

Annual Report
of the
City of Nashua
New Hampshire



161st Municipal Government Report

2014

161st MUNICIPAL
GOVERNMENT REPORT

FISCAL YEAR

JULY 1, 2013 – JUNE 30, 2014

Office of the City Clerk

Paul R. Bergeron, City Clerk

Tricia Piecuch, Deputy City Clerk

Printed by: Ralph B. Jackson

About the Cover...

The City and the Chamber of Commerce each funded 50% of a project to re-brand the City of Nashua and co-managed the project from consultant selection, project coordination, through the selection of the creative elements. The Chamber of Commerce unveiled the Gate City's new logo and tagline on August 7, 2013. "Dare to Begin" was selected as the city's official tagline, a phrase intended to harken back to the pioneering spirit of the city's early inhabitants and the potential for new growth and development in the future.

A swatch of orange near the top represents the rising sun, and alludes to the opportunity for new beginnings. The two blue lines wrapped into an infinity symbol call to mind the



two rivers that converge in Nashua, and also represent the idea that possibilities are limitless in the city. A patch of green in the bottom left represents the natural beauty of the state's trees and hills, and is also meant to convey the idea that high-tech businesses will provide a foundation for Nashua's economy in the future.

“Information is the currency of democracies.”

Attributed to Thomas Jefferson (first in-print attribution: 1987)

and Ralph Nader (Nov. 2, 1971 press conference)

***“Coming together is the beginning. Keeping together is progress.
Working together is success.”***

*Henry Ford, United States manufacturer of automobiles who pioneered mass production
(1863 – 1947)*

The 2013 – 2014 Municipal Government Report for the City of Nashua has been compiled through the efforts of your local city officials, to serve as a permanent record of the past fiscal year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report. We hope you find this publication informative and useful.

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

Paul R. Bergeron, City Clerk

Dedication

It is my pleasure to dedicate the
City of Nashua Fiscal Year 2014
Annual Report
to our City Clerk,
Paul R. Bergeron



A native of Nashua and a resident of our great city, Paul has been a valuable asset to our community. As a certified Master Municipal Clerk and Certified Archivist, he has dedicated his career to upholding the highest of standards in maintaining official records and our historic archives.

Paul is active in our community serving on a variety of boards and commissions and has held leadership roles in a number of associations on the national level. Accolades of distinction are too many to list by name. Paul has received recognitions from the New England Archivists, the National Association of Government Archives and Records Administrators, and the International Institute of Municipal Clerks, to name but a few.

During his tenure with the City of Nashua, our award-winning annual reports have evolved, reflecting improved technology. Since 1999, Paul's careful preparations incorporate a user-friendly table of contents, detailed reporting, and comprehensive information regarding all city divisions.

As our City Clerk he has presided over 14 municipal elections, 27 state elections, and officiated at more than 500 wedding ceremonies.

Paul is well respected, and I would like to commend him for his unwavering professionalism, his high standards, and strong work ethic.

Donnalee Lozeau, Mayor

June 30, 2015



Office of the Mayor

FY14 BUDGET MESSAGE

To the Citizens of Nashua:

I am pleased to submit to you the Adopted Municipal Budget for Fiscal Year 2014. This budget is my sixth since I have come into office. Consistent with the past fiscal year, I requested that each division limit their proposed operating budget increase to no more than 1%. I am pleased to report that all divisions were able to develop their proposed budgets at or below the 1% increase target with the exception of the Fire, Police and School Departments which exceeded the target due to monies planned for salary negotiations. The Board of Aldermen decreased the proposed operating budget by \$38,556 resulting in an Adopted FY2014 Operating Budget of \$236,009,508. This approved budget is below the combined municipal budget spending cap by \$381,670. The overall increase in general fund expenses (those that directly impact your taxes) is 2.3%.

In planning for the FY2014 Budget, we also were preparing for and executing the revaluation of the residential and commercial properties in the City of Nashua. Revaluation of properties is required from time to time as market conditions change and properties are bought and sold. Revaluation is important to realign our tax base to more accurately reflect what property values are worth in the current market. Our Assessing Department has completed the revaluation and the results indicate that approximately fifty three percent of our residential homeowners can expect to pay the same amount or less in property taxes for the coming year.

As for the revenue side of the adopted budget, state revenues for the city continue to be flat or reduced. With regard to local revenues, we continue to see positive increases in motor vehicle registrations. Other local revenues such as interest income on deposits continue to be impacted by historically low interest rates. Our strategy to budget revenues conservatively continues to serve us well.

The most significant challenge for FY2014 was funding for pension costs which we cannot control – specifically amounts expected to be paid to the New Hampshire Retirement System (NHRS). As the NHRS employer rates per dollar of payroll are set on a bi-annual basis, this budget includes an increase appropriation of approximately

Municipal Government Report

\$3.5 million to fund pension costs paid to NHRS. This amount is sizable in that it represents 65% of the 2.3% increase in the operating budget.

During the past several years, we have explored different strategies to mitigate cost increases in employee benefits costs. We have introduced consumer driven choices through healthcare plan design changes by increasing co-pays and adding deductibles. Dating back to October 1, 2011, the majority of majority of city employees have agreed to increase their share of the monthly cost of their healthcare plan. Over ninety percent of the city's union employees have agreed to these proposed changes, four of the five Police Department unions being the exception. As part of our FY2014 medical plan offerings, we have introduced a high deductible plan combined with a health savings account. We are pleased that our employees are selecting this type of consumer driven health care plan.

As in past years, this budget continues the funding of other investments such as capital equipment replacement, capital improvements for buildings and city related infrastructure. Once again, funding is provided to achieve what we believe are the priorities necessary to promote strong fiscal management and encourage economic growth over the long-term. Through a long-range planning process, we continue to appropriately fund the timely replacement of our fleet through the Capital Equipment Reserve Fund. We continue to invest in our downtown sidewalks and related infrastructure which is a major multi-year initiative.

Despite the challenges we have encountered during the past few years, the financial position of the city remains strong. As noted by Fitch Ratings in the March 2013 rating report affirming the city's AAA bond rating, the city has strong financial management, a diverse and expanding economic base, above-average socioeconomic factors and a manageable debt burden. Fitch cites our management of recent revenue declines and rising employee costs through moderate annual tax levy increases, prudent cost-cutting measures and achievement of successful negotiations with several of its bargaining units.

We continue to be prudent in our budgeting and financial management practices and carry a fiscally sound unassigned fund balance. The strong bond rating enables the city to borrow on a long term basis at a lower interest rate than would otherwise be available, which ultimately reduces future debt service payments for capital projects citywide. In fact, the city's most recent general obligation bond offering achieved an average borrowing rate of 2.4%. From a financial reporting perspective, during this past year, the city again received the prestigious Excellence in Financial Reporting Award from the Government Finance Officers Association for the seventh consecutive year.

We continue to invest in our city and have developed a sound and sustainable budget. This budget was developed through the efforts of many. I would like to thank the Board of Aldermen, Board of Education, Board of Public Works and the Fire Commission for working with me to make the difficult decisions to complete this responsible budget

I am proud to serve as your Mayor of our strong and vibrant city and look forward to the year ahead.

Sincerely,
Donnalee Lozeau

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

Dunstable became a plantation in 1673.

Nashua was incorporated as a city in 1853.

Laurel symbolizes victory, the conquest of the wilderness.

The clasped hands symbolize the union of
Nashua and Nashville.

The articles in the foreground symbolize the chief occupations and leading industries of
Nashua.

**CITY OF NASHUA
NEW HAMPSHIRE**

**Comprehensive Annual Financial
Report**

**For The Fiscal Year Ended
June 30, 2014**



**Prepared by:
The Financial Services Division**

**John Griffin
CFO/ Comptroller**

City of Nashua

City of Nashua, New Hampshire
Comprehensive Annual Financial Report
For the Fiscal Year Ended June 30, 2014

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January 30, 2015

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

It is our pleasure to present the Comprehensive Annual Financial Report (CAFR) for the City of Nashua, New Hampshire, for the fiscal year ended June 30, 2014. Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with management. To the best of our knowledge and belief, the report accurately presents the City's financial position and the results of operations in all material respects in accordance with the most current generally accepted accounting principles (GAAP). All disclosures necessary to enable the reader to gain an accurate understanding of the City's financial activities have been included. This letter of transmittal is intended to complement and should be read in conjunction with Management's Discussion and Analysis (MD&A).

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

History and Government

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

Originating from England, the pioneers of Dunstable arrived in the 1600s to settle on grants of land. The livelihood of the community at that time was farming and mercantile/commercial trade. The settlement period continued into the 1700s as sawmills and gristmills were

Municipal Government Report

established to harness the many streams and brooks throughout the town. The late-1700s were a significant period for the region due to construction of the 27.75 mile-long Middlesex Canal System linking the Merrimack River to Charlestown-Boston. Direct water access to Boston markets immensely increased trade opportunities.

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

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

Municipal Services

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

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

The City is responsible for providing education to its citizens in compliance with requirements established by the State of New Hampshire. Public education is offered for grades kindergarten through twelve, providing a comprehensive program of general education, business, and college preparatory courses. An elected nine-member School Board manages the school district's affairs with fiscal autonomy on certain matters; however, the School Board does not represent an autonomous governmental unit independent from the City of Nashua. Financial management and reporting, as well as the issuance of debt obligations, are the City's responsibility.

Financial Structure and Management

In accordance with the *City Charter and Code of Ordinances*, the Financial Services Division is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse, and to ensure that adequate

accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable, but not absolute, assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the expenses related to the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Budget Control Charter Amendment

The City's budget must adhere to the Budget Control Charter Amendment passed by voters in 1993 that limits the budget to an increase of no more than the average annual consumer price index (CPI-U) over the past three years. It allows exemptions voted upon annually by the Board of Aldermen. In fiscal year 2008, the Board of Aldermen approved changing the CPI measurement from the national average to the Northeast region average. The fiscal year 2014 budget was under the spending cap of 2.3% by approximately \$382,000. The fiscal year 2015 budget adopted in July 2014 also came in under the spending cap of 2.1% by approximately \$761,000. The Board of Aldermen is the Appropriating Authority for the City of Nashua. From a budgetary control perspective, management cannot overspend its approved and authorized budget without gaining approval from the Board of Aldermen. In addition, the Board of Aldermen must approve all interdepartmental transfers as well as the transfer of appropriated funds within departments from non-salary accounts to salary accounts. The City also maintains a system of encumbrance accounting to further control budgetary expenses.

Minimum Unassigned Fund Balance

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

Single Audit

As a recipient of federal and state funds, the City is required to undergo a yearly single audit in conformance with the provisions of the *Single Audit Act Amendments of 1996* and U.S. Government Office of Management and Budget's Circular A-133, *Audits of States and Local Governments and Non-Profit Organizations*. The City is also responsible for implementing an adequate internal control structure to ensure compliance with the rules and regulations of these funds. This internal control structure is subject to ongoing and/or periodic evaluation by management and the external audit firm retained by the City for this purpose. Information related to this single audit including a Schedule of Expenditures of Federal Awards; findings and recommendations; and auditor's reports on the internal control structure and compliance with applicable laws and regulations is available in a separately issued single audit report. The single audit for the fiscal year ended June 30, 2014 is in progress and management does not anticipate that there will be any instances of material weakness in the City's internal control structure.

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Enterprise Operations

The City's enterprise operations are comprised of both a Wastewater Fund and a Solid Waste Fund. Wastewater is fully self-supported by user fees. Combined Sewer Overflow (CSO) Consent Decree projects and mandated operational costs are expected to be approximately \$70 million with approximately \$65 million of the total spent by the end of fiscal year 2014. Certain components of the CSO projects have been eligible for a New Hampshire Department of Environmental Services (NHDES) 20% grant, however, due to state budget reductions in fiscal year 2009, grant payments for certain projects included in the Wastewater budget have been deferred until further notice. The City updates the wastewater rate study on an annual basis. The most recent rate study was presented to the Board of Aldermen in November 2013 and a 15% increase in the wastewater user fee rates effective January 1, 2014 was approved.

During fiscal year 2014, the Solid Waste Fund received a transfer of approximately \$3.5 million from the general fund to cover a portion of the cost of residential solid waste collection and disposal. This transfer is funded by property taxes and supplements the cost of collection and disposal of residential solid waste.

Long Term Financial Planning

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

Debt Administration

The City has \$153.1 million of authorized unissued debt. This amount includes \$69.4 million related to the City's acquisition of Pennichuck Corporation in 2015 and unissued balances of refunding bonds authorized. There is approximately \$71.7 million of general obligation debt outstanding for the school district and \$48 million for the City, and \$143.9 million for the acquisition of Pennichuck Corporation. The school bonds are eligible for grant reimbursement payments equal to 30% of project costs, payable annually over the life of bonds issued for this purpose. In addition, there is \$56 million in debt outstanding for the City's enterprise funds.

City of Nashua

\$33.7 million in new debt was issued in fiscal year 2014 for Citywide Capital Improvements and Wastewater projects. Debt limitations are discussed in MD&A and in the statistical section.

Credit Rating

During FY2014, the City's credit rating was reaffirmed at AAA by Fitch Ratings and AA+ by Standard & Poor's Rating Services in connection with the issuance of general obligation bonds for the purposes noted above.

In reaffirming its AAA rating, Fitch cited the City's:

- Strong financial management
- Diverse and expanding economic base
- Above average socioeconomic factors
- Low debt levels
- Manageable future retiree costs

In reaffirming its AA+ rating, Standard & Poor's noted the City's:

- Strong economy
- Very strong budgetary flexibility
- Strong budgetary performance
- Very strong liquidity
- Very strong management
- Strong debt and contingent liability profile

Cash Management

General fund and enterprise fund cash is invested at several New Hampshire banking institutions and the New Hampshire Deposit Investment Pool in accordance with the directives set forth in the City's adopted investment policy. This policy is reviewed and approved by the Board of Aldermen. The policy has several objectives which include, but are not limited to, risk, liquidity, income, maturity and diversification. The City requires collateral on all investments in the form of U.S. government obligations at no less than 102% in excess of the face value of the investment unless funds are marked to market. Commercial insurance coverage for amounts in excess of FDIC limits in the form of surety bonds issued by approved insurance corporations may be considered. The average yield for general fund investments during fiscal year 2014 was 0.53%, compared to the 0.73% earned in the prior fiscal year.

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

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Benefits Cost Planning and Management

The City has been successful in mitigating the escalating costs of healthcare benefits over the past several years. The appropriations for benefits costs have been relatively flat since FY2009, averaging approximately \$26 million per year. This has been accomplished by increasing the percentage share that each employee subscriber contributes toward the cost of healthcare as well as introducing consumer driven strategies such as increasing co-pays and adding deductibles. In addition, over 100 employees have selected a high deductible plan with a companion Health Savings Account (HSA). HSAs are a great way for the employee subscriber to manage their healthcare costs with the potential to save for future healthcare expenses.

Summary of Financial Position and Operations-General Fund

The City's most significant sources of revenue continue to be property taxes, followed by the State Adequate Education Grant and motor vehicle revenues. Property tax collections remain strong overall; however investment income continues to experience declines due to the historically low interest rates. Tax collections stated as a percent of the current levy were 99.1%, a slight increase over the prior year. The City continues to negotiate payment plans for taxpayers unable to meet their property tax obligations, believing that, particularly in more challenging economic times, this strategy will benefit both the City and taxpayers. A ten-year comparison of property tax collection data is available in the statistical section.

During FY2014, the City received funding of \$35.5 million in State Adequate Education Grant Funds. Motor vehicle revenue received during fiscal year 2014 came in at \$12.4 million, approximately \$1.7 million greater than budget. This particular revenue source has rebounded from the downward trend that began in early 2008 and continues to get stronger.

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

The City's unassigned general fund balance position at the end of fiscal year 2014 was \$27.3 million, an increase of \$700,000 from the prior fiscal year.

Major Initiatives

Nashua Government Innovation (NGIN) Project

In 2010, the City launched a \$7.5 million multi-year modernization project to update many of the internal systems and provide a unified set of technologies, business processes and management. This project was identified as the Nashua Government Innovation (NGIN) project.

To date, the City has implemented phase one of the initiative which includes the replacement of the core financial applications, the purchasing module, payroll processing which includes electronic time recording, and the Human Resource system. Currently underway are projects to replace the City's property tax system and the implementation of an electronic document management system.

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

Broad Street Parkway Project

In 2009, the City authorized \$37.6 million of debt issuance towards its portion of the construction of the Broad Street Parkway, with the balance of \$30.5 million funded by the Federal Department of Transportation. The total budget for the project is \$68.1 million. \$19.0 million has been spent through June 30, 2014 and an additional \$20.8 million in contracts have been executed.

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

Significant progress has been made on the Broad Street Parkway project. The Baldwin Street Bridge abutments and bridge deck have been constructed. A large retaining wall near Broad Street is nearly complete. Construction of the Nashua River Bridge foundation is advancing and rehabilitation of the Millyard Chimney as required by the New Hampshire Division of Historical Resources is underway. Parkway construction is scheduled to be completed in calendar 2015.

Local Economy

The City of Nashua, ranked among the top twenty best affordable suburbs in the Northeast by Business Week magazine, continues to grow, reinvent and reinvigorate itself in response to changing economic trends and challenges. Nashua remains a regional retail hub—the second largest concentration of retail space in New England. In addition, Nashua is a regional center for healthcare services. Nashua maintains growing clusters within the high tech manufacturing, software development, optics, development, electronics, telecommunications, robotics and medical device manufacturing.

Municipal Government Report

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

There is little land available in the City for new development; therefore, redevelopment and rehabilitation of existing sites has become more prevalent and kept the City on the forefront of economic, technological and social change. The City is undertaking ambitious redevelopment strategies for long-dormant Brownfields sites near the center of Nashua. The Broad Street Parkway project will open up later this year and will stimulate redevelopment of the Nashua Millyard, connecting the historic industrial district closely with the F.E. Everett Turnpike and Downtown Nashua. The recent occupancy of 109 units of mixed income housing at Apartments at Cotton Mill will be a catalyst to more opportunities within the Front and Franklin Street Mill District, just steps away from Downtown Nashua. On the eastern edge of Downtown, the East Hollis Street Gateway Project has begun. It features the Bridge Street Waterfront Redevelopment Project, with an approved plan for up to 218 units of housing in the first phase. Across the street, the City was awarded \$3.0 million from NH Department of Transportation to construct major traffic improvements which will improve circulation and provide critical access to the Bridge Street site. All of these development initiatives will reinvigorate downtown Nashua with people-intensive uses.

In South Nashua, a key redevelopment site is Gateway Hills, a 400-acre development that will provide critical expansion capacity for Nashua's high tech cluster. The development also includes 540 units of housing that are under construction, 40,000 sq. ft. of retail space and a 120 room hotel. Nearby, along Daniel Webster Highway, the Pheasant Lane Mall recently underwent the \$20 million renovation project.

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

Transportation is essential to the viability of a community and the quality of life of its citizens. The City continues to make significant investments and plays an active supporting role in infrastructure improvements, extensions, expansions and transit. As described above, the City has made significant progress in the construction of the Broad Street Parkway, a 1.8-mile road that will help to improve access from the highway to Downtown Nashua and the Millyard. This \$68.1 million project is well on its way to completion.

The transit system has been a proven success for over 25 years and continues to expand its service routes. An extension of the MBTA commuter line from the Lowell/Boston area to Nashua, possibly further north, remains under consideration at Federal, State, and local levels. Commuter bus service between Nashua and Boston began in February 2007 and has developed a steady local ridership base, exceeding projections. In addition, on the east side of the city land has been purchased for a future Park & Ride and potential downtown rail station.

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

Financial Reporting Awards

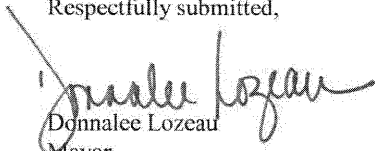
The City of Nashua has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for its CAFR for the last nine fiscal years. In order to receive this prestigious award the report must be easily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

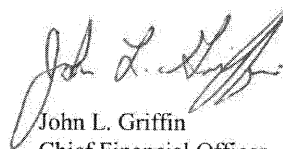
The Certificate of Achievement is valid for a period of one year only. We believe that this CAFR conforms to the standards required for the certificate and will be submitting it to the GFOA for review.

Acknowledgements

The preparation and publication of this CAFR would not have been possible without the dedication and hard work of members of the Financial Services Division team. This accomplishment also required contributions and cooperation from many departments throughout the City and we appreciate their efforts as well. We would also like to thank the Board of Aldermen for their continued support of the highest standards of professionalism in the management of the City's finances.

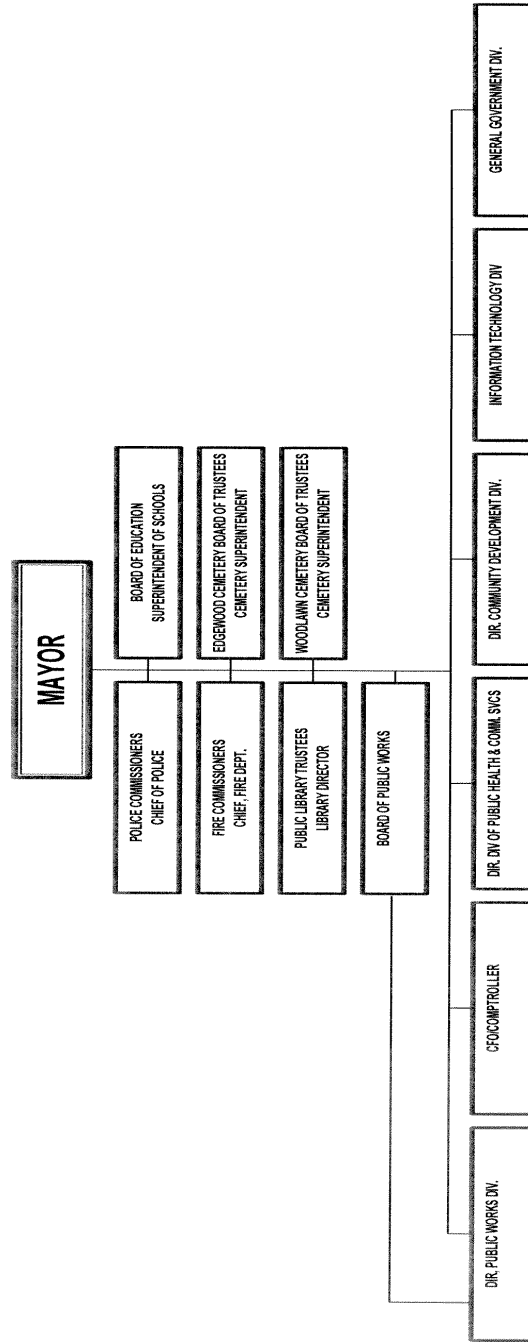
Respectfully submitted,


Donnalee Lozeau
Mayor


John L. Griffin
Chief Financial Officer

CITY OF NASHUA

ADMINISTRATIVE/EXECUTIVE STRUCTURE



**CITY OF NASHUA, NEW HAMPSHIRE
LIST OF PRINCIPAL OFFICIALS
FISCAL YEAR 2014**

MAYOR

Donnalee Lozeau

ALDERMEN AT LARGE

David W. Deane, President
Brian S. McCarthy, Vice President
Jim Donchess
Daniel T. Moriarty
Diane Sheehan
Lori Wilshire

WARD ALDERMEN

Sean M. McGuiness..... Ward 1
Richard A. Dowd..... Ward 2
David Schoneman..... Ward 3
Pamela T. Brown Ward 4
Michael Soucy..... Ward 5
Paul M. Chasse, Jr. Ward 6
June M. Caron Ward 7
Mary Ann Melizzi-Golja Ward 8
Ken Siegel.....Ward 9

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE DIVISION AND DEPARTMENT HEADS FISCAL YEAR 2014

LEGAL	
Corporation Counsel	Stephen Bennett, Esquire
Deputy Corporation Counsel	Dorothy Clarke, Esquire
BOARD OF ALDERMEN	
Aldermanic Legislative Manager	Susan Lovering
CITISTAT	
CitiStat Director	Susan Valaitis
OFFICE OF THE CITY CLERK	
City Clerk	Paul R. Bergeron
HUMAN RESOURCES	
Human Resources Director	Barbara Hill
OFFICE OF ECONOMIC DEVELOPMENT	
Economic Development Director	Thomas Galligani, Jr.
INFORMATION TECHNOLOGY	
Chief Information Officer/IT Division Director	Bruce Codagnone
FINANCIAL SERVICES DIVISION	
Chief Financial Officer/Comptroller	John L. Griffin
Treasurer/Tax Collector	David G. Fredette
Deputy Treasurer/Deputy Tax Collector	Ruth Raswyck
Accounting/ Compliance Manager	Rosemarie Evans
Compensation Manager	Doreen Beaulieu
Purchasing Manager	Robert Gabriel
Risk Manager	Jennifer Deshaies
Chief Assessor/GIS Manager	Angelo Marino
POLICE DEPARTMENT	
Chief	John Seusing
Deputy Chief	Andrew Lavoie
Deputy Chief	Christopher Peach

City of Nashua

FIRE DEPARTMENT

Chief
Assistant Fire Chief

Brian Morrissey
Steven Galipeau

DIVISION OF PUBLIC HEALTH
AND COMMUNITY SERVICES

Director
Manager, Community Health
Manager, Environmental Health
Welfare Officer

Kerran Vigroux
Susan Myers
Heidi Peek
Robert Mack

PUBLIC WORKS DIVISION

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

Lisa Fauteux
Stephen Dookran
Nicholas Caggiano
Eric Ryder
Jeffrey Lafleur
Mario Leclerc

COMMUNITY DEVELOPMENT DIVISION

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

Sarah Marchant
Roger Houston
Carrie Johnson Schena
William McKinney
Nelson Ortega

PUBLIC LIBRARIES

Director
Assistant Director, Library

Jennifer Hinderer
Jennifer Hosking

SCHOOL DEPARTMENT

Superintendent
Chief Operating Officer

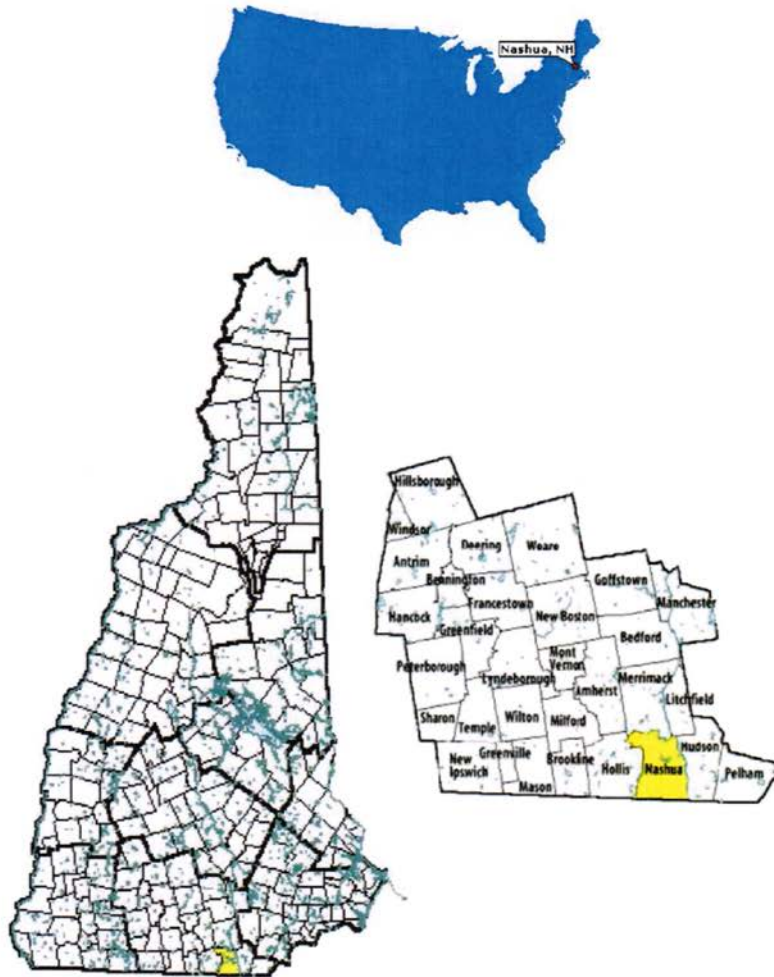
Mark Conrad
Daniel Donovan

CEMETERIES

Superintendent – Edgewood and Suburban
Superintendent – Woodlawn and Pinewood

Jeffrey Snow
Paul (Len) Fournier, Jr.

