

Annual Report  
of the  
City of Nashua  
New Hampshire



Nashua High School – South



Nashua High School – North



---

Municipal Government Report

*151<sup>st</sup> MUNICIPAL  
GOVERNMENT REPORT*

*FISCAL YEAR*

*JULY 1, 2003 – JUNE 30, 2004*

*Office of the City Clerk*

*Paul R. Bergeron, City Clerk*

*Patricia E. Lucier, Deputy City Clerk*

*Printed by: Ralph B. Jackson*

---

---

City of Nashua

---

---

## Municipal Government Report

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

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

The 2003 – 2004 Municipal Government Report for the City of Nashua has been compiled through the efforts of your local city officials, to serve as a permanent record of the past year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report.

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

The 151<sup>st</sup> Municipal Government Report, which covers the latter half of the City’s Sesquicentennial Year, includes a recount of the celebration. We hope that you will find this report interesting and informative.

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



Paul R. Bergeron  
City Clerk

---

City of Nashua  
**DEDICATION**



**ELEANOR BENSON**  
**1937 – 2003**  
**27 YEARS OF DEDICATED SERVICE**  
**CITY CLERK: 1985 – 1999**

R-03-214



**RESOLUTION**

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

**CITY OF NASHUA**

*In the Year Two Thousand and Three*

**RESOLVED** by the Board of Aldermen of the City of Nashua that the name of the outdoor sitting area outside of the City Clerk's office at City Hall shall be "In Memory of Eleanor Benson". This is to honor Eleanor Benson who dedicated many years of service to the City of Nashua as City Clerk from September 5, 1985 to January 22, 1999; Board of Registrars from December 12, 1978 to September 1985; Ward Five Selectman from 1977 to 1978; and Ward Five Moderator from 2000 to 2003.

PASSED BY THE BOARD OF ALDERMEN – JUNE 10, 2003  
APPROVED BY THE MAYOR – JUNE 13, 2003

ATTEST: PAUL R. BERGERON, CITY CLERK

---

City of Nashua

**DEDICATION CEREMONY  
ELEANOR BENSON PICNIC AREA  
JUNE 14, 2004**



*A welcome* to the Dedication ceremony was extended by Richard Seymour, Director of the Division of Public Works. Mayor Bernard A. Streeter awaits his turn to take the podium.



Former Mayor Donald Davidson offers some insights and remembrances of his years working with the former City Clerk.



Alfred Benson thanks the City and those in attendance for the recognition given to his late wife.

---

City of Nashua

**CITY OF  
NASHUA, NEW HAMPSHIRE**

**Annual Financial Statements  
For the Year Ended June 30, 2004**



## TABLE OF CONTENTS

	<u>PAGE</u>
<b>INDEPENDENT AUDITORS' REPORT</b>	1
<b>MANAGEMENT'S DISCUSSION AND ANALYSIS</b>	3
<b>BASIC FINANCIAL STATEMENTS:</b>	
<b>Government-Wide Financial Statements:</b>	
Statement of Net Assets	16
Statement of Activities	17
<b>Fund Financial Statements:</b>	
<b>Governmental Funds:</b>	
Balance Sheet	18
Statement of Revenues, Expenditures, and Changes in Fund Balances	19
Reconciliation of Total Governmental Fund Balances to Net Assets of Governmental Activities in the Statement of Net Assets	20
Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities	21
Statement of Revenues and Other Sources, and Expenditures and Other Uses - Budget and Actual - General Fund	22
<b>Proprietary Funds:</b>	
Statement of Net Assets	23
Statement of Revenues, Expenses, and Changes in Fund Net Assets	24
Statement of Cash Flows	25

(continued)

(continued)

**TABLE OF CONTENTS**

<b>Fiduciary Funds:</b>	
Statement of Fiduciary Net Assets	26
Statement of Changes in Fiduciary Net Assets	27
<b>Notes to the Financial Statements</b>	28
<b>Nashua Airport Authority Footnotes</b>	48
<b>SUPPLEMENTARY INFORMATION:</b>	
Contributory Retirement System Information	54



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS  
MANAGEMENT ADVISORS

11 Trafalgar Square • Suite 101  
Nashua, NH 03063-1974  
Tel (603) 882-1111 • Fax (603) 882-9456

INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2004, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Nashua's management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the Nashua Airport Authority Component Unit as of June 30, 2004 and for the year then ended. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the component unit, is based solely on the report of the other auditors.

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

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, as of June 30, 2004, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis on the following pages and the pension information on page 54 is not a required part of the basic financial statements but is supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued our report dated April 20, 2005 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed with *Government Auditing Standards* and should be considered in assessing the results of our audit.

*Melanson, Heath + Company P.C.*

Nashua, New Hampshire  
April 20, 2005

## **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, 2004. **All amounts, unless otherwise indicated, are expressed in thousands of dollars.**

### **A. FINANCIAL HIGHLIGHTS**

- The assets of the City of Nashua exceeded its liabilities at the close of the most recent fiscal year by \$ 209,052 (net assets). Of this amount, \$ 57,066 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors. See part C. Government-wide Financial Analysis for explanation.
- The government's total net assets increased by \$ 13,169. The increase primarily results from debt principal payments in excess of depreciation expense of \$ 1,529, strong wastewater operations of \$ 4,890, a loss in solid waste of (\$ 2,468) and the acquisition of capital assets from non-debt related sources of \$ 8,540 (i.e. roads, sidewalks, land and land improvements, building renovations, equipment, etc.)
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$ 88,218, an increase of \$ 25,823 in comparison with the prior year. (This increase is discussed in Part D. Financial Analysis of the Government's Funds.) Approximately 89% or \$ 78,490 is the total unreserved fund balance, broken down as follows: \$ 1,700 is designated in the General Fund for abatement contingency and \$650 for interest repayment; \$ 32,692 is for School Capital and other reserves; \$ 12,302 is for Permanent Funds (i.e. Cemetery, Library, and other trust funds); and \$ 9,972 is for Capital Projects Funds . The remaining \$ 21,174 is the general fund undesignated, unreserved fund balance.
- At the end of the current fiscal year, unreserved/undesignated fund balance for the general fund was \$ 21,174, or 11% of total general fund expenditures. Subsequent to June 30, 2004, \$ 8,250 was applied to the FY05 tax rate.
- The City of Nashua's total debt increased by \$ 13,352 (7%) during the current fiscal year. The key factor in this increase was the Nashua South High School Construction Project

### **B. OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis are intended to serve as an introduction to, and explanation of, the basic financial statements. The City of Nashua's basic

financial statements comprise three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**C. GOVERNMENT-WIDE FINANCIAL ANALYSIS**

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

**CITY OF NASHUA'S  
NET ASSETS AT JUNE 30, 2003 and 2004**

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2003</u>	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>	<u>2004</u>
Current and other assets	\$ 180,176	\$ 185,547	\$ 31,485	\$ 30,597	\$ 211,661	\$ 216,144
Capital assets	<u>201,433</u>	<u>224,707</u>	<u>98,238</u>	<u>100,633</u>	<u>299,671</u>	<u>325,340</u>
Total assets	381,609	410,254	129,723	131,230	511,332	541,484
Long-term liabilities outstanding	150,879	189,048	36,605	36,134	187,484	225,182
Other liabilities	<u>123,531</u>	<u>103,260</u>	<u>4,434</u>	<u>3,990</u>	<u>127,965</u>	<u>107,250</u>
Total liabilities	274,410	292,308	41,039	40,124	315,449	332,432
Net assets:						
Invested in capital assets, net of related debt	41,900	48,407	76,086	76,949	117,986	125,356
Restricted	22,563	25,984	515	645	23,078	26,629
Unrestricted	<u>42,736</u>	<u>43,555</u>	<u>12,083</u>	<u>13,512</u>	<u>54,819</u>	<u>57,067</u>
Total net assets	\$ <u>107,199</u>	\$ <u>117,946</u>	\$ <u>88,684</u>	\$ <u>91,106</u>	\$ <u>195,883</u>	\$ <u>209,052</u>



	Governmental Activities		Business-Type Activities		Total	
	2003	2004	2003	2004	2003	2004
Revenues:						
Program revenues:						
Charges for services	\$ 8,048	\$ 9,963	\$ 13,081	\$ 11,794	\$ 21,129	\$ 21,757
Operating grants and contributions	45,027	46,006	-	-	45,027	46,006
Capital grants and contributions	5,052	8,269	1,329	3,804	6,381	12,073
General revenues:						
Property taxes	125,768	130,912	-	-	125,768	130,912
Motor vehicle	11,255	11,542	-	-	11,255	11,542
Grants and contributions not restricted to specific programs	4,306	5,167	-	-	4,306	5,167
Other	<u>5,147</u>	<u>3,319</u>	<u>895</u>	<u>792</u>	<u>6,042</u>	<u>4,111</u>
Total revenues	204,603	215,178	15,305	16,390	219,908	231,568
Expenses:						
General government	10,509	11,305	-	-	10,509	11,305
Police	18,751	20,106	-	-	18,751	20,106
Fire	13,951	16,519	-	-	13,951	16,519
Water fire protection services	1,680	1,726	-	-	1,680	1,726
Education	103,479	112,640	-	-	103,479	112,640
Public works	9,540	8,422	-	-	9,540	8,422
Health and human services	3,830	3,823	-	-	3,830	3,823
Culture and recreation	6,309	6,708	-	-	6,309	6,708
Community development	5,458	5,685	-	-	5,458	5,685
Communications	566	1,069	-	-	566	1,069
Interest and costs	7,436	7,144	-	-	7,436	7,144
Intergovernmental	9,574	9,418	-	-	9,574	9,418
Wastewater	-	-	8,391	8,486	8,391	8,486
Solid waste services	-	-	<u>4,366</u>	<u>5,507</u>	<u>4,366</u>	<u>5,507</u>
Total expenses	<u>191,083</u>	<u>204,565</u>	<u>12,757</u>	<u>13,993</u>	<u>203,840</u>	<u>218,558</u>
Increase in net assets before transfers and permanent fund contributions	13,520	10,613	2,548	2,397	16,068	13,010
Transfers	-	( 25)	-	25	-	-
Permanent fund contributions	<u>140</u>	<u>159</u>	-	-	<u>140</u>	<u>159</u>
Increase in net assets	13,660	10,747	2,548	2,422	16,208	13,169
Net assets - beginning of year	<u>93,539</u>	<u>107,199</u>	<u>86,136</u>	<u>88,684</u>	<u>179,675</u>	<u>195,883</u>
Net assets - end of year	\$ <u>107,199</u>	\$ <u>117,946</u>	\$ <u>88,684</u>	\$ <u>91,106</u>	\$ <u>195,883</u>	\$ <u>209,052</u>

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the City of Nashua, assets exceeded liabilities by \$ 209,052 at the close of the most recent fiscal year.

The largest portion of the City of Nashua's net assets (\$ 125,356, or 60%) reflects its investment in capital assets (e.g., land, buildings, machinery and equipment), less any related debt used to acquire those assets that is still outstanding. As stated previously, certain major segments of prior year infrastructure (i.e., road and sidewalks) are not fully recorded in this Statement of Net Assets. Roads and sidewalks retroactive to 1980 (as required by GASB) will be reported in FY06.

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

An additional portion of the City of Nashua's net assets (\$ 26,630, or 13%) represents resources that are subject to external restrictions on how they may be used (i.e. grants, contributions, etc.). The remaining balance of unrestricted net assets (\$ 57,066) may be used to meet the government's ongoing obligations to citizens and creditors.

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

There is \$ 645 in restricted net assets reported in connection with the City of Nashua's business-type activities, which is the regulatory set-aside for the closure of the Phase I Lined Landfill.

**Governmental activities.** Governmental activities increased the City of Nashua's net assets by \$ 10,747. Key elements of this increase have been discussed in the Financial Highlights.

**Business-type activities.** Business-type activities overall increased the City of Nashua's net assets by \$ 2,422 (\$ 4,890 for the Wastewater Fund and \$ (2,468) for the Solid Waste Fund). The end of year net assets is comprised of \$ 100,205 for the Wastewater Fund, and \$ (9,100) for the Solid Waste Fund.

- The sewer user fee is structured to generate several million in revenues per year to fund plant operations and CSO abatement. The Wastewater Fund's strong financial position indicates it's ability to meet CSO abatement costs associated with the remaining sewer separation projects as well as the current and future projects under the new administrative order.

- The Solid Waste Disposal activity continues to operate at a deficit. Several options are being discussed to fund this activity currently and in the future. We anticipate that one of these options will be adopted in FY06.

The total net asset deficit of \$ 9,100 is primarily due to the fund's high percentage of non-capital related (landfill closure) debt, as well as the GAAP (generally accepted accounting principals) requirement to report closure and post closure care liability (the amount the City would be required to spend should the landfill cease operations).

#### **D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS**

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

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

As of the end of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$ 88,218, an increase of \$ 25,823 in comparison with the prior year. This increase is due primarily to the maturing of short-term debt in the Capital Project Funds, which decreased liabilities (and increased fund balance) by \$23,220.

Approximately 89% (\$ 78,490) of the \$ 88,218 total combined ending fund balances constitutes unreserved fund balance. Included in this amount is:

- \$ 1,700 designated for Abatement Contingency
- \$ 650 designated for Interest Rebate
- \$ 32,692 for Special Revenue Funds (primarily School Capital Reserves)
- \$ 9,972 for Capital Project Funds
- \$ 12,302 Permanent Funds (perpetual care of the municipal cemeteries)
- \$ 21,174 General Fund unreserved/undesignated

The remainder of fund balance (\$ 9,727) is reserved to indicate that it is not available for new spending because it has already been committed (1) to liquidate contracts and purchase orders of the prior period (\$ 6,272), (2) to be used as a funding source for the subsequent budget (i.e., escrows 500's and 600's) (\$ 3,252), and (3) for other restricted purposes (\$ 203).

The general fund is the chief operating fund of the City of Nashua. At the end of the current fiscal year, unreserved/undesignated fund balance of the general

fund was \$ 21,174, while total fund balance reached 28,549 (for encumbrances \$ 1,571, escrows \$ 3,251, reserve for tax deed and inventory \$ 203). In addition, \$ 1,700 is designated for abatement contingency (potential prior year property tax abatements), and \$ 650 for interest repayment.

As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved fund balance (inclusive of amounts designated for contingency, etc.) represents 13% of total general fund expenditures, while total fund balance (inclusive of amounts reserved for encumbrances, escrows, capital improvements, etc.) represents 15% of that same amount. These percentages are at June 30, 2004, prior to applying \$ 8,250 to the FY05 tax rate.

The total fund balance for the City of Nashua's general fund decreased by \$ 853 during the current fiscal year. Key factors in this change include excess revenues of \$ 4,371, unexpended current year appropriations of \$ 1,424, a decrease in escrow and encumbrance reserves of (\$ 1,729), and usage of (\$ 5,400) to offset the FY05 tax rate.

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

Unrestricted net assets of the enterprise funds at the end of the year amounted to \$ 13,512. The total growth in net assets was \$ 2,422.

In the Statement of Revenues, Expenses and Changes in Fund Net Assets, the Solid Waste Fund's depreciation expense reflects a substantial increase (approximately \$ 890) over FY03. One major factor in this increase is due to the additional depreciation expense (\$ 229) associated with the fund's newly completed land improvement capital projects of approximately \$ 9,000 (Phase I Lined Landfill and the Multi-site Landfill Closure and Parks Rehab project). The other major factor was the recording of approximately \$ 594 in depreciation expense to write off an asset overage due to overstatement of the FY03 Phase I Lined Landfill construction-in-progress capital asset.

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

## **E. GENERAL FUND BUDGETARY HIGHLIGHTS**

There were two supplemental appropriations during the fiscal year. The two supplemental appropriations were storm-related reimbursements from FEMA amounting to \$ 229 appropriated into the Snow Removal trust fund.

There were no material budgetary deficits within any governmental functions for this fiscal period.

**F. CAPITAL ASSET AND DEBT ADMINISTRATION**

**Capital assets.** The City of Nashua's investment in capital assets for its governmental and business-type activities as of June 30, 2004 amounts to \$ 325,340 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment, park facilities, roads (current year and two years prior), and bridges. The total increase in the City of Nashua's investment in capital assets for the current fiscal year was \$ 25,669, a 12% increase for governmental activities and a 2.5% increase for business-type activities.

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

- Nashua South High School construction nearly completed
- Parking Facility Renovations/Improvements
- Multi-site Landfill Closure/Parks Rehab - four parks completed; two nearly completed
- Wastewater CSO projects - Temple Street area completed; Robinson Road/So. Main St. area and Sargeants Ave. area nearly completed

CITY OF NASHUA'S  
CAPITAL ASSETS AS OF JUNE 30, 2004  
(net of depreciation)

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2003</u>	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>	<u>2004</u>
Land	\$ 22,051	\$ 23,376	\$ 232	\$ 232	\$ 22,283	\$ 23,608
Buildings and system	107,926	106,156	19,343	26,357	127,269	132,513
Machinery and equipment	12,714	13,355	15,892	43,671	28,606	57,026
Infrastructure	13,991	16,031	38,914	16,356	52,905	32,387
Construction in progress	<u>44,751</u>	<u>65,789</u>	<u>23,857</u>	<u>14,017</u>	<u>68,608</u>	<u>79,806</u>
Total	\$ <u>201,433</u>	\$ <u>224,707</u>	\$ <u>98,238</u>	\$ <u>100,633</u>	\$ <u>299,671</u>	\$ <u>325,340</u>

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

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

**Long-term debt.** At the end of the current fiscal year, the City of Nashua had total debt outstanding of \$ 218,257, all of which was debt backed by the full faith and credit of the government.

**Short-term debt.** The City's bond anticipation note of \$ 23,220 matured during the fiscal year.

**CITY OF NASHUA'S  
OUTSTANDING DEBT AS OF JUNE 30, 2004  
General Obligation Bonds, Notes and BAN's**

	Governmental Activities		Business-Type Activities		Total	
	<u>2003</u>	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>	<u>2004</u>
Bonds and notes	\$ 146,665	\$ 184,314	\$ 35,020	\$ 33,943	\$ 181,685	\$ 218,257
Bond anticipation note	<u>23,220</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>23,220</u>	<u>-</u>
Total	<u>\$ 169,885</u>	<u>\$ 184,314</u>	<u>\$ 35,020</u>	<u>\$ 33,943</u>	<u>\$ 204,905</u>	<u>\$ 218,257</u>

The City of Nashua issued new debt of \$ 23,290 during the current fiscal year, primarily for the high school construction project. Additionally, \$ 726 in State Revolving Loan funds were received to fund the Multi-site Landfill Closure/ Parks Rehab project.

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

State statutes limit the amount of general obligation debt a governmental entity may issue to 3% City or 7% School of its total assessed valuation. The City of Nashua imposed more restrictive limits at 2% City and 6% School. The current total debt limitation for the City of Nashua is \$ 641,878, which is significantly in excess of the City of Nashua's outstanding general obligation debt, currently at \$ 184,314. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. The City's debt burden is below average at 2.3% and 1.7% when the state reimbursement is applied. Sewer debt of \$ 24,708 is not subject to limitation.

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

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

- The unemployment rate for the City of Nashua is currently (Dec. 2004) 3.8%, which is a decrease from a rate of 5.1% a year ago. This compares to the State's average unemployment rate of 3.3% and the national average rate of 5.4%.
- On November 2, 1993, the voters adopted an amendment to the City Charter, proposed by an initiative petition, which limits annual budget increases. The amendment provides in part as follows in paragraph 56-c:

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

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

For purposes of the FY04 budget, the 3-year average as defined above was 2.6% with all capital and total principal and interest payments being exempted. The FY04 Budget was a 4.73% increase in appropriations as adopted and a tax rate increase of 3.2%. The allowable increase for FY05 is 2.23% with the same exemptions applied. The overall FY05 operating budget increased 4.68%, with a tax rate increase of 4.85%.

A significant revenue source has been the State Education Adequacy Grant, which in FY04 was \$ 26,364 (an 11% decrease from FY03), and State Vocational Technology Grant of \$ 4,013. These sources are currently the subject of review and revision in the upcoming year.

The City has 15 union contracts, all of which are currently in effect through various dates between June 30, 2004 (two contracts) and June 30, 2006. The two contracts that expired June 30, 2004 are currently being renegotiated.

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

During the current fiscal year, unreserved/undesignated fund balance in the general fund increased to \$ 21,174. The City of Nashua has appropriated

\$ 8,250 of this amount for spending in the 2005 fiscal year budget. It is intended that this use of available fund balance will minimize the need to raise taxes or charges during the 2005 fiscal year.

The gross debt service savings on FY04 refunding was approximately \$ 300.

#### **H. PROPOSED ACQUISITION OF WATER SYSTEM**

At a special election held on January 14, 2003, the voters of the City authorized the City to acquire the privately owned water systems serving the City and other municipalities. The water system serving the City and certain other municipalities is currently owned by Pennichuck Water Works, Inc., a subsidiary of the Pennichuck Corporation ("Pennichuck"). Two other subsidiaries of Pennichuck own the water systems serving other New Hampshire municipalities.

Negotiations between the City and Pennichuck for the purchase of the water systems by the City ended in January 2004 without reaching an agreement. The City is currently pursuing an eminent domain taking of the water systems. Any eminent domain taking of the water systems must be determined to be in the public interest by the state Public Utilities Commission (the "PUC"), and the PUC is the entity charged with determining the value of the water systems that would have to be paid by the City in order to carry out the taking. Thus far the PUC has ruled that the statute allows the City to take the water systems owned by Pennichuck Water Works, Inc. if the PUC ultimately determines it to be in the public interest. The PUC has also ruled that the statute does not allow the City to take water systems owned by other subsidiaries of Pennichuck. At this time, the City does not know how long the PUC approval and valuation process will take or what the PUC will determine the value of the water systems to be. Any taking of the water systems by the City would ultimately need to be approved by a two-thirds vote of the Board of Aldermen.

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

Under state law, the City would be required to finance any taking of the water systems by the issuance of special obligation revenue bonds secured by and payable from revenues of the water systems. Although no decisions regarding the manner in which it would govern and operate the water systems have been made by the City, the City's expectation is that it would establish and operate



the system in a manner, and set rates at a level, sufficient to result in the water systems being a self-supporting enterprise that is financially independent from the other operations and funds of the City.

The City and a number of the other municipalities served by the Pennichuck water systems have formed a regional water district for the purpose of eventually owning and operating all or a portion of the water systems.

### **REQUESTS FOR INFORMATION**

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

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

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2004

	Primary Government			Component Units
	Governmental Activities	Business- Type Activities	Government Wide Total	
<b>ASSETS</b>				
Current:				
Cash and short-term investments	\$ 141,843,052	\$ 29,050,674	\$ 170,893,726	\$ 625,026
Investments	13,265,417	-	13,265,417	-
Receivables, net of allowance for uncollectibles:				
Property taxes	13,559,321	-	13,559,321	-
User fees	-	2,393,141	2,393,141	2,741
Departmental and other	2,171,958	-	2,171,958	-
Intergovernmental	10,882,394	-	10,882,394	80,879
Loans	313,689	-	313,689	-
Internal balances	1,164,652	(1,133,071)	31,581	-
Other assets	1,137,020	68,736	1,205,756	-
Noncurrent:				
Other assets	1,210,089	217,241	1,427,330	-
Capital assets, net of accumulated depreciation	<u>224,706,635</u>	<u>100,633,036</u>	<u>325,339,671</u>	<u>5,936,999</u>
<b>TOTAL ASSETS</b>	<b>410,254,227</b>	<b>131,229,757</b>	<b>541,483,984</b>	<b>6,645,645</b>
<b>LIABILITIES</b>				
Current:				
Accounts payable	7,117,526	500,774	7,618,300	32,100
Accrued liabilities	13,104,110	1,300,025	14,404,135	52,794
Deferred revenues	67,061,818	-	67,061,818	12,349
Other	3,330,776	-	3,330,776	-
Current portion of long-term liabilities:				
Bonds and notes payable	11,038,739	1,812,972	12,851,711	-
Compensated absences	1,200,000	33,000	1,233,000	-
Capital leases	227,520	343,732	571,252	-
Other	179,268	-	179,268	-
Noncurrent:				
Bonds and notes payable	173,275,503	32,129,830	205,405,333	-
Compensated absences	12,427,110	339,465	12,766,575	69,311
Capital leases	289,318	1,150,464	1,439,782	-
Other	<u>3,056,355</u>	<u>2,514,000</u>	<u>5,570,355</u>	<u>-</u>
<b>TOTAL LIABILITIES</b>	<b>292,308,043</b>	<b>40,124,262</b>	<b>332,432,305</b>	<b>166,554</b>
<b>NET ASSETS</b>				
Invested in capital assets, net of related debt	48,407,254	76,948,532	125,355,786	5,936,999
Restricted for:				
Grants and other statutory restrictions	12,463,665	-	12,463,665	-
Capital projects	1,226,930	645,407	1,872,337	-
Permanent funds				
Expendable	424,084	-	424,084	-
Non-expendable	11,869,415	-	11,869,415	-
Unrestricted	<u>43,554,836</u>	<u>13,511,556</u>	<u>57,066,392</u>	<u>542,092</u>
<b>TOTAL NET ASSETS</b>	<b>\$ <u>117,946,184</u></b>	<b>\$ <u>91,105,495</u></b>	<b>\$ <u>209,051,679</u></b>	<b>\$ <u>6,479,091</u></b>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2004

	Expenses	Indirect Cost Allocation	Program Revenues			Net (Expenses) Revenues and Changes in Net Assets			Component Units
			Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government			
						Governmental Activities	Business-Type Activities	Total	
<b>Primary Government</b>									
<b>Governmental Activities:</b>									
General government	\$ 11,304,737	\$ (1,177,984)	\$ 580,771	\$ 1,184,866	\$ 24,422	\$ (8,336,694)	\$ -	\$ (8,336,694)	\$ -
Police	20,106,190	482,656	1,802,347	724,736	-	(18,061,763)	-	(18,061,763)	-
Fire	16,519,202	228,090	70,888	343,476	-	(16,332,928)	-	(16,332,928)	-
Water fire protection services	1,725,577	-	-	-	-	(1,725,577)	-	(1,725,577)	-
Education	112,640,113	6,484,569	4,674,823	39,105,000	6,599,657	(68,745,202)	-	(68,745,202)	-
Public works	8,421,769	305,798	822,147	1,553,597	1,113,980	(5,237,843)	-	(5,237,843)	-
Health and human services	3,823,235	3,753	324,435	504,729	-	(2,997,824)	-	(2,997,824)	-
Culture and recreation	6,707,659	305,182	328,602	467,008	194,943	(6,022,288)	-	(6,022,288)	-
Community development	5,684,745	198,464	1,358,939	2,122,565	336,305	(2,065,400)	-	(2,065,400)	-
Communications	1,069,301	313,486	-	-	-	(1,382,787)	-	(1,382,787)	-
Interest and costs	7,144,014	(7,144,014)	-	-	-	-	-	-	-
Intergovernmental	9,418,474	-	-	-	-	(9,418,474)	-	(9,418,474)	-
Total Governmental Activities	204,565,016	-	9,962,952	46,005,977	8,269,307	(140,326,780)	-	(140,326,780)	-
<b>Business-Type Activities:</b>									
Wastewater services	8,486,194	-	8,869,848	-	3,730,105	-	4,113,759	4,113,759	-
Solid waste services	5,507,278	-	2,924,621	-	74,072	-	(2,508,585)	(2,508,585)	-
Total Business-Type Activities	13,993,472	-	11,794,469	-	3,804,177	-	1,605,174	1,605,174	-
Total primary government	\$ 218,558,488	\$ -	\$ 21,757,421	\$ 46,005,977	\$ 12,073,484	(140,326,780)	1,605,174	(138,721,606)	-
<b>Component unit</b>									
Nashua Airport Authority	\$ 1,065,429	\$ -	\$ 808,470	\$ -	\$ 583,461	-	-	-	326,502
<b>General Revenues, permanent fund contributions and transfers:</b>									
Property taxes						130,912,139	-	130,912,139	-
Auto permits						11,542,180	-	11,542,180	-
Penalties, interest and other taxes						876,278	-	876,278	-
Grants and contributions not restricted to specific programs						5,166,853	-	5,166,853	-
Investment income						1,671,273	791,662	2,462,935	5,583
Miscellaneous						770,980	-	770,980	-
Permanent fund contributions						159,111	-	159,111	-
Transfers in (out)						(25,000)	25,000	-	-
Total general revenues, contributions and transfers						151,073,814	816,662	151,890,476	5,583
Change in Net Assets						10,747,034	2,421,836	13,168,870	332,085
<b>Net Assets:</b>									
Beginning of year						107,199,150	88,683,659	195,882,809	6,147,006
End of year						\$ 117,946,184	\$ 91,105,495	\$ 209,051,679	\$ 6,479,091

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2004

<b>ASSETS</b>	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Cash and short-term investments	\$ 114,909,793	\$ 26,933,258	\$ 141,843,051
Investments	-	13,265,417	13,265,417
Receivables, net of allowance for uncollectibles:			
Property taxes	14,205,767	-	14,205,767
Departmental and other	1,625,993	545,965	2,171,958
Intergovernmental	-	10,882,394	10,882,394
Loans	-	313,689	313,689
Due from other funds	5,684,743	23,144,204	28,828,947
Other assets	<u>41,580</u>	<u>-</u>	<u>41,580</u>
<b>TOTAL ASSETS</b>	<b><u>\$ 136,467,876</u></b>	<b><u>\$ 75,084,927</u></b>	<b><u>\$ 211,552,803</u></b>
<b>LIABILITIES AND FUND BALANCES</b>			
Liabilities:			
Accounts payable	\$ 5,386,797	\$ 1,681,823	\$ 7,068,620
Accrued liabilities	4,820,027	3,369,951	8,189,978
Taxes levied in advance	67,061,818	-	67,061,818
Deferred revenues	797,697	6,835,825	7,633,522
Due to other funds	29,479,327	3,528,677	33,008,004
Other liabilities	<u>373,224</u>	<u>-</u>	<u>373,224</u>
<b>TOTAL LIABILITIES</b>	<b>107,918,890</b>	<b>15,416,276</b>	<b>123,335,166</b>
Fund Balances:			
Reserved for:			
Encumbrances and continuing appropriations	4,822,251	4,701,885	9,524,136
Other specific purposes	203,213	-	203,213
Unreserved:			
Designated	2,350,000	-	2,350,000
Undesignated, reported in:			
General fund	21,173,522	-	21,173,522
Special revenue funds	-	32,692,008	32,692,008
Capital projects funds	-	9,972,489	9,972,489
Permanent funds	<u>-</u>	<u>12,302,269</u>	<u>12,302,269</u>
<b>TOTAL FUND BALANCES</b>	<b><u>28,548,986</u></b>	<b><u>59,668,651</u></b>	<b><u>88,217,637</u></b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b><u>\$ 136,467,876</u></b>	<b><u>\$ 75,084,927</u></b>	<b><u>\$ 211,552,803</u></b>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2004

	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
<b>Revenues:</b>			
Property taxes	\$ 131,496,183	\$ 248,890	\$ 131,745,073
Auto permits	11,542,180	-	11,542,180
Penalties, interest and other taxes	627,388	742,610	1,369,998
Charges for services	1,500,615	4,711,305	6,211,920
Intergovernmental	40,313,612	15,975,294	56,288,906
Licenses and permits	1,041,252	-	1,041,252
Interest earnings	1,270,558	383,454	1,654,012
Miscellaneous	1,016,958	1,985,641	3,002,599
Contributions	-	2,752,805	2,752,805
Total Revenues	<u>188,808,746</u>	<u>26,799,999</u>	<u>215,608,745</u>
<b>Expenditures:</b>			
Current:			
General government	34,462,866	119,752	34,582,618
Police	14,669,482	2,407,830	17,077,312
Fire	13,001,349	431,234	13,432,583
Water fire protection services	1,725,577	-	1,725,577
Education	79,070,809	37,821,172	116,891,981
Public works	8,341,384	1,210,115	9,551,499
Health and human services	2,853,574	535,160	3,388,734
Culture and recreation	4,806,770	740,742	5,547,512
Community development	1,466,087	4,380,166	5,846,253
Communications	262,258	7,961	270,219
Debt service			
Principal	9,682,441	-	9,682,441
Interest and issuance cost	7,300,046	-	7,300,046
Intergovernmental	9,418,474	-	9,418,474
Total Expenditures	<u>187,061,117</u>	<u>47,654,132</u>	<u>234,715,249</u>
Excess (deficiency) of revenues over expenditures	1,747,629	(20,854,133)	(19,106,504)
<b>Other Financing Sources (Uses):</b>			
Bond proceeds	-	46,510,000	46,510,000
Operating transfers in	1,993,807	3,867,639	5,861,446
Operating transfers out	(4,594,382)	(2,847,228)	(7,441,610)
Total Other Financing Sources (Uses)	<u>(2,600,575)</u>	<u>47,530,411</u>	<u>44,929,836</u>
Change in fund balance	(852,946)	26,676,278	25,823,332
Fund Balance, July 1, 2003, as restated	<u>29,401,932</u>	<u>32,992,373</u>	<u>62,394,305</u>
Fund Balance, June 30, 2004	<u>\$ 28,548,986</u>	<u>\$ 59,668,651</u>	<u>\$ 88,217,637</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE  
 RECONCILIATION OF TOTAL GOVERNMENTAL FUND  
 BALANCES TO NET ASSETS OF GOVERNMENTAL  
 ACTIVITIES IN THE STATEMENT OF NET ASSETS  
 FISCAL YEAR ENDED JUNE 30, 2004

<b>Total governmental fund balances</b>	<b>\$ 88,217,637</b>
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	224,706,635
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	6,987,076
• Internal services funds are used by management to account for health insurance and workers' compensation activities. The assets and liabilities of the internal service funds are included in the governmental activities in the Statement of Net Assets.	667,136
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	( 2,276,964)
• Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds, net of deferred assets.	<u>(200,355,336)</u>
<b>Net assets of governmental activities</b>	<b>\$ <u>117,946,184</u></b>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE  
 RECONCILIATION OF THE STATEMENT OF REVENUES,  
 EXPENDITURES, AND CHANGES IN FUND BALANCES OF  
 GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES  
 FISCAL YEAR ENDED JUNE 30, 2004

**NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS** \$ 25,823,332

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

Capital outlay purchases and acquisitions	31,502,961
Depreciation	( 8,153,454)
  
  - 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.
 

	297,420
--	---------
  
  - The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets:
 

Issuance of debt	(46,510,000)
Repayments of debt	9,682,441
  
  - In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.
 

	156,032
--	---------
  
  - Some expenses reported in the Statement of Activities, such as compensated absences and the amortization of bond premiums and discounts, do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.
 

	( 1,819,916)
--	--------------
  
  - Internal service funds are used by management to account for health insurance and workers' compensation activities. The net activity of internal service funds is reported with Governmental Activities.
 

	( <u>231,782</u> )
--	--------------------
- CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES** \$ 10,747,034

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

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

FISCAL YEAR ENDED JUNE 30, 2004

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>		
<b>Revenues and Other Sources:</b>				
Taxes	\$ 131,014,884	\$ 131,014,884	\$ 131,014,884	\$ -
Auto permits	10,250,000	10,250,000	11,542,180	1,292,180
Penalties, interest and other taxes	722,958	722,958	630,972	(91,986)
Charges for services	1,600,923	1,600,923	1,497,471	(103,452)
Intergovernmental	37,704,025	37,704,025	40,313,612	2,609,587
Licenses and permits	743,860	743,860	1,040,812	296,952
Interest earnings	1,306,000	1,306,000	1,270,558	(35,442)
Miscellaneous	1,732,584	1,732,584	2,135,609	403,025
Transfers in	-	228,901	228,901	-
Other sources	5,400,000	5,400,000	5,400,000	-
<b>Total Revenues and Other Sources</b>	<b>190,475,234</b>	<b>190,704,135</b>	<b>195,074,999</b>	<b>4,370,864</b>
<b>Expenditures and Other Uses:</b>				
General government	40,533,327	35,885,072	35,532,973	352,099
Police	14,726,107	15,304,773	14,928,926	375,847
Fire	12,094,892	12,923,266	12,922,388	878
Water fire protection services	1,690,000	1,690,000	1,725,577	(35,577)
Education	75,821,045	77,934,761	77,926,614	8,147
Public works	8,182,972	8,642,339	8,462,233	180,106
Health and human services	3,172,726	3,075,366	2,828,716	246,650
Culture and recreation	4,913,033	4,951,562	4,956,367	(4,805)
Community development	1,485,631	1,488,631	1,482,465	6,166
Communications	277,333	277,333	269,858	7,475
Debt service	17,468,873	17,268,873	16,982,487	286,386
Intergovernmental	9,418,474	9,418,474	9,418,474	-
Capital outlay	425,000	570,341	570,341	-
Transfers out	265,821	1,273,344	1,273,344	-
<b>Total Expenditures and Other Uses</b>	<b>190,475,234</b>	<b>190,704,135</b>	<b>189,280,763</b>	<b>1,423,372</b>
Excess of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 5,794,236	\$ 5,794,236

See notes to financial statements.



## CITY OF NASHUA, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF NET ASSETS

JUNE 30, 2004

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
<b><u>ASSETS</u></b>				
Current:				
Cash and short-term investments	\$ 27,407,007	\$ 1,643,667	\$ 29,050,674	\$ -
User fees, net of allowance for uncollectibles	2,155,004	238,137	2,393,141	-
Due from other funds	-	2,076,106	2,076,106	5,343,710
Other assets	68,736	-	68,736	967,052
Total current assets	29,630,747	3,957,910	33,588,657	6,310,762
Noncurrent:				
Property, plant and equipment, net of accumulated depreciation	86,494,505	14,138,531	100,633,036	-
Other	217,241	-	217,241	-
Total noncurrent assets	86,711,746	14,138,531	100,850,277	-
<b>TOTAL ASSETS</b>	116,342,493	18,096,441	134,438,934	6,310,762
<b><u>LIABILITIES</u></b>				
Current:				
Accounts payable	408,497	92,277	500,774	51,626
Due to other funds	2,460,741	748,436	3,209,177	-
Accrued liabilities	864,198	435,827	1,300,025	5,592,000
Current portion of long-term liabilities:				
Bonds and notes payable	1,043,620	769,352	1,812,972	-
Compensated absences	19,000	14,000	33,000	-
Capital leases	-	343,732	343,732	-
Total current liabilities	4,796,056	2,403,624	7,199,680	5,643,626
Noncurrent:				
Bonds and notes payable	11,130,842	20,998,988	32,129,830	-
Compensated absences	210,470	128,995	339,465	-
Landfill closure and post closure	-	2,514,000	2,514,000	-
Capital leases	-	1,150,464	1,150,464	-
Total noncurrent liabilities	11,341,312	24,792,447	36,133,759	-
<b>TOTAL LIABILITIES</b>	16,137,368	27,196,071	43,333,439	5,643,626
<b><u>NET ASSETS</u></b>				
Invested in capital assets, net of related debt	74,320,043	2,628,489	76,948,532	-
Restricted for capital projects	-	645,407	645,407	-
Unrestricted	25,885,082	(12,373,526)	13,511,556	667,136
<b>TOTAL NET ASSETS</b>	\$ 100,205,125	\$ (9,099,630)	\$ 91,105,495	\$ 667,136

See notes to financial statements.

## CITY OF NASHUA, NEW HAMPSHIRE

## PROPRIETARY FUNDS

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

FISCAL YEAR ENDED JUNE 30, 2004

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
<b>Operating Revenues:</b>				
Charges for services	\$ 8,869,848	\$ 2,900,645	\$ 11,770,493	\$ -
Other	-	23,976	23,976	-
Total Operating Revenues	8,869,848	2,924,621	11,794,469	-
<b>Operating Expenses:</b>				
Salaries and wages	1,712,945	1,931,376	3,644,321	-
Operating expenses	2,608,002	2,421,717	5,029,719	1,821,899
Depreciation	3,484,478	619,818	4,104,296	-
Total Operating Expenses	7,805,425	4,972,911	12,778,336	1,821,899
Operating Income (Loss)	1,064,423	(2,048,290)	(983,867)	(1,821,899)
<b>Nonoperating Revenues (Expenses):</b>				
Intergovernmental	2,619,424	74,072	2,693,496	-
Investment income	750,854	40,808	791,662	34,953
Interest expense	(680,769)	(534,367)	(1,215,136)	-
Developer contributions	1,110,681	-	1,110,681	-
Total Nonoperating Revenues (Expenses), Net	3,800,190	(419,487)	3,380,703	34,953
Income (Loss) Before Transfers	4,864,613	(2,467,777)	2,396,836	(1,786,946)
<b>Transfers:</b>				
Transfers in	25,000	-	25,000	1,555,164
Change in Net Assets	4,889,613	(2,467,777)	2,421,836	(231,782)
Net Assets at Beginning of Year	95,315,512	(6,631,853)	88,683,659	898,918
Net Assets at End of Year	\$ 100,205,125	\$ (9,099,630)	\$ 91,105,495	\$ 667,136

See notes to financial statements.

## CITY OF NASHUA, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2004

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
<b><u>Cash Flows From Operating Activities:</u></b>				
Receipts from customers and users	\$ 9,230,359	\$ 3,006,259	\$ 12,236,618	\$ 27
Payments to vendors	(3,116,688)	(2,736,490)	(5,853,178)	(1,076,459)
Payments to employees	(1,694,560)	(1,924,345)	(3,618,905)	-
Net Cash Provided By (Used For) Operating Activities	4,419,111	(1,654,576)	2,764,535	(1,076,432)
<b><u>Cash Flows From Noncapital Financing Activities:</u></b>				
Payments under interfund loan agreements	(586,061)	947,880	361,819	(513,685)
Transfers in	25,000	-	25,000	1,555,164
Intergovernmental subsidy	3,730,105	74,072	3,804,177	-
Net Cash Provided By Noncapital Financing Activities	3,169,044	1,021,952	4,190,996	1,041,479
<b><u>Cash Flows From Capital and Related Financing Activities:</u></b>				
Proceeds from issuance of bonds and notes	-	727,202	727,202	-
Acquisition and construction of capital assets	(5,459,269)	(64,871)	(5,524,140)	-
Principal payments on bonds	(1,036,877)	(767,887)	(1,804,764)	-
Interest expense	(706,706)	(524,011)	(1,230,717)	-
Net Cash (Used For) Capital and Related Financing Activities	(7,202,852)	(629,567)	(7,832,419)	-
<b><u>Cash Flows From Investing Activities:</u></b>				
Investment income	750,854	40,808	791,662	34,953
Net Change in Cash and Short-Term Investments	1,136,157	(1,221,383)	(85,226)	-
Cash and Short-Term Investments, Beginning of Year	26,270,850	2,865,050	29,135,900	-
Cash and Short-Term Investments, End of Year	\$ 27,407,007	\$ 1,643,667	\$ 29,050,674	\$ -
<b><u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities</u></b>				
Operating income (loss)	\$ 1,064,423	\$ (2,048,290)	\$ (983,867)	\$ (1,821,899)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	3,484,478	619,818	4,104,296	-
Changes in assets and liabilities:				
User fees	360,511	81,638	442,149	27
Other assets	(1,686)	653	(1,033)	-
Accounts payable	(429,363)	(286,218)	(715,581)	26,440
Accrued liabilities	(77,637)	23,528	(54,109)	719,000
Other liabilities	18,385	7,031	25,416	-
Landfill closure liability	-	(52,736)	(52,736)	-
Net Cash Provided By (Used For) Operating Activities	\$ 4,419,111	\$ (1,654,576)	\$ 2,764,535	\$ (1,076,432)

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE  
 FIDUCIARY FUNDS  
 STATEMENT OF FIDUCIARY NET ASSETS  
 JUNE 30, 2004

	<u>Pension Trust</u>	<u>Private Purpose Trust Funds</u>	<u>Agency Funds</u>
<b><u>ASSETS</u></b>			
Cash and short-term investments	\$ 1,014,697	\$ 144,685	\$ 603,668
Investments	23,271,750	3,620,897	-
Due from other funds	-	6,985	-
Other assets	<u>133,578</u>	<u>250</u>	<u>-</u>
Total Assets	<u>\$ 24,420,025</u>	<u>\$ 3,772,817</u>	<u>\$ 603,668</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>			
Accounts payable	\$ -	\$ 57,387	\$ -
Other liabilities	-	-	603,668
Due to other funds	<u>38,567</u>	<u>-</u>	<u>-</u>
Total Liabilities	38,567	57,387	603,668
<b><u>NET ASSETS</u></b>			
Total net assets held in trust for pension benefits and other purposes	<u>24,381,458</u>	<u>3,715,430</u>	<u>-</u>
Total Liabilities and Net Assets	<u>\$ 24,420,025</u>	<u>\$ 3,772,817</u>	<u>\$ 603,668</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE  
 FIDUCIARY FUNDS  
 STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS  
 FISCAL YEAR ENDED JUNE 30, 2004

	Pension Trust Fund (For the Year Ended <u>December 31, 2003</u> )	Private Purpose Trust <u>Funds</u>
<b>Additions:</b>		
Contributions:		
Employers	\$ 679,643	\$ -
Plan members	679,643	-
Other	-	<u>124,650</u>
Total contributions	<u>1,359,286</u>	<u>124,650</u>
Investment Income:		
Dividend and interest	<u>2,140,273</u>	<u>402,871</u>
Total Investment income	<u>2,140,273</u>	<u>402,871</u>
Total additions	3,499,559	527,521
<b>Deductions:</b>		
Benefit payments to plan members and beneficiaries	1,380,480	95,862
Administrative expenses	<u>136,239</u>	<u>26,705</u>
Total deductions	<u>1,516,719</u>	<u>122,567</u>
Net increase	1,982,840	404,954
<b>Net assets held in trust:</b>		
Beginning of year	<u>22,398,618</u>	<u>3,310,476</u>
End of year	<u>\$ 24,381,458</u>	<u>\$ 3,715,430</u>

See notes to financial statements.

# CITY OF NASHUA, NEW HAMPSHIRE

## Notes to Financial Statements

### 1. Summary of Significant Accounting Policies

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

#### A. Reporting Entity

The government is a municipal corporation governed by an elected Mayor and Board of Aldermen. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2004, it was determined that the Nashua Airport Authority met the required GASB-39 criteria of component units.

#### B. Government-Wide and Fund Financial Statements

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

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

#### Fund Financial Statements

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

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

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

Government-Wide Financial Statements

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

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

Fund Financial Statements

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

The government reports the following major governmental fund:

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

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating

revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

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

The government reports the following major proprietary funds:

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

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

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

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

#### D. Cash and Short-Term Investments

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

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



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

*E. Investments*

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

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

*F. Interfund Receivables and Payables*

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

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

*G. Inventories*

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

*H. Capital Assets*

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

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

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

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

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

*I. Compensated Absences*

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

*J. Long-Term Obligations*

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

*K. Fund Equity*

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

*L. Use of Estimates*

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities

and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

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

### **A. Budgetary Information**

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

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

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

### **B. Budgetary Basis**

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

### **C. Budget/GAAP Reconciliation**

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

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

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Revenues/Expenditures (GAAP basis)	\$ 188,808,746	\$ 187,061,117
Other financing sources/uses (GAAP basis)	<u>1,993,807</u>	<u>4,594,382</u>
Subtotal (GAAP Basis)	190,802,553	191,655,499
Adjust tax revenue to accrual basis	( 481,300)	-
Reverse beginning of year appropriation carryforwards from expenditures	-	( 3,234,009)
Add end of year appropriation carryforwards to expenditures	-	1,591,907
Reverse activity budgeted in prior years	( 646,254)	( 732,634)
Recognize use of fund balance as funding source	<u>5,400,000</u>	<u>-</u>
Budgetary basis	\$ <u>195,074,999</u>	\$ <u>189,280,763</u>

*D. Deficit Fund Equity*

The following fund had a deficit at June 30, 2004:

Stellos Stadium Project	\$ (292,516)
-------------------------	--------------

Subsequent to June 30, 2004, the Board of Aldermen approved the appropriation of \$ 650,000 from Pennichuck Jr. High School roof collapse settlement into the capital project fund, eliminating the remaining deficit.

**3. Cash and Short-Term Investments**

The carrying amount of the City's deposits with financial institutions at June 30, 2004 was \$ 172,656,776. The bank balances, which do not include reconciling items such as deposits in transit and outstanding checks, were fully insured by the FDIC and DIF, or collateralized with securities held by the City in its name.

**4. Investments**

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

- (1) Insured or registered, or securities held by the City or its agent in the City's name.

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

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

	Category			Total
	1	2	3	
U.S. Government securities	\$ 8,795	\$ -	\$ -	\$ 8,795
Corporate equity	22,474	-	-	22,474
Corporate bonds	<u>6,930</u>	<u>-</u>	<u>-</u>	<u>6,930</u>
Subtotal	<u>\$ 38,199</u>	<u>\$ -</u>	<u>\$ -</u>	38,199
Investments not subject to categorization:				
Mutual funds				<u>1,959</u>
Total Investments				<u>\$ 40,158</u>

## 5. Taxes Receivable

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

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

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

Taxes receivable at June 30, 2004 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2004	\$ 12,980
Levy of 2003	798
Levy of 2002	248
Levy of 2001	41
Prior	<u>139</u>
Total	<u>\$ 14,206</u>

**6. Allowance for Doubtful Accounts**

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

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

**7. Intergovernmental Receivables**

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2004.

**8. Interfund Fund Receivables/Payables**

Although self-balancing funds are maintained, most transactions flow through the general fund. In order to obtain accountability for each fund, interfund receivable and payable accounts must be utilized. The following is an analysis of the June 30, 2004 balances in interfund receivable and payable accounts:

	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
<u>Funds:</u>		
General fund	\$ 5,684,743	\$ 29,479,327
Capital Project funds:		
Non-major governmental funds	23,144,204	3,528,677
Enterprise funds:		
Waste water	-	2,460,741
Solid waste	2,076,106	748,436
Internal service fund:		
Self-insurance	5,343,710	-
Fiduciary fund types:		
Pension trust	-	38,567
Private purpose	<u>6,985</u>	<u>-</u>
Total	<u>\$ 36,255,748</u>	<u>\$ 36,255,748</u>

**9. Capital Assets**

Capital asset activity for the year ended June 30, 2004 was as follows (in thousands):

	<u>Beginning Balance</u>	<u>Net Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<b>Governmental Activities:</b>				
Capital assets, being depreciated:				
Buildings and improvements	\$ 144,383	\$ 2,072	\$ -	\$ 146,454
Infrastructure	22,268	3,747	( 431)	25,584
Machinery and equipment	<u>20,305</u>	<u>3,323</u>	<u>-</u>	<u>23,628</u>
Total capital assets, being depreciated	186,956	9,141	(431)	195,666
Less accumulated depreciation:				
Buildings and improvements	( 36,457)	( 3,841)	-	( 40,298)
Infrastructure	( 9,554)	( 3,030)	355	( 12,229)
Machinery and equipment	<u>( 6,314)</u>	<u>( 1,283)</u>	<u>-</u>	<u>( 7,597)</u>
Total accumulated depreciation	<u>( 52,325)</u>	<u>( 8,153)</u>	<u>355</u>	<u>( 60,124)</u>
Total capital assets, being depreciated, net	134,631	987	( 76)	135,542
Capital assets, not being depreciated:				
Land	22,051	1,325	-	23,376
Construction in progress	<u>44,751</u>	<u>21,498</u>	<u>( 460)</u>	<u>65,789</u>
Total capital assets, not being depreciated	<u>66,802</u>	<u>22,823</u>	<u>( 460)</u>	<u>89,165</u>
Governmental activities capital assets, net	\$ <u>201,433</u>	\$ <u>23,810</u>	\$ <u>( 536)</u>	\$ <u>224,707</u>

Note: The City has not yet fully capitalized infrastructure assets for governmental activities.

	<u>Beginning Balance</u>	<u>Net Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<b>Business-Type Activities:</b>				
Capital assets, being depreciated:				
Buildings	\$ 40,287	\$ 169	\$ -	\$ 40,456
Land improvements	470	8,194	-	8,664
Infrastructure	43,354	1,670	-	45,024
Machinery and equipment	25,238	1,952	-	27,190
Storm drains	<u>16,680</u>	<u>4,355</u>	<u>-</u>	<u>21,035</u>
Total capital assets, being depreciated	126,029	16,340	-	142,369
Less accumulated depreciation for:				
Buildings	( 21,402)	( 1,121)	-	( 22,523)
Land improvements	( 12)	( 228)	-	( 240)
Infrastructure	( 17,041)	( 875)	-	( 17,916)
Machinery and equipment	( 9,346)	( 1,488)	-	( 10,834)
Storm drains	<u>( 4,079)</u>	<u>( 393)</u>	<u>-</u>	<u>( 4,472)</u>
Total accumulated depreciation	<u>( 51,880)</u>	<u>( 4,105)</u>	<u>-</u>	<u>( 55,985)</u>
Total capital assets, being depreciated, net	74,149	12,235	-	86,384
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>23,857</u>	<u>4,120</u>	<u>(13,960)</u>	<u>14,017</u>
Total capital assets, not being depreciated	<u>24,089</u>	<u>4,120</u>	<u>(13,960)</u>	<u>14,249</u>
Business-type activities capital assets, net	\$ <u>98,238</u>	\$ <u>16,355</u>	\$ <u>(13,960)</u>	\$ <u>100,633</u>

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

Governmental Activities:	
General government	\$ 221
Police	475
Fire	406
Education	4,510
Public works	908
Culture and recreation	497
Health and human services	19
Community development	318
Communications	<u>799</u>
Total depreciation expense - governmental activities	\$ <u>8,153</u>
Business-Type Activities:	
Waste water	\$ 3,484
Solid waste	<u>620</u>
Total depreciation expense - business-type activities	\$ <u>4,104</u>

#### 10. **Accounts Payable**

Accounts payable represent additional 2004 expenditures paid after June 30, 2004.

