**, **Sean Vigeant**, NHS South, named by the NH Music Educators Association to participate in the 2013 All-State Music Festival in Concord, NH.

Katlyn Barton, **Deanna Wallace**, culinary arts students and NHS South Class of 2013, gold medal and first place winners at the NH Farm-to-Table Challenge at Southern NH University.

Benjamin Swain, Fairgrounds Middle School, winner of NH 2012 Constitution Day Essay Contest.

Brendan Barrett, **Brett Delaney**, **Alyssa Dobens**, **Jacob Latham**, **Samuel Lipkind**, **Tyler Searles**, **Nicholas Tamposi**, NHS North, **Alex Bender**, **Joshua Dion**, **Robert**

Smyth, NHS South, Nashua Technology Center Finance Academy students, inducted into the Academy of Finance at Southern NH University, Manchester.

Allison Thompson (*Wellesley University*), NHS South Class of 2013, named United States Senate Youth Program delegate and awarded a \$5,000 college scholarship for undergraduate studies in history and political science.

144 NHS North and NHS South students inducted into the National Honor Society.
NHS South Math Team, first place in the large school division of the NH-SMASH (Southern Mathematics Association of Senior High) League competition.

NHS South DECA Team tied for the most awards by a Chapter at state competition to advance to participate in the International Career Development Conference (CDC) in Anaheim, California.

Madeline Doctor, Olivia Powell, and Priyanka Satpute, NHS North, **Srishti Bhatnagar, Elaine Kwan, Joshua Utterback, and Martin Zhu**, NHS South, 2013 National Merit Scholars, winners of \$2,500 National Merit Scholarship.

Olivia Powell, Priyanka Satpute, Joshua Utterback, and Martin Zhu, selected as candidates for the US Presidential Scholars Program.

Fairgrounds Middle School Mathcounts Team won the 30th Annual *Mathcounts* statewide competition at Plymouth State University; team member **Nisha Devasia**, 8th grade, qualified to represent New Hampshire on a 4-member team at the national competition in Washington, DC.

Two Fairgrounds Middle School Science Bowl Teams placed 2nd and 8th, respectively, at the Northern New England US Department of Energy National Science Bowl regional competition at Nashua Community College.

Bicentennial Elementary School, Birch Hill Elementary School, Main Dunstable Elementary School, Sunset Heights Elementary School, and NHS South placed at the 2013 Destination ImagiNation Regional Tournament to advance to state competition.

Emma Healey, Christopher Jones, Joseph Leonard, Andrea Munoz, Bethany Nguyen, Carina Pearson, Jessica Phelps, Jordan Whitman, NHS North Class of 2013, **Cesar Dominguez, Sarah Nesti, Emily Riney**, NHS South Class of 2013, and **Deepika Kurup**, NHS South Class of 2016, 1st and 2nd place winners at the 10th Annual NH Science and Engineering Exposition at the NH Technical Institute, Concord.

Paul Bourque III and Brendan Perault, NHS South Class of 2013, Silver Medal at the Health Occupations Students of America (HOSA) state competition to advance to the HOSA National Leadership Conference in Nashville, TN.

Birch Hill Elementary School and NHS South Destination ImagiNation Teams placed at 2013 state Finals Tournament to advance to the DI Global Finals at the University of Tennessee.

Margaret Metzger, NHS North Class of 2013, **Ryan Gamache**, **Mackenzie Kane**, **Michael Silva**, NHS South Class of 2013, **Sarah Cherico** and **Brittany Ladd**, NTC Area Students from Alvirne High School Class of 2013, Nashua Technology Center students, placed at the 38th Annual NH SkillsUSA competition; **Mackenzie Kane** advanced to the National SkillsUSA competition in Kansas City, Missouri.

Birch Hill Elementary School and Ledge Street Elementary School, USDA Healthier School Award.

22 NHS South students inducted into the South chapter of the National Art Honor Society.

NHS South DECA (Distributive Education Clubs of America) Chapter placed at the International Career Development Conference (ICDC), Anaheim, California.

361 NHS North and South and students, 2013 New Hampshire Scholars by the NH College & University Council (NHCUC).

Birch Hill Elementary School and NHS South Destination ImagiNation Teams placed at the DI Global Finals, University of Tennessee, Knoxville.

Bicentennial Elementary School Green Team, Outstanding Recycling Innovation in School Award, Fourth Annual Recycling Conference, Manchester, NH.

Nisha Devasia, Fairgrounds Middle School eighth grader, top New Hampshire scorer, American Mathematics Competition 8 international math competition.

NHS North InvenTeam, one of 16 high school teams nation-wide to receive a Lemelson-MIT InvenTeam grant last year, presented its bacteria-powered battery at the 2013 EurekaFest at the Massachusetts Institute of Technology (MIT).

Nashua School District named by the College Board to a spot on the 4th Annual AP District Honor Roll for Significant Gains in Advanced Placement Access and Student Performance.

2012-2013 Athletic Awards and Honors

87 NHS North and NHS South seniors recognized by the NH Athletics Directors Association (NHADA) and the NH Interscholastic Athletic Association (NHIAA).

Tyler Ellwood, NHS South Class of 2013, **Christopher Dube**, NHS South Class of 2014, **Marcel Laplante**, NHS North Class of 2014, individual Division I state championships in wrestling.

Nathan Garner, NHS North Class of 2013, and **Oliver French**, NHS North Class of 2015, individual Division I state champion-ships in swimming.

Joseph Chimelski, **Marcel Laplante**, **Evan Manns**, NHS North Class of 2014, and **Cameron Bennett**, NHS North Class of 2015, Meet of Champions and New Englands wrestling competition.

Elm Street Middle School Cheerleading Squad, Tri-County Middle School Athletic Association Spirit Championship.

NHS South Unified Basketball Team, Division I state championship.

NHS North Boys Track and Field Team, Division I Track and Field Championship.

2012-2013 Staff Awards and Honors

Nashua ETV (Nashua Education Television Channel 99), New Hampshire Coalition for Community Media 2012 Honor Award in Concord; 2nd and 3rd place winner at the 2013 Alliance for Community Awards at the Northeast Video Festival in Methuen, Massachusetts.

Susan Boots, para-educator, **Maida Latvis**, teacher, and **Heather O'Connor**, teacher, Pennichuck Middle School, VolunteerNH! 2012 Spirit of New Hampshire Outstanding Champion Award-Education.

Nashua School Volunteer Program recognized as a Blue Ribbon school district by the NH Partners in Education.

Lisa Gingras, NHS South mathematics teacher and head math teacher, 2013 Richard C. Evans Distinguished Mathematics Educator Award by the New Hampshire Teachers of Mathematics (NHTM).

Andrew Otocka, NHS North Social Studies teacher, 2013 No Bell Award.

Lisa Anderson, 4th grade teacher, Dr. Norman Crisp Elementary School, 2013 Lions Club Teacher of the Year by the Nashua Lions Club.

Nashua School District Volunteer Program celebrated 25 Years of Blue Ribbon Achievement in Volunteerism at the Hunt Memorial Building, Nashua.

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