City of Nashua, NH Geographic Location





Government Finance Officers Association

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

Presented to

**City of Nashua
New Hampshire**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2013

Executive Director/CEO



Great conflagration of the No. 1 Nashua Manufacturing Company, NH

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CARD #: 99614040

INDEPENDENT AUDITORS' REPORT

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

Additional Offices:
Andover, MA
Greenfield, MA
Manchester, NH
Ellsworth, ME

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units (except Nashua Airport Authority), each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2014, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of Nashua Airport Authority, which represents 10.2 percent, 51.3 percent, and 3.9 percent, respectively, of the assets, net position and revenues of the aggregate discretely presented component units. Those financial statements were audited by other auditors whose report thereon has been furnished to us, and our opinion, insofar as it relates to the amounts included for Nashua Airport Authority is based solely on the report of other auditors. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Municipal Government Report

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

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

Opinions

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of June 30, 2014, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

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

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 122 through 142 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The Introductory and the Statistical Sections are presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated January 30, 2015 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City's internal control over financial reporting and compliance.

Melanson Heath

January 30, 2015

Municipal Government Report

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, 2014. **All amounts, unless otherwise indicated, are expressed in thousands of dollars.**

OVERVIEW OF THE FINANCIAL STATEMENTS

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

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

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

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

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

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

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

Governmental funds

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

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

The City of Nashua maintains 26 individual governmental fund types. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the general fund. Data from all the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

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

Proprietary funds

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

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

Fiduciary funds

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

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

Municipal Government Report

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.

FINANCIAL HIGHLIGHTS

- The assets of the City of Nashua exceeded its liabilities at the close of the most recent fiscal year by \$316,078 (net position). Of this amount, \$34,697 (unrestricted net position) may be used to meet the government's ongoing obligations to citizens and creditors.
(See Government-wide Financial Analysis for further explanation).
- The government's total net position increased by \$16,264. This change is comprised of increases of \$15,082 and \$1,182 in Governmental and Business-Type Activities, respectively.
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$99,370, an increase of \$12,604 over the prior year. Approximately 26.7% or \$26,498 constitutes unassigned fund balance which is available for spending at the City's discretion. (This increase is discussed in Financial Analysis of the Government's Funds).
- The City issued \$33.7 million of new general obligation debt.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

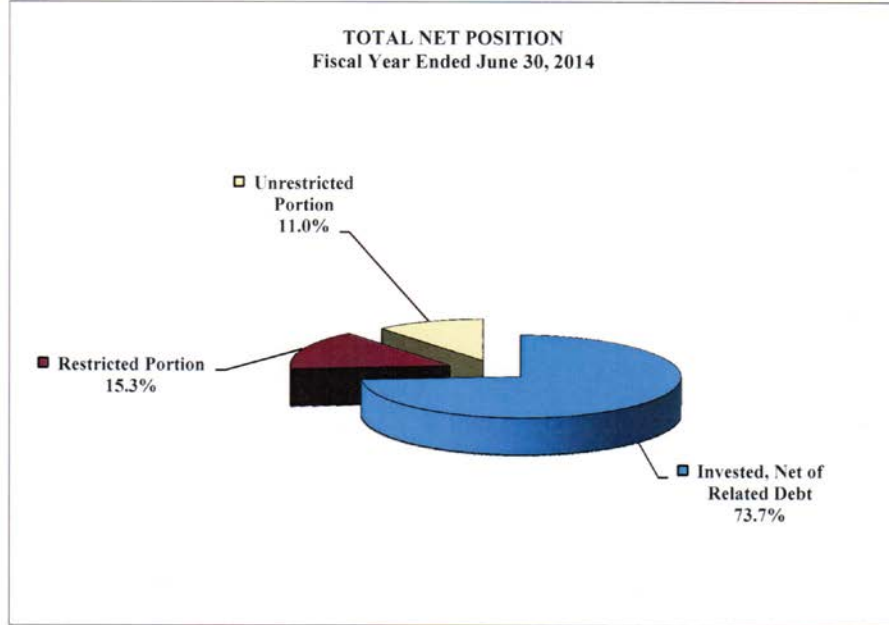
The following is a summary of condensed government-wide financial data for the current and prior fiscal year. All amounts are presented in thousands.

NET POSITION AT JUNE 30, 2014 AND 2013

	Governmental		Business-Type		Total	
	Activities		Activities			
	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>
Current assets	\$ 253,961	\$ 228,983	\$ 28,246	\$ 19,533	282,207	\$ 248,516
Capital assets	258,448	243,486	153,827	142,383	412,275	385,869
Noncurrent assets	143,930	147,180	-	-	143,930	147,180
Deferred outflows of resources	1,169	1,394	-	-	1,169	1,394
Total assets	657,508	621,043	182,073	161,916	\$ 839,581	782,959
Current liabilities	62,303	52,027	18,815	9,322	81,118	61,349
Noncurrent liabilities	290,334	281,719	58,828	49,346	349,162	331,065
Deferred inflows of resources	93,223	90,731	-	-	93,223	90,731
Total liabilities	445,860	424,477	77,643	58,668	523,503	483,145
Net position:						
Invested in capital assets, net	139,619	133,386	93,304	105,526	232,923	238,912
Restricted	43,985	32,456	4,473	4,271	48,458	36,727
Unrestricted	28,044	30,724	6,653	(6,549)	34,697	24,175
Total net position	\$ <u>211,648</u>	\$ <u>196,566</u>	\$ <u>104,430</u>	\$ <u>103,248</u>	\$ <u>316,078</u>	\$ <u>299,814</u>

City of Nashua

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the City of Nashua, assets exceeded liabilities by \$316,078 at the close of the most recent fiscal year.



As depicted in the chart above, the largest portion of the City of Nashua's net position (\$232,923, or 73.7%) reflects its investment in capital assets (e.g., land, buildings, machinery and equipment), less any related outstanding debt used to acquire those assets. The City of Nashua uses its capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the City of Nashua's net position (\$48,458, or 15.3%) represents resources that are subject to external restrictions on how they may be used (i.e. grants, capital projects, contributions, etc.). The remaining balance of net position (\$34,697 or 11.0%) is considered unrestricted and may be used to meet the government's ongoing obligations to citizens and creditors.

At the end of the current fiscal year, the City of Nashua is able to report a positive balance for the government as a whole, as well as for its separate governmental and Wastewater activities. The same situation held true for the prior fiscal year.

The restricted portion of net position (\$4,473) reported within the City of Nashua's business-type activities primarily represent the regulatory funds set-aside for the closure of the Nashua Four Hills Lined Landfill.

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

Municipal Government Report

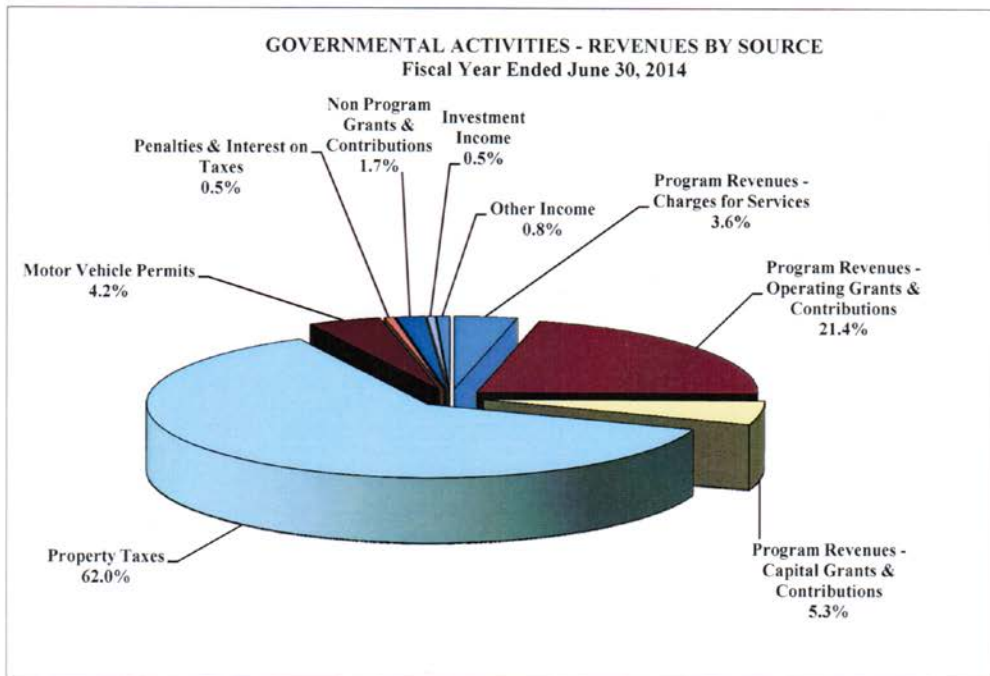
CHANGES IN NET POSITION						
	Governmental Activities		Business-Type Activities		Total	
	2014	2013	2014	2013	2014	2013
Revenues:						
Program revenues:						
Charges for services	\$ 10,642	\$ 9,734	\$ 13,482	\$ 12,953	\$ 24,124	\$ 22,687
Operating grants and contributions	63,496	63,830	-	-	63,496	63,830
Capital grants and contributions	15,562	9,256	526	696	16,088	9,952
General revenues:						
Property taxes	183,227	179,661	-	-	183,227	179,661
Motor vehicle	12,352	11,422	-	-	12,352	11,422
Investment income	1,356	1,043	15	22	1,371	1,065
Penalties and interest on taxes	1,556	1,661	-	-	1,556	1,661
Grants and contributions not restricted to specific programs	4,891	5,453	582	619	5,473	6,072
Other	2,233	2,274	-	-	2,233	2,274
Total revenues	295,315	284,334	14,605	14,290	309,920	298,624
Expenses:						
General government	24,633	22,777	-	-	24,633	22,777
Police	28,778	27,321	-	-	28,778	27,321
Fire	21,098	21,095	-	-	21,098	21,095
Water fire protection services	2,577	2,592	-	-	2,577	2,592
Education	153,294	149,765	-	-	153,294	149,765
Public works	11,331	10,645	-	-	11,331	10,645
Health and human services	3,235	3,137	-	-	3,235	3,137
Culture and recreation	7,166	7,181	-	-	7,166	7,181
Community development	10,180	9,266	-	-	10,180	9,266
Communications	630	516	-	-	630	516
Interest and costs	13,233	13,928	-	-	13,233	13,928
Wastewater services	-	-	11,548	10,898	11,548	10,898
Solid waste services	-	-	6,024	6,730	6,024	6,730
Total expenses	276,155	268,223	17,572	17,628	293,727	285,851
Increase/(decrease) in net position before transfers and permanent fund contributions	19,160	16,111	(2,967)	(3,338)	16,193	12,773
Transfers	(4,149)	(5,386)	4,149	5,386	-	-
Permanent fund contributions	71	78	-	-	71	78
Increase in net position	15,082	10,803	1,182	2,048	16,264	12,851
Net position - beginning of year	196,566	185,763	103,248	101,200	299,814	286,963
Net position - end of year	\$ 211,648	\$ 196,566	\$ 104,430	\$ 103,248	\$ 316,078	\$ 299,814

Governmental activities. Governmental activities for the year resulted in an increase in net position of \$ 15,082 or 7.1%. Key elements of this change are as follows:

City of Nashua

General fund excess of revenues over expenditures	\$ 7,534
General fund transfers to Solid Waste fund	(3,804)
Capital assets from current revenue	12,971
Increase in net OPEB obligation	(2,529)
Permanent Fund revenues and transfers in in excess of expenses and transfers out	2,497
Increase in compensated absences	(1,494)
Other	(93)
Total	<u>\$ 15,082</u>

The chart below identifies revenues by source for governmental activities.



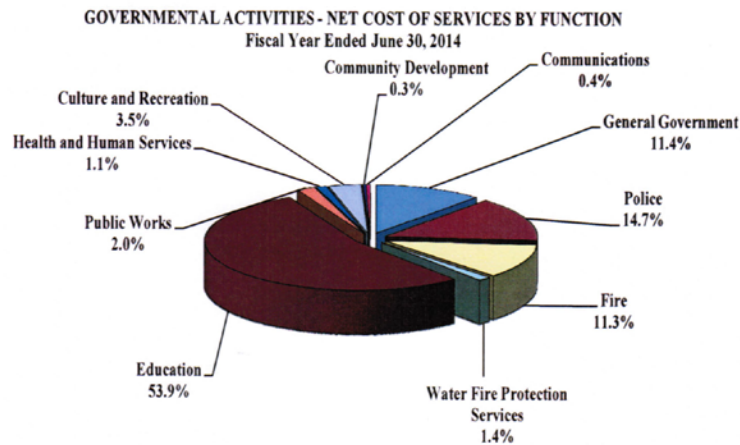
As reflected in the above chart, the City's largest sources of revenue are from property taxes (62%) and operating grants and contributions (21.4%). The cost of all governmental activities this year was \$276,155. This reflects an \$ 11.3 million, or 4.3% increase over the fiscal year 2013 total of \$268,223. However, as shown in the Statement of Activities on pages 34-35, the amount that our taxpayers ultimately financed for these activities through City property taxes was \$183,227 because some of the cost was paid by those who directly benefited from the programs through charges for services (\$10,642) or by other governments and organizations that subsidized certain programs with capital and operating grants and contributions (\$79,058). The City supports the remaining portion of the governmental activities with other general revenues such as motor vehicle registrations, investment income, unrestricted grants and contributions, and miscellaneous other revenues.

Municipal Government Report

The table below presents the cost of each of the City's programs as well as each program's net cost (total cost less revenues generated by the activities). The net cost shows the amount that must be supported by property taxes and other general revenues.

Governmental Activities (In Millions)

	Total Cost of Services		Net Cost of Services	
	2014	2013	2014	2013
General Government	\$ 33,571	\$ 32,181	\$ 21,339	\$ 20,864
Police	28,915	27,479	27,426	26,170
Fire	21,297	21,275	21,116	20,847
Water Fire Protection Services	2,577	2,592	2,577	2,592
Education	156,439	153,252	100,498	96,538
Public Works	11,664	10,848	3,701	6,161
Health and Human Services	3,235	3,137	2,086	2,131
Culture and Recreation	7,282	7,314	6,426	6,602
Community Development	10,369	9,482	584	2,921
Communications	806	664	702	578
	<u>\$ 276,155</u>	<u>\$ 268,224</u>	<u>\$ 186,455</u>	<u>\$ 185,404</u>



Business-type activities. Overall, business-type activities increased the City's net position by \$1,182 or 1.1%. Key elements of this change are as follows:

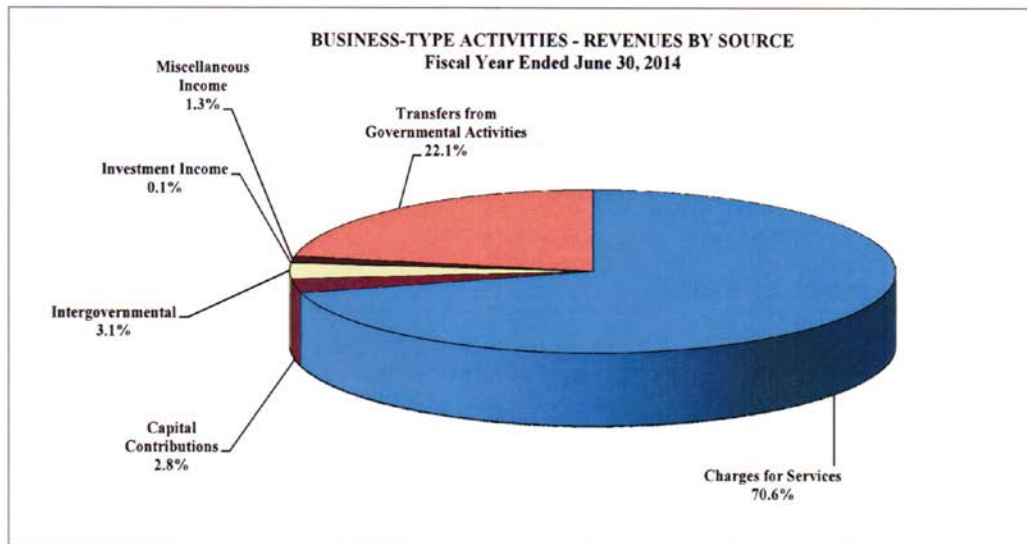
- The Wastewater Fund increased its total net position by \$205 compared to a \$182 increase in the previous year. This increase is predominantly due to increases in user fee revenue. The City continues to annually update its wastewater rate study model in order to ensure that rates are sufficient to cover the operating and capital costs of the

City of Nashua

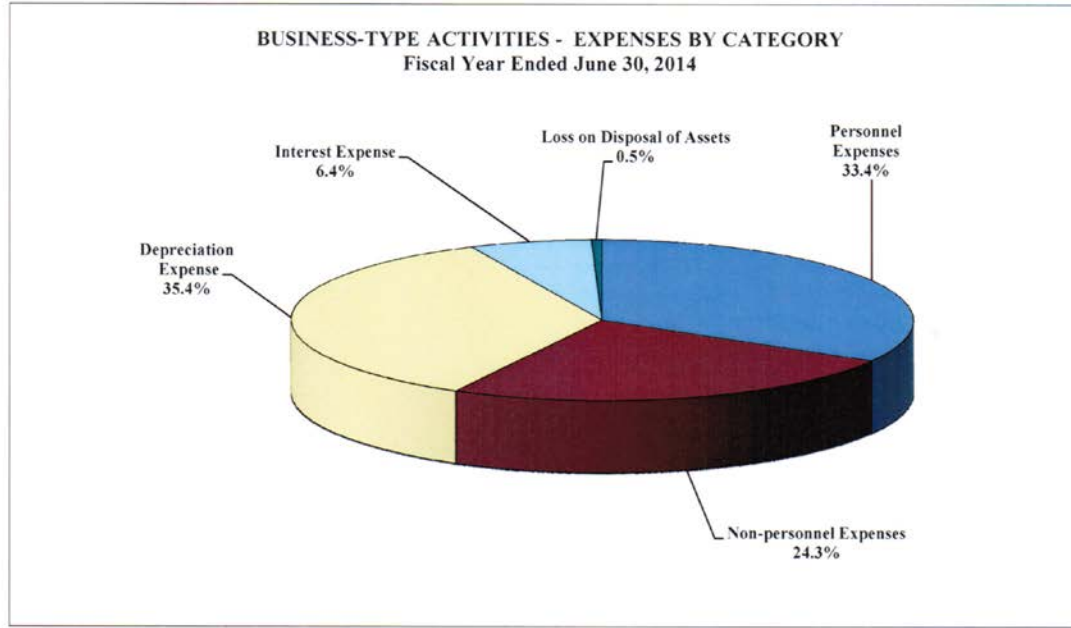
wastewater system. A user fee rate increase of 15% was put into effect on January 1, 2014.

- The Solid Waste Disposal Fund increased its total net position by \$978. This increase is largely due to reduced operating expenses combined with interfund transfers from the General Fund for capital related projects and the purchase of a wheel loader. Solid waste operating activities continue to operate at a deficit with the City continuing to supplement the Solid Waste operations through property taxation for the residential costs of collection and disposal. There is currently no separate fee charged to the City's residential population.
- The Solid Waste Disposal Fund negative net position of (\$943) is primarily due to the fund's high percentage of non-capital (landfill closure costs) related debt, as well as the GAAP (generally accepted accounting principles) requirement to record closure and post closure care liability (the amount the City would be required to spend should the landfill cease operations).

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



Municipal Government Report



FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

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

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

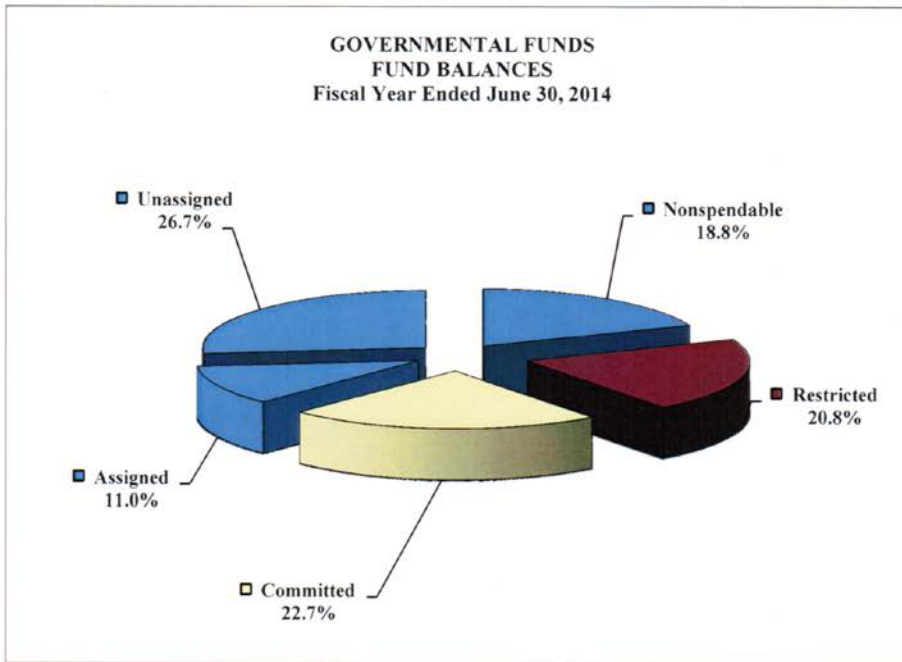
As of the end of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$99,370, an increase of \$12,604 over the prior year and can be summarized as follows:

General Fund expenses and transfers out exceeding revenues and other financing sources	\$ 3,391
Special Revenue Funds revenues and transfers in exceeding expenses and transfers out	23
Capital Project Funds revenues and other financing sources exceeding expenses and transfers out	6,693
Permanent Fund revenues and transfers exceeding expenses and transfers out	2,497
Total	<u>\$ 12,604</u>

City of Nashua

Approximately 26.7% (\$26,498) of the total combined ending fund balances constitutes unassigned fund balance. The remaining components of fund balance (\$72,872) are not available for new spending and are classified into the following categories:

Nonspendable	\$ 18,692
Restricted	20,634
Committed	22,536
Assigned	11,010
Total:	<u>\$ 72,872</u>



The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$27,350 compared to \$26,570 last year, while total general fund balance was \$50,917 compared to \$47,526 last year. As a measure of the general fund's change in financial position, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures over time. Unassigned fund balance, represents 11.3% of total general fund expenditures consistent with the prior year, while total fund balance represents 21.0% compared to 20.1% last year.

Proprietary funds. The City of Nashua's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail. Unlike governmental funds, proprietary funds utilize the accrual basis of accounting. Therefore, no reconciliation is needed between the government-wide financial statements and the proprietary fund financial statements.

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

Municipal Government Report

GENERAL FUND BUDGETARY HIGHLIGHTS

The following reconciles the City's adopted budget with the "original budget" columns of the Budget and Actual Financial Statements on page 42 and the Budget and Actual Detail Schedule on pages 135-136.

Total Adopted Budget	\$	236,010
Plus: Hillsborough County appropriation		9,764
Plus: Appropriation to Solid Waste Fund		<u>3,534</u>
Total Original Budget, per Financial Statements/Schedules	\$	<u><u>249,308</u></u>

The difference between the original and final amended budget resulted in an overall increase in appropriations of \$1,023 and is summarized as follows:

Total Original Budget, per budgetary financial statements/schedules	\$	249,308
Plus: Transfer in from School Retirement Trust Fund for Teacher's contract		348
Plus: Supplemental appropriation of unanticipated revenue for the School Department		115
Plus: Transfers in from Retirement Trust and Reserve Funds		<u>560</u>
Total Final Budget, per Financial Statements/Schedules	\$	<u><u>250,331</u></u>

The combined difference between the final amended budget and actual results reflects an overall surplus of \$6,205.

Actual revenues, transfers and other financing sources on a budgetary basis were \$254,798 which represents a \$4,467 surplus over the final estimated revenue budget. Significant revenue surpluses are summarized as follows:

- \$1,700 in Motor Vehicle Registrations.
- \$1,206 in Intergovernmental Medicaid reimbursements.
- \$327 in Intergovernmental FEMA Disaster Assistance Funds.
- \$306 in Interest and Dividends.
- \$242 in Building Permits.
- \$222 in Penalties, Interest and Other Taxes.
- \$207 in Intergovernmental Vocational Education Aid.

Actual expenditures, transfers and other financing uses on a budgetary basis were \$248,593 resulting in a \$1,738 surplus below the final expenditure budget. Highlights in expenditure variances include the following:

- \$873 in City-wide pension costs.
- \$865 across all other Departments primarily due to salary attrition and savings realized through effective budget maintenance.

City of Nashua

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. The City's investment in capital assets for its governmental and business-type activities as of June 30, 2014 amounted to \$412,275, net of accumulated depreciation, an increase of \$26,406 over the prior fiscal year. This investment in capital assets includes land, buildings, vehicles, equipment, and infrastructure.