#### 11. **Deferred Revenue**

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

The balance of the General Fund deferred revenues account is equal to the total of all June 30, 2004 receivable balances, except real and personal property taxes that are accrued for subsequent 60-day collections.

#### 12. **Anticipation Notes Payable**

The City had no notes payable outstanding at June 30, 2004. The following summarizes activity in notes payable during fiscal year 2004:

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



### 13. Capital Lease Obligations

The City is the lessee of certain equipment under capital leases expiring in 2008. Future minimum lease payments under the capital leases consisted of the following as of June 30, 2004 (in thousands):

	<u>Governmental Fund Types</u>	<u>Business- Type Funds</u>
2005	\$ 248	\$ 385
2006	250	384
2007	27	316
2008	27	316
2009	-	<u>243</u>
Total minimum lease payments	552	1,644
Less amount representing interest	<u>( 35)</u>	<u>( 150)</u>
Present Value of Minimum Lease Payments	\$ <u>517</u>	\$ <u>1,494</u>

### 14. Long-Term Debt

#### A. General Obligation Bonds

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

	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of June 30, 2004</u>
<u>Governmental Activities:</u>			
Parking garage/City Hall annex	05/05	4.35%	\$ 226,000
Mt. Pleasant - renovation/construction	05/06	4.50%	1,804,000
Parking garage - Garden and Elm St.	11/10	5.24%	463,785
Public improvements	11/12	5.24%	695,400
Public improvements	11/12	5.24%	2,810,880
Elementary school/admin bldg. renovation	07/13	5.483%	4,580,500
New Searles and Elm St.	07/15	3.66%	275,000
Refunding bond for school component	07/15	3.66%	2,929,455
Arts and Science Center, library addition, and fire station addition	07/15	3.66%	80,000
Refunding bond for Arts and Science	07/15	3.66%	725,469
Shady Lane landfill closure	07/15	3.66%	80,000
Refunding bond for Shady Lane	07/15	3.66%	883,753
New Searles school	11/16	5.31%	15,000
Fairgrounds junior high school	11/16	5.31%	1,010,000

(continued)

(continued)

	<u>Serial</u> <u>Maturities</u> <u>Through</u>	<u>Interest</u> <u>Rate(s) %</u>	<u>Amount</u> <u>Outstanding</u> <u>as of</u> <u>June 30, 2004</u>
Fairgrounds junior high school	11/16	5.31%	15,000
Dr. Crisp/bicentennial	11/16	5.31%	970,000
Ridge road	11/16	5.31%	15,000
Lake St. fire station/comm. system	01/19	4.33%	4,600,000
Amherst St. school renovations	10/19	4.5 - 7.5%	3,765,000
School land acquisition	10/19	4.5 - 7.5%	5,600,000
Athletic fields	04/19	7.50%	800,000
Southwest quadrant land acquisition	04/19	7.50%	2,080,000
Citywide communication towers	09/21	5.10%	4,250,000
Library automation	09/21	5.10%	430,000
NPD CAD system	09/21	5.10%	3,400,000
NPD CAD system	09/21	5.10%	2,125,000
Highway and sidewalk construction	09/21	5.10%	985,000
Athletic field	09/21	5.10%	3,390,000
High school construction	09/21	5.10%	41,055,000
High school planning	09/21	5.10%	1,445,000
School construction	01/22	4.73%	34,865,000
Holman stadium Series A	01/22	5.2979%	2,365,000
Holman stadium Series C	01/22	6.0982%	1,720,000
Refunding for Dr. Crisp/bicentennial	11/16	2.0 - 4.0%	3,599,652
Refunding for fairgrounds	11/16	2.0 - 4.0%	56,245
Refunding for fairgrounds	11/16	2.0 - 4.0%	56,245
Refunding for fairgrounds/jr. high	11/16	2.0 - 4.0%	3,581,613
Refunding for ridge road	11/16	2.0 - 4.0%	56,245
Departmental equipment – buses	03/14	2.5 - 5.0%	172,500
Land acquisition	03/04	2.5 - 5.0%	247,500
Parking facility	03/13	2.0 - 5.0%	1,165,000
School	03/24	2.0 - 5.0%	<u>44,925,000</u>
Total Governmental Activities			<u>\$ 184,314,242</u>
	<u>Serial</u> <u>Maturities</u> <u>Through</u>	<u>Interest</u> <u>Rate(s) %</u>	<u>Amount</u> <u>Outstanding</u> <u>as of</u> <u>June 30, 2004</u>
<u>Business-Type Activities:</u>			
Solid Waste Disposal Fund:			
Four Hills landfill closure	01/14	6.50%	25,000
Refunding bonds	07/15	3.66%	237,893
Landfill expansion and closure	02/18	4.216%	2,573,174
Landfill expansion and closure	04/21	4.464%	7,470,703
Multisite landfill - old Nashua	01/23	3.98%	449,337
Multisite landfill - atherton park	01/23	3.73%	85,500
Multisite landfill - rousssel/gardner	05/23	3.73%	1,468,853
Multisite landfill - shady lane	05/23	3.73%	<u>222,894</u>
Total Solid Waste Disposal Fund			12,533,354

(continued)

(continued)

	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of June 30, 2004</u>
Waste Water Treatment Fund:			
Refunding bonds	11/11	5.24%	3,196,215
Refunding bonds	11/11	5.24%	153,720
Sewer bonds	07/12	5.58%	784,500
Sewer component	01/14	6.50%	15,000
Refunding bonds	07/15	3.66%	183,431
Sludge digester	08/20	4.16%	<u>7,841,596</u>
Total Waste Water Treatment Fund			<u>12,174,462</u>
Total Enterprise Fund Bonds Payable			<u>24,707,816</u>
Grand Total			<u>\$ 209,022,058</u>

**B. Future Debt Service**

The annual principal payments to retire all general obligation long-term debt outstanding as of June 30, 2004 are as follows:

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005	\$ 11,038,739	\$ 8,271,822	\$ 19,310,561
2006	12,073,568	7,805,254	19,878,822
2007	12,033,439	7,309,222	19,342,661
2008	11,431,062	6,807,154	18,238,216
2009	11,370,645	6,319,645	17,690,290
2010 - 2014	53,521,008	24,366,544	77,887,552
2015 - 2019	47,055,781	12,351,102	59,406,883
2020 - 2024	23,495,000	2,352,383	25,847,383
2025 - 2029	<u>2,295,000</u>	<u>103,275</u>	<u>2,398,275</u>
Total	<u>\$ 184,314,242</u>	<u>\$ 75,686,401</u>	<u>\$ 260,000,643</u>
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005	\$ 1,812,972	\$ 1,022,841	\$ 2,835,813
2006	1,813,141	943,640	2,756,781
2007	1,813,271	866,212	2,679,483
2008	1,805,657	788,787	2,594,444
2009	1,791,065	710,981	2,502,046
2010 - 2014	7,542,550	2,491,714	10,034,264
2015 - 2019	5,858,170	1,141,484	6,999,654
2020 - 2024	<u>2,270,990</u>	<u>146,102</u>	<u>2,417,092</u>
Total	<u>\$ 24,707,816</u>	<u>\$ 8,111,761</u>	<u>\$ 32,819,577</u>

**C. Notes Payable**

During fiscal year 2004, the City permanently financed \$ 1,869,325 in NHDES loans previously reported as notes payable and issued \$ 254,215

in additional notes for a total of \$ 9,234,986 in State Revolving Loans. The notes accrue interest at 1% during the construction phase and will be permanently financed upon completion.

*D. Bond Authorizations*

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2004 are as follows:

<u>Purpose</u>	<u>Amount</u>
High school projects	\$ 3,030,000
Replacement of bus fleet	187,500
Land purchase	212,500
Holman stadium	50,000
Four Hills landfill closure	8,000,000
Multi-site closure and park improvements	2,629,968
Downtown parking renovations	55,000
Senior center expansion	2,400,000
Police HVAC	325,000
Acquisition 50 east hollis	450,000
Refunding 9/01	5,645,000
Refunding 4/04	<u>80,000,000</u>
Total	<u>\$ 102,984,968</u>

*E. Changes in General Long-Term Liabilities*

During the year ended June 30, 2004, the following changes occurred in long-term liabilities (in thousands):

	Total Balance <u>7/1/03</u>	<u>Additions</u>	<u>Reductions</u>	Total Balance <u>6/30/04</u>	Less Current Portion	Equals Long-Term Portion <u>6/30/04</u>
<u>Governmental Activities</u>						
Bonds payable	\$ 146,665	\$ 46,510	\$ (8,861)	\$ 184,314	\$ (11,039)	\$ 173,275
Compensated absences	13,236	391	-	13,627	( 1,200)	12,427
Capital leases	738	-	( 221)	517	( 228)	289
Other:						
Unamortized bond premium	<u>1,456</u>	<u>1,959</u>	<u>( 179)</u>	<u>3,236</u>	<u>( 179)</u>	<u>3,057</u>
Totals	<u>\$ 162,095</u>	<u>\$ 48,860</u>	<u>\$ (9,261)</u>	<u>\$ 201,694</u>	<u>\$ (12,646)</u>	<u>\$ 189,048</u>
<u>Business-Type Activities</u>						
Bonds payable	\$ 24,170	\$ 2,342	\$ ( 1,805)	\$ 24,707	\$ ( 1,813)	\$ 22,894
Notes payable	10,850	254	( 1,868)	9,236	-	9,236
Compensated absences	347	25	-	372	( 33)	339
Capital leases	519	1,103	( 128)	1,494	( 344)	1,150
Other:						
Landfill closure and post-closure	<u>2,567</u>	<u>-</u>	<u>( 53)</u>	<u>2,514</u>	<u>-</u>	<u>2,514</u>
Totals	<u>\$ 38,453</u>	<u>\$ 3,724</u>	<u>\$ ( 3,854)</u>	<u>\$ 38,323</u>	<u>\$ ( 2,190)</u>	<u>\$ 36,133</u>

## **15. 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 \$ 2,514,000 reported as landfill closure and postclosure care liability at June 30, 2004 is comprised of \$ 1,890,000 of postclosure care cost for the MSW Landfill, and \$ 624,000 in closure and postclosure care costs for the new Phase I Lined Landfill (based on the use of 16% of the estimated capacity of this landfill). The MSW Landfill was closed in the spring of 2004. The City expects to close the Phase I Lined Landfill in 2009. The City will recognize the remaining estimated cost of closure and postclosure care of this landfill as the remaining capacity is filled. The actual life of the landfill may be longer due to recycling efforts. Actual cost may be higher due to inflation, changes in technology, or changes in regulations.

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

## **16. Restricted Net Assets**

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

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

## **17. Reserves and Designations of Fund Equity**

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

The following types of reserves and designations are reported at June 30, 2004:

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

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

## **18. Commitments and Contingencies**

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

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

## **19. Post-Employment Health Care and Life Insurance Benefits**

The City's employee contracts provide for health care and life insurance benefits to retirees, their dependent, or their survivors. These benefits are provided through the City's group plans. The cost of these benefits are included in the total cost of benefits for both active and retired employees. The number of participants currently eligible to receive benefits, and cost of benefits for retirees, their dependents, or their survivors for the year ended June 30, 2004 was not available.

## **20. Contributory Retirement System**

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

### *New Hampshire Retirement System*

#### *A. Plan Description*

Substantially all non-public works employees are members of the New Hampshire Retirement System. The City contributes to the New Hampshire Retirement System (the "System"), a cost-sharing, multiple-employer defined benefit pension plan administered by the state retirement board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Revised Statutes Annotated 100-A: 41a of

New Hampshire Law assigns the system the authority to establish and amend benefit provisions of the plan and grant cost-of-living increases. The System issues a publicly available financial report which can be obtained through the New Hampshire Retirement System at 4 Chenell Drive, Concord, New Hampshire 03301-8509.

*B. Funding Policy*

Plan members are required to contribute between 5% and 9.30% of annual covered compensation to the pension plan. The City makes annual contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100-A: 16, and range from 2.64% to 13.44% of covered compensation. The City’s contributions to the System for the years ended June 30, 2004, 2003 and 2002 were \$ 4,904,514, \$ 3,294,872 and \$ 3,112,891, respectively, which were equal to its annual required contributions for each of these years.

*Public Works Employees’ Retirement System*

*C. Plan Description and Contribution Information*

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

Membership of each plan consisted of the following at June 30, 2004, the date of the latest actuarial valuation:

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

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

*D. Summary of Significant Accounting Policies*

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

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

**21. Self Insurance**

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

General Liability/Workers' Compensation

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

Health Insurance

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

Changes in the aggregate liability for general liability and health claims for the year ended June 30, 2004 are as follows:

Claims liability, July 1, 2003	\$ 4,873,000
Claims incurred/recognized in fiscal year 2004	1,821,899
Claims paid in fiscal year 2004	<u>(1,102,899)</u>
Claims liability, June 30, 2004	\$ <u>5,592,000</u>



**22. Risk Management**

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

**23. Beginning Fund Balance Reclassification**

The City's major governmental funds for fiscal year 2004, as defined by GASB Statement 34, have changed from the previous fiscal year. Accordingly, the following reconciliation is provided:

	Fund Equity June 30, 2003 (as previously <u>reported</u> )	<u>Reclassification</u>	Fund Equity June 30, 2003 (as restated)
South High School project	\$ (16,352,156)	\$ 16,352,156	\$ -
Non-Major funds	<u>49,344,529</u>	<u>(16,352,156)</u>	<u>32,992,373</u>
Total	\$ <u>32,992,373</u>	\$ <u>-</u>	\$ <u>32,992,373</u>

**NASHUA AIRPORT AUTHORITY FOOTNOTES**

**NASHUA AIRPORT AUTHORITY**  
**NOTES TO FINANCIAL STATEMENTS**  
**June 30, 2004 and 2003**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

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

1. Financial Reporting Entity

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

2. Basis of Accounting

The financial statements are presented on the accrual basis of accounting, wherein revenues are recognized when earned and expenses are recognized when incurred. Government Accounting Standards Board (“GASB”) Statement No. 20 requires proprietary activities to apply all GASB pronouncements as well as Financial Accounting Standards Board (“FASB”) pronouncements issued on or before November 30, 1989, unless these pronouncements conflict or contradict GASB pronouncements. The Authority has elected not to apply FASB pronouncements issued after November 30, 2004.

3. Estimates

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

4. Assets, Liabilities, and Net Assets

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

Accounts Receivable - At June 30, 2004, accounts receivable includes unpaid tie-down fees and land lease rental fees. An allowance for estimated uncollected receivables is not deemed necessary as of June 30, 2003.

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

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

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

#### 5. Revenues and Expenses

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

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

### **NOTE 2 - CASH AND INVESTMENTS**

The Authority limits its deposits to money market investment accounts and certificates of deposit. At June 30, 2004 and 2003, the carrying amount of the Authority's deposits was \$ 625,026 and \$ 409,492, respectively and the bank balance was \$ 670,193 and \$ 413,699, respectively. Of the bank balance at June 30, 2004, \$ 475,000 was covered by federal depository insurance or collateralized by a public deposit guarantee bond and \$ 195,193 was uninsured and uncollateralized. Of the bank balance at June 30, 2003, \$ 401,538 was covered by federal depository insurance or collateralized by a public deposit guarantee bond and \$ 12,161 was uninsured and uncollateralized.

Investments outstanding at year end consist of certificates of deposit. The balance of the Authority's investments was \$ 0 and \$ 255,545 at June 30, 2004 and 2003, respectively. Of the bank balance at June 30, 2003, \$ 253,813 was covered by

federal depository insurance or collateralized by a public deposit guarantee bond and \$ 1,732 was uninsured and uncollateralized.

### NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consist of various federal and state fundings. All receivables are considered collectible in full and will be received within one year. A summary of the principal items of intergovernmental receivables as of June 30, 2004 and 2003 is as follows:

	<u>2004</u>	<u>2003</u>
Control tower income from United States Treasury Department	\$ 31,350	\$ 31,175
State and federal share of Federal Aviation Administration projects	<u>49,529</u>	<u>23,377</u>
Total	<u>\$ 80,879</u>	<u>\$ 54,552</u>

### NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the year ended June 30, 2004 and 2003:

	<u>Balance 07/01/03</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance 06/30/04</u>
Capital assets, not being depreciated:				
Land	\$ 1,995,475	\$ -	\$ -	\$ 1,995,475
Construction in progress	<u>110,483</u>	<u>625,752</u>	<u>-</u>	<u>736,235</u>
Total capital assets, not being depreciated	<u>2,105,958</u>	<u>625,752</u>	<u>-</u>	<u>2,731,710</u>
Other capital assets:				
Land improvements	4,391,992	570	-	4,392,562
Buildings and improvements	1,460,718	-	-	1,460,718
Equipment	<u>611,449</u>	<u>12,241</u>	<u>(5,583)</u>	<u>618,107</u>
Total other capital assets at historical cost	<u>6,464,159</u>	<u>12,811</u>	<u>(5,583)</u>	<u>6,471,387</u>
Less accumulated depreciation for:				
Land improvements	(2,266,748)	(176,894)	-	(2,443,642)
Buildings and improvements	( 402,036)	( 37,605)	-	( 439,641)
Equipment	<u>( 355,775)</u>	<u>( 32,623)</u>	<u>5,583</u>	<u>( 382,815)</u>
Total accumulated depreciation	<u>(3,024,559)</u>	<u>(247,122)</u>	<u>5,583</u>	<u>(3,266,098)</u>
Total other capital assets, net	<u>3,439,600</u>	<u>(234,311)</u>	<u>-</u>	<u>3,205,289</u>
Total capital assets, net	<u>\$ 5,545,558</u>	<u>\$ 391,441</u>	<u>\$ -</u>	<u>\$ 5,936,999</u>

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

## NOTE 5 - PENSION PLAN

### 1. Plan Description

The Authority contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. The plan provides service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 4 Chenell Drive, Concord, New Hampshire 03301.

### 2. Funding Policy

Covered general employees are required to contribute 5.0% of their covered salary and the Authority is required to contribute at an actuarially determined rate. The Authority's contribution rate was 5.90% and 4.14% of covered payroll for general employees during the year's ended June 30, 2004 and 2003, respectively. The Authority contributes 100% of the employer cost for general employees.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution

rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The Authority's contributions to the NHRS for the years ending June 30, 2004, 2003, and 2002 were \$ 9,931, \$ 6,703, and \$ 5,581, respectively, equal to the required contributions for each year.

**NOTE 6 - OPERATING LEASE**

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

The Authority subleases a portion of this land under twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2004 and 2003, estimated yearly lease income is \$ 189,000 and \$ 178,000, respectively.

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

**NOTE 7 - NET ASSETS**

Unrestricted net assets as of June 30, 2004 and 2003 is as follows:

	<u>2004</u>	<u>2003</u>
Designated for –		
Capital improvements/equipment	\$ 207,601	\$ 205,731
Project capital improvements/equipment	50,266	49,813
Safety related expenditures	<u>2,022</u>	<u>2,010</u>
	259,889	257,554
Undesignated	<u>282,203</u>	<u>343,894</u>
	<u>\$ 542,092</u>	<u>\$ 601,448</u>

**NOTE 8 - CONTINGENCIES**

1. Litigation

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

2. Federal Grants

The Authority participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of expenses which may be

disallowed by the granting agency cannot be determined at this time, although the Authority expects such amounts, if any, to be immaterial.

## **NOTE 9 - COMMITMENTS**

### **1. Construction Contract**

During August 2003, the Authority signed a \$ 693,543 contract with an independent company for the construction of a 17,600 square yard aircraft tie-down apron. The Authority was awarded a grant from the Federal Aviation Administration for the construction of the tie-down apron. The original estimated cost of the project was \$ 822,032 and was to be funded with the federal funds (\$ 739,829), state funds (\$ 41,102) and local funds (\$ 41,101). Subsequent to year end, the estimated cost of the project was increased and additional funding was authorized by the Federal Aviation Administration (see Note 10). The balance of the contract for the construction of the tie-down apron is \$ 172,188 as of June 30, 2004.

### **2. Engineering Contract**

During June 2003, the Authority signed a \$ 79,826 contract with an independent company for professional engineering services relating to the design of an aircraft tie-down apron. The balance of the contract for the engineering services is \$ 25,297 and \$ 79,826 as of June 30, 2004 and 2003, respectively.

## **NOTE 10 - SUBSEQUENT EVENT**

During July 2004, the Authority was awarded additional funding from the Federal Aviation Administration for the construction of the tie-down apron. The federal funding of the project was increased to \$ 850,802.

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



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

**Schedules of Funding Progress and Employer Contributions**

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

Schedule of Funding Progress:

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial 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]
06/30/99	\$ 19,437,151	\$ 18,591,827	\$ (845,324)	104.5%	\$ 5,960,884	-14.2%
06/30/01	\$ 21,772,296	\$ 22,674,418	\$ 902,122	96.0%	\$ 6,762,252	13.3%
06/30/03	\$ 21,189,323	\$ 25,920,563	\$ 4,731,240	81.7%	\$ 7,088,854	66.7%

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

Schedule of Employer Contributions:

Year Ended June 30	Annual Required Contribution	Percentage Contributed
1999	\$ 558,922	100%
2000	584,725	100%
2001	621,726	100%
2002	630,871	100%
2003	637,391	100%
2004	679,643	100%

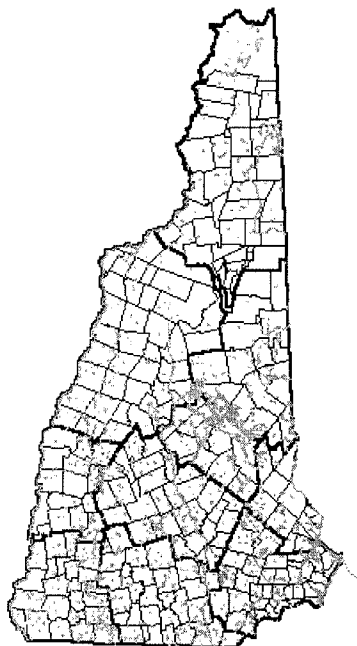
The required information presented above was determined as part of the actuarial valuations at the dates indicated. Additional information as of the latest actuarial valuation follows.

Valuation date	07/01/2003
Actuarial cost method	Entry age normal
Amortization method	Level dollar
Remaining amortization period	N/A
Asset valuation method	Average of book and market value plus any due, yet unpaid, contributions at year-end
Actuarial assumptions:	
Investment rate of return	7.00%
Projected salary increase	4.00%

See Independent Auditors' Report.

## Municipal Government Report

# Nashua, NH



Community Contact	City of Nashua Katherine Hersh, Community Development Division Director PO Box 2019, 229 Main Street Nashua, NH 03061-2019
Telephone	(603) 589-3095
Fax	(603) 589-3119
E-mail	hershk@ci.nashua.nh.us
Web Site	www.gonashua.com
Municipal Office Hours	Monday through Friday, 8 am - 5 pm
County	Hillsborough
Tourism Region	Merrimack Valley
Planning Commission	Nashua Regional
Regional Development	Gateway Industrial Development Corp.
Election Districts	
US Congress	District 2 (All Wards)
Executive Council	District 5 (All Wards)
State Senate	District 12 (Wards 1, 2, 3, & 7), and 13 (Wards 4, 5, 6, 8, & 9)
State Representative	District 59 (Ward 2), 60 (Ward 3), 61 (Ward 1), 62 (Wards 4 & 6), 63 (Ward 5), 64 (Ward 9), and 65 (Wards 7 & 8)

**Incorporated:** 1746

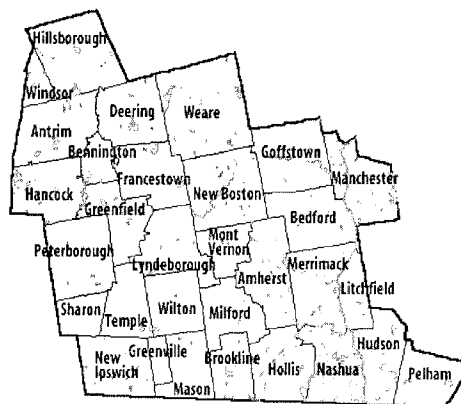
**Origin:** Originally part of a grant to Edward Tyng of Dunstable, England, the 200 square mile area, called Dunstable, included Nashua, Tyngsboro MA, and other border towns. In 1741 the town was cut in half when the Massachusetts-New Hampshire border was established. The northern half kept the name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

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

**Population Trends:** Although Nashua ranked first in numeric population increase over fifty years, the rates of growth were at or below the statewide average. Decennial growth rates ranged from a nine percent increase between 1990-2000 to a 43 percent increase between 1960-1970. Nashua's population grew by 51,936 residents between the 1950 count of 34,669 and the 2000 count of 86,605. The 2003 Census estimate for Nashua was 87,285 residents, which ranked second among New Hampshire's incorporated cities and towns.

**Population Density, 2003:** 2,843.5 persons per square mile of land area, the second highest density. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.

**Villages and Place Names:** Broad Acres, Lincoln Park, Dunstable, Crown Hill



Hillsborough County

# City of Nashua

## MUNICIPAL SERVICES

Type of Government	<b>Mayor &amp; Council</b>
2004 Annual Budget	<b>\$200,614,253</b>
Zoning Ordinance	<b>1930/03</b>
Master Plan	<b>2002</b>
Capital Improvement Plan	<b>Yes</b>
Industrial Plans Reviewed By	<b>Planning Board</b>

## Boards and Commissions

Elected:	<b>Board of Aldermen</b>
Appointed:	<b>Planning Board; Conservation Commission; Library Trustees; Cemetery Trustees</b>

Public Library      **Nashua Public**

## EMERGENCY SERVICES

Police Department	<b>Full-time</b>
Fire Department	<b>Full-time</b>
Town Fire Insurance Rating	<b>2</b>
Emergency Medical Service	<b>Municipal, other &amp; commercial</b>

## Nearest Hospital(s):

**Southern NH Regional or St. Joseph, Nashua**  
Distance: **Local**      Staffed Beds: **178; 135**

## UTILITIES

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

## PROPERTY TAXES

2003 Total Tax Rate (per \$1000)	<b>\$24.37</b>
2003 Equalization Ratio	<b>68.9</b>
2003 Full Value Tax Rate (per \$1000)	<b>\$16.63</b>

## 2003 Percent of Property Valuation by Type

Residential Land and Buildings	<b>62.3%</b>
Commercial Land and Buildings	<b>35.1%</b>
Other Property including Utilities	<b>2.6%</b>

## HOUSING

2002 Total Housing Units	<b>35,737</b>
2002 Single-Family Units	<b>18,569</b>
Building Permits Issued	<b>115</b>
2002 Multi-Family Units	<b>16,287</b>
Building Permits Issued	<b>40</b>
2002 Manufactured Housing Units	<b>881</b>

## DEMOGRAPHICS

Total Population	Community	County
2003	<b>87,285</b>	<b>394,663</b>
2000	<b>86,605</b>	<b>380,841</b>
1990	<b>79,662</b>	<b>336,073</b>
1980	<b>67,865</b>	<b>276,608</b>
1970	<b>55,820</b>	<b>223,941</b>

## Census 2000 Demographics

Population by Gender		
Male	<b>42,775</b>	Female <b>43,830</b>

## Population by Age Group

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

## Educational Attainment, population 25 years and over

High school graduate or higher	<b>86.6%</b>
Bachelor's degree or higher	<b>31.5%</b>

## ANNUAL INCOME, 1999 (Census 2000)

Per capita income	<b>\$25,209</b>
Median 4-person family income	<b>\$61,102</b>
Median household income	<b>\$51,969</b>

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

Male	<b>\$43,893</b>
Female	<b>\$29,171</b>

Families below the poverty level      **5.0%**

## LABOR FORCE

Annual Average	1993	2003
Civilian labor force	<b>45,166</b>	<b>49,802</b>
Employed	<b>41,581</b>	<b>46,918</b>
Unemployed	<b>3,585</b>	<b>2,884</b>
Unemployment rate	<b>7.9%</b>	<b>5.8%</b>

## EMPLOYMENT & WAGES 1993 2003

Goods Producing Industries		
Average Employment	<b>12,227</b>	<b>11,398</b>
Average Weekly Wage	<b>\$809</b>	<b>\$1,274</b>

## Service Providing Industries

Average Employment	<b>28,402</b>	<b>35,345</b>
Average Weekly Wage	<b>\$439</b>	<b>\$683</b>

## Total Private Industry

Average Employment	<b>40,629</b>	<b>46,743</b>
Average Weekly Wage	<b>\$550</b>	<b>\$827</b>

## Government (Federal, State, and Local)

Average Employment	<b>3,311</b>	<b>4,659</b>
Average Weekly Wage	<b>\$712</b>	<b>\$922</b>

## Total, Private Industry plus Government

Average Employment	<b>43,940</b>	<b>51,402</b>
Average Weekly Wage	<b>\$562</b>	<b>\$836</b>

n = indicates that data does not meet disclosure standards

## Municipal Government Report

### EDUCATION AND CHILD CARE

Schools students attend: **Nashua operates grades K-12** District: **SAU 42**  
 Career Technology Center(s): **Nashua, Alvirne & Milford High Schools** Region: **16**

Educational Facilities	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	12	3	2	8
Grade Levels	P K 1-6	7-9	10-12	K-12
Total Enrollment	7,227	3,156	2,997	N/a

NH Licensed Child Care Facilities, 2003: Total Facilities: **62** Total Capacity: **4,051**

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

LARGEST EMPLOYERS	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
BAE Systems North America	Optics Manufacturing	1,000+	
Southern NH Medical Center	Health care	1,000+	
St. Joseph Hospital & Trauma Center	Health care	1,000+	
Teradyne Connection Systems Inc.	Connectors	1,000+	
City of Nashua	Municipal services	1,000+	
Compaq Computer Corp.	Computer software	500+/-	
Nashua Corporation	Label Papers/carbonless papers/ toner & developer	500+/-	
GL & V Pulp Group Inc.	Machinery Pulp Equipment	250+/-	
G N Netcom/Unex Inc.	Telephone Headsets and headset amplifiers	250+/-	

### TRANSPORTATION

Road Access	Federal Routes	3
	State Routes	<b>3A, 101A, 102, 130</b>
Nearest Interstate, Exit	Everett Tpk., Exit 1-10	
Distance	Local access	
Railroad	Boston & Maine	
Public Transportation	Yes	
Nearest Airport	Nashua	
Runway	5,501 feet	
Lighted? Yes	Navigational Aids? Yes	
Nearest Commercial Airport	Manchester	
Distance	18 miles	
Driving distance to select cities:		
Manchester, NH	18 miles	
Portland, Maine	112 miles	
Boston, Mass.	45 miles	
New York City, NY	231 miles	
Montreal, Quebec	276 miles	

### COMMUTING TO WORK

	(Census 2000)
Workers 16 years and over	
Drove alone, car/truck/van%	83.5%
Carpooled, car/truck/van	9.2%
Public transportation	1.5%
Walked	2.5%
Other means	0.7%
Worked at home	2.7%
Mean Travel Time to Work	24.7 minutes
Percent of Working Residents:	
Working in community of residence	47%
Commuting to another NH community	26%
Commuting out-of-state	26%

### RECREATION, ATTRACTIONS, AND EVENTS

X	Municipal Parks
X	YMCA/YWCA
X	Boys Club/Girls Club
X	Golf Courses
X	Swimming: Indoor Facility
X	Swimming: Outdoor Facility
X	Tennis Courts: Indoor Facility
X	Tennis Courts: Outdoor Facility
X	Ice Skating Rink: Indoor Facility
X	Bowling Facilities
	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
	Nearest Ski Area(s): <b>Pat's Peak</b>
	Other: <b>Indoor rock climbing</b>

COPYRIGHT 2004 Economic & Labor Market Information Bureau, NH Employment Security. All Rights Reserved. Updated 08/20/04

Source: <http://www.nhes.state.nh.us/elmi/htmlprofiles/pdfs/nashua.pdf> NH Employment Security, accessed June 30, 2005.

---

## City of Nashua

### INFORMATIONAL STATISTICS

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

### SEAL OF THE CITY

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

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



### INTERPRETATION

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

---

## Municipal Government Report

### 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.

---

## City of Nashua

- 1949: South of Lake Street Pump House.
- 1950: Main Street widened on Westerly side, from West Hollis Street to Mulberry Street.
- 1953: Nashua Centennial Celebration.
- 1954, Aug. 31: Hurricane "Carol".
- 1954, Sept. 11: Hurricane "Edna".
- 1954, Nov. 12: "Red Wing Express" (Montreal to Boston), wrecked at Bridge Street Crossing, near Union Street - one killed, twenty-one injured.
- 1956, March 16/19: "Twin Blizzards".
- 1956, April 8: "Blizzard" (one death).
- 1956, April 10: Fire Alarm Whistle silenced.
- 1957, Feb. 4: N.H. National Guard Armory destroyed by fire.
- 1958, Jan. 7: Twenty-one inch blizzard (one death).
- 1958, Jan. 16: Sixteen-inch blizzard.
- 1958, January: Widening of Main Street bottleneck started (West Side).
- 1959: Widening of Main street Bridge Southerly, completed.
- 1959, March 8: Dedication of New National Guard Armory.
- 1960, Sept. 1: Chandler Library opened; formally dedicated on October 10<sup>th</sup>.
- 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.

---

### Municipal Government Report

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.



---

## City of Nashua

- 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.

---

## Municipal Government Report

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

---

## City of Nashua

- 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.

---

### Municipal Government Report

- 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.

---

## City of Nashua

- 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.

---

## Municipal Government Report

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

---

## City of Nashua



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

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

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

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

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

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

---

Municipal Government Report

**MUNICIPAL GOVERNMENT**

**2002-2003**

**MAYOR**

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

**PRESIDENT OF THE BOARD OF ALDERMEN**

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

**VICE PRESIDENT OF THE BOARD OF ALDERMEN**

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

**ALDERMEN-AT-LARGE**

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

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

Terms Expire December 31, 2005:

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

**WARD ALDERMEN**

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

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

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



---

City of Nashua

**STANDING COMMITTEES: 2002 – 2003**

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

---

**SPECIAL LIAISON COMMITTEE MEMBERSHIP**

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

---

Municipal Government Report

**BOARD OF EDUCATION: 2002 – 2003**

---

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

---

**BOARD OF PUBLIC WORKS: 2002 – 2003**

---

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

---

**FIRE COMMISSION: 2002 – 2003**

---

DAVID LAVOIE <sup>1</sup>	5 WATERSEDGE DRIVE	03063
EDWARD P. MADIGAN	4 WESTRAY DRIVE	03062
MARK W. PIEKARSKI	71 MIDDLE DUNSTABLE RD	03062
RICHARD A. SOUCY	254 LAKE STREET	03060
MAURICE A. TROTTIER	93 FAIRVIEW AVENUE	03060

---

---

<sup>1</sup> Replaced by Donald C. Davidson, 3/20/03.

---

City of Nashua

**CITY ELECTION OFFICIALS  
2002 – 2003**

**MODERATORS**

---

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

---

**WARD CLERKS**

---

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

---

---

Municipal Government Report

**CITY ELECTION OFFICIALS  
2002 – 2003**

**WARD SELECTMEN**

---

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

---

---

## City of Nashua



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

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

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

---

Municipal Government Report

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

**MAYOR**

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

**PRESIDENT OF THE BOARD OF ALDERMEN**

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

**VICE PRESIDENT OF THE BOARD OF ALDERMEN**

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

**ALDERMEN-AT-LARGE**

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

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

Terms Expire December 31, 2007:

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

**WARD ALDERMEN**

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

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

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

---

City of Nashua

**STANDING COMMITTEES: 2004 – 2005**

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

---

**SPECIAL LIAISON COMMITTEE MEMBERSHIP**

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

---

Municipal Government Report

**BOARD OF EDUCATION: 2004-2005**

---

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

---

**BOARD OF PUBLIC WORKS: 2004-2005**

---

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

---

**FIRE COMMISSION: 2004 – 2005**

---

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

---

---

<sup>2</sup> Replaced by Scott Cote, 39 Tenby Drive, as of 9/13/04.



---

City of Nashua

**CITY ELECTION OFFICIALS  
2004 – 2005**

**MODERATORS**

---

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

---

**WARD CLERKS**

---

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

---

<sup>3</sup> Position vacant as of September 2004.

---

Municipal Government Report

**CITY ELECTION OFFICIALS  
2004 – 2005**

**WARD SELECTMEN**

---

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

---

## THE COMMON COUNCIL AND BOARD OF ALDERMEN

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

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

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

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

**Historical Notes:** The 1915 Charter granted limited voting rights to women who were now permitted to vote only "for the choice of a board of education of said city":  
"The board of inspectors of checklists of said city shall prepare, post up, revise and correct an alphabetical list of the females who are legal voters in each ward of said city qualified under this act to vote for a board of education of said city, in the manner selectmen of towns are required to do in the case of males who are legal voters in towns...and they shall deliver an attested copy of the lists of such female voters, so prepared and corrected, to the clerks of the respective wards...and the said ward clerks shall use the list of such female voters, prepared and corrected as aforesaid in the case of females voting for said board of education. In all other particulars of information required in the case of male voters in said city as to checklists, the same shall be followed as to said checklists of females."

The provision that "Any holder of an office elected at large may be recalled and removed therefrom by the qualified voters of the city..." was first introduced as part of the 1915 Charter.

---

Municipal Government Report

**PRESIDENTS, BOARD OF COMMON COUNCIL**

1853	Aaron F. Stevens	1880	Charles W. Stevens
1854	Edward Spalding	1881	Guy W. Latham
1855	David A.G. Warner	1882	Isaac C. Johnson
1856	Samuel C. Crombie	1883	Isaac C. Johnson
1857	Ivory Harmon	1884	Charles E. Cummings
1858	George L. White	1885	Charles R. McQuesten
1859	Josiah M. Fletcher	1886	Fred C. Anderson
1860	Josiah M. Fletcher	1887	Charles T. Lund
1861	Jonathan Parkhurst	1888	Albert H. Bailey
1862	Jacob D. March	1889	Henry P. Whitney <sup>4</sup>
1863	Theodore H. Wood	1890	Frank P. Rideout
1864	Henry Holt	1891	Fletcher W. Burnham
1865	John G. Kimball	1892	Lester F. Thurber
1866	John G. Kimball	1893	Frank L. Kimball
1867	Charles D. Copp	1894	William D. Swart
1868	William B. Buell	1895 – 1896	William D. Swart
1869	Benjamin Fletcher Jr.	1897 – 1898	Edward H. Wason
1870	Eugene F. Whitney	1899 – 1900	Charles O. Murray
1871	Edwin W. Johnson	1901 – 1902	Warren H. Prichard
1872	Thomas H. Pinkham	1903 – 1904	Warren H. Prichard
1873	Loring Farnsworth	1905 – 1906	Moses L. Truel
1874	Timothy B. Crowley	1907 – 1908	James H. Connor
1875	Edgar B. Burke	1909 – 1910	Harry A. Gregg
1876	James H. Dunlap	1911 – 1912	John F. Shea
1877	Alfred Chase	1913	Frederick A. Collins <sup>5</sup>
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton <sup>6</sup>
1879	James A. Merrill		

---

<sup>4</sup> elected on 33<sup>rd</sup> ballot

<sup>5</sup> resigned November 4, 1913

<sup>6</sup> elected November 4, 1913

---

City of Nashua

**PRESIDENTS, BOARD OF ALDERMEN**

1920-1921	Fred E. Taggart	1962-1963	Henry J. Fortin
1922-1925	Edwin Morey	1964-1967	Francis LaFlamme
1926-1927	Wilbert Blanchard	1968-1971	Maurice L. Arel
1928-1929	Henry A. Lagasse	1972-1975	Donald L. Ethier
1930-1931	Walter E. Grant	1976-1977	Alice L. Dube
1932-1933	Charles H. Parker	1978-1979	Donald L. Ethier
1934-1935	Walter E. Grant	1980-1981	Donald C. Davidson
1936-1937	Joseph A. Therriault	1982-1985	Thomas B. Kelley
1938-1939	Eugene H. Lemay <sup>7</sup>	1986-1987	Carl Andrade
1939	Joseph E. Houde <sup>8</sup>	1988-1991	Thomas B. Kelley
1940-1941	Edward R. Benoit	1992-1993	Philip J. Grandmaison
1942-1943	Walter B. Mason	1994-1995	Joyce L. Arel
1944-1945	Edward R. Benoit	1996-1997	Claire McGrath
1946-1947	Lester H. Burnham	1998-1999	David G. Fredette
1948-1949	Henry J. Ouellette	2000-2001	Katherine E. Hersh <sup>9</sup>
1950-1953	Conrad H. Bellavance	2001	Steven A. Bolton <sup>10</sup>
1954-1955	Michael J. Dell Isola	2002-2003	David Rootovich
1958-1959	Wilfred Pelletier	2004-2005	Brian S. McCarthy
1960-1961	Thomas J. Leonard Jr.		

---

<sup>7</sup> elected Mayor February 14, 1939

<sup>8</sup> elected February 14, 1939

<sup>9</sup> resigned August 14, 2001

<sup>10</sup> elected August 14, 2001

---

## Municipal Government Report

### MAYORS OF NASHUA

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

---

## City of Nashua



### **INAUGURAL ADDRESS OF MAYOR BERNARD A. STREETER JANUARY 4, 2004**

Thank you very much George.<sup>11</sup> Your outstanding service to our city as a member of our Board of Aldermen in years past is still remembered.

I would also like to thank the following for their participation in this afternoon's ceremony: "Birch Hill Score," under the direction of Deborah Kneeland; Meredith Lustig for singing our National Anthem; N. H. Supreme Court Justice Linda Dalianis; Civilian Aide to the Secretary of the Army, Dr. Griffin Dalianis; Pastor Paul Berube of Grace Fellowship Church; Father Richard Dion of St. Louis De Gonzague Church and City Clerk Paul Bergeron, and Alderman-at-Large Fred Britton for your participation in this afternoon's ceremonies.

Welcome also to my good friend Manchester Mayor Bob Baines and his wife Maureen. I've always said the best thing about Bob Baines is that his wife is a Nashua native and has a very soft spot in her heart for our City. It's great to have you in "New Hampshire's Number One City," Maureen and Bob.

Also special thanks to the families of those sitting up here on the stage for giving us the opportunity to serve our great city and thus sacrificing time and energies for you.

To the children in the audience many who are here to witness the swearing in of their mothers and fathers, grandfathers and grandmothers, aunts, uncles, cousins and friends ...thank you for being with us as we embark on another journey representing our great city.

To members of our city family and your families, thank you for your service to the people of our city and for showing your pride in our city government.

To you, the people of our great city, who are with us in person or watching these ceremonies on TV-16 ... thank you for being part of the 102<sup>nd</sup> Inauguration of our City Government.

---

<sup>11</sup> George B. Pressly, Jr., Master of Ceremonies and former Alderman-at-Large.

---

## Municipal Government Report

Inaugurations are more than symbolic; they are the formal beginnings of another governmental term of office. For some... today marks the start of a first term of office, for others a term mid-point and for others it marks yet another beginning of a term following years of service to our city government. Serving in public office is a privilege bestowed on us by a people who live in the most democratic nation on the face of the earth. Those who choose to do this type of public service are a very special group of citizens.

Four years ago, I noted that there were a number of “critical issues” facing our citizenry as we entered the new millennium. They included: education, protecting our watershed properties, improving our parks and playgrounds and the need to focus on ethnic/minority concerns, affordable housing and economic development. During the past 4 years we addressed these issues head on.

The voters of our community voted early last year to direct the city to acquire our water company and have it municipally owned as 85% of all municipal water companies in our nation are. This vote in essence was also a vote to protect what was left of the Pennichuck watershed from further development.

Ethnic and minority concerns were never more evident in our city when the 2000 Census figures indicated that of the entire minority population in our state, more than half live in our city alone.

During the past 4 years we worked very closely with our city’s many minority groups and we were able to procure state funding for a full-time minority specialist, and we established successful networks and working groups in both the Latino and Brazilian communities.

With the renovation of 21 of our parks and playgrounds over the past 4 years, and with the construction of Stellos Stadium, the Conway Ice Arena and the renovation of Holman Stadium, we have made great strides for the youth and adults of our community.

Elderly and affordable housing continues to be a high priority item. Working with public agencies and the private sector, we continue to push for additional senior and market rate housing.

While the economy dipped during the past 4 years nevertheless economic development is one of our highest priorities.

Over the last two decades we have experienced substantial growth in all major sectors of our economy. Our rapid evolution into a regional commercial and industrial hub has involved substantial expansion in employment, housing, support services, and medical and educational facilities.

The historic central business district has prospered during its transformation from the sole retailing area in the City to the center of government and a service-oriented office district.



---

## City of Nashua

The City's inner city industrial areas have been transitioned into mixed-use districts, while other land providing immediate access to both the airport and turnpike has been developed into manufacturing, warehousing, assembly, and high-tech research and development complexes.

The expansion and redevelopment of existing industrial areas as well as the opening of several new industrial parks leaves us with approximately 300 acres of vacant industrial land and virtually no undeveloped commercially zoned property. This is precisely the reason I have noted many times that in all intents and purposes our city's "development" period is over and we are now in the "re-development" mode

Our downtown, with public and private assistance, has experienced a major rebirth that continues today. Our Downtown has been transformed into a place that has become the center of activity for residents and visitors alike. New restaurants and retailers are being drawn to an ever-expanding level of vitality as area residents seek quality and historic character.

Downtown Nashua is now viewed by many New England cities as a model of revitalization and I would like to single out three individuals who in years to come will be looked at as the "gurus" of our downtown revitalization.

First and foremost is the group of downtown business people, led in large part by Philip Scontsas, who called themselves "Destination Downtown". Secondly is our former Downtown Development Specialist Alan Manorian who was the sparkplug for this development from the city's perspective ...and thirdly someone who has devoted a large portion of her life to downtown planning.

This "third person" has been criticized in some circles over the past few years for not being as "pro development" as one would have liked. I can categorically state that Kathy Hersh, our Director of Community Development, has done more to promote orderly development in both our downtown and in the rest of the city than any other Community Development Director in our city's history.

There are developers in our community who do not always agree with this assessment, but privately they all agree that the city has high development standards.

They realize it is to everyone's benefit that these standards continue to be high but just as importantly city government must be "business friendly" for it is the business and industrial concerns that provide jobs and revenue.

As many of you know, the term of office we are entering into today will bring financial challenges that will be unparalleled in our city's history. Not only do we have considerable expense obligations facing us, but we also face significant losses in revenues.

Several years ago, we as a City made a tremendous commitment to the youth of Nashua by embarking on the most extensive and I might add most expensive, school building project in the history of our State. As a result of solid citizen support over the past six years, as of this fall

---

## Municipal Government Report

we will have two of the most comprehensive, state-of-the art, high schools in New England for our 4,000 high school students.

Along with this tremendous advancement in the education of our children and grandchildren, comes the financial burden of supporting these decisions.

As we have been forecasting for several years now, the full opening of the second high school in September will add an additional \$2 million of operating expenses in order to bring an additional 200,000 square feet of space on line.

We will also be adding an additional \$2 million of bonded debt expenditures to next year's budget to fund the capital portion of the school project.

In addition to the school department, other areas of City Government will cause this budget process to be extremely difficult.

Ten years ago, the City formed the Solid Waste Advisory Committee, a committee made up of elected officials, city administration and citizens to determine the future of solid waste for the City of Nashua.

After reviewing many options including a transfer station, a burn facility and private haulers, it was determined the best solution for the future of our city was to develop the remaining cells at the Four Hills Landfill.

Well, 10 years have come and gone, and remarkably many of the people involved in that decision-making process are still sitting here today.

In that period, we have capped our old landfill, opened our new lined facility and we a state-of-the-art automated trash collection system.

Unfortunately, the revenue stream at the landfill has also undergone many changes. Although we have adjusted our tipping fees through the years to match market conditions, one of our major commercial haulers now has access to a different facility, thus severely affecting the revenues at our landfill.

Throughout this timeframe, the commercial haulers have been responsible for the ENTIRE revenue stream to operate our landfill. This means that the commercial revenue generated at our landfill has paid for all of the operations including curbside recycling program, and most importantly to our citizens, the ENTIRE cost of residential trash collections. Up to this point the taxpayers do not pay for our trash collection! Unfortunately, with this budget cycle, that will have to begin to change.

In addition to the challenges we face as a result of decisions we make here at home, there are even larger decisions being made by our State Legislature.

---

## City of Nashua

Many of you have read of Nashua's plight in trying to maintain a minimum of level funding in our State Education Adequacy Grant.

Several years ago, the N. H. Supreme Court ruled the State is responsible for funding an "adequate education" for all students.

Up to then we had always been a donor community. Now we are a beneficiary in state educational funding.

During the first 4-year period of the grant system, our grant reached a peak of \$29.5 million. However, in the past 2 years this grant has been reduced by \$7.5 million or 25%! This is unacceptable!!!!

Our City is a major economic supporter of our State. We are home to... and the public educator of ...over 13,000 students. We educate more than 600 "English as Second Language" students, and we educate almost 2,000 students with special needs, many of them catastrophic.

In addition, incredibly as it may seem, our city is perceived as being overly wealthy yet we continue to educate approximately 3,000 students that qualify for "Free and Reduced Lunches."

Most communities in our state don't educate 3,000 students period, yet 3,000 of our kids come from families who cannot afford to spend a dollar and a quarter for lunch.

We are NOT the wealthy community that everyone thinks we are.

Concord tells us that because property values in our City have risen dramatically in the past few years so too, has our ability to pay. Some of our legislators believe that property values are the only determining factor that needs to be used in the formula when deciding a community's ability to pay.

Others would have you believe we have been extremely reckless in spending on such priority items as education and police and fire protection. I DISAGREE!

I believe there is a flaw in a formula that only utilizes property values as the determining factor in deciding our ability to pay. In fact, I feel the most equitable way for the state to distribute aid for education is to use a formula that reflects equalized property values as well as ability to pay.

We as a City must come together on this issue. Aldermen, Board of Education members, City and School Administrations, our State Legislative Delegation and our Citizens must join forces to insure that the formula that is adopted by Concord treats us fairly.

We are not asking for more than our fair share - but we will accept no less!

---

## Municipal Government Report

As Mayor, I urge you to become involved in not only what is happening here in Nashua, but also equally importantly, what is happening in Concord.

Communicate with your legislators and urge them to oppose any legislation that would reduce our education adequacy grant.

As Mayor, my staff and I, follow legislation, meet with and lobby our legislators on a regular basis, and speak in front of committees on behalf of our city; however, I cannot cast a single vote in Concord. The plan to fund education is the responsibility of our senators and representatives. Working jointly, we can be a force to be reckoned with.

The '05 budget and the shortfall from Concord are most important challenges in the year ahead and we will meet them head on.

While we have spent the past four years developing and refining our financial plan, reduced revenues will impact us in the '05 budget and we will have to make sacrifices as we move forward.

All city departments, including police, fire and schools will be held to very strict budget guidelines.

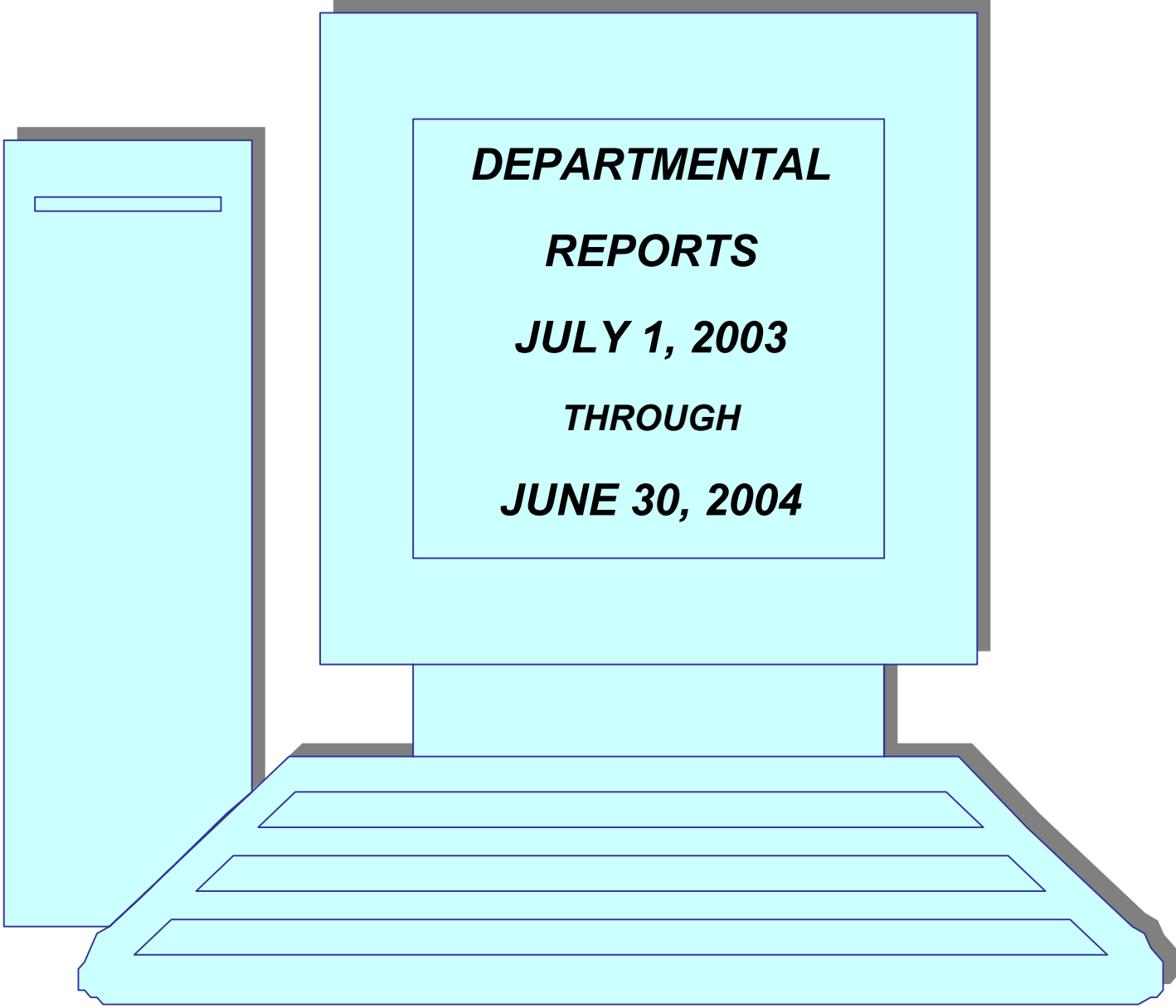
However, working together, we will get through this budget process and we will continue to make the City of Nashua a wonderful community in which we can afford to live and work and raise our families.