CAPITAL ASSETS AS OF JUNE 30, 2014 AND 2013

(net of accumulated depreciation)

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>			
	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>
Land and improvements	\$ 29,121	\$ 27,685	\$ 10,512	\$ 11,405	\$ 39,633	\$ 39,090
Buildings and systems	155,485	160,471	42,065	43,593	197,550	204,064
Machinery and equipment	25,908	21,905	17,289	12,083	43,197	33,988
Infrastructure	23,370	23,947	64,274	65,971	87,644	89,918
Construction in progress	24,564	9,478	19,687	9,331	44,251	18,809
Total	<u>\$ 258,448</u>	<u>\$ 243,486</u>	<u>\$ 153,827</u>	<u>\$ 142,383</u>	<u>\$ 412,275</u>	<u>\$ 385,869</u>

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

Governmental Activities

Broad Street Parkway Construction	\$	11,366
School Access Control System		2,028
School Tracks & Tennis Courts Improvements		1,209
School Technology-Software & Hardware Upgrades		1,230
Public Safety Portable Radios		975
Citywide Street Paving Improvements		595
Fire Department Pierce Arrow Pumper Truck		506
Transit Compressed Natural Gas (CNG) Bus		422
Main Street Sidewalk Improvements		402

Business-type Activities

Wastewater Screening and Disinfection Facility Improvements	\$	8,961
Wastewater Secondary Clarifier Rehabilitation		2,011
Sewer Infrastructure Improvements		1,951
Wastewater Storage Tanks		1,729
Wastewater Sludge Dewatering Upgrades		1,160

Additional information concerning the City of Nashua's capital assets can be found in Note 7 on pages 63-64.

Municipal Government Report

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt outstanding of \$319,678 compared to \$306,428 in the prior year. Of this amount, \$319,678 represents general obligation debt, which is backed by the full faith and credit of the government.

OUTSTANDING DEBT AS OF JUNE 30, 2014 AND 2013

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>			
	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>
Bonds and notes	\$ 263,666	\$ 260,682	\$ 56,012	\$ 45,723	\$ 319,678	\$ 306,405
Capital leases	-	23	-	-	-	23
Total	<u>\$ 263,666</u>	<u>\$ 260,705</u>	<u>\$ 56,012</u>	<u>\$ 45,723</u>	<u>\$ 319,678</u>	<u>\$ 306,428</u>

During the fiscal year, the City issued \$33,680 of new debt and retired \$17,157 of outstanding debt through scheduled principal payments. New debt was issued for the following capital improvements:

Governmental Activities:

Broad Street Parkway Construction	\$	15,559
School Access Control System		2,085
Enterprise Resource Planning (ERP) System		964
Public Safety Portable Radios		872

Business Type Activities:

Wastewater Wet Weather Facility	\$	12,000
Sludge Dewatering Equipment Upgrades		2,200

State statutes limit the amount of general obligation debt a governmental entity may issue to 3% of its total assessed valuation for the City or 7% of its total assessed valuation for the School. The City of Nashua has imposed more restrictive limits for City and School respectively of 2% for and 6% of total assessed valuation. The current debt limitation for the City and School combined is \$670,191, which is significantly in excess of the current outstanding general obligation debt of \$263,666. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. Wastewater and Solid Waste debt of \$56,012 is not subject to these limitations.

During FY2014, the City's credit rating was reaffirmed at AAA by Fitch Ratings and AA+ by Standard & Poor's Rating Services in connection with the \$21.7 million issuance of general obligation bonds for capital improvements. In January 2012, Moody's Investors Service rated the City's bonds at Aa2 related to the acquisition of Pennichuck Corporation.

Additional information on the City of Nashua's long-term debt can be found in Note 11 on pages 65-70.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES

The City continues to see signs of local revenue growth, specifically in motor vehicle registration fees and building permit fees and continues to face significant cost pressures with regards to state pension costs. During the past several years, the City has effectively implemented different strategies in an effort to mitigate rising health care costs. The City raised the employee contribution from 10% to 20% of the monthly premium. In addition, plan design changes were adopted to include higher co-payments and deductibles. All of these factors were considered in preparing the City of Nashua's budget for fiscal year 2015.

The City adopted a fiscal year 2015 General Fund operating budget of \$254,871 (inclusive of the transfer to solid waste and Hillsborough County appropriation), compared to an adopted budget of \$249,308 for fiscal year 2014. The budget reflects an overall increase of 2.2% over the prior year and did not require any service level reductions.

\$5.1 million of assigned fund balance is planned to be used as a funding source towards the fiscal year 2015 tax rate.

REQUESTS FOR INFORMATION

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

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET POSITION

JUNE 30, 2014

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2013)

	Primary Government			Component Units
	Governmental Activities	Business - Type Activities	Government Wide Total	
ASSETS				
Current:				
Cash and short-term investments	\$ 174,722,412	\$ 19,664,471	\$ 194,386,883	\$ 6,650,643
Investments	45,020,875	-	45,020,875	118,987
Receivables, net of allowance for uncollectibles:				
Property taxes	17,590,541	-	17,590,541	-
User fees	-	3,140,951	3,140,951	4,446,528
Departmental and other	279,020	-	279,020	-
Intergovernmental	8,249,859	8,495,838	16,745,697	971,514
Loans	3,272,092	-	3,272,092	-
Internal balances	3,054,738	(3,054,738)	-	-
Due from external parties - fiduciary funds	371,373	-	371,373	-
Other assets	1,399,580	-	1,399,580	2,388,237
Total current assets	<u>253,960,490</u>	<u>28,246,522</u>	<u>282,207,012</u>	<u>14,575,909</u>
Noncurrent:				
Capital assets being depreciated, net of accumulated depreciation	204,763,261	133,907,339	338,670,600	191,869,554
Capital assets not being depreciated	53,685,297	19,919,424	73,604,721	3,675,258
Acquisition premium	-	-	-	80,719,000
Equity interest in Pennichuck	143,930,000	-	143,930,000	-
Other assets	-	-	-	9,099,000
Total non-current assets	<u>402,378,558</u>	<u>153,826,763</u>	<u>556,205,321</u>	<u>285,362,812</u>
DEFERRED OUTFLOWS OF RESOURCES	<u>1,169,247</u>	<u>-</u>	<u>1,169,247</u>	<u>2,251,000</u>
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	<u>657,508,295</u>	<u>182,073,285</u>	<u>839,581,580</u>	<u>302,189,721</u>
LIABILITIES				
Current:				
Accounts payable	19,375,454	1,449	19,376,903	4,276,327
Retainage payable	1,214,885	-	1,214,885	282,000
Accrued liabilities	19,662,020	855,733	20,517,753	579,701
Notes payable	-	13,327,606	13,327,606	-
Due to other governments	2,500,000	-	2,500,000	-
Other	929,532	-	929,532	-
Current portion of long-term liabilities:				
Bonds and notes payable	13,573,791	4,574,059	18,147,850	2,965,000
Acquisition bonds payable	3,280,000	-	3,280,000	-
Compensated absences	1,767,735	56,057	1,823,792	-
Total current liabilities	<u>62,303,417</u>	<u>18,814,904</u>	<u>81,118,321</u>	<u>8,103,028</u>
Noncurrent:				
Bonds and notes payable	111,575,348	52,884,138	164,459,486	174,858,000
Acquisition bonds payable	140,650,000	-	140,650,000	-
Compensated absences	17,873,765	566,808	18,440,573	-
Net OPEB obligations	20,234,640	456,700	20,691,340	1,858,000
Other	-	4,920,561	4,920,561	62,432,339
Total non-current liabilities	<u>290,333,753</u>	<u>58,828,207</u>	<u>349,161,960</u>	<u>239,148,339</u>
DEFERRED INFLOWS OF RESOURCES	<u>93,223,067</u>	<u>-</u>	<u>93,223,067</u>	<u>4,278</u>
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	<u>445,860,237</u>	<u>77,643,111</u>	<u>523,503,348</u>	<u>247,255,645</u>
NET POSITION				
Net investment of capital assets	139,619,179	93,304,028	232,923,207	27,833,812
Restricted for:				
Pennichuck corporation	-	-	-	26,760,000
Grants and other statutory restrictions	11,038,477	-	11,038,477	-
Capital projects	10,789,623	4,472,662	15,262,285	-
Permanent funds:				
Expendable	1,205,150	-	1,205,150	-
Nonexpendable	20,951,958	-	20,951,958	-
Unrestricted	28,043,671	6,653,484	34,697,155	340,264
TOTAL NET POSITION	<u>\$ 211,648,058</u>	<u>\$ 104,430,174</u>	<u>\$ 316,078,232</u>	<u>\$ 54,934,076</u>

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

Main Street Looking South



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

Published by F.P. Trow News Agency, Nashua

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR FISCAL YEAR ENDED JUNE 30, 2014

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2013)

	<u>Expenses</u>	<u>Indirect Cost Allocation</u>	<u>Charges for Services</u>	<u>Program Revenues Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	<u>Net (Expenses) Revenue</u>
Primary Government						
Governmental Activities:						
General government	\$ 24,632,593	\$ 8,938,154	\$ 3,112,192	\$ 9,119,674	\$ -	\$ (21,338,881)
Police	28,778,248	136,670	1,050,173	439,122	-	(27,425,623)
Fire	21,098,266	199,056	114,823	66,141	-	(21,116,358)
Water fire protection services	2,576,767	-	-	-	-	(2,576,767)
Education	153,294,183	3,144,643	3,206,524	52,734,360	-	(100,497,942)
Public works	11,330,904	333,527	499,116	85,841	7,378,174	(3,701,300)
Health and human services	3,235,196	-	170,721	978,666	-	(2,085,809)
Culture and recreation	7,166,496	115,191	783,194	72,593	-	(6,425,900)
Community development	10,179,583	189,237	1,705,084	-	8,079,192	(584,544)
Communications	630,134	176,251	-	-	104,122	(702,263)
Interest and costs	13,232,729	(13,232,729)	-	-	-	-
Total Governmental Activities	276,155,099	-	10,641,827	63,496,397	15,561,488	(186,455,387)
Business-Type Activities:						
Wastewater services	11,548,040	-	10,849,984	-	526,173	(171,883)
Solid waste services	6,023,797	-	2,632,259	-	-	(3,391,538)
Total Business-Type Activities	17,571,837	-	13,482,243	-	526,173	(3,563,421)
Total primary government	\$ 293,726,936	\$ -	\$ 24,124,070	\$ 63,496,397	\$ 16,087,661	(190,018,808)
Component units:						
Pennichuck Corporation	\$ 39,498,000	\$ -	\$ 37,694,000	\$ -	\$ -	(1,804,000)
Nashua Airport Authority	1,536,510	-	525,863	-	1,064,646	-
Total component units	\$ 41,034,510	\$ -	\$ 38,219,863	\$ -	\$ 1,064,646	(1,804,000)

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

(continued)

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR FISCAL YEAR ENDED JUNE 30, 2014

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2013)

(continued)

	<u>Governmental Activities</u>	<u>Business- Type Activities</u>	<u>Total</u>	<u>Component Units</u>
Change in Net Position:				
Net (Expenses) revenue from previous page	\$ (186,455,387)	\$ (3,563,421)	\$ (190,018,808)	\$ (1,804,000)
General Revenues, permanent fund contributions and transfers:				
Property taxes	183,226,901	-	183,226,901	-
Auto permits	12,352,468	-	12,352,468	-
Penalties, interest and other taxes	1,555,955	-	1,555,955	-
Grants and contributions not restricted to specific programs	4,890,823	581,824	5,472,647	-
Investment income	1,356,452	14,970	1,371,422	-
Miscellaneous	2,233,187	-	2,233,187	-
Permanent fund contributions	70,555	-	70,555	-
Transfers in (out)	(4,149,363)	4,149,363	-	-
Other Pennichuck adjustments	-	-	-	334,000
Total general revenues, contributions and transfers	<u>201,536,978</u>	<u>4,746,157</u>	<u>206,283,135</u>	<u>334,000</u>
Change in Net Position	15,081,591	1,182,736	16,264,327	(1,470,000)
Net Position:				
Beginning of year	<u>196,566,467</u>	<u>103,247,438</u>	<u>299,813,905</u>	<u>56,347,377</u>
End of year	<u>\$ 211,648,058</u>	<u>\$ 104,430,174</u>	<u>\$ 316,078,232</u>	<u>\$ 54,877,377</u>

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2014

	<u>General</u>	<u>Debt Service Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and short-term investments	\$ 171,344,602	\$ -	\$ 3,377,810	\$ 174,722,412
Investments	22,060,383	-	22,960,492	45,020,875
Receivables, net of allowance for uncollectibles:				
Property taxes	17,590,541	-	-	17,590,541
Departmental and other	82,932	-	196,088	279,020
Intergovernmental	42,041	-	8,207,818	8,249,859
Loans	-	-	3,272,092	3,272,092
Due from other funds	16,768,312	4,312,424	13,143,877	34,224,613
Other assets	544,836	-	134,062	678,898
TOTAL ASSETS	\$ 228,433,647	\$ 4,312,424	\$ 51,292,239	\$ 284,038,310
LIABILITIES				
Accounts payable	\$ 19,375,342	\$ -	\$ 112	\$ 19,375,454
Accrued liabilities	7,231,074	-	496,663	7,727,737
Due to other funds	54,311,255	-	3,702,425	58,013,680
Due to other governments	-	-	2,500,000	2,500,000
Other liabilities	198,334	-	-	198,334
TOTAL LIABILITIES	81,116,005	-	6,699,200	87,815,205
DEFERRED INFLOWS OF RESOURCES	96,400,458	-	452,185	96,852,643
FUND BALANCES				
Nonspendable	214,361	-	18,477,710	18,692,071
Restricted	-	4,312,424	16,321,330	20,633,754
Committed	12,342,869	-	10,193,612	22,536,481
Assigned	11,009,824	-	-	11,009,824
Unassigned	27,350,130	-	(851,798)	26,498,332
TOTAL FUND BALANCES	50,917,184	4,312,424	44,140,854	99,370,462
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 228,433,647	\$ 4,312,424	\$ 51,292,239	\$ 284,038,310

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
RECONCILIATION OF TOTAL GOVERNMENTAL FUND
BALANCES TO NET ASSETS OF GOVERNMENTAL
ACTIVITIES IN THE STATEMENT OF NET POSITION

JUNE 30, 2014

Total governmental fund balances	\$ 99,370,462
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	258,448,558
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	3,629,576
• To record investment in Pennichuck Waterworks.	143,930,000
• Loss on prior year refundings.	1,169,247
• Internal service funds are used by management to account for health insurance and workers' compensation activities. The assets and liabilities of the internal service funds are included in the governmental activities in the Statement of Net Position.	18,240,790
• In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(4,185,296)
• Long-term liabilities, including bonds payable and net OPEB obligation, are not due and payable in the current period and, therefore, are not reported in the governmental funds.	<u>(308,955,279)</u>
Net position of governmental activities	<u>\$ 211,648,058</u>

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR FISCAL YEAR ENDED JUNE 30, 2014

	<u>General</u>	<u>Debt Service Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 183,735,667	\$ -	\$ 53,121	\$ 183,788,788
Auto permits	12,352,468	-	-	12,352,468
Penalties, interest and other taxes	1,148,670	-	407,285	1,555,955
Charges for services	1,079,751	-	4,942,937	6,022,688
Intergovernmental	47,038,932	-	26,334,156	73,373,088
Licenses and permits	1,515,231	-	-	1,515,231
Interest earnings	893,965	-	3,298,081	4,192,046
Miscellaneous	1,666,045	-	833,518	2,499,563
Contributions	300	8,762,310	601,526	9,364,136
Total Revenues	249,431,029	8,762,310	36,470,624	294,663,963
Expenditures:				
Current:				
General government	13,217,724	-	1,226,331	14,444,055
Police	26,394,497	-	1,945,074	28,339,571
Fire	20,534,919	-	45,713	20,580,632
Water fire protection services	2,576,767	-	-	2,576,767
Education	130,325,123	-	19,680,533	150,005,656
Public works	10,426,586	-	13,785,736	24,212,322
Health and human services	2,178,171	-	1,013,035	3,191,206
Culture and recreation	6,332,706	-	420,634	6,753,340
Community development	1,993,206	-	9,436,370	11,429,576
Communications	302,102	-	1,152,049	1,454,151
Debt service				
Principal	13,186,389	3,250,000	60,000	16,496,389
Interest and issuance cost	4,664,660	5,513,151	31,554	10,209,365
Intergovernmental	9,763,895	-	-	9,763,895
Total Expenditures	241,896,745	8,763,151	48,797,029	299,456,925
Excess (deficiency) of revenues over expenditures	7,534,284	(841)	(12,326,405)	(4,792,962)
Other Financing Sources (Uses):				
Issuance of bonds	-	-	19,480,000	19,480,000
Bond premiums	139,111	-	1,928,900	2,068,011
Transfers in	402,738	-	638,265	1,041,003
Transfers out	(4,685,182)	-	(506,883)	(5,192,065)
Total Other Financing Sources (Uses)	(4,143,333)	-	21,540,282	17,396,949
Change in fund balance	3,390,951	(841)	9,213,877	12,603,987
Fund Balance, July 1, 2013	47,526,233	4,313,265	34,926,977	86,766,475
Fund Balance, June 30, 2014	\$ 50,917,184	\$ 4,312,424	\$ 44,140,854	\$ 99,370,462

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

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

FOR THE YEAR ENDED JUNE 30, 2014

Net changes in fund balances - Total governmental funds	\$ 12,603,987																				
<ul style="list-style-type: none"> • Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: <table style="width: 100%; margin-left: 20px;"> <tr> <td style="width: 70%;">Capital outlay purchases, net of disposals</td> <td style="width: 30%; text-align: right;">27,767,749</td> </tr> <tr> <td>Depreciation</td> <td style="text-align: right;">(12,696,114)</td> </tr> <tr> <td>Loss on disposal of capital assets</td> <td style="text-align: right;">(109,087)</td> </tr> </table> • Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable differ between the two statements. This amount represents the net change in deferred revenue. (313,230) • The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position: <table style="width: 100%; margin-left: 20px;"> <tr> <td style="width: 70%;">Issuance of new debt</td> <td style="width: 30%; text-align: right;">(19,480,000)</td> </tr> <tr> <td>Repayment of capital leases</td> <td style="text-align: right;">23,083</td> </tr> <tr> <td>Repayments of debt</td> <td style="text-align: right;">16,496,389</td> </tr> <tr> <td>Bond premiums</td> <td style="text-align: right;">(1,713,486)</td> </tr> </table> • To record amortization of Pennichuck asset. (3,250,000) • In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. 97,361 • Some expenses reported in the Statement of Activities, such as compensated absences, do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds: <table style="width: 100%; margin-left: 20px;"> <tr> <td style="width: 70%;">Increase in compensated absences liability</td> <td style="width: 30%; text-align: right;">(1,493,767)</td> </tr> <tr> <td>Increase in net OPEB obligation</td> <td style="text-align: right;">(2,529,254)</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">(225,250)</td> </tr> </table> • Internal service funds are used by management to account for health insurance and workers' compensation activities. The net activity of internal service funds is reported with Governmental Activities. (96,790) 		Capital outlay purchases, net of disposals	27,767,749	Depreciation	(12,696,114)	Loss on disposal of capital assets	(109,087)	Issuance of new debt	(19,480,000)	Repayment of capital leases	23,083	Repayments of debt	16,496,389	Bond premiums	(1,713,486)	Increase in compensated absences liability	(1,493,767)	Increase in net OPEB obligation	(2,529,254)	Other	(225,250)
Capital outlay purchases, net of disposals	27,767,749																				
Depreciation	(12,696,114)																				
Loss on disposal of capital assets	(109,087)																				
Issuance of new debt	(19,480,000)																				
Repayment of capital leases	23,083																				
Repayments of debt	16,496,389																				
Bond premiums	(1,713,486)																				
Increase in compensated absences liability	(1,493,767)																				
Increase in net OPEB obligation	(2,529,254)																				
Other	(225,250)																				
Change in net position of governmental activities	\$ <u>15,081,591</u>																				

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

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

FISCAL YEAR ENDED JUNE 30, 2014

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
Revenues and Other Sources:				
Taxes	\$ 183,391,236	\$ 183,391,236	\$ 183,391,236	\$ -
Auto permits	10,617,000	10,617,000	12,352,468	1,735,468
Penalties, interest and other taxes	1,048,000	1,048,000	1,148,670	100,670
Charges for services	1,014,565	1,014,565	1,078,150	63,585
Intergovernmental	45,156,035	45,271,035	47,032,540	1,761,505
Licenses and permits	1,086,815	1,086,815	1,516,380	429,565
Interest earnings	550,000	550,000	856,385	306,385
Miscellaneous	1,545,068	1,545,068	1,672,437	127,369
Transfers in	599,047	1,506,818	1,310,511	(196,307)
Other sources	4,300,000	4,300,000	4,439,111	139,111
Total Revenues and Other Sources	249,307,766	250,330,537	254,797,888	4,467,351
Expenditures and Other Uses:				
General government	17,124,952	16,858,691	15,662,752	1,195,939
Police	25,575,724	26,087,830	26,045,854	41,976
Fire	20,711,182	20,710,831	20,642,518	68,313
Water fire protection services	2,634,760	2,634,760	2,616,767	17,993
Education	129,203,710	129,733,916	129,716,494	17,422
Public works	12,672,211	12,949,334	12,923,514	25,820
Health and human services	2,416,098	2,395,365	2,234,587	160,778
Culture and recreation	6,269,271	6,289,284	6,164,248	125,036
Community development	2,452,937	2,421,524	2,383,244	38,280
Communications	325,375	327,456	297,911	29,545
Debt service	17,867,651	17,867,651	17,851,049	16,602
Intergovernmental	9,763,895	9,763,895	9,763,895	-
Transfers out	2,290,000	2,290,000	2,290,000	-
Total Expenditures and Other Uses	249,307,766	250,330,537	248,592,833	1,737,704
Excess of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 6,205,055	\$ 6,205,055

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2014

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
	Fund	Fund	Total	Funds
<u>ASSETS</u>				
Current:				
Cash and short-term investments	\$ 15,037,409	\$ 4,627,062	\$ 19,664,471	\$ -
User fees, net of allowance for uncollectibles	3,008,764	132,187	3,140,951	-
Intergovernmental receivable	8,495,838	-	8,495,838	-
Due from other funds	-	140,350	140,350	27,215,178
Other assets	-	-	-	720,682
Total current assets	26,542,011	4,899,599	31,441,610	27,935,860
Noncurrent:				
Capital assets being depreciated, net	119,213,119	14,694,220	133,907,339	-
Capital assets not being depreciated	19,665,305	254,119	19,919,424	-
Total noncurrent assets	138,878,424	14,948,339	153,826,763	-
TOTAL ASSETS	165,420,435	19,847,938	185,268,373	27,935,860
<u>LIABILITIES</u>				
Current:				
Accounts payable	-	1,449	1,449	-
Due to other funds	3,195,088	-	3,195,088	-
Accrued liabilities	585,371	270,362	855,733	8,963,872
Notes payable	13,327,606	-	13,327,606	-
Other liabilities	-	-	-	731,198
Current portion of long-term liabilities:				
Bonds and notes payable	2,807,204	1,766,855	4,574,059	-
Compensated absences	27,896	28,161	56,057	-
Total current liabilities	19,943,165	2,066,827	22,009,992	9,695,070
Noncurrent:				
Bonds and notes payable	39,589,982	13,294,156	52,884,138	-
Compensated absences	282,064	284,744	566,808	-
Net OPEB obligations	231,668	225,032	456,700	-
Landfill closure and post closure	-	4,920,561	4,920,561	-
Total noncurrent liabilities	40,103,714	18,724,493	58,828,207	-
TOTAL LIABILITIES	60,046,879	20,791,320	80,838,199	9,695,070
<u>NET POSITION</u>				
Net investment in capital assets	87,668,600	5,635,428	93,304,028	-
Restricted for capital projects	-	4,472,662	4,472,662	-
Unrestricted	17,704,956	(11,051,472)	6,653,484	18,240,790
TOTAL NET POSITION	\$ 105,373,556	\$ (943,382)	\$ 104,430,174	\$ 18,240,790

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR FISCAL YEAR ENDED JUNE 30, 2014

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
	Fund	Fund	Total	Fund
Operating Revenues:				
Charges for services	\$ 10,849,064	\$ 2,397,078	\$ 13,246,142	\$ -
Employer contributions	-	-	-	28,783,174
Employee and retiree contributions	-	-	-	10,106,628
Other	920	235,181	236,101	1,021,482
Total Operating Revenues	10,849,984	2,632,259	13,482,243	39,911,284
Operating Expenses:				
Personnel expenses	3,425,341	2,444,724	5,870,065	-
Non-personnel expenses	2,875,537	1,402,875	4,278,412	40,023,611
Depreciation	4,468,223	1,743,454	6,211,677	-
Total Operating Expenses	10,769,101	5,591,053	16,360,154	40,023,611
Operating Income (Loss)	80,883	(2,958,794)	(2,877,911)	(112,327)
Nonoperating Revenues (Expenses):				
Intergovernmental	373,201	208,623	581,824	-
Investment income	3,192	11,778	14,970	13,838
Loss on disposal of capital assets	-	(94,803)	(94,803)	-
Interest expense	(778,939)	(337,941)	(1,116,880)	-
Total Nonoperating Revenues (Expenses), Net	(402,546)	(212,343)	(614,889)	13,838
Income (Loss) Before Transfers and Contributions	(321,663)	(3,171,137)	(3,492,800)	(98,489)
Capital contributions	526,173	-	526,173	-
Transfers in	-	4,149,363	4,149,363	1,699
Change in Net Position	204,510	978,226	1,182,736	(96,790)
Net Position at Beginning of Year	105,169,046	(1,921,608)	103,247,438	18,337,580
Net Position at End of Year	\$ 105,373,556	\$ (943,382)	\$ 104,430,174	\$ 18,240,790

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR FISCAL YEAR ENDED JUNE 30, 2014

	Business-Type Activities Enterprise Funds			Governmental
	Waste Water Fund	Solid Waste Fund	Total	Activities Internal Service Fund
	Fund	Fund	Total	Fund
<u>Cash Flows From Operating Activities:</u>				
Receipts from customers and users	\$ 10,667,836	\$ 2,720,751	\$ 13,388,587	\$ 40,689,385
Payments to vendors	(2,854,303)	(1,559,606)	(4,413,909)	(40,704,922)
Payments to employees	(3,425,341)	(2,444,724)	(5,870,065)	-
Net Cash Provided By (Used for) Operating Activities	4,388,192	(1,283,579)	3,104,613	(15,537)
<u>Cash Flows From Noncapital Financing Activities:</u>				
Proceeds from interfund loan agreements	2,807,183	-	2,807,183	-
Payments under interfund loan agreements	-	(203,148)	(203,148)	-
Transfers	-	4,149,363	4,149,363	1,699
Intergovernmental subsidy	373,201	208,623	581,824	-
Net Cash Provided By (Used for) Noncapital Financing Activities	3,180,384	4,154,838	7,335,222	1,699
<u>Cash Flows From Capital and Related Financing Activities:</u>				
Acquisition and construction of capital assets	(17,278,411)	(472,058)	(17,750,469)	-
Contributions	526,173	-	526,173	-
Proceeds from bonds and notes	14,687,668	-	14,687,668	-
Principal payments on bonds and leases	(1,963,587)	(1,956,735)	(3,920,322)	-
Interest expense	(873,000)	(337,941)	(1,210,941)	-
Net Cash Provided By (Used For) Capital and Related Financing Activities	(4,901,157)	(2,766,734)	(7,667,891)	-
<u>Cash Flows From Investing Activities:</u>				
Investment income	3,192	11,778	14,970	13,838
Net Change in Cash and Short-Term Investments	2,670,611	116,303	2,786,914	-
Cash and Short-Term Investments, Beginning of Year	12,366,798	4,510,758	16,877,556	-
Cash and Short-Term Investments, End of Year	\$ 15,037,409	\$ 4,627,061	\$ 19,664,470	\$ -
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>				
Operating income (loss)	\$ 80,883	\$ (2,958,794)	\$ (2,877,911)	\$ (112,327)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	4,468,223	1,743,454	6,211,677	-
Changes in assets and liabilities:				
User fees	(122,998)	88,492	(34,506)	-
Other assets	-	-	-	724,438
Accounts payable	-	1,449	1,449	-
Accrued liabilities	(59,150)	(101,596)	(160,746)	(589,892)
Other liabilities	21,234	(56,584)	(35,350)	(37,756)
Net Cash Provided By (Used for) Operating Activities	\$ 4,388,192	\$ (1,283,579)	\$ 3,104,613	\$ (15,537)

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET POSITION

JUNE 30, 2014

	Pension Trust	Private Purpose Trust Funds	Agency Funds
<u>ASSETS</u>			
Cash and short-term investments	\$ 231,969	\$ 322,087	\$ 313,953
Investments			
Fixed income securities	10,673,047	1,454,884	-
Equities	22,430,979	2,984,406	-
Mutual funds	4,311,044	725,759	-
Total Investments	<u>37,415,070</u>	<u>5,165,049</u>	<u>-</u>
Total Assets	<u>\$ 37,647,039</u>	<u>\$ 5,487,136</u>	<u>\$ 313,953</u>
<u>LIABILITIES AND NET POSITION</u>			
Other liabilities	\$ -	\$ -	\$ 306,956
Due to external parties - governmental funds	<u>255,924</u>	<u>108,452</u>	<u>6,997</u>
Total Liabilities	255,924	108,452	313,953
<u>NET POSITION</u>			
Total net position held in trust for pension benefits and other purposes	<u>37,391,115</u>	<u>5,378,684</u>	<u>-</u>
Total Liabilities and Net Position	<u>\$ 37,647,039</u>	<u>\$ 5,487,136</u>	<u>\$ 313,953</u>

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
FIDUCIARY FUNDS
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
FOR FISCAL YEAR ENDED JUNE 30, 2014

	Pension <u>Trust Fund</u>	Private Purpose Trust <u>Funds</u>
Additions:		
Contributions:		
Employers	\$ 742,704	\$ -
Plan members	742,704	-
Other	<u>348</u>	<u>20,647</u>
Total contributions	1,485,756	20,647
Investment Income:		
Dividend, interest and investment income	<u>3,644,667</u>	<u>699,559</u>
Total Investment income	<u>3,644,667</u>	<u>699,559</u>
Total additions	5,130,423	720,206
Deductions:		
Benefit payments to plan members and beneficiaries	2,254,280	264,245
Administrative expenses	<u>181,528</u>	<u>41,399</u>
Total deductions	<u>2,435,808</u>	<u>305,644</u>
Net increase	2,694,615	414,562
Net position held in trust:		
Beginning of year	<u>34,696,500</u>	<u>4,964,122</u>
End of year	<u>\$ 37,391,115</u>	<u>\$ 5,378,684</u>

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
Statement of Net Position
Component Units
June 30, 2014

(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2013)

	<u>Pennichuck Corporation</u>	<u>Nashua Airport Authority</u>	<u>Total</u>
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 6,601,000	\$ 49,643	\$ 6,650,643
Investments	-	118,987	118,987
Receivables, net of allowance for uncollectibles:			
User fees	4,437,000	9,528	4,446,528
Intergovernmental	-	971,514	971,514
Inventory	820,000	-	820,000
Prepaid expenses	1,562,000	6,237	1,568,237
Total current assets	13,420,000	1,155,909	14,575,909
Noncurrent assets:			
Non-depreciable capital assets	-	3,675,258	3,675,258
Depreciable capital assets, net	167,711,000	24,158,554	191,869,554
Other noncurrent assets	8,989,000	-	8,989,000
Acquisition premium	80,719,000	-	80,719,000
Investment in real estate partnership	110,000	-	110,000
Total noncurrent assets	257,529,000	27,833,812	285,362,812
DEFERRED OUTFLOWS OF RESOURCES	2,251,000	-	2,251,000
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	273,200,000	28,989,721	302,189,721
LIABILITIES			
Current liabilities:			
Accounts payable and other liabilities	3,518,000	758,327	4,276,327
Accrued payroll	282,000	-	282,000
Accrued liabilities	-	3,701	3,701
Accrued interest payable	576,000	-	576,000
Current portion of long-term liabilities:			
Bonds, notes payable and other obligations	2,965,000	-	2,965,000
Total current liabilities	7,341,000	762,028	8,103,028
Noncurrent liabilities:			
Deferred income taxes	19,807,000	-	19,807,000
Deferred investment	636,000	-	636,000
Regulatory liability	824,000	-	824,000
Bonds, notes payable and other obligations	174,858,000	-	174,858,000
Post-employment benefits obligations	1,858,000	-	1,858,000
Accrued pension liability	5,257,000	-	5,257,000
Liability for derivative instruments	386,000	-	386,000
Contributions in aid of construction	34,686,000	-	34,686,000
Other noncurrent liabilities	787,000	49,339	836,339
Total noncurrent liabilities	239,099,000	49,339	239,148,339
DEFERRED INFLOWS OF RESOURCES	-	4,278	4,278
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	246,440,000	815,645	247,255,645
NET POSITION			
Net investment in capital assets	-	27,833,812	27,833,812
Restricted for:			
Pennichuck corporation	26,760,000	-	26,760,000
Unrestricted	-	340,264	340,264
Total net position	\$ 26,760,000	\$ 28,174,076	\$ 54,934,076

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

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
Statement of Revenues, Expenses and Changes in Net Position
Component Units
Fiscal Year Ending June 30, 2014
(Except for Pennichuck Corporation Component Unit, which is as of December 31, 2013)

	<u>Pennichuck Corporation</u>	<u>Nashua Airport Authority</u>	<u>Total</u>
Operating revenues:			
Charges for services	\$ 37,694,000	\$ 487,503	\$ 38,181,503
Other	-	38,360	38,360
Total operating revenues	<u>37,694,000</u>	<u>525,863</u>	<u>38,219,863</u>
Operating expenses:			
Cost of services	18,523,000	514,494	19,037,494
Taxes other than income taxes	5,072,000	-	5,072,000
Depreciation	6,661,000	1,022,016	7,683,016
Total operating expenses	<u>30,256,000</u>	<u>1,536,510</u>	<u>31,792,510</u>
Operating income (loss)	7,438,000	(1,010,647)	6,427,353
Nonoperating revenues (expenses):			
Interest income	-	2,700	2,700
Interest expense	(10,128,000)	-	(10,128,000)
Other nonoperating revenues (expenses)	886,000	-	886,000
Nonoperating revenues (expenses), net	<u>(9,242,000)</u>	<u>2,700</u>	<u>(9,239,300)</u>
Income (loss) before contributions	(1,804,000)	(1,007,947)	(2,811,947)
Capital contributions	-	1,064,646	1,064,646
Benefit from income taxes	848,000	-	848,000
Other	(514,000)	-	(514,000)
Change in net position	(1,470,000)	56,699	(1,413,301)
Stockholders' equity/Net position, beginning	<u>28,230,000</u>	<u>28,117,377</u>	<u>56,347,377</u>
Stockholders' equity/Net position, ending	<u>\$ 26,760,000</u>	<u>\$ 28,174,076</u>	<u>\$ 54,934,076</u>

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

Municipal Government Report

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 City 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 2014, it was determined that the Pennichuck Corporation and Nashua Airport Authority met the required GASB 14 (as amended by GASB 39 and 61) criteria of a discretely presented component units. Both component units are included because the City can impose its will on the Organizations.

B. Government-wide and Fund Financial Statements

Government-wide Financial Statements

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

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

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

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

Government-Wide Financial Statements

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund (other than Agency funds which have no measurement focus) financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

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

Fund Financial Statements

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

The government reports the following major governmental funds:

- The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The *Debt Service Fund* is used to account for resources and debt service payments associated with the bond issuance for the acquisition of Pennichuck Corporation.

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

The government reports the following major proprietary funds:

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

The City's self-insured programs are reported as an internal service fund in the accompanying financial statements.

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

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

The *Agency funds* include escrow deposits and performance bonds. These funds are custodial in nature and do not involve measurement of results of operations.

D. Cash and Short-Term Investments

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

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

The interest earnings attributable to each fund type are included under investment income.

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

E. Investments

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

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

F. Interfund Receivables and Payables

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

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

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

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

G. Inventories

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

H. Capital Assets

Capital assets, which include property, plant, equipment and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the

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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 are 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. Equity Interest in Pennichuck

The City's equity interest in Pennichuck Corporation represents, through the acquisition of all outstanding shares, the control of all of Pennichuck's assets, liabilities and businesses, including land comprising the watershed of the Pennichuck Brook and the three regulated water utilities owned by Pennichuck. Taking into account all of the assumed liabilities of the company and its businesses, the acquisition was valued at approximately \$200 million. Pennichuck remains an independent corporation with an independent Board of Directors with the City of Nashua as its sole shareholder.

The City accounts for this asset in accordance with GASB statement 61 – The Financial Reporting Entity: Omnibus, an amendment of GASB Statements No. 14 and No. 34. The equity interest represents an asset to offset the related acquisition bonds in the governmental funds, and is adjusted accordingly by the related debt service.

J. Compensated Absences

It is the City'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.

K. Long-Term Obligations

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

L. Fund Equity

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

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

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

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

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

Net Position - Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net position invested in capital assets, net of related debt,

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

M. Use of Estimates

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

2. Stewardship, Compliance, and Accountability

A. Budgetary Information

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

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

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

B. Budgetary Basis

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

C. Budget/GAAP Reconciliation

The budgetary data for the general and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore,

City of Nashua

in addition to the GAAP basis financial statements, the results of operations of the general fund are presented in accordance with budgetary accounting principles to provide a meaningful comparison to budgetary data.

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

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Revenues/Expenditures (GAAP Basis)	\$ 249,431,029	\$ 241,896,745
Other financing sources/uses (GAAP Basis)	<u>541,849</u>	<u>4,685,182</u>
Subtotal (GAAP Basis)	249,972,878	246,581,927
Adjust tax revenue to accrual basis	(344,431)	-
Reverse effect of activity appropriated in prior year	-	(1,426,192)
Add end-of-year appropriation carryforwards from expenditures	-	1,924,078
Add use of fund balance	4,300,000	-
Reverse non-budgeted revenues and expenditures	<u>869,441</u>	<u>1,513,020</u>
Budgetary Basis	<u>\$ 254,797,888</u>	<u>\$ 248,592,833</u>

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

D. Deficit Fund Equity

The following funds had a total fund balance/net position deficit at June 30, 2014:

<u>Nonmajor Governmental Funds:</u>	
School Department Projects	\$ (851,798)
<u>Proprietary Funds:</u>	
Solid Waste	<u>(943,382)</u>
	<u>\$ (1,795,180)</u>

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

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

3. Cash and Investments

A. Custodial Credit Risk

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

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

As of June 30, 2014, the City's entire bank balance was fully insured and collateralized.

Custodial Credit Risk - Investments. Custodial credit risk for investments is the risk that in the event of a failure of the counterparty (e.g. broker-dealer) to a transaction, a government will not be able to recover the value of the investment or collateral securities that are in the possession of another party. The City limits its exposure to custodial credit risk by requiring that all security transactions entered into by the City be conducted on a delivery-versus-payment basis. Securities are held by a third-party custodian.

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

Investments at June 30, 2014 included the following (in thousands):

U.S. Treasury Obligations	\$ 10,308
U.S. Government Agencies	16,338
Corporate Bonds	7,568
Common Equities	43,413
Mutual Funds	6,978
Long-term Certificates of Deposit	<u>2,996</u>
Total	<u>\$ 87,601</u>

B. Credit Risk

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

C. Concentration of Credit Risk

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

D. Interest Rate Risk

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

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

	<u>Total</u>	<u>Average Duration</u>	<u>Average Rating</u>
Corporate Bonds	\$ <u>7,568</u>	3.49	A2
Total	\$ <u><u>7,568</u></u>		

E. Foreign Currency Risk

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

4. Taxes Receivable

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

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

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

Taxes receivable at June 30, 2014 consist of the following (in thousands):

Unredeemed Taxes:

Levy of 2014	\$ 13,978
Tax liens and other	<u>3,613</u>
Total	<u>\$ 17,591</u>

5. Intergovernmental Receivables

This balance represents reimbursements requested from Federal, State, and Local agencies for expenditures incurred in fiscal 2014.

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

Although self-balancing funds are maintained, most transactions flow through the general fund. In order to obtain accountability for each fund, interfund receivable and payable accounts must be utilized.

The following is an analysis of the June 30, 2014 balances in interfund receivable and payable accounts:

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Funds:	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
General Fund	\$ 16,768,312	\$ 54,311,255
Debt Service Fund	4,312,424	-
Nonmajor Governmental Funds:		
Police grants	-	78,172
Fire grants	-	8,520
Community health and services grants	-	170,115
Parks and recreation grants	130	-
Transit grants	-	299,267
Community Development Block grants/Home grants	-	293,485
Community Development division grants	94,846	-
Homeland security grants	2,704	-
Other city grants	24,742	-
Food services	229,171	-
School grants	-	1,756,323
City revolving funds	3,736,271	-
School revolving funds	1,351,349	-
Other trust funds	150,088	-
Fire projects	4,427	-
Public works projects	6,383,453	-
School department projects	-	851,798
Technology projects	908,170	-
City building projects	176,540	-
City-wide communications projects	81,986	-
Cemetery permanent funds	-	233,447
Library permanent funds	-	9,203
Other permanent funds	-	2,095
Enterprise funds:		
Waste Water	-	3,195,088
Solid Waste	140,350	-
Internal service fund:		
Employee benefits fund	21,705,445	-
Property and casualty fund	5,509,733	-
Fiduciary fund types:		
Pension trust	-	255,924
Private purpose	-	108,452
Agency	-	6,997
Total	<u>\$ 61,580,141</u>	<u>\$ 61,580,141</u>

The City reports interfund transfers between many of its funds. The City's routine transfers include transfers made to move (1) unrestricted revenues or balances that have been collected or accumulated in the general Fund to other funds based on budgetary authorization, and (2) revenues from a fund that by statute or budgetary authority must

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collect them to funds that are required by statute or budgetary authority to expend them. The sum of all transfers presented in the table agrees with the sum of interfund transfers presented in the governmental fund financial statements.

The following is an analysis of interfund transfers made in fiscal year 2014.

Funds:	<u>Transfers In</u>	<u>Transfers Out</u>
General Fund	\$ 402,738	\$ 4,685,182
Nonmajor Governmental Funds:		
Police grants	50,000	-
Transit grants	413,202	-
City revolving funds	6,493	36,651
Other trust funds	83,919	87,362
Public works projects	76,788	-
Cemetery permanent funds	7,863	382,870
Enterprise funds:		
Solid waste - operations	3,804,363	-
Solid waste - capital	345,000	-
Internal service funds:		
Property and casualty fund	<u>1,699</u>	<u>-</u>
Total	<u>\$ 5,192,065</u>	<u>\$ 5,192,065</u>

The following is a detail analysis of general fund transfers made in fiscal year 2014:

General Fund Transfers In:	
Income Transfer from Cemetery Trust funds	\$ 291,088
Transfer from School Impact Fees Fund	75,000
Surplus Transfer from Police Outside Detail Fund	27,177
Surplus Transfer from Fire Special Detail Fund	2,242
Surplus Transfer from Engineering Services Fund	<u>7,231</u>
	<u>\$ 402,738</u>

(continued)

City of Nashua

(continued)

General Fund Transfers Out:

Solid Waste Operating Subsidy	\$ 3,534,363
Solid Waste Soil Wall Project	150,000
Solid Waste Gas Expansion Project	120,000
Solid Waste Wheel Loader Purchase	345,000
Transit Operations Grant Match	413,202
Manchester Street Bridge Grant Match	52,500
Public Works CMAQ Loop Traffic Signal Project	11,926
Police Grant Match	50,000
Retirement Trust Fund Transfer to Non major Governmental Funds	6,493
Retirement Trust Fund Transfer to Risk Internal Service Fund	1,698
	<u>\$ 4,685,182</u>

7. Capital Assets

Capital asset activity for the year ended June 30, 2014 was as follows (in thousands):

	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 253,530	\$ 1,535	\$ -	\$ 255,065
Infrastructure	56,786	1,338	-	58,124
Machinery and equipment	<u>48,054</u>	<u>8,372</u>	<u>(832)</u>	<u>55,594</u>
Total capital assets, being depreciated	358,370	11,245	(832)	368,783
Less accumulated depreciation for:				
Buildings and improvements	(93,059)	(6,521)	-	(99,580)
Infrastructure	(32,839)	(1,915)	-	(34,754)
Machinery and equipment	<u>(26,149)</u>	<u>(4,260)</u>	<u>723</u>	<u>(29,686)</u>
Total accumulated depreciation	<u>(152,047)</u>	<u>(12,696)</u>	<u>723</u>	<u>(164,020)</u>
Total capital assets, being depreciated, net	206,323	(1,451)	(109)	204,763
Capital assets, not being depreciated:				
Land	27,685	1,436	-	29,121
Construction in progress	<u>9,478</u>	<u>19,469</u>	<u>(4,383)</u>	<u>24,564</u>
Total capital assets, not being depreciated	<u>37,163</u>	<u>20,905</u>	<u>(4,383)</u>	<u>53,685</u>
Governmental activities capital assets, net	<u>\$ 243,486</u>	<u>\$ 19,454</u>	<u>\$ (4,492)</u>	<u>\$ 258,448</u>

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	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	\$ 79,875	\$ -	\$ -	\$ 79,875
Land improvements	17,853	-	-	17,853
Infrastructure	102,251	368	-	102,619
Machinery and equipment	<u>33,503</u>	<u>7,026</u>	<u>(1,721)</u>	<u>38,808</u>
Total capital assets, being depreciated	233,482	7,394	(1,721)	239,155
Less accumulated depreciation for:				
Buildings	(36,282)	(1,528)	-	(37,810)
Land improvements	(6,680)	(893)	-	(7,573)
Infrastructure	(36,280)	(2,065)	-	(38,345)
Machinery and equipment	<u>(21,420)</u>	<u>(1,725)</u>	<u>1,626</u>	<u>(21,519)</u>
Total accumulated depreciation	<u>(100,662)</u>	<u>(6,211)</u>	<u>1,626</u>	<u>(105,247)</u>
Total capital assets, being depreciated, net	132,820	1,183	(95)	133,908
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	<u>9,331</u>	<u>16,083</u>	<u>(5,727)</u>	<u>19,687</u>
Total capital assets, not being depreciated	<u>9,563</u>	<u>16,083</u>	<u>(5,727)</u>	<u>19,919</u>
Business-type activities capital assets, net	<u>\$ 142,383</u>	<u>\$ 17,266</u>	<u>\$ (5,822)</u>	<u>\$ 153,827</u>

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

Governmental Activities:

General government	\$ 1,171
Police	719
Fire	755
Education	6,146
Public works	2,203
Culture and recreation	633
Health and human services	6
Community development	842
Communications	<u>221</u>
Total depreciation expense - governmental activities	<u>\$ 12,696</u>

Business-Type Activities:

Waste water	\$ 4,468
Solid waste	<u>1,743</u>
Total depreciation expense - business-type activities	<u>\$ 6,211</u>

8. Deferred Outflows of Resources

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

The following is a summary of deferred outflow of resources balances as of June 30, 2014 (in thousands):

	Entity-wide Basis Governmental <u>Activities</u>
Loss on refunding bonds	\$ 1,169

9. Accounts Payable

Accounts payable represent 2014 expenditures paid after June 30, 2014.

10. Anticipation Notes Payable

The City had the following notes outstanding at June 30, 2014:

	<u>Interest Rate</u>	<u>Issue Date</u>	<u>Maturity upon completed construction</u>	<u>Balance 6/30/14</u>
Waste Water SRF loan	1.0%	06/30/10		\$ <u>13,327,606</u>

The following summarizes activity in notes payable during fiscal year 2014:

	<u>Balance Beginning of Year</u>	<u>New Issues</u>	<u>Maturities</u>	<u>Balance End of Year</u>
Waste Water SRF Loan	\$ <u>4,511,553</u>	\$ <u>8,816,053</u>	\$ <u>-</u>	\$ <u>13,327,606</u>

11. 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

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both governmental and business-type activities. General obligation bonds and notes currently outstanding are as follows:

<u>Governmental Activities:</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/14</u>
Refunding Bond for School Component	7/14	3.66%	\$ 264,000
Refunding Bond for Arts and Science	7/14	3.66%	58,769
Refunding Bond for Shady Lane	7/14	3.66%	83,114
Refunding for Dr. Crisp School & Bicentennial School	11/16	2.0 - 4.0%	967,517
Refunding for Fairgrounds Middle School	11/16	2.0 - 4.0%	15,117
Refunding for New Searles School	11/16	2.0 - 4.0%	15,001
Refunding for Fairgrounds Middle School	11/16	2.0 - 4.0%	937,129
Refunding for Ridge Road Bridge	11/16	2.0 - 4.0%	15,117
Refunding for Amherst Street School	11/16	2.0 - 4.0%	1,455,920
Refunding for School Land Acquisition	11/16	2.0 - 4.0%	2,168,700
Refunding for Athletic Field at Yudicky Farm	11/16	2.0 - 4.0%	309,780
Refunding for Southwest Quadrant Land Acquisition	11/16	2.0 - 4.0%	805,600
Refunding for Lake Street Fire Station	7/18	3.72%	762,900
Refunding for Citywide Communication System	7/18	3.72%	738,300
Refunding for Citywide Communication Towers	7/20	3.78%	1,775,000
Refunding for Library Automation	7/20	3.78%	178,000
Refunding for Police Headquarters Additions and Renovations	7/20	3.78%	1,420,000
Refunding for Police Computer Aided Dispatch (CAD) System	7/20	3.78%	890,000
Refunding for Highway and Sidewalk Construction	7/20	3.78%	384,775
Refunding for Holman Stadium Series A	7/21	3.97%	2,412,500
Refunding for High School Athletic Field	7/20	3.78%	1,405,000
Refunding for High School Construction	7/20	3.78%	17,164,025
Refunding for High School Planning	7/20	3.78%	597,000
Refunding for High School Construction Series A	7/21	3.86%	15,892,500
Nashua Senior Center Renovation & Expansion	7/26	3.95%	1,493,775
Police HVAC System Replacement	7/26	3.93%	182,125
Police HVAC System Replacement	7/26	3.96%	359,950
Land Acquisition for East Hollis Street Fire Station	7/26	3.95%	271,000
East Hollis Street Fire Station Construction	7/26	3.98%	2,403,700
Nashua Riverwalk Construction	7/26	3.95%	704,650
Nashua Bus Garage Construction	7/26	3.98%	1,284,800
Nashua Enterprise Resource Planning (ERP) System	8/16	1.39%	1,245,000
Broad Street Parkway Construction	7/31	3.00%	1,870,000
Elm Street Garage Renovation	7/31	3.00%	465,000
High Street Garage Renovation	7/31	3.00%	615,000
Broad Street Parkway Construction	10/31	3.04%	2,250,000
Nashua Enterprise Resource Planning (ERP) System	10/17	3.04%	1,660,000
Hunt Memorial Building Renovation	10/31	3.04%	900,000
Nashua City Hall Renovation	10/31	3.04%	450,000
Refunding for High School Construction	3/24	2.04%	20,840,000
Ledge Street School HVAC System Replacement	10/31	3.04%	3,780,000
Fairgrounds School HVAC System Replacement	10/31	3.04%	1,390,000

(continued)

City of Nashua

(continued)

<u>Governmental Activities:</u>	Serial Maturities <u>Through</u>	Interest Rate(s) % <u>Rate(s) %</u>	Amount Outstanding as of <u>6/30/14</u>
Elm Street Middle School Roof Replacement	10/31	3.04%	360,000
Elm Street Middle School Capital Equipment	10/21	2.06%	280,000
Elm Street Middle School Fire Alarm	10/21	2.06%	360,000
Pennichuck Corporation Acquisition Bonds	1/42	4.09%	143,930,000
Broad Street Parkway Construction	4/33	2.79%	1,468,500
Nashua Enterprise Resource Planning (ERP) System	4/19	0.88%	740,000
City Buildings Renovation	4/33	2.79%	435,000
Charlotte Avenue School HVAC System Replacement	4/33	2.79%	1,766,500
Fire Ladder Truck	4/33	2.79%	740,000
Fire Pumper Truck	4/28	2.20%	400,000
Citywide Communication System Upgrade	4/33	1.54%	825,000
Broad Street Parkway Construction	5/14	3.29%	15,558,500
Nashua Enterprise Resource Planning (ERP) System	5/14	1.26%	964,000
Nashua School Access Control System	5/14	2.34%	2,085,000
Public Safety Portable Radios	5/14	2.30%	872,500
Total Governmental Activities:			<u>\$ 263,665,764</u>
<u>Business-Type Activities:</u>	Serial Maturities <u>Through</u>	Interest Rate(s) % <u>Rate(s) %</u>	Amount Outstanding as of <u>6/30/14</u>
Solid Waste Disposal Fund:			
Refunding Bond for Four Hills Landfill Closure	7/15	3.66%	\$ 19,555
Lined Landfill Expansion II	4/24	2.89%	4,283,000
Landfill Compactor	4/19	2.20%	407,000
Landfill Expansion and Closure	8/17	0.85%	715,822
Landfill Expansion and Closure	8/20	1.19%	2,982,985
Multisite Landfill - Old Nashua	8/22	1.53%	209,198
Multisite Landfill - Atherton Park	8/22	1.53%	39,801
Multisite Landfill - Rousse/Cardner	8/22	1.53%	674,158
Multisite Landfill - Shady Lane	8/22	1.53%	102,305
Multisite - Lincoln Park	8/24	1.87%	853,610
Multisite - Engineering	8/24	1.87%	568,427
Landfill Closure	8/24	1.87%	4,117,832
Total Solid Waste Disposal Fund			14,973,693
Waste Water Treatment Fund:			
Refunding Bond for Sewer Component	7/15	3.66%	14,667
Nashua Storage Tank Facility	4/33	2.63%	4,904,063
Dewatering Equipment Replacement	4/33	2.63%	2,721,336
Aeration Blower Upgrade	4/33	2.63%	3,539,601
Dewatering Equipment Replacement	5/34	3.04%	2,200,000
Sludge Digester	8/20	1.19%	3,228,893
Haines Street Sewer Project	3/31	2.62%	563,604
Net Metering Project	12/21	1.36%	198,532
Wet Weather SRF Loan	11/29	2.58%	23,667,787
Total Waste Water Treatment Fund			<u>41,038,483</u>
Total Enterprise Fund Bonds and Notes Payable			<u>\$ 56,012,176</u>