That is my pledge to you as I begin the next four years as your Mayor.

Thank you for giving me this opportunity to serve our great city.

At this point, I invite the "Birch Hill Score" to return and I invite all of you to join with them and with General Dalianis, President Rootovich and President-elect McCarthy in singing "God Bless America."

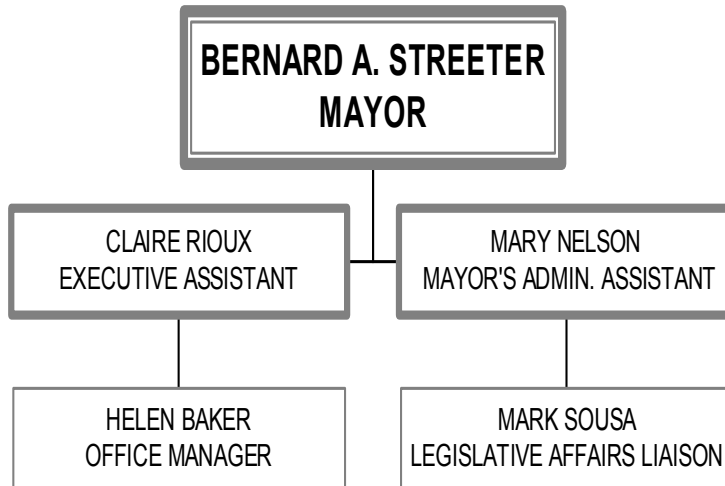
Veterans of Foreign Wars Post # 483 Color Guard... "Retire The Colors."



**OFFICE OF THE MAYOR**

**Bernard A. Streeter, Mayor**

**ORGANIZATIONAL CHART**



---

*Sesquicentennial Parade: July 5, 2004*



*Veterans of Foreign Wars Post 483 Color Guard Unit assembles prior to start of parade  
Photo by Dot Nice*

**Sesquicentennial Events July –Dec 03**



**Sesquicentennial Year celebration**  
a discussion of Nashua's past,  
present and hopes for the future.

**July 5<sup>th</sup> - Sesquicentennial Parade.**  
Over 50 thousand residents and  
visitors from around the country  
witnessed the largest, most  
memorable parade. Local bands,  
marching units, floats, balloon floats,  
3 Philadelphia Mummers bands and  
the finest drum and bugles corps in  
the country participated.

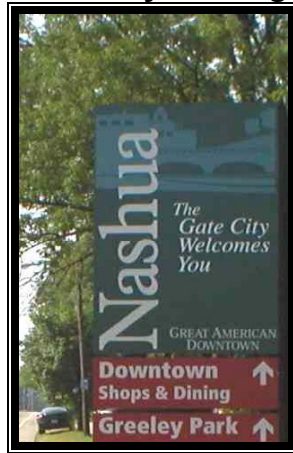
**September 2004 Festival of  
Nations,** a celebration of our ethnic  
diversity and cultural heritage  
through music, dance and food.

**October 2004 Sesquicentennial  
Ball**  
A grand social event for all.

**November - Made in Nashua Expo-**  
an opportunity for the residence to  
see a wide variety of items that were  
produced in Nashua and to talk with  
the people who built and managed  
these companies.

**New Years Eve Fire Works-** End of  
the year-long celebration.

### City Parking Improvements



Installation of the new electronic parking meters with pre-paid parking card capabilities.

Installation of new downtown parking signage.

Continuing partnership with Great American Downtown, Chamber of Commerce, & the Business Community to implement the parking plan.

### Automated Solid Waste Collection Program



Implemented automated solid waste collection for Residential Trash in 2003.

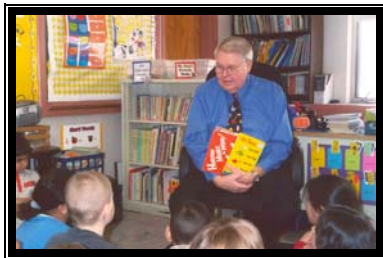
Utilizes 4 single operator automated trucks with each truck collecting approximately 800 containers daily.

City closure of old landfill and open a new lined cell.

### Mayor's On-Going Committees



**Nashua Stays in School** has brought educators, parents, business leaders, elected officials and students together to create programs to decrease the dropout rate, increase attendance and ultimately increase the number of graduating seniors by raising community awareness of and improvement in the education process.



**Pennichuck-** moving ahead with due diligence- this will result in Nashua and the surrounding communities being in a position to manage our water supply to assure that one of our most precious resources will be sustainable for future generations.

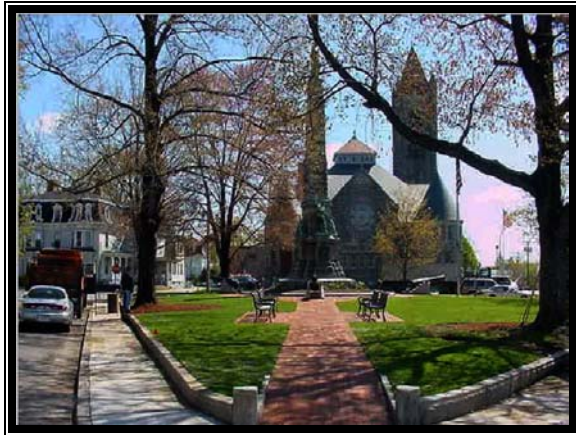


**Broad Street Parkway** committee is working on a design that will protect the quality of the neighborhoods.



**Mayor's Task Force on Affordable Housing** is working hard to ensure that working families can continue to afford to live in our city.

**Commuter Rail Project**, the city continues to pursue the Lowell/ Nashua Connection. The city is working with local, state and federal delegations.



**Mayors Veterans Committee** Bestowed more than 50 honorary high school diplomas for the veterans who had to leave Nashua High School early to fight in World War 2, Korea and Vietnam.

Soldiers and Sailors Memorial on Library hill was renovated, a Veterans Memorial Monument was erected at Ledge St. Playground, and the Veteran's Walk on Deschenes Oval was updates.

### Private-Public and Non –Profit Partnerships



#### **Conway Ice Arena-**

Private leadership along with city support of city-owned property the Conway Ice Center opened. This will allow thousands of young people and adults to participate in ice sports. Proceeds will help to fund the youth recreation programs.



#### **Nashua Senior Center**

Along with city participation and local developers a private/public partnership to bring forth a new senior center to expand its services to the senior community.

**ADMINISTRATIVE SERVICES DIVISION**

**ASSESSING DEPARTMENT**

**Board of Assessors**

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

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

**Assessors Office**

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

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

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

The real estate market continued to be strong in the Nashua area throughout 2003 but some changes have been noted. While marketing times have begun to stabilize, inventory of available, affordable housing is still low. Favorable financing has been a positive factor in the movement of real estate this year as in the past. The Housing shortage continues to fuel the development of new subdivisions with three new major subdivisions proposed this year with a total of over 100 new homes. The retail and

---

## Municipal Government Report

service markets continue to be strong in the City. The Amherst Street area continues to be a major area of growth in the City. With the lack of available land and space on Daniel Webster Highway many retailers are turning to Amherst Street to locate. In addition, many retailers on Daniel Webster Highway have sought new presence in the City by also locating on Amherst Street with additional sites. This is true of retailers like Target, Town Fair Tire, and Chlli's to name a few.

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

### **GIS DEPARTMENT**

**GIS Coordinator**  
**GIS Technician I**

**Angelo Marino**  
**Pamela Andruskevich**

The GIS Department (Geographic Information Systems) is responsible for developing and maintaining computerized geographic information in the City. In 1998, the City began this project by digitizing the current sewer and Assessor's maps and creating a base map of features which includes roadways, buildings, watercourses, topography, telephone poles, parking lots, driveways, fences, walls, hydrants and transmission lines. Since that time, the City has added digital aerial photographs, zoning, voting wards, cellular towers and a multitude of other data layers. Geographic data development has continued to grow in the City and utilization by City departments is at an all time high. The City provides this information both internally and externally through its web based products making access to City officials and the public accessible 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. Some time in 2004, the GIS Department will deploy a new Electronic Field Study program to allow all departments access to a newly developed digital photographic imaging system which will greatly enhance the City's efforts in Homeland Security.

## **CITY CLERK'S OFFICE**

**City Clerk  
Deputy City Clerk  
Deputy Voter Registrar  
Vital Statistics Clerks**

**Paul R. Bergeron  
Patricia E. Lucier  
Susan Waye  
Mary Cutter  
Susan Miele  
Colette Trempe  
Esperanza Ward**

### **Vital Records**

Nashua issues more marriage licenses per year than any other city or town in the State of New Hampshire (approx. 1,023 in FY04). A number of factors contribute to this activity: the City's growth; a 1997 change in state which allows a marriage license application to be filed in the office of any New Hampshire city or town clerk – not just the city or town where the applicants live or are to be married; a location near the state line; a location convenient to couples working in the area; and an internal policy that enables couples to obtain their licenses on the day of application. Nashua ranks second in the state in the issuance of all other vital records.

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. One certified copy of a vital record event (birth, marriage, death) is \$12. Of this amount, \$8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:23. Only \$4 of the certified record fee is retained by the City of Nashua.

In 2004, the NH Bureau of Vital Records launched a web-enabled, fully integrated software solution for the collection, editing, registration and issuance of New Hampshire's birth, death, marriage, divorce and fetal death records in a manner compliant with the National Center for Health Statistics (NCHS) 2003 certificate revisions. The system is intended to support and enforce all state and federal rules, regulations and policies applicable to the Health Insurance Portability and Accountability Act (HIPAA) of 1996.

Called "NHVRIN," for the New Hampshire Vital Records Information Network, the web-enabled product replaced *Vital Record Vision 2000 (VRV2000)*, an initiative that enabled the State of New Hampshire, and a limited number of its city and town clerks, funeral homes, hospitals, and authorized care facilities, to key vital records data directly into a centralized vital records database maintained by the State. Participation in *VRV2000* was contingent upon, and limited by, available communication lines and modem capacity. With *NHVRIN*, any city or town clerk, or authorized facility, with web access, will be able to participate in the network. At the time that *NHVRIN* was rolled out, approximately 74 town and city clerks were participating in *VRV2000*. By the fall of

2005, all of New Hampshire's city and town clerks are expected to be online and able to access the statewide vital records database.

### **Dog Licensing**

7,310 dogs were licensed in 2003 – 2004 raising \$38,095 in license revenues. An additional \$6,400 was collected in fines from owners of dogs who failed to license their pets. Licenses are required by the state, and fees are set forth in state law. The license fee in Nashua is \$7.50 for a spayed or neutered dog or a puppy between 4 months and 7 months old; and \$10.00 for a dog over 7 months old that has not been spayed or neutered. An owner of a dog who is 65 years of age or older is entitled to register one dog for \$3.00. \$2.00 from each \$7.50 or \$10.00 license issued is forwarded to the state to support animal population control.

### **Uniform Commercial Credit Code filings**

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

These changes impacted revenues. Although the Secretary of State forwards cities and towns a portion of UCC filing fees now made with that Office, Nashua's financing statement recording revenues, which were at \$35,439 in FY01, dropped to \$23,442 in FY02; \$20,822 in FY03; and \$21,692 in FY04.

### **ELECTIONS**

Nashua held four elections in FY04: the City's first Mayoral Primary on September 9, 2003; a special election for State Representatives in wards 7, 8 and 9 on September 30, 2003; the Municipal General Election on November 4, 2003; and the State Presidential Primary January 27, 2004.

### **HAVA**

The Federal Help America Vote Act of 2002 mandated nationwide changes in election procedures and systems, partially in response to election problems experienced in some states during the 2000 Presidential Election. HAVA requires that New Hampshire:

- Develop a statewide, computerized database of the checklists to be used by local governments when they conduct elections;
- Purchase electronic devices that would enable most voters with disabilities to vote privately and independently;
- Make additional efforts to ensure the accessibility of the polling places and voting process;
- Train voters and local election officials; and
- Establish a more formal administrative complaint procedure.

Each state was required to form a HAVA Committee to prepare a Plan to meet these requirements. Federal law mandated that the State HAVA Committee include the chief election officer of each state's two largest communities. As such, the Nashua City Clerk was appointed to serve on the NH HAVA State Plan Committee.

An initial State Plan was forwarded to the federal government in 2003. A revised Plan was published for public comment in September 2004. A total of \$20 million was authorized for New Hampshire to assist the state in meeting HAVA requirements; deadline for compliance is January 1, 2006. Details of the state's response to the new federal election law requirements are posted on the Secretary of State's website at <http://www.sos.nh.gov/HAVA/index.htm>. Voters first saw some of the early implementations of the State Plan during the Presidential Primary Election on January 27, 2004.

### **Municipal Mayoral Primary – September 9, 2003**

An amendment to the City Charter Sec. 5a, approved by the voters at the November 2001 election, provided for a Mayoral Primary in the event that three or more candidates filed for the Office of Mayor during the filing period for the Municipal Election. This change eliminated a Mayoral run-off election, which previously followed a November Municipal Election in which a Mayoral candidate failed to receive more than 50% of the votes cast. As provided under the Charter, "the two candidates receiving the highest number of votes for the office of mayor shall be placed on the municipal general election ballot in November."

Three candidates filed for the Office of Mayor. As a result, the City's first Non-Partisan Mayoral Municipal Primary Election was scheduled for September 9, 2003. As in all state and local elections, a blank space wherein the voter may write-in the name of the person for whom he may wish to vote was printed below the names of the candidates for the office. Two additional candidates conducted write-in campaigns.

Following the close of the polls on September 9<sup>th</sup>, Bernard A. Streeter and Steven A. Bolton were announced as the two candidates receiving the highest number of votes for the Office of Mayor. However, Donald Davidson – a write-in candidate – finished third, 38 votes behind Steven Bolton's returns. A recount was requested and held on September 20<sup>th</sup>. The recount sustained the order of finish in the Mayoral Primary, and Bernard A. Streeter and Steven A. Bolton advanced to the November ballot.

### **ELECTION RESULTS – SEPTEMBER 9, 2003**

Ward	Reg. Voters	New Voters	Steven A. Bolton	Bernard A. Streeter	Paula I. Johnson	Donald Davidson*	Klass Nijhuis*	Other*	Totals
1	5589	34	335	433	227	268	24	13	1300
2	4625	11	236	342	135	196	31	5	945
3	4384	28	269	389	190	209	53	12	1122
4	2818	21	87	142	129	131	22	2	513

---

Municipal Government Report

5	5051	28	250	286	211	314	11	0	1072
6	3988	12	202	249	189	286	8	2	936
7	3813	20	254	303	152	241	19	0	969
8	4337	21	234	294	91	210	16	0	845
9	4913	29	328	313	185	302	17	0	1145
Total	39518	204	2195	2751	1509	2157	201	34	8847

\*write-ins

**OFFICIAL RESULTS – RECOUNT – SEPTEMBER 20, 2003**

Ward	Reg. Voters	New Voters	Steven A. Bolton	Bernard A. Streeter	Paula I. Johnson	Donald Davidson*	Klass Nijhuis*	Other*	Totals
1	5589	34	337	433	227	268	25	4	1294
2	4625	11	236	342	135	196	32	4	945
3	4384	28	270	389	190	209	54	3	1115
4	2818	21	87	142	129	131	22	2	514
5	5051	28	250	288	212	315	11	0	1076
6	3988	12	202	249	189	286	8	2	936
7	3813	20	254	303	152	241	19	0	969
8	4337	21	234	294	91	211	16	7	853
9	4913	29	327	313	186	276	17	4	1123
Total	39518	204	2197	2753	1511	2134	204	26	8825

\*write-ins

Recount halted after D. Davidson votes tallied; therefore, results for all candidates in wards 6 and 7, where candidate tallies had not been completed, remained the same as election night returns.

**State Special Election, State Representatives – September 30, 2003**

Representatives Chris Konys (District 65, Wards 7 and 8) and Chris Furman (District 64, Ward 9) resigned from the NH General Court during the summer of 2003. The Governor and Executive Council set the dates for the special elections' filing period for August 18 - 25. The dates for the elections were scheduled for September 30<sup>th</sup> for the primary, and November 4<sup>th</sup> for the general election. As only one candidate per party filed for District 65, no primary race was needed, and the general election would be held on September 30<sup>th</sup>. A primary was necessary in District 64; the State Special General Election for District 64 was held in conjunction with the Municipal General Election on November 4<sup>th</sup>.

**SPECIAL STATE PRIMARY ELECTION – DISTRICT 64 (Ward 9)**

*Mary Ellen Martin, Dem	83
Mahlon Artz, Rep	29
*Bea Francoeur, Rep	90

\*denotes party nominee

**SPECIAL STATE GENERAL ELECTION – DISTRICT 65 (Ward 7 and 8)**

	Ward 7	Ward 8	Total
Kenneth Fortune, Rep	104	105	209
*Stephen Michon, Dem	259	240	499

\*denotes winner

**November 4, 2003 – Municipal General Election**

In addition to a full slate of candidates who filed for municipal office, the November Municipal Election included a write-in candidate for Mayor, four proposed charter amendment questions, and a State Special Election in Ward 9 for State Representative.

The summaries of the four proposed charter amendments follow:

1. This first proposed charter amendment would authorize the Board of Aldermen, by ordinance, to re-divide the City into nine wards, when required to equalize population in the wards. A public hearing on the proposed ward boundaries shall be held before its adoption by the Board of Aldermen. Informational meetings shall also be held in affected wards. Elected ward officers in office at the time of the re-division of city wards shall continue in said offices until the end of the terms for which they were elected.
2. This second proposed charter amendment would exempt confidential voter registration information from public disclosure consistent with a recently enacted State statute. The new statute relative to domicile for voting purposes and penalties for voter fraud, requires collection of certain confidential information and exempts it from public disclosure. The Charter currently requires public disclosure of all voter registration records.
3. The third proposed charter amendment would change the exceptions to the limitation on budget increases permitted under paragraph 56-c of the City Charter. Currently “principal and interest payments of any municipal bond” and “capital expenditures” may be exempted. The proposed amendment would allow exemptions for “payments for bonded debt and for capital improvements exceeding last year’s payments.” Second, this proposal would change the affirmative vote required for an exception to budget limitations from two-thirds of those aldermen present and voting on the motion, to a number equal to or greater than “ten”. Third, the proposal would require the vote for exception to be by separate resolution and recorded by roll call.
4. The fourth, and final, proposed charter amendment would adjust the boundaries of wards 4 and 7 to conform to the boundaries for NH House of Representative Districts 62 (Wards 4 and 6) and 65 (Wards 7 and 8), as established by the New Hampshire Supreme Court in 2002. Ward lines,



---

## Municipal Government Report

based on corrected 2000 U.S. census data, were approved by Nashua voters at the November 2002 election to equalize the population of the wards, as required by the Equal Protection Clause of the Fourteenth Amendment of the U.S. Constitution. This amendment will affect a total of approximately 111 voters (445 residents) primarily within the Bowers-Otterson Street and Quincy-Spruce Street areas. City and Ward officers serving in office, or elected to office, at the time of passage of this resolution shall continue in said offices until the end of the terms for which they were elected.

Questions 1, 2 and 4, which were proposed by the Board of Aldermen, were approved by the voters. Question 3, an amendment proposed by petition, was not approved by the voters.

### **NH Presidential Primary Election – January 27, 2004**

Presidential candidates and the national media descended upon New Hampshire and Nashua, in particular, for NH's Direct Primary Presidential Election. In addition to state and Boston media, Nashua hosted representatives from CNN, Fox News, the Los Angeles Time, and other news services who conducted interviews and surveys prior to, and during, the election. We were very pleased that the conduct of the elections at our nine wards was smooth, efficient, and problem-free. Some measures of activity follow:

- There were 41,985 voters registered and eligible to cast a ballot on January 27, 2004.
- Of these, 1,503 registered to vote at the polls on election day.
- 3,256 Republican ballots were cast.
- 14,180 Democratic ballots were cast.

### **In conclusion**

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

In addition, I want to express my appreciation to the schools that host our polling places – (the administrators, faculty and staff are always gracious hosts); to Highway Department personnel who respond to our frequent requests to remove inappropriate political signage; to the Street Department employees who set-up and tear-down our voting booths; to all other municipal employees who have pitched in to assist our staff with the numerous calls for voter information; and to the local print and broadcast media for their efforts to educate voters about the candidates and our electoral process. I also would like to thank the Mayor and the Board of Aldermen for their support of the city's programs pertaining to the conduct of elections and registration of city voters. Our voting process would not run smoothly without their dedication.

Paul R. Bergeron  
City Clerk

City of Nashua

The official results for the November 4, 2003 Municipal Election and the January 27, 2004 Presidential Primary Election follow:

**OFFICIAL RESULTS CITYWIDE RACES AND QUESTIONS  
NOVEMBER 4, 2003 MUNICIPAL ELECTION**

Ward	1	2	3	4	5	6	7	8	9	Total
<b>TURNOUT</b>	2363	1570	1854	917	1911	1636	1613	1431	2015	15310
<b>MAYOR</b>										
S. BOLTON	781	495	608	290	603	545	480	459	696	4957
B. STREETER*	990	661	745	350	657	548	629	609	732	5921
D. DAVIDSON	538	360	414	245	594	489	451	329	513	3933
<b>ALD-AT-LARGE</b>										
D. ROOTOVICH*	1276	847	946	488	964	914	930	777	1154	8296
B. MCCARTHY*	1228	875	963	431	1330	873	840	809	1076	8425
D. GLENECK	886	610	787	465	653	730	669	485	718	6003
J. TOLLNER*	1573	906	980	443	1031	828	879	806	1089	8535
<b>BOARD OF ED</b>										
J. KELLEY*	956	685	706	362	871	695	656	575	847	6353
AL SEWELL	618	416	486	220	465	402	555	404	533	4099
M.A. M-GOLJA*	783	509	645	296	645	541	515	694	761	5389
B. PALMER	777	530	608	343	671	610	590	428	634	5191
R. DOWD*	1010	687	728	290	681	572	564	517	720	5769
K. SHAW*	1168	727	816	342	882	602	682	678	1009	6906
M. CLEMONS*	842	567	671	423	677	755	638	491	696	5760
S. ZIEHM	771	483	625	356	582	563	519	452	590	4941
<b>FIRE COMM - 4 YRS</b>										
R. SOUCY*	1136	812	912	575	1043	1047	914	658	965	8062
D. BERTHIAUME	781	433	534	250	511	371	385	341	483	4089
E. MADIGAN*	770	581	673	359	686	697	634	487	818	5705
B. LAUGHTON	563	378	532	220	474	435	526	390	535	4053
P. GARANT*	726	430	528	284	604	529	489	419	614	4623

**OFFICIAL RESULTS CITYWIDE RACES AND QUESTIONS  
NOVEMBER 4, 2003 MUNICIPAL ELECTION**

Ward	1	2	3	4	5	6	7	8	9	Total
<b>FIRE COMM - 2 YRS</b>										
M. TROTTIER*	1198	812	967	576	1002	1048	893	664	979	8139
D. DUPRAT	451	300	349	150	413	295	377	298	420	3053
<b>BD. OF PUBLIC WORKS</b>										
D. DYER*	1049	718	808	453	1008	766	727	630	919	7078
A. PRINCE	589	362	451	242	520	427	461	407	520	3979
T. LAVOIE*	1125	770	939	496	855	892	839	583	908	7407
<b>QUESTION 1</b>										
YES*	1384	936	1110	543	1174	938	913	851	1271	9120
NO	582	400	418	212	468	412	403	337	458	3690
<b>QUESTION 2</b>										
YES*	1412	965	1078	494	1164	865	850	900	1235	8963
NO	540	360	435	224	431	414	430	296	462	3592
<b>QUESTION 3</b>										
YES	1033	641	730	390	803	685	662	550	786	6280
NO*	990	715	826	358	849	668	672	662	959	6699
<b>QUESTION 4</b>										
YES*	1469	986	1158	562	1210	920	933	927	1293	9458
NO	335	247	250	152	278	288	318	190	266	2324

**STATE SPECIAL GENERAL ELECTION -- STATE REPRESENTATIVE -- DISTRICT 65**

Bea Francoeur, R  
\*Mary Ellen Martin, D

894  
949

\*denotes elected

**President of the United States – Republican  
State Presidential Primary Election – January 27, 2004**

	Ashby, r	Bosa, r	Buchanan, r	Bush, r	Callis, r	Gostigian, r	Haines, r	Harnes, r
Nashua Ward 1	1	11	7	393	7	0	12	1
Nashua Ward 2	0	5	0	309	4	0	8	0
Nashua Ward 3	1	3	2	260	1	0	1	0
Nashua Ward 4	0	3	1	136	0	0	6	0
Nashua Ward 5	0	3	4	307	0	1	5	2
Nashua Ward 6	5	8	6	236	0	1	5	0
Nashua Ward 7	0	3	6	246	0	0	2	0
Nashua Ward 8	0	4	5	216	0	0	5	0
Nashua Ward 9	2	5	2	312	2	0	1	0
<b>State Totals</b>	<b>264</b>	<b>841</b>	<b>836</b>	<b>53,962</b>	<b>388</b>	<b>52</b>	<b>579</b>	<b>87</b>

	Howard, r	Laughlin, r	O'Connor, r	Rigazio, r	Taylor, r	Wyatt, r
Nashua Ward 1	4	1	2	2	0	0
Nashua Ward 2	0	0	0	5	0	5
Nashua Ward 3	3	3	0	3	1	1
Nashua Ward 4	3	0	0	0	0	1
Nashua Ward 5	3	0	1	2	1	1
Nashua Ward 6	1	0	1	0	0	0
Nashua Ward 7	1	2	0	4	0	1
Nashua Ward 8	1	1	0	4	1	0
Nashua Ward 9	0	0	1	1	0	0
<b>State Totals</b>	<b>239</b>	<b>154</b>	<b>77</b>	<b>803</b>	<b>124</b>	<b>153</b>

**President of the United States – Democratic  
State Presidential Primary Election – January 27, 2004**

	<b>Moseley</b>								
	<b>Bateman, d</b>	<b>Braun, d</b>	<b>Braun III, d</b>	<b>Carter, d</b>	<b>Clark, d</b>	<b>Crow, d</b>	<b>Dean, d</b>	<b>Dokka, d</b>	
Nashua Ward 1	0	0	0	0	224	0	276	0	
Nashua Ward 2	0	0	0	0	145	0	283	0	
Nashua Ward 3	0	0	0	0	193	0	352	0	
Nashua Ward 4	0	0	0	2	81	0	191	0	
Nashua Ward 5	0	0	0	0	204	0	316	0	
Nashua Ward 6	0	0	1	0	161	0	269	0	
Nashua Ward 7	0	0	0	2	153	0	234	1	
Nashua Ward 8	0	0	0	1	148	0	323	0	
Nashua Ward 9	0	0	0	0	191	0	352	1	
State Totals	68	81	13	86	27,314	60	57,761	42	

	<b>Edwards, d</b>	<b>Gephardt, d</b>	<b>Glover, d</b>	<b>Hamm, d</b>	<b>Kerry, d</b>	<b>Killeen, d</b>	<b>Kucinich, d</b>	<b>LaRouche, d</b>
Nashua Ward 1	256	4	0	1	850	0	14	1
Nashua Ward 2	193	1	0	0	627	0	17	0
Nashua Ward 3	199	2	0	1	660	0	18	0
Nashua Ward 4	110	2	1	0	517	0	9	0
Nashua Ward 5	213	1	0	1	750	0	7	0
Nashua Ward 6	154	5	0	0	738	1	7	0
Nashua Ward 7	196	5	0	0	623	0	13	1
Nashua Ward 8	214	4	0	0	610	0	12	0
Nashua Ward 9	207	3	0	1	804	0	9	1
State Totals	26,487	419	11	58	84,377	31	3,114	90

**President of the United States – Democratic**  
**State Presidential Primary Election – January 27, 2004**

	Lee, d	Lieberman, d	Linnell, d	O'Donnell, d	Penna, d	Sharpton, d	Talbow, d
Nashua Ward 1	0	210	0	0	0	5	0
Nashua Ward 2	0	152	0	0	0	6	0
Nashua Ward 3	0	121	2	1	0	1	0
Nashua Ward 4	0	78	0	2	0	4	1
Nashua Ward 5	1	179	0	3	0	1	0
Nashua Ward 6	0	122	0	1	0	4	0
Nashua Ward 7	0	138	0	0	0	0	0
Nashua Ward 8	0	172	0	0	0	4	0
Nashua Ward 9	0	166	1	0	0	1	1
<b>State Totals</b>	<b>15</b>	<b>18,911</b>	<b>49</b>	<b>79</b>	<b>8</b>	<b>347</b>	<b>8</b>

**Ballots Cast**  
**State Presidential Primary Election – January 27, 2004**

	Republican		Democratic		Total
	Regular	Absentee	Regular	Absentee	
Nashua Ward 1	477	19	1,852	97	1,949
Nashua Ward 2	390	6	1,366	64	1,430
Nashua Ward 3	339	3	1,534	51	1,585
Nashua Ward 4	187	1	983	35	1,018
Nashua Ward 5	534	16	2,026	59	2,085
Nashua Ward 6	276	22	1,411	73	1,484
Nashua Ward 7	282	26	1,316	58	1,374
Nashua Ward 8	281	5	1,441	66	1,507
Nashua Ward 9	369	23	1,669	79	1,748
<b>State Totals</b>	<b>66,130</b>	<b>3,284</b>	<b>210,262</b>	<b>11,047</b>	<b>221,309</b>

---

Municipal Government Report

**NASHUA'S RESIDENT VITAL STATISTICS**

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

---

City of Nashua

**NASHUA'S RESIDENT VITAL STATISTICS**

<b>YEAR</b>	<b>DEATHS</b>	<b>MARRIAGES</b>	<b>BIRTHS</b>	<b>CENSUS</b>
1960	486	560	1437	39,096
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	
1964	554	670	1689	
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	55,820
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	67,865
1981	665	942	2167	
1982	665	1044	2227	
1983	753	923	2197	
1984	676	974	2308	
1985	720	1010	2595	
1986	665	916	2676	
1987	765	921	2874	
1988	690	900	3017	
1989	682	899	3059	
1990	704	827	2993	79,662
1991	684	732	2758	
1992	727	711	2638	
1993	735	702	2650	
1994	730	747	2608	
1995	709	795	2572	
1996	735	753	2455	
1997	728	755	2416	



---

Municipal Government Report

**NASHUA'S RESIDENT VITAL STATISTICS**

<b>YEAR<sup>45</sup></b>	<b>DEATHS<sup>46</sup></b>	<b>MARRIAGES<sup>47</sup></b>	<b>BIRTHS<sup>48</sup></b>	<b>CENSUS</b>
1998	740	663	2282	
1999	597	629	2257	
2000	670	662	2411	86,605
2001	649	721	2256	
2002	595	629	2356	
2003	562	595	2117	

---

**CITY OF NASHUA POLLING AREAS**

<b>Ward 1</b>	BROAD STREET ELEMENTARY SCHOOL (Gym) 390 BROAD STREET
<b>Ward 2</b>	CHARLOTTE AVENUE ELEMENTARY SCHOOL (Gym) 48 CHARLOTTE AVENUE
<b>Ward 3</b>	AMHERST STREET ELEMENTARY SCHOOL 71 AMHERST STREET
<b>Ward 4</b>	LEDGE STREET ELEMENTARY SCHOOL 139 LEDGE STREET
<b>Ward 5</b>	MAIN DUNSTABLE ELEMENTARY SCHOOL 20 WHITFORD ROAD
<b>Ward 6</b>	FAIRGROUNDS JUNIOR HIGH SCHOOL 27 CLEVELAND STREET
<b>Ward 7</b>	DR. NORMAN CRISP ELEMENTARY SCHOOL 50 ARLINGTON STREET
<b>Ward 8</b>	BICENTENNIAL ELEMENTARY SCHOOL 296 EAST DUNSTABLE ROAD
<b>Ward 9</b>	NEW SEARLES ROAD ELEMENTARY SCHOOL 39 SHADY LANE

---

<sup>45</sup> Calendar year, not fiscal year.

<sup>46</sup> Nashua residents, any NH city or town.

<sup>47</sup> Nashua residents, any NH city or town.

<sup>48</sup> Births within city limits, regardless of parents' residence.

## **HUMAN RESOURCES DEPARTMENT**

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

**Jane Joyce**  
**Barbara Cote**  
**Gary Diaz**  
**Diane Denning**

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

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

Human Resources has continued in its role as an active member of the City's Negotiating Team in collective bargaining with the American Federation of State, Country, and Municipal Employees (AFSCME) representing the employees of Public Works Division, the International Association of Firefighters (IAFF) representing employees of the Fire Department, the Nashua Patrolman's Association, Local 633 of the Teamsters Union (Non-Sworn positions in the Police Department) and Police Communications Union. The Agreement between the City and AFSCME was signed on December 30, 2003. The Agreement between the City and the IAFF was signed on November 6, 2003. The Agreement between the City and the Nashua Police Patrolman's Association was signed on October 14, 2003, and the Agreement between the City and the Police Civilian (Teamsters) was signed on November 12, 2003, and the Agreement between the City and the Police Communications Union was signed on November 12, 2003. Negotiations between the City of Nashua and the Nashua Public Library Employees, Local #4831, AFT, FPE, AFL-CIO are progressing satisfactorily.

During this year, the Human Resources Department has continued to manage, coordinate and/or track a comprehensive Professional Development Program to further enhance the abilities of City employees to continue to meet the operational needs of the City of Nashua in an effective and efficient manner. Several departments continue to ensure their respective employees are trained either through in-house efforts or through outside sources. Nearly 900 employees received training, which included, but was not limited to: Sexual Harassment training, FLSA, FMLA, EAP, ADA, Performance Evaluation First Aid/CPR/AED, Fire Extinguishers, Personnel Protective. Equipment, Confined Space, Trenching, HazCom, Lockout/Tag out, Fire Evacuation, Chainsaw/Tree Falling Safety. Accident Prevention, Emergency Response, Lifeguard

---

## Municipal Government Report

Training, Sun and Heat Protection, Blood borne Pathogens, Infectious Diseases, Bio-Hazards, Risk Management Fire Science, Asbestos Awareness, Forklift Training, Work Zone Safety Training, Power lines Safety, Defensive Driving, Power Hand tool Safety, etc. The Nashua Police Department and Nashua Fire Rescue provide comprehensive programs to address issues related to public safety and issues related to supervisory and managerial positions in the public sector. Our training goals for fiscal year 2005 continue to be to train staff in several areas such as defusing hostile behavior/non-violent intervention/ homeland security, safety, and various supervisory, managerial, and communication workshops. Human Resources will continue to build on the Professional Development Program, which is a key element in a continuing effort to assist our employees in their efforts to provide the best service possible to Nashua and her citizens.

The on-going process of conducting an assessment of the Position Description Forms (PDFs) for citywide positions has continued. HR is continuing to ensure that all PDFs accurately reflect the duties and responsibilities of each position. The results of this effort have proven to be very beneficial to both city managers and HR in the classification, recruitment, and daily management processes.

Regarding recruitment during this fiscal year, 3,106 applications for employment were reviewed and processed by Human Resources. These applications for employment do not include those applications received by the Public Library, the Police Department for Uniformed/Sworn Police positions, and the Nashua School District. Human Resources posted a total of 102 job postings for the public and 157 new persons were hired. During fiscal year 2004, the Human Resources website continued to experience a phenomenal degree of interest in employment with the City with 74,486 visits to our website. This approach to recruitment has not only enabled us to attract a much larger number of applicants but also provides a more experienced and diversified pool of candidates as well.

The total number of persons (excluding the School Department) employed by the City of Nashua as of June 30, 2004 was 830. The total number of positions funded for fiscal year 2004 was 890.

## **PURCHASING DEPARTMENT**

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

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

During FY2004, the department processed 4300 purchase orders. Ninety-five sealed bid requests were handled through this office, including the new ambulance contract and the replacement boiler at City Hall.

The re-engineering of the purchasing process continues. We have completed the purchase requisition automation and moved on to the change order process. Changes to the process afford a more efficient system and a better communication tool between the city and its vendors.

Ralph Jackson, the city Print Shop Technician, continues to provide cost effective, timely printing and graphics services to all city departments. Annual activity continues to exceed 4 million ink impressions and includes this City Annual Report, the City budget, and an assortment of printed items, forms and reports. We added a color printer to the equipment used by this facility, allowing flexibility to handle low-volume, colored printing requests.

## **BUILDING MAINTENANCE**

**Building Manager**  
**Building Maintenance Specialist**  
**Custodian III**  
**Custodian II**  
**Custodian I**  
**Custodian I (Part Time)**

**Ron E. Jenkins**  
**Roger J. Bertrand**  
**Kevin Teeboom**  
**Edward S. Leary**  
**Robert Fernandes**  
**Steve Bibbo**

A new boiler was installed this year. Included in the project was an updated feedback loop to provide better control of the heat used throughout the building and a new chemical pumping system to properly treat the boiler water and extend the life of the system. No other major projects were undertaken due to continuing budget constraints.

Our Building Manager and Custodian III continue to spend many hours at the City-owned building at 14 Court Street. Support at this building as well as the Hunt Memorial Building includes plumbing, electrical and HVAC issues.

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

## HUNT BUILDING

### BOARD OF TRUSTEES

**Don Marquis, Chair**  
**Nancy Blish**  
**Elaine Griffiths**  
**Georgi Hippauf**

**Frank Mellen**  
**Larry Szetela**  
**Roberta Woitkowski**  
**Mayor Bernard Streeter, ex officio**

**Honorary Trustee**  
**Aldermanic Liaison**  
**Administrator**

**Meri Goyette**  
**Alderman-at-Large David Deane**  
**Hillary Booth**

The Hunt Building celebrated its Centennial last calendar year, 1903 – 2003. Special events celebrating the architect, Ralph Adams Cram, included lectures, exhibits, a walking tour and concerts. Grants written to the Ella Anderson Foundation and New Hampshire Charitable Foundation obtained funds to support these events so the general public could enjoy the programs free of charge.

Unfortunately, in January 2004, we had problems with the building structure due to the freezing pipes resulting in water and electrical damage, and we've had to shut the Hunt down until those problems are corrected. The building architects, HDB Cram, drew up a master plan and worked with the City engineers to plan to combine heating and air conditioning on the main level.

Urban Programs Department is addressing the ongoing drainage problems that are causing seepage into the basement and contributing to the environmental risks. CDGB funds have been granted to deal with the issue.

Restoration of the Hunt building, as well as activities that are held here, is funded through grants raised by the Trustees. We wrote to the New Hampshire Division of Historical Resources for a \$10,000 grant from the Conservation License Plate Grant Program (Moose plates) for the plaster repair and painting of the back stairwell, and we were awarded the grant. We wrote for and received a grant of \$1,200 from the Ella Anderson Trust for programs for the youth of the community and a grant of \$2,000 from the New Hampshire Charitable Foundation for programming on diversity. These events can be held once the building is reopened. Marilyn Solomon, retired journalist for *The Telegraph*, compiled a book of her columns on local history. Marilyn has donated the proceeds from the sale of *My Window on Main Street* towards restoration. To date, we have received \$16,000.

During fiscal year 2004, plaster repair and painting of the lobby and an annex hallway were completed. Once the environmental issues (heat, air conditioning, mold) have been addressed, we can continue to restore the building.

The Trustees are committed to restoring the Hunt Building to its former beauty, carefully preserving its original design consistent with historical accuracy. We would like to keep and build on the interest in the building that was bolstered with last year's Centennial celebration. Each year we aim for diverse programming and will continue to use the Hunt as a cultural center for downtown Nashua.

## **COMMUNITY DEVELOPMENT DIVISION**

**Director  
Business Coordinator  
Administrator/Clerk**

**Katherine Hersh, AICP  
Jean Lyons, SDA  
Denise Coglin**

### **Mission**

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

### **Goals**

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

- Adequate and Competent Staff – to attract and maintain an adequate and competent workforce to provide the quality and quantity of services delivered to the public
- Quality Working Environment – to provide an environment that stimulates productivity and reflects our pride in our work and ourselves
- Education Outreach - to proactively educate the general public regarding community development resources, regulations, services and procedures
- Professional Identity - to build the Community Development Division's identity in the community and region
- Quality of Service/Public Involvement – to be recognized as a resource to other city departments and to citizens and to lead the city to implementing its vision
- Technology – to maximize the use of the latest technology tools to increase our efficiency and effectiveness
- Strategic Orientation – to have focus, vision and well-ordered priorities; to function within a sound master plan; to be innovative and creative; to think outside of the box

### **Quality Working Environment**

In FY 03 the Community Development Division and the Division of Public Works were initially offered a few items from Polycom Inc./Voyant, such as projector screens and white boards. Jean Lyons took the responsibility to coordinate the donation for the Division. The company ultimately donated well in excess of \$1 million worth of office furniture to the City. Ms. Lyons coordinated the donation and distribution of the "new" furniture and the City's "old" furniture, which so far has benefited over 60 City departments/offices and over 15 non-profit organizations. She also designed many of

the furniture layouts, particularly for CDD. She received assistance with the distribution from City Hall maintenance staff and representatives from other departments. The result of the donation and distribution of furniture is a more professional working environment, as well as efficiency improvements in the storage and filing of information.

### **Technology**

In FY 03 the City entered into a contract with Municipal Software, Inc. to update the Division's software to create a comprehensive system that maintains all the information about each parcel in the same location. In particular, the Building Safety Department, Planning Department and Code Enforcement Department were impacted by the software update. Staff worked diligently throughout the fiscal year to test versions and to train. Most of the software was live by the end of the fiscal year.

### **Personnel Changes**

A number of personnel changes occurred in FY 04:

- Denise Coglin terminated her employment in the Division at the end of the fiscal year. Her organizational skills and cheerful disposition were valuable to the Division.
- Jay Minkarah was hired by the City to fill the Economic Development Director position in February. Jay comes to the City with years of experience in the public sector in the field of community and economic development, most recently as Community Development Director in Merrimack.
- Alan Manoian vacated the Assistant Economic Development Director position to take advantage of a career opportunity. Alan will be best remembered for his work downtown, helping to bring back the vitality and viability that we now enjoy.
- Tim Dupont joined the Building Safety Department as an Inspector. Tim's wealth of experience will add to the already excellent professional staff.

### **Brownfields**

The City was awarded a \$100,000 Brownfields supplemental grant in FY 03, which was completed in FY 04. The grant allowed the City to complete the site investigations on the Bennett Street site, and to assess a number of City-owned asbestos sites to better position the reuse of those sites. As part of the supplemental grant, the City was able to complete the Phase 1 and Phase 2 site assessments for the senior center parcel. These site assessments were necessary for Southern NH Services to receive HUD funding to develop 43 units of affordable elderly housing in conjunction with the new senior center.

As part of the continued working relationship with EPA Brownfields Program staff, the Director was invited to participate at the NHMA conference with the Brownfields Coordinator, US EPA New England Office, and a representative from the NH DES Brownfields Program.

### **Grants**

The Community Development Division hired a part-time grant writer for 20 hours per week to develop a grants program for the Division and to pursue grant funding for CDD projects. During FY 04 the grant writer submitted 13 grant proposals for a total of

\$811,525. Two proposals were funded: a \$20,000 NH Department of Resources and Economic Development grant for expansion of the Heritage Rail Trail from Main to Spring Street, and a \$8,025 NH DES grant for a wetland protection project. The grant writer developed key contacts with government agencies and foundations to increase our chances of getting future funding for CDD and city projects; researched over 200 grant opportunities and identified over 50 grant sources for the Division; identified 52 CDD projects for funding; and designed and developed databases for CDD projects and grant sources.

### **Funding for Downtown**

Thanks to Senator Judd Gregg, the Community Development Division received \$178,000 for downtown investment in 2003. In 2004 this funding provided additional resources to the Division. The Planning Department hired a planner for the summer to provide outreach in the tree streets neighborhood for the Livable Walkable Communities program. The Division moved the bell from the original City Hall to City property, to be located in the future on Main Street as public art. The Division contracted expertise to determine the feasibility of creating a tax increment financing district to pay for public improvements in a specific area of downtown. The Division's contribution to the City's Summerfun program resulted in 12 events downtown, with an Irish band, jazz bands, children's music and puppets, and Scottish dancers. Paper and CD copies of the Downtown Master Plan and the East Hollis Street Master Plan were partially funded through this source.

### **St. Francis Xavier Church Task Force**

The Diocese of Manchester announced early in FY 03 the closure of St. Francis Xavier Church, St. Stanislaus Church and St. Casimir's Church. At the initiative of Mayor Streeter, the St. Francis Xavier Church Task Force was formed to seek re-use alternatives for this important City structure. The task force determined the need for professional assistance. They garnered political and funding support to contract with S. Patz and Associates, who had completed the economic analysis for the Downtown Master Plan. The report will be completed in early FY 05.



### **Commuter Rail**

After many months of inactivity, the commuter rail project in NH was dealt a blow when the NH Supreme Court ruled that gas tax funds cannot be used as a match for federal funds to advance commuter rail. The City is working with the Nashua Regional Planning Commission and the NH Department of Transportation to find creative options to generate the match. The residents and the Board of Aldermen have universally supported commuter rail in Nashua.





### **Senior Activity Center / Elderly Housing Project**

The Senior Activity Center/Elderly Housing Project is a joint project among the City, the Nashua Association for the Elderly (NAE) and Southern NH Services (SNHS) to build a new 24,000 square foot senior center with 43-units of affordable elderly housing. By the end of FY 04 the project had received all its approvals. The Board of Aldermen bonded \$2.4 million; the Planning Board approved the plan; the City and NAE signed the lease agreement; and the City and SNHS signed the condo documents. The City was the recipient of \$785,000, thanks to the assistance of Senator Gregg and Congressman Bass. The City also received a \$200,000 Brownfields cleanup grant for the project.

## **DEPARTMENT OF BUILDING SAFETY**

**Building Official/Department Manager**

**Michael Santa, CBO**

**Building Permit Processing and Plans Review Team:**

**Plans Examiner**

**Bruce W. Buttrick**

**Assistant Plans Examiner / Assistant Building Inspector**

**Mark Collins**

**Building Clerk**

**Sandra Bastien**

**Building Clerk**

**Marcia Wilkins**

**Construction Inspections Team:**

**Supervisor of Inspections**

**Tedd Evans**

**Building Inspector**

**Russell Marcum**

**Electrical Inspector**

**Francis Leahy**

**Plumbing Inspector (as of 12-01-03)**

**Tim Dupont**

**Mechanical Inspector**

**Mark Simard**

### **Mission**

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

### **Department Reorganization**

The last piece of the department's reorganization was completed with the hiring of Tim Dupont in December 2003. The department is now fully staffed and prepared to provide the best possible service to the community.

### **Insurance Service Organization**

Every three years the Insurance Service Office, Inc. (ISO) evaluates the Building Safety Department. This evaluation is completed by filling out an in depth questionnaire as well as a follow up interview by a staff member from ISO. The resulting Building Effectiveness Grading Classification improved from a 5 in 2000 to a 4.

ISO is an insurer-supported organization with the primary mission of providing advisory material. Insurers may have adopted, or may be in the process of adopting, an ISO insurance rating program that will provide rating credits to individual property insurance policies in recognition of community efforts to mitigate property damage due to natural disasters. These insurers may use the Building Code Effectiveness Grading Classification ISO has developed for our community as a basis for the credits used.

### **Building Safety Week**

The week of April 4<sup>th</sup>–11<sup>th</sup> is designated Building Safety Week throughout the country. This year the Department of Building Safety staff planned events to foster a better understanding of the department's added value to the City and its citizens. The highlight of the week was a presentation made by the staff to the Board of Aldermen explaining the department's responsibilities. The presentation included statistics showing how many permits were issued, cost of construction and pictures of the larger projects under construction in the City. The Mayor issued a proclamation announcing Building Safety Week and presented it to staff. The department also conducted two presentations to the students in the building technology program at the Nashua High School. Next year the Department of Building Safety plans to expand its efforts to raise awareness during Building Safety Week.

### **Training and Education**

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

### **Construction**

During FY 2004 4,343 construction related permits were issued, up from 4,023 the previous year. Of these, 1,327 were for structural work, 1,245 for electrical, 664 for plumbing, and 1,107 for mechanical. \$514,591 in permit fees was collected. Total construction value amounted to \$103,592,279, of which approximately 60% was for

---

Municipal Government Report

residential construction and about 40% for nonresidential construction. 168 new dwelling units were added, plus the conversion of 4 additional dwelling units. This permit activity generated the performance of 10,250 inspections, up from 10,022 the previous year. The adopted codes require these inspections to be called at the initial, rough and finished stages of work.

	<u>Number of Buildings</u>	<u>Number of Units/Rooms</u>	<u>Valuation of Construction</u>
<b>New Residential Housing</b>			
<i>Single family detached</i>	157	157	\$24,597,234
<i>Single family attached (townhouses)</i>	5	5	\$417,000
<i>Two family structures</i>	3	6	\$544,000
<i>Five or more family structures</i>	3	221	\$21,615,346
Total new residential housing	168	389	\$47,173,580
 <b>Demolitions/Razing of Buildings</b>			
<i>Single-family detached</i>	9	9	
<i>Two-family buildings</i>	1	2	
<i>All other buildings/structures</i>	5	0	
Total demolitions/razing of buildings	15	11	
	<u>Private Buildings</u>	<u>Public Buildings</u>	
 <b>New Non-Residential</b>			
<i>Industrial</i>	1		\$6,200,000
<i>Parking garage</i>	1		3,632,000
<i>Offices, banks, professional buildings</i>	3	1	1,317,018
<i>Stores, consumer service</i>	10		7,335,000
<i>Other non-residential buildings (includes sheds)</i>	119		691,232
<i>Structures other than buildings (includes in-ground pools)</i> <sup>21</sup>			364,600
Total new non-residential	155	1	\$19,539,850
 <b>Additions/Alterations/Conversions</b>			
<i>Residential (includes unit conversions)</i>	697		\$11,712,703
<i>Non-residential, non-housekeeping</i>	172	3	18,795,796
<i>Residential garages/carports</i>	21		515,553
Total additions, alterations, conversions	890	3	\$31,024,052

---

City of Nashua

Construction valued \$500,000 or more

*Residential:*

*New*

27 Tanglewood Drive	\$500,000
439 Main Dunstable Road	500,000
160 Daniel Webster Hwy – Webster Lawn Condos	515,346
173 Chestnut Street – Salmon Brook Flats	1,100,000
55 Kent Lane – The Huntington	20,000,000

*Additions/Alterations/Renovations*

123 Amherst Street – Nashua Children’s Home	\$511,000
---	-----------

*Commercial:*

*New*

10 Gusabel Avenue – Bank of NH	\$700,000
230 Daniel Webster Hwy – Applebee’s Restaurant	770,000
593 Amherst Street – Pizzeria Uno	800,000
16 Gusabel Avenue – Bugaboo Creek Restaurant	800,000
31 Gusabel Avenue – Babies ‘R Us	1,100,000
31 Gusabel Avenue – L. L. Bean	1,100,000
4 Coliseum Avenue – Nashua Mall	1,100,000
172 Kinsley Street – St Joseph Hospital – Parking Garage	3,632,000
120 Northwest Blvd – Bellavance Beverage	6,200,000

*Additions/Alterations/Renovations*

95 Canal Street – BAE Systems – JSF SIL Lab	\$581,797
12 Murphy Drive – Unit E	632,000
65 Spit Brook Road – BAE Systems – Boiler room	780,000
8 Prospect Avenue – Southern NH Medical Center	850,000
117 Elm Street – Elm Street Junior High	862,000
8 Prospect Avenue – Southern NH Medical Center – Pedi-LDRP	798,561
141 Canal Street – BAE Systems – 2 <sup>nd</sup> floor	1,000,000
12 Murphy Drive – Unit G	1,074,000
310 Daniel Webster Hwy – Sears Auto Center	1,500,000

Total building (structural) permits issued (966 residential, 379 commercial) 1,345

Total construction value for permits \$103,592,279

*Includes:*

118 Signs	
197 Miscellaneous/Out of Scope	\$5,216,297
2 Mobile homes	216,000
5 Mobile home replacements	414,000
3 Dwelling units conversions	140,000

## **CODE ENFORCEMENT DEPARTMENT**

**Manager**  
**Code Enforcement Officer**  
**Code Enforcement Officer**

**Laura Games, Esquire**  
**Thomas Malley**  
**Nelson Ortega**

### **Mission**

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

### **Highlights of Fiscal Year (FY) 2004**

During the period July 1, 2003 to June 30, 2004 the department had the following enforcement activity:

- HOUSING – More than 3720 inspections were conducted with 3266 warnings/violations being issued. Two cases were prosecuted.
- ZONING/BUILDING/SITE PLAN – More than 357 violations were issued. Of these violations, 2 were prosecuted in District Court.

### **Activities Directly Related to Goals**

Increase zoning and site plan enforcement responsibilities of Code Enforcement Officers. Housing Code Enforcement Officers continue to:

- Investigate illegal used car sales along West Hollis Street
- Work with the Solid Waste and Assessing Departments to resolve zoning and building issues
- Address unregistered vehicles, unsafe construction sites, alleged illegal businesses, accumulation of junk and display of prohibited signage

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

- Code Enforcement worked to make the enforcement process more efficient and to make enforcement information more accessible to other city departments by implementing a new software system.
- The Code Enforcement Department continues to conduct drive-by inspections for zoning violations. If a building starts to look dilapidated, an inspection for housing code violations is scheduled.
- Code Enforcement's close work with the Police Department has resulted in more police officers being given instructions regarding code enforcement issues. This has helped us to be more proactive because more police officers report code enforcement issues to us.

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

---

## City of Nashua

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

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

- The Code Enforcement Department continues to manually distribute our educational brochures on Housing Code Enforcement, Nashua's Sign Laws, Land Use Restrictions in Residential Zones and Code Enforcement Services. In addition, an appropriate brochure is sent out with each Notice of Violation.
- Code Enforcement also attends neighborhood meetings, gives informational presentations and distributes educational material after working hours whenever requested.

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

- The Department continues to refer persons in need of financial resources in order to fix up their properties to the Urban Programs Department, Neighborhood Housing Services of Greater Nashua and Greater Nashua Habitat for Humanity. We also continue to refer persons who need other assistance to the appropriate social service agency.



*Paving of Nashua River Trail*

## OFFICE OF ECONOMIC DEVELOPMENT

**Director** (As of February 2004)  
**Assistant Director** (resigned November 2003)  
**Project Coordinator**

**Jay Minkarah**  
**Alan S. Manoian**  
**Jennifer Mulstay**

### **Mission**

The purpose of the Office of Economic Development is to foster the continued development of a diversified, sustainable and vibrant economy for the long-term benefit of the City's residents and businesses. The Department's principal goals are outlined below:

- Maintain strong communications between the business community and the City of Nashua;
- Foster opportunities for job retention, existing business expansion, and continued development of the City's tax base;
- Promote employment diversity and the growth and expansion of the City's tax base through new business recruitment;
- Encourage the continued enhancement and vitality of downtown Nashua as the focal point of the community and a desirable place to live, work, shop and conduct social discourse, and
- Support the implementation of plans, policies and public improvements that protect the integrity of existing neighborhoods, increase the desirability of the City to prospective residents, businesses and investors, and enhance the overall quality of life of all members of the Nashua community.

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

### **Business Visitation**

Conducted 18 formal business visits between February 9 and June 30 in cooperation with the Mayor's office, the state Department of Resources and Economic Development or independently. Business visitations are essential to maintain an understanding of diverse components of the City's economic base and to maintain a dialogue with the business community. The visits typically involve a discussion of issues relevant to the business and a tour of the facility. Businesses visited included major employers, manufacturers, retail establishments, and education institutions.

### **Business Roundtable**

A Business Roundtable for Millyard businesses and property owners in the Millyard Technology Park was held on June 17, 2004. The two-hour event included a lengthy presentation and discussion of the Broad Street Parkway, the relationship between the Millyard and Downtown and other issues.

### Marketing and Promotion

Concluded a branding project with assistance of a consulting firm, Sullivan Creative, that resulted in the development of promotional materials for the Department including print materials and new imagery for the website. The materials have been widely distributed through the Chamber, direct mailings, at various events and functions and through other means. Customized folders including applicable fact sheets, brochures, maps and other materials have also been produced as a part of recruiting efforts.

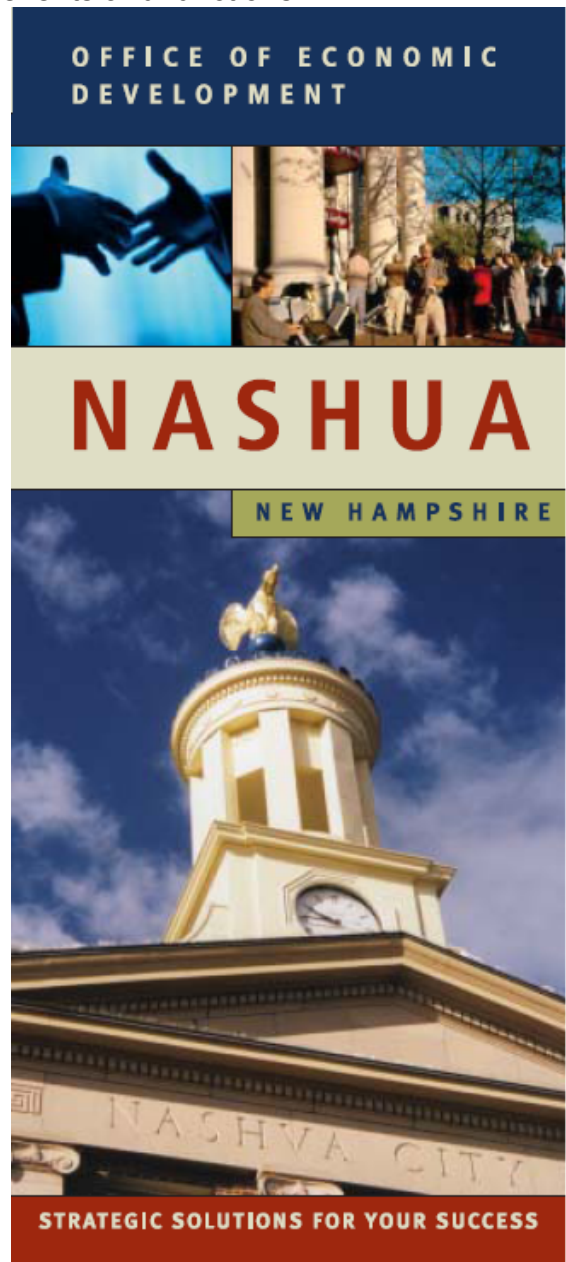
Maintained an up-to-date inventory of available commercial and industrial properties through on-going direct contacts with the City's larger brokers, windshield surveys and on-line research.

Initiated an Economic Development Strategic Plan for the City through the assistance of Mt. Auburn Associates, the consulting firm that prepared a similar plan for the City some thirteen years ago. This comprehensive analysis of the City's economy will include a study of the types of businesses and industries that are likely to "cluster" in Nashua and provide a marketing strategy for attracting new businesses and industries. The plan is expected to be completed in the spring of 2005.

The Department worked with over twenty existing City businesses interested in expanding or relocating within the City and twelve out-of state businesses interested in opening new facilities in Nashua. Assistance efforts were primarily related to financing, site

selection, referrals to appropriate consultants or agencies, the provision of informational materials, and permitting issues.

Other promotional efforts included staffing a booth at the Chamber's annual Small Business Expo in March, running an advertisement in statewide business journal, and participation in a wide variety of state, local and regional events and functions.





### **Revolving Loan Fund**

The purpose of the City of Nashua's Revolving Loan Fund is to provide the City's small businesses with "gap financing" in partnership with the community's private sector financial institutions. The fund is managed through the assistance of Donna Upson, a loan officer hired by the City on a contractual basis paid solely through revenues derived from the Fund. During the 2004 fiscal year, loan activity included a \$50,000 loan to a start-up communications firm, a \$100,000 short-term loan to a local industry that was paid off in full, and a \$25,000 loan to a new art gallery. Two existing \$75,000 loans were also paid off in full. In addition, the loan fund benefited from a \$50,000 donation from Citizens Bank leaving over \$350,000 available to lend at the end of the fiscal year. The \$50,000 from Citizens bank has been dedicated to a special fund available for downtown businesses.

### **Nashua Riverfront Redevelopment Jackson Falls**

The Office of Economic Development continued to work closely with developers, consultants, City staff, the Great American Downtown organization and others to obtain necessary Board of Aldermen, Planning Board, Zoning Board of Adjustment, Conservation Commission and Historic District Commission approvals to implement the proposed Nashua River Promenade/Jackson Falls project. The project will result in the restoration of the former Goodales building and its redevelopment into an Irish Pub and restaurant, construction of a five-story, 22-unit condominium development to the east of the existing building, and construction of a riverwalk that would extend along the north shore of the Nashua River from the Main Street bridge to the far eastern edge of the property. When completed, the project is expected to stimulate the further revitalization of the Railroad Square area and to implement important goals of the City's Downtown Master Plan. Most notable was the establishment of this site by the Board of Aldermen as Nashua's first Tax Increment Financing District.

### **Education and Outreach**

On June 15, the Department sponsored a seminar on Growth Capital Resources to assist businesses in understanding and gaining access to venture capital and other similar revenue sources with the assistance of CEI Community Ventures, Inc., Vested for Growth and the Small Business Development Center. Over 100 individuals attended the event from a wide variety of area businesses and organizations. The Department intends to continue to sponsor seminars and workshops of relevance to the City's business community.

### **Downtown Master Plan**

The Board of Aldermen adopted the Downtown Master Plan on September 16, 2003. In addition to the projects highlighted above, the Department assisted the Community Development Director and Mayor's office with several projects of citywide importance including the Broad Street Parkway, Brownfields Redevelopment and Commuter Rail.

## PLANNING DEPARTMENT

**Planning Director**

**Roger L. Houston, AICP, BOCA**

***Development Review Team***

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

**Michael Yeomans, AICP  
Christine Webber**

***Zoning and Land Use/Sign Permit Team***

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

**Carter Falk, AICP  
Linda Taylor**

***Special Services/Technical Team***

**Planner III**

**Richard Sawyer, AICP, ASLA  
(assists Director and Development Review Team)**

**Planner II**

**Karen Berchtold, AICP  
(assists Conservation Commission, CIC, and special projects)**

**Planner I**

**Howard Coppari  
(assists development review and zoning)**

### **Mission**

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

### **Overview**

The Nashua Planning Department experienced another robust economic year in Fiscal Year 2004 with numerous plan approvals, construction activity, significant implementation of the Master Plan, completion and adoption of the East Hollis Street area plan, and lastly, the annual Capital Improvements Plan and the construction of nearly 0.40 miles of the Nashua River Rail Trail (also known as the Depot Road Trail).

The Planning Department provides technical expertise and services in an advisory capacity as staff to the Nashua City Planning Board (NCPB), the Zoning Board of Adjustment (ZBA), Capital Improvements Committee (CIC), Nashua Historic District Commission (HDC), and the Nashua Conservation Commission (NCC). In addition to its regular daily functions and responsibilities, the Planning Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies during FY 04. The Department also reviewed 179 sign permit applications and approximately 1350 land use permits.

### **Staff Reports**

The Department completed 115 detailed reports or reviews on site plans, minor site plans and subdivision plans for the NCPB. The reports are delivered to the Planning Board prior to the meeting date. This process gives the Board better information to assist them in their decision process. The Department prepared ZBA reports on use variances to aid in their decision process. The Department processed 328 ZBA applications for variances, special exceptions, rehearing requests and equitable waivers, which was a 36% increase over a total of 242 requests last fiscal year.

---

Municipal Government Report

**Nashua City Planning Board Applications**

	<i>1<sup>st</sup> Qtr</i>	<i>2<sup>nd</sup> Qtr</i>	<i>3<sup>rd</sup> Qtr</i>	<i>4<sup>th</sup> Qtr</i>	<i>Total</i>
<i>Subdivisions</i>					
<i>Projects</i>					
Residential	8	2	3	6	19
Non-residential	2	1	2	2	7
<i>Total</i>	<i>10</i>	<i>3</i>	<i>5</i>	<i>8</i>	<i>26</i>
 <i>Units (lots)</i>					
Residential	4	0	86	11	101
Non-residential	2	2	0	2	6
<i>Total</i>	<i>6</i>	<i>2</i>	<i>86</i>	<i>13</i>	<i>107</i>
 <i>Site Plans</i>					
Planning Board	14	10	15	14	53
Administrative Review	16	8	5	7	36
<i>Total</i>	<i>30</i>	<i>18</i>	<i>20</i>	<i>21</i>	<i>89</i>
 <i>Square Footage</i>					
Industrial/Office	19,936	2,850	116,892	54,000	193,678
Church/School	2,784	0	24,232	5,170	32,186
Commercial	34,595	22,467	6,960	0	64,022
Housing Units	27	16	92	102	237

**Capital Improvements Program**

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

**Bond Rating Preparation**

The most current statistics available were compiled by the Director and the planning staff in preparation of Nashua's Official Statement including history, population, economy, planning and development, housing costs, employment base, largest employers, retail sales, unemployment, building permits, and state tax receipts. This information and that contained in the Capital Improvements Plan were contributing

factors in the City obtaining a favorable interest rate on its bond issues and saving the City on interest payments.

### **East Hollis Street Area Plan**

The Planning Department managed this area plan, which was adopted by the Planning Board on May 20, 2004, and approved by resolution of the Board of Aldermen on August 10, 2004. The *Nashua 2000 Master Plan* recommended that a plan be undertaken to address the district's changing land use patterns, traffic congestion, and general need for revitalization. Also, with the possible extension of commuter rail to Nashua, the study looked at potential sites for a neighborhood station. The planning process occurred from spring to fall 2003, and included extensive outreach, three public workshops, and monthly steering committee meetings. The Department engaged a consultant, Von Grossman and Associates, which provided technical expertise and developed and presented planning and design alternatives. Major plan recommendations include: a mixed use overlay zone; low-cost strategies to improve traffic; streetscape guidelines to add sidewalks, landscaping, lighting and other amenities; a rail trail through the core of the district; and new neighborhood and waterfront open space.

### **Planning Department teams up with New Hampshire Celebrates Wellness and Livable, Walkable Communities**

*Livable, Walkable Communities*, a program of the non-profit organization *New Hampshire Celebrates Wellness*, works with communities to improve walking and biking opportunities, with the end goal of improving health. The increasing obesity rate, particularly among children, is a growing national public health concern, and has become a recognized planning issue, as well. Staff is working with *Livable, Walkable Communities* on a plan for the area that includes the Tree streets/Numbers streets, or generally the area of the Ledge Street School district. In Spring 2004, a "partnership" of community leaders was convened, and mapping workshops were held to understand current and desired walking and biking patterns. The process will culminate in an "Action Plan" of steps and projects that community groups can implement on their own.

### **Miscellaneous Fees and Contributions**

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

### **Transportation**

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

### **Land Use and Sign Permits**

The Zoning and Development Review Teams reviewed 1529 land use permits and sign permits as part of the land use sign permit process, in addition to responding to numerous telephone inquiries and requests for information. The permits are reviewed for conformance to subdivision, site plan and zoning approvals, as well as the land use ordinances under the Department's jurisdiction.

### **Land Use Ordinance Rewrite**

The Department received funding to hire a consultant to assess and rewrite the City's Land Use Ordinances mostly contained in NRO Chapter 16 in the previous fiscal year 2002. The Land Use Advisory Committee produced its last draft on June 24, 2003. No funding was available in the budget in FY 04 to continue the project. It is hoped that it will be funded in FY 05.

### **Department of Environmental Services (DES) and Land and Community Heritage Investment Program (LCHIP) Acquisition**

In July 2003, the City purchased 100 acres of conservation land in the City's water supply protection district. The Community Development Division and Nashua Conservation Commission were able to make this purchase with funding assistance from the Land and Community Heritage Investment Program (LCHIP) and the Department of Environmental Services (DES) Water Supply Protection Grant Program. The purchase preserves 100 acres of land, including important wetlands, contiguous to 350 acres of existing City and private conservation land adjacent to Pennichuck Brook. The City's Land Conservation Committee is charged with

monitoring the parcels, and implementing a Stewardship Plan for passive recreation use and long-term preservation of the land. The City's purchase was timely; the state programs presently have little funding for land acquisition, and much residential development has recently occurred in the area.



### **Jackson Falls Project on Nashua River Downtown**

The Department continues to play a key role with the Economic Development Department in determining appropriate reuse of this parcel and proposed a financing mechanism to make it a reality. A 22-unit residential building was approved this fiscal year. This project will lead the way to completion of a riverfront walk system as envisioned since the 1990 Downtown Master Plan and subsequent plans. An Irish Pub called the "Peddler's Daughter" is expected to open in the former Goodale's Bicycle Shop (also known as the former "Car House"). The approved site plan shows the walkway being cantilevered from the former Goodale's Bicycle Shop.

### **Downtown Master Plan**

The Department provided support to the Economic Development Department and their consultant, Urban Design Associates, in the completion of the Downtown Master Plan update. The Planning Board adopted this plan in May 2003 and a resolution by the Board of Aldermen is anticipated in early FY 04.

### **Nashua River Trail Acquisition (also known as Depot Road Trail)**

The Department worked with the New Hampshire Department of Transportation to purchase the Depot Road rail bed from the B & M Railroad from the New Hampshire/Massachusetts border that is approximately 1500 by 80 feet wide to the turnaround in Depot Road (also known as Dutton Lane in Hollis where it intersects Route 111A). The Department was instrumental in coordinating the construction of this trail with the residual funds remaining from the land acquisition. Homes by Paradise volunteered to clear, grade and construct the base of the trail and complete shoulder grading and plant some trees for the trail. The trail was extended an additional 600 feet more from the turnaround on Depot Road to Route 111A through the gracious gift of an easement from abutting property owner and business AmeriGas Propane Company. The Division of Public Works crews paved the 10-foot wide trail with a paver rented by the Planning Department and asphalt paid for by the Planning Department from the residual

funds from the land acquisition. The Parks Department made and installed signage for the trail. The construction started in mid-May and was completed by mid-June 2004. The Department also coordinated the connection with the Massachusetts Department of Conservation and Recreation to make the connection to the 11-mile Nashua River Trail recently constructed in Massachusetts, which starts in Ayer, Massachusetts.



### **Permit Software**

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

## URBAN PROGRAMS DEPARTMENT

**Paul Newman**  
**Klaas Nijhuis**  
**John Slebodnick**  
**Robert Rice**  
**Sheila O’Riordan**  
**Linda Jeynes**

**Manager**  
**Deputy Manager**  
**Project Specialist**  
**Project Specialist**  
**Grant Management Specialist**  
**Administrative Assistant**

### **Background**

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

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

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

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

### **Statistical Highlights of Fiscal Year (FY) 2004**

The Department oversaw expenditures totaling \$3,856,398 in FY 2004, compared to \$3,662,167 in FY 2003. Over 89% of these funds were from sources other than the City. Community Development Block Grant (CDBG) funds in the amount of \$867,814 were expended in FY 2004, compared to \$1,093,103 in FY 2003. The transit system operated at a cost of \$1,465,817 in FY 2004, compared to \$1,391,659 in FY 2003 (these figures include capitalized maintenance to comply with National Transit Database reporting requirements.) \$29,216 was expended on capital transit items. The volume of housing rehabilitation, including the HOME program, was \$961,020 in FY 2004, compared to \$690,226 in FY 2003.

### **Economic Development Initiative Grant – Housing**

The City of Nashua Urban Programs Department administers this grant, which had a funding start date of November 2002. With this grant, the City, in partnership with key non-profit housing and social services agencies, has helped to fund several housing projects.

*Nashua Pastoral Care Center*

In this year Nashua Pastoral Care Center completed a transitional housing project for 8 single parents at 7 Concord Street.

*Nashua Children's Home*

In this year Nashua Children's Home completed a 5-unit transitional housing project for young adults at 123 Amherst Street.

*Lead Paint Hazard Reduction*

Work was completed on 5 units, with 14 more under contract, another 8 ready to bid, and 2 more units are in the pipeline. A portfolio of 30 apartments is scheduled for hazard reduction over the next 4 years. Because of the limited supply of vacant units, the need to not permanently displace families, and also the limited supply of lead paint contractors charging reasonable rates for services, work will proceed with no more than 2 units undergoing work at any one time. Lower-income families with children under the age of 6 that are renting, especially those who may be using Section 8 Certificates are targeted with this program.

**Community Development Block Grant (CDBG)**

*Hunt Memorial Library Building*

The Hunt Memorial Library Building, now used for a number of community activities, is located in the Railroad Square Redevelopment area. Along with private renovation efforts in this area, the City has made a substantial commitment to bringing this building back to its former glory. Funding was approved for remediation of groundwater infiltration, which has caused mold and mildew problems affecting public health and safety. Also authorized were funds for replacement of the obsolete heating system and addition of air conditioning, to make the building habitable during summer months. Engineering design for the groundwater infiltration remediation was the first priority, and services were retained during the program year. Construction is expected in the fall of 2004.

*Adult Learning Center*

Adult Learning Center multi-year grant: During the fiscal year, interior renovations were completed.

*MicroCredit Loan Program*

Provision of business skills training, access to micro-loan capital, and widening market opportunities for micro-enterprises in Nashua, under the program known as MicroCredit New Hampshire operated by the New Hampshire Community Loan Fund. In FY 2004, 26 business skills building workshops were held for a total of 114 people. Also, 2 new businesses received start-up loans, and a third business received a business-strengthening loan.

*Lyons Field*

Final work at Lyons Field was completed at the very beginning of the program year.



*Roussell and Gardiner Fields*

Improvements at Roussell and Gardiner Fields, both off Haines Street in the Crown Hill neighborhood, were held up to remediate hazardous subsurface conditions from its days as a landfill. This work is now complete (accomplished through other resources), and in FY 2004 the balance of CDBG funds were used for a batting cage.

*Sullivan Park*

Landscaping, re-grading, paving and replacement of obsolete equipment was undertaken at this park located at Marshall and Bowers Streets. CDBG funds are being used for purchase of equipment and materials only. Improvements will also include establishment of walking paths. Work was completed in the fall of 2003.

*Salem Street Tot Lot*

This inner city park is located on Salem Street between Lock and Whitney Streets in the neighborhood known as French Hill. Work has completed in the late fall of FY 2004 to enhance this park with new playground equipment, new lighting, benches and fencing repairs. Work also included paved areas with games painted on them as well as new landscaping.

*Belvedere Playground*

This inner city park is located at Bridge and Union Streets and receives very heavy use by neighborhood children. Improvements were discussed with the children during a sandbox talk to determine what they would like to see in the park. New playground equipment, including a space net and new swings, and new benches and the planting of shade trees were completed in May 2004.

*Community Council*

During the Fiscal Year air conditioning design work was started. This was necessary as attempts to solicit design-build proposals based on Urban Programs design specifications have not been successful. Community Council serves the region's population with mental health issues.

*Nashua Pastoral Care Center*

The City provided opportunity acquisition funds for the acquisition of the former Norwell Home at 12 Concord Street for use as housing for single mothers with newborns. CDBG multi-year capital projects monies were expended on the acquisition.

*Nashua Soup Kitchen and Shelter*

Repairs to fire doors at the family shelter owned by the Nashua Soup Kitchen & Shelter, Inc. were completed. Additionally, City staff have designed and bid out work for reconstruction of the back kitchen of the Soup Kitchen. That project will start in September 2004.

*M P Housing*

The first of 2 CDBG grants for purchase of condominium units to be used as permanently affordable post-transitional housing for the families they serve resulted in

the purchase of a condo unit. These were FY 2003 funds expended in FY 2004. Additionally, the City's Affordable Housing Trust Fund was used to help with equity for these transactions

*Greater Nashua Council on Alcoholism*

\$50,000 was awarded to this organization to modify the facility at Pine Street Extension. Due to programmatic issues with state certification requirements, the design has to be reworked.

*Police Athletic League*

Repairs to the Ash Street Community Center operated by the Nashua Police Athletic League were completed.

*Nashua Center for the Multiply Handicapped*

Roof work, replacement of floor and ceiling finishes and painting at this facility at 18 Simon Street were completed. FY 2003 and FY 2004 CDBG funds were used for this project.

*Boys & Girls Club of Greater Nashua*

\$7,000 was expended for parking lot repairs, crack filling and seal coating at their property at 47 Grand Avenue in August 2003.

**Human Services Program Support**

Continuing support of the following programs, which principally benefit lower-income Nashua residents, was provided to four human service programs.

- \$18,000 was granted to the Boys and Girls Club of Greater Nashua to support their Hispanic Outreach Program. During FY 2004, the Boys and Girls Club served 477 Hispanic Youth. Greater than 60% of these were low/moderate income beneficiaries.
- The Greater Nashua Council on Alcoholism was awarded \$28,000 to assist with operating costs associated with provision of outpatient substance abuse counseling services to low-income persons. This past fiscal year, with all patient services combined, a total of more than 600 unduplicated individuals were served. Of these, 141 received outpatient counseling. 100% of beneficiaries are in the low-income category.
- \$45,350 was granted to the Nashua Soup Kitchen and Shelter in FY 2004 to assist with operating costs. During the year, 14 families and 39 individuals moved into transitional housing, all of who were in the extremely low-income category. A total of 1,148 bed-nights of shelter were provided using CDBG funds.
- The Nashua Area Health Center received \$45,000 in CDBG Funds for FY 2004. This agency provides low-cost, comprehensive primary health care services to low/moderate income Nashua Area citizens who either lack medical insurance or are under-insured. Bilingual capacity has been increased to better accommodate the growing Portuguese and Hispanic population. In FY 2004, 4,451 unduplicated persons were served. Of these, 85% were in the extremely low-income category.

## **Affordable Housing**

### *HOME Rental Housing Program*

Starting with the last Fiscal Year, the City of Nashua receives a direct allocation of HOME funds from HUD. HOME projects meet the objectives of the program and conform to the intent as defined in the Consolidated Plan. In the past, the City has received a sub-allocation of HOME funds from the New Hampshire Housing Finance Authority.

An allocation of \$550,000 from New Hampshire Housing Finance Authority's (NHHFA) Special Needs HOME Partnerships funds was awarded to the Nashua Children's Home for the development of 5 units of transitional housing for youth aging out of the child protective custody system. The City is administering the project for NHHFA, as it has done with past sub-allocations of HOME funds. The City is also receiving from NHHFA an additional amount (approximately 8% of the project value) of HOME funds for the purpose of administering this project.

### *Housing Improvement Program (HIP)*

Renovations to 2 single-family residences amounted to \$39,975 in total CDBG investment. Renovations in 11 multi-family units were funded with \$167,935 of CDBG monies. As this is a continuing program, other applications have been received during the program year and progress is being made on bid documents, awards and construction.

### *Lead Hazard Reduction*

Lead Hazard reduction is being funded by an Economic Development Initiative grant from HUD to the City. Eight units have been funded in this program year, of which 5 were completed by the end of June. At this writing, 15 more units are under construction, 5 are in the bid phase and 4 applications are awaiting processing, but because of labor availability, construction proceeds slowly.

### *Nashua Children's Home*

The 5-unit transitional housing project completed this year was developed using a sub-allocation of New Hampshire Housing Finance Authority HOME funds. This project serves children aged out of the child protective custody system.

## **Public Transit**

### *Most Improved Transit System*

This year, Nashua's transit system was chosen by Metro Magazine as one of ten most-improved transit systems in North America.



### *First Evening Transit Service*

In November 2003, the first evening public transit service in New Hampshire was initiated. Two routes began operating to the north and south ends of town. This was a welcomed expansion of public transit service in the city.

### *Perfect Score on Transit Review*

Nashua Transit System achieved a perfect score on its latest transit triennial review done by Federal representatives, achieving compliance in all of the 22 areas that are scrutinized. Nashua is the only transit agency this review team has given a perfect score to in the last 5 years, and it is Nashua's second consecutive perfect score.

### *First Transit Award of Excellence*

Nashua's general Manager was the recipient of First Transit's Award of Excellence for 2004, chosen from among 100 managers nationwide.

### *Number of Passengers*

320,560 passengers were transported this year – 281,545 on Citybus, and 39,015 on Citylift. An average of 17.9 passengers per hour received transit services in FY 2004.

### *Regional Transit Plan*

In this year, Nashua Transit participated in preparation of the regional transit plan prepared by the Nashua Regional Planning Commission.

### *Access to Jobs*

Ridership on Citybus continued to increase substantially in Nashua with the continued operation of Access to Jobs service, while the Town of Milford elected to discontinue service from Nashua to Milford. A successful application was made for funding to continue this new service for at least an additional 2 years. Jennifer Reale assumed the

position of Mobility Manager, funded by this grant, as well.

***Bus Garage***

After conducting an extensive search, the Four Hills Landfill was selected as the most promising site for a new, City-owned bus maintenance and office facility. It is planned to be developed jointly with a Solid Waste Department equipment garage, achieving economies of scale in their construction.

**Continuum of Care**

Urban Programs staff serves on the board and Executive Committee of the Continuum of Care and works closely with member agencies. This year, the City helped carry out the process for the annual homeless census for the region, and took part in the actual count on March 31, 2004. City staff has led various committees of the Continuum and is currently working with members to prepare the SuperNOFA application, coordinate the investment of EDI and Affordable Housing Trust Funds, collect housing data and prepare the region's 10-year plan to end homelessness. In the past, CDBG funds have been granted to 3 shelter providers for operations and capital improvements.

**NASHUA HISTORIC DISTRICT COMMISSION (NHDC)**

**Mayor  
Chairman  
Vice Chairman, Registered Architect  
Alderman-At-Large  
Resident, Historic District  
Local Non-profit Historic Organization  
Nashua City Planning Board  
Alderman Alternate  
Alternate  
Alternate  
Alternate**

**Bernard Streeter  
Roberta Woitkowski  
Michael Findley  
Kevin Gage  
Dean Sena  
Frank Mellen  
William Slivinski  
David MacLaughlin  
Robert Sampson  
Randall Wilbert  
William Hooley**

**Overview**

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

Approval is not required for:

- Ordinary maintenance and repair, siding or painting as long as it does not alter or destroy any of the architectural features of the building,
- Roofing or re-roofing, providing the roof plane remains the same,

- Storm windows and doors as long as the existing architectural elements are left intact.

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

### **Summary**

With technical assistance from Planning Department staff, during Fiscal Year 2004 the NHDC reviewed and acted upon 6 building permit applications.

### **For the Future**

The Commission is looking at the language of City Ordinances regarding the Commission and will be recommending clarifying changes. It is also looking at apparent differences between the map defining the Historic District and the definition of the District in the Ordinance, again with a view to clarification.

## **NASHUA CONSERVATION COMMISSION (NCC)**

<b>Chair</b>	<b>Kathryn Nelson</b>
<b>Vice Chair</b>	<b>Jacqueline Trainer</b>
<b>Clerk</b>	<b>Alex Duran</b>
<b>Treasurer</b>	<b>Linda Bretz</b>
<b>Member</b>	<b>Karen Archambault</b>
<b>Member</b>	<b>James Banow</b>
<b>Member</b>	<b>Sara Osborne</b>
<b>Member</b>	<b>Kathy Vitale</b> (left to become Alderman in January 2004)
<b>Associate Member</b>	<b>Michael Diane Wingerter</b>
<b>Planning Liaison</b>	<b>Karen Berchtold, AICP</b>
<b>Overview</b>	

The Nashua Conservation Commission's (NCC) mission is to protect Nashua's natural resources and watershed resources per RSA Chapter 36-A and the City's Wetlands Ordinance. The NCC works with city and state agencies to review the environmental effects of proposed activities in the protected wetlands and wetland buffers. Research is conducted by site walks, evaluation of reports written by licensed soil or wetland scientists, presentations by applicants, their representatives, abutters and other affected parties. The NCC makes a recommendation to the Department of Environmental Services Wetland Board and the Zoning Board of Adjustment on the application. When NCC approval is granted for the project, stipulations are often made to the applicants such as mitigation, conservation easements, landscaping, etc. that allow the project to go forward while maintaining responsible stewardship of the environment and compliance with wetland laws, ordinances and regulations.

## Major Projects

Major projects on which the commission worked in FY 04 included:

- Continued work on the acquisition of the Deerwood Drive land purchase recommending an expenditure of up to \$2000 of the conservation fund to pay a fee to the Land and Community Heritage Investment Program (LCHIP) program for operating expenses. Also recommended the expenditure of up to \$2000 in the NCC budget towards the purchase of a laptop computer to facilitate the commission's record keeping and work with GIS based wetlands maps. The commission also recommended \$5000 from the conservation fund to digitize the maps of prime and critical wetlands.
- Continued an ongoing view of the planned improvements to the Pennichuck Brook water supply ponds including pond dam and spillway renovations intended to improve drinking water quality in the Pennichuck Water Supply distribution system. Also communicated with the Pennichuck Corporation concerning emergency repairs to a water main in the Salmon Brook buffer zone.
- Continued a review of the plans for a Wal-Mart retail store on Amherst Street that proposes to replace the detention ponds in the front of the property, constructed with the existing building, with one of a different design and capacity. The plan was negatively reviewed on October 21, 2004. The developers have since indicated a change to design and NCC review on the proposed changes is continuing.
- The NCC seeks to ensure that the significant wetlands in the area, which drain to the Pennichuck Brook Watershed, are protected.
- Continued monitoring the planning of the proposed Public Riverfront Walkway on the Nashua River behind the former Goodale's Bike shop.
- Continued negotiations with PSNH on a range of maintenance operations including the PSNH Bridge Street substation, Keyspan Energy on a gas line replacement under the Nashua River, BAE Systems on their Canal Street complex and Hampshire Chemical Company on their Spit Brook Road facility as they attempt to keep up with the aging facilities and the impacts of their riverfront discharges and/or wetland buffer zone activities.
- Continued with the ongoing review concerning the northeast quadrant of the circumferential highway; participated in a joint meeting with Conservation Commissioners of the affected city and towns.
- Reviewed and made recommendations to the proposed Land Use Ordinance and iterations thereof.
- Continued communication with the designers of the re-routing of Lincoln Brook as the result of the Nashua North High School project.
- Continued a communication with the City of Nashua concerning the Southwest Park proposed emergency access road, stormwater control and treatment at the Nashua Country Club and other work related to CSO controls.
- Continued a review of the expansion of the Senior Center on Temple Street.
- Posted notice of and held an off-site meeting outside of the normal meeting schedule to set priorities for NCC duties, examine the Commission's place in the scheme of things and to clarify procedural rules.

In addition to these major projects, the Commission inspects, studies and recommends in response to numerous applications from individual homeowners or businesses, including applications for wetland crossings and work in buffer zones. The commission also responds to violation reports concerning altered wetland buffer vegetation/trees, or retaining walls or other landscape work done without authorization within the wetland buffer zone.

The NCC also continues its educational role; this year it included paying expenses related to a teacher from Bicentennial School to attend a 3-day New Hampshire Natural Resources workshop at the Squam Lakes Science Center. NCC continues to be an active member of three area environmental advocacy organizations who oversee natural resources within the Nashua area, as well as a member of the New Hampshire Association of Conservation Commissions (NHACC).

NCC members did extensive research on invasive weed species and are developing a guidance manual to aid in identification and control in the field. NCC researched best management practices for erosion control and updated its policy on the use of biodegradable silt fences. Members attended the NHACC meeting in November and attended various presentations. The chair, in cooperation with DES, presented a discussion of wetland mitigation options at a DES sponsored workshop. The chair was invited to be on a technical review committee regarding in-lieu fees for mitigation and has attended 3 meetings at DES.

### **Land Conservation Committee**

In FY 02 the City of Nashua established conservation lands as a designation for public lands whose primary purpose is protection of natural resources. The NCC was given the authority to adopt stewardship plans for conservation lands. In FY 03 the NCC established the Land Conservation Committee as a sub-committee of the NCC responsible for developing stewardship plans and recommending to the NCC lands that should be designated as conservation land.

The Nashua Conservation Commission approved the formation of the Land Conservation Committee on September 16, 2003. This new committee of volunteers have spent their first nine months establishing goals, budgets, modifying and approving the City's first land conservation stewardship plan, designing and purchasing and overseeing installation of signs for City conservation lands. In addition, the members have logged surveys of the Northwest Conservation Land verifying boundaries and ensuring the lands remain in their natural, undamaged state.



## **NASHUA CITY PLANNING BOARD (NCPB)**

<b>Chair</b>	<b>Bette Lasky</b>
<b>Vice Chair</b>	<b>Ken Dufour</b>
<b>Secretary</b>	<b>William P. Slivinski</b>
<b>Member</b>	<b>Steve Farkas</b>
<b>Member</b>	<b>Hugh F. Moran</b>
<b>Mayor's Representative Member</b>	<b>Malcolm (Mike) Lowe</b>
<b>Ex-Officio Member</b>	<b>Mayor Bernard A. Streeter</b>
<b>Ex-Officio Member</b>	<b>Steve Dookran, City Engineer</b>
<b>Aldermanic Representative Ex-Officio</b>	<b>Richard LaRose, Alderman</b>
<b>Alternate Aldermanic Representative Ex-Officio</b>	<b>Kathryn Vitale, Alderman</b>

### **Overview**

The NCPB is a City Board comprised of appointed and ex-officio members charged with assessing various City policies and programs. The Board advises the Board of Aldermen regarding public facilities and capital projects or improvements and formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are primary responsibilities of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans for the subdivision of land, and all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments.

### **Summary**

During Fiscal Year (FY) 2004, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Mike Yeomans, Richard Sawyer, Chris Webber, Karen Berchtold and Howard Coppari), reviewed and approved 26 subdivisions and 89 site plans. Through these subdivisions the Planning Board approved a total of 101 residential lots and 6 non-residential lots. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees. The NCPB appointed a subcommittee to work with consultants (Von Grossman & Company in collaboration with Howard/Stein-Hudson Associates, Inc., RKG Associates, Inc., SAS/Design, Inc., and Michael Radner Design) to complete an area plan for the East Hollis Street neighborhood. This plan was adopted as part of the City's Master Plan by the NCPB in 2004.

## ZONING BOARD OF ADJUSTMENT (ZBA)

**Chair**  
**Vice Chair**  
**Secretary**  
**Member**  
**Member**  
**Alternate**  
**Alternate**  
**Alternate**

**Tom Jenkins**  
**Sean Duffy**  
**Susan Douglas**  
**Kevin Milligan**  
**Jay Coffey**  
**Jonathan (“Jack”)Currier**  
**Don Berthiaume**  
**Richard Rondeau**

### Overview

Appointed by the Mayor, the Zoning Board of Adjustment is comprised of city residents to hear and decide requests for variances, special exceptions and appeals of administrative decisions from the Zoning Ordinances. The Zoning Board also serves as the appeal body to decisions rendered by the Historic District Commission. The Zoning Board meets in public session twice monthly except in December.

### Summary

In Fiscal Year 2004 the Zoning Board of Adjustment considered 213 requests for variances, of which 49 were denied. Also there were 22 use variance requests, of which 5 were denied. There were 75 requests for special exceptions, with 13 denials; and 17 rehearing requests, of which 7 were granted.

---

### *Sesquicentennial Parade: July 5, 2004*



*395<sup>th</sup> Army Band and Army Reserve Vehicle*

## **CEMETERIES**

### **EDGEWOOD CEMETERY**

#### **TRUSTEES**

**Thomas A. Maffee, President**  
**Allan M. Barker**  
**Norman E. Hall**  
**Morgan A. Hollis**  
**George B. Law**

**Douglas M. Barker, Secretary**  
**James S. Chaloner**  
**Philip L. Hall**  
**Brian H. Law**  
**John P. Stabile II**

Nearly one acre of the eastern side of the cemetery abutting Adams St. was to have been developed for future grave space during this year but was only partially completed. This mostly vacant area needed a large amount of fill to bring up the grade, the area was leveled off and approximately 400 linear feet of gravel roadbed was installed. The project came to a halt at that point, as suitable loam had not been found to support turf.

The fenced storage area was enlarged and additional stockade fence was installed as it had become evident more space was needed. In November the cemetery accepted delivery of a new 2004 JCB 214e loader/backhoe. The 1984 Case model it was replacing was traded in towards the purchase.

During the year there were a total of 120 graves sold as follows; 9 – 4 grave lots, 26 – 2 grave lots, 10 single graves and 11 - 2 grave cremation lots. There were a total of 127 interments performed; 74 adults, 48 cremations and 5 infants.

### **WOODLAWN CEMETERY**

#### **TRUSTEES**

**David Wells, President**  
**David Aponovich**  
**John Economopoulos**  
**Charles Farwell, Jr.**  
**Lester Gidge**

**Marvis Mellen, Secretary**  
**Niles Jensen, Jr.**  
**Barbara Whitmore**  
**Stanley Zis**

#### **EMPLOYEES**

**Superintendent**  
**Sub-Foreman**  
**Head Groundsman**  
**Groundsman**

**Howard Frizzell**  
**David Campbell**  
**John Grafton**  
**Arthur Parker**

---

City of Nashua

Ongoing projects at Woodlawn Cemetery continue unabated. Deteriorating roads were re-paved, footpaths continue to be filled in, and older and dying trees are removed. Young trees, mostly from our own on-site nursery, are planted out on the grounds as replacements and more. Sadly, one tree that came down was a very large Elm that succumbed to Dutch Elm Disease.

Previously, we had added new windows and vinyl siding to the lunch room. This year, we replaced the roofing shingles, and re-did the walls and ceiling in the interior.

A new project for us was to add all burials done in the 1800's to the computer base at city hall. We also put all interment records onto our hard drive, and printed them out with more information in a condensed, more user-friendly format.

New additions at Woodlawn include cremation lots with upright monuments, an 8' x 40' storage container to accommodate increasing equipment, and a new set of "Rules & Regulations" that better define what is and isn't allowed.

## **FINANCIAL SERVICES DIVISION**

### **OFFICE OF THE CHIEF FINANCIAL OFFICER**

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

**Carol A. Anderson  
Lynn Thibodeau  
Mo Qamarudeen**

### **TREASURER/TAX COLLECTOR**

**Treasurer/Tax Collector  
Traffic Violations Coordinator  
Administrative Assistant Kathy Anctil**

**David G. Fredette  
Judy Miele**

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

**Ruth E. Raswyck  
Denise Lieberman  
Nancy Naples  
Sylvie Corriveau  
Susan Martinelli  
Dawn M. Roy**

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

**Pauline M. Lucier  
Janet Durand  
Deborah Martel  
Norma I. Graceffa  
Laura Diaz**

---

Municipal Government Report

Motor Vehicle Clerk – FT  
Motor Vehicle Clerk – FT  
Motor Vehicle Clerk – FT  
Motor Vehicle Clerk – FT  
Motor Vehicle Clerk – PT  
Motor Vehicle Clerk – PT

Paulette Morgan  
Becky Schrader  
C. Ruth Anderson  
Sharon Chase  
Sandy Desharnais  
Claire Berthiaume

**ACCOUNTING/COMPLIANCE**

Accounting/Compliance Manager  
Senior Accountant/Auditor \*  
Accountant/Auditor  
Admin. Assistant/Payroll Operations Specialist (PT)

Cindy J. Bielawski  
Rean Lam  
Patricia A. Lyons  
Jean E. Roth

**ACCOUNTS PAYABLE**

Accounts Payable Supervisor  
Accounts Payable Clerk  
Accounts Payable Clerk  
Accounts Payable Clerk

Bernice Diggins  
Fleurette Rioux  
Naomi Patch  
Patricia Deforte

**COMPENSATION**

Compensation Manager  
Payroll Analysts II  
Payroll Analysts II

Doreen Beaulieu  
Julie Marchese  
Sue Hill-McCarthy

\* *Deputy Manager, Accounting, Compliance*

**The Financial Services Department consists of three distinct segments:**

- **TREASURY/COLLECTIONS**  
(Treasury, Tax/Collections, Motor Vehicle and Traffic Violations)
- **FINANCIAL REPORTING/COMPLIANCE**  
(Accounting, Audit/Compliance, Accounts Payable)
- **COMPENSATION**  
(Payroll, related Administration and programming)

**TREASURY/COLLECTIONS/MOTOR VEHICLE & TRAFFIC VIOLATIONS**

Treasury is responsible for processing all the “City’s cash deposits” and investment of City funds. The Treasurer is responsible for investing the City’s capital, maintaining banking relationships and disbursement of City obligations. The Chief Financial Officer and the city Treasurer are responsible for the management of the City’s debt. The City maintained their financial outlook from rating agencies. The rating agencies continue to express a positive outlook for the City of Nashua. As recent as March 2005 our bond rating is AA+ from Standard & Poor’s rating services. Standard & Poor’s stated the city is in a strong financial position, with healthy revenue flexibility provided by the high general fund balance reserves and a stable local revenue stream; and manageable debt

after credit is given for self-supporting enterprise debt and state aid reimbursements with limited future debt burden needs.

Tax/Collections has the responsibility to bill and collect in excess of 52,000 property tax bills and approximately 72,000 wastewater bills. In addition, this unit also collects solid waste tipping fees and various fees/payments generated by special requirements. The unit is responsible for the collection and processing of the revolving loan fund administered by the city. The wastewater department continues to reflect strong fiscal management in building financial reserves that will benefit the city in the years to come.

Motor Vehicle and Traffic Violations primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. A record number of over 91,000 registration transactions were performed in FY2004. The parking violations bureau continues to see an increase in the number of parking fines being issued and collected. The city has continued to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect growth in the collections of parking fines.

The City of Nashua pioneered the mail-in vehicle registration system whereby renewal notices are mailed mid-month prior to the registration month. Again this year we have experienced long lines at City Hall with residents waiting to register motor vehicles at the end and beginning of each month. To avoid these lines, we encourage residents to mail in renewal papers. The City requires that all parking violations be paid prior to registration of any motor vehicle. In addition, the City has been cooperating with area towns in a reciprocal agreement to deny registration of any Nashua resident's motor vehicle with outstanding parking violations in other communities.

## **FINANCIAL REPORTING/COMPLIANCE**

This segment is responsible for the accounting of all City expenditures including, tax-supported and fee-based appropriations, bond proceeds, federal/state/county grants, gifts and trust expenditures. It is inclusive of reporting, auditing and accounts payable functions for the City of Nashua culminating in bi-monthly warrants, and monthly and year-end financial reports.

Additional responsibilities include the preparation of the annual budget, which for FY04, including the Enterprise Funds, was approximately \$194,000,000. Melanson Heath & Company, PC, conducted the FY '04 external audit. Each fiscal year, the City of Nashua has strived to improve its overall financial operation and position. In FY04, special revenue funds were evaluated/ re-classified to conform with State law and GAAP.

The Accounts Payable function, as a separate function, processes all City obligations (exclusive of the School Department). Accounts Payable produces the bi-monthly warrants & vendor checks for both the city and school departments.

---

## Municipal Government Report

The Compliance function has added increased oversight of the City's financial resources. It results in greater accountability for all Divisions for their allocated funds. This is a critical function that will additionally result in the development of strong fiscal policies and procedures. With the growth in the annual budget, capital expenditures and bonding, grant awards, and trust and reserve funds, this function will experience more demands for compliance with federal, state, county and local rules and regulations. This function will be required to expand in order to meet that demand.

### **COMPENSATION**

This segment is responsible for the compensation of approximately 2,700 employees, inclusive of all City and School District employees. Responsibility includes administration of and compliance with regulations relating to all payroll deductions inclusive of taxes, pensions, garnishments, union dues, etc. This segment plays an integral role in the collective bargaining process, including cost analysis and agreement implementation. It provides and analyzes payroll and payroll-related data for the City's annual budgetary process. Further, it provides and maintains the related database programming and ensures the accuracy of data entered. Programming for Human Resources is also incorporated into this function.

---

### *Sesquicentennial Parade: July 5, 2004*



*Bektash Temple Drum Corps from Concord, NH*

---

City of Nashua

**SUMMARY INVENTORY OF VALUATION**

LAND	\$2,264,523,400
BUILDINGS	4,835,654,015
PUBLIC UTILITIES:	
WATER	60,104,900
GAS	45,025,500
ELECTRIC	<u>67,345,500</u>
TOTAL VALUATION BEFORE EXEMPTIONS	\$7,272,653,315
EXEMPTIONS ALLOWED:	
BLIND	(\$967,900)
ELDERLY	(114,197,550)
SOLAR/WIND POWER	(130,900)
SCHOOL DINING/DORMITORY/KITCHEN	(300,000)
PHYSICALLY HANDICAPPED	(166,900)
TOTALLY & PERMANENTLY DISABLED	(\$5,600,900)
TOTAL EXEMPTIONS ALLOWED	<u>(\$121,364,150)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	<u>\$7,151,289,165</u>
LESS PUBLIC UTILITIES	(172,475,900)
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	<u>\$6,978,813,265</u>

**STATEMENT OF FY2004 BUDGET APPROPRIATIONS\*\*\***

GENERAL GOVERNMENT	\$30,881,123
FINANCIAL SERVICES	1,269,999
ADMINISTRATIVE SERVICES	2,975,858
PROTECTION OF LIFE AND PROPERTY	29,954,753
PUBLIC HEALTH & COMMUNITY SERVICES	3,172,726
PUBLIC WORKS DIVISION	9,399,999
PUBLIC SERVICES DIVISION	436,535
COMMUNITY DEVELOPMENT	1,410,631
PUBLIC LIBRARIES	2,207,128
SCHOOL DEPARTMENT	76,210,800
CONTINGENCY	819,275
CONTINGENCY – RETIREMENTS	1,250,000
CAPITAL RESERVE FUND	607,260
CONTINGENCY NEGOTIATIONS	43,524
BONDED DEBT SERVICE	17,468,873
CAPITAL IMPROVEMENTS	2,948,276
SOLID WASTE DISPOSAL	6,155,401



---

Municipal Government Report

SEWERAGE DISPOSAL SYSTEM	6,643,422
WASTEWATER CAPITAL PROJECT	<u>6,758,670</u>
TOTAL FY '04 ADOPTED BUDGET	<u>\$200,614,253</u>

**STATEMENT OF FY 04 REVENUES**

FINANCIAL SERVICES	\$17,617,158
CITY CLERK'S OFFICE	179,210
BOARD OF ASSESSORS	6,500
POLICE DEPARTMENT	95,445
FIRE DEPARTMENT	13,860
EMERGENCY MANAGEMENT	22,500
COMMUNITY SERVICES	960
PUBLIC HEALTH DEPARTMENT	9,600
ENVIRONMENTAL HEALTH	106,775
WELFARE DEPARTMENT	50,000
PUBLIC WORKS AND ENGINEERING	37,868
PARKS AND RECREATION	251,876
STREET DEPARTMENT	1,263,237
PARKING LOTS	850,307
CEMETERIES	304,660
COMMUNITY DEVELOPMENT DIVISION	515,000
PUBLIC LIBRARIES	17,900
SCHOOL DEPARTMENT	29,214,798
MISCELLANEOUS	588,000
SOLID WASTE DISPOSAL	6,155,401
SEWERAGE DISPOSAL SYSTEM	<u>13,402,092</u>
	<u>\$70,704,047</u>
	=====

**PROPERTY TAXES ASSESSED**

TOTAL APPROPRIATIONS (INCLUDES INDIRECT SCHOOL COSTS)	\$207,376,412
LESS REVENUES	(69,615,011)
OVERLAY (ABATEMENT ACCOUNT)	1,999,728
HILLSBOROUGH COUNTY TAX	9,043,612
WAR SERVICE CREDITS	796,300
FUND BALANCE APPLIED	<u>(8,250,000)</u>
AMOUNT TO BE RAISED FROM TAXES	<u>\$141,351,041</u>
	=====

---

City of Nashua

**TAX RATE HISTORY**

<b>F/Y</b>	<b>MUNICIPAL</b>	<b>COUNTY</b>	<b>SCHOOL</b>	<b>TOTAL</b>
2004	6.80	1.26	11.79	19.85 (1), (R)
2003	8.88	1.68	13.81	24.37
2002	8.51	1.74	13.35	23.60
2001	7.82	1.75	12.93	22.50
2000	6.64	1.70	13.01	21.35 (R)
1999	8.48	2.01	15.41	25.90
1998	8.96	1.93	17.76	28.65
1997	9.33	2.14	17.63	29.10
1996	9.39	2.30	18.51	30.20
1995	9.07	2.20	18.68	29.55
1994	9.14	2.15	17.61	28.90
1993	8.04	2.32	17.74	28.10
1992	7.89	2.48	17.92	28.30 (R)
1991	11.42	3.59	26.19	41.20
1990	11.23	3.59	23.98	38.80
1989	10.04	3.47	21.79	35.30
1988	8.36	2.83	19.41	30.60
1987	8.65	2.17	17.58	28.40
1986	9.20	2.03	16.77	28.00
1985	9.78	1.85	15.57	27.20
1984	9.28	1.73	16.69	26.70
1983	9.09	1.72	15.19	26.00
1982	9.20	1.50	14.90	25.60
1981	8.40	1.20	14.10	23.70 (R)
1980	19.40	3.30	35.00	57.70
1979	17.40	3.20	34.20	54.80
1978	18.60	2.70	33.50	54.80
1977	18.20	2.20	32.10	52.20

(1) Reflects calendar year 2004 rate or FY 05 tax rate

(R) Revaluation year

**HISTORY OF ASSESSED VALUATION**

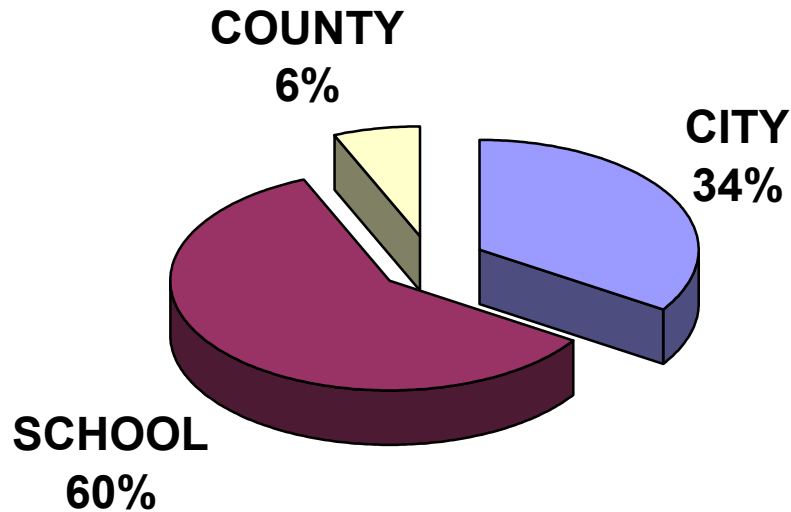
<b>FISCAL YEAR</b>	<b>VALUATION</b>
2004	\$6,978,813,265 (R)
2003	\$5,363,848,408
2002	\$5,435,992,099
2001	\$5,331,857,935
2000	\$5,251,008,071 (R)
1999	\$4,073,784,799
1998	\$3,399,095,691
1997	\$3,705,861,192
1996	\$3,565,468,405
1995	\$3,555,575,845
1994	\$3,508,873,595
1993	\$3,463,299,556
1992	\$3,482,583,656 (R)
1991	\$2,238,774,141
1990	\$2,250,401,251
1989	\$2,230,037,778
1988	\$2,218,194,400
1987	\$2,089,387,100
1986	\$1,981,794,500
1985	\$1,839,854,100
1984	\$1,697,638,650
1983	\$1,606,277,150
1982	\$1,535,149,600
1981	\$1,495,814,600 (R)

(R ) Revaluation year

**LONG-TERM DEBT**

The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long-Term debt. The City customarily issues 20-year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. The limits are 2% of the assessed property valuation for City projects and 6% for school projects. At the end of FY'04, the City had long-term debt of \$156,748,591 for school related projects, \$27,565,651 for City, \$262,892 for Solid Waste Disposal and \$4,332,866 for the Waste Water Treatment Plant.