Municipal Government Report

B. Future Debt Service

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2014 are as follows:

<u>City & School</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	\$ 13,085,763	\$ 4,804,517	\$ 17,890,280
2016	11,865,000	4,277,066	16,142,066
2017	11,820,001	3,759,793	15,579,794
2018	11,220,000	3,283,219	14,503,219
2019	10,750,000	2,840,027	13,590,027
2020 - 2024	40,105,000	8,228,413	48,333,413
2025 - 2029	12,385,000	2,835,014	15,220,014
2030 - 2034	<u>8,505,000</u>	<u>850,856</u>	<u>9,355,856</u>
City and School Total	<u>\$ 119,735,764</u>	<u>\$ 30,878,905</u>	<u>\$ 150,614,669</u>
<u>Pennichuck</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	\$ 3,280,000	\$ 5,483,121	\$ 8,763,121
2016	3,320,000	5,445,729	8,765,729
2017	3,370,000	5,395,863	8,765,863
2018	3,430,000	5,335,809	8,765,809
2019	3,505,000	5,261,756	8,766,756
2020 - 2024	19,020,000	24,807,181	43,827,181
2025 - 2029	22,440,000	21,379,150	43,819,150
2030 - 2034	27,450,000	16,371,197	43,821,197
Thereafter	<u>58,115,000</u>	<u>12,015,839</u>	<u>70,130,839</u>
Pennichuck Total	<u>\$ 143,930,000</u>	<u>\$ 101,495,645</u>	<u>\$ 245,425,645</u>
<u>Total Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	\$ 16,365,763	\$ 10,287,638	\$ 26,653,401
2016	15,185,000	9,722,795	24,907,795
2017	15,190,001	9,155,656	24,345,657
2018	14,650,000	8,619,028	23,269,028
2019	14,255,000	8,101,783	22,356,783
2020 - 2024	59,125,000	33,035,594	92,160,594
2025 - 2029	34,825,000	24,214,164	59,039,164
2030 - 2034	35,955,000	17,222,053	53,177,053
Thereafter	<u>58,115,000</u>	<u>12,015,839</u>	<u>70,130,839</u>
Combined Total	<u>\$ 263,665,764</u>	<u>\$ 132,374,550</u>	<u>\$ 396,040,314</u>

City of Nashua

<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	\$ 4,470,363	\$ 1,283,417	\$ 5,753,780
2016	4,436,136	1,408,281	5,844,417
2017	4,431,135	1,306,934	5,738,069
2018	4,431,137	1,197,262	5,628,399
2019	4,247,180	1,087,591	5,334,771
2020 - 2024	18,020,105	3,833,907	21,854,012
2025 - 2029	11,540,577	1,641,037	13,181,614
2030 - 2034	<u>4,435,543</u>	<u>282,330</u>	<u>4,717,873</u>
Total	\$ <u>56,012,176</u>	\$ <u>12,040,759</u>	\$ <u>68,052,935</u>

C. Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2014 are as follows:

<u>Purpose</u>	<u>Amount</u>
Pennichuck Corporation stock and asset acquisition	\$ 69,430,000
Wastewater Wet Weather Facility and Disinfection Facility	19,625,000
Broad Street Parkway Project	15,866,600
Harbor Avenue Sewer Separation Project	5,000,000
Storage Tank Facility, Aeration Blower, and Sludge Dewatering Upgrade	1,538,453
Enterprise Resource Planning	647,800
City Building Improvements	1,253,000
Broad Street Elementary School HVAC and Building Improvements	8,790,250
Aerial Tower Truck	1,200,000
Refunding of Prior Year Capital Improvement Bonds	14,295,000
Advance Refunding of Solid Waste and Wastewater State Revolving Loan Funds	9,160,000
Refunding of Solid Waste and Wastewater State Revolving Loan Funds	4,077,060
Haines Street Sewer Separation Project	873,975
School Access Control System	323,900
Net Metering Project at Wastewater Treatment Facility	250,000
Fire Trucks	230,800
Charlotte Avenue Elementary School HVAC Improvements	228,300
Radio Communications Upgrade - Phase I	205,000
Public Safety Portable Radios	<u>127,500</u>
Total	\$ <u>153,122,638</u>

D. Changes in General Long-Term Liabilities

During the year ended June 30, 2014, the following changes occurred in long-term liabilities (in thousands):

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	Total Balance 7/1/13	Additions	Reductions	Total Balance 6/30/14	Less Current Portion	Equals Long-Term Portion 6/30/14
<u>Governmental Activities</u>						
Bonds and notes payable	\$ 113,502	\$ 19,480	\$ (13,246)	\$ 119,736	\$ (13,086)	\$ 106,650
Unamortized bond premium	3,700	2,068	(355)	5,413	(488)	4,925
Acquisition bonds payable	147,180	-	(3,250)	143,930	(3,280)	140,650
Total bonds and notes payable	264,382	21,548	(16,851)	269,079	(16,854)	252,225
Compensated absences	18,148	3,126	(1,633)	19,641	(1,768)	17,873
Net OPEB obligation	17,705	4,229	(1,699)	20,235	-	20,235
Capital leases	23	-	(23)	-	-	-
Totals	\$ 300,258	\$ 28,903	\$ (20,206)	\$ 308,955	\$ (18,622)	\$ 290,333
<u>Business-Type Activities</u>						
Bonds and notes payable	\$ 45,723	\$ 14,200	\$ (3,911)	\$ 56,012	\$ (4,470)	\$ 51,542
Unamortized bond premium	1,382	167	(103)	1,446	(104)	1,342
Total bonds and notes payable	47,105	14,367	(4,014)	57,458	(4,574)	52,884
Compensated absences	659	23	(59)	623	(56)	567
Net OPEB obligation	381	127	(51)	457	-	457
Other:						
Landfill closure and post-closure	4,996	-	(76)	4,920	-	4,920
Totals	\$ 53,141	\$ 14,517	\$ (4,200)	\$ 63,458	\$ (4,630)	\$ 58,828

12. Landfill Closure and Postclosure Care Costs

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

The \$4,920,261 reported as landfill closure and postclosure care liability at June 30, 2014 is comprised of \$1,166,000 of post closure care cost for the Nashua Four Hills unlined landfill, and \$3,754,561 in closure, and post closure costs for the Nashua Four Hills Phase I and Phase II lined expansion landfills. The recognition of these costs is based on annual statutorily required engineering estimates. Waste filling operations in the Phase II lined

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expansion landfill began in November 2009. The combined landfills are conservatively estimated to have an operational life of twelve years and remaining capacity is estimated to be 43%. The City will recognize the remaining estimated cost of closure and post closure care of the lined landfill as the remaining capacity is filled. The actual life of the landfill may be longer due to recycling efforts and actual costs may be higher due to inflation, changes in technology or changes in landfill laws and regulations.

The City is required by State and Federal laws and regulations to make annual contributions to an account held by the City to finance closure and post closure costs of the municipal solid waste landfill. As of June 30, 2014, the City has cash on deposit with a balance of \$4,472,662 restricted for closure and post closure costs.

13. Deferred Inflows of Resources

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

The following is a summary of deferred inflow of resources balances as of June 30, 2014 (in thousands):

	<u>Entity-wide Basis</u>	<u>Fund Basis</u>	
	<u>Governmental</u>	<u>Governmental Funds</u>	
	<u>Activities</u>	<u>General</u>	<u>Nonmajor</u>
Property taxes levied or collected in advance	\$ 93,223	\$ 93,223	\$ -
Unavailable revenue	-	3,177	452
Total	<u>\$ 93,223</u>	<u>\$ 96,400</u>	<u>\$ 452</u>

14. Restricted Net Position

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

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

15. Governmental Funds – Fund Balances

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

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The City implemented GASB Statement No. 54 (GASB 54), *Fund Balance Reporting and Governmental Fund Type Definitions*, which enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying existing governmental fund type definitions. The following types of fund balances are reported at June 30, 2014:

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

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

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

Assigned - Represents amounts that are constrained by the City's intent to use these resources for a specific purpose. In addition, this fund balance classification includes general fund encumbrances that have been established by various City departments for the expenditure of current year budgetary financial resources upon vendor performance in the subsequent budgetary period. The City's Revised Ordinances (NRO) permits the Chief Financial Officer and Controller to make assignments.

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

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Following is a breakdown of the City's fund balances at June 30, 2014:

	General <u>Fund</u>	Debt Service <u>Fund</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Nonspendable				
Reserved for tax deeds	\$ 214,361	\$ -	\$ -	\$ 214,361
Nonexpendable cemetery permanent funds	-	-	14,723,674	14,723,674
Nonexpendable library permanent funds	-	-	3,625,604	3,625,604
Nonexpendable other permanent funds	-	-	128,432	128,432
Total Nonspendable	214,361	-	18,477,710	18,692,071
Restricted				
For future debt service	-	4,312,424	-	4,312,424
Police grants	-	-	41,817	41,817
Community health & services grants	-	-	16,443	16,443
Parks & recreation grants	-	-	130	130
Transit grants	-	-	38,368	38,368
Community Development division grants	-	-	104,976	104,976
Homeland security grants	-	-	2,704	2,704
Other City grants	-	-	24,742	24,742
Food services	-	-	447,044	447,044
School grants	-	-	3,891	3,891
Fire projects	-	-	4,427	4,427
Public works projects	-	-	10,789,624	10,789,624
Technology projects	-	-	908,170	908,170
City building projects	-	-	176,540	176,540
City-wide communications projects	-	-	81,986	81,986
Cemetery expendable permanent funds	-	-	2,669,996	2,669,996
Library expendable permanent funds	-	-	974,660	974,660
Other expendable permanent funds	-	-	35,812	35,812
Total Restricted	-	4,312,424	16,321,330	20,633,754
Committed				
For continuing appropriations	2,885,859	-	-	2,885,859
School capital reserve funds	3,116,076	-	-	3,116,076
Other capital reserve funds	6,340,934	-	-	6,340,934
City revolving funds	-	-	4,586,088	4,586,088
School revolving funds	-	-	1,387,995	1,387,995
Other trust funds	-	-	4,219,529	4,219,529
Total Committed	12,342,869	-	10,193,612	22,536,481
Assigned				
For next year's tax rate	5,100,000	-	-	5,100,000
For encumbrances	1,679,824	-	-	1,679,824
For overlay contingency	1,500,000	-	-	1,500,000
For unfunded liabilities	2,730,000	-	-	2,730,000
Total Assigned	11,009,824	-	-	11,009,824
Unassigned				
	27,350,130	-	(851,798)	26,498,332
Total Fund Balance	\$ 50,917,184	\$ 4,312,424	\$ 44,140,854	\$ 99,370,462

16. Commitments and Contingencies

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

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

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

17. Post-Employment Healthcare Benefits

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

The \$20,691,340 OPEB liability, as calculated below, represents the implementation of Governmental Accounting Standards Board (GASB) Statement No. 45. The purpose of the statement is to reflect the liability of healthcare or other post-employment benefits provided to separated or retired employees. With the exception of one group of retirees described below, the City of Nashua does not pay a direct subsidy towards their retiree's health insurance premiums. In accordance with RSA 100-A:50, retired employees shall be deemed to be part of the same group as active employees for health insurance premium purposes, thereby resulting in a so-called "blended rate". The blended rate decreases the cost of insurance premiums for retirees and increases the cost for active employees, thereby resulting in the City paying an Implicit Subsidy.

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

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with 30+ years of service at retirement. The City's Explicit Subsidy associated with each eligible teacher retiree ends when the retiree is eligible for Medicare.

The City's most recent GASB Valuation was for the fiscal year ending June 30, 2014. The valuation calculated the City's total OPEB liability of approximately \$39.4 million. The liability was further broken down for current and future retirees.

The table below shows the Explicit and Implicit liability amounts:

	<u>Explicit</u>	<u>Implicit</u>	<u>Totals</u>
Current Retirees	\$ 0.4 million	\$ 10.0 million	\$ 10.4 million
Future Retirees	<u>2.8 million</u>	<u>26.2 million</u>	<u>29.0 million</u>
Totals	<u>\$ 3.2 million</u>	<u>\$ 36.2 million</u>	<u>\$ 39.4 million</u>

The Explicit Subsidy of \$3.2 million shown above represents only 8.1% of the total OPEB liability of \$39.4 million.

A. Plan Description

In addition to providing the pension benefits described, the City provides post-employment healthcare and life insurance benefits for retired employees through the City's plan. The benefits, benefit levels, employee contributions and employer contributions are governed by RSA 100-A:50. As of July 1, 2013, the actuarial valuation date, approximately 1,076 retirees and 2,631 active employees meet the eligibility requirements. The Single Employer plan does not issue a separate financial report.

B. Benefits Provided

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

C. Funding Policy

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

D. Annual OPEB Costs and Net OPEB Obligation

The City's fiscal 2014 annual OPEB expense is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost per year and amortize the unfunded actuarial liability over a period of thirty years. The following table shows the components of the City's annual OPEB cost for the year ending

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June 30, 2014, the amount actually contributed to the plan, and the change in the City's net OPEB obligation based on an actuarial valuation as of July 1, 2013.

Annual Required Contribution (ARC)	\$ 4,627,485
Interest on net OPEB obligation	904,313
NOO amortization adjustment to the ARC	<u>(1,176,537)</u>
Annual OPEB cost	4,355,261
Contributions made	<u>(1,750,174)</u>
Increase in net OPEB obligation	2,605,087
Net OPEB obligation - beginning of year	<u>18,086,253</u>
Net OPEB obligation - end of year	<u><u>\$ 20,691,340</u></u>

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

Fiscal year ended	Annual OPEB Cost	Percentage of OPEB Cost Contributed	Net OPEB Obligation
2014	\$ 4,355,261	40.2%	\$ 20,691,340
2013	\$ 5,032,829	44.8%	\$ 18,086,253
2012	\$ 5,078,422	40.4%	\$ 15,307,591
2011	\$ 5,631,575	40.7%	\$ 12,278,412
2010	\$ 5,038,535	41.3%	\$ 8,937,822
2009	\$ 4,597,000	37.6%	\$ 5,982,000
2008	\$ 4,597,000	32.2%	\$ 3,115,000

The City's net OPEB obligation as of June 30, 2014 is recorded as net OPEB obligations line on the Statements of Net Position.

E. Funded Status and Funding Progress

The funded status of the plan as of July 1, 2013, the date of the most recent actuarial valuation was as follows:

City of Nashua

Actuarial accrued liability (AAL)	\$ 39,415,168
Actuarial value of plan assets	<u>-</u>
Unfunded actuarial accrued liability (UAAL)	<u>\$ 39,415,168</u>
Funded ratio (actuarial value of plan assets/AAL)	<u>0%</u>
Covered payroll (active plan members)	<u>\$ 123,880,502</u>
UAAL as a percentage of covered payroll	<u>31.8%</u>

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

F. Actuarial Methods and Assumptions

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

In the July 1, 2013 actuarial valuation the Entry Age Normal method was used. The actuarial value of assets was not determined as the City has not advance funded its obligation. The actuarial assumptions included a 3.00% inflation rate, 5.00% investment rate of return, and an initial annual healthcare cost trend rate of 9.00% which decreases to a 5.00% long-term rate for all healthcare benefits in 2023. The amortization costs for the initial UAAL is a level dollar method for a period of 30 years, on an open group. This has been calculated assuming the amortization payment increases at a rate of 3.00%.

18. Retirement System

The City follows the provisions of GASB Statement No. 27, Accounting for Pensions for State and Local Government Employees, (as amended by GASB 50) with respect to the State of New Hampshire Retirement System.

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New Hampshire Retirement System

A. Plan Description

Full-time employees, other than Public Works employees, participate in the State of New Hampshire Retirement System (the System), a cost sharing (multiple-employer defined benefit) contributory pension plan and trust established in 1967 by RSA 100-A:2 and is qualified as a tax-exempt organization under Sections 401(a) and 501(a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death and vested retirement benefits to members and their beneficiaries. Substantially all full-time state employees, public school teachers and administrators, permanent firefighters and permanent police officers within the State of New Hampshire are eligible and required to participate in the system. Full-time employees of political subdivisions, including counties, municipalities and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation.

The New Hampshire Retirement System, a Public Employees Retirement System (PERS), is divided into two membership groups. State or local employees and teachers belong to *Group I*. Police officers and firefighters belong to *Group II*. All assets are held in a single trust and are available to each group, funding policies, vesting requirements, contribution requirements and plan assets available to pay benefits are disclosed in the System's annual report available from the New Hampshire Retirement System located at 54 Regional Drive, Concord, New Hampshire 03301-8507.

B. Funding Policy

Plan members are required to contribute between 7% and 11.8% 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 10.77% to 27.74% of covered compensation. The City's contributions are intended to finance the administrative costs. The City's contributions to the System for the years ended June 30, 2014, 2013, and 2012 were \$18,450,237, \$14,571,561, and \$14,759,025, respectively, which were equal to its annual required contributions for each of these years.

Public Works Employees' Retirement System

The City follows the provisions of GASB Statement No. 67, *Financial Reporting for Pension Plans – an amendment to GASB Statement No. 25, with respect to the Public Works Employees' Retirement System*.

C. Plan Description and Contribution Information

All Public Works employees of the City are members of the Public Works Employees' Retirement System (the System), a single employer-defined benefit PERS. Eligible employees must participate in the System. The pension plan provides pension benefits and death and disability benefits to employees reaching age 60, provided they have accumulated 10 years of service. A City ordinance passed in 1947 established the

City of Nashua

System which is administered by a five-member Board of Trustees. Amendments to benefit provisions are made by the Board of Trustees with the concurrence of the Board of Aldermen. The Public Works Employees' Retirement System does not issue independent financial statements. Administrative costs are financed by Trust earnings.

Membership of each plan consisted of the following at July 1, 2014, the date of the latest actuarial valuation:

Inactive plan members or beneficiaries receiving benefits	92
Inactive plan members entitled to but not yet receiving benefits	1
Active plan members	<u>155</u>
Total	<u>248</u>

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

	<u>2014</u>
Actuarially Determined Employer Contribution (ADEC)	\$ 743,527
Contributions in relation to the ADEC	<u>743,527</u>
Contribution deficiency (excess)	\$ <u>-</u>
Covered employee payroll	\$ <u>7,937,797</u>
Contributions as a percentage of covered employee payroll	<u>9.37%</u>

D. Summary of Significant Accounting Policies

Basis of Accounting - Contributory retirement system financial statements are prepared using the accrual basis of accounting. Plan member contributions are recognized in the period in which the contributions are due.

Employer contributions are recognized when due and the employer has made a formal commitment to provide the contributions. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan.

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

E. Funded Status and Funding Progress/Net Pension Liability

The net pension liability (i.e., the retirement system's liability determined in accordance with GASB No. 67 less the fiduciary net position) as of June 30, 2014, is shown below:

Municipal Government Report

Net Pension Liability of Employers <i>(dollars in thousands)</i>	(1) Total Pension Liability	(2) Plan Fiduciary Net Position	(3) Employers' Net Pension Liability/(Asset) <i>(1) - (2)</i>	(4) Plan Fiduciary Net Position as a % of the Total Pension Liability <i>(2)/(1)</i>	(5) Covered Employee Payroll	(6) Net Pension Liability (Asset) as a % of Covered Employee Payroll <i>(3)/(5)</i>
System						
Board of Public Works	\$ 44,070	\$ 37,392	\$ 6,678	84.8%	\$ 7,938	84.1%
Total	<u>\$ 44,070</u>	<u>\$ 37,392</u>	<u>\$ 6,678</u>	<u>84.8%</u>	<u>\$ 7,938</u>	<u>84.1%</u>

Actuarial valuation of the ongoing Systems involve estimates of the reported amounts and assumptions about probability of occurrence of events far into the future. Examples include assumptions about future employment mortality and future salary increases. Amounts determined regarding the net pension liability are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The last experience study was performed in 2011 and the next experience study is scheduled to be conducted in 2014. The Schedule of Employers' Net Pension Liability presents multi-year trend information about whether the plan fiduciary net positions are increasing or decreasing over time relative to the total pension liability. These schedules are presented in the Required Supplementary Information section. The Total Pension Liability as of June 30, 2014, is based on the results of an actuarial valuation date of January 1, 2013, and rolled-forward using generally accepted actuarial procedures.

A summary of the actuarial assumptions as of the latest actuarial valuation is shown below:

Valuation Date	6/30/14
Actuarial cost method	Entry Age Level Percent
Amortization Method	of Payroll Open Group
Amortization period	21-Year Closed Period
Actuarial asset valuation method (All Systems under same method.)	Based on the total fair value income of investments with the excess or shortfall of actual investment income over or under the expected investment return smoothed over five years. One-fifth of the excess or shortfall is recognized each year for five years.
Actuarial Assumptions:	
Investment rate of return	7.25%
Projected salary increases	2.00-4.00%
Inflation rate	3.00%
Post-retirement cost-of-living adjustment	0.00%

City of Nashua

Target Allocations

<u>Asset Class</u>	Expected Return Arithmetic Basis		
	<u>Target Asset Allocation</u>	Long-term Expected Real Rate of Return (Arithmetic Basis)	<u>Weighted</u>
Intermediate Bond	40.00%	2.00%	0.80%
US Large Cap Equity	30.00%	6.50%	1.95%
US Small Cap Equity	10.00%	8.00%	0.80%
International Equity	<u>20.00%</u>	6.20%	<u>1.24%</u>
Totals	100.00%		4.79%
Inflation			3.00%
Expected arithmetic nominal return			<u><u>7.79%</u></u>

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return are developed. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the Systems targeted asset allocation as of June 30, 2014, are summarized in the above table.

The information above is based on arithmetic means. The investment return assumption was selected using the long-term asset allocation shown above. This analysis does not account for the impact of asset volatility on the investment return. As a result, the analysis supports a return between 7.0% and 7.5%. An expected rate of return of 7.25% was used.

Changes in Discount Rate

(dollars in thousands)

	1% Decrease <u>(6.25%)</u>	Current Discount Rate <u>(7.25%)</u>	1% Discount <u>(8.25%)</u>
Net Pension Liability	\$ <u>11,584</u>	\$ <u>6,678</u>	\$ <u>2,503</u>
Total	\$ <u><u>11,584</u></u>	\$ <u><u>6,678</u></u>	\$ <u><u>2,503</u></u>

In accordance with GASB 67 regarding the disclosure of the sensitivity of the net pension liability to changes in the discount rate, the above table presents the net pension liability of the participating employers calculated using the discount rate of 7.25%, as well as what the employers' net pension liability would be if it were calculated using a discount rate that is 1.00% lower (6.25%) or 1.00% higher (8.25%) than the current rate.

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19. Self-Insurance

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

Health Insurance

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

General Liability/Workers' Compensation

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

Changes in the aggregate liability for claims for the year ended June 30, 2014 are as follows:

	Year Ended <u>June 30, 2014</u>	Year Ended <u>June 30, 2013</u>
Claims liability, beginning of year	\$ 9,553,764	\$ 9,746,298
Claims incurred/recognized	40,023,611	28,592,487
Claims paid	<u>(40,613,503)</u>	<u>(28,785,021)</u>
Claims liability, end of year	<u>\$ 8,963,872 *</u>	<u>\$ 9,553,764 *</u>

* This liability is considered to be all current.

The \$8,963,872 estimated liability for claims incurred, but not reported, includes only an estimate for known loss events expected to later be presented as claims. The City is unable to estimate the amount of unknown loss events expected to become claims and expected future developments on claims already reported.

20. Risk Management

The government is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the government carries commercial insurance. There were no significant reductions in insurance coverage

from the previous year and have been no material settlements in excess of coverage in any of the past three fiscal years.

21. Implementation of New GASB Standards

The GASB has issued Statement 68 *Accounting and Financial Reporting for Pensions*, which is required to be implemented in fiscal year 2015. Management's current assessment is that this pronouncement will have a significant impact on the City's basic financial statements by recognizing as a liability and expense, the City's applicable portion of the actuarially accrued liability of both the Public Works Employees' Retirement System and the New Hampshire Retirement System.

Pennichuck Corporation and Subsidiaries
Notes to Financial Statements

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

Note 1 – Description of Business and Summary of Significant Accounting Policies

Description of Business:

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

Our Company’s utility subsidiaries are engaged principally in the collection, storage, treatment and distribution of potable water to approximately 34,900 customers throughout the State of New Hampshire. The utility subsidiaries, which are regulated by the New Hampshire Public Utilities commission (the “NHPUC”), are subject to the provisions of Accounting Standards codification (“ASC”) Topic 980 “*Regulated Operations*.”

Summary of Significant Accounting Policies:

Basis of Presentation

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

Use of Estimates in the Preparation of Financial Statements

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

Property, Plant and Equipment

Property, plant and equipment, which includes principally the water utility assets of our Company’s utility subsidiaries, is recorded at cost plus an allowance for funds used during construction on major, long-term projects and includes property funded with contributions in aid of construction.

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

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Cash and Cash Equivalents

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

Restricted Cash

Restricted cash consists of funds maintained for the Rate Stabilization fund ("RSF"), which was established in conformity with the requirements of New Hampshire Public Utilities Commission ("NHPUC") Order 25,292, as explained more fully in Note 10 of the financial statements. The RSF is an imprest fund of \$5,000,000, which is subject to funding above or below the imprest fund balance, reflecting actual revenue performance as it relates to prescribed revenue levels supported by the RSF. Of the approximately \$5.6 million in restricted cash as of December 31, 2013, and in compliance with the rules governing the use of the RSF, approximately \$448,000 is slated to be returned to rate payers as a component of the new water rates set as a result of the settlement of the current rate cases before the NHPUC for the 2012 test year. Upon receipt of a final rate order in late 2014 for these current rate cases, this amount will become unrestricted cash.

Concentration of Credit Risks

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

Accounts receivable - Billed

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

Accounts Receivable - Unbilled

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

Inventory

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

Deferred Land Costs

Included in deferred land costs is our Company's original basis in its undeveloped landholdings and any land improvement costs, which are stated at the lower of cost or market. All costs associated with real estate and land projects are capitalized and allocated to the project to which the costs relate. Administrative labor and the related fringe benefit costs attributable to the acquisition, active development and construction of land parcels are capitalized as deferred land costs. No labor and benefits were capitalized for the year ended December 31, 2013 and 2012.

Deferred Charges and Other Assets

Deferred charges include certain regulatory assets and costs of obtaining debt financing. Regulatory assets are amortized over the periods they are recovered through NHPUC-authorized water rates. Deferred financing costs are amortized over the term of the related bonds and notes. Our Company's utility subsidiaries have recorded certain regulatory assets in cases where the NHPUC has permitted, or is expected to permit, recovery of these costs over future periods. Currently, the regulatory assets are being amortized over periods ranging from 3 to 25 years.