## **YOUR 2004 TAX DOLLARS**



### **CITY OF NASHUA TRUST FUNDS**

The City of Nashua has over 100 trust funds with a combined market value as of June 30, 2004 of over \$71 million. The purpose of some these funds include scholarship awards for Nashua High School students, perpetual care for the City's cemeteries, capital equipment purchases, cultural enrichment for the City's citizens, and books for Nashua Public Library, to name just a few. The city's trust funds must be invested pursuant to the provisions in RSA 31:25. Information regarding this and other state statutes concerning trust funds may be obtained from the Charitable Trusts Unit of the Department of Justice in Concord, New Hampshire.

The City is required to file annual reports with the Department of Charitable Trusts and the Department of Revenue Administration. The required reports, the MS 9 & 10, state the purpose of each trust fund, the date of its creation, and the fund's earnings and expenditures during the year. These reports are required for the charitable trusts that the City holds in custody but do not include trusts such as pension funds, impact fees, and funds that the City receives as the beneficiary of trusts held by other entities.

# Municipal Government Report

MS-9  
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2004

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Balance End of Year	Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals (includes transfer of funds)	Balance End of Year	Income (includes transfer of funds)	Expended (includes transfer of funds)		
1979	Charles Zylonis	educate/inform the public about Lithuania	Common Trust #1 Common Trust #2	339,554.14	12,204.29	351,858.43		1,598.12	9,577.65	(9,424.19)	1,751.67	353,610.10
1962	Alfred Everett Smith	non-fiction and/or art book purchases	Common Trust #1 Common Trust #2 Common Trust #3	8,345.31	316.65	8,661.96		180.70	10,599.14	(10,519.14)	80.00	80.00
1892	John M. Hunt Memorial	building of library	Common Trust #1 Common Trust #2 Common Trust #3	24,007.41	778.42	24,785.83		411.13	246.48	(242.53)	45.08	8,707.04
1906	Daniel Hussey	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	31,066.87	1,174.24	32,241.11		1,552.24	605.92	(596.20)	1,753.77	1,753.77
1935	Im F. Harris Fund	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3	34,045.40	1,319.36	35,364.76		192.51	2,201.10	(2,606.00)	167.17	32,408.28
1916	Almira Jaquith	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	(8.04)	39.59	31.55		1,224.06	25.91	(30.32)	925.16	925.16
2000	Nanna M. Rose	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	13,669.79	428.76	14,098.55		838.38	2,509.09	(2,613.60)	734.72	734.72
1990	Martha C. Craner	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	12,737.67	527.74	13,265.41		1,715.56	1,027.00	(1,010.53)	187.83	35,552.59
1965	Ada Harkaway Trust	purchase of children's books with emphasis on fairy tales and myths	Common Trust #1 Common Trust #2 Common Trust #3	1,062.49	39.59	1,102.08		5,107.80	828.14		5,935.94	5,935.94
1991	U.S. Constitution	to promote a greater understanding and appreciation of the U.S. Constitution and The Bill of Rights	Common Trust #1 Common Trust #2 Common Trust #3	3,710.83	131.93	3,842.76		5.14	30.81	(30.32)	5.63	90.83
1973	Chandler Memorial Library Fund	care & maintenance of the Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3	119,865.05	10,040.31	129,905.36		279.11	25.89	(1,259.17)	305.00	305.00
1932	Leonard Freeman Burbank	purchase of works of art by living artists	Common Trust #1 Common Trust #2 Common Trust #3	65,328.49	8,839.70	74,168.19		1,045.59	87.33	(101.06)	18.78	3,861.54
1974	Marion Fairfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	4,024.94	171.51	4,196.45		1,304.06	7,815.39	(7,690.08)	1,429.37	131,334.73
								12,193.64	292.37	(100.00)	12,486.01	12,486.01
									5,755.00	(5,755.00)	900.00	900.00
									6,880.82	(6,770.51)	1,258.44	75,426.63
									3,707.48		22,365.80	22,365.80
									1,700.01	(1,700.01)	489.54	489.54
									307.00	(307.00)	4,220.87	4,220.87
									133.50	(131.36)	24.42	24.42
									714.08	108.69	822.17	822.17

MS-9  
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2004

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)			Income			Balance End of Year	Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals (includes transfer of funds)	Balance End of Year	Incomes (includes transfer of funds)			Expended (includes transfer of funds)
1984	Bertha Hickey	Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3	6,260.18		263.87		34.27	205.41	(202.11)	37.57	6,561.62
1985	Jessie C. Locke	Chandler Memorial Library	Common Trust #1 Common Trust #2 Common Trust #3	106,850.69		3,852.53		508.38	2,998.82	(2,950.74)	548.46	111,251.68
2000	Frank B. Clancy	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	31,366.63		1,121.54		145.67	185.00	(185.00)	159.66	32,647.83
1988	Henry Stearns Fund	purchase of reading matter	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	1,889,646.70		78,317.05		10,172.05	2,000.00	(1,440.10)	559.90	1,979,113.19
1996	Genevieve Nesmith	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4	27,827.85		898.00		7,829.42	699.00	(7,238.86)	300.56	300.56
1996	Virginia Carr Bloomfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4 Common Trust #5	397,779.30		12,929.71		28,725.85	561.88	(887.79)	127.84	28,853.69
2004	Miscellaneous Library Donations	donated funds to be used at discretion of the Trustees	Common Trust #1 Common Trust #2 Common Trust #3 Common Trust #4 Common Trust #5					410,709.01	10,064.48	(9,903.12)	1,840.71	412,549.72
2004	Raymond J. Avard	for the purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history	Common Trust #1		2,805.00			24,697.14	175.56	(5,463.67)	19,409.03	19,409.03
2002	General Library Trust	general library purposes	Common Trust #1						13,119.95	(11,753.84)	1,366.11	1,366.11
2004	Library-Museum Passes	purchase museum passes for public use	Common Trust #1						8,529.84	(7,311.84)	1,218.00	1,218.00
2004	Plaza Pics	to fund summer plaza pics	Common Trust #1									1,963.27
2004	History Books	to fund printing costs of The History of the City of Nashua & other historical books	Common Trust #1						15.43	(1.44)	13.99	2,818.99
			Common Trust #5					27.89	24.41	(5.50)	46.80	46.80
			Common Trust #5									975.00
			Common Trust #5									1,000.00
			Common Trust #5									11,668.88
			<b>Grand Total All Funds</b>	<b>3,117,141.70</b>	<b>18,482.35</b>	<b>133,494.79</b>	<b>-</b>	<b>3,269,118.84</b>	<b>210,772.87</b>	<b>(168,081.72)</b>	<b>309,491.28</b>	<b>3,578,610.12</b>

Municipal Government Report

MS-10  
Report of the Common Trust Fund Investments of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2004

Common Trust #	How Invested	Principal			Income			Balance End of Year	Grand Total Principal & Income End of Year	
		Balance Beginning of Year	New Funds	Withdrawals	Gains/Losses from Sales	Balance Beginning of Year	Income			Expended
Common Trust #1	Banknorth Investment Management*	3,117,141.70	2,805.00		133,494.79	17,338.69	103,927.78	(102,247.79)	19,018.68	3,272,460.17
Common Trust #2	Bank of New Hampshire CD #9730182063					239,543.25	59,774.74	(14,621.85)	284,696.14	284,696.14
Common Trust #3	Bank of New Hampshire checking #9240411530					1,027.89	31,383.51	(30,918.49)	1,492.91	1,492.91
Common Trust #4	Citizens checking #3303010430		70.20			8,890.30	15,686.84	(20,293.59)	4,283.55	4,353.75
Common Trust #5	Citizens checking #3303890554		15,607.15							15,607.15

\* See attachment for portfolio holdings

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

Name of Bank/Brokerage: Banknorth Investment Management

Fees Paid: \$23,116.49

Expenses Paid: N/A

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

MS-9  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2004

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds (includes transfer of funds)	Reinvested Gains/Losses	Withdrawals (includes transfer of funds)	Balance End of Year	Income (includes transfer of funds)	Expended (includes transfer of funds)	
1920	Willis T. Dodge Award	scholarship	Common Trust #1	6,989.55	147.60	2,137.15	502.10	225.83	(82.44)	45.49	7,182.64
1869	News Price	scholarship	Common Trust #1	2,405.40	50.82	2,457.22	23.45	77.74	(84.78)	16.41	2,473.63
1992	Class of 1924 Evelyn F. Lamond Scholarship	scholarship	Common Trust #1	23,746.94	301.45	24,248.39	163.64	767.19	(785.16)	145.67	24,394.06
1983	Thelma E. Doe Award	scholarship	Common Trust #1	11,144.16	235.32	11,379.48	78.15	360.05	(356.59)	71.61	11,451.09
1993	Music Merit Achievement Award	scholarship	Common Trust #1	11,094.23	234.25	11,328.48	80.31	358.44	(371.18)	67.57	11,396.05
1979	Leo and Olive Ferrall Scholarship	scholarship	Common Trust #1	15,673.15	330.96	16,004.11	111.30	506.36	(518.79)	98.87	16,103.98
1973	Old Holl Dunlap Award	scholarship	Common Trust #1	454.20	9.59	463.79	32.88	14.68	(18.73)	28.83	492.62
1973	Virginia Holt Dunlap Award	scholarship	Common Trust #1	513.97	10.86	524.83	8.89	16.60	(19.22)	4.27	529.10
1947	Walter and Evelyn Neumih Scholarship Prize	scholarship	Common Trust #1	8,710.45	183.94	8,894.39	93.03	281.40	(321.58)	33.85	8,947.24
1993	Arthur J. Nokes Scholarship	scholarship	Common Trust #1	29,821.52	639.69	30,461.21	203.71	953.47	(985.08)	182.10	30,633.31
1980	NHS Class of 1919 Memorial Scholarship	scholarship	Common Trust #1	16,536.03	331.56	16,867.59	113.86	516.31	(531.39)	98.98	16,782.37
1983	Raymond N. Chann Memorial Scholarship	scholarship	Common Trust #1	7,631.48	161.12	7,792.60	55.90	246.55	(252.72)	49.73	7,842.33
1985	Honorable Frank B. and Emma D. Clancy Scholarship	scholarship	Common Trust #1	115,800.43	2,445.21	118,245.64	795.54	3,741.29	(3,751.72)	785.11	119,030.75
1987	William H. and Edith E. Keenan Scholarship	scholarship	Common Trust #1	548,141.41	11,575.49	559,716.90	3,679.52	17,711.11	(18,005.59)	3,385.24	563,102.14
1997	Sharon Bulley Parks Cultural and Enrichment Fund	student enrichment	Common Trust #1	13,243.55	278.39	13,521.94	-	433.80	(108.29)	317.51	13,839.35
1997	Lantzas / Erickson	scholarship	Common Trust #1	18,812.40	397.23	19,209.63	133.43	607.79	(624.61)	116.61	19,326.24
1997	Linda Swidler Scholarship	scholarship	Common Trust #1	21,708.33	466.60	22,174.93	27.31	756.38	(774.22)	9.49	22,169.13
2001	Marco H. & Jeanne M. Scheer Science Award	scholarship	Common Trust #1	11,023.38	309.81	11,333.19	579.14	459.38	(945.33)	93.19	11,787.72
2004	Stephen Gullifey Memorial Scholarship	scholarship	Common Trust #1	-	68.50	68.50	-	98.36	(96.58)	1.78	4,463.54
1937	Ira F. Harris Lecture Fund	public lectures & concerts	McDonald Investments #6334529	27,093.43	-	27,093.43	-	1,568.96	(1,568.96)	-	-
1889	Moses Hunt Lecture Fund	public courses of popular & scientific lectures	Common Trust #1	48,043.42	217.47	48,260.89	-	173.82	(32.35)	140.47	48,328.61
			McDonald Investments #63345548	-	-	-	-	2,345.65	(1,950.00)	1,392.65	1,292.65
			Common Trust #7	-	-	-	-	1,694.24	(2,988.66)	-	-
2004	Alin H. Rudman Scholar/Athlete Award	scholarship	Common Trust #1	-	48,214.84	48,214.84	-	307.55	(57.57)	249.98	48,851.84
			Common Trust #1	-	100,019.00	100,938.30	-	1,829.24	(1,100.00)	729.24	101,448.43
			Common Trust #1	-	4,925.00	4,925.00	-	663.23	(143.08)	520.15	5,308.12
1999	Ruth Mifflin Scholarship	scholarship	Common Trust #1	247,015.11	5,215.90	252,231.01	11,343.18	7,980.60	(12,030.12)	2,603.66	259,924.67
circa 1892	Weavers Union	erecton/maintenance of a city hospital	Common Trust #2	5,008.74	-	5,008.74	2,411.25	90.53	-	2,501.78	7,510.52
circa 1921	Jeanie N. Wallace	flags for veterans graves	Common Trust #2	5,122.56	-	5,122.56	2,318.29	89.38	-	2,388.17	7,410.73
circa 1903	Charlotte O. Harris	public bath	Common Trust #2	1,712.26	-	1,712.26	237.67	29.85	-	267.52	2,469.79
1964	George M. French	school track team uniforms & equipment	Common Trust #2	1,464.60	-	1,464.60	572.51	34.39	-	597.30	2,061.90
2003	Mark Tibbault Wrestling Scholarship	scholarship	Common Trust #2	3,473.85	-	3,473.85	-	42.38	(42.38)	-	3,415.33
unknown	Chairman's Fund	based at the discretion of the Chairman of the Board of Public Health	Common Trust #2	38,745.40	2,897.50	41,642.90	8,780.88	316.94	(684.16)	8,673.66	50,313.56
2004	Louis Lemay Athletic Scholarship	scholarship	Common Trust #2	-	1,831.31	1,831.31	-	3.92	(2.92)	-	1,334.23
2004	Berard Masse Memorial Scholarship	scholarship	Common Trust #7	-	4,690.00	4,690.00	-	27.65	-	27.65	4,717.65
			Common Trust #7	-	60.00	60.00	-	-	-	-	60.00
1950	Sam Wallace Fund	public welfare needs	Citizen's Checking #3301202820 Bank of New Hampshire CD #9730180942	25,219.30	-	25,219.30	-	1,315.67	(792.65)	2,045.51	25,532.26

\* See attachment for portfolio holdings



# Municipal Government Report

MS-9  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2004

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income		Balance End of Year	Balance Beginning of Year	Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds (includes transfer of funds)	Realized Gain/Losses	Withdrawals (includes transfers of funds)	Income (includes transfer of funds)	Expended (includes transfer of funds)			
2001	Landfill Closure Fund	landfill closure costs	Common Trust #3	300,000.00	125,000.00	125,000.00	625,000.00	5,844.31	14,522.44	20,406.75	645,406.75	
2001	Landfill Loan Repayment Fund	loan repayment	Common Trust #3	433,284.92	125,000.00	(179,189.03)	380,095.89	4,768.28	19,054.17	(23,822.45)	380,073.89	
2001	Adoptable Housing Fund	Reusing Aid	Common Trust #3	50,000.00	70,571.00	(33,084.32)	169,515.68	1,586.56	3,146.53	(3,582.35)	167,933.89	
2003	School Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #3	7,207.40	7,207.40	-	7,207.40	-	-	-	7,207.40	
2004	Bomb Specialist Unit	indicated activities	Common Trust #3	316.45	316.45	-	316.45	-	-	-	316.45	
2004	Police K-9 Unit	indicated activities	Common Trust #3	544.83	544.83	-	544.83	-	-	-	544.83	
2004	Police School Program	indicated activities	Common Trust #3	1,320.80	1,320.80	-	1,320.80	-	-	-	1,320.80	
2004	NPD Rape Aggressive Defense Program	road improvements	Common Trust #3	17,500.00	17,500.00	-	17,500.00	73.49	-	73.49	17,573.49	
2004	Broad Street Road Improvements	construction of sidewalks	Common Trust #3	28,940.00	28,940.00	-	28,940.00	-	-	-	28,940.00	
2004	Sidewalk Contributions N/W	construction of sidewalks	Common Trust #3	13,412.80	13,412.80	-	13,412.80	-	-	-	13,412.80	
2004	Sidewalk Contributions S/W	construction of sidewalks	Common Trust #3	50,834.72	50,834.72	-	50,834.72	-	-	-	50,834.72	
2004	Sidewalk Contributions S/E	construction of sidewalks	Common Trust #3	1,675.80	1,675.80	-	1,675.80	-	-	-	1,675.80	
1997	Welfare Expendable Trust	welfare emergencies	Common Trust #7	13,032.54	100,000.00	13,032.54	126,065.08	128.65	470.64	600.29	126,665.33	
1998	DPW Expendable Trust	snow removal	Common Trust #7	107,448.00	107,448.00	-	214,896.00	715.02	598.18	1,243.20	216,139.20	
2003	Summerfor	summer activities for citizens	Common Trust #7	121,452.93	121,452.93	-	242,905.86	63.86	23.53	(87.59)	242,818.27	
2003	Paving	summer activities for citizens	Common Trust #7	4,536.05	2,024.17	(34,039.11)	1,516.03	1,988.05	108.38	(2,066.43)	1,515.03	
2003	Hunt Memorial Building Fund	paving needs of the City	Common Trust #7	135,909.00	35,374.14	(34,039.11)	137,244.03	1,988.05	108.38	(2,066.43)	137,185.98	
2004	City Retirement Expendable Trust	retirement expenditures in excess of budgeted amounts	Common Trust #7	209,000.00	209,000.00	(130,246.31)	287,753.69	7,015.63	3,586.96	10,602.59	298,356.28	
2004	Portable Classrooms	rental fees for portable classrooms	Common Trust #7	1,800.00	1,800.00	-	3,600.00	4,651.19	-	-	8,251.19	
1968	Capital Equipment Reserve	Capital Reserve Fund	Fisher #690239*	762,529.35	431,649.00	(423,961,000)	769,217.35	58,876.40	678,860.50	(737,716.90)	1,001,552.56	
			Common Trust #7	47,513.46	425,276.00	(265,265.10)	207,524.36	4,759.44	-	-	212,283.80	
			Fisher Money Market	1,374,820.79	1,000,000.00	(1,125,557)	1,249,263.24	7,155.56	-	-	1,256,418.80	
			#9483879842	-	-	-	-	-	-	-	-	
			Chizens Money Market	628,851.58	1,000,000.00	(1,140,241.16)	488,610.42	5,095.79	-	-	493,706.21	
2000	Amherst St. Fire Station	Capital Reserve Fund	Common Trust #4	541.49	541.49	-	1,082.98	5.84	7.03	12.87	1,101.85	
2000	School Deferred Maintenance	Capital Reserve Fund	Common Trust #4	24,483.02	24,483.02	-	48,966.04	264.44	318.36	582.80	49,548.84	
2000	City Hall Renovations	Capital Reserve Fund	Common Trust #4	3,275.13	3,275.13	-	6,550.26	35.36	42.59	77.95	6,628.21	
2000	Solid Waste Equipment Reserve	Capital Reserve Fund	Common Trust #4	821,120.48	59,048.00	(262,984.98)	617,183.50	7,607.02	1,679.00	(7,607.02)	617,183.50	
2000	Edgewood Cemetery Equipment Reserve	equipment purchases	Common Trust #5	43,274.02	4,040.00	-	47,314.02	576.54	-	-	47,890.56	
1989	Edgewood Cemetery Deed Fund	developing new sections of cemetery	Common Trust #5	76,520.76	13,200.00	(28,292.03)	61,428.73	780.02	2,317.19	(3,097.51)	61,111.24	
1986	Woolshaw Cemetery Capital Improvements	improvements to cemetery	Common Trust #6	71,839.19	9,400.00	(16,545.79)	64,693.40	139.96	-	-	64,833.36	
2003	Sequentennial Celebration	fund activities to celebrate City's 150th anniversary of incorporation	Common Trust #7	165,717.56	43,874.50	(209,590.06)	49,092.00	-	-	-	49,092.00	
			Common Trust #7	409.62	409.62	-	819.24	1.62	194.14	(196.06)	824.90	
			Citizens Checking	43,874.50	43,874.50	-	87,749.00	8,884.22	821.99	(146,850.32)	49,773.89	
			Securities America*	2,437,020.78	35,439.98	108,756.79	2,580,217.55	147,920.83	1,892.40	-	2,729,138.78	
			Common Trust #7	600.00	600.00	-	1,200.00	-	-	-	1,200.00	
			Common Trust #7	409.62	409.62	-	819.24	1.62	194.14	(196.06)	824.90	

\*See attachment for possible holdings

MS-9  
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2004

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income			Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds (includes transfer of funds)	Realized Gains/Losses	Withdrawals (includes transfer of funds)	Balance End of Year	Income (includes transfer of funds)	Expended (includes transfer of funds)	
circa 1897	Suburban Cemetery	perpetual care	Banknorth #663492013* Common Trust #7	95,400.35	12,000.00	2,434.48	109,334.83	1,952.72	(1,914.89)	37.83	109,372.66
circa 1893	Edgewood Cemetery	perpetual care	Banknorth #664845013* Common Trust #7	2,534,559.61	44,000.00	304,659.53	2,877,219.14	64,292.80	(64,085.80)	335.00	2,873,549.14
1975	Edgewood Cemetery Flower Fund	flowers on gravesites	Banknorth #664855017* Common Trust #7	105,974.69	250.00	3,275.89	109,300.58	1,703.65	(1,652.04)	51.61	109,552.19
2004	Main Falls Park Fund	material, equipment, services, seasonal grants personnel, provide matching funds for grants	Common Trust #7	-	215,000.00	-	215,000.00	-	-	-	215,000.00
2004	Holman Stadium	material, equipment, services, seasonal grants personnel, provide matching funds for grants	Common Trust #7	-	18,000.00	-	18,000.00	-	-	-	18,000.00
2004	David W. Deane Skateboard Park	material, equipment, services, seasonal grants personnel, provide matching funds for grants	Common Trust #7	-	5,108.00	-	5,108.00	-	-	-	5,108.00
2004	Amherst St. Traffic Mitigation	transportation improvements	Common Trust #7	-	436,882.82	-	436,882.82	-	-	-	436,882.82
2004	Suezias Road Improvements	transportation improvements	Common Trust #7	-	6,984.00	-	6,984.00	-	-	-	6,984.00
2004	W. Hollis St. Traffic Mitigation	transportation improvements	Common Trust #7	-	3,000.00	-	3,000.00	-	-	-	3,000.00
2005	NE Blvd & Main Durable Traffic Mitigation	transportation improvements	Common Trust #7	-	1,000.00	-	1,000.00	-	-	-	1,000.00
2004	Main Street Traffic Mitigation	transportation improvements	Common Trust #7	-	2,650.00	-	2,650.00	-	-	-	2,650.00
1999	School Construction/Renovation	Capital Reserve Fund	Chznz Money Market #9305127017 Chznz Money Market #0401222238	19,906,993.76	2,400,000.00	-	9,478,892.23	171,195.45	(171,195.45)	-	9,478,892.23
1994	Woodlawn Cemetery Abseconum	raising & caring of trees in cemetery	Scarfitts America* STL442887	8,009.23	-	-	8,009.23	764.36	(662.70)	1,958.68	9,969.91
1948	Suburban Cemetery Whitman Fund	maintenance of cemetery	Banknorth #663492013* Chznz #4033005911*	912,278.03	131,116.70	131,116.70	1,044,194.73	33,862.07	(10,130.55)	162,330.07	1,207,034.70
1989	Charles H. Austin Scholarship	scholarship	Chznz #4033005911*	1,712,498.81	55,475.15	55,475.15	1,767,973.96	61,689.35	(14,651.98)	32,968.85	1,820,270.81
1992	Ralph J. and Alice F. Burns Scholarship	scholarship	Banknorth #664792017*	248,066.12	4,909.35	4,909.35	252,975.47	4,859.58	(4,727.97)	368.09	253,601.56
<b>Grand Total All Funds</b>				<b>34,380,563.22</b>	<b>18,529,584.48</b>	<b>415,747.94</b>	<b>37,733,918.37</b>	<b>728,529.91</b>	<b>(1,200,964.66)</b>	<b>379,514.97</b>	<b>38,113,433.34</b>

\*See attachment for portfolio holdings

MS-10  
 Report of the Common Trust Fund Investments of the City of Nashua, New Hampshire as of June 30, 2004

How Invested	Principal (Book Value)							Income			Grand Total Principal & Income End of Year
	Balance Beginning of Year	New Funds	Withdrawals	Gains/Losses	Balance End of Year	Balance Beginning of Year	Income During Year	Expended During Year	Balance End of Year		
Common Trust #1 Citizens #3053006028*	1,110,256.69	185,732.61	(3,094.03)	25,105.98	1,318,001.25	18,423.36	37,259.13	(41,506.92)	14,175.57	1,332,176.82	
Common Trust #2 Bank of New Hampshire Money Market #9034902505	55,529.51	9,818.81	(954.70)		64,393.62	14,721.32	884.45	(729.68)	14,876.09	79,269.71	
Common Trust #3 Citizens Money Market #3303890554	2,018,356.32	1,270,576.77	(556,107.92)		2,732,825.17	42,020.46	27,277.86	(29,588.62)	39,709.70	2,772,534.87	
Common Trust #4 Citizens Money Market #3300607541	1,473,271.70	666,308.00	(1,403,225.14)		736,354.56	367.98	13,012.45	(12,706.81)	673.62	737,028.18	
Common Trust #5 Bank of New Hampshire Money Market #9034902513	120,794.78	17,240.00	(28,292.02)		109,742.76	3,996.49	1,356.56	(3,097.51)	2,255.54	111,998.30	
Common Trust #6 Citizens Citizens Money Market #3303029409	68,223.99	21,320.00	(25,650.54)		63,893.45	194.44	141.38	(336.02)	-	63,893.45	
Common Trust #7 Citizens Citizens Money Market #3303010430	-	1,823,025.81	(608,446.42)		1,214,579.39	-	6,171.89	(4,150.00)	2,021.89	1,216,601.28	

\* See attachment for portfolio holdings

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

Name of Bank/Brokerage: Banknorth Investment Management

Fees Paid: \$34,735.00

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

Name of Bank/Brokerage: Citizens Bank Investment Management Services

Fees Paid: \$24,016.54

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

**NASHUA FIRE RESCUE**

**MISSION:**

It is the mission of Nashua Fire Rescue to protect life, property, and safeguard the quality of our environment by providing effective emergency and support services related to fire suppression, emergency medical response, specialized rescues and hazardous materials mitigation.

Nashua Fire Rescue will take a pro-active role in reducing the impact of such emergencies by providing programs related to public education, risk reduction, fire and injury prevention, community relations, disaster planning, and operational training.

All services provided will be delivered in the most efficient and effective manner to meet the needs of our internal and external customers.

Approved (1/5/2004)

**Nashua Board of Fire Commissioners**

**Mark Piekarski, Chairman**  
**Edward Madigan, Vice Chairman**  
**Paul Garant, Clerk**

**Richard Soucy**  
**Maurice Trottier**

**FIRE RESCUE STAFF**

<b>Michael Buxton</b>	<b>Fire Chief</b>
<b>Roger Hatfield</b>	<b>Assistant Chief of Administration</b>
<b>Brian Morrissey</b>	<b>Assistant Chief of Operations</b>
<b>Michael O'Brien (Group I)</b>	<b>Deputy Chief</b>
<b>Robert Burnham (Group II)</b>	<b>Deputy Chief</b>
<b>Michael Mansfield (Group III)</b>	<b>Deputy Chief</b>
<b>John Allison (Group IV)</b>	<b>Deputy Chief</b>

**DEPARTMENT PERSONNEL**

**ADMINISTRATIVE OFFICE**

Earlene Davis	Executive Asst./Business Coord.
Tonya Sandberg	Administrative Asst.
Donald McAlman	Custodian/Light Maint.

**FIRE MARSHAL OFFICE**

Michael Vaccaro	Fire Marshal
Brian Donaldson	Inspector/Investigator
Richard Wood	Inspector/Investigator
Charlene Wolfe	Public Ed. Officer/Insp./Invest.
Lilybel Nieves	Administrative Assistant

**FIRE TRAINING**

Robert Leuci, Jr.	Superintendent
vacant	Asst. Superintendent
Mary McLaughlin	Training Coordinator/Adm. Assistant
Jacqueline Yarmo	Office Assistant

**FIRE FLEET**

Thomas Stepney	Superintendent
Philip Pichette	Asst. Superintendent
David Powell	Mechanic

**FIRE ALARM**

Marc Brodeur	Superintendent
Robert Scire	Asst. Superintendent
Craig Adams	Lineman
Brian Sherman	Radio Tech.

**DISPATCHERS**

Jeremy Audette	Sharon Hill-Filteau
Cynthia Bautista	Kelly Marquis
Jennifer Cahil	Thomas Pzenny
Jennifer Chester	John Rafferty

**NASHUA FIRE RESCUE STATION ROSTER**

<b>GROUP 1</b>	<b>GROUP 2</b>	<b>GROUP 3</b>	<b>GROUP 4</b>
<b>AMHERST STREET STATION</b>			
Marquis, Brian, Lt.	Anderson Sr., Keith, Capt.	Vermette, Mark, Lt.	Conway, Richard, Lt.
Bernier, Richard, Lt.	Proulx, Mark, Lt.	Kolden, Erik, Lt.	Freire, Joseph, Lt.
Cote, Douglas, Pvt.	Migneault, Michael, Pvt.	Murphy, Michael, Pvt.	Evans, Robert, Pvt.
O'Brien, Cornelius, Pvt.	Fitz, Robert, Pvt.	Lajoie, Peter, Pvt.	Soucy, Paul, Pvt.
Makarawicz, Keith, Pvt.	Martinage, Scott, Pvt.	Holman, David, Pvt.	Pimental, Manuel, Pvt.
Kirk, James, Pvt.	Petrain, Timothy, Pvt.	Towne, Rodney, Pvt.	Perault, Matthew, Pvt.
Johansson, Michael, Pvt.	Rapaglia, Mark, Pvt.	Wyman, Jessica, Pvt.	Allison, Jeffery, Pvt.
Koser, Ronald, Pvt.	Nielson, Glenn, Pvt.	Nelson, Patrick, Pvt.	Wholey, Mark, Pvt.
Curran, Michael, Pvt.	Open	Ryan, Thomas, Pvt.	Sassak, David, Pvt.
<b>LAKE STREET STATION</b>			
O'Brien Sr., Michael, Dep.	Burnham, Robert, Dep.	Cronin, Daniel, Dep.	Allison, John, Dep.
Douzanis, James, Pvt.	Buxton, Steve, Pvt.	Buxton, Robert, Pvt.	Cote, Stephen, Pvt.
Rhodes, Brian, Lt.	Galipeau, Steven, Capt.	Kelloway, Ralph, Jr., Lt.	Araujo, John, Lt.
Bartlett, Russell, Lt.	Wyatt, Richard, Lt.	Soucy, Timothy, Lt.	Borneman, Alan, Lt.
Wilkins, Richard, Pvt.	Morse, David, Pvt.	Sage, Ronald, Pvt.	Lingley, Thomas, Pvt.
McAllister, John, Pvt.	Breda, Byron, Pvt.	Labrecque, Raymond, Pvt.	Perault, David, Pvt.
Belanger, Keith, Pvt.	Simard, Matthew, Pvt.	Harrington, Brian, Pvt.	Collishaw, Peter, Pvt.
Labrecque, Kyle, Pvt.	Frazier, John, Pvt.	Robert, David, Pvt.	Bollengier, James, Pvt.
DuVarney, Michael, Pvt.	Tremblay, Eric, Pvt.	Sewade, Shane, Pvt.	Carrigan, Scott, Pvt.
Oleksak, William, Pvt.	DeRubbio, Anthony, Pvt.	Pouliot, Adam, Pvt.	Farrar, Cory, Pvt.
<b>SPIT BROOK ROAD STATION</b>			
MacDonald, Glen, Capt.	Crowell, Richard, Lt.	Murtagh, Gary, Lt.	Conti, Fred, Lt.
Wilson, Gordon, Lt.	Stowers, Anthony, Lt.	Barrows, Robert, Lt.	Perault, Thomas, Lt.
Hall, Roger, Pvt.	Smith, David, Pvt.	Deslauriers, Judith, Pvt.	Farrar, Lee, Pvt.
Paris, John, Pvt.	Cote, Ralph, Pvt.	Poloski, Jared, Pvt.	Parlon, Lawrence, Pvt.
Parzych, Matthew, Pvt.	Lacombe, Michael, Pvt.	Mitchell, Joseph, Pvt.	Flager, Alex, Pvt.
Armstrong, Nathan, Pvt.	Hebert, Cyrus, Pvt.	LaFleur, Michael, Pvt.	Tapply, Mark, Pvt.
Telgen, Glen, Pvt.	Battistelli, Eric, Pvt.	Quimby, Sage, Pvt.	Farrar, Timonthy, Pvt.
Saunders, Troy, Pvt.	Surette, Michael, Pvt.	Rioux, Chad, Pvt.	Wholey, Thomas, Pvt.
<b>CROWN HILL STATION</b>			
Ricard, Ronald, Lt.	Kerrigan, Kevin, Lt.	Deslauriers, Donald, Lt.	Cote, Michael, Capt.
Cote, John, Pvt.	Maynard, Timothy, Pvt.	Atkinson, William, Pvt.	Lamb, Gary, Pvt.
Duclos, Michael, Pvt.	Chacos, Thomas, Pvt.	Mobley, Scott, Pvt.	Couturier, Bruce, Pvt.
Lambert, Jason, Pvt.	Anderson Sr., Keith, Capt.	Open	Dias, Christopher, Pvt.
<b>AIRPORT STATION</b>			
Beaudoin, Joseph, Capt.	Dobens, Peter, Lt.	Gerhard, Karl, Lt.	Hargreaves, Gary, Lt.
Paine, Arthur, Pvt.	Conway, Stephen, Pvt.	Varney, Jason, Pvt.	Patti, Anthony, Pvt.
Gagnon, George, Pvt.	Anderson, Wayne, Pvt.	Doherty, Daniel, Pvt.	Haynes, Mark, Pvt.



## NASHUA FIRE RESCUE

### Goals & Objectives

#### *Short Term (Within this budget year)*

##### Work Toward Capital Plan and Vehicle Equipment Replacement Plan

- Engine – 10 years; Ladder – 15 years; car, vans, etc. – 5 years
- Deferred building maintenance
- Capital projects plan at Station #4, Station #7 and Station #8
- Enhanced computer system
- Prioritized Opticom
- Training grounds upgrades
- Improve Emergency Services response times for northwest and southwest area

##### Continue with Personnel Development

- Basic training programs for all members, Firefighters, Dispatchers, Supervisors and Officers
- Expand Officer Orientation Program to include evaluation system
- Continue review of Standard Operating Guide and Policies
- Establish Minimum Standards Committee to design and develop Company Standards and Job Descriptions

##### Continue to expand and open new lines of communications

- Joint labor/management discussions for problem solving
- Committee work groups for equipment, Rules and Regulations, trucks, etc.
- Increase awareness and prevention programs and continue to build additional partnerships both within government and community

#### *Mid Term (Within the next three years)*

- Continue to enhance the training and equipment in specialty areas:
  - Water Rescue Dive Team Training and Equipment
  - Building Collapse Confined Space
  - Driver/Operator program Hazardous Materials
  - Fire Pump Operations
  - Alarm Systems
- Evaluating Job Performance Programs.
- Establish programs with Local 789 to provide residents an opportunity for commenting on service by surveys.
- Initiate re-inspection fees.
- Improve staffing: Training / Safety Officers; Fire Marshal Division Protection Engineer; lineman; mechanic hiring; information technician specialists.



---

## Municipal Government Report

### *Long Term (within a five to ten year period)*

- Analyze computer records for the purpose of improving the Community Risk Reduction Program.
  - Newsletter development and distribution.
  - Develop inspection report format(s) to streamline inspection process and reduce report time.
  - Improve Mutual Aid relations in communication, automatic responses, training, specialty teams, and group purchasing with an eye toward regional dispatching.
  - Ambulance service proposal for the City of Nashua.
  - Rescue Squad (16 new members) (federal funds).
  - Improve Emergency Services response time for southwest area.
  - Improve Emergency Services response time for South Main Street area.
- 

### *Sesquicentennial Parade: July 5, 2004*



*Antique Cars: 1928 Model A and 1941 Chrysler*

City of Nashua

**TYPES OF INCIDENTS FOR FISCAL YEAR 2004 (7/1/03-6/30/04)**

**FIRE EXPLOSION**

Structure Fires:	150
Outside of Structural Fires:	21
Vehicle Fires:	65
Trees, Brush, Grass Fires:	52
Refuse Fires:	34
Explosion, No After-Fire:	1
Outside Spill, Leak with Ensuing Fire:	1
Fires, Explosion not classified above:	3
Fire, Exp; insuf info avail to class further:	2
Sub Total.....	329

**OVERPRESSURE RUPTURE**

Steam Rupture	7
Air, Gas Rupture	9
Overpressure Rupture, Not Classified above	21
Overpressure Rupture; Insufficient Info:	3
Sub Total.....	40

**RESCUE CALL**

Inhalator Call:	
Emergency Medical Call:	2,563
Automobile Accident:	639
Lock-In:	17
Search:	1
Extraction:	27
Assist the Occupant:	243
Rescue Call not classified above:	28
Rescue Call; insufficient info:	10
Sub Total.....	3,528

**HAZARDOUS CONDITION, STANDBY**

Spill, Leak with no Ignition:	173
Carbon Monoxide Problem:	74
Explosive, Bomb Removal:	1
Excessive Heat:	18
Power Line Down:	38
Arching, Shorted Electrical Equipment:	94
Aircraft Standby:	39
Chemical Emergency:	15
Haz Condition, standby not classified above:	63
Hazardous Condition insufficient info:	15
Sub Total.....	530

**SERVICE CALL**

Lock-Out:	95
Water Evacuation:	92
Smoke, Odor Removal:	23
Animal Rescue:	5
Assist Police:	36
Unauthorized Burning:	52
Cover Assignment:	30
Assist Occupant:	47
Service Call not classified above:	125
Service Call; insufficient info available:	29
Sub Total.....	534

**GOOD INTENT CALL**

Food on Stove:	152
Smoke Scare:	87
Wrong Location:	8
Controlled Burning:	5
Vicinity Alarm:	16
Steam, other Gas Mistaken for Smoke:	17
Returned in Service before Arrival:	82
Good Intent Call not classified above:	186
Good Intent Call; insufficient info:	100
Sub Total.....	653

**FALSE CALL**

Malicious, Mischievous False Call:	91
Bomb Scare, no Bomb:	1
System Malfunction:	704
Unintentional:	440
False Call not classified above:	41
False Call; insufficient info:	32
Sub Total.....	1,309

**OTHER SITUATION FOUND**

Type of situation found not classified above:	30
Blanks	56
Sub Total.....	86

**TOTAL INCIDENTS 7,009**

## **NASHUA FIRE RESCUE EVENTS**

In the reporting period from July 1, 2003 thru June 30, 2004, Nashua Fire Rescue logged 7,009 incidents. Of these, 150 incidents were structure fires. One of these incidents involved a fatality. Although all incidents are of great concern to the customers involved, notable incidents from a Fire Rescue prospective are the multiple alarms requiring additional resources to control.

121 Chestnut Street: A 3 – Responded to a building fire, upon arrival we found a 2.5 story wood frame with heavy fire condition in the basement and the first floor.

45 Concord Street: A 3 – Dispatched for building fire. Fire showing side 3, floor 2 from enclosed porch area. Heavy smoke from attic, side 3. Right side, front porch door forced open by neighbor prior to fire department's arrival. Main body of fire located initially throughout 2<sup>nd</sup> floor rear apartment. K2 performing investigation of cause and origin.

46 Worcester Street: A 4 – Responded to a building fire, upon arrival we found a 2.5 story wood frame building with a heavy fire condition on floors 1, 2 and extension to the attic area. The heaviest fire condition was on sides 2 and 3 of the first floor, with exposure problems on side 2. We were told the occupants were out of the building. Fire was extending from #46 Worcester Street to the exposure #2 building, at 44 Worcester Street, causing extensive heat damage to exterior on side 4 or the east side of 44 Worcester Street.

76 Harbor Avenue: A 3 – Building fire 2 ½ story wood frame, some showing from the second floor.

71 ¾ Vine Street: A 2 – Building fire with heavy fire showing from 2 front windows and front door and moving fast.

43 Gordon Street: A 2 – We found a working fire on the second floor of a cape style house. We were told that everyone was out. We had fire at the top of the stairs and to the right. After knocking down the room we found the fire to be in the knee walls and running the roof rafters.

### Meadowview Estates

22 Cadogan Way: A 2 – Sent to above address for building fire. Upon arrival had smoke showing on floor 2 from side 3. Homeowner met us in front yard and told us that the fire was in 2<sup>nd</sup> floor rear bedroom. Smoke detectors were sounding.

### Pine Hill Garden Apartment

202 Flagstone Drive Apt. 1 : A2 - en-route fire alarm reported plumbers working in building, may have caused partition fire. Once inside found working fire in the apartment above kitchen sink in the soffit area.

The fatality was most likely caused from smoking. Please keep smoke detectors working and properly dispose of smoking materials.

In addition to the fire incidents, Nashua Fire Rescue also responds to:

- Hazardous Materials incidents, 527
- Rescue Incidents, 3,524
- Emergency Medical Incidents, 2,563

## **FIRE MARSHAL**

The Fire Marshal's Office's major focus continues to be development of the Department's prevention and outreach activities. Most community problems, including fire and injury are multi-faceted and in some cases extend beyond the borders of the community. Recognizing this, Nashua Fire Rescue has been the driving force in the development of Risk Watch, Remembering When, and the Regional Adolescent Fire School. Each of these programs takes a holistic approach to address fire safety and health issues affecting young children, adolescents, and the elderly.

Grant monies have allowed us to continue to provide exceptional public education programming. Our Regional Adolescent Fire School continues to receive glowing reviews from other participating agencies and program attendees. We have added a robotic dog and fire truck, Patches and Pumper, to our public education tools this year. Patches and Pumper have been enormously popular with both children and adults. They are a valuable public education tool.

In February 2005 we are adding a safety-training trailer to our stable of public education props. The trailer is a replica of a single-family home. We will have the ability to simulate smoke conditions and other unsafe conditions found in the home to all age groups. This will greatly improve the quality and impact of our risk reduction programs.

### **Risk Watch**

Risk Watch is a comprehensive injury prevention curriculum for children in preschool through grade 8. The program is designed to be delivered by teachers as an integrated component of the school curriculum. Our program is unique in that Firefighters volunteer their time to do delivery once a month throughout the school year in the 4<sup>th</sup> grade. To date we are in 40 4<sup>th</sup> grade classrooms.

Small World Country Day School is piloting traditional delivery of the program to all grades.

### **Regional Adolescent Fire School**

Our Regional Adolescent Fire School is a collaborative effort between Nashua Fire Rescue, Nashua Police, Nashua Youth Council, Fire Departments from surrounding towns and others. The program serves adolescents who have been involved in fire

---

## Municipal Government Report

setting and other related problem behaviors. We consider our program to be one of the best currently offered in the State.

These programs have been provided with minimal impact on our budget. We have been able to accomplish this as the result of grants, volunteer labor, and cooperative agreements with other agencies and Fire Departments.

We encourage you to learn more about these programs by visiting our web site at <http://www.nashuafire.com>.

We continue to provide the community with Life Safety Code review of building projects, inspectional services, permitting, and fire investigation, which has traditionally been the backbone of the services we provide. We believe the results of our efforts are a major contributing factor to the relatively low incidence of major fires and arson. We are proud to provide these services to the citizens and businesses of Nashua

### *New Construction*

209 Building Permit Applications Reviewed  
300 New Building Inspections Made

### *Requests For Information*

1853 Information Given

### *Meetings*

796 Meetings Attended

### *Inspections*

100 Places of Assembly  
26 Schools  
26 Day Cares  
25 Foster Homes  
4 Health Care Facilities  
105 Residential  
20 Business Occupancies  
13 Mercantile  
2 Industrial Plants  
1 Storage Occupancies  
93 Vacant Buildings  
80 Fire Hazards  
17 Other Inspections

### *Fire Investigations*

50 Fires  
1 False Alarms  
91 Juvenile Firesetter Interventions  
6 Other Investigations

*Permits & Fire Reports*

- 117 Fire Protection Systems Permits
- 162 Places of Assembly
- 20 Storage of Hazardous Materials
- 6 Blasting
- 11 Abandon/Removal of U.G. Tanks
- 2 Fireworks
- 21 Shows (Carnivals, Circuses, etc.)
- 63 Fire Reports to Insurance Companies
- 24 Environmental Searches
- 2 Archive Retrievals
- 39 Other – Fireguard Duty, Fire Alarm Restitutions

\$34,965.33 – Income Received from Permits, Reports, etc.

*Fire Prevention Services For The Public*

- 1 School Smoke Drills
- 80 Talks Given
- 6 Press Releases for Fires
- 1200 Monthly Public Service Announcements
- 7 Public Education Meetings
- 20 Evacuation Planning
- 50 Evacuation Drills
- 17 Fire Extinguisher Training
- 5 Other – Smoke Detector Letters

*Engine Company Activities*

- 1 Woodstove Inspections
- 557 Single Family Smoke Detector Inspections
- 314 Multi-Family Homes Inspections
- 581 Multi-Family Units Inspections
- 209 Tours of Fire Stations by Groups
- 3852 # of People in Tours
- 14 Other

482.25 Hours – Total Time Spent on Prevention Activities

Respectfully submitted,

Michael J. Vaccaro  
Fire Marshal

## TRAINING DIVISION

**Superintendent of Training**  
**Assistant Superintendent**  
**Training Coordinator**

**Robert M. Leuci, Jr.**

**Mary McLaughlin**

The following Division of Training Report covers the period 7/1/03 to 6/30/04.

The department continued to spend many hours during the year upgrading the levels of personnel certification. Current certification levels with NHFA of our 184 Fire Suppression and Support Personnel are as follows:

Firefighter I	184	Driver Operator All Vehicle	8
Firefighter II	184	NAPD Fire App. Operation	35
Firefighter III	75	Fire Officer I	38
Scuba Open Water	17	Fire Officer II	37
Scuba Adv. Open Water	13	Incident Command	150
Scuba PS Rescue Diver	14	Fire Instructor I	58
Scuba-Divemaster	3	Fire Instructor II	4
Confine Space Rescue	1	Fire Instructor III	3
Rescue Systems I	5	Fire Instructor IV	1
EMS Provider License	170	State Instructor	10
CPR	179	NHFST Ed Meth Instructor	1
First Responder	152	NHFST ICS Instructor	5
EMT Basic	44	CPR Instructor	4
EMT Intermediate	15	EMT Instructor	2
EMT Paramedic	5	Haz-Mat A/O Instructor	3
Auto Defibrillator	179	Haz-Mat Decon Instructor	3
Manual Defibrillator	3	Haz-Mat Tech Instructor	3
PHTLS	5	Emerg. Veh. Driv. Inst.	1
ACLS	5	Ed Meth for Co Officer	8
Haz-Mat Awareness	174	Fire Inspector	3
Haz Mat Operational	174	Arson Awareness	128
Haz-Mat Decon	174	Emerg. Medical Dispatch	4
Haz-Mat Technician	47	PS Dispatcher I	9
Haz-Mat Incident Manager	6	PS Dispatcher II	1
Radiation Monitoring	24	Executive Fire Officer	1
Emer. Resp. to Terrorism	98	Associate Degree	38
Driver Operator Pumps	26	Bachelor Degree	8
Driver Operator Aerial	1	Master's Degree	1

Along with these certification programs, the Training Division is maintaining a Competency Based Training Program to keep our personnel's competency level high. We continue to build our video programs in the Training Division Library. These programs assist in furthering the education of our members, mutual aid department's members, and other city divisions.

---

City of Nashua

The Nashua Training Ground Facility located on West Hollis Street continues to be widely used throughout the year. All NFR Companies, various other city divisions, and mutual aid departments utilize this facility on a weekly and monthly basis. NFR presently has over 50 agencies that use our drill yard. The Training Props that are in use are: Burn Building, LPG Training Prop, Roof Venting Simulator and a variety of Transportation Containers.

The Nashua Training Division Classroom located at 177 Lake Street is very active with different meetings, seminars, and classes. Our classroom has been scheduled to provide the following:

NFR day training	1800 hours	Other agency meetings	120 hours
Other agency night training	300 hours	NFR meetings	200 hours
NFR night training	40 hours	Seminars	192 hours
NFR meetings	125 hours	HazMat Programs	150 hours
Testing	1400 hours		

For a total of 4332 hours, an amount that continues to grow as we continue to grow.

The scheduled training breakdown for all Nashua Fire Rescue Suppression during FY/2003 consisted of Hazardous Materials Training with the Regional Response Team, EMS Refresher, Basic Fire Skills, SCBA refresher, Recruit School, and approximately 1300 hours of training delivered by the Training Division. Our company officers have logged the following training,

Firefighter	9911.8 hours	Rescue Skills	1327.5 hours
Emergency Medical	3130.5 hours	Hazardous Materials	2806 hours
Driver / Operator	4870.5 hours	Management	1846 hours
Education / Instructor	354.5 hours	Prevention	479 hours
Dispatcher	111.5 hours		

This represents a total of 26,137.3 hours of training that has been provided to the members of Nashua Fire Rescue. As the scope of our job evolves so does the training mission, we in the Training Division strive to provide the most up to date education for our personnel.

As world events continue to impact the nation's fire service, the demands placed upon training continue to increase. In order to ensure that Nashua Fire Rescue's force is able to handle the situations we are faced with, the staff of the Training Division is responsible for: training and education, maintenance of skill levels, maintenance of training records, and upgrading our department members to meet these new challenges.