Contributions in Aid of Construction ("CIAC")

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

Revenues

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

Non-regulated water management services include contract operations and maintenance, and water testing and billing services to municipalities and small, privately owned community water systems. Contract revenues are billed and recognized on a monthly recurring basis in accordance with agreed-upon contract rates. Revenues from unplanned additional work are based upon time and materials incurred in connection with activities not specifically identified in the contract, or for which work levels exceed contracted amounts.

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

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Investment in Joint Venture

Southwood uses the equity method of accounting for its investment in a joint venture in which it does not have a controlling interest. Under this method, Southwood records its proportionate share of losses under "Other, net" in the accompanying Consolidated Statements of Income with a corresponding decrease in the carrying value of the investment.

Income Taxes

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

Recently Issued Accounting Standards

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

Note 2 – Property, Plant and Equipment

The components of property, plant and equipment as of December 31, 2013 and 2012 were as follows:

(in thousands)	<u>2013</u>	<u>2012</u>	<u>Useful Lives (in years)</u>
Utility Property:			
Land and land rights	\$ 2,927	\$ 2,911	-
Source of supply	50,399	50,027	12 - 75
Pumping & purification	29,775	28,794	14 - 64
Transmission & distribution, including services, meters and hydrants	124,024	119,638	15 - 91
General and other equipment	10,142	10,206	7-75
Intangible plant	768	766	20
Construction work in progress	<u>2,524</u>	<u>1,063</u>	
Total utility property	<u>220,559</u>	<u>213,405</u>	
Total non-utility property	<u>5</u>	<u>5</u>	5 - 10
Total property, plant & equipment	<u>220,564</u>	<u>213,410</u>	
Less accumulated depreciation	<u>(52,853)</u>	<u>(49,352)</u>	
Property, plant and equipment, net	<u>\$ 167,711</u>	<u>\$ 164,058</u>	

City of Nashua

The provision for depreciation is computed on the straight-line method over the estimated useful lives of the assets which range from 5 to 91 years. The weighted average composite depreciation rate was 2.45% and 2.48% in 2013 and 2012, respectively.

Note 3 – Accounts Receivable

Accounts receivable consisted of the following at December 31, 2013 and 2012:

(in thousands)	<u>2013</u>	<u>2012</u>
Accounts receivable - billed	\$ 2,345	\$ 2,426
Less allowance for doubtful accounts	<u>(44)</u>	<u>(46)</u>
Accounts Receivable - billed, net	<u>\$ 2,301</u>	<u>\$ 2,380</u>
Accounts receivable - unbilled	\$ 2,102	\$ 1,991
Less allowance for doubtful accounts	<u>-</u>	<u>-</u>
Accounts Receivable - unbilled, net	<u>\$ 2,102</u>	<u>\$ 1,991</u>

Note 4 - Deferred Charges and Other Assets

Deferred charges and other assets as of December 31, 2013 and 2012 consisted of the following:

(in thousands)	<u>2013</u>	<u>2012</u>	<u>Recovery Period (in years)</u>
Regulatory assets:			
Source development charges	\$ 764	\$ 820	5-25
Miscellaneous studies	852	608	3-25
Unrecovered pension and post-retirement benefits expense	<u>3,342</u>	<u>8,096</u>	(1)
Total regulatory assets	4,958	9,524	
Supplemental executive retirement plan asset	<u>625</u>	<u>748</u>	
Subtotal	5,583	10,272	
Debt issuance expenses	<u>3,406</u>	<u>3,623</u>	(1)
Total deferred charges and other assets	<u>\$ 8,989</u>	<u>\$ 13,895</u>	

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

Note 5- Post-retirement Benefit Plans

Pension Plan and Other Post-retirement Benefits

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

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

Upon retirement, if a qualifying employee elects to receive medical benefits under one of our OPEB Plans, we pay a maximum monthly benefit of \$307 based on years of service.

The following table sets forth information regarding our DB Plan and our OPEB Plans as of December 31, 2013 and for the year then ended:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2013	
Projected benefit obligation	\$ 17,501	\$ 2,809
Employer contribution	911	22
Benefits paid, excluding expenses	(410)	(36)
Fair value of plan assets	12,244	944
Accumulated benefit obligation	15,665	-
Funded status	(5,257)	(1,879)
Net periodic benefit cost	1,372	204
Amounts of the funded status recognized in the Consolidated Balance Sheets as of December 31, 2011 and 2010 consisted of:		
Current liability	\$ -	\$ (21)
Non-current liability	(5,257)	(1,858)
Total	<u>\$ (5,257)</u>	<u>\$ (1,879)</u>

The following table sets forth information regarding our DB Plan and our OPEB Plans as of December 31, 2012 and for the year then ended:

City of Nashua

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

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

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

Changes in plan assets and benefit obligations recognized in regulatory assets, for the year ended December 31, 2013, were as follows:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2013	
Regulatory asset balance, beginning of year	\$ 7,874	\$ 222
Net actuarial loss/(gain) incurred during the year	(3,641)	(699)
Prior service cost incurred during the year	-	-
Recognized net actuarial (gain)/loss	<u>(418)</u>	<u>4</u>
Regulatory asset/(liability) balance, end of year	<u>\$ 3,815</u>	<u>\$ (473)</u>

Changes in plan assets and benefit obligations recognized in regulatory assets, for the year ended December 31, 2012, were as follows:

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

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

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been paid out. The resulting decrease in the liability of \$785,000 will be amortized over the future working lifetime of active employees.

Amounts recognized in regulatory assets for the DB and OPEB Plans that have not yet been recognized as components of net periodic benefit cost of the following as of December 31, 2013:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2013	
Net actuarial (gain)/loss	\$ 3,815	\$ (311)
Prior service cost	-	(162)
Regulatory asset	<u>\$ 3815</u>	<u>\$ (473)</u>

Amounts recognized in regulatory assets for the DB and OPEB Plans that have not yet been recognized as components of net periodic benefit cost of the following as of December 31, 2012:

(in thousands)	DB Plan	OPEB Plans
	as of December 31, 2012	
Net actuarial (gain)/loss	\$ 7,874	\$ 384
Prior service cost	-	(162)
Regulatory asset	<u>\$ 7,874</u>	<u>\$ 222</u>

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

	2013	2012
Discount rate for net periodic benefit cost, beginning of year	4.00%	4.50%
Discount rate for benefit obligations, end of year ^(a)	4.84%	4.00%
Expected return on plan assets for the year (net of investment expenses)	7.50%	7.50%
Rate of compensation increase, beginning of year	2.75%	3.00%
Healthcare cost trend rate (applicable only to OPEB Plans)	9.50%	10.00%

^(a) An increase or decrease in the discount rate of 0.5% would result in a change in the funded status as of December 31, 2013, for the DB Plan and the OPEB Plan's of approximately \$1.33 million and \$257 thousand, respectively.

The estimated net actuarial loss for our DB Plan that will be amortized in 2014 from the regulatory assets into net periodic benefit costs is \$175,000. The estimated net actuarial loss and prior service cost for our OPEB Plans that will be amortized in 2014 from the regulatory assets into net periodic benefit costs are \$(12,000) and \$(21,000), respectively.

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

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

The investment strategy for our DB Plan and our OPEB Plans utilizes several different asset classes with varying risk/return characteristics. The following table indicates the asset allocation percentages of the fair value of the DB Plan and OPEB Plans' assets for each major type of plan asset as of December 31, 2013, as well as the targeted allocation range:

	DB Plan		OPEB Plan	
	December 31, 2013			
	Asset Allocation	Range	Asset Allocation	Range
Equities	64%	30% - 100%	70%	30% - 100%
Fixed income	36%	20% - 70%	28%	0% - 50%
Cash and cash equivalents	0%	0% - 15%	2%	0% - 15%
	100%		100%	

The following table indicates the asset allocation percentages of the fair value of the DB Plan and OPEB Plans' assets for each major type of plan asset as of December 31, 2012, as well as the targeted allocation range:

	DB Plan		OPEB Plan	
	December 31, 2012			
	Asset Allocation	Range	Asset Allocation	Range
Equities	60%	30% - 100%	64%	30% - 100%
Fixed income	40%	20% - 70%	36%	0% - 50%
Cash and cash equivalents	0%	0% - 15%	0%	0% - 15%
	100%		100%	

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

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

The DB Plan also holds assets under an immediate participation guarantee group annuity contract with a life insurance company. The assets under the contract are invested in pooled separate

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accounts and in a general investment account. The pooled separate accounts are valued based on net asset value per unit of participation in the fund and have no unfunded commitments or significant redemption restrictions at year-end. The value of these units is determined by the trustee based on the current market values of the underlying assets of the pooled separate accounts. Therefore, the value of the pooled separate accounts is deemed to be at estimated fair value.

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

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

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

The fair value of DB Plan and OPEB Plan assets by levels within the fair value hierarchy used as of December 31, 2013 was as follows:

(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
DB Plan:				
Equities:				
Pooled separate accounts	\$ 7,895	\$ -	\$ 7,895	\$ -
Fixed Income:				
General investment account	2,940	-	-	2,940
Pooled separate accounts	<u>1,409</u>	<u>-</u>	<u>1,409</u>	<u>-</u>
Total Pension Plan	<u>\$ 12,244</u>	<u>\$ -</u>	<u>\$ 9,304</u>	<u>\$ 2,940</u>

(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
OPEB Plans				
Mutual funds:				
Balanced/hybrid funds	\$ 168	\$ 168	\$ -	\$ -
U.S. equity securities funds	416	416	-	-
International equity funds	76	76	-	-
Fixed income funds	261	261	-	-
Cash and cash equivalents				
Money market funds	<u>23</u>	<u>-</u>	<u>23</u>	<u>-</u>
Total Post-retirement Plan	<u>\$ 944</u>	<u>\$ 921</u>	<u>\$ 23</u>	<u>\$ -</u>
Totals	<u>\$ 13,188</u>	<u>\$ 921</u>	<u>\$ 9,327</u>	<u>\$ 2,940</u>

The fair value of DB Plan and OPEB Plan assets by levels within the fair value hierarchy used as of December 31, 2012 was as follows:

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

(in thousands)	<u>Totals</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
OPEB Plans				
Mutual funds:				
Balanced/hybrid funds	\$ 179	\$ 179	\$ -	\$ -
U.S. equity securities funds	274	274	-	-
International equity funds	67	67	-	-
Fixed income funds	297	297	-	-
Cash and cash equivalents				
Money market funds	<u>1</u>	<u>-</u>	<u>1</u>	<u>-</u>
Total Post-retirement Plan	<u>\$ 818</u>	<u>\$ 817</u>	<u>\$ 1</u>	<u>\$ -</u>
Totals	<u>\$ 10,531</u>	<u>\$ 817</u>	<u>\$ 8,010</u>	<u>\$ 1,704</u>

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

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

(in thousands)	<u>2013</u>	<u>2012</u>
Balance, Beginning of Year	\$ 1,704	\$ 1,735
Plan transfers	864	285
Contributions	729	-
Benefits paid	(410)	(369)
Return on plan assets (net of investment expenses)	<u>53</u>	<u>53</u>
Balance, End of Year	<u>\$ 2,940</u>	<u>\$ 1,704</u>

In order to satisfy the minimum funding requirements of the Employee Retirement Income Security Act of 1974, applicable to defined benefit pension plans, we anticipate that we will contribute approximately \$1.2 million to the Plan in 2014.

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

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(in thousands)	<u>DB Plan</u>	<u>OPEB Plans</u>
2014	\$ 543	\$ 68
2015	599	76
2016	686	84
2017	743	96
2018	827	116
2019 - 2023	<u>5,553</u>	<u>740</u>
Total	<u>\$ 8,951</u>	<u>\$ 1,180</u>

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

Defined Contribution Plan

In addition to the deferred benefit plan, we have a defined contribution plan covering substantially all employees. Under this plan, our Company matches 100% of the first 3% of each participating employee's salary contributed to the plan. The matching employer's contributions, recorded as operating expenses, were approximately \$197,000 and \$205,000 for the years ended December 31, 2013 and 2012, respectively.

Note 6 - Commitments and Contingencies

Operating Leases

We lease our corporate office space as well as certain office equipment under operating lease agreements. Total rent expense was approximately \$305,000 and \$314,000 for the years ended December 31, 2013 and 2012, respectively.

Our remaining non-cancelable lease commitments for our corporate office space and leased equipment as of December 31, 2013 were as follows:

	<u>Amount</u>
2014	\$ 286
2015	269
2016	269
2017	157
2018	-
Total	<u>\$ 981</u>

Note 7 - Financial Measurement and Fair Value of Financial Instruments

Management uses its best judgment in estimating the fair value of its financial instruments. However, there are inherent weaknesses in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates herein are not necessarily indicative of the amounts that we could have realized in a sales transaction for these instruments. The estimated fair

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value amounts have been measured as of the period end and have not been reevaluated or updated for purposes of these financial statements subsequent to those respective dates.

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

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

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

For assets and liabilities measured at fair value on a recurring basis, the fair value measurement by levels within the fair value hierarchy used as of December 31, 2013 and 2012 were as follows:

(in thousands)	<u>December 31, 2013</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Interest rate swap	\$ (386)	\$ -	\$ (386)	\$ -

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

The carrying value of certain financial instruments included in the accompanying Consolidated Balance Sheets, along with the related fair value, as of December 31, 2013 and 2012 were as follows:

(in thousands)	<u>2013</u>		<u>2012</u>	
	<u>Carrying Value</u>	<u>Fair Value</u>	<u>Carrying Value</u>	<u>Fair Value</u>
Liabilities				
Long-term debt	\$ (177,396)	\$ (197,797)	\$ (177,058)	\$ (189,149)
Interest rate swap liability	(386)	(386)	(825)	(285)

The fair value of long-term debt has been determined by discounting the future cash flows using current market interest rates for similar financial instruments of the same duration. The fair value for long-term debt shown above does not purport to represent the amounts at which those debt obligations would be settled. The fair market value of our interest rate swap represents the estimated cost to terminate this agreement as of December 31, 2013 and 2012 based upon the then-current interest rates and the related credit risk.

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

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Note 8 - Income Taxes

The components of the federal and state income tax provision as of December 31, 2013 and 2012 were as follows:

(in thousands)	<u>2013</u>	<u>2012</u>
Federal	\$ (623)	\$ (507)
State	(192)	(137)
Amortization of investment tax credits	<u>(33)</u>	<u>(36)</u>
Total	<u>\$ (848)</u>	<u>\$ (680)</u>
Current	\$ -	\$ (1,255)
Deferred	<u>(848)</u>	<u>575</u>
Total	<u>\$ (848)</u>	<u>\$ (680)</u>

The following is reconciliation between the statutory federal income tax rate and the effective income tax rate for 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Statutory federal rate	34.0%	34.0%
State tax rate, net of federal benefit	5.6%	5.5%
Permanent differences	5.6%	-14.6%
Amortization of investment tax credits	<u>1.8%</u>	<u>1.4%</u>
Effective tax rate	<u>47.0%</u>	<u>26.3%</u>

The temporary items that give rise to the net deferred tax liability as of December 31, 2013 and 2012 were as follows:

(in thousands)	<u>2013</u>	<u>2012</u>
Liabilities:		
Property-related, net	\$ 24,735	\$ 24,834
Pension deferred asset	1,511	3,119
Other	<u>705</u>	<u>1,426</u>
Total liabilities	26,951	29,379
Assets:		
Pension accrued liability	2,082	3,508
Federal net operating loss carryforward	2,053	1,858
Alternative minimum tax credit	384	240
NH Business Enterprise Tax credits	250	23
Other	<u>2,375</u>	<u>3,125</u>
Total assets	<u>7,144</u>	<u>8,754</u>
Net non-current deferred income tax liability	<u>\$ 19,807</u>	<u>\$ 20,625</u>

We had a federal net operating loss in 2013 and 2012 in the amounts of approximately \$319,000 and \$4.1 million, respectively. The federal tax benefit of the cumulative net operating loss is approximately \$1.6 million, which begins to expire in 2032, and is included in deferred income taxes in the Consolidated Balance Sheet as of December 31, 2013.

As of December 31, 2013 and 2012, we estimated approximately \$384,000 and \$240,000 of cumulative federal alternative minimum tax credits that may be carried forward indefinitely as a credit against our regular tax liability.

As of December 31, 2013 and 2012, we had New Hampshire Business Enterprise Tax (NHBET) credits of approximately \$250,000 and \$23,000, respectively. NHBET credits begin to expire in 2017. We anticipate that we will fully utilize these NHBET credits before they expire; therefore, we have not recorded a valuation allowance related to these credits.

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

We had a regulatory liability related to income taxes of approximately \$825,000 and \$846,000 as of December 31, 2013 and 2012, respectively. This represents the estimated future reduction in revenues associated with deferred taxes which were collected at rates higher than the currently enacted rates and the amortization of deferred investment tax credits.

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

We file income tax returns in the U.S. federal jurisdiction, the State of New Hampshire, and the Commonwealth of Massachusetts. Our 2010 through 2012 tax years remain subject to examination by the Internal Revenue Service. Our tax year 2009 was audited by the Internal Revenue Service, and the year was closed with no changes. Our 2008 through 2012 tax years remain subject to examination by one or more state jurisdictions.

Our practice is to recognize interest and/or penalties related to income tax matters in "Other, Net" in the Consolidated Statements of Income. We incurred no interest or penalties during the year ended December 31, 2013.

Note 9 - Debt

Long-term debt as of December 31, 2013 and 2012 consisted of the following:

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(in thousands)	<u>2013</u>	<u>2012</u>
Unsecured note payable to City of Nashua, 5.75%, due 12/25/2041	\$ 116,336	\$ 117,925
Unsecured senior note payable due to an insurance company: 7.40%, due March 1, 2021	5,200	5,600
Unsecured Business Finance Authority:		
Revenue Bond (2005 Series BC-4), 5.375%, due October 1, 2035	12,125	12,130
Revenue Bond (2005 Series BC-3), 5.00%, due April 1, 2018	7,475	7,475
Revenue Bond (2005 Series A), 4.70%, due October 1, 2035	12,125	12,125
Revenue Bond (Series 2005A), 4.70%, due January 1, 2035	1,785	1,785
Revenue Bond (series 2005B), 4.60%, due January 1, 2030	2,320	2,320
Revenue Bond (Series 2005C) 4.50%, due January 1, 2025	1,175	1,175
Revenue Bond, 1997, 6.30%, due May 1, 2022	2,800	3,000
Unsecured notes payable to bank, floating-rate, due March 1, 2030	3,886	4,058
Unsecured notes payable to bank, 3.62%, due June 20, 2023	1,694	-
Unsecured notes payable to bank, 4.25%, due June 20, 2023	910	-
Unsecured New Hampshire State Revolving Fund ("SRF") notes ⁽¹⁾	<u>9,829</u>	<u>9,741</u>
Total long-term debt	177,660	177,334
Less current portion	(2,965)	(2,780)
Less original issue discount	(264)	(275)
Total long-term debt, net of current portion	<u>\$ 174,431</u>	<u>\$ 174,279</u>

⁽¹⁾ SRF notes are due through 2033 at interest rates ranging from 1% to 4.488%. These notes are payable in 120 to 240 consecutive monthly installments of principal and interest. The 1% rate applies to construction projects still in process until the earlier of (i) the date of substantial completion of the improvements, or (ii) various dates specified in the note (such earlier date being the interest rate change date). Commencing on the interest rate change date, the interest rate changes to the lower of (i) the rate as stated in the note or (ii) 80% of the established 11 General Obligations Bond Index published during the specified time period before the interest rate change date.

The aggregate principal payment requirements subsequent to December 31, 2013 and 2012 are as follows:

(in thousands)	<u>Amount</u>
2014	\$ 2,965
2015	3,108
2016	3,242
2017	3,384
2018	11,008
2019 and thereafter	<u>153,953</u>
Total	<u>\$ 177,660</u>

Several of Pennichuck Water's loan agreements contain a covenant that prevents Pennichuck Water from declaring dividends if Pennichuck Water does not maintain a minimum net worth of \$4.5 million. As of December 31, 2013 and 2012, Pennichuck Water's net worth was \$125.6 and \$130.9 million, respectively. Pennichuck Water Works also has debt issuance covenants whereby they must also maintain a maximum total debt to capital ratio of 65%, a maximum funded debt to net property, plant and equipment ratio of 60%, and an interest coverage ratio of at least 1.5; at December 31, 2013 and 2012, the total debt to capital ratio was 29% and 28%, respectively, the funded debt to net property, plant and equipment ratio was 38% and 39%, respectively, and the interest coverage ratio was 2.62 and 3.17.

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Pennichuck East's loan agreement for its unsecured notes payable to a bank of \$3.9 million and \$4.1 million at December 31, 2013 and 2012, respectively, contains a minimum debt service coverage ratio requirement of 1.25. At December 31, 2013 and 2012, this ratio was 1.42 and 1.69, respectively. Also Pennichuck East is required to maintain a maximum ratio of total debt to total capitalization of 65%; at December 31, 2013 and 2012, this ratio was 41% and 34%, respectively.

The Company's revolving credit loan facility with RBS Citizens which contains a covenant that requires the Company to maintain a minimum fixed charge coverage ratio of at least 1.0; at December 31, 2013 and 2012, the fixed charge coverage ratio was 1.08 and 1.25, respectively. The Company is also required to maintain an equity capitalization ratio of not less than 35%; at December 31, 2013 and 2012, the equity capitalization ratio was 50% and 52%, respectively. Under this agreement, the Company is also precluded from declaring or paying dividends, or making any other payment or distribution of its equity without the bank's prior written consent, except for: (1) its obligations under Rate Order No. 25,292 as it pertains to the Company's specific obligations under the City Bond Fixed Revenue Requirement ("CBFRR") which provides for payments of approximately \$707,000 per month of the note payable to the City of Nashua (the "City"), and quarterly dividends to the City for the remainder of this annual obligation, as defined by the order; and (2) a specific allowance, under Rate Order 25,292, whereby the Company is allowed to make distributions to the City from current earnings and profits in excess of the CBFRR, to provide funds to allow the City to reimburse itself for the costs incurred by the City relating to its efforts in pursuing the eminent domain proceedings from January 2002 through August 2009, provided, however, that such amount shall not exceed \$500,000 in any fiscal year, or \$5,000,000 in the aggregate, of all such distributions. During the year ended December 31, 2013, a special dividend was approved and paid relating to this.

Our short-term borrowing activity fund under this revolving credit loan facility was for the years ended December 31, 2013 and 2012 was:

(in thousands)	<u>2013</u>	<u>2012</u>
Established line at year-end	\$ 10,000	\$ 10,000
Maximum amount outstanding during year	1,966	-
Average amount outstanding during year	137	-
Amount outstanding at year-end	1,966	-
Weighted average interest rate during year	1.06%	n/a
Interest rate at year-end	2.665%	n/a

As of December 31, 2013 and 2012, we had a \$3.9 and \$4.1 million, respectively, interest rate swap which qualifies as a derivative. This financial derivative is designated as a cash flow hedge. This financial instrument is used to mitigate interest rate risk associated with our outstanding \$4.1 million loan which has a floating interest rate based on the three-month London Interbank Offered Rate ("LIBOR") plus 1.75% as of December 31, 2013. The combined effect of the LIBOR-based borrowing formula and the swap produces an "all-in fixed borrowing cost" equal to 5.95%. The fair value of the financial derivative, as of December 31, 2013 and 2012, included in our Consolidated Balance Sheets under "Deferred credits and other reserves" as "Other liabilities" was \$386,000 and \$825,000, respectively. Changes in the fair value of this derivative were deferred in accumulated other comprehensive loss.

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Swap settlements are recorded in the Statement of Income with the hedged item as interest expense. During the years ended December 31, 2013 and 2012, \$156,000 and \$157,000 was reclassified pre-tax from accumulated other comprehensive loss to interest expense as a result of swap settlements. We expect to reclassify approximately \$150,000, pre-tax, from accumulated other comprehensive loss to interest expense as a result of swap settlements, over the next twelve months.

Note 10 - Transaction with the City of Nashua

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

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

Transactions with Related Party - City of Nashua

Pennichuck issued a promissory note to the City of Nashua in the amount of approximately \$120 million to be repaid over a thirty (30) year period with monthly payments of approximately \$707,000, including interest at 5.75%. Pennichuck recorded an additional amount of approximately \$30.6 million as contributed capital. The remaining outstanding balance of the note payable to the City at December 31, 2013 and December 31, 2012 was approximately \$116.3 million and \$117.9 million, respectively, as disclosed in Note 9 of these consolidated financial statements. During 2013 and 2012, dividends of approximately \$777,000 and \$210,000, respectively, were declared and paid to the City. The dividends paid to the City during 2013 comprised approximately \$277,000 of regular quarterly dividends declared and paid, and a special dividend of \$500,000 declared and paid in October 2013, as resolved and authorized by the Board of directors in their August 23, 2013 meeting.

Additional ongoing transactions occur in the normal course of business, between the Company and the City, related to municipal water usage, fire protection and sewer billing support services, and property taxes related to real property owned by the Company within the City of Nashua. For the years ended December 31, 2013 and 2012, respectively, approximately \$3.1 million and \$3.0 million

were paid to the Company by the City for municipal water consumption, fire protection charges, and sewer billing support services. Conversely, the Company paid property taxes to the City of Nashua of approximately \$2.4 million for the year ended December 31, 2013, and approximately \$2.1 million for the year ended December 31, 2012.

Rate Stabilization Fund - Restricted Cash

As a part of the acquisition, Pennichuck agreed to contribute \$5,000,000 of the proceeds from the settlement transaction to PWW, which was used to establish a Rate Stabilization Fund (“RSF”), allowing for the maintenance of stable water utility rates and providing a mechanism to ensure the Company’s continued ability to meet its obligations under the promissory note to the City, in the event of adverse revenue developments. Restricted cash consists of amounts set aside in the RSF account, and is adjusted monthly as required in the PUC order, as discussed in Note 1 of these financial statements.

Municipal Acquisition Regulatory Asset (“MARA”)

Pursuant to the PUC Order, Pennichuck established a new Regulatory asset (MARA) which represents the amount that the Acquisition Price exceeded the net book assets of Pennichuck’s regulated subsidiaries (PWW, PEU, and PAC) at December 31, 2011. The initial amount of the MARA was approximately \$89 million for the regulated companies, offset by a non-regulated amount of approximately \$4.8 million. The MARA is to be amortized over a thirty (30) year period in the same manner as the repayment of debt service for the City’s acquisition bonds. The balance in the MARA at December 31, 2013 was approximately \$85.4 million, reduced by the non-regulated credit of approximately \$4.7 million.

Aggregate amortization expense for the years ended December 31, 2013 and 2012, totaled approximately \$2,542,000 and \$1,023,000, respectively. During the year ended December 31, 2012, the amortization of the MARA was calculated based upon the amortization of principal for the Company’s unsecured note payable to the City of Nashua (see Note 9). However, during 2013 the Company realized that the amortization of the MARA, as authorized by NHPUC Order 25,292, dated November 23, 2011, was supposed to be calculated based upon the principal repayment schedule of the bonds issued by the City, in support of their acquisition of the Company in January 2012. As such, the Company made a one-time adjustment to “true up” the amortization of the MARA during 2013, and as such, approximately \$716,000 of the amortization expense recorded in 2013 relates to amounts that would have been booked in 2012, had the correct basis been applied initially. The amortization amounts for 2013 and 2012, respectively, would have been approximately \$1,826,000 and \$1,739,000 for each of the years, after giving consideration for this one-time correction.

The following table represents the total estimated amortization of MARA for the five succeeding years:

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(in thousands)	Estimated Amortization Expense
2014	\$ (1,834)
2015	(1,857)
2016	(1,884)
2017	(1,917)
2018	(1,958)

Note 11 - Sale of Land

On January 24, 2012, Southwood sold a 38-acre parcel of undeveloped land for approximately \$2.2 million. The resulting gain from this transaction of approximately \$1.6 million, is included in gain on sale of land on the accompanying consolidated statement of income.

Note 12 – Sale of Conservation Easement

In July 2013, the Company completed the sale of a conservation easement to the Society for the Protection of New Hampshire Forests, with respect to a portion of its non-regulated land holdings in Merrimack, New Hampshire, as approved by the Board of Directors in their April 26, 2013 meeting. The transaction included gross proceeds for the value of the easement of approximately \$991,000, netted by approximately \$100,000 of legal, surveying, and professional fees. The net proceeds of approximately \$891,000 from this transaction are included in “Other, Net” on the Consolidated Statements of Income herein.

Note 13 - Subsequent Events

The Company has evaluated the events and transactions that have occurred through March 19, 2014, the date that these financial statements were available for issuance, and noted no items requiring an adjustment to the financial statements or additional disclosure.

Library Hill – Hunt Library, First Congregational Church, Tavern



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NASHUA AIRPORT AUTHORITY NOTES

NASHUA AIRPORT AUTHORITY
NOTES TO FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Financial Reporting Entity

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

Basis of Accounting

The financial statements are presented on the accrual basis of accounting, wherein revenues are recognized when earned and expenses are recognized when incurred.

Estimates

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

Estimates

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

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

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

Municipal Government Report

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, 2014 and 2013, 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, 2014 or 2013.

Prepaid Expenses - At June 30, 2014 and 2013, prepaid expenses includes health insurance premiums paid in advance to the City of Nashua for health insurance coverage.

Capital Assets - Capital assets are recorded at cost and updated for additions and retirements during the year. Donated capital assets are recorded at their estimated fair values as of the date received. Improvements are capitalized; costs of normal maintenance and repairs that do not add to the value of the asset or materially extend an asset's life are not. Interest incurred during the construction phase of capital assets is also capitalized. All reported capital assets except for land and construction in progress are depreciated. Depreciation is recorded using the straight-line method over the estimated useful lives of the related assets. Estimate useful lives are as follows:

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

Compensated Absences - Employees earn vacation and sick leave as they provide services. Employees earn 1.25 sick days per month. Employees hired prior to July 1, 1995, may accumulate up to a maximum of 90 days of sick leave and upon retirement will be paid out 100% of unused sick time at current rates of pay. Employees hired after July 1, 1995, may accumulate an unlimited number of sick days and upon retirement will be paid out 20% of unused sick time at current rates of pay. Vacation amounts accrue according to length of employment. Employees may carry forward vacation days into the next year up to two times their annual accrual rate.

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

Net Position - Net position represents the difference between assets, deferred outflows of resources, liabilities and deferred inflows of resources. The net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by any outstanding balances of bonds, notes or other borrowings used for the acquisition, construction or improvement of those assets. Net Position is reported as restricted when there are limitations imposed on their use either through enabling legislation adopted by the Authority or through external restrictions imposed by creditors, grantors or laws or regulations of other governments. Unrestricted net position is the net amount of the assets, deferred outflows of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted components of net position.

The Authority's policy is to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available.

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, which include depreciation on capital assets, are necessary costs incurred to provide the services that are the primary activities of the Authority. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

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

NOTE 2 - DEPOSITS AND INVESTMENTS

Deposits and investments as of June 30, 2014 and 2013 are classified in the accompanying financial statements as follows:

	<u>2014</u>	<u>2013</u>
Statement of Net Position:		
Cash and cash equivalents	\$ 49,643	\$ 107,233
Investments	<u>118,987</u>	<u>301,975</u>
Total deposits and investments	<u>\$ 168,630</u>	<u>\$ 409,208</u>

Deposits and investments at June 30, 2014 and 2013 consist of the following:

	<u>2014</u>	<u>2013</u>
Cash on hand	\$ 250	\$ 200
Deposits with financial institutions	<u>168,380</u>	<u>409,008</u>
Total deposits and investments	<u>\$ 168,630</u>	<u>\$ 409,208</u>

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

Custodial Credit Risk

Custodial credit risk for deposits is the risk that in the event of a bank failure, the Authority's deposits may not be returned to it. The Authority does not have a formal investment policy for assurance against custodial credit risk; however, the Authority has an agreement with its primary bank to collateralize deposits in excess of the FDIC insurance limits.

Municipal Government Report

NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consist of balances due from federal and state funding for the various airport improvement projects. All receivables are considered collectible in full and will be received within one year. A summary of the principal items of intergovernmental receivables as of June 30, 2014 and 2013 is as follows:

	<u>2014</u>	<u>2013</u>
State and Federal share of Federal Aviation Grants -		
AIP Project SBG#-12-04-2010	\$ 30,355	\$ 32,251
AIP Project SBG#-12-06-2010	21,368	21,368
AIP Project SBG#-12-08-2011	-	154,589
AIP Project SBG#-12-09-2011	-	329,098
AIP Project SBG#-12-10-2013	53,978	2,850
AIP Project SBG#-12-11-2013	548,579	356
AIP Project SBG#-12-12-2014	33,893	-
AIP Project SBG#-12-13-2014	283,341	-
	<u>\$ 971,514</u>	<u>\$ 540,512</u>

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the years ended June 30, 2014:

	<u>Balance</u>		<u>Additions</u>		<u>Reductions</u>		<u>Balance</u>
	<u>7/1/13</u>						<u>6/30/14</u>
Capital assets not being depreciated:							
Land	\$ 3,227,508	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,227,508
Construction in progress	17,576,620	447,750	(17,576,620)	-	-	-	447,750
Total capital assets not being depreciated	<u>20,804,128</u>	<u>447,750</u>	<u>(17,576,620)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,675,258</u>
Other capital assets:							
Land improvements	10,243,090	17,660,400	-	-	-	-	27,903,490
Buildings and improvements	1,525,306	-	-	-	-	-	1,525,306
Equipment	1,469,488	562,271	(8,350)	-	-	-	2,023,409
Total other capital assets at historical cost	<u>13,237,884</u>	<u>18,222,671</u>	<u>(8,350)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>31,452,205</u>
Less accumulated depreciation for:							
Land improvements	(4,757,643)	(922,849)	-	-	-	-	(5,680,492)
Buildings and improvements	(805,864)	(42,285)	-	-	-	-	(848,149)
Equipment	(716,478)	(56,882)	8,350	-	-	-	(765,010)
Total accumulated depreciation	<u>(6,279,985)</u>	<u>(1,022,016)</u>	<u>8,350</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(7,293,651)</u>
Total other capital assets, net	<u>6,957,899</u>	<u>17,200,655</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>24,158,554</u>
Total capital assets, net	<u>\$ 27,762,027</u>	<u>\$ 17,648,405</u>	<u>\$ (17,576,620)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 27,833,812</u>

City of Nashua

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

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

NOTE 5 - PENSION PLAN

Plan Description

The Authority contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. The plan provides service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 54 Regional Drive, Concord, New Hampshire 03301.

Funding Policy

Plan members are required to contribute 7.0% of their covered salary for the years ended June 30, 2014 and June 30, 2013. The Authority is required to contribute at an actuarially determined rate. The Authority's contribution rates for the covered payroll of general employees for the years ending June 30, 2014 and 2013 were 10.77% and 8.80%, respectively. The Authority contributes 100% of the employer cost for its employees.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature, and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The Authority's contributions to the NHRS for the years ending June 30, 2014, 2013, and 2012 were \$24,050, \$28,915, and \$19,624, respectively, equal to the required contributions for each year.

Municipal Government Report

NOTE 6 – LONG-TERM OBLIGATIONS

Changes in Long-Term Obligations

The changes in the Authority's long-term obligations for the year ended June 30, 2014 are as follows:

Type	Balance <u>7/1/13</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/14</u>	Amounts Due Within <u>One Year</u>
Compensated absences	\$ <u>37,703</u>	\$ <u>13,147</u>	\$ <u>1,511</u>	\$ <u>49,339</u>	\$ <u>-</u>

The changes in the Authority's long-term obligations for the year ended June 30, 2013 are as follows:

Type	Balance <u>7/1/12</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>6/30/13</u>	Amounts Due Within <u>One Year</u>
Compensated absences	\$ <u>77,495</u>	\$ <u>4,083</u>	\$ <u>43,875</u>	\$ <u>37,703</u>	\$ <u>-</u>

NOTE 7 - OPERATING LEASE

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

The Authority subleases a portion of this land pursuant to twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2014 and 2013, yearly lease income was \$302,369 and \$298,151, 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 8 – UNRESTRICTED NET POSITION

Unrestricted Net Position as of June 30, 2014 and 2013 are as follows:

City of Nashua

	<u>2014</u>	<u>2013</u>
Designated for -		
Capital improvements/equipment	\$ 3,538	\$ 26,782
Safety related expenditures	4,864	4,864
Future fuel farm costs	<u>200,000</u>	<u>200,000</u>
	208,402	231,646
Undesignated	<u>131,862</u>	<u>123,704</u>
Total	<u>\$ 340,264</u>	<u>\$ 355,350</u>

NOTE 9 - CONTINGENCIES

Litigation

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

Federal Grants

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

NOTE 10 – SUBSEQUENT EVENTS

During September 2014, the Authority secured a loan with a local bank in the amount of \$200,000 with a maturity date of March 2015. Interest on the loan is calculated at the Wall Street Journal Prime Rate plus 0.750 percentage points, 4.0% at the date of inception. As of January 12, 2015, the outstanding balance on the loan is \$80,000.

NOTE 11 – IMPLEMENTATION OF FUTURE ACCOUNTING STANDARDS

The Government Accounting Standards Board (GASB) has issued Statement No. 68, *Accounting and Financial Reporting for Pensions*, which the Authority is required to implement in the fiscal year ending June 30, 2015. Management believes that this pronouncement will have a potentially significant impact on the Authority's basic financial statements. The Authority will have to report its estimated proportional share of the New Hampshire Retirement System's unfunded pension liability in the financial statements for fiscal years beginning after June 15, 2014.

Municipal Government Report

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

June 30, 2014

(Unaudited)

Other Post-Employment Benefits

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
07/01/13	\$ -	\$ 39,415,168	\$ 39,415,168	0.0%	\$ 123,880,502	31.8%
07/01/11	\$ -	\$ 43,075,476	\$ 43,075,476	0.0%	\$ 120,292,886	35.8%
07/01/09	\$ -	\$ 42,017,700	\$ 42,017,700	0.0%	\$ 118,962,778	35.3%
07/01/08	\$ -	\$ 42,699,000	\$ 42,699,000	0.0%	\$ 102,640,996	41.6%
07/01/07	\$ -	\$ 42,699,000	\$ 42,699,000	0.0%	\$ 102,640,996	41.6%

NEW HAMPSHIRE RETIREMENT SYSTEM REQUIRED SUPPLEMENTARY INFORMATION

June 30, 2014

(Unaudited)

Employees' Retirement System

Schedule of Funding Progress

(in thousands)

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b-a)/c]
06/30/13	\$ 237,027	\$ 418,119	\$ 181,092	56.7%	\$ 97,679	185.4%
06/30/12	\$ 222,426	\$ 396,138	\$ 173,712	56.1%	\$ 95,110	182.6%
06/30/11	\$ 219,468	\$ 382,247	\$ 162,779	57.4%	\$ 96,258	169.1%
06/30/10	\$ 200,097	\$ 342,321	\$ 142,224	58.5%	\$ 94,867	149.9%

Employees' Retirement System

Schedule of Employer Contributions

(in thousands)

Plan Year End	System Wide			City of Nashua, NH	
	Annual Required Contributions	Actual Contributions	Percent Contributed	Actual Contributions	City Contributions as a % of System Contributions
06/30/13	\$ 249,835	\$ 249,835	100%	\$ 18,450	7.4%
06/30/12	\$ 254,557	\$ 254,557	100%	\$ 14,759	5.8%
06/30/11	\$ 274,582	\$ 274,582	100%	\$ 14,759	5.4%
06/30/10	\$ 269,677	\$ 269,677	100%	\$ 10,704	4.0%

See Independent Auditors' Report.

City of Nashua

**CITY OF NASHUA, NEW HAMPSHIRE
CONTRIBUTORY RETIREMENT SYSTEM**

(A Component Unit of the City of Nashua, New Hampshire)

SCHEDULE OF CHANGES IN THE
EMPLOYERS' NET PENSION LIABILITY

REQUIRED SUPPLEMENTAL INFORMATION

(Unaudited)

	<u>2014</u>
Total Pension Liability	
Service cost	\$ 801,041
Interest on unfunded liability	3,056,600
Changes of benefit terms	-
Differences between expected and actual experience	-
Changes of assumptions	-
Benefit payments, including refunds of member contributions	<u>(2,255,102)</u>
Net change in total pension liability	1,602,539
Total pension liability - beginning	<u>42,466,375</u>
Total pension liability - ending (a)	<u>\$ 44,068,914</u>
Plan Fiduciary net position	
Contributions - employer	\$ 743,527
Contributions - member	742,704
Net investment income	3,478,296
Benefit payments, including refunds of member contributions	(2,254,280)
Administrative expense	(15,631)
Other	<u>-</u>
Net change in plan fiduciary net position	2,694,616
Plan fiduciary net position - beginning	<u>34,696,499</u>
Plan fiduciary net position - ending (b)	<u>\$ 37,391,115</u>
Net pension liability (asset) - ending (a-b)	<u>\$ 6,677,799</u>

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available
(continued)

Municipal Government Report

(continued)

Schedules of Net Pension Liability

	<u>2014</u>	<u>2013</u>
Total pension liability	\$ 44,068,914	\$ 42,466,375
Plan fiduciary net position	<u>(37,391,115)</u>	<u>(34,696,499)</u>
Net pension liability (asset)	<u>\$ 6,677,799</u>	<u>\$ 7,769,876</u>
Plan fiduciary net position as a percentage of the total pension liability	84.85%	81.70%
Covered employee payroll	\$ 7,937,797	\$ 7,839,056
Net pension liability as a percentage of covered employee payroll	84.13%	99.12%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available

Schedules of Employer Contributions

	<u>2014</u>
Actuarially determined contribution	\$ 743,527
Contributions in relation to the actuarially determined contribution	<u>743,527</u>
Contribution deficiency (excess)	<u>\$ -</u>
Covered employee payroll	\$ 7,937,797
Contributions as a percentage of covered employee payroll	9.37%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available

Schedule of Investment Returns

Year Ended December 31

	<u>2014</u>
Annual money weighted rate of return, net of investment expense	10.13%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

CITY OF NASHUA, NEW HAMPSHIRE
Notes to Required Supplementary Information

1. Schedules of Changes in the Employer Net Pension Liability

The total pension liability contained in this schedule was provided by the System's actuary, Hooker and Holcombe, Inc. The net pension liability is measured as the total pension liability less the amount of the fiduciary net position of the retirement system.

2. Schedules of Employers Contributions

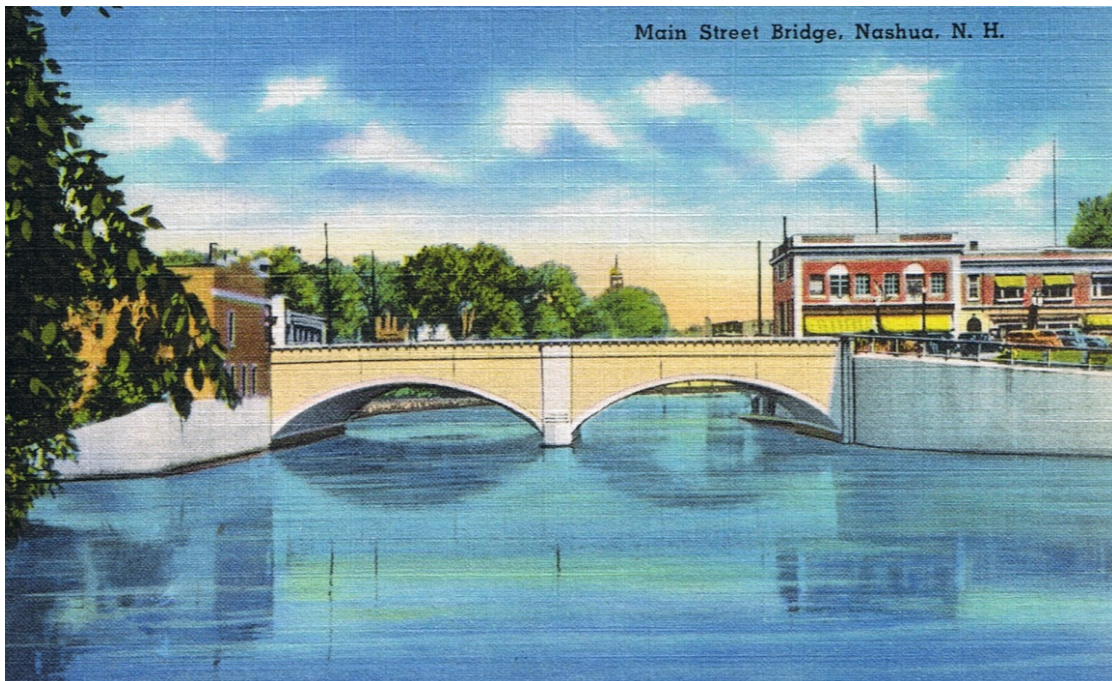
The required employer contributions and percent of those contributions actually made are presented in the future.

3. Actuarial Assumptions

The information presented in the required supplementary schedules was used in the actuarial valuation for purposes of determining the actuarially determined contribution rate. The assumptions and methods used for this actuarial valuation were recommended by the actuary and adopted by the Board. Additional information as of the latest actuarial valuation follows:

Valuation Date	6/30/14
Actuarial cost method	Entry Age
Amortization Method	Level Percent of Payroll
Amortization period	Open Group 21-Year
Actuarial asset valuation method (All Systems under same method.)	Closed Period Based on the total fair value income of investments with the excess or shortfall of actual investment income over or under the expected investment return smoothed over five years. One-fifth of the excess or shortfall is recognized each year for five years.
Actuarial Assumptions:	
Investment rate of return	7.25%
Projected salary increases	2.00-4.00%
Inflation rate	3.00%
Post-retirement cost-of-living adjustment	0.00%

Main Street Bridge



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Combining Financial Statements

NON-MAJOR GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

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

Special Revenue Funds are established for the following purposes:

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

CAPITAL PROJECT FUNDS

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

The current funds were established for the following purposes:

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

PERMANENT FUNDS

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

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2014

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
ASSETS				
Cash and short term investments	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	-	-
Intergovernmental receivables	123,359	14,131	193,727	-
Loans receivable	-	-	-	-
Due from other funds	-	-	-	130
Other assets	-	-	-	-
Total Assets	<u>\$ 123,359</u>	<u>\$ 14,131</u>	<u>\$ 193,727</u>	<u>\$ 130</u>
LIABILITIES				
Accounts payable	\$ -	\$ -	\$ -	\$ -
Accrued liabilities	3,370	5,611	7,169	-
Due to other funds	78,172	8,520	170,115	-
Due to other governments	-	-	-	-
Total Liabilities	81,542	14,131	177,284	-
DEFERRED INFLOWS OF RESOURCES	-	-	-	-
FUND BALANCES				
Nonspendable	-	-	-	-
Restricted	41,817	-	16,443	130
Committed	-	-	-	-
Unassigned	-	-	-	-
Total Fund Equity	<u>41,817</u>	<u>-</u>	<u>16,443</u>	<u>130</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	<u>\$ 123,359</u>	<u>\$ 14,131</u>	<u>\$ 193,727</u>	<u>\$ 130</u>

City of Nashua

Special Revenue Funds

<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Other Public Safety Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
346,436	301,210	10,284	-	-
-	-	-	-	-
-	-	94,846	2,704	24,742
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ 346,436</u>	<u>\$ 301,210</u>	<u>\$ 105,130</u>	<u>\$ 2,704</u>	<u>\$ 24,742</u>
\$ 112	\$ -	\$ -	\$ -	\$ -
8,689	7,725	154	-	-
299,267	293,485	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
308,068	301,210	154	-	-
-	-	-	-	-
-	-	-	-	-
38,368	-	104,976	2,704	24,742
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>38,368</u>	<u>-</u>	<u>104,976</u>	<u>2,704</u>	<u>24,742</u>
<u>\$ 346,436</u>	<u>\$ 301,210</u>	<u>\$ 105,130</u>	<u>\$ 2,704</u>	<u>\$ 24,742</u>

(continued)

Municipal Government Report

(continued)

	Special Revenue Funds			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
<u>ASSETS</u>				
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	156,401	39,687
Intergovernmental receivables	221,185	2,224,018	-	-
Loans receivable	-	-	3,272,092	-
Due from other funds	229,171	-	3,736,271	1,351,349
Other assets	-	-	-	-
Total Assets	<u>\$ 450,356</u>	<u>\$ 2,224,018</u>	<u>\$ 7,164,764</u>	<u>\$ 1,391,036</u>
Liabilities:				
Accounts payable	\$ -	\$ -	\$ -	\$ -
Accrued liabilities	3,312	302,413	32,233	3,041
Due to other funds	-	1,756,323	-	-
Due to other governments	-	-	2,500,000	-
Total Liabilities	3,312	2,058,736	2,532,233	3,041
DEFERRED INFLOWS OF RESOURCES	-	161,391	46,443	-
<u>FUND BALANCES</u>				
Nonspendable	-	-	-	-
Restricted	447,044	3,891	-	-
Committed	-	-	4,586,088	1,387,995
Unassigned	-	-	-	-
Total Fund Equity	<u>447,044</u>	<u>3,891</u>	<u>4,586,088</u>	<u>1,387,995</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	<u>\$ 450,356</u>	<u>\$ 2,224,018</u>	<u>\$ 7,164,764</u>	<u>\$ 1,391,036</u>

City of Nashua

<u>Special Revenue Funds</u>		<u>Capital Project Funds</u>		
<u>Other Trust Funds</u>	<u>Subtotal</u>	<u>Fire Projects</u>	<u>Public Works Projects</u>	<u>Community Development Projects</u>
\$ 1,699,678	\$ 1,699,678	\$ -	\$ -	\$ -
2,235,701	2,235,701	-	-	-
-	196,088	-	-	-
-	3,434,350	-	4,773,468	-
-	3,272,092	-	-	-
150,088	5,589,301	4,427	6,383,453	-
134,062	134,062	-	-	-
<u>\$ 4,219,529</u>	<u>\$ 16,561,272</u>	<u>\$ 4,427</u>	<u>\$ 11,156,921</u>	<u>\$ -</u>
\$ -	\$ 112	\$ -	\$ -	\$ -
-	373,717	-	122,946	-
-	2,605,882	-	-	-
-	2,500,000	-	-	-
-	5,479,711	-	122,946	-
-	207,834	-	244,351	-
-	-	-	-	-
-	680,115	4,427	10,789,624	-
4,219,529	10,193,612	-	-	-
-	-	-	-	-
<u>4,219,529</u>	<u>10,873,727</u>	<u>4,427</u>	<u>10,789,624</u>	<u>-</u>
<u>\$ 4,219,529</u>	<u>\$ 16,561,272</u>	<u>\$ 4,427</u>	<u>\$ 11,156,921</u>	<u>\$ -</u>

(continued)

Municipal Government Report

(continued)

	Capital Project Funds				
	School Department Projects	Technology Projects	City Building Projects	City-wide Communications Projects	Subtotal
<u>ASSETS</u>					
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-	-
Departmental and other receivables	-	-	-	-	-
Intergovernmental receivables	-	-	-	-	4,773,468
Loans receivable	-	-	-	-	-
Due from other funds	-	908,170	176,540	81,986	7,554,576
Other assets	-	-	-	-	-
	-	-	-	-	-
Total Assets	\$ -	\$ 908,170	\$ 176,540	\$ 81,986	\$ 12,328,044
Liabilities:					
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -
Accrued liabilities	-	-	-	-	122,946
Due to other funds	851,798	-	-	-	851,798
Due to other governments	-	-	-	-	-
	-	-	-	-	-
Total Liabilities	851,798	-	-	-	974,744
DEFERRED INFLOWS OF RESOURCES	-	-	-	-	244,351
FUND BALANCES					
Nonspendable	-	-	-	-	-
Restricted	-	908,170	176,540	81,986	11,960,747
Committed	-	-	-	-	-
Unassigned	(851,798)	-	-	-	(851,798)
	(851,798)	-	-	-	(851,798)
Total Fund Equity	(851,798)	908,170	176,540	81,986	11,108,949
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ -	\$ 908,170	\$ 176,540	\$ 81,986	\$ 12,328,044

City of Nashua

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ 521,865	\$ 1,140,047	\$ 16,220	\$ 1,678,132	\$ 3,377,810
17,105,252	3,469,420	150,119	20,724,791	22,960,492
-	-	-	-	196,088
-	-	-	-	8,207,818
-	-	-	-	3,272,092
-	-	-	-	13,143,877
-	-	-	-	134,062
<u>\$ 17,627,117</u>	<u>\$ 4,609,467</u>	<u>\$ 166,339</u>	<u>\$ 22,402,923</u>	<u>\$ 51,292,239</u>
\$ -	\$ -	\$ -	\$ -	\$ 112
-	-	-	-	496,663
233,447	9,203	2,095	244,745	3,702,425
-	-	-	-	2,500,000
<u>233,447</u>	<u>9,203</u>	<u>2,095</u>	<u>244,745</u>	<u>6,699,200</u>
-	-	-	-	452,185
14,723,674	3,625,604	128,432	18,477,710	18,477,710
2,669,996	974,660	35,812	3,680,468	16,321,330
-	-	-	-	10,193,612
-	-	-	-	(851,798)
<u>17,393,670</u>	<u>4,600,264</u>	<u>164,244</u>	<u>22,158,178</u>	<u>44,140,854</u>
<u>\$ 17,627,117</u>	<u>\$ 4,609,467</u>	<u>\$ 166,339</u>	<u>\$ 22,402,923</u>	<u>\$ 51,292,239</u>