**NASHUA PUBLIC LIBRARY**

The Honorable Bernard A. Streeter, President ex officio  
President of the Board of Aldermen, David Rootovich, Trustee ex officio, 2003  
President of the Board of Aldermen, Brian McCarthy, Trustee ex officio, 2004

**BOARD OF TRUSTEES**

Arthur L. Barrett, Jr., Chairman  
David K. Pinsonneault, Secretary  
Maurice L. Arel  
Christopher Hodgdon  
Mary S. Nelson  
Linda Laflamme  
Kathleen Veracco

**DIRECTOR**  
**ASSISTANT DIRECTOR**

**Joseph R. Dionne**  
**Thomas B. Corbett**

---

*Sesquicentennial Parade: July 5, 2004*



---

**STAFF OF THE NASHUA PUBLIC LIBRARY: FY 2003/2004****Administration**

Joseph R. Dionne, Director  
Thomas B. Corbett, Assistant Director  
Donna M. Cardoza, Exec. Asst./Office  
Mgr.  
Mary H. Greene, Admin. Asst./Cost  
Accountant

**Bookmobile**

Karen M. Egle-Gaber, Assistant Librarian  
Jason F. Crook, Library Assistant  
Joseph M. LeStrange, Library Assistant

**Business Department**

Joel A. Burdette, Reference Librarian  
Susan J. Slaga, Reference Librarian  
Candice R. Clark, Library Assistant

**Chandler Memorial Library & Ethnic Ctr**

Barbara A. Comer, Assistant Librarian  
Nancy A. Boynton, Library Assistant  
Mary Lou Parrish, Custodian

**Children's Department**

Kathy E. Bolton, Librarian

Sheila E. Dudman, Assistant Librarian  
Susan M. Willmore, Library Assistant  
Lindsey K. Jackson, Library Assistant

Kathleen M. Garbarino, Library Page  
Santhi V. Ramaswamy, Library Page  
Stephanie D. Chaban, Library Page

**Circulation Department**

Loren H. Rosson, Librarian  
Lea L. Touchette, Assistant Librarian  
Kathleen A. Shepard, Library Assistant  
Dian M. Legerlotz, Library Assistant  
Christina H. Lozeau, Library Assistant  
John C. Milton, Library Assistant  
Priscilla L. Cunningham, Library Assistant  
Jane S. Hemmingsen, Library Assistant  
Philippe L. Collard, Library Assistant

Benjamin M. Bone, Library Page  
Adam T. Huske, Library Page  
Diane L. Michaud, Library Page  
Andrea M. Shepard, Library Page

June Kowalski, Library Page

**Community Services**

Carol L. Eyman, Coordinator

**Exhibits/Media Services**

Bruce J. Marks, Coordinator

**General Adult Services**

Nancy A. Grant, Librarian  
Kathryn N. Lukasik, Ref. Librarian  
Judith S. Dominici, Ref. Librarian  
Jennifer Jasinski, Ref. Librarian  
Nicholas L. Collard, Library Page

**Maintenance**

Larry R. Case, Supervisor  
Priscilla T. Marquis, Janitor

**Music/Art/Media Department**

Charles E. Matthews, Librarian  
Linda M. Dougherty, Assistant  
Librarian  
Karen R. Beaver, Library Assistant  
Linda W. Pilla, Library Assistant  
Amanda C. Archambeault, Library  
Page  
Ryan P. Donovan, Library Page  
Tammy L. Dillon, Library Page

**Security**

William J. Allison, Security Guard  
Roger V. Allen, Security Assistant

**Technical Services**

Margaret L. Gleeson, Librarian  
Gloria E. Maduzia, Asst. Librarian  
Helen E. Bonenfant, Library Asst.  
Holly A. Sullivan, Library Assistant  
Steven E. Lowe, Library Assistant

**The Mission, Purposes and Activities of the Nashua Public Library**

The Nashua Public Library's mission is to provide educational, informational and recreational service for the entire Nashua community. Books, magazines, audiovisual sources, reference sources, and other forms of communication media are intended to offer people a public forum representative of all points of view. The library seeks to acquire, make available, preserve, and service materials in all fields of knowledge. The library advocates selection of materials which promote the interests of all races, genders, sexual orientations, and religious creeds. The library serves the needs of preschool children, school children, young adults, adults, business personnel, artists, and more with its broad collection and many community-sponsored programs.

Our library, the community's information center, also serves these educational, informational, and recreational needs through computerized information services and library or community-sponsored programs. The intent of such programs is to provide an unbiased public forum for the concerns and interests of the entire Nashua community. The library's objective is to adequately serve all the citizens of Nashua.

A substantial collection of constantly changing, diverse material must be acquired in response to the needs of preschool children, handicapped people, the elderly, business and municipal personnel. The library also serves the continuing educational needs of adults no longer in school, especially those seeking information relating to their employment, household management, family and child development, and the encouragement of a positive attitude toward the world of books and learning for themselves and their children.

Adapted from Minutes of Library  
Board of Trustees Meeting  
June 12, 1978

**Report of the Board of Trustees**

To: The Honorable Bernard A. Streeter, Mayor of the City of Nashua, President ex-officio, The Honorable Brian McCarthy, President of the Board of Aldermen, Trustee ex-officio, and the citizens of Nashua

This year has seen another increase in the library's traditional business as well as a continuation of increased interest in new areas created by technology. Nashuans are checking out books and other library materials at a rate approximately 50% higher than they were just two years ago and more folks are gaining access to the library through our web site. Thirty thousand items have been reserved for library patrons who asked for them on the automated system, a three-fold increase, and more people are getting their overdue notices via e-mail and checking their accounts remotely from home.

The library's automated catalog of books and other items continues to attract library patrons to the library's many new services. The library has again

increased the number of electronic databases of information that are available from home and at the library so our patrons, especially school age youngsters, have immediate access to all the information they need to be successful in completing homework assignments.

The library continued the successful “Nashua Reads” campaign. This “One City, One Book” effort involved hundreds of local people in reading John Steinbeck’s prize winning “Travel’s With Charlie” and attending the many interesting programs that were arranged by the library and the R.I.S.E. Program for seniors on topics related to the book. The program continues to be so successful that the committee is contemplating doing it again in 2005!

During the year the Board approved the following staff changes: Carol Eyman was hired as Community Services Coordinator, effective 07-3-03; Lea Touchette was promoted to Assistant Librarian FT, Circulation Dept., at the 09-11-03 meeting; Linda Pilla was promoted to full-time Library Assistant in the Music/Art/Media Dept. at that same meeting; Priscilla Cunningham was promoted to full-time Library Assistant, Circulation Dept., effective 11-9-03; Barbara Comer was promoted to Assistant Librarian PT, Chandler Branch Library effective 01-1-04; Nancy Boyton was promoted to Library Assistant PT, Chandler Branch Library, effective 01-1-04; Philippe Collard was promoted to Library Assistant FT, Circulation Dept., effective 01-12-04; Charlie Matthews was appointed to the permanent position of Librarian, Music/Art/Media Dept., at the meeting of 02-3-04; Jennifer Jasinski was hired as the Reference Librarian, Young Adults, effective 05-3-03; and Mary Lou Parrish was promoted to Custodian PT effective 06-2-04.

I was re-appointed in 2004 to another seven-year term on the Board by a joint convention of the Board of Trustees and the Board of Aldermen and it is my honor to continue to serve as the Chairman of the Board. I want to thank the following Trustees for their years of service and dedication to our library: David K. Pinsonneault, 13 years; Mary S. Nelson, 11 years; Linda Laflamme, 5 years; Maurice L. Arel, 19 years and Kathleen Veracco, 3 years.

We also thank Mayor Streeter for his leadership and the Board of Aldermen for their support in helping us achieve our goals and fulfill our mission of service to the community.

Respectfully submitted  
Arthur L. Barrett, Jr.  
Chairman of the Board of  
Trustees  
Nashua Public Library

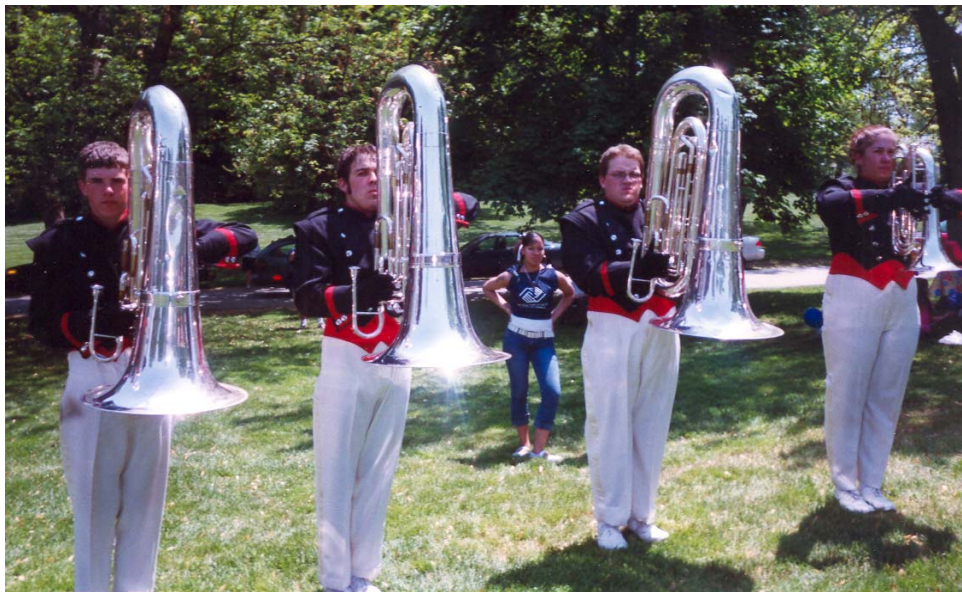


**Nashua Public Library Trust Funds**

In April 2004, Carol Avard-Hicks generously donated \$2,500 to the library to set up the Raymond J. Avard Trust Fund in memory of her father. The income is to be used to expand the library's collection of French-Canadian books, literature, tapes, CDs, and electronic materials concerning French-Canadian culture and history.

---

*Sesquicentennial Parade: July 5, 2004*



*Nashua's Spartans Drum & Bugle Corps assembles at  
Greeley Park prior to start of parade*

*Photos by Dot Nice*

City of Nashua

**Director's Report**

<i>Fund Name</i>	<i>Purpose of Fund</i>	<i>Market Value as of 6/30/03</i>	<i>Principal Inc./ Dec. FY 03/04</i>	<i>Market Value as of 6/30/04</i>
Avard	For expanding Library's French-Canadian collection	0	2,881.46	2,759.40
Bloomfield	For library purposes	362,241.92	48,339.54	385,016.10
Burbank	Works of art by living artists	249,651.22	27,945.45	271,044.51
Chandler	Care of Chandler Branch library	274,307.50	34,176.44	295,284.44
Clancy	For library purposes	31,485.87	4,711.18	32,927.07
Constitution	To publicize and promote U.S. Constitution	4,489.73	393.17	4,837.04
Cramer	For library purposes	15,523.13	2,802.07	15,623.44
Fairfield	For library purposes	5,191.71	505.65	5,637.78
Harkaway	Children's books; fairy tales & myths	1,312.42	117.64	1,416.30
Harris	Purchase of books	39,551.15	3,886.51	42,979.10
Hickey	Chandler Branch	8,072.06	778.68	8,759.02
Hunt	For library purposes	20,791.42	2,681.42	22,376.32
Hussey	For library purposes	32,717.02	4,536.69	34,618.29
Jacquith	For library purposes	1,313.76	117.66	1,417.66
Locke	For library purposes	116,234.16	11,539.48	126,064.68
Nesmith	Purchase of books	26,707.04	2,643.50	29,038.44
Rose	For library purposes	12,206.16	2,251.26	12,308.40
Smith	Purchase of nonfiction books and art	9,818.64	935.53	10,644.13
Stearns	Purchase of reading matter	2,179,368.47	236,751.35	2,373,843.32
Zylonis	To educate /inform of Lithuania	343,484.44	46,507.90	364,677.76
	<b>TOTALS</b>	<b>3,734,467.89</b>	<b>434,502.58</b>	<b>4,041,273.25</b>

### **Director's Report**

July 1, 2003 - June 30, 2004

It has been a great joy watching the changes at the library during the past year as they positively impact our library patrons. As Carol Eyman, Community Services Coordinator, reports below in her wonderful column, business continues to boom at the library.

I want to thank the library staff for another terrific year. Everyone on the staff is working hard to implement the goals of the library's overall mission and strategic plan to make more good things happen for our library patrons. And these are the library patrons, by the way, that we all agree are the best library users in the region!

Thanks also to the Trustees for their dedication on behalf of the library. And thanks for all the support we receive from so many city officials in carrying out our work. As everyone in the city seems to know, the Nashua Public Library is a great library and a wonderful asset to the community.

The only recent disappointment was the level-funded budget for the new fiscal year that caused us to have to postpone planned changes at the Chandler Branch Library and to leave several positions vacant.

Here are Carol's thoughts on our increased circulation for the year:

In the fiscal year that ended June 30, circulation at the Nashua Public Library increased 29% over the previous fiscal year. Loren Rosson, supervisor of circulation, reports that 559,411 items were checked out in fiscal year 2004. Combined with the 21% that circulation increased from 2002 to 2003, the library's business is up 50% in the past two years.

Rosson points to improved customer service and public relations as reasons for the increases. Since joining the library in 2002, library director Joseph Dionne has initiated changes in the way the library operates that draw on his experience in the retail industry. For example, customer requests now receive top priority when books, CDs, DVDs, and other items are added to the collection. More people are now eligible for library cards than in the past: in addition to Nashua residents, people who work, own property, or go to school full time in the city can sign up for free cards.

"Media items—DVDs, videos, and CDs—saw the greatest growth, with DVD borrowing up 128%. Media services coordinator Bruce Marks said, "The rise is due to collection growth, and also to new rules that allow people to take out five DVDs at a time instead of just two." Careful selection of media items has also contributed to their popularity. "We buy a lot of popular titles," said Music, Art, and Media librarian Charlie Matthews. "They draw people in to our department, where they discover

other interesting titles like classic and foreign films, award-winning documentaries, operas, and musicals, that they might not be able to find in video stores.”

The staff has also changed the way we display materials. The new-book area was moved and expanded; new shelving was purchased that allows books to be displayed more attractively, with their covers rather than their spines facing out; and comfortable seating was added to encourage browsing. Popular books like mysteries and westerns were moved closer to the front doors to make them easier for customers to find.

Borrowing of more-traditional materials rose too, including adult fiction and nonfiction (both up 19%), and periodicals like magazines and newspapers (up 27%). The only type of material whose circulation did not increase was audiobooks on tape. Most borrowers of audiobooks listen to them in their cars, and, according to Rosson, “they don’t get borrowed as often because newer cars are being equipped with CD players instead of tape players.”

Increased program offerings, such as concerts, movies, lectures, and book discussions, have also drawn more people into the library. For example, the One City, One Book program, launched in 2003 with the novel *Empire Falls* and repeated in 2004 with *Travels with Charley*, drew many customers to the library to read the chosen books and participate in related programs. The average number of people who visit the library each day is estimated to have increased 23%, from approximately 70 per hour to 86 per hour in the past fiscal year.

Full implementation of the library’s automated catalog has also boosted business. During the year that the library began taking requests for materials on its Web site, the number of those requests jumped from approximately 11,000 per year to 30,000.

New categories of materials, such as graphic novels and videogames, have also been added to the library’s collection, in the hopes of attracting more teenagers and twenty-somethings to the library.

The 29% increase is the highest single-year growth since the library’s Court Street building opened in 1971.

Now, a brief review of how each of the library departments accomplished their goals in the past year.



### **Community Services**

For the first time, the library participated in *One City, One Book*, a community-wide reading program. Hundreds of Nashuans read *Empire Falls* by Richard Russo and participated in book discussions and other programs related to the novel. The planning committee decided that future One City, One Book programs should take place in the winter and spring, so residents read and discussed a second book, *Travel's with Charley* by John Steinbeck, in the first half of 2004.

Other programs with high attendance included lectures on Hinduism, e-Bay, a Civil War naval battle, and film appreciation, and a visit from two Tibetan monks. The most-popular music programs continued to be jazz concerts featuring local pianist Alex Minasian and first-rate musicians from Boston and New York City such as Billy Pierce and Eric Reed.

A quarterly library newsletter called *What's New!* began publication this year, and Nashua radio station WMEX ran a biweekly feature about Nashua Public Library programs. The library was represented at a number of community events, including the Fairy Tale Festival, Teddy Bear Picnic, the Business Expo, and SeniorFest. Staff also visited several Nashua workplaces to recruit more library card holders.

### **Music, Art and Media**

Circulation increases are staggering for all media types, especially DVDs. We now have over 2500 DVD titles for customers to choose from. We've increased the capacity of our media shelving and added a significant amount of display shelving in the department.

Most of the Chandler Branch Library' popular foreign language recordings have been integrated into the collection.

Our Web-based museum pass system, which allows customers to schedule and book passes from home, has been very successful. We have enrolled over 1,000 museum pass borrowers since we implemented the system in the summer of 2003. We also added two new museum passes, the Museum of Science and the Boston Children's Museum. These have become our number one and two most-popular passes.

The Burbank Committee has been reconstituted with regular meetings and several new members. The committee is now operating under the new vision document crafted with the assistance of Rose Austin.

The Cybrarian Internet-access management system has been implemented in the Winer Computer Lab to assist staff with the regular turnover of customers in this busy facility.

### **Circulation Department**

The library's circulation increased by 29%, amounting to 125,293 more checkouts over the previous fiscal year. The number of people visiting the library increased by 23%, about 53,000 more visitors. The number of requests increased by a staggering 185% (near tripling), resulting in 21,713 more customers to contact by phone.

Paperback displays changed at the beginning of the fiscal year. Customers have responded to a more accessible collection provided by face-out shelving.

The year was marked by a major shift of the library's collections. Ethnic/foreign materials were moved from Chandler to the main branch. New book displays took the place of the Young Adult area, which in turn moved into the old periodical browsing room. Periodicals took the place of the large print collection in the Stearns Room, while large print books went into the general fiction/nonfiction collection.

Finally, mysteries and westerns (ousted by large print) moved to the old periodical stacks and newspaper alcove. These changes were for the most part well received, especially the new browsing location (Stearns Room) for periodicals and newspapers.

### **Technical Services**

The Technical Services staff has begun using the Horizon Acquisitions System to electronically order, track, and budget materials. Book selectors on the staff have been typing their orders directly into Horizon, which lets them know if we already have the title, how much it will cost, and if we can get it from our vendor.

We have new collection codes to use for various types of materials to let patrons know they will be found on the "new" shelves. A volunteer who has been with us over a year now, Hetty Anderson, is helping out by stamping and pocketing books a few hours every week.

The children's room has a new type of material, puppets, that circulate. There are 41 of them and they have circulated 381 times, an average of 8 times each since April.

We are still trying to get the Hunt Room all cataloged and foresee more clean-up jobs in the storage area.

We are almost caught up on the cataloging backlog. We cataloged over 500 musical compact disks and finished a backlog of deletions that needed to be made to the State Library database. Now we will not be asked for interlibrary loan of items we no longer own. A lot of weeding has gone on throughout the library which adds to the work in Technical Services.

### **Buildings and Grounds**

The new front doors have been designed and will be installed sometime soon. This will make access for the handicapped, the elderly, and people pushing baby strollers much easier as the new doors will open automatically. They will also be quiet! So the slamming of the wooden doors that so disturbs the ambience of a library will finally end. The “moat” around the front of the building has been upgraded with new fill, and new gardens have been opened on the walk to the parking lot. And that lot has been paved and had new curbing and a tree-filled center island added.

### **Children’s Room**

I am happy that all the statistics on usage have increased during the past year. Our circulation of children’s books and materials shows an 11% increase from 140,105 items to 154,990 items this past fiscal year. Our children’s material’s budget has increased to \$27,000 and this has resulted in a more diverse children’s collection that includes the hottest, most sought-after children’s titles. The number of reference questions answered increased by 12% from 2,800 to 3,123.

Our programming statistics continue to skyrocket. The summer reading program “Reading Rocks the Granite State” brought us 806 readers and nonreaders. Overall children’s programming increased by 13% from 748 programs to 843 programs. Most impressive is the 27% increase in attendance, with 39,697 people attending our programs as compared to the prior year’s attendance of 31,150.

Storytimes, puppet shows, and craft classes continue to be a staple of our programming, with additional fun events throughout the year such as the 250 trick or treaters who listened to stories outdoors on Nashua’s first downtown trick or treat night in 2003. Over 500 people came through the Children’s Room on New Year’s Eve 2004 for a magic show. School vacation weeks drew large crowds to the library for a variety of educational and entertaining programs. Our continued outreach effort to the 21<sup>st</sup> Century After School Program, the Adult Learning Center’s Adventure Club, and numerous visits to Nashua classrooms to issue library cards showed an increase of 113% for a total of 543 cards issued compared to 255 in the previous year.

### **General Adult Services**

#### **Bookmobile**

The Bookmobile ended its services after fifty years with the end of fiscal year 2003–2004. It was emptied, cleaned, and taken to the city barn for disposition. During its last year of operation, circulation increased 36% in comparison to 2002–2003.

A direct-delivery outreach service replaced the bookmobile at the beginning of fiscal year 2004–2005. Customers of the bookmobile service who qualify have been transferred to the new program. We are visiting schools, senior activity centers, nursing homes, assisted living centers, the home-schooled, and daycare centers. A red van has been purchased for use in the delivery of materials.

### **Reference**

Two electronic databases were added: Literature Resource Center, which includes biographical, bibliographical, critical, and contextual information about authors and their work, and Opposing Viewpoints Resource Center, which provides information on current-events topics. Both of these are designed to help students with their assignments.

Jennifer Jasinski was hired as a reference librarian and also assigned to work with young adults to develop their collection and programming and reach out to that population. She reviewed the existing collection and began to order new material. She met with the media services coordinator, the community services coordinator, and the supervisor of the Children's Room to continue developing programs for YA customers. The programs have included films, speakers, and various recreational activities. We have enhanced the YA room with additional computers and a Play Station 2.

Reference questions increased by 25%. Interlibrary-loan circulation statistics increased by 37%. We now have 1.5 persons assigned to do interlibrary loan. The Hunt Room remains our center for genealogy and local history materials.

### **Business Services**

The department continued to update its collection of government publications and computer, consumer, career, and business books. An increasing number of queries dealt with computer software and the library's subscription databases. Microsoft Office was added to three more PCs in 2004. With 10 Internet research and Microsoft Office software workstations, the Business Department saw well over 10,000 computer logins. By customer request, the department purchased a color flatbed scanner for customer use. This proved useful for graphics applications, as well as for conversion of scanned pages to text documents. The business department is also taking time to train customers in the use of new and sometimes unfamiliar technologies.

In fiscal year 2003–2004, 608 students attended computer classes at the library. The Business Department added Basic Windows, Microsoft Word, and Microsoft Excel classes to its program; all three have proved quite popular. We continued to offer EBSCO magazine database, library catalog, and beginning and intermediate Internet classes. Internet and Windows classes were also offered in Spanish by special arrangement, a successful new offering.

---

## Municipal Government Report

The Business Showcase was another new program piloted this year. It involved a display of products and information from local businesses. The showcase's first year started out modest in size, but participants were enthusiastic and requested to participate again next year. The display successfully connected the public with Nashua businesses, giving a sense of the variety of products available locally, and giving exposure and traffic to these businesses. We hope to continue this as an annual event. In March the Business Department again was represented in a booth at the second annual Greater Nashua Chamber of Commerce Small Business Expo. The business librarians continued to attend monthly Chamber of Commerce networking events, too.

Joel Burdette and Linda Dougherty attended a five-day leadership symposium sponsored by the New England Library Association. Upon return, they presented to the library what they had learned about leadership and related topics.

### **Volunteers**

This is the second year of the library's new volunteer program, and we enjoyed the support of 13 volunteers. Linda Dougherty and Kathy Shepard continue to ably serve as our volunteer program coordinators and are doing a great job with the program. Our wonderful volunteers were here for a total of 1,140 hours during the fiscal year! Thanks go to the following for all their help:

Hetty Andrews	Joy Karugu	Linda Ray
Marsha Auerbach	Aeshna Kumar	Camille Reed
Jeremy Brown	Sudha Kumar	Cathy Reed
Colin Campbell	Paul Lacroix	Barbara Rottenberg
Grace Dolbec	Nancy Libby	Robert Stevens
Roxanne Gagnon	Sandithya Nelakantar	Christina Staples
Linda Jacobi	Jean Owens	Michael Torla

### **Finally...**

Studies show that children who use their public library do better in school, and adults who use their public library are generally more successful. Don't miss out—the Nashua Public Library is here for you.

Respectfully submitted,  
Joseph R. Dionne  
Director  
Nashua Public Library

City of Nashua

**Nashua Public Library Activities Indicators  
FY 2003/2004**

	<b>FY2002/2003</b>	<b>FY2003/2004</b>
Number of community groups meeting in library	182	186
Number of meetings in library by community groups	1,641	1,215
Number of reference questions answered	24,154	29,734
Number of programs for adults	167	180
Plaza Pics/special events audience	10,099	8,610
Number of puppet shows	297	353
Puppet show audience	14,592	15,869
Number of story hours	184	203
Story hour audience	8,735	9,981
Arts & craft classes	21	41
Arts & craft participants	387	583
Group visits to Children's Room	55	49
Group visit participants	1637	1,521
School programs/book talks	13	63
School program participants	741	1,744
Special Children's Room programs	39	27
Special program participants	1494	1,373
Materials ordered and cataloged	15,035	20,084
Bookmobile stops	46	50

**Library Program Budget  
FY 2003/2004**

<b>PROGRAM</b>	<b>DESCRIPTION</b>	<b>FY2002-03</b>	<b>FY2003-04</b>
6367	Administration	344,425	366,869
7301	Operations Support	120,105	117,317
7302	Book & Resource Selection	262,350	268,913
7303	Bookmobile Services	104,474	97,236
7304	Business Services	92,671	93,312
7305	Chandler Memorial/Ethnic Center	90,591	87,960
7306	Children's Services	175,913	178,753
7307	Circulation Services	289,384	295,989
7308	General Reference	166,731	180,348
7309	Music, Art, Media Services	158,398	163,203
7310	Technical Services/Cataloging	173,645	178,402
7311	General Operations/Plant Maintenance	79,274	80,796
7312	Utilities	96,473	98,030
	<b>TOTALS</b>	<b>2,154,434</b>	<b>2,207,128</b>

## Library Circulation Statistics

### FY 03/04

	Main	Bookmobile Chandler	
Adult Materials			
Fiction	89,372	2,977	3,940
Non-Fiction	77,958	1,521	206
Periodicals	16,325	625	285
Totals	183,655	5,123	4,431

Juvenile Materials			
Fiction	117,157	10,298	
Non-Fiction	32,723	3,056	
Periodicals	669	22	
Audio Cassettes	1,768	148	
Compact Discs	3,419		
<i>Totals</i>	155,736	13,524	

Media Materials		
Compact Discs	25,904	
Audio Cassettes	12,724	
Video Cassettes	80,446	
Digital Video Discs	76,899	
Art Prints	144	
Museum Passes	821	
Equipment	28	
Total	196,966	

<b>TOTAL CIRC</b>	<u>559,435</u>	(Main + Bookmobile + Chandler)
-------------------	----------------	--------------------------------------

Reference/Non-Circ	
Reserves	33,450
Research (REF, BUS, MAM)	23,604
ILL -- By NPL	1,150
ILL -- For NPL	781
Microforms	6,997
Internet Use	23,792
Research (JUV)	3,123
Online databases	9,916
Online renewals	29,424

**Groups and Organizations That Used Library Facilities FY 2003/2004**

AARP Tax Assistance  
Adaptive Driver Rehabilitation  
Specialists  
ADD/ADHD Support (Results  
Project)  
Adult Learning Center  
Al Anon  
Al Anon Family Group  
Alzheimer's Association of Vermont  
and New Hampshire  
A-Men Choral Group  
American Association of Individual  
Investors  
American Sewing Guild  
Antioch University—Natural  
Resources Volunteers  
Ard Teanga Fein  
Association for Driver Rehabilitation  
Specialists  
Audubon Society, Nashaway  
Chapter  
Bach's Lunch Committee  
Benevolent Association  
Boomer Babes Investment Club  
Boy Scout Troop 19  
Boy Scout Troop 410  
Boy Scouts of America Arrowhead  
District  
Buddhist Study Group  
Burbank Advisory  
Career Builders  
Casey Family Services  
Chemical Workers  
Child Care Advisory Commission  
Children's Reading Meeting  
Chinese Cultural Society of Greater  
Nashua  
Chinese Language and Culture  
Christian Home Schoolers  
Citizens for Inheritance Tax Equality  
(C.I.T.E.)  
Citizens for Local Water Control  
City of Nashua Health Department

City of Nashua Public Works  
Department  
Coastal Conservation Association  
Community Research  
Concerned Citizens for a Better  
Government  
Consumer Voice  
Crown Hill Commons Condo  
Association  
Cub Scout Pack 253  
Department of Cultural Resources  
Dunkin Futbol Club  
Ethnic Awareness Committee  
Filipino American Charitable Trust  
Gate City Thunderbirds  
Gates Computer Training  
Granite State Modelers Club  
Granite Staters for Medical  
Marijuana  
Greater Nashua Mothers Club  
Greater Nashua Software  
Entrepreneur Group  
Greater Nashua Women's Softball  
League  
Greenville Animals Team  
Guys Theater Group  
Harvard University  
Henry VI  
Hesser College  
Hillsborough Country Democratic  
Committee  
Hispanic Network





---

## Municipal Government Report

Hollis Landing Condominium Assn.  
International Adoption Seminar  
International Chemical Workers  
Union  
Job Search TI  
Leukemia and Lymphoma Society  
Lithuanian Cooperative Cemetery  
Lithuanian Language Class  
Main Dunstable Parent Teacher  
Organization  
March into Madness  
Merrimack Community Theatre  
Merrimack Valley Environmental  
Illness Support  
Merrimack Valley Writers Guild  
Microcredit New Hampshire Tax IRS  
Workshop  
NAACP  
Nashua Advocacy Group  
Nashua Area Artists' Association  
Nashua Area Radio Club  
Nashua Area Radio Club Board  
Nashua Area Role Playing  
Organization  
Nashua Arts & Humanities Coalition  
Nashua Beauty Pageant  
Nashua Chess Club  
Nashua City Democratic Committee  
Nashua Coin Club  
Nashua Custodians Union  
Nashua East Cal Ripkin Baseball  
Nashua Flyers  
Nashua Foundation for Mental  
Health  
Nashua Garden Club Board  
Nashua Girls Soccer  
Nashua High School Art Honor  
Society  
Nashua High School Class of '64  
Nashua Inter-Agency Council  
Nashua Job Seekers  
Nashua Libertarians  
Nashua Little League  
Nashua Mediation  
Nashua Mineral Society  
Nashua Northwest Baseball League  
Nashua Novel Readers Group  
Nashua NOW  
Nashua Peace  
Nashua Philatelic Society  
Nashua Public Library Automation  
Committee  
Nashua Public Library Board of  
Trustees  
Nashua Public Library Book  
Selection Committee  
Nashua Public Library Circulation  
Department  
Nashua Public Library Department  
Heads  
Nashua Public Library Internet Policy  
Committee  
Nashua Public Library Interviews  
Nashua Public Library Zylonis Fund  
Committee  
Nashua Readers Group  
Nashua Reads Committee  
Nashua Regional Planning  
Commission  
Nashua Robot Builders  
Nashua Role-Playing Organization  
Nashua SCBWI Illustrators Critique  
Group  
Nashua School District  
Nashua School District Union  
Nashua Soccer Club  
Nashua Taxpayers Association  
Nashua Theater Guild  
Nashua Typographical Union  
Nashua West Baseball  
Nashua Youth Council  
Nashua Youth Lacrosse  
Nashua Youth Soccer League  
Nashua-Hudson Toastmasters Club  
Nashuans Against War  
National Association of Retired  
Federal Employees  
National Multiple Sclerosis Society  
Neighborhood Crime Watch  
Neighborhood Housing Services of  
Greater Nashua

---

City of Nashua

New Hampshire Astronomical Society  
New Hampshire Bass Busters  
New Hampshire Citizens for Health Freedom  
New Hampshire Coaching Organization  
New Hampshire Flames  
New Hampshire Legal Assistance  
New Hampshire Property Owners Association  
New Hampshire Soccer Association  
New Hampshire State Employees  
Northeast N-Trak  
Opera Circle  
Our Heavenly Father Worship Center  
Patriot Golf League  
PLUS Co.  
Poetry Society of New Hampshire  
Poets Unbound  
Rakes of the Milford Area  
Reclaiming Futures  
Refugee and Immigrant Forum on Legal Rights  
Regional Water District Study  
RISE and Shine Investment Group  
Rivier Institute for Senior Education  
Robotics Camp  
Rotary Youth Leadership  
Russian Community Program  
Scottish Country Dancing  
Serious Penguin Films  
Soaring to Excellence Satellite Conference  
Soccer Council of Nashua  
Society for Creative Anachronism  
Society of American Magicians  
Society of Young Magicians  
Southern New Hampshire Apple Core  
Southern New Hampshire Area Pride  
Speed Skating Association  
Spiral Scouts of Southern New Hampshire  
Suicide Awareness  
Sunday Night Coed Softball  
Support Group for Mood Disorders and Anxiety  
Tai Chi  
Tashas Dance Group  
Thursday Network  
Tobacco Awareness  
United We Stand, America  
University of Pennsylvania  
US Census Bureau  
US Postal Service  
USS Hood (Star Trek Club)  
V-Day Nashua  
Windsor Pond Condominium Association  
Windsor Pond Condominium Association Board  
Writers Corner  
Youth Council

## **A Sampling of Events @ your library**

### **Art Exhibits**

Ed Kimmel: Watercolors  
Elizabeth Rosson: Pastels  
Evelyn James: Paintings and Drawings  
Judith Hermann: Photography  
Loretta Hubley: Watercolors  
Lynne Guimond Findlay: Photography  
Mary Swanson: Paintings  
Nashua Area Artists Association  
Paul Cantrell: Paintings  
Rick Balboni: Photography  
Wayne Goulet: Sculpture

### **Book Discussion**

Contemporary Voices from the McDowell  
Colony:  
Civil Wars  
Loon Lake  
Meridian

### **Business and Careers**

Careers in Health Care: What Are My  
Options?  
Careers in Health Care: Where Are the  
Jobs?  
Count People, Not Profits: 75 Years to Free  
Golf  
Natural Networking: Creating Great  
Business Connections  
Starting Your Own Business  
Underemployed? Creative Strategies for  
Finding Work in a Tough Market  
Writing a Business Plan

### **Current Events and Politics**

Islam, Westernization, and Nationalism in  
the Middle East  
Reflections on the Mideast by a Peace  
Corps Volunteer  
Technology and the Evolution of Politics  
War and the News  
Why New Hampshire? The First-in-the-  
Nation Primary State

### **Computer Instruction**

Basic Windows  
Beginning Internet  
Intermediate Internet  
Intro to Computers (in Spanish)  
Microsoft Excel  
Microsoft Word

Searching EBSCO Magazine Databases  
Searching the Library Catalog

### **Concerts**

Classical  
Buried Treasures East  
Merrimack Valley Flute Choir  
Musicians of the Old Post Road  
Nikolai Lomov, Pianist  
Quintessential Brass  
Rebecca Redman, Trumpet

### **Folk**

Aine Minoque and Tom Hill  
John Perrault with Mike Rogers  
New Boston Fancy  
Shanacchie  
Zo Tobi, Acoustic Guitar

### **Jazz**

A Midwinter Night's Jazz  
Alex Minasian Jazz Quartet  
An Evening of Jazz with Eric Reed  
Compaq Big Band

### **Vocal**

Blessed Gospel Ensemble  
Gregory Mercer  
Holiday Concert: The Nashua Music  
Exchange

### **Ethnic**

Hindu World View  
Scenes from Tibet, the Land of the Snows  
Scottish Country Dancing

### **Ethnic Programs**

Healthy Cooking with a Mediterranean Flair  
Indian Cooking Class  
Lithuanian Cooking  
Lithuanian Language Class  
Pysanky: The Art of Ukranian Egg  
Decorating

### **Film**

Cinema Cabaret  
Family Film Series  
Films for Teens  
World Cinema

### **Plaza Pics**

Country Bears/  
Sugar River String Band/Contra  
Dancing

---

City of Nashua

Harry Potter and the Chamber of Secrets/  
Bob Riordan, Magician

Stuart Little 2/

Kathy Bolton, Storyteller

The Wild Thornberrys Movie/Greenville

Wildlife Animal Park

**Fishing**

Cooking Your Catch

Fishing for Kids

Fishing the Moosehead Region of Maine

Fly Fishing in New England and New York  
State

New England In-Shore Angling

**Literature and Writing**

Greatest Hits of English Literature

Literary Nashua: Meet Local Authors

Reign of Iron: The Merrimack and the  
Monitor

Ted Williams: The Pursuit of Perfection

Three Poetic Tales

**Miscellaneous**

History of Alcohol and Drug Abuse

Tout le Monde Interiors Faux Painting  
Workshop

Understanding Movies: The Art of Film

**One City, One Book**

*Empire Falls*

1872 to Present: The Ever-Changing

Appearance of the American Diner

Book Discussion

How the Textile Industry Transformed New  
England

*Travels with Charley*

Book Discussion

Geocaching

Traveling with RVs

**Self-Improvement**

Introduction to Hypnosis

Introduction to Reiki

Reiki Clinics

Traditional Chinese Medicine

**Personal Finance**

Avoiding Frauds and Scams

Demystifying eBay

Estate Planning for the Common Millionaire

**Theater**

Peacock Players:

Into the Woods

Schoolhouse Rock

Just So

The Hobbit

Once on this Island

Shute the Wirks

**Young Adult Programs**

Bored? Games!

Playstation Playoffs

Who Knows? Uno!

Craft : Hair Accessories

Cranium Challenge

Films for Teens Series

Fix Up Your Room for Parents and Teens

Get a Great Summer Job

Gift-Making Workshop

Hair for the Holidays

Knot Your Mom's Macrame

Open Mike Night

Rip Apart a PC with

Techie Tom

**Children**

Book Discussions:

Holes

Love That Dog

Creative Craft Classes

Family Film Series

Open Storytimes and Puppet Shows

Preschool Arts and Crafts

Steve Blunt: Singer and Storyteller

Storytime with Gorilla Joel

Storytime with Hermit Tom

SUMMER 2003??

**Special Events**

Downtown Holiday Stroll

Downtown Trick or Treat

New Year's Cheer

**DIVISION OF PUBLIC HEALTH AND COMMUNITY SERVICES**

**Mission Statement:**

Nashua's Division of Public Health and Community Services Promotes and protects the public's health and well being through education, enforcement and leadership.

**Division Director**

**Stefan A. Russakow MA, RS**

**Deputy Director/ Epidemiologist**

**Paul Etkind DrPH, MPH**

**Medical Director**

**Joseph Sabato MD**

**Financial Coordinator**

**Louise Woodworth**

**Grant/Childcare Coordinator**

**Christina Lister**

**Mediation Coordinator**

**Sandra Mulcahy**

(Mediation program moved to Welfare July 1, 2004)

Departments within the Division: Environmental Health, Community Health, Welfare (including the Mediation Service), Childcare.

**Board of Health Members:**

**Dr. Anthony Storace, Chair**

**Dr. Donald Levi**

**Dr. Peter Klementowicz**

**David Rootovich, Aldermanic Liaison**

**Lori Cardin, Aldermanic Liaison -alternate**

The Board provides guidance to the professional staff on matters of public health and is kept informed of ongoing activities by monthly reports by senior departmental staff. The Board of Health met on a regular basis throughout the year to review statistics and trends relevant to public health and disease prevention. Priorities for the upcoming year will include review public health programs as they apply to chronic and acute disease prevention, public health preparedness community based public health programs. Meetings of the Board are public and generally occur on the second Wednesday of the Month from 12:00 noon to 1: 30 PM in the Director's conference room at 18 Mulberry Street.

### **Ongoing Division Activities**

The division staff continues to be active in the following major activities:

- New Hampshire Department of Health and Human Services Bioterrorism Steering Committee
- New Hampshire Department of Health and Human Services Communicable Disease and Epidemiologic Control Committee (Focus on SARS and Smallpox and Pandemic Influenza) (includes Manchester Refugee Health sub-group)
- Healthy NH 2010
- New Hampshire Environmental Health Tracking Program
- New Hampshire Bio-Monitoring Steering Committee and sub-committees
- New Hampshire Environmental Health Association
- New Hampshire Public Health Network
- New Hampshire Hospital Association
- New Hampshire Comprehensive Cancer Control Planning Collaborative
- Local Emergency Preparedness Committee and associated sub-committees
- Greater Nashua - Medical Reserve Corps
- NH Citizen's Corps
- Nashua Task Force on Alcohol and other Drugs
- Mayor's Task Force on Youth
- Greater Nashua Continuum of Care (Homelessness and housing issues)
- Nashua Immunization Coalition
- Hispanic Health Network
- United States Interagency Council on Homelessness (Region 1)
- Operation Brightside (Anheuser Busch funding for civic projects)
- Greater Nashua Healthy Community Collaborative
- New Hampshire Childhood Lead Poisoning Advisory Committee
- St. Joseph's Hospital Institutional Review Board
- Southern New Hampshire Medical Center Emergency Planning Committee
- Board of Director's and Community Assessment Committee, United Way of Greater Nashua

The Division of Public Health and Community Services continues to focus on providing community-based public health services based upon the ten essential public health services. These services are conducted through a process of assessment, assurance and policy development. Additionally, the division strives to contain welfare costs, and integrate environmental health and community health services with other city departments. Division staff collaborates with other departments in several activities. For example, the "Oscar Team" in which Environmental Health Specialists link with law enforcement and code enforcement personnel to conduct focused housing inspections. Additionally, the Community Health staff partner with law enforcement personnel in several

---

Municipal Government Report

outreach and education programs targeting intravenous drug use and sexually transmitted disease prevention. Division staff provides services to other city departments and employees such as providing conflict resolution training, flu vaccinations. The Division is also expanding public health preparedness capacity that is discussed in another section of this report.

## ENVIRONMENTAL HEALTH

<b>Michael Tremblay</b>	<b>Health Officer/Manager</b>
<b>Heidi Peek</b>	<b>Deputy Health Officer</b>
<b>Andrew Chevrefils</b>	<b>Environmental Health Specialist II</b>
<b>Stephen Dancause</b>	<b>Environmental Health Specialist I</b>
<b>Sherrie Juris</b>	<b>Laboratory Director (Resigned Dec. 31, 2003)</b>
<b>Keira Delude</b>	<b>Laboratory Analyst, Promoted to Laboratory Director (March)</b>
<b>Linda Alukonis</b>	<b>Office Manager/Environmental Health Technician</b>

The department continues to concentrate its time on the food service program (to include off hour inspections), West Nile Virus, environmental complaints, childcare facilities and individual sewage disposal systems. Considerable time has been spent by staff on bio-terrorism and emergency preparedness issues both through trainings and through meetings. Several staff members are enrolled in the Institute of Public Health Courses offered in Manchester. Staff has also been involved with addressing space needs both in the Division of Public Health and Community Services building and citywide.

Projects presently being worked on are revisions to the food service ordinance, implementation of a Food Service Advisory Committee and the development of the department's role in emergency preparedness. The department also participated with the State of NH in the distribution of radon test kits for city residents.

### Selected Environmental Health Activities

Routine food service establishment inspections	765
Food service establishment re-inspections	11
Food service establishment site visits	236
Food service plan reviews	39
Pool and Spa site visits (sampling & inspections)	156
Rabies specimens submitted to State lab for testing	26
Inspections of schools, daycare facilities and foster homes	42
Asbestos/Demolition site checks	18
Septic system site visits	57
Code team/housing inspections	28
Mosquitoes collected and sorted for WNV (West Nile Virus)	3001
Birds collected and submitted to State lab for WNV Testing	32

Radon Test Kits distributed

200

Staff participated in the following activities:

Bio-terrorism planning and education conferences  
Board of Directors, NH Health Officers  
Statewide Lead Advisory Committee  
Citywide Space Needs Committee Meetings  
Nashua Childcare Advisory Commission  
NH 2010 Environmental Health Team  
Community Brownfield's Meetings  
NH Public Health Forum  
Regional Health Officers Meetings  
Local Emergency Preparedness Committee  
West Nile Virus Planning  
Arsenic and Mercury Bio-monitoring Committee  
Granite State Designers & Installers Conference  
NH Food Safety Alliance

Selected Seminars and Trainings that were attended by staff:

Mass. DPH Emergency Preparedness Seminar  
NH Bioterrorism Training Class  
Local Disaster Training Drill, So. NH Regional Medical Center  
Northeast Food and Drug Conference in Burlington, Vermont  
Serv-Safe Course  
Threat of Terrorism on Food and Agriculture  
Presentation to Rivier College Nursing Students  
Tools for Schools Symposium, Washington, DC  
Safety training to include, blood-borne pathogens, fire extinguisher use, emergency eyewash  
DHHS sponsored Forensic Epidemiology Training  
Radon Information/Training  
Mass DPH Two-Day Foodborne Outbreak Investigation Course  
Virtual Alert Training, Laconia, NH  
Ongoing courses at the Public Health Institute, Manchester  
Emergency Responder Awareness Training  
Swimming pool maintenance and operations class to city lifeguards



## **COMMUNITY HEALTH DEPARTMENT**

<b>Chief Public Health Nurse</b>	<b>Debra L. McLaughlin RN, BSN, MSN</b>
<b>Nurse Practitioner (PT)</b>	<b>Joanne Pomeranz, RN, FNP</b>
<b>Public Health Nurse II</b>	<b>Chris Caron</b>
<b>Public Health Nurse II</b>	<b>Nancy Bissell</b>
<b>Public Health Nurse II</b>	<b>Betty Wendt</b>
<b>Public Health Nurse II</b>	<b>Nancy Clayman</b>
<b>Public Health Nurse I</b>	<b>Tricia Coyle</b>
<b>Public Health Nurse I</b>	<b>Sandra Feliciano</b>
<b>Public Health Nurse I</b>	<b>Samia Medina-Rogers</b>
<b>Public Health Nurse I (PT)</b>	<b>Joan Cote</b>
<b>Alcohol and Drug Counselor (PT)</b>	<b>Al Matkowsky, MA, LADC</b>
<b>Outreach Worker (PT)</b>	<b>Karen Mills</b>
<b>Immunization Secretary (PT)</b>	<b>Mary Ann Laliberte</b>
<b>Laboratory Testing Personnel (PT)</b>	<b>John Lethbridge</b>

The Nashua Community Health Department (NCHD) is dedicated to the promotion and preservation of public health for all citizens. The Department seeks to achieve its mission through the utilization of a holistic approach to the individual, family and community regardless of race, creed, color, sex, age, political affiliation or belief, religion, sexual orientation, handicap, disability or gender.

The Nashua Community Health Department works in conjunction with other health and human service agencies, both locally and statewide, to secure the health and well being of all citizens. This is accomplished through the use of Core Public Health Functions: Assessment, Policy Development and Assurance and includes many key components as listed below:

- Monitor health status to identify community health problems
- Diagnose and investigate health problems and health hazards in the community
- Inform, educate, and empower people and the community about health issues
- Mobilize community partnerships to identify and solve problems
- Enforce laws and regulations that protect health and ensures safety
- Link people to needed personal health services and assure the provision of health care when unavailable
- Evaluate accessibility and quality of personal and population based health services

The Nashua Community Health Department is supported primarily by city funds and state grants which include: HIV Counseling and Testing, HIV Prevention, STD Counseling and Testing, Tuberculosis (TB), and Immunization. The NCHD implements these population-based programs to prevent and control disease.

### *Immunization*

Immunizations are made available to improve health standards and to prevent diseases for the individual, the family and the community. Immunizations are given on site at the clinics, on the mobile health van, and at various sites throughout the Greater Nashua area.

#### Selected Immunization Statistics

- July 1, 2003-June 30, 2004 - six hundred and seven (607) children were immunized at the Nashua Community Health Department's Immunization clinics.
- Immunizations are given at various outreach sites throughout the city. From July 1, 2003-June 30, 2004, one hundred and sixty-four (164) children were immunized at one of fifty immunization outreach sites throughout the city.
- Collectively 771 individuals received immunizations from the Community Health Department.
- During the 2003 influenza season, two thousand five hundred and forty seven (2,547) individuals were immunized against the influenza virus throughout the city of Nashua.

The Nashua Community Health Department has sponsored and been an active partner in the Nashua Immunization Coalition. The coalition's mission is to promote the importance of immunizations throughout the lifespan. A variety of community and medical agencies throughout the Greater Nashua area are involved in the coalition. Various projects such as writing for the local newspaper have been done through the coalition and a radio commercial we created for the Festival of Nations Event.

Four immunization educational satellite teleconferences were facilitated by the Nashua Community Health Department at the Nashua Public Library. These satellite teleconferences are free and target health care providers. They are sponsored by the Centers for Disease Control and Prevention in Atlanta, Georgia.

The Nashua Community Health Department has also been involved in community events such as the Fitness University, Senior Fest, the Teddy Bear Picnic, Festival of Nations, and/or National Infant Immunization Week. During these events, educational pamphlets and giveaways promoting the importance of immunizations were distributed to citizens of the Greater Nashua Area. At least 2,000 individuals received immunization education at these events.

The staff from the Nashua Community Health Department has also been involved in Clinical Assessment Software Application (CASA) audits of first grade records in Nashua and Hudson. Three hundred and forty nine records were audited at 4 different sites. A retrospective survey was also done which included

---

## Municipal Government Report

18 schools (14 in Nashua and 4 in Hudson). The number of children's records assessed were 1031, with an 82% compliance rate.

An Immunization Focus Group project was done with 34 participants and 52 children with 4 primary languages. The project summary will be issued in the fall of 2004.

### *Communicable Disease Investigation*

Under New Hampshire Public Health Law RSA 141-C, the NCHD is tasked and works collaboratively with the NH DHHS to investigate reportable diseases and implement disease control measures to locate, contain, treat and or eradicate an identified threat posing risk to the community. There are over fifty different reportable diseases.

In FY 2003, there were 132 reportable/communicable disease cases\* reported to The Nashua Community Health Department, all of which required nursing involvement. The breakdown of these reports is as follows:

\* not including Tuberculosis and Sexually Transmitted Diseases (STD's)

### *Selected Reportable/Communicable Diseases Reported to Nashua Community Health Department*

<b>Disease</b>	<b>Number of Cases</b>
Campylobacter	12
Lyme	14
Cryptosporidiosis	1
Salmonella	13
Hepatitis B	42
Vancomycin Resistant Enterococci (VRE)	4
Giardia	17
Hepatitis A	5
Meningitis	1
Strep	4
H. Influenza	1
Legionellosis	1
Pertussis	15
Shigellosis	2

### *Tuberculosis (TB) Program*

Nursing staff at NCHD planted 441 TB skin tests; 282 were referrals from the outside and 159 were from our immunization clinic and outreach activities. There were 2 new active TB cases identified (1 pulmonary, 1 extra-pulmonary), 6

suspect/active cases and 17 high-risk Latent Tuberculosis Infections (LTBI's) requiring further follow up. There was one large-scale contact investigation in a local business, 50 employees were tested and several LTBI's were discovered. All are participating in appropriate follow-up.

#### *Sexually Transmitted Disease (STD/HIV) Program*

The STD/HIV Program provides counseling, testing, education and treatment for sexually transmitted diseases. Vaccine for hepatitis A and/or B is administered to eligible clients. Eight hundred and twenty-six (826) clients accessed STD/HIV services during this period. Under this program, there is a disease investigation specialist who is CDC trained in investigating STD's. From July 1, 2003 – June 30<sup>th</sup>, 2004, there were noted increases in syphilis, as well as increases in the number of gonorrhea cases.

The STD/HIV counseling and testing portion of the program provides anonymous counseling, testing and risk reduction education. There were 453 clients accessing these services in the clinics.

STD/HIV Prevention/ Outreach provides STD/HIV counseling, testing, and risk reduction education to clients whose behaviors are putting them at risk of acquiring or spreading HIV or other sexually transmitted diseases. The Department retains the service of a part time Licensed Alcohol and Drug Counselor (LADC) who provides individual risk reduction counseling and prevention case management. This program also includes two outreach workers who go out into the community to engage those at high risk of acquiring HIV and other STD's. It also includes the mobile health van that is brought into areas where high- risk clientele frequent to provide these services. Group education and in-services are held for clients, agencies and educational institutions by the staff of this program.

1401 clients were seen both on the van and at fixed outreach sites in the fiscal year 2004 (July 1, 2003– June 30, 2004). These clients interacted with the outreach staff and a majority received some type of health education, usually surrounding harm reduction and/or STD/HIV Prevention. There are numerous other services that clients are able to access in addition to our core services, i.e. tetanus and flu vaccinations, blood pressure screens, etc.

#### *Childhood Lead Poisoning Prevention Program*

NCHD staff continues to be involved with reported elevated blood lead levels in children. There were 23 new cases of blood lead levels over 10mcg/dl. Case management involvement ranged from letters to phone calls to home visits as well as joint visits and inspections with Environmental Health and the Community Health Department. Currently there are 18 lead cases open. The staff are planning to implement a program using an onsite portable blood lead-testing machine so that they will be able to expand testing at sites such as WIC clinics.

---

## Municipal Government Report

On a quarterly basis the Lead program participates in a Statewide Advisory Group.

### *Newborn / Postpartum Program*

In the past, the NCHD has provided limited newborn and postpartum visits based upon referrals from Southern NH Medical Center (SNHMC) and St. Joseph Hospital. These visits included services for mothers/newborns who are underinsured, or who have no insurance. Historically, the NCHD received an average of 1-2 referrals per week. However in December of 2003, this program was discontinued based upon a program evaluation in which it was determined that up to four other agencies provided the same services and that the limited services provided by the department could best be incorporated as part of a more complete program available at other local and regional agencies.

### *Training and Conferences*

Nurses from the Nashua Community Health Department have been involved in facilitating various satellite broadcasts for health care professionals in the greater Nashua area. In addition, the Public Health Nurses attended National Conferences on Sexually Transmitted Diseases, the HIV Prevention Leadership Summit, the National Immunization and the National TB Controllers Workshop, the NE Regional TB Conference and the National Lead and Healthy Homes Conference.

In the coming years prevention programs will continue with focus on infectious diseases, and will continue to move from clinic based programs to more community and population based programs. There will be additional challenges as the Community Health Department continues to move in this direction. The department will continue to collaborate with the Environmental Health Department and community partners within the local, regional and state public health system to protect the public's health against non-traditional public health threats, such as bioterrorism and emerging diseases.

## **PUBLIC HEALTH PREPAREDNESS AND EPIDEMIOLOGY PROGRAM**

The Division of Public Health and Community Services hired an Epidemiologist in the last week of 2003. This individual has also assumed the duties of the Deputy Director and provides leadership for all public health preparedness programs.

Selected activities:

It is important to emphasize, that program development requires that data be available regarding program outcomes, communicable disease information, clinic visits, outreach activities and other measurable indicators. One of the first tasks the Epidemiologist undertook was the process of a review of all data collection and management systems within the division. An orientation to the data needs and practices of all current programs was the first step in the process. These reviews were conducted at the same time as an external contractor was conducting an internal assessment of the Division with regard to capacity to provide key services and overall organization. These findings are being along with meetings with external stakeholders to form the basis of a public health improvement process.

Another key activity included a survey of the medical and human service professionals of the Greater Nashua Area (Amherst, Brookline, Hollis, Hudson, Litchfield, Lyndeborough, Mason, Merrimack, Milford, Mont Vernon, Nashua, and Wilton) were conducted. The responses were being collected and analyzed by the end of the fiscal year.

In addition, a computer programmer was contracted on a short-term basis to assist in developing an electronic data management system based on the findings of the data needs and practices review. It is expected to be ready for testing within the first quarter of the next fiscal year.

The epidemiologist has also joined, with other Division staff, a number of local and statewide advisory groups dealing with a variety of infectious disease, environmental health and general public health issues as a way of learning more about the epidemiology of various diseases and conditions extant in New Hampshire in order to see how the systems being created for Nashua can complement those at the regional and state levels. That list is below.

### *Professional Connections*

- Communicable Disease Epidemiology and Control Committee (CDECC, including the Steering Committee)
- Childhood Lead Paint Poisoning Prevention Advisory Group
- Healthy New Hampshire 2010 Advisory Group
- New Hampshire Public Health Network
- NH Public Health Institute (including as faculty)

---

## Municipal Government Report

- Granite State Immunization Partnership
- Statewide Immunization Advisory Group
- Nashua Immunization Coalition
- Bio-monitoring Steering Committee
- Environmental Public Health Tracking Project
- Heavy Metal Monitoring Advisory Sub-Groups
- Bio-terrorism Steering Committee
- Greater Nashua Healthy Community Coalition
- Nashua Area Health Advisory Committee
- Nashua Medical Reserve Corps
- Nashua Local Emergency Preparedness Coalition
- NH Hospital Preparedness Advisory Group
- Manchester Health Dept. Case Reviews
- SNHMC Emergency Preparedness Committee
- St. Joseph Hospital Institutional Review Board

### *Public Health Preparedness Activities*

The Division was awarded a grant from the federal Centers for Disease Control and Prevention through the state's DHHS to upgrade its capacity to respond to emergency situations, be they naturally occurring or man-made. The Deputy Director/Epidemiologist has been charged with overall responsibility for this program within the division.

Several significant advances have been made toward meeting the dictates of this grant. These include:

- Personnel changes in the Division, including hiring and then nominating the Epidemiologist to become the Deputy Director; hiring a Medical Director; hiring a Chief Public Health Nurse; gaining approval to create a Preparedness Coordinator position for the Division; and, consolidating two part-time positions to create a 1.0 Public Health Program Specialist position.
- The Division became the home of the Greater Nashua Medical Reserve Corps, which was formed under the direction of the new Medical Director.
- Staff became members of statewide preparedness advisory groups.
- Staff continued to be members of the Local Emergency Preparedness Coalition (LEPC), developed a tabletop exercise for that group for the first time, and addressed the annual LEPC Conference for the first time.
- Initiated routine monthly meetings with the Fire and Police Departments, and initiated for the first time in an emergency preparedness drill at the Pennichuck School with other city agencies to determine if a medical clinic could be set up in response to an event that led a large number of patients entering the city from a cross border event.
- Continued planning for larger-scale preparedness drills and exercises.
- Local response plans for smallpox, pandemic flu, SARS, and all hazards (including a policy to reduce the risks of transmitting and contracting respiratory illnesses within our offices) were written.

---

City of Nashua

- Ongoing update of the Division portion of the City's Emergency Operations Plan,
- Formation of an internal preparedness team under the direction of the Medical Director to review all policies and procedures related to emergency preparedness. This group is also tasked with developing training programs and events for the staff.
- Formation of a Regional Public Health Preparedness Advisory Committee, with representation from the political, governmental, medical and human service leadership of the 12 towns of the Greater Nashua Area. This group will help to guide the preparedness activities to ensure they meet the public health and preparedness needs of the entire area and not just the City of Nashua.
- Meetings have been held with counterparts from the communities on the Massachusetts side of the border to ensure greater coordination of efforts across the border.

## WELFARE DEPARTMENT

<b>Robert Mack</b>	<b>Welfare Officer</b>
<b>Edward Roach</b>	<b>Case Technician</b>
<b>Karen Emis-Williams</b>	<b>Case Technician</b>
<b>Rute Ferreira</b>	<b>Case Technician</b>
<b>Cynthia Newell</b>	<b>Case Technician</b>
<b>Therese Charest</b>	<b>Intake Worker/Accounting Clerk</b>
<b>Marie Savage</b>	<b>Secretary III</b>
<b>Susan Blouin</b>	<b>Secretary III</b>

The City Welfare Department provides general assistance according to RSA 165 to those who are poor and unable to sustain themselves.

The following is a comparison for FY 2003 and FY 2004 for the City Welfare Department:

	<b>FY 2003</b>	<b>FY 2004</b>
Total Contacts	7621	8613
Total Applications	2145	2117
Total Interviews	5919	5348
Total Cases	1310	1333
Total Clients who received Assistance	4737	4099

As can be seen through the statistics, the need for General Assistance has been extreme. There were many factors that influenced the Welfare Department this



---

Municipal Government Report

last fiscal year. Those factors include the unemployment rate, the high rental rates and housing costs, the fact that shelters were at full capacity most of the year and above capacity much of the year, the cost of medications and health insurance, and the reality that Social Security and State Welfare benefits do not keep up with the cost of living.

A comparison of expenses follows:

	<b>FY 2003</b>	<b>FY 2004</b>
Shelter	\$1,446,189.19	\$1,322,713.38
Medical	\$302,810.10	\$235,096.34
Fuel	\$45,323.02	\$53,926.39
Food/Maintenance	\$106,151.70	\$68,115.19
Totals	\$1,900,474.01	\$1,679,241.94

Municipal members of the Local Welfare Administrators' Association reported significant increases in statistics and costs throughout the state similar to those experienced in Nashua and throughout the State of New Hampshire last year. Cases continue to present circumstances that are more complex and needs than in years past.

The Welfare Department continued to work with the Greater Nashua Continuum of Care [GNCO] to address the homelessness issues, as well as coordinate services/resources with local agencies to meet the basic needs of City Welfare recipients. Through the efforts of many community partners, the GNCO developed *A HOME FOR EVERYONE: A Plan to End Homelessness in Greater Nashua*. The Welfare Department continued to work closely with the Nashua Soup Kitchen & Shelter to move many families into shelter placements from temporary emergency motel placements. The Welfare Department assisted approximately 168 individuals in 78 households with emergency motel placements for a total of 728 "bed nights."

Additional staffing changes took place in the Welfare Department. This included the addition of two new Case Technicians, Ms. Cynthia Newell and Ms. Rute Ferreira. The addition of these Case Technicians has allowed for greater time spent during appointments with applicants to analyze their specific needs and eligibility for services as well as time following up on referrals to alternative resources. This has proven to be cost effective, as it has reduced the need for General Assistance from the City in some instances, even while the department caseload increased.

## **NASHUA MEDIATION PROGRAM**

The Nashua Mediation Program provided conflict resolution services to 411 juveniles and their families during the past fiscal year. Those served reside in Amherst, Brookline, Hollis, Hudson, Litchfield, Merrimack, Nashua and Pelham.

The Nashua Mediation Program continues to deliver its services free of charge by utilizing a pool of 60 highly trained volunteers from the community. The program trained an additional 15 volunteer mediators in the fall of 2003.

The program continues to work closely with local schools and community groups and has presented at several elementary, middle and secondary schools to deliver training on peer mediation, conflict resolution and communication skills and violence reduction.

The Nashua Mediation Program actively participates on the Mayor's Task Force on Youth, The Domestic Violence Coordinating Council, the Nashua Task Force on Alcohol and Other Drugs, the PACT (Parents and Children Together) planning committee and the New Hampshire Conflict Resolution Association. We also continue to play a central role in statewide organizations seeking to promote and advance the availability of alternative resolution services to families, neighborhood and community groups.

The end of fiscal year 04 brought with it some program transitions with the departure of Carol Stewart. Sandra Mulcahy is in her fifth year with the program and will continue as the full-time Program Coordinator. Stefan Russakow, Director of the Division of Public Health & Community Services and Bernard Streeter, Mayor of the City of Nashua value the importance of parent/child mediation services and have committed their continued support for the program.

The Nashua Mediation Program is well established in the community with a solid referral base through the schools, youth-related programs, counseling, police departments and the DCYF. Because mediation is less well known than some more traditional services, ongoing outreach, publicity and contacts with possible referral sources is necessary to advance this level of service and to increase outreach to those in need.

## **CHILD CARE SERVICES**

### **Child Care/Grant Coordinator**

**Christina Lister**

The Child Care Services Office, established in 1987, continues with its objective to facilitate the continuation of quality, affordable, childcare programs within the city of Nashua, NH, and to support families in the balance of their work and family lives.

The Coordinator is responsible for participating in local and statewide initiatives which enhance and expand child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and, providing technical assistance to potential and existing providers of early care and education programs.

The Child Care Services Office:

- Offers child care resource and referral services to parents in the community
- Assists providers with the technical support in their professional endeavors
- Supports the activities of the Nashua Early Childhood Care and Education Network, and the Greater Nashua Early Childhood Education Consortium
- Collaborates with the Nashua Child Care Advisory Commission in its ongoing activities
- Identifies supply of and demand for early childhood resources
- Provides ongoing child care provider workshops
- Recruits new child care providers

### **Child Care Advisory Commission**

**Kathy Bolton, *Chair***

**Deborah Root**

**Michael Tremblay**

**Michael Vaccaro**

**Kathy Nelson**

**Lyn Nelson**

**Louise Mermer**

**Clara Levesque**

**Kelly Ordway,**

***Vice Chair***

**Dorothy Rodrigues**

**Alderman Richard Larose**

**Alderman Kathryn Vitale**

**Karen Harris**

The Child Care Advisory Commission of Nashua consists of a fifteen-member panel. The Commission is appointed by the Mayor, and meets monthly at the Health and Community Services Division. It is the Commission's responsibility to heighten the public perception of childcare as a professional, family support service, and as essential component of Nashua's economic success. The Commission is also tasked with supporting the position of the Child Care Services Coordinator in the recommendation of public policy regarding the facilitation of the development of childcare programs in Nashua.

**DIVISION OF PUBLIC WORKS**

**ENGINEERING**

The City Engineering Department is responsible for the design and construction of public works projects, review and coordination of private development projects that impact city infrastructure, and involvement in the development of regional infrastructure projects such as transportation, road widening, rail, watershed protection and drinking water programs. The Department is also responsible for the management of the city street paving and sidewalk program, management of consultant contracts, project management of ongoing combined sewer overflow projects (CSO Program), issuance of sewer permits, “street opening” permits, and “encumbrance” permits, and is responsible for providing survey and construction inspection services.

*Private Development Plan Review*

During FY 2004, the City Engineer’s Office reviewed and approved 58 Site and Subdivision plans for sewers, drains, street improvements and public access. The Department continued its inspection of construction to verify that work was completed in accordance with the approved plans and specifications.

*Street Acceptance*

The Engineering Department recommended to the Board of Aldermen acceptance of the following streets, totaling 5,342 linear feet:

Buck Meadow Road	1,150 LF
Chelsea Court	527 LF
Mystic Court	850 LF
Kendall Way	925 LF
Hadley Drive	1,890 LF

*Street Discontinuance*

The Engineering Department recommended to the Board of Aldermen discontinuance of the following street:

Mercier Lane	350 LF
--------------	--------

*Permits*

The Engineering Department issued a total of 219 Residential/Commercial Wastewater Service Permits. A total of 411 “street opening” permits were issued and a total of 70 “encumbrance” permits were issued.

*Geographic Information Systems (GIS)*

The sanitary sewer and storm drain systems have been fully integrated into the GIS system.

*Combined Sewer Overflow (CSO) Projects*

The Engineering Department managed the design, permitting and construction of Combined Sewer Overflow (CSO) mitigation projects. These projects replace combined sewers with separate sanitary sewers and storm drains. At the same time, roadway, sidewalk, signing, traffic signals and other improvements are made.

*CSO-4 South Main Street Area*

The sewer separation work in the CSO 4 South Main Street Area project was completed. In FY 2004, the project constructed roadway improvements that include a modern roundabout at the intersection of Main Street and South Main Street and reconstructed the signalized intersection at Main Street and East Dunstable Road.

*CSO-4B South Main Street Stormwater Treatment and Control*

The design of the South Main Street Stormwater Treatment and Control project was completed. The project will provide an outfall for the stormwater conveyed by the storm drains installed during the CSO 4 South Main Street project. Included in the design of the CSO 4B project are approximately 2,800 feet of storm drains with a swirl separator, wet detention pond, and created wetland to treat the stormwater. This project will be constructed on land operated as the Nashua Country Club.

*Ledge Street CSO*

In FY 04, the design of the Ledge Street Sewer Rehabilitation project began. This project includes design of approximately 1,800 LF of sewer replacement on Ledge Street from Eaton Street easterly to Pine Street. The design also includes approximately 3,000 LF of new storm drain to be installed on Ledge Street and on side streets from 2nd Street to 7th Street.

*Street Paving*

Approximately 51,377 LF of streets were paved through the annual overlay program and are listed below:

**Street**

**Description**

Main Street	Allds St. to East Hollis St.
Broad Street	Roundabout to Horsepond Ave.
Spitbrook Road	Tara Blvd. to Lamb Rd.
Lake Street	Almont St. to Main Dunstable Rd.
East Dunstable Road	Judith Dr. to New Searles Rd.
Manchester Street	Entrance to Mt. Pleasant School
Manchester Street	Cushing Ave. to Royal Oak Dr.
Elm Street	West Pearl St. to West Hollis St.
Northeastern Blvd.	Harris Rd. to Main Dunstable Rd.

---

City of Nashua

Tinker Road	at Waterview
New Searles Road	Shady Ln. to Searles Rd.
Pine Street	Kinsley St. to Nowell St.
Robinson Road	East Dunstable Rd. to Main St.
Dearborn Street	Otterson St. to Prospect St.
Erion Street	Timberline Dr. to Clear View Dr.
School Street	Factory St. to High St.
High Street	Factory St. to Garage entrance
Daniel Webster Highway	Right Lane at Spitbrook Rd.

The South Main Street Area CSO 4 and the Canal Street CSO project reconstructed and/or repaved approximately 7,990 LF of roadway as listed below:

**Street**

**Description**

Main Street	East Dunstable Rd. to DW Highway (3,300 ft)
South Main Street	Main St. to Fairview Ave. (2,200 ft)
Clement Street	290 ft
Oldfield Road	980 ft.
Weld Street	250 ft.
Canal Street	240 ft.
Orange Street.	Canal St. to Lock St. (360 ft.)

*Sidewalk Design and Construction*

The Engineering Department worked on the design of sidewalks on Faxon Street, Middle Dunstable Road and Lamb Road.

Approximately 2,893 linear feet of new sidewalk was installed and are listed below:

12 th Street	628 LF
Charlotte Avenue	1,420 LF
Concord Street	550 LF
Hills Ferry Road	295 LF

As part of the CSO 4 South Main Street project, 7,820 linear feet of sidewalks were constructed as listed below:

Main Street	3,750 LF
South Main Street	3,850 LF
Robinson Road	220 LF

---

Municipal Government Report

*Public Sewers and Storm Drains Installed by Private Developers*

Private Developers installed approximately 10,610 linear feet of public sewer in the following locations:

<b>Location</b>	<b>Length, LF</b>
Lojko Drive	110
Ridge Road	935
The Huntington at Nashua (cross country)	592
Bellavia Court	693
South High School	200
Cherrywood Drive	1,905
Elina Court	586
Curtis Drive.	780
Sheffield Rd. to Curtis Dr. (cross country)	2,399
Sugarberry Lane	394
Atherton Avenue	26
Normandy Way	450
Majestic Heights	1,540

Private developers installed approximately 5,523 linear feet of public storm drain in the following locations:

<b>Location</b>	<b>Length, LF</b>
Lojko Drive	180
Ridge Road	547
Sugarberry Lane	54
Sugarberry Lane (cross country)	303
Colonial Avenue	108
Riverside Road	148
Curtis Drive	68
Hibiscus Way	2,111
Daylily Drive	763
Carnation Circle (cross country)	210
Valiant Lane	26
Spar Avenue	40
Normandy Way	345
Majestic Heights	620

*Park Projects*

The Engineering Department completed the design of improvements to Sullivan Park, Belvedere Park, Eleventh Street Playground during FY 04. The design of the emergency access road through Southwest Park was completed. The department oversaw the construction of the Mine Falls Park Improvements Phase 1.

## 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, through the curbside collection of most residential trash, recycling and seasonal soft yard wastes; the operation of the Four Hills and various other City landfills and Nashua Recycling Center; drop-off events at the household hazardous waste / small quantity generator waste collection center; and various other environmental and engineering functions specific to solid and hazardous waste.

Collection program for trash, soft yard wastes and recycling:  
Residences served: approximately 22,000 households

### Four Hills Landfill

	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2004</b>
Residential Stickers	8,000	9,561	8,624	10,741
Commercial Stickers	669	657	698	751

## Accomplishments

### *Landfill Closure Projects:*

- Closure of the MSW unlined landfill reached final completion in FY 2004.
- Former landfill sites:

The Multi-Site Landfill Closure and Park Renovation project was completed during FY 2004. The five former landfill sites - Lincoln Park, Roussell / Gardner Memorial Park, Shady Lane Park, Stellos Stadium parking lot and Atherton Park – were properly capped, and their park facilities renovated with state-of-the-art design and equipment. Recognition of the project continued during FY 2004, and included awards from the American Public Works Association, the American Council of Engineering Companies, Plan New Hampshire, and the Solid Waste Association of North America awarded the Department with the Gold Excellence Award in Solid Waste Management Systems.

### *Curbside Collections*

Implementation of the automated trash collection program and the expanded curbside recycling was completed in FY 2004. 22,000 residential units received a new automated collection cart and an additional recycling bin. Recycling collection weights increased about 89%, and recycling rates doubled only two months into the full-scale changeover.



*Major Projects*

- Final completion of the closure of the unlined 60-Acre landfill at Four Hills.
- Completed first year operation of the new lined landfill; moved into stage 2 of the expansion landfill. Passed NH Department of Environmental Services inspection of the new landfill operation.
- Completion of the Multi-Site Landfill Closure and Park Rehabilitation project.
- Four new major awards were received: three for the Multi-Site Landfill Reuse Project, and one for the Solid Waste Department's overall program:
  - American Public Works Association:  
Project of the Year Award
  - NH chapter of the American Council of Engineering Companies:  
Engineering Excellence Award
  - Plan New Hampshire:  
Environmental Merit Award, Public Sector / Brownfields Redevelopment
  - Solid Waste Association of North America:  
2004 Gold Award - Excellence in Integrated Solid Waste Management.
- Five collections of hazardous wastes from residents and small businesses in the Nashua Region Solid Waste Management District.
- Equipment purchases: Tarpomatic, used as a substitute for alternative daily landfill cover, to conserve valuable airspace and optimize labor requirements.

**STREET DEPARTMENT**

During fiscal 2004, the Street Department provided many needed services to the residence of the City of Nashua. Street maintenance work included the patching of potholes, the sweeping of the streets and the repair of many manholes and catch basins. The sweeping program included over 7000 man-hours of sweeping with 4 full size sweepers and one sidewalk sweeper for the business district. The Department offered a special spring clean up as in the past and over 70 homes took advantage of this program.

The paving program for Fiscal 2004 included many streets. Streets that were paved, or had segments paved, included Main Street, Spit Brook Road, Manchester Street, Robinson Road, Whitney Street, Orange Street, Canal Street, West Hollis Street, Temple Street, Spruce Street, Fifield Street, Main Dunstable Road, Twelfth Street, Progress Avenue, Cypress Lane, Franconia Avenue, Walnut Street, Weymouth Street, Sunapee Street, Bradford Street, Chappel Hill Drive, Coburn Avenue and Howe Lane.

New sidewalks were constructed in FY2004 on the following locations: Charlotte Avenue from the school to Manchester Street, Twelfth Street from Ledge to West Hollis and Concord Street from Greeley Park to Ferry Road.

The winter of 2003-2004 started early with the first snow on October 23, 2003 and it ended with the last snow on April 5, 2004. The Department responded to 18 winter events with the largest being on December 5 and December 14, 2003. The winter represented 23 weeks of cold weather.

The Street Department completed many projects during FY2004. A partial list is as follows:

- The park at Sunset Heights School was reconstructed. This work included new ball fields, sidewalks, basketball and tennis courts, irrigation and a new storm water system.
- Bellvedere Park was reconstructed with new play equipment and walkways.
- A new play set was installed at Lincoln Park as well as Rousell Field.
- The sidewalks on Faxon Street were replaced with new concrete walkways and landscaping.
- Salem Street play lot was replaced with a new play set and landscaping.

## **PARKS & RECREATION DEPARTMENT**

Summer Camps: The Parks and Recreation Department added a one week theatre camp to the summer camp program this year. Due to increase costs to run, both the Youth and Adult Golf Clinics were cancelled. We are looking to provide a different format for golf in 2004 camps. We are also looking to add additional theatre camp in conjunction with our SummerFun Programs, as well as an Ice Hockey and Football camp.

Event trips: This year we were able to run at least one trip a month to Foxwoods, Red Sox Games, Bruins as well as a trip to New York City in December and June We are hoping to add a Fall Foliage trip in the fall of 2004.

Special Events: This year we were able to hold to special events as part of the. One was the Luau Day which featured Hula Dancing, a surfboard activity, plus we held our Annual Western Day. Youngsters were encouraged to dress up in their best western outfit and come and try out the Bull Run. Halloween House Decorating Contest for 2003 was won by Glen Adams, who competed against twelve other homes. Halloween Fright Night, which was held in Greeley Park for the second year and had well over 2,000 participants. This year books were given out to youngsters who listen to stories being read by various dignitaries who dressed as a favorite book characters. Fright Night included a haunted maze and hayride along with face painting and pumpkin decorating. We held our

---

## Municipal Government Report

Annual Christmas House Decorating Contest and Mr. & Mrs. Don Trudel beat out ten other homes as the best in the city.

Candy Grams -- The candy gram included stuffed animal, candy and balloon with deliveries to homes and offices only in Nashua. This was done for Christmas and Valentine's Day.

SummerFun: SummerFun celebrated its 30<sup>th</sup> Anniversary in 2003, and the Committee celebrated with a gigantic birthday cake at its Opening Day festivities on June 7<sup>th</sup>. The SummerFun Committee also worked with the Sesquiesential Committee to have a few surprises as part of the City's year long celebration. First there was the biggest parade in years that was held on July 5<sup>th</sup> called the "Sesquicentennial Parade". The Division of Public Works put in a float with the help of the SummerFun Committee and a major sponsor Motta's Dunkn' Donuts help pay for the building of our float. This year we held the All American "Star Spangled Anniversary Celebration Concert in Holman Stadium.

We not only celebrated the city's birthday but did a Salute to Our Armed Forces. Veterans were allowed to attend the concert for free. Even with the rains that came early in the day did not keep the 3,000 die hards from attending a great event. The SummerFun Committee hopes that they can start a tradition of having the Nashua Symphony perform at future events.

The SummerFun Committee in April of 2004 submitted a presentation for consideration of the National Recreation and Parks Association "Dorothy Mullen Arts and Humanitarian Arts Award. The Committee received notice in late June that they had won this very prestige award.

Winter Carnival: Due to the extreme cold this past winter, the Annual Winter Carnival that is held at Roby Park was cancelled. We are certainly hoping for a more cooperative winter in 2005.

Summer Pool Season: The summer of 2003 was very successful. We had an increase in our swimming class participation, due to the format changes that were made to include those youngsters under the age of 6 years old. We also ran an Adult Swim Program that was also highly successful. The Pool Coordinator along with the Swimming Instructors will be looking at new ways of providing swimming classes for more of the community.

### *Projects*

- Atherton Park saw improvements on both ball-fields, new playground equipment, trees, fencing, and a resurfaced basketball court. The hill over surrounding the back of the park also had some asbestos abatement work done.

- The Salem Street tot-lot received up graded lighting, a new play-set, benches, trees and plantings. This rehabilitation work was partially funded with a CDBG block grant.
- Sullivan Park received new playground equipment, a resurfaced basketball court, new pathways, trees, benches, tables, and decorative lighting.
- Anniversary Park was constructed as an innovative storm water control / Park project. Natural wetland plantings, a stone bridge, benches and tables complement this natural setting.
- Lincoln Park was rehabilitated as part of the Multisite Park Program. This Park now contains a rectangular field, walking paths, a playground, and five irrigated baseball fields. Parking lot improvements were also included in this project.
- Belvedere Park saw improvements to the landscape as well as new fencing, swings, benches, and pathways. The biggest attraction was the Cities first Space Net a modern day climbing pyramid. This project was partially funded with a CDBG block grant.
- Sunset Heights Park was refurbished with new irrigated ball fields, as well as refurbished basketball and tennis courts. New pathways, fencing, and tree plantings helped restore this neighborhood park.

#### *Purchases*

- No vehicles or equipment were purchased.

## **TRAFFIC & PARKING**

The Traffic Department provides engineering, traffic signal operation, signing, pavement marking, and parking related support to the citizens and elected officials of Nashua as well as other departments within City and the Division. The Parking Department maintains the City's parking assets, including the management of both municipal parking garages, all parking meters, and 13 parking lots.

Our Traffic Engineering staff perform technical review of all private development plans that are presented to the Nashua Planning Board. They provide recommendations to the Aldermanic Committee on Infrastructure regarding traffic and parking related ordinances and safety issues that involve traffic signs, pavement markings, parking meters and other engineered traffic devices. Traffic Engineering is also involved with numerous design projects ranging from guardrail and traffic signals to traffic calming devices. We also get involved with transportation engineering projects within the City such as Main Street, Broad Street Parkway, Daniel Webster Highway, parking lot rehabilitation, Amherst Street widening, and the Broad Street and S. Main Street roundabouts.

---

## Municipal Government Report

Our Traffic Signal Operations staff provide “in-house” traffic signal maintenance and repair. They also handle other electrical issues related to traffic, such as the school zone flashing yellow signs, the lighting of City parks and the wiring of the Nashua River fountain located downtown. This year we have 82 signalized intersections, 57 are on our coordinated “MIST” system. We will be adding one traffic signal on Coliseum Avenue near the Home Depot store.

Our Pavement Marking and Signing Operations staff maintain the City’s traffic signage and pavement markings. They are also responsible for implementing new traffic related City Ordinances as they are passed.

Our parking department staff consists of two people- a parking manager and a parking technician. They are responsible for managing and maintaining the City’s two municipal parking garages, weekly parking meter coin collection, fielding complaints regarding faulty meters and making the necessary parking meter repairs. They also assist with the snow removal efforts of the City’s surface parking lots and garage roofs.

Other duties our staff perform, include voting booth set-up and take down (twice per each election), Channel 16 support including traffic camera set-up and maintenance, special events coordination, and maintenance and storage of the City’s Changeable Message Signs (CMSs)

### *Major Projects and Purchases*

- Traffic Calming - met twice with two neighborhoods (Sagamore Road and Ashland/Edgewood) to discuss traffic calming options. Developed design plans for in house City construction.
- Installation of electronic parking meters with parking cards & associated equipment – Installed over 400 new electronic parking meters.
- Installed new Card Transaction Stations at City Hall and Nashua Public Library- Installed card transaction stations and implemented promotional program facilitating the disbursement of 500 Parking Cards at no cost.
- Video Surveillance in parking garages – Installed additional cameras in the Elm Street(2) and High Street Parking Garage (1).
- Reserved Parking in Garages and lots - implemented new billing and permitting system in cooperation with the City of Nashua Treasurer’s Department. All billing is now done by mail on a monthly or quarterly basis.
- Replacement of expansion joints in Elm St Garage - Contracted and completed the replacement of two failed expansion joints on the roof level of the Elm Street Parking Garage
- Painted "RED" crosswalks in all the City’s school zone areas.
- Completed our pavement marking contract - \$48K
- Parking Lot Rehabilitation Project- substantial completion. Construction is scheduled to be to be complete by October 2004.

---

## City of Nashua

- Last year we performed a complete test and review of all our traffic signal mast arms and pole for structural soundness. This year, four structures were replaced to meet compliance.
- Implemented changes on the Main Street Traffic Signal Coordination to improve progression of traffic for different time periods during the average weekday.
- Completed the public information process associates with the CMAQ-Daniel Webster Highway Transportation Improvement Project.

---

### Power Outage



This is a picture of damage caused to a riser pole the morning of September 30, 2003, when an animal made contact with energized equipment. The animal fell off the pole and escaped into the woods, alive but badly burned. The lineman on site thinks the animal was an opossum. The pole was located in the rear of Nashua High School - South. The outage resulted in a loss of power to 19,000 customers from downtown Nashua to Hollis. Power was restored to all customers by 08:48a.m.

## NASHUA SCHOOL DISTRICT

The Nashua School District, in partnership with the community, is committed to providing a quality education to all students in a safe, nurturing, and motivating environment, and is dedicated to helping students become lifelong learners and responsive, productive members of a rapidly changing society.

*Nashua School District Mission Statement*

### **A Message from the Superintendent**

Dear Fellow Residents of Nashua,

We like what we see. Looking out across the changed landscape of the Nashua School District, we should all feel gratified by what we see. Because working together as a community committed to excellence in education, we have achieved great things.

Most notably, the final piece of the massive four-year, \$143 million high school construction and renovation project is complete. With this cornerstone firmly in place, Nashua High School North and Nashua High School South opened for the first time as two, independent 4-year centers of learning.

At the same time, important changes for the earlier grades were implemented. Significantly, the shift in the new grade configuration was completed, creating middle schools that now house 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> grade students, and elementary schools that now house students up to grade 5.

As a result of these long-anticipated developments, high school students are learning in a first-rate facility that is unparalleled in the state, and they have an added opportunity to take advantage of expanded course offerings and extra-curricular activities. At the middle school level, teachers are able to work together more effectively to foster an environment that is specifically focused on the needs of maturing young adolescents. And at the elementary level, each school but one has kindergarten through fifth graders under one roof for the first time in 10 years.

Students were eager and ready as they arrived on the first day of school. And then, at the first North/South football game in early September, 138 football players and 165 marching band members took the field that night. That's 80 more students than participated in last year's Nashua football game. And the sold-out Stellos Stadium also speaks to this increased enthusiasm. Students, family, and friends cheered proudly for the latest and newest classes of Panthers

and Titans. These are early but important indicators of involvement and dedication.

And it was gratifying to see more than 1,200 visitors brave heavy rains in September to tour the newly renovated facilities at Nashua High South. Staff and student tour guides report an overwhelming positive response from the visitors, who marveled at the dramatic upgrades. Most remarked about the vaulted ceilings and skylights, where there were once drab, lower-level ceiling tiles; the spacious library, where there once stood a windowless gym; individual classrooms configured with walls and doors, dramatically shedding the failed open-design concept; and the new athletic facilities, which include three new gyms, and expanded weight room, a resurfaced 8-lane track, an upgraded football field with new bleachers, six new tennis courts, and two upgraded softball-baseball fields to complement three rectangular practice fields.

That new sense of enthusiasm is being fostered in good measure by our dedicated administrative team. In this regard, we welcome the team's newest member, Tim Kelley, who on September 1 took over from retiring Dick Burpee as the principal of Nashua High South and presided over the successful opening of the school.

Tim brings a wealth of experience to the position and has quickly embraced what Dick so ably put in place. Last year, as Dean of Academic Affairs, Tim developed 4,000 student schedules, while Dick was focused on overseeing the extensive reconstruction of South and tending to the sophomore class. Tim ensured that each student was placed in courses that met our expectations for academic achievement.

I know we can count on both Tim and Pat Corbin, principal of Nashua High North, to lead with integrity, continuing their involvement with the students, staff, and school community to serve the District admirably.

Our teachers certainly stand out on this reshaped landscape. Their commitment to making the transition a smooth one for our students was unparalleled. I commend them for rising to this formidable task. Through all the meetings and planning for the transition, they never wavered in their dedication to what works for education. Clearly, they care deeply about our students and believe that we can make this impressive District even better.

As we continue to work toward achieving our education aspirations from our reconfigured facilities and grades, all of us should be greatly encouraged by what is in the SchoolMatch report. This confirmation of the Nashua school systems' effectiveness in educating our youth represents a welcomed vote of confidence with all the changes we are making. SchoolMatch consultants, on behalf of several committed companies led by The Telegraph Publishing Company, collected and analyzed data from every school in the District. After talking with



---

## Municipal Government Report

hundreds of stakeholders – including administrators, teachers, parents, and community members – the data were then compared against other school districts in the country similar in size to Nashua. We are pleased to be reassured that we are on the right track.

Indeed, we like what we see in so many areas, we know we can overcome the setback in this year's No Child Left Behind labeling. Seven of the District's schools are labeled "in need of improvement" by the state for failing to meet adequately yearly progress for two years in a row. Despite these hurdles, dropout rates have declined, average SAT scores have risen, the overall number of students graduating from high school has gone up and, as a result, the number of students continuing their education has risen. Moreover, we are implementing an exciting new language arts curriculum, which has been preceded by extensive training sessions for our teachers. I think we have the right people in place to move us forward in these areas identified as needing our added attention.

The great strides we have made these last few years toward ensuring the continuous improvement of the District's schools would not have been possible without a concerted effort from many quarters. On behalf of all of us at the Nashua School District, I want to thank all stakeholders for working with us to provide our students with the best learning opportunities possible.

Finally, in looking out across the landscape of the Nashua School District, we can feel confident about what's up ahead. We have recently realized significant gains in improvements to our facilities, advancements in curriculum development, and expansion of offerings in extra-curricular activities. Given the healthy state of the Nashua School District, I am especially pleased to present the 2003-2004 Annual Report to the Community. The report is specifically intended to keep you up to date with all the important work under way in our schools and to underscore our continued commitment to ensuring that every child in the District will learn.

As always, your thoughts, comments, and suggestions are welcome. Please feel free to write me at my office at our administrative building at 141 Ledge Street, Nashua, NH 03060 or to email me at the following address: [jgiuliano@nashua.edu](mailto:jgiuliano@nashua.edu)

Again, my warmest thanks to all staff, students, elected officials, and all the good friends of the District who had stepped up to help us move forward to a new era of education in Nashua. We could not have done it without your support.

Sincerely,

Joseph R. Giuliano  
Superintendent of Schools

## Points of Pride

The Nashua School District sees the following awards and honors as further testimonial to the capabilities of our school community members. We are proud of their accomplishments and we salute them.

### Amherst Street Elementary School

- Dawn Currier, 5<sup>th</sup> grader, won *The Telegraph's* Thanksgiving Coloring Contest, ages 10-14.
- Rhea Dornhofer, 6<sup>th</sup> grade teacher, named Who's Who Among American's Teachers.
- Evan Yarmo, 6<sup>th</sup> grader, and Dawn Currier, 5<sup>th</sup> grader, won the citywide annual Mayor's Presidential Essay Contest.

### Bicentennial Elementary School

- Katie Conmy, Jennifer Papas, and Julie Sandler, 4<sup>th</sup> graders, had poetry selected for publication by the "A Celebration of Young Poets" magazine.
- Shane Kingsbury, 5<sup>th</sup> grader, won the citywide Mayor's Presidential Essay Contest.
- Mark Lucas, 5<sup>th</sup> grade teacher, was named a Schoolhouse Hero by *The Telegraph*.
- Anand Sastry, 6<sup>th</sup> grader, placed second in the New Hampshire State Spelling Bee.
- Kevin Schranz, 6<sup>th</sup> grader, qualified and competed in the New Hampshire National Geography Bee.

### Birch Hill Elementary School

- Kristina Hedgerg and Barbara Roberts, teachers, won a New Hampshire Charitable Foundation Grant to assist English language learner and at-risk students in grades 1 and 2 in the area of reading by providing a home extension reading program.
- Mari Littleton, 5<sup>th</sup> grader, was a USATF National Junior Cross Country Qualifier and committed in the National Cross Country Championships in Arizona.
- Louise Van Den Heuvel, 6<sup>th</sup> grader, placed second in the region on the New England League of Middle Schools Math Test.

### Charlotte Avenue Elementary School

- Megan Garner, 4<sup>th</sup> grader, was named Girls Inc. Girl of the Year.
- Karen Gelineau, 5<sup>th</sup> grade teacher, was named Who's Who's Among American Teachers.
- Eric Hazard, 3<sup>rd</sup> grader, was recognized by his Pop Warner Football League for Exemplary Scholastic Achievement.
- Emma Healey, 3<sup>rd</sup> grader, was named Gymnast of the Month at New England Gymnastics.

---

## Municipal Government Report

- Samita Mohanasaundaram, 6<sup>th</sup> grader, was awarded a Prudential Spirit of Community Award, as NH's top youth volunteer.
- Kathrine Murray, 3<sup>rd</sup> grader, won the EPA (Environmental Protection Agency) poster contest.
- Melissa Stewart, 5<sup>th</sup> grader, was the Mayor's Presidential Essay Contest for most creative writing sample.

### Dr. Crisp Elementary School

- Dr. Crisp School was selected as a Compus Compact for NH President's Community Partner Award for its outstanding partnership with DWC in the 21<sup>st</sup> Century Program.
- Daniella Gamba, 3<sup>rd</sup> grader, won third place in New Hampshire for the Reading Rainbow excellence in story writing contest.

### Fairgrounds Elementary School

- Fairgrounds was awarded a \$132K 2-year Reading First grant, which will pay for reading materials for students and teachers, staff development programs, and sessions with a literacy expert.
- Kelley Paradis, 1<sup>st</sup> grade teacher, was named a Schoolhouse Hero by The Telegraph.

### Ledge Street Elementary School

- Kerry Arguin-Newton, 4<sup>th</sup> grade teacher, was recognized by [www.iscienceproject.com](http://www.iscienceproject.com) for developing a curriculum on researching, recording, and analyzing the difference in air and ground temperatures.
- Darlene Greene, 1<sup>st</sup> grade teacher, was nominated for a Disney Hand Teacher Award, which honors creativity in teaching.
- Debbra Uttero, reading specialist, was responsible for Ledge Street School receiving a \$2,970 Reading Is Fundamental (RIF) grant to purchase books. The grant provided four books to each K-6<sup>th</sup> grader for his or her home library at no charge.

### Main Dunstable Elementary School

- Colin Quinn, 5<sup>th</sup> grader, and David Fernacz, 6<sup>th</sup> grader, were awarded the first Joan Cassidy Memorial Art Award recognizing an outstanding desire to excel in the field of arts and a willingness to help others. The award is named in memory of Joan Cassidy, the longtime Main Dunstable art teacher, who died in spring 2004.

### Mt. Pleasant Elementary School

- Mt. Pleasant was awarded a \$201K 2-year Reading First grant, which will pay for reading materials for students and teachers, staff development programs, and sessions with a literacy expert.

Sunset Heights Elementary School

- Louise Norway, teacher, was named a Schoolhouse Hero by The Telegraph.

Elm Street Middle School

- Julie Rahilly, 7<sup>th</sup> grader, won a national Old Navy “Yankee ‘Doodle’ Flag T-shirt” design contest and a \$25,000 savings bond. Her drawing of four people of different races standing around an American flag was produced as special edition t-shirts and sold in Old Navy stores nationwide.
- Denise Rock, science teacher, was named outstanding educator by the NASA Educator Astronaut review team and was invited to Houston to participate in NASA NEAT (NASA’s Network of Educator Astronaut Teachers).

Nashua High Schools

- Laura Alosi, senior, was named by Gatorade as the NH High School Girls Basketball Player of the Year. She also was named the female Player of the Year by the Telegraph sports writers.
- Bruno Baretto, Katie Wise, Michael Bradford, Katerine Rudolph, Chad Everbeck, Katie Perangine, seniors, were winners of the NH Scholastic Art Awards, sponsored by The Union Leader and NH Sunday News.
- Edward Dumais, chemistry teacher, was awarded the “No Bell Award” by the NHS National Honor Society. Each year the senior class members of the NHS vote for an outstanding teacher who is a leader of students; communicates enthusiasm and respect for the subject taught; inspires students to develop a hunger for learning; and who is a role model for the students.
- Ana Garcia, senior, was named the Boys & Girls Club New Hampshire Youth of the Year.
- Thomas Gilfoyle, head social studies teacher, was named the 2004 New Hampshire Preserve American History Teacher of the Year.
- David Grossman, teacher, wrote a textbook titled *Sports & Entertainment Marketing*, which was published by McGraw-Hill.
- Christopher Michaud, student, was named Special Olympics of NH 2003 Outstanding Athlete of the Year for participation in all sports and improvement in skiing.
- Robin Peringer, art teacher, was named the 2004 Lions Club Teacher of the Year.
- NHS Winter Guard, students, placed first at the new England Scholastic Band Association.

District

- The Nashua School District was awarded a SchoolMatch “What Parents Want Award,” which is based on seven criteria that parents consistently say they are looking for from their local schools.

---

## Municipal Government Report

### Plant Operations

- Carl Brooks, heating, ventilation, & air conditioning, was named Tradesman of the Year.
- Donna Grady, head custodian at NHS South, was named Custodian of the Year.
- Linda Jalbert, custodian at Fairgrounds Elementary School, was named Custodian of the Year.

### Nashua High School Class of 2004 Top Ten

James Kaklamanos	Tufts University
Joseph Grollman	Worcester Polytechnic Institute
Christine McHugh	Grove City (PA) College
Eric Weinstein	Duke University
Samantha Set	Brown University
Michelle Sychtysz	University of Rhode Island
Kimberly Ng	Boston College
Shawn Lavoie	Norwich University
Benjamin Dwyer	Worcester Polytechnic Institute
Michael Snelgrove	U.S. Air Force Academy

### *Johns Hopkins CTY*

Twenty-one students District-wide were high scorers in the 2004 Johns Hopkins University's Center for Talented Youth Talent Search. All 21 were recognized in May 2004 with a special ceremony at Southern New Hampshire University.

Grades 5 & 6: Kyle Fredricks, Bicentennial; Connor Humber, Bicentennial; Anjali Krishnaswamy, Bicentennial; Jessica Lehman, Bicentennial; Andrea Lerude, Bicentennial; Daniel McCormack, Bicentennial; Derek Morse, Ledge Street; Wilson Powell, III, Birch Hill; Anand Sastry, Bicentennial; Nathan Utterback, Bicentennial; Jonathan Warneke, Bicentennial.

Grades 7 & 8: Johathan Blocky, Elm Street, Austin Boesch, Fairgrounds; Alexander Chen, Fairgrounds; Fuxi Lu, Fairgrounds; Amirtha Mangalat, Elm Street; Kevin Rottman, Elm Street; Ambica Sastry, Fairgrounds; Sumi Sinha, Fairgrounds; James Zhu, Fairgrounds.

The students were invited to take part in the national talent search because they scored in the 97<sup>th</sup> percentile or higher on school standardized tests. They took additional above-level exams, which further tested their verbal and mathematical reasoning abilities.

To measure these abilities, the 7<sup>th</sup> and 8<sup>th</sup> graders took the College Board SAT. Compared to all students in the search, the recognized students scored approximately in the top 25%. The 5<sup>th</sup> and 6<sup>th</sup> graders took the PLUS Academic

---

## City of Nashua

Abilities Assessment and those that scored approximately in the top 34% were honored. Last year 1,239 students in New Hampshire qualified to participate in the program.

Three Nashua students placed in the following categories:

*Fifth and Sixth Grade Math*

First Place: Nathan Utterback, Bicentennial Elementary School and  
Wilson F. Powell III, Birch Hill Elementary School

*Seventh and Eighth Grade Math*

First Place: Alexander S. Chen, Fairgrounds

---

### *Sesquicentennial Parade: July 5, 2004*



In celebration of the City of Nashua's 150<sup>th</sup> birthday, thousands of students from all schools had the opportunity to write a letter to future (Year 2153) residents of Nashua. This giant replica of an original 1803 mailbox, housed at the Nashua Historical Society and believed to be the first general mailbox used in New England, made stops at each school to allow the students to mail their letters. Eighteen student-designed Sesquicentennial Stamps were displayed along the float's sides. The mailbox and float were built by Nashua Technology Center staff and decorated with the help of two Nashua High School students.

**School Officials**

**Board of Education**

John Andrick  
Michael Clemons  
Scott Cote  
Richard Dowd, Clerk  
John Kelley  
Edwina Kwan  
Latha Mangipudi  
Mary Ann Melilzzi-Goija  
Kimberly Shaw, President

Susan Nelson  
Charlotte Avenue Elementary School

Jennifer Seusing  
Dr. Crisp Elementary School

Chuck Healey  
Fairgrounds Elementary School

Andrew Desrosiers  
Ledge Street Elementary School

**Nashua Administration**

Joseph R. Giuliano  
Superintendent

Christopher Gosselin  
Main Dunstable Elementary School

John Nelson  
Assistant Superintendent

Bruce Geer  
Mt. Pleasant Elementary School

Richard LaSalle  
Assistant Superintendent

William Pimley  
New Searles Elementary School

Mark Conrad  
Business Administrator

Anna Parrill  
Sunset Heights Elementary School

**Principals**

Janet Valeri  
Amherst Street Elementary School

Pauline Caron  
Elm Street Middle School

Charles Katsohis  
Bicentennial Elementary School

Michael Hogan  
Fairgrounds Middle School

John Richard  
Birch Hill Elementary School

Paul Asbell  
Pennichuck Middle School

Ruth Tuttle  
Broad Street Elementary School

R. Patrick Corbin  
Nashua High School North

Timothy Kelley  
Nashua High School South

### **Farewell to Our Retirees**

Congratulations to the Nashua School District employees who retired during the 2003-2004 school year. We greatly appreciate your many years of dedicated service and we wish you many more years of continued success in all that you do.

#### **36 or more years**

Nancy Ireland  
Susan Paul

#### **30-35 years**

Ann Louise Bedell  
Cynthia Burney  
Paul Duquette  
John Fagula  
James Geddes  
John Landry  
Cheryl Milner  
George Nocas  
Antoinette Russell  
Michael St. John  
Ronald Voveris

#### **25-29 years**

Beth Bartlett  
Sandra Centeio  
Carol Staunton

#### **20-24 years**

Deborah Carpenter  
Michele Hansen  
Louise Harrington  
Kathleen Picarillo  
Louise Tedeschi

#### **15-19 years**

Gregory Derderian  
Carmen Perez  
Jane Sirois  
Estelle Vore

#### **10-14 years**

Raquel Perez  
Richard Simard  
Rita Anderson

### **English Language Arts**

The 2003-2004 year ushered in an exciting new reading program for Nashua's school children in kindergarten through grade five. Each of the city's twelve elementary schools received new books and other materials for implementing the Scott Foresman Reading Program. This literature-based program offers a more comprehensive and systematic approach to literacy instruction, replacing reading texts used in Nashua's elementary schools for the past decade.

There is substantial evidence suggesting that improved strategies in reaching reading are needed for this generation of children. The research reached a commonsense conclusion – consistent and explicit practice is the most effective method to help all children succeed in learning how to read. This approach is standards-based, ensuring that the content and curriculum are student-centered on process, not isolated and unrelated skills. A comprehensive program like Scott Foresman has other important components as well. Computer literacy skills are an important aspect of learning today; therefore, technology skills are developed using Web-based interactive lessons, links, and assessments as an



integral part of the program. The materials also provide effective remedial and English as a Second Language subsets.

Work began last year to develop a web-based data management system for the Scott Foresman Reading classroom assessments. A task force of classroom teachers, the District's English language arts curriculum specialist and technology programmers are working collaboratively on the development of this electronic record-keeping system. The goal of the program is to provide ongoing opportunity for classroom teachers to monitor and analyze student data more efficiently. The system is operating this school year, with continued enhancements under development.

Another exciting undertaking last year was a summertime book reading program, *Open the Gates to Reading*. School librarians updated the District's reading lists for kindergarten through grade five. Many newly published fiction and nonfiction books were added to the summer recommended book lists, along with a brief annotation to most of the books, so that children and parents could get an initial understanding of each book's storyline or topic. The Telegraph Publishing Company along the elementary school librarians promoted the summer reading program with a poster contest to illustrate the slogan, *Open the Gates to Reading*. Area bookstores also participated by holding an evening reading "Kick-off" event in late May. Children in the elementary schools who took part in this summer reading program will participate in a drawing at their school to win a savings bond, one at each grade at each school, sponsored by The Telegraph.

### **Middle Schools**

The middle schools in Nashua have begun their transition from junior highs, housing 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> graders, to true middle schools. With the 9<sup>th</sup> grade students moving to NHS North or South, the 6<sup>th</sup> graders have been moved from the elementary schools into either Elm Street, Fairgrounds, or Pennichuck Middle Schools.

Although Nashua's junior high schools assigned students to teaching teams in the past, our new middle schools have adopted a teaching philosophy that particularly emphasizes the importance of the team assignment. Interdisciplinary teams of teachers allow relatively large schools, like our three middle schools, to feel much smaller and less intimidating for youngsters this age. Students and their teachers have a greater opportunity to form close relationships that enhance student learning. Research shows that working collaboratively, teachers, parents, and students can address academic, social, and emotional issues more effectively as they arise and before they become serious problems.

Our middle school team teachers have been asked to take much more responsibility for their students' success at school. Assembled as teams working with scheduled common planning time, teachers are allowed to adjust their day

to best meet their students' needs. Using a flexible-block scheduling model, teams can support a range of integrated activities. Successful middle school teams are flexible and responsive to student needs.

Our new middle schools are implementing for the first time a trimester rather than a semester and quarter grading system. The trimester schedule more closely fits the middle school philosophy. Placing all subjects in the middle schools on the trimester schedule better aligns subjects and allows all subjects to be reflected accurately on student report cards. Marking term breaks more closely match the instructional program. Trimesters allow students the opportunity to participate in six unified arts (art, music, physical education, applied technology, or family and consumer science) experiences each year.

### **Nashua High School North Officially Opens its Doors**

Although the Nashua High School North campus opened to students in the fall of 2002, because of the ongoing construction at the south campus and the reform and reconstruction planning that was occurring, it was not until September 7, 2004 that Nashua High School North officially opened as a separate grade 9 – 12 high school, one of two public high schools in the City of Nashua. This opening, aside from being historic, represented the final step in a restructuring and planning process that has transcended over seven years of hard work and effort on behalf of hundreds of individuals.

First of all, on behalf of the faculty and students of Nashua High School North, I would like to take this opportunity to extend our sincere gratitude and appreciation to all those individuals who worked so hard over the years to make this dream a reality. Additionally, I would like to especially thank the taxpayers of the City of Nashua for their willingness to undertake an initiative that has truly become a national model for revamping the public high school.

The September 7<sup>th</sup> opening was preceded by the first ever meeting of the two Nashua public high school football teams in what was certainly an exciting preview to the end of the season meeting which will occur on Thanksgiving Day. For those fortunate enough to be present (it was a sell out game) the evening truly demonstrated that the City of Nashua can and does support two public high schools and that in doing so a positive and healthy rivalry has evolved already. More importantly, there was a positive sense of community suggesting that whether attending North or South, there will always be great pride in being from Nashua.

From an instructional standpoint, and clearly the most important aspect of the new school, we have dramatically changed the organization of the curriculum and now have freshmen and sophomores organized into small comprehensive academic teams that promote personalization of instruction and the opportunity for interdisciplinary academic work. The efforts in the 9<sup>th</sup> and 10<sup>th</sup> grade are

---

## Municipal Government Report

geared to help students make good selections with respect to their courses as they approach the crucial 11<sup>th</sup> and 12<sup>th</sup> grade academy coursework. Certainly, anyone who was familiar with Nashua High School when it existed in a vastly overcrowded and outdated facility would be greatly surprised to see the atmosphere and attitude of both faculty and students in this outstanding new facility. Go Nashua High North Titans!

*NHS North – Rigor, Relevance, & Respect for All Students*

Sincerely,



R. Patrick Corbin  
Principal, Nashua High School North

### **Teaching Staff**

Nashua teachers stay in school! This may seem an odd beginning for a discussion of Nashua's teaching staff, but the three examples shared here typify the importance of a strong and stable educational staff. The first example highlights one effort to celebrate those who provide stability to the teaching staff. In May 2004, Superintendent Giuliano recognized 116 teachers and staff members for reaching milestones of 15, 20, 25, 30, and 35 years of service to the Nashua School District. At this same ceremony, 29 teacher retirees were honored for their dedication and commitment to teaching and learning.

A second demonstration of teachers staying in school emerges from teachers' efforts to deepen their knowledge of content and effective teaching strategies. Nashua teachers participated in 1,129 District-sponsored professional development opportunities after school and during the summer months. These workshops drew 20,913 attendees! These incredible statistics underscore the essential and on-going demand for professional development. The demands of reform initiatives require that our teaching staff develop, practice, and reflect upon ways to meet the varying needs of students in their classrooms.

Third, Nashua School District makes a concerted effort to support all teachers new to the District through an induction program. In August 2003, 108 new teachers began their induction process with a three-day summer orientation. To sustain the professional conversation, new teachers met monthly with the District's two peer coaches. At the building level, experienced teachers served as mentors to address new teachers' immediate concerns. All activities and levels of support respond to the compelling data (nationally) regarding teaching turnover. Clearly, this example documents our efforts to keep talented, effective teachers at their learning edge and in our Nashua schools.

In these examples and certainly a myriad of other ways, Nashua teachers demonstrate their love of teaching and learning. Embedded in each example is the belief that our students need positive role models for developing habits for life-long learning. The above examples demonstrate how Nashua teachers maintain their personal and professional growth to better serve in this capacity for students.

A report on Nashua's teaching staff must include an update on the qualifications of our teaching staff. The much debated 2001 legislation called "No Child Left Behind" (NCLB), has impacted the nation's schools in several ways – compliance efforts related to Adequate Yearly Progress, rules governing paraprofessionals, highly qualified teacher status, and broadly, the application and compliance process to address each NCLB issue. For Nashua's teaching staff, the highly qualified educator requirement affected primarily those at the middle school level. All Nashua elementary teachers have the appropriate certificate and are considered to be "highly qualified" as a result of that certification. The majority of high school teachers are certified in the area that they teach or are seeking certification through an alternative route. And, again with certification or working towards certification through the alternative process, they are considered highly qualified.

As Nashua transitions the 6<sup>th</sup> grades to the middle schools, the 6<sup>th</sup> grade teacher status changes. Sixth grade teachers teaching in self-contained elementary classrooms are considered highly qualified with a teaching certificate for grades kindergarten through eighth grade. In a middle school setting, 6<sup>th</sup> grade teachers teaching one or two core subject areas need to demonstrate competency in each area that they teach. This means, for example, that a 6<sup>th</sup> grade teacher, who has taught language arts for 17 years in the elementary school, needs to provide evidence of competency to teach language arts at the middle school level. To date, 52 teachers have completed the process of demonstrating competency in one or more areas. Teachers needing to meet the highly qualified status have until June 2006 to demonstrate competency.

### **Nashua High School Planetarium: A Unique Classroom**

Recent renovations at Nashua High School South have incorporated a new planetarium into the reconstruction project. The planetarium is a domed theater in which a realistic and scientifically accurate simulation of the night sky is created, using a highly specialized "star projector." The planetarium is designed as a theater in the round to simulate the Earth and the sky as a great dome surrounding us. The students are taken away from their regular surroundings as the door closes and the lights are extinguished, and are transported to another place, time, and world. As the sky rotates, the students feel transported to new and wonderful destinations.

With the “star projector,” the movement and relative positions of the sun, the moon, and the five naked-eye planets can also be shown against the stars. The “star projector” can be rotated about several different axes of motion, giving the planetarium the ability to show the correct sky for any date of the year and any location on the surface of the Earth.

The planetarium room, approximately 22' X 23', is located on the ground floor, adjacent to the school library/media center. The planetarium represents a powerful multi-media environment for education. The dome and multimedia capabilities of the planetarium will prompt its use for more than just astronomy shows, and will be available to offer other audio-visual presentations, such as laser shows, live music concerts, art displays, geography lessons, geometry lessons, or plays.

During its first year of operation, teachers from both Nashua High School South and Nashua High School North will be incorporating the use of the planetarium as an instructional tool in both physics and physical science classrooms. In time there will be programs designed to meet the needs of all grade levels and to complement existing and new curriculum. In addition to the formation of an astronomy club, the high schools are proposing an astronomy course that will incorporate the use of the planetarium as a vital part of the curriculum.

### **Athletics**

With the opening of NHS North and South and with the completion of the upgrades of the schools' athletic fields, Nashua has more students participating in athletics than ever before. This fall also saw the establishment of middle school sports. For the first time, Elm Street, Fairgrounds, and Pennichuck Middle Schools fielded boys and girls cross country; boys and girls soccer; and girls volleyball this fall. Boys and girls basketball; cheerleading; softball; baseball; and boys and girls spring track will be offered during the winter and spring seasons.

The future looks promising for Nashua's athletes and, in the meantime, Nashua finished its final year as a single high school with four championships, with at least one for each playing season. The volleyball, girls basketball, girls indoor track, and girls tennis teams remain the pride of the former Nashua Senior High School.

The volleyball team has won two consecutive state titles, five out of the last seven, each under the tutelage of Coach John Connolly. The girls basketball team, coached by Jason Tesini, won its third championship in the last four years. Senior Captain Laura Aloisi was named the Gatorade New Hampshire Girls Player of the Year. Laura is continuing her basketball career at the College of the Holy Cross in Worcester.

---

## City of Nashua

Two of Nashua's teams played a highly competitive season, and earned 2<sup>nd</sup> place honors. The football team played Manchester Central for the state title in Manchester. The team, led by now NHS South Coach Scott Knight, gave the perennial powerhouse Central a run at the title but fell by a score of 29-6. The girls indoor track team nearly defeated Bishop Guertin to take the championship in the last event of the meet, the 4x400, but placed a respectable second against strong competition.

One superlative individual achievement needs to be recognized. Susan Legatove, junior, was the State Champion in the Javelin. She went on to place third in National competition and was named All-American.

**RESOLUTIONS**

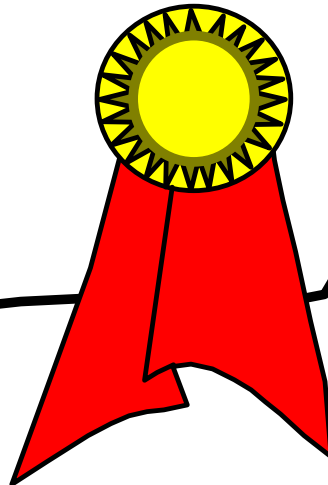
**Passed by the**

*BOARD OF  
ALDERMEN*

**July 1, 2003**

**through**

**June 30, 2004**



---

City of Nashua

R-03-206

APPROVING AN AGREEMENT WITH THE STATE DEPARTMENT OF TRANSPORTATION REQUIRING FUTURE APPROPRIATIONS AS THE CITY'S SHARE OF A PROJECT TO RECONSTRUCT BROAD STREET WESTERLY FROM COLISEUM AVENUE TO COBURN AVENUE INCLUDING IMPROVEMENTS TO DUBLIN AVENUE

R-03-219

RELATIVE TO THE TRANSFER OF \$6,000 FROM ACCOUNT 591-86030 "CONTINGENCY – HUNT CENTENNIAL" INTO ACCOUNT 320-6002 "HUNT MEMORIAL BUILDING FUND"

R-03-220

RELATIVE TO THE TRANSFER OF \$7,353 FROM ACCOUNT 596-865-31 "CONTINGENCY – RETIREMENTS, POLICE", INTO ACCOUNT 531-11900 "POLICE DEPARTMENT FULL – TIME PAYROLL"

R-03-222

RELATIVE TO THE TRANSFER OF FUNDS IN THE AMOUNT OF \$2,000 FROM PAYROLL ACCOUNT 557-11161-6965 "PARKING TECHNICIAN" INTO ACCOUNT 556-53104-6950 "HIGH STREET PARKING GARAGE – CONTRACT LABOR" AND THE TRANSFER OF FUNDS IN THE AMOUNT OF \$12,900 FROM PAYROLL ACCOUNT 557-11160-6950 "PARKING MANAGER" INTO ACCOUNT 558-53104-6950 "ELM STREET PARKING GARAGE – CONTRACT LABOR"

R-03-224

RELATIVE TO THE TRANSFER OF \$90,739 FROM ACCOUNT 597-86605 "CONTINGENCY – OTHER NEGOTIATIONS" INTO VARIOUS PAYROLL ACCOUNTS

R-03-225

RELATIVE TO THE TRANSFER OF \$750,000 FROM ACCOUNT 596-86581 CONTINGENCY, RETIREMENTS – SCHOOL DEPARTMENT, INTO ACCOUNT 581-19210 SCHOOL DEPARTMENT – PAYROLL, SEVERANCE"

R-03-228

RELATIVE TO THE TRANSFER OF \$420,016 UNEXPENDED FY03 BALANCE FROM ACCOUNT 596-86 "CONTINGENCY – RETIREMENTS" INTO NON-CAPITAL RESERVE FUND 975 "CITY RETIREMENT

R-03-234

PROVIDING FOR THE PAYMENT OF THE COSTS ASSOCIATED WITH THE CONSTRUCTION REMEDIATION OF ASBESTOS LOCATED AT 76 TEMPLE STREET



---

Municipal Government Report

R-03-235

HONORING PETER LAFLAMME AND CINDY GEORGE FOR THEIR WORK IN  
CELEBRATING NASHUA'S SESQUICENTENNIAL

The preceding Resolutions were passed July 8, 2003

David Rootovich, President

Approved July 10, 2003

Bernard A. Streeter, Mayor

R-03-196

RELATIVE TO THE ADOPTION OF FISCAL YEAR 2004 PROPOSED BUDGET  
FOR THE CITY OF NASHUA GENERAL FUND

R-03-236

REQUESTING THE GOVERNOR AND COUNCIL TO DECLARE A SPECIAL  
ELECTION TO FILL VACANCIES FOR REPRESENTATIVE TO THE GENERAL  
COURT FROM DISTRICT 64 (WARD 9) AND DISTRICT 65 (WARDS 7 AND 8)

The preceding Resolutions were passed July 14, 2003

David Rootovich, President

Approved July 15, 2003

Bernard A. Streeter, Mayor

R-03-247

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$16,200 FROM  
THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN  
SERVICES DIVISION OF CHILD SUPPORT SERVICES INTO SPECIAL  
REVENUE ACCOUNT 341-6407 "ACCESS AND VISITATION PROGRAM"

The preceding Resolution was passed August 12, 2003

David Rootovich, President

Approved August 12, 2003

Bernard A. Streeter, Mayor

R-03-207

PROPOSING AN AMENDMENT TO THE CITY CHARTER RELATIVE TO  
CONFIDENTIALITY OF VOTER REGISTRATION INFORMATION

R-03-230

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING  
AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE  
NASHUA SCHOOL CUSTODIAN UNION THROUGH JUNE 30, 2006

R-03-233

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

---

City of Nashua

R-03-237

HONORING THE NASHUA LIONS CLUB ON THEIR 80<sup>TH</sup> ANNIVERSARY

R-03-241

AUTHORIZING THE CITY TO ENTER DISCUSSIONS WITH THE UNITED STATES POSTAL SERVICE TO ACQUIRE A PORTION OF A PARCEL IDENTIFIED AS MAP G, LOT 591, FOR A PUBLIC STREET BETWEEN TINKER ROAD AND NORTH SOUTHWOOD DRIVE IN THE VICINITY OF AN EXISTING EMERGENCY ACCESS ROAD AND AUTHORIZING THE DIVISION OF PUBLIC WORKS TO DO PRELIMINARY ENGINEERING FOR THE STREET

The preceding Resolutions were passed August 12, 2003

David Rootovich, President

Approved August 15, 2003

Bernard A. Streeter, Mayor

R-03-231

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2004 ESCROWS

The preceding Resolution was passed August 12, 2003

Approved August 15, 2003

Reconsidered, Amended and Passed September 16, 2003

David Rootovich, President

Approved September 23, 2003

Bernard A. Streeter, Mayor

R-03-248

AMENDING THE LEASE AGREEMENT FOR CITY-OWNED LAND LOCATED AT 15 RIVERSIDE STREET IN CONNECTION WITH FINANCING OF THE CONWAY ARENA ICE RINK FACILITY

The preceding Resolution was passed August 25, 2003

David Rootovich, President

Approved August 25, 2003

Bernard A. Streeter, Mayor

R-03-197

ADOPTING A "DEVELOPMENT PROGRAM" AND "TAX INCREMENT FINANCING PLAN" FOR A TAX INCREMENT FINANCING DEVELOPMENT DISTRICT UNDER RSA 162-K AND NRO 2-741, COMPRISED OF LAND IDENTIFIED AS TAX MAP 43, LOT 66, APPROXIMATELY 1.2 ACRES, LYING EASTERLY OF MAIN STREET ON THE NORTHERLY SIDE OF THE NASHUA RIVER

---

Municipal Government Report

R-03-239

RELATIVE TO THE ACCEPTANCE OF A GIFT FROM HEWLETT PACKARD COMPANY IN THE FORM OF TWO COMPUTERS AND ACCESSORIES WITH A TOTAL VALUE OF \$5,780

R-03-240

OFFICIALLY NAMING THE FIELD INSIDE HOLMAN STADIUM BEHIND THE OUTFIELD AT THE NEW BRIDGE "ANNIVERSARY PARK"

R-03-243

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND TEAMSTERS LOCAL 633 FROM JULY 1, 2002 THROUGH JUNE 30, 2007

R-03-245

RELATIVE TO THE APPROVAL OF THE DOWNTOWN MASTER PLAN ADOPTED BY THE CITY PLANNING BOARD

R-03-260

ESTABLISHING POLLING TIMES FOR THE SPECIAL PRIMARY ELECTION IN WARDS 7 & 8 AND 9 ON SEPTEMBER 30, 2003 FOR FILLING TWO VACANCIES FOR REPRESENTATIVES TO THE GENERAL COURT

The preceding Resolutions were passed September 16, 2003

David Rootovich, President

Approved September 23, 2003

Bernard A. Streeter, Mayor

R-03-238

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$40,175 OBTAINED UNDER THE BYRNE GRANT PROGRAM FROM THE NEW HAMPSHIRE DEPARTMENT OF JUSTICE, INTO SPECIAL REVENUE ACCOUNT 331-6290 "NH DRUG TASK FORCE 2004"

R-03-244

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF CONTRIBUTIONS AND RESTITUTION PAYMENTS FROM VARIOUS SOURCES INTO SPECIAL REVENUE ACCOUNT 332-6308 "NASHUA REGIONAL JUVENILE FIRE INTERVENTION PROGRAM" OPERATED BY THE NASHUA FIRE RESCUE FIRE MARSHAL'S OFFICE

R-03-249

ESTABLISHING THE USE OF SCHOOL CAPITAL RESERVE FUND TO OFFSET FY04-SCHOOL BONDED DEBT

---

City of Nashua

R-03-250

ESTABLISHING THE USE OF UNDESIGNATED FUND BALANCE FOR TAX RATE

R-03-251

EXTENDING CONGRATULATIONS TO CROSBY MOOK AND LAUREN GAUDETTE FOR PARTICIPATING IN THE 2003 SPECIAL OLYMPICS WORLD GAMES

R-03-252

EXTENDING CONGRATULATIONS TO THE NASHUA WEST 10-YEAR OLD ALL-STAR BASEBALL TEAM

R-03-253

RELATIVE TO THE TRANSFER OF \$3,775 FROM ACCOUNT 591-86005 "CONTINGENCY – GENERAL" INTO VARIOUS CITY CLERK ACCOUNTS TO COVER EXPENSES FOR THE SPECIAL PRIMARY ELECTION FOR TWO REPRESENTATIVES TO THE GENERAL COURT, DISTRICT 64 (WARD 9) AND DISTRICT 65 (WARDS 7 & 8)

R-03-263

EXTENDING CONGRATULATIONS TO PHIL PLEAT FOR WINNING THE NEW HAMSHIRE GOLF ASSOCIATIONS'S STROKE PLAY CHAMPIONSHIP

R-03-269

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION GRANT FUNDS FROM THE PRESERVATION SERVICES FUND INTO SPECIAL REVENUE ACCOUNT 371-7013 "SAINT FRANCIS TASK FORCE"

R-03-270

RELATIVE TO THE TRANSFER OF \$2,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 371-7013 "SAINT FRANCIS TASK FORCE"

The preceding Resolutions were passed September 23, 2003

David Rootovich, President

Approved September 24, 2003

Bernard A. Streeter, Mayor

R-03-173

AUTHORIZING THE MAYOR AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF TWO MILLION FOUR HUNDRED THOUSAND DOLLARS (\$2,400,000.00) BONDING FOR THE RENOVATION AND EXPANSION OF THE NASHUA SENIOR CENTER

---

Municipal Government Report

The preceding Resolution was passed October 14, 2003  
David Rootovich, President  
Approved October 16, 2003  
Bernard A. Streeter, Mayor

R-03-254

RELATIVE TO THE TRANSFER OF \$209,000 FROM ACCOUNT 591-86045  
"CONTINGENCY-PAVING TRUST FUND" INTO EXPENDABLE TRUST FUND  
ACCOUNT 978 "PAVING FUND"

R-03-259

RELATIVE TO EXPENDITURE OF \$50,000 FROM THE EXPENDABLE TRUST  
FUND FOR ASSISTING NON-PROFIT ORGANIZATIONS TO PROVIDE  
AFFORDABLE HOUSING IN NASHUA CREATED BY R-01-264

R-03-261

RELATIVE TO THE TRANSFER OF \$107,448 FROM  
UNANTICIPATED/EXCESS REVENUE INTO EXPENDABLE TRUST FUND  
ACCOUNT 974 "SNOW REMOVAL FUND"

R-03-262

DIRECTING THE MAYOR AND CITY DEPARTMENTS TO INSTALL THE  
AUTHORIZED FLASHING SPEED LIMIT SIGN AT THE SCHOOL SAFETY  
ZONE ON BROAD STREET

R-03-264

RELATIVE TO THE TRANSFER OF \$13,400 FROM ACCOUNT 597-86607  
"CONTINGENCY – POLICE GRANTS" INTO ACCOUNT 331-6290 "NH DRUG  
TASK FORCE FY04"

R-03-267

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

R-03-268

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING  
AGREEMENT BETWEEN THE MAYOR AND THE BOARD OF FIRE  
COMMISSIONERS OF THE CITY OF NASHUA, NEW HAMPSHIRE, AND  
LOCAL #789, INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS  
THROUGH JUNE 30, 2006

The preceding Resolutions were passed October 14, 2003  
David Rootovich, President  
Approved October 21, 2003  
Bernard A. Streeter, Mayor

---

City of Nashua

R-03-293

CHANGING THE AMOUNT OF UNDESIGNATED FUND BALAND TO BE USED  
FOR TAX RATE

R-03-294

AMENDING RESOLUTION R-03-249 "ESTABLISHING THE USE OF SCHOOL  
CAPITAL RESERVE FUND TO OFFSET FY04 SCHOOL BONDED DEBT" TO  
PAY FOR \$600,000 OF SCHOOL CAPITAL DEFERRED MAINTENANCE  
CONTAINED IN THE FY 04 CAPITAL IMPROVEMENTS BUDGET

The preceding Resolutions were passed October 28, 2003

David Rootovich, President

Approved October 29, 2003

Bernard A. Streeeter, Mayor

R-03-246

RELATIVE TO THE DISPOSITION OF CERTAIN TAX DEEDED PROPERTY  
KNOWN AS LAND ON ATWOOD COURT (SHEE 42Q, LOT 183Q)

R-03-255

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

R-03-256

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE  
AMOUNT OF \$63,204 RECEIVED FROM THE STATE OF NEW HAMPSHIRE,  
DEPARTMENT OF JUSTICES, INTO SPECIAL REVENUE ACCOUNT 331-6291  
"STATE DOMESTIC EQUIPMENT GRANT"

R-03-257

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$8,000 FROM  
HILLSBOROUGH COUNTY INTO SPECIAL REVENUE ACCOUNT #332-6309  
"NASHUA FIRE RESCUE'S RISK WATCH PROGRAM"

R-03-258

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$12,000 FROM  
HILLSBOROUGH COUNTY INTO SPECIAL REVENUE ACCOUNT #332-6308  
TO OPERATE A REGIONAL JUVENILLE FIRE INTERVENTION PROGRAM

R-03-282

HONORING SIDNEY CURELOP, MD

---

Municipal Government Report

R-03-283  
ESTABLISHING POLLING TIMES FOR THE NEW HAMPSHIRE  
PRESIDENTIAL PRIMARY ELECTION ON JANUARY 27, 2004

The preceding Resolutions were passed October 28, 2003  
David Rootovich, President  
Approved October 30, 2003  
Bernard A. Streeeter, Mayor

R-03-273  
RELATIVE TO THE TRANSFER OF \$50,648 FROM ACCOUNT 597-86605  
"CONTINGENCY NEGOTIATIONS" AND \$26,036 FROM ACCOUNT 590-23597  
"PRIOR YEAR ESCROW – CONTINGENCY NEGOTIATIONS" INTO ACCOUNT  
531-11900 "POLICE – FULL-TIME PAYROLL"

R-03-284  
APPROVING THE COST ITMES OF A COLLECTIVE BARGAINING  
AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE  
COMMISSIONERS AND THE NASHUA POLICE COMMUNICATIONS UNION  
THROUGH JUNE 30, 2005

R-03-286  
RELATIVE TO THE TRANSFER OF \$389,931 FROM ACCOUNT 597-86605  
"CONTINGENCY NEGOTIATIONS" AND \$189,550 FROM ACCOUNT 590-  
23597 "PRIOR YEAR ESCROW – CONTINGENCY NEGOTIATIONS" INTO  
ACCOUNT 531-11900 "POLICE – FULL-TIME PAYROLL"

The preceding Resolutions were passed November 12, 2003  
David Rootovich, President  
Approved November 13, 2003  
Bernard A. Streeeter, Mayor

R-03-272  
RELATIVE TO THE TRANSFER OF \$48,737 FROM ACCOUNT 596-86532  
"CONTINGENCY-RETIREMENTS, FIRE DEPARTMENT", INTO ACCOUNT  
532-11900 "FIRE DEPARTMENT FULL-TIME PAYROLL"

R-03-274  
RELATIVE TO THE TRANSFER OF \$47,961 FROM ACCOUNT 597-86605  
"CONTINGENCY NEGOTIATIONS" INTO ACCOUNT 531-11900 "POLICE  
DEPARTMENT, FULL-TIME PAYROLL"

R-03-275  
RELATIVE TO THE TRANSFER OF \$103,364 FROM ACCOUNT 597-86608  
"CONTINGENCY NEGOTIATIONS – SCHOOL" INTO ACCOUNT 581-18001  
"SCHOOL DEPARTMENT – PAYROLL"

---

City of Nashua

R-03-285

RELATIVE TO THE TRANSFER OF \$642,762 FROM ACCOUNT 597-86605  
"CONTINGENCY – NEGOTIATIONS" AND \$243,842 FROM ACCOUNT 590-  
23597 "PRIOR YEAR ESCROW-CONTINGENCY NEGOTIATIONS" INTO  
ACCOUNT 532-11900 FIRE RESCUE, FULL-TIME PAYROLL

R-03-290

RELATIVE TO THE TRANSFER OF \$22,205 FROM ACCOUNT 596-86553  
"CONTINGENCY – STREETS" INTO ACCOUNT 553-11900 "STREET  
DEPARTMENT FULL-TIME PAYROLL"

R-03-295

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

The preceding Resolutions were passed November 12, 2003  
David Rootovich, President  
Approved November 14, 2003  
Bernard A. Streeter, Mayor

R-03-291

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING  
AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE  
NASHUA TEACHERS' UNION, LOCAL 1044, AFT, AFL-CIO, THROUGH  
AUGUST 31, 2006

The preceding Resolutions was passed November 12, 2003  
David Rootovich, President  
Took Effect Seven Days After Passage Without Mayor's Signature  
November 20, 2003

R-03-280

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$167,383 OF  
HOME INVESTMENT PARTNERSHIPS FUNDS FROM THE U.S.  
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT INTO SPECIAL  
REVENUE ACCOUNT 374-7404

R-03-287

RELATIVE TO THE TRANSFER OF \$20,000 FROM ACCOUNT 372-7018  
"NORTHWEST QUADRANT SIDEWALK CONTRIBUTIONS" INTO ACCOUNT  
753-3730 "BROAD STREET/DUBLIN AVENUE RECONSTRUCTION"



---

Municipal Government Report

R-03-289

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$258,285 FROM THE BUREAU OF JUSTICE ASSISTANCE THROUGH THE FY 2003 BJA CONGRESSIONALLY MANDATED AWARD, INTO SPECIAL REVENUE ACCOUNT #331-6292 TO FUND THE PURCHASE OF BOMB ROBOTS

R-03-296

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$50,000 FROM THE DEPARTMENT OF HEALTH AND HUMAN SERVICES OF MARYLAND INTO SPECIAL REVENUE ACCOUNT #341-6419

R-03-297

RELATIVE TO THE TRANSFER OF \$2,640 FROM ACCOUNT 591-86005 "GENEREAL CONTINGENCY" INTO ACCOUNT 542-47015 "PUBLIC HEALTH DEPARTMENT – VACCINES AND MEDICINES"

R-03-298

EXTENDING CONGRATULATIONS TO THE 2003 NASHUA HIGH SCHOOL PURPLE PANTHER GIRLS VOLLEYBALL TEAM, CLASS L STATE CHAMPIONS

The preceding Resolutions were passed November 25, 2003

David Rootovich, President

Approved December 2, 2003

Bernard A. Streeter, Mayor

R-03-276

RELATIVE TO THE TRANSFER OF \$40,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 519-53100 ASSESSING, CONTRACT SERVICES

R-03-277

AUTHORIZING THE ST. LOUIS DE GONZAGUE PARISH TO ADOPT THE PORTION OF THE NASHUA HERITAGE RAIL TRAIL LOCATED BETWEEN CHESTNUT STREET AND VINE STREET

R-03-279

RELATIVE TO THE TRANSFER OF \$29,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO ACCOUNT 517-75130 "CITY HALL – REPAIRS, HEATING SYSTEM"

---

City of Nashua

R-03-299

RELATIVE TO THE TRANSFER OF \$45,435 FROM ACCOUNT 597-86605  
CONTINGENCY NEGOTIATIONS AND \$22,606 FROM ACCOUNT 590-23597  
PRIOR YEAR ESCROW – CONTINGENCY NEGOTIATIONS INTO ACCOUNT  
531-11900 POLICE – FULL-TIME PAYROLL

R-03-300

RELATIVE TO THE TRANSFER OF \$3,000 FROM ACCOUNT 372-7007  
“NASHUA CONSERVATION FUND” INTO ACCOUNT 572-98047 “PLANNING –  
LAND CONSERVATION COMMITTEE”

R-03-301

RELATIVE TO THE TRANSFER OF \$1,226,317 FROM ACCOUNT 597-86608  
CONTINGENCY NEGOTIATIONS – SCHOOL INTO ACCOUNT 581-18001  
SCHOOL DEPARTMENT – PAYROLL

R-03-302

AUTHORIZING THE MAYOR TO EXECUTE AN EASEMENT AND  
AGREEMENT WITH ROSCOMMON INVESTMENT, LLC FOR A STORM  
DRAIN CULVERT UNDER THE DANIEL WEBSTER HIGHWAY

R-03-309

AUTHORIZING THE ACQUISITION OF LAND AND BUILDINGS AT 84 TEMPLE  
STREET, MAP 34 LOT 21 FOR USE IN CONJUNCTION WITH THE SENIOR  
CENTER PROJECT

The preceding Resolutions were passed December 9, 2003

David Rootovich, President

Approved December 10, 2003

Bernard A. Streeter, Mayor

R-03-265

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT  
TO EXCEED THE AMOUNT OF THREE HUNDRED TWENTY-FIVETHOUSAND  
(\$325,000) FOR REPLACEMENT OF THE HVAC SYSTEM AT THE NASHUA  
POLICE DEPARTMENT

R-03-271

ESTABLISHING AND DEDICATING THE GOV. HUGH GREGG MEMORIAL  
CONSERVATION AREA

R-03-278

AUTHORIZING THE BOYS AND GIRLS CLUB OF NASHUA TO ADOPT THE  
PORTION OF THE NASHUA HERITAGE RAIL TRAIL LOCATED BETWEEN  
THE EATON STREET BRIDGE AND TWELFTH STREET

---

Municipal Government Report

R-03-281

RELATIVE TO THE DISPOSITION OF A SINGLE-FAMILY DWELLING AT 448  
BROAD STREET (SHEET F, LOT 1423)

R-03-303

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE  
AMOUNT OF \$510,000 INTO SPECIAL REVENUE ACCOUNT #341-6440  
“BIOTERRORISM GRANT” FROM THE STATE OF NEW HAMPSHIRE HEALTH  
AND HUMAN SERVICES DEPARTMENT

R-03-304

RELATIVE TO AMENDING R-02-101 TO ACCEPT AND APPROPRIATE  
NASHUA AIRPORT MITIGATION FUNDS IN THE AMOUNT OF \$47,080 INTO  
ACCOUNT 771-3710 “NORTHWEST CONSERVATION/DEERWOOD DRIVE  
LAND ACQUISITION”

R-03-305

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF LOCAL LAW  
ENFORCEMENT BLOCK GRANT FUNDS IN THE AMOUNT OF \$32,576  
OBTAINED FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO  
SPECIAL REVENUE ACCOUNT 331-6293 AND THE TRANSFER OF \$3,620  
FROM ACCOUNT 597-86607 “CONTINGENCY – POLICE GRANTS” INTO THE  
SPECIAL REVENUE ACCOUNT

R-03-306

RELATIVE TO THE TRANSFER OF \$2,040 FROM ACCOUNT 596-86512  
“CONTINGENCY – RETIREMENTS, FINANCIAL SERVICES” INTO ACCOUNT  
512-11900 “FINANCIAL SERVICES – FULL TIME PAYROLL”

R-03-307

RELATIVE TO THE TRANSFER OF \$600 FROM ACCOUNT 591-86005  
“GENERAL CONTINGENCY” INTO ACCOUNT 503-99992 “ALDERMANIC  
ADMINISTRATIVE ACTION-REFUND” TO REFUND JAMES M. JOHNSON FOR  
ERRONEOUS REVOCATION OF A VETERANS’ TAX CREDIT FOR SIX  
YEARS

R-03-308

AMENDING THE TERMS AND CONDITIONS OF RESOLUTION 01-307,  
AUTHORIZING THE ACQUISITION OF APPROXIMATELY 20-ACRE FUTURE  
SCHOOL SITE IN THE SOUTHWEST QUADRANT

R-03-310

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING  
AGREEMENT BETWEEN THE CITY OF NASHUA BOARD OF PUBLIC WORKS  
AND AFSCME AFL-CIO LOCAL 365 FOR JULY 1, 2002 THROUGH JUNE 30,  
2006

R-03-312  
ESTABLISHING AN EXPENDABLE TRUST FUND FOR CONTRIBUTIONS  
FROM DEVELOPERS FOR BROAD STREET IMPROVEMENTS

R-03-313  
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS  
PEEWEE FOOTBALL CHEERLEADING SQUAD

R-03-314  
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS JR.  
MIDGET FOOTBALL CHEERLEADING SQUAD

R-03-316  
RELATIVE TO THE TRANSFER OF \$40,422.37 FROM ACCOUNT 652-15;  
\$15,000 FROM ACCOUNT 652-25; \$16,191.04 FROM ACCOUNT 652-29; AND  
\$140,000 FROM ACCOUNT 653-08 INTO ACCOUNT 631-11 "POLICE HVAC  
SYSTEM" FOR THE PURPOSE OF REPLACING THE HVAC SYSTEM AT THE  
NASHUA POLICE DEPARTMENT

The preceding Resolutions were passed December 23, 2003  
David Rootovich, President  
Approved December 30, 2003  
Bernard A. Streater, Mayor

R-04-07  
RELATIVE TO THE TRANSFER OF \$14,234 FROM ACCOUNT 591-86005  
"CONTINGENCY – GENERAL", INTO ACCOUNT 517-75130 "BUILDING  
MAINTENANCE – HEATING SYSTEM"

The preceding Resolution was passed January 14, 2004  
Brian S. McCarthy, President  
Approved January 15, 2004  
Bernard A. Streater, Mayor

R-04-02  
RELATIVE TO THE TRANSFER OF \$84,035 FROM ACCOUNT 597-86608  
"CONTINGENCY NEGOTIATIONS – SCHOOL" INTO ACCOUNT 581-18001  
"SCHOOL DEPARTMENT – PAYROLL (SCHOOL DEPARTMENT NON-  
AFFILIATED STAFF)"

R-04-03  
RELATIVE TO THE TRANSFER OF \$160,409 FROM ACCOUNT 597-86605  
"CONTINGENCY NEGOTIATIONS", AND \$78,517 FROM ACCOUNT 590-23597  
"PRIOR YEAR ESCROW – CONTINGENCY NEGOTIATIONS" INTO VARIOUS  
DEPARTMENT OF PUBLIC WORKS PAYROLL ACCOUNTS

---

Municipal Government Report

R-04-08

EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS  
MIDGETS FOOTBALL TEAM

The preceding Resolutions were passed January 28, 2004  
Brian S. McCarthy, President  
Approved January 29, 2004  
Bernard A. Streeter, Mayor

R-04-05

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$63,125  
OBTAINED FROM THE DEPARTMENT OF JUSTICE, STATE OF NEW  
HAMPSHIRE, INTO SPECIAL REVENUE ACCOUNT 331-6294 "DOMESTIC  
VIOLENCE UNIT 03 FUNDS"

R-04-06

WAIVING OR REIMBURSING CERTAIN LAND USE APPLICATION AND  
PERMIT FEES IN EXCHANGE FOR PAVEMENT OF AN OFF-SITE  
EMERGENCY ACCESS ROAD BY THE DEVELOPER

R-04-10

HONORING A DEVOTED AND OUTSTANDING NASHUA NATIVE, ADAM C.  
GURECKIS, SR.

R-04-11

EXTENDING CONGRATULATIONS TO THE 2004 NASHUA HIGH SCHOOL  
"WE THE PEOPLE STATE CHAMPIONS"

The preceding Resolutions were passed February 10, 2004  
Brian S. McCarthy, President  
Approved February 11, 2004  
Bernard A. Streeter, Mayor

R-04-09

AMENDING THE FISCAL YEAR 2002 COMMUNITY DEVELOPMENT BLOCK  
GRANT TO ADD A STUDY OF THE POTENTIAL RE-USES OF THE SAINT  
FRANCIS XAVIER CHURCH

The preceding Resolution was passed February 24, 2004  
Brian S. McCarthy, President  
Approved February 27, 2004  
Bernard A. Streeter, Mayor

---

City of Nashua

R-04-04

RELATIVE TO THE TRANSFER OF \$9,044 FROM ACCOUNT 557-59150  
"PARKING LOTS – SECURITY SERVICES" INTO ACCOUNT 557-11161  
"PARKING LOTS – PARKING MAINTENANCE"

The preceding Resolution was passed March 9, 2004

Brian S. McCarthy, President

Approved March 11, 2004

Bernard A. Streeter, Mayor

R-04-25

EXPRESSING SUPPORT FOR THE EFFORTS OF THE SAINT FRANCIS  
XAVIER CHURCH FOUNDATION

The preceding Resolution was passed March 9, 2004

Brian S. McCarthy, President

Took Effect Seven Days After Passage Without Mayor's Signature

March 17, 2004

R-04-14

RELATIVE TO TRANSFERRING \$100,000 FROM GENERAL CONTINGENCY –  
ENERGY COSTS – ACCOUNT 591-86633 AND \$200,000 FROM  
ANTICIPATED BOND INTEREST – NEW – ACCOUNT 592-85011, TOTALLING  
\$300,000, INTO CAPITAL IMPROVEMENTS – WATER SYSTEM ACQUISITION  
– ACCOUNT 699-07, TO HIRE CONSULTANTS AND ATTORNEYS FOR  
PUBLIC UTILITIES COMMISSION AND COURT PROCEEDINGS IN  
CONNECTION WITH ACQUIRING PENNICHUCK WATER WORKS

The preceding Resolution was passed March 16, 2004

Brian S. McCarthy, President

Approved March 17, 2004

Bernard A. Streeter, Mayor

R-04-15

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$409,927  
RECEIVED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF  
SAFETY, INTO SPECIAL REVENUE ACCOUNT 335-6350 "FY03 HOMELAND  
SECURITY GRANT"

R-04-16

RELATIVE TO THE APPROPRIATION OF \$32,800 FROM ACCOUNT 372-7019  
"SIDEWALK CONTRIBUTIONS SOUTHEAST" AND TRANSFER OF \$60,000  
FROM ACCOUNT 651-36 "CAPITAL IMPROVEMENTS, PUBLIC WORKS  
DIVISION – SIDEWALK PROGRAM" FOR A TOTAL OF \$92,800 INTO  
ACCOUNT 653-38 "CAPITAL IMPROVEMENTS, STREET DEPARTMENT –  
MAIN STREET SIDEWALK COMPLETION PROJECT"

---

Municipal Government Report

R-04-19

WAIVING THE INTEREST ON A WELFARE LIEN ON 28 CHERYL STREET

The preceding Resolutions were passed March 23, 2004  
Brian S. McCarthy, President  
Took Effect Seven Days After Passage Without Mayor's Signature  
March 31, 2004

R-04-26

APPROVING THE AGREEMENT BETWEEN THE CITY OF NASHUA ND THE  
NASHUA PRIDE PROFESSIONAL BASEBALL, LLC

The preceding Resolution was passed March 29, 2004  
Brian S. McCarthy, President  
Approved April 4, 2004  
Bernard A. Streeter, Mayor

R-04-12

ADOPTING THE PROPOSED AGREEMENT AND CHARTER OF A REGIONAL  
WATER DISTRICT

R-04-29

EXTENDING CONGRATULATIONS TO THE BISHOP GUERTIN HIGH  
SCHOOL ROBOTICS TEAM

The preceding Resolutions were passed April 13, 2004  
Brian S. McCarthy, President  
Approved April 13, 2004  
Bernard A. Streeter, Mayor

R-04-17

RELATIVE TO THE USE OF EXISTING AND NEW HOME INVESTMENT  
PARTNERSHIPS FUNDS FOR 119 TEMPLE STREET BY NEIGHBORHOOD  
HOUSING SERVICES OF GREATER NASHUA

R-04-20

NAMING THE ROOKIE FIELD AT LINCOLN PARK "IN MEMORY OF JEANNE  
DOMINICO"

R-04-21

AUTHORIZING "CITY YEAR" TO ADOPT THE PORTION OF THE NASHUA  
HERITAGE RAIL TRAIL LOCATED BETWEEN PINE STREET AND THE  
EATON STREET BRIDGE

---

City of Nashua

R-04-22

NAMING THE PORTION OF THE NASHUA HERITAGE RAIL TRAIL LOCATED BETWEEN PINE STREET AND THE EATON STREET BRIDGE THE "JACK KEROUAC TRAIL"

R-04-23

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$8,025 RECEIVED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF ENVIRONMENTAL SERVICES INTO SPECIAL REVENUE ACCOUNT 371-7011

The preceding Resolutions were passed April 13, 2004

Brian S. McCarthy, President

Approved April 16, 2004

Bernard A. Streeter, Mayor

R-04-28

AUTHORIZING THE MAYOR AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF EIGHTY-MILLION DOLLARS (\$80,000,000) TO REFUND ALL OR A PORTION OF CERTAIN OUTSTANDING BONDS OF THE CITY

The preceding Resolution was passed April 15, 2004

Brian S. McCarthy, President

Approved April 15, 2004

Bernard A. Streeter, Mayor

R-04-18

EXPRESSING SUPPORT FOR RESTORING THE SUPERFUND "POLLUTER PAYS" TAX

R-04-24

NAMING THE PORTION OF THE NASHUA HERITAGE RAIL TRAIL LOCATED BETWEEN CHESTNUT STREET AND VINE STREET THE "REVEREND JEAN-BAPTISTE HENRI VICTOR MILLETTE TRAIL"

R-04-27

ENCOURAGING THE CITY OF NASHUA BOARD OF EDUCATION AND BISHOP GUERTIN HIGH SCHOOL TO SCHEDULE AN ANNUAL "TURKEY BOWL" GAME

R-04-31

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$3,980.76 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, HIGHWAY SAFETY AGENCY, INTO SPECIAL REVENUE ACCOUNT 331-6298 "NH CLIQUE SEATBELT 2004"



---

Municipal Government Report

R-04-32

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$30,000 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT 331-6296 "HOMELAND SECURITY I – WMD (WEAPONS OF MASS DESTRUCTION)"

R-04-42

RECOGNIZING THE SPARTANS DRUM AND BUGLE CORP AS A YOURH SPORT/ATHLETIC ORGANIZATION

The preceding Resolutions were passed April 27, 2004

Brian S. McCarthy, President

Approved May 4, 2004

Bernard A. Streeter, Mayor

R-04-30

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$22,327.78 OBTAINED FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT 331-6297 "HOMELAND SECURITY I – BOMB UNIT EQUIPMENT"

The preceding Resolution was passed May 11, 2004

Brian S. McCarthy, President

Approved May 13, 2004

Bernard A. Streeter, Mayor

R-04-33

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$20,833.33 OBTAINED FROM THE STATE OF NH, DEPARTMENT OF SAFETY, INTO SPECIAL REVENUE ACCOUNT 331-6295 "HOMELAND SECURITY II – SPECIAL OPERATIONS"

R-04-34

RELATIVE TO THE TRANSFER OF \$108,494 FROM ACCOUNT 596-86531 "CONTINGENCY – RETIREMENTS, POLICE" INTO ACCOUNT 531-11900 "POLICE DEPARTMENT FULL-TIME PAYROLL"

R-04-35

AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR 2005

R-04-36

RELATIVE TO THE TRANSFER OF \$86,381 FROM ACCOUNT 590-23597 "PRIOR YEAR ESCROW – CONTINGENCY NEGOTIAITONS" INTO ACCOUNT 553-13901 "STREETS NOW COVERAGE/PAGERS"

R-04-37

AUTHORIZING THE ACQUISITION OF APPROXIMATELY 30,000 SQUARE FEET OF LAND AT 50 EAST HOLLIS STREET FOR A FUTURE FIRE STATION FOR THE PURCHASE PRICE OF FIVE HUNDRED THOUSAND DOLLARS (\$500,000) WITH FIFTY THOUSAND DOLLARS (\$50,000) TO BE PAID FROM ACCOUNT 532-75023 "FIRE DEPARTMENT MAINTENANCE, GENERAL BUILDINGS AND GROUNDS", AND AUTHORIZING THE MAYOR AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF FOUR HUNDRED FIFTY THOUSAND DOLLARS (\$450,000) BONDING TO FUND THE BALANCE OF THE PURCHASE

R-04-45

EXTENDING CONGRATULATIONS TO THE NASHUA HIGH SCHOOL GIRLS BASKETBALL TEAM

R-04-47

RELATIVE TO THE TRANSFER OF \$3,000 FROM ACCOUNT 312-6101 "RENTAL OF CITY PROPERTY FUND" INTO ACCOUNT 571-59100 "COMMUNITY DEVELOPMENT – MISCELLANEOUS SERVICES"

The preceding Resolutions were passed May 11, 2004

Brian S. McCarthy, President

Approved May 14, 2004

Bernard A. Streeter, Mayor

R-04-39

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF A FEMA FIRE PREVENTION AND SAFETY GRANT IN THE AMOUNT OF \$65,184 INTO SPECIAL REVENUE ACCOUNT 332-6307

R-04-40

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$1,200 OBTAINED FROM THE ELLA ANDERSON TRUST INTO SPECIAL REVENUE ACCOUNT 301-6004

R-04-48

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF GRANTS IN THE AMOUNT OF UP TO \$150,000 FROM THE FEDERAL TRANSIT ADMINISTRATION OF THE US DOT AND UP TO \$150,000 FROM THE DEPARTMENT OF HEALTH AND HUMAN SERVICES OF THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 374-7252 FOR JOB ACCESS AND REVERSE COMMUTE TRANSIT

---

Municipal Government Report

R-04-49

APPROVING THE COST ITEMS OF A SIDEBAR AGREEMENT TO THE COLLECTIVE BARGAINING AGREEMENT BETWEEN THE CITY OF NASHUA BOARD OF PUBLIC WORKS AND AFSCME ALF-CIO LOCAL 365 FOR JULY 1, 2002 THROUGH JUNE 30, 2006

R-04-50

AUTHORIZING THE FILING OF APPLICATIONS AND EXECUTION OF GRANT AGREEMENTS WITH THE U.S. DEPARTMENT OF TRANSPORTATION FOR GRANTS UNDER THE URBAN MASS TRANSPORTATION ACT OF 1964, AS AMENDED, FOR FISCAL YEARS 2005 AND 2006

R-04-54

AUTHORIZING THE CONVEYANCE OF 448 BROAD STREET (SHEET F, LOT 1423) TO JAIKUMAR L. LALWANI AND HUEY J. CHIU FOR \$305,000)

R-04-69

RELATIVE TO THE TRANSFER OF \$8,000 FROM ACCOUNT 576-11900 "BUILDING DEPARTMENT – PAYROLL, ADJUSTMENTS" INTO ACCOUNT 571-59100 "COMMUNITY DEVELOPMENT DIVISION – MISCELLANEOUS SERVICES"

The preceding Resolutions were passed May 25, 2004  
Brian S. McCarthy, President  
Approved May 26, 2004  
Bernard A. Streeter, Mayor

R-04-57

ESTABLISHING INTERIM REPRESENTATION TO THE BOARD OF DIRECTORS OF THE MERRIMACK VALLEY REGIONAL WATER DISTRICT

The preceding Resolution was passed May 25, 2004  
Brian S. McCarthy, President  
Approved June 1, 2004  
Bernard A. Streeter, Mayor

R-04-41

JOINING THE COALITION FOR ADEQUATE EDUCATION FUNDING

The preceding Resolution was passed May 25, 2004  
Brian S. McCarthy, President  
Took Effect Seven Days After Passage Without Mayor's Signature  
June 2, 2004

---

City of Nashua

R-04-51

EXTENDING CONGRATULATIONS TO THE CAST AND CREW OF THE  
NASHUA HIGH SCHOOL SENIOR PLAN "THE SPLIT"

The preceding Resolution was passed June 8, 2004

Brian S. McCarthy, President

Approved June 9, 2004

Bernard A. Streeter, Mayor

R-04-44

APPROVING A LEASE AGREEMENT BETWEEN THE CITY OF NASHUA AND  
THE NASHUA ASSOCIATION FOR THE ELDERLY FOR THE SENIOR  
CENTER

R-04-53

RELATIVE TO THE TRANSFER OF \$4,500 FROM ACCOUNT 591-86005  
"GENERAL CONTINGENCY" INTO ACCOUNT 503-9992 "ALDERMANIC  
ADMINISTRATIVE ACTION REFUND" TO REFUND SEVERAL INDIVIDUALS  
FOR ERRONEOUS REVOCATION OF A VETERANS' TAX CREDIT FOR  
VARYING NUMBERS OF YEARS

R-04-61

ESTABLISHING THREE EXPENDABLE TRUST FUNDS FOR ACCEPTING  
CONTRIBUTIONS AND DONATIONS FOR PUBLIC LIBRARY ACTIVITIES AND  
TRANSFERRING CONTRIBUTIONS AND DONATIONS FROM SPECIAL  
REVENUE ACCOUNTS

R-04-62

ESTABLISHING AN EXPENDABLE TRUST FUND FOR ACCEPTING  
CONTRIBUTIONS AND DONATIONS FOR HUNT MEMORIAL BUILDING  
IMPROVEMENTS AND TRANSFERRING CONTRIBUTIONS AND DONATIONS  
FROM A SPECIAL REVENUE ACCOUNT

R-04-63

ESTABLISHING FOUR EXPENDABLE TRUST FUNDS FRO ACCEPTING  
CONTRIBUTIONS FOR SIDEWALK CONSTRUCTION AND TRANSFERRING  
CONTRIBUTIONS AND DONATIONS FROM SPECIAL REVENUE ACCOUNTS

R-04-64

ESTABLISHING FOUR EXPENDABLE TRUST FUNDS FOR ACCEPTING  
CONTRIBUTIONS AND DONATIONS FOR POLICE DEPARTMENT  
ACTIVITIES AND TRANSFERRING CONTRIBUTION AND DONATIONS FROM  
SPECIAL REVENUE ACCOUNTS

---

Municipal Government Report

R-04-65

ESTABLISHING AN EXPENDABLE TRUST FUND FOR FUNDING PRINTING COSTS FOR A HISTORY OF NASHUA BOOK AND FOR PURCHASING BOOKS OF A HISTORICAL NATURE FOR THE PUBLIC LIBRARIES AND MAKING AN APPROPRIATION FROM A SPECIAL REVENUE ACCOUNT

R-04-66

ESTABLISHING AN EXPENDABLE TRUST FUND FOR PRESERVATION, MAINTENANCE, AND EDUCATIONAL ACTIVITIES RELATING TO THE DAVID W. DEANE SKATEBORAD PARK AND MAKING AN APPROPRIATION FROM A SPECIAL REVENUE ACCOUNT

R-04-67

ESTABLISHING AN EXPENDABLE TRUST FUND FOR PRESERVATION, MAINTENANCE, AND EDUCATIONAL ACTIVITIES RELATING TO HOLMAN STADIUM AND MAKING AN APPROPRIATION FROM A SPECIAL REVENUE ACCOUNT

R-04-68

ESTABLISHING AN EXPENDABLE TRUST FUND FOR PRESERVATION, MAINTENANCE, AND EDUCATIONAL ACTIVITIES RELATING TO MINE FALLS PARK AND MAKING AN APPROPRIATION FROM A SPECIAL REVENUE ACCOUNT

R-04-92

RELATIVE TO THE TRANSFER OF \$100,000 FROM ACCOUNT 591-86005 "CONTINGENCY – GENERAL" INTO ACCOUNT 771-3734 "SENIOR ACTIVITY CENTER PROJECT"

R-04-95

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$10,080 RECEIVED FROM THE NEW HAMPSHIRE FISH AND GAME DEPARTMENT INTO SPECIAL REVENUE ACCOUNT 331-6201 "NH FISH AND GAME OHRV GRANT"

The preceding Resolutions were passed June 22, 2004

Brian S. McCarthy, President

Approved June 24, 2004

Bernard A. Streeter, Mayor

## INDEX

Administrative Services Division.....	95
Assessing Department.....	95
Audit: Management's Discussion and Analysis.....	3
Audit: Notes to Financial Statements.....	28
Audit: Reconciliation.....	20
Auditors' Report.....	1
Board of Education: 2002 - 2003.....	71
Board of Education: 2004 - 2005.....	77
Board of Public Works: 2002 - 2003.....	71
Board of Public Works: 2004 - 2005.....	77
Budget Appropriations, Statement of FY2004.....	149
Building Maintenance.....	113
Building Safety, Department of.....	118
Cemeteries.....	144
Child Care Services.....	208
City Clerk's Office.....	97
Code Enforcement Department.....	122
Common Council.....	80
Community Development Division.....	115
Community Health Department.....	198
Conservation Commission.....	139
Debt, Long-Term.....	152
Dedication.....	ii
Departmental Reports.....	90
Economic & Labor Market Information Bureau Report.....	55
Economic Development, Office of.....	124
Election Officials: 2002 - 2003.....	72
Election Officials: 2004 - 2005.....	78
Election Results.....	99
Engineering.....	209
Environmental Health Department.....	196
Financial Services Division.....	145
Financial Statements for FY2004.....	iv
Fire Commission: 2002 - 2003.....	71
Fire Commission: 2004 - 2005.....	77
Fire Events.....	168
Fire Incidents.....	167
Fire Marshal.....	169
Fire Rescue.....	161
Fire Training Division.....	172
GIS Department.....	96
Historic District Commission.....	138
Historic Information Statistics.....	58
Historical Events, Sampling.....	59
Human Resources Department.....	111

## INDEX

Hunt Building.....	114
Inaugural Address, January 2004.....	84
Library Activities Indicators.....	187
Library Circulation Statistics.....	188
Library, Nashua Public.....	174
Mayor and Board of Aldermen: 2002 - 2003.....	68
Mayor and Board of Aldermen: 2004 - 2005.....	74
Mayor, Office of.....	91
Mayors of Nashua.....	83
Mediation Program.....	207
Municipal Government: 2002 - 2003.....	69
Municipal Government: 2004 - 2005.....	75
Parks and Recreation Department.....	215
Planning Board.....	142
Planning Department.....	127
Polling Areas.....	110
Presidents, Board of Aldermen.....	82
Presidents, Common Council.....	81
Property Taxes Assessed.....	150
Public Health and Community Services, Division of.....	194
Public Health Preparedness and Epidemiology Program.....	203
Public Works, Division of.....	209
Purchasing Department.....	113
Resolutions Passed by the Board of Aldermen.....	236
Revenues, Statement of FY2004.....	150
School District.....	220
Seal of the City.....	58
Sesquicentennial Celebration Review.....	insert
Solid Waste Department.....	213
Standing Committees, Board of Aldermen: 2002 - 2003.....	70
Standing Committees, Board of Aldermen: 2004 - 2005.....	76
Street Department.....	214
Tax Dollars, 2004 (chart).....	153
Tax Rate History.....	151
Traffic and Parking.....	217
Trust Funds.....	153
Urban Programs Department.....	132
Valuation, History of Assessed.....	152
Valuation, Summary Inventory of.....	149
Vital Statistics.....	108
Welfare Department.....	205
Zoning Board of Adjustment.....	143