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

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

Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2014

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-
Charges for services	-	-	-	-
Intergovernmental	290,012	27,667	978,666	-
Investment income	-	-	-	-
Miscellaneous	-	-	20,000	-
Contributions	<u>77,148</u>	<u>-</u>	<u>-</u>	<u>1,500</u>
Total Revenues	367,160	27,667	998,666	1,500
Expenditures:				
Current:				
General government	-	-	-	-
Police	401,785	-	-	-
Fire	-	27,667	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	997,827	-
Culture and recreation	-	-	-	1,500
Community development	-	-	-	-
Communications	-	-	-	-
Debt service				
Principal	-	-	-	-
Interest	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>401,785</u>	<u>27,667</u>	<u>997,827</u>	<u>1,500</u>
Excess (deficiency) of revenues over expenditures	(34,625)	-	839	-
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Bond premiums	-	-	-	-
Transfers in	50,000	-	-	-
Transfers out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net change in fund balance	15,375	-	839	-
Fund Equity, beginning	<u>26,442</u>	<u>-</u>	<u>15,604</u>	<u>130</u>
Fund Equity, ending	<u>\$ 41,817</u>	<u>\$ -</u>	<u>\$ 16,443</u>	<u>\$ 130</u>

City of Nashua

Special Revenue Funds

Transit Grants	CDBG/Home Grants	Community Development Division Grants	Other Public Safety Grants	Other City Grants
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
652,549	-	-	-	-
1,968,379	1,752,929	1,858,139	104,122	8,010
-	-	-	-	-
112,548	-	3,800	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>624</u>
2,733,476	1,752,929	1,861,939	104,122	8,634
-	-	-	-	8,794
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	250
3,230,868	1,752,705	1,878,540	-	-
-	-	-	104,122	-
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
3,230,868	1,752,705	1,878,540	104,122	9,044
(497,392)	224	(16,601)	-	(410)
-	-	-	-	-
-	-	-	-	-
413,202	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
413,202	-	-	-	-
(84,190)	224	(16,601)	-	(410)
<u>122,558</u>	<u>(224)</u>	<u>121,577</u>	<u>2,704</u>	<u>25,152</u>
<u>\$ 38,368</u>	<u>\$ -</u>	<u>\$ 104,976</u>	<u>\$ 2,704</u>	<u>\$ 24,742</u>

(continued)

Municipal Government Report

(continued)

	Special Revenue Funds			
	<u>Food Services</u>	<u>School Grants</u>	<u>City Revolving Funds</u>	<u>School Revolving Funds</u>
Revenues:				
Property taxes	\$ -	\$ -	\$ 53,121	\$ -
Penalties, interest and other taxes	-	-	407,285	-
Charges for services	1,930,742	-	1,246,007	1,061,978
Intergovernmental	3,042,108	7,903,698	2,569,677	49,449
Investment income	89	-	28,511	-
Miscellaneous	-	-	682,447	11,457
Contributions	-	-	36,160	-
	<u>-</u>	<u>-</u>	<u>36,160</u>	<u>-</u>
Total Revenues	4,972,939	7,903,698	5,023,208	1,122,884
Expenditures:				
Current:				
General government	-	-	501,161	-
Police	-	-	1,543,249	-
Fire	-	-	16,121	-
Education	4,896,993	7,903,698	-	1,571,306
Public works	-	-	1,167	-
Health and human services	-	-	3,365	-
Culture and recreation	-	-	229,384	-
Community development	-	-	2,574,257	-
Communications	-	-	-	-
Debt services				
Principal	-	-	60,000	-
Interest	-	-	31,554	-
	<u>-</u>	<u>-</u>	<u>31,554</u>	<u>-</u>
Total Expenditures	4,896,993	7,903,698	4,960,258	1,571,306
Excess (deficiency) of revenues over expenditures	75,946	-	62,950	(448,422)
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Bond premiums	-	-	-	-
Transfers in	-	-	6,493	-
Transfers out	-	-	(36,651)	-
	<u>-</u>	<u>-</u>	<u>(30,158)</u>	<u>-</u>
Total Other Financing Sources (Uses)	-	-	(30,158)	-
Net change in fund balance	75,946	-	32,792	(448,422)
Fund Equity, beginning	371,098	3,891	4,553,296	1,836,417
Fund Equity, ending	<u>\$ 447,044</u>	<u>\$ 3,891</u>	<u>\$ 4,586,088</u>	<u>\$ 1,387,995</u>

City of Nashua

Special Revenue Funds		Capital Project Funds		
Other Trust Funds	Subtotal	Fire Projects	Public Works Projects	Community Development Projects
\$ -	\$ 53,121	\$ -	\$ -	\$ -
-	407,285	-	-	-
51,661	4,942,937	-	-	-
-	20,552,856	-	5,781,300	-
320,615	349,215	-	6	-
-	830,252	-	3,215	-
<u>416,298</u>	<u>531,730</u>	<u>-</u>	<u>-</u>	<u>-</u>
788,574	27,667,396	-	5,784,521	-
141,118	651,073	-	-	-
40	1,945,074	-	-	-
1,925	45,713	-	-	-
63,751	14,435,748	-	-	-
32,685	33,852	-	13,748,910	-
11,600	1,012,792	-	-	-
85,763	316,897	-	19,605	-
-	9,436,370	-	-	-
-	104,122	-	-	-
-	60,000	-	-	-
<u>-</u>	<u>31,554</u>	<u>-</u>	<u>-</u>	<u>-</u>
336,882	28,073,195	-	13,768,515	-
451,692	(405,799)	-	(7,983,994)	-
-	-	-	15,558,500	-
-	-	-	1,441,500	-
83,919	553,614	-	76,788	-
<u>(87,362)</u>	<u>(124,013)</u>	<u>-</u>	<u>-</u>	<u>-</u>
(3,443)	429,601	-	17,076,788	-
448,249	23,802	-	9,092,794	-
<u>3,771,280</u>	<u>10,849,925</u>	<u>4,427</u>	<u>1,696,830</u>	<u>-</u>
<u>\$ 4,219,529</u>	<u>\$ 10,873,727</u>	<u>\$ 4,427</u>	<u>\$ 10,789,624</u>	<u>\$ -</u>

(continued)

Municipal Government Report

(continued)

	Capital Project Funds				
	School Department Projects	Technology Projects	City Building Projects	City-wide Communications Projects	Subtotal
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-	-
Charges for services	-	-	-	-	-
Intergovernmental	-	-	-	-	5,781,300
Investment income	-	-	-	-	6
Miscellaneous	-	-	-	-	3,215
Contributions	-	-	-	-	-
	-	-	-	-	-
Total Revenues	-	-	-	-	5,784,521
Expenditures:					
Current:					
General government	-	454,826	58,478	-	513,304
Police	-	-	-	-	-
Fire	-	-	-	-	-
Education	5,244,785	-	-	-	5,244,785
Public works	-	-	2,974	-	13,751,884
Health and human services	-	-	-	-	-
Culture and recreation	-	-	-	-	19,605
Community development	-	-	-	-	-
Communications	-	-	-	1,047,927	1,047,927
Debt services					
Principal	-	-	-	-	-
Interest	-	-	-	-	-
	-	-	-	-	-
Total Expenditures	5,244,785	454,826	61,452	1,047,927	20,577,505
Excess (deficiency) of revenues over expenditures	(5,244,785)	(454,826)	(61,452)	(1,047,927)	(14,792,984)
Other Financing Sources (Uses):					
Issuance of bonds	2,085,000	964,000	-	872,500	19,480,000
Bond premiums	323,900	36,000	-	127,500	1,928,900
Transfers in	-	-	-	-	76,788
Transfers out	-	-	-	-	-
	-	-	-	-	-
Total Other Financing Sources (Uses)	2,408,900	1,000,000	-	1,000,000	21,485,688
Net change in fund balance	(2,835,885)	545,174	(61,452)	(47,927)	6,692,704
Fund Equity, beginning	1,984,087	362,996	237,992	129,913	4,416,245
Fund Equity, ending	\$ (851,798)	\$ 908,170	\$ 176,540	\$ 81,986	\$ 11,108,949

City of Nashua

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ -	\$ -	\$ -	\$ -	\$ 53,121
-	-	-	-	407,285
-	-	-	-	4,942,937
-	-	-	-	26,334,156
2,449,000	468,900	30,960	2,948,860	3,298,081
-	51	-	51	833,518
<u>69,796</u>	<u>-</u>	<u>-</u>	<u>69,796</u>	<u>601,526</u>
2,518,796	468,951	30,960	3,018,707	36,470,624
59,073	-	2,881	61,954	1,226,331
-	-	-	-	1,945,074
-	-	-	-	45,713
-	-	-	-	19,680,533
-	-	-	-	13,785,736
-	-	243	243	1,013,035
-	84,132	-	84,132	420,634
-	-	-	-	9,436,370
-	-	-	-	1,152,049
-	-	-	-	60,000
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>31,554</u>
<u>59,073</u>	<u>84,132</u>	<u>3,124</u>	<u>146,329</u>	<u>48,797,029</u>
2,459,723	384,819	27,836	2,872,378	(12,326,405)
-	-	-	-	19,480,000
-	-	-	-	1,928,900
7,863	-	-	7,863	638,265
<u>(382,870)</u>	<u>-</u>	<u>-</u>	<u>(382,870)</u>	<u>(506,883)</u>
<u>(375,007)</u>	<u>-</u>	<u>-</u>	<u>(375,007)</u>	<u>21,540,282</u>
2,084,716	384,819	27,836	2,497,371	9,213,877
<u>15,308,954</u>	<u>4,215,445</u>	<u>136,408</u>	<u>19,660,807</u>	<u>34,926,977</u>
<u>\$ 17,393,670</u>	<u>\$ 4,600,264</u>	<u>\$ 164,244</u>	<u>\$ 22,158,178</u>	<u>\$ 44,140,854</u>

Detail and Combining Budget and Actual Schedules

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2014

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Adjusted Actual</u>	<u>Variance With Final Budget</u>
Property Tax	\$ 183,391,236	\$ 183,391,236	\$ 183,391,236	\$ -
Auto permits	10,617,000	10,617,000	12,352,468	1,735,468
Penalties, interest and other taxes:				
Interest and cost on redemption	375,000	375,000	596,874	221,874
Payments in lieu of taxes	320,000	320,000	234,523	(85,477)
Interest on taxes	350,000	350,000	317,273	(32,727)
Other	3,000	3,000	-	(3,000)
Total Penalties, interest and other taxes	<u>1,048,000</u>	<u>1,048,000</u>	<u>1,148,670</u>	<u>100,670</u>
Charges for services:				
Income from departments	<u>1,014,565</u>	<u>1,014,565</u>	<u>1,078,150</u>	<u>63,585</u>
Total Charges for services	<u>1,014,565</u>	<u>1,014,565</u>	<u>1,078,150</u>	<u>63,585</u>
Intergovernmental:				
FEMA Disaster Assistance	-	-	326,638	326,638
State Catastrophic Aid	817,743	817,743	826,607	8,864
State adequacy grant	35,489,845	35,489,845	35,497,147	7,302
State aid - buildings	2,557,795	2,557,795	2,557,795	-
Vocational education	-	-	207,819	207,819
Medicaid	1,050,000	1,165,000	2,370,761	1,205,761
Meals and room tax	3,837,098	3,837,098	3,837,098	-
Highway	1,347,644	1,347,644	1,352,523	4,879
Other	<u>55,910</u>	<u>55,910</u>	<u>56,152</u>	<u>242</u>
Total Intergovernmental	<u>45,156,035</u>	<u>45,271,035</u>	<u>47,032,540</u>	<u>1,761,505</u>
Licenses and permits:				
Building permits	390,000	390,000	632,230	242,230
Business licenses and permits	152,765	152,765	174,302	21,537
Other licenses and permits	<u>544,050</u>	<u>544,050</u>	<u>709,848</u>	<u>165,798</u>
Total Licenses and permits	<u>1,086,815</u>	<u>1,086,815</u>	<u>1,516,380</u>	<u>429,565</u>
Interest and dividends	550,000	550,000	856,385	306,385
Miscellaneous:				
Cable TV franchise	850,000	850,000	912,720	62,720
Fines and forfeits	28,000	28,000	15,703	(12,297)
Sale of property	41,500	41,500	5,661	(35,839)
Rental of property	579,268	579,268	659,292	80,024
Other	<u>46,300</u>	<u>46,300</u>	<u>79,061</u>	<u>32,761</u>
Total Miscellaneous	<u>1,545,068</u>	<u>1,545,068</u>	<u>1,672,437</u>	<u>127,369</u>
Transfers In:				
Transfers from other funds	<u>599,047</u>	<u>1,506,818</u>	<u>1,310,511</u>	<u>(196,307)</u>
Total Transfers In	<u>599,047</u>	<u>1,506,818</u>	<u>1,310,511</u>	<u>(196,307)</u>
Other Financing Sources:				
Bond premiums	-	-	139,111	139,111
Use of fund balance	<u>4,300,000</u>	<u>4,300,000</u>	<u>4,300,000</u>	<u>-</u>
Total Other Financing Sources	<u>4,300,000</u>	<u>4,300,000</u>	<u>4,439,111</u>	<u>139,111</u>
Total	<u>\$ 249,307,766</u>	<u>\$ 250,330,537</u>	<u>\$ 254,797,888</u>	<u>\$ 4,467,351</u>

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

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

For the Year Ended June 30, 2014

	Original <u>Budget</u>	Final <u>Budget</u>	Adjusted <u>Actual</u>	Variance With <u>Final Budget</u>
General Government:				
Mayor	\$ 462,221	\$ 448,459	\$ 438,658	\$ 9,801
Board of Aldermen	217,348	215,579	215,372	208
Legal	533,457	531,678	529,100	2,578
Citistat	156,752	156,283	155,240	1,043
City Clerk	513,013	510,586	509,591	995
Civic and Comm activities	939,208	1,042,708	1,039,922	2,786
Human resources	290,196	288,989	282,382	6,608
Insurance - Benefits	200,001	200,001	131,873	68,128
Pensions	4,581	873,532	600	872,932
Telecommunications	156,000	156,000	127,783	28,217
Information technology	2,333,323	2,323,494	2,283,328	40,166
Financial services	1,995,966	2,026,892	1,988,566	38,326
Risk Management	3,244,995	3,244,995	3,244,995	-
Building maintenance	409,038	408,502	395,068	13,435
Purchasing	392,825	405,206	362,345	42,861
Hunt building	30,761	29,578	27,562	2,016
Assessors	720,910	718,648	707,702	10,946
GIS	131,905	131,490	118,238	13,252
Cemeteries	661,617	647,208	605,566	41,642
Contingencies	1,903,335	671,363	671,363	-
Capital	1,827,500	1,827,500	1,827,500	-
Total General Government	<u>17,124,952</u>	<u>16,858,691</u>	<u>15,662,752</u>	<u>1,195,939</u>
Police	25,575,724	26,087,830	26,045,854	41,976
Fire	20,711,182	20,710,831	20,642,518	68,313
Water fire protection	2,634,760	2,634,760	2,616,767	17,993
Education	129,203,710	129,733,916	129,716,494	17,422
Public Works:				
PW Division and Engineering	1,231,516	1,223,475	1,220,998	2,476
Street department	6,862,805	7,150,141	7,148,877	1,264
Street lighting	775,000	775,000	761,311	13,689
Parking lots	268,527	266,356	257,964	8,391
Solid waste	3,534,363	3,534,363	3,534,363	-
Total Public Works	<u>12,672,211</u>	<u>12,949,334</u>	<u>12,923,514</u>	<u>25,820</u>
Health and Human Services:				
Community services	334,410	327,365	271,269	56,095
Community health	490,682	481,714	434,328	47,386
Environmental health	455,544	455,013	412,103	42,910
Welfare administration	485,462	481,274	471,210	10,064
Welfare costs	650,000	650,000	645,677	4,323
Total Health and Human Services	<u>2,416,098</u>	<u>2,395,365</u>	<u>2,234,587</u>	<u>160,778</u>
Culture and recreation:				
Parks and recreation	3,228,707	3,212,438	3,209,422	3,017
Public libraries	3,040,564	3,076,846	2,954,826	122,020
Total Culture and Recreation	<u>6,269,271</u>	<u>6,289,284</u>	<u>6,164,248</u>	<u>125,037</u>
Community Development	2,452,937	2,421,524	2,383,244	38,280
Communications	325,375	327,456	297,911	29,545
Debt Service:				
Principal	13,186,389	13,186,389	13,186,389	-
Interest and cost	4,681,262	4,681,262	4,664,660	16,602
Total Debt Service	<u>17,867,651</u>	<u>17,867,651</u>	<u>17,851,049</u>	<u>16,602</u>
Intergovernmental	9,763,895	9,763,895	9,763,895	-
Transfers out	2,290,000	2,290,000	2,290,000	-
Total	<u>\$ 249,307,766</u>	<u>\$ 250,330,537</u>	<u>\$ 248,592,833</u>	<u>\$ 1,737,704</u>

Proprietary Fund Types

Internal Service Funds

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

The City of Nashua has the following Internal Service Funds:

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

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

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
INTERNAL SERVICE FUND
COMBINING STATEMENT OF NET POSITION
JUNE 30, 2014

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<u>ASSETS</u>			
Current:			
Due from other funds	\$ 21,705,445	\$ 5,509,733	\$ 27,215,178
Other assets	<u>719,308</u>	<u>1,374</u>	<u>720,682</u>
TOTAL ASSETS	22,424,753	5,511,107	27,935,860
<u>LIABILITIES</u>			
Current:			
Accrued liabilities	4,266,243	4,697,629	8,963,872
Other liabilities	<u>731,198</u>	<u>-</u>	<u>731,198</u>
TOTAL LIABILITIES	4,997,441	4,697,629	9,695,070
<u>NET POSITION</u>			
Unrestricted	<u>17,427,312</u>	<u>813,478</u>	<u>18,240,790</u>
TOTAL NET POSITION	\$ <u>17,427,312</u>	\$ <u>813,478</u>	\$ <u>18,240,790</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

INTERNAL SERVICE FUND

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

FOR FISCAL YEAR ENDED JUNE 30, 2014

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
Operating Revenues:			
Employer contributions	\$ 25,538,179	\$ 3,244,995	\$ 28,783,174
Employee and retiree contributions	10,106,628	-	10,106,628
Other	939,839	81,643	1,021,482
Total Operating Revenues	36,584,646	3,326,638	39,911,284
Operating Expenses:			
Non-personnel expenses	35,725,111	4,298,500	40,023,611
Total Operating Expenses	35,725,111	4,298,500	40,023,611
Operating Income (Loss)	859,535	(971,862)	(112,327)
Nonoperating Revenues:			
Investment income	11,006	2,832	13,838
Total Nonoperating Revenues, Net	11,006	2,832	13,838
Income (Loss) Before Transfers	870,541	(969,030)	(98,489)
Transfers in	-	1,699	1,699
Change in Net Position	870,541	(967,331)	(96,790)
Net Position at Beginning of Year	16,556,771	1,780,809	18,337,580
Net Position at End of Year	\$ 17,427,312	\$ 813,478	\$ 18,240,790

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE
INTERNAL SERVICE FUND
COMBINING STATEMENT OF CASH FLOWS
FOR FISCAL YEAR ENDED JUNE 30, 2014

	Governmental Activities Internal Service Fund		
	Employee Benefits Fund	Property & Casualty Fund	Total
<u>Cash Flows From Operating Activities:</u>			
Receipts from customers and users	\$ 37,131,427	\$ 3,557,958	\$ 40,689,385
Payments to vendors	<u>(37,142,433)</u>	<u>(3,562,489)</u>	<u>(40,704,922)</u>
Net Cash (Used for) Operating Activities	(11,006)	(4,531)	(15,537)
<u>Cash Flows From Noncapital Financing Activities:</u>			
Transfers	<u>-</u>	<u>1,699</u>	<u>1,699</u>
Net Cash Provided By Noncapital Financing Activities	-	1,699	1,699
<u>Cash Flows From Investing Activities:</u>			
Investment income	<u>11,006</u>	<u>2,832</u>	<u>13,838</u>
Net Change in Cash and Short-Term Investments	-	-	-
Cash and Short-Term Investments, Beginning of Year	<u>-</u>	<u>-</u>	<u>-</u>
Cash and Short-Term Investments, End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>			
Operating income (loss)	\$ 859,535	\$ (971,862)	\$ (112,327)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:			
Changes in assets and liabilities:			
Other assets	494,492	229,946	724,438
Accrued liabilities	(1,327,277)	737,385	(589,892)
Other liabilities	<u>(37,756)</u>	<u>-</u>	<u>(37,756)</u>
Net Cash (Used for) Operating Activities	<u>\$ (11,006)</u>	<u>\$ (4,531)</u>	<u>\$ (15,537)</u>

See notes to financial statements.

FIDUCIARY FUNDS

AGENCY FUND

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

Agency Funds represent monies held in escrow from developer in the City.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Combining Statement of Changes in Assets and Liabilities

Agency Fund

For the Year Ended June 30, 2014

	Balance July 1, <u>2013</u>	<u>Additions</u>	<u>Deductions</u>	Balance June 30, <u>2014</u>
<u>Developer Escrows</u>				
Assets - cash and short-term investments	\$ <u>463,243</u>	\$ <u>177</u>	\$ <u>(149,467)</u>	\$ <u>313,953</u>
Total Assets	\$ <u>463,243</u>	\$ <u>177</u>	\$ <u>(149,467)</u>	\$ <u>313,953</u>
Liabilities - other liabilities	\$ 457,614	\$ 95,655	\$ (246,313)	\$ 306,956
Liabilities - due to external parties	<u>5,629</u>	<u>246,468</u>	<u>(245,100)</u>	<u>6,997</u>
Total Liabilities	\$ <u>463,243</u>	\$ <u>342,123</u>	\$ <u>(491,413)</u>	\$ <u>313,953</u>

CITY OF NASHUA, NEW HAMPSHIRE

STATISTICAL SECTION

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

	<u>Page</u>
<i>Financial Trends</i> These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.	144
<i>Revenue Capacity</i> These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	150
<i>Debt Capacity</i> These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.	156
<i>Demographic and Economic Information</i> These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.	159
<i>Operating Information</i> These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.	161

Municipal Government Report

City of Nashua, New Hampshire

Net Position by Component

Last Ten Fiscal Years ¹
(accrual basis of accounting)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Governmental Activities										
Net investment in capital assets	\$ 58,679,109	\$ 71,330,362	\$ 75,371,785	\$ 82,615,430	\$ 91,043,817	\$ 103,456,163	\$ 111,077,357	\$ 119,796,245	\$ 133,385,506	\$ 139,619,179
Restricted	26,595,733	30,981,554	33,679,170	29,126,492	21,686,588	21,611,710	24,687,379	24,925,380	32,456,683	43,983,208
Unrestricted	36,099,549	34,217,644	46,055,519	55,983,443	48,672,885	43,639,686	35,368,271	41,041,536	30,724,278	28,043,671
Total governmental activities net position	121,374,391	136,529,560	155,106,474	167,725,365	161,403,290	168,687,559	171,133,007	185,763,161	196,566,467	211,648,058
Business-type activities										
Net investment in capital assets	77,780,283	81,467,773	94,270,446	109,669,910	115,532,890	99,864,775	102,157,830	105,608,828	105,525,905	93,304,028
Restricted	1,168,612	1,732,999	2,316,365	2,913,041	3,612,918	3,773,376	3,972,974	3,863,829	4,270,548	4,472,662
Unrestricted	13,173,740	11,181,863	40,245	(13,599,264)	(21,136,265)	(5,306,300)	(6,555,882)	(8,272,538)	(6,549,015)	6,653,484
Total business-type activities net position	92,122,635	94,382,635	96,647,056	98,983,587	98,009,543	98,331,851	99,574,922	101,200,119	103,247,438	104,430,174
Primary government										
Net investment in capital assets	136,459,392	152,798,135	169,642,231	192,285,340	206,576,707	203,306,938	213,235,187	225,405,073	238,911,411	252,923,207
Restricted	27,764,345	32,714,553	36,015,535	32,039,533	25,299,506	25,385,086	28,660,353	28,789,209	36,727,231	48,457,870
Unrestricted	49,273,289	45,399,507	46,095,764	42,384,079	27,536,020	38,333,386	28,812,389	32,768,998	24,175,263	34,697,155
Total primary government net position	\$ 213,497,026	\$ 230,912,195	\$ 251,753,530	\$ 266,708,952	\$ 259,412,833	\$ 267,019,410	\$ 270,707,929	\$ 286,963,280	\$ 299,813,905	\$ 316,078,232

Data Source:
Audited Financial Statements

Notes:

¹ Roads and sidewalks retroactive to 1980 were reported in FY2006 (compliant with GASB 34 requirements).

City of Nashua

City of Nashua, New Hampshire

Change in Net Position

Last Ten Fiscal Years

(accrual basis of accounting)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Expenses										
Governmental activities										
General government ²	\$ 9,553,394	\$ 11,147,538	\$ 10,634,275	\$ 24,124,526	\$ 20,301,156	\$ 20,288,378	\$ 22,129,077	\$ 22,497,654	\$ 22,777,079	\$ 24,632,593
Police	22,693,536	23,070,949	22,210,688	24,713,982	26,237,722	27,426,675	28,223,669	27,563,038	27,321,535	28,778,246
Fire	18,303,777	19,193,738	17,918,642	17,965,927	21,093,703	21,026,095	22,111,191	21,696,948	21,094,654	21,098,266
Water Fire Protection Services	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921	2,152,983	2,471,096	2,611,535	2,591,814	2,576,767
Education	123,124,413	127,629,646	125,136,253	132,479,339	140,999,742	143,489,872	150,017,895	146,755,939	149,765,273	153,294,183
Public Works	11,020,903	10,893,022	9,968,194	11,408,120	11,542,212	10,030,585	10,792,781	11,378,882	10,644,976	11,330,904
Health and Human Services	3,858,967	3,454,063	3,959,298	4,217,761	4,340,447	4,065,289	3,964,857	3,217,342	3,137,470	3,235,196
Culture and Recreation	7,430,362	7,605,481	6,671,417	6,972,660	7,918,634	7,929,703	8,156,558	7,929,302	7,181,489	7,166,496
Community Development	6,116,347	5,935,757	6,316,105	6,798,877	7,287,986	9,156,255	7,375,291	7,165,410	9,266,113	10,179,883
Communications	1,079,047	1,003,608	1,031,116	1,037,747	-	-	1,114,063	1,152,961	1,170,742	515,783
Interest, costs and amortization	8,731,875	7,702,676	6,611,817	6,651,921	6,096,780	5,612,006	5,220,526	5,279,022	13,927,637	13,232,134
Intergovernmental	9,177,447	9,233,128	9,241,763	-	-	-	-	-	-	-
Total governmental activities expenses	222,865,256	228,503,653	221,480,923	238,576,163	248,073,303	252,291,904	261,615,902	256,929,814	268,223,823	276,155,099
Business-type activities										
Wastewater services	9,073,077	10,776,209	9,431,492	9,563,755	10,396,778	10,770,142	11,082,780	10,840,594	10,897,541	11,548,040
Solid waste services	5,647,914	5,836,163	5,444,335	6,383,897	5,950,822	6,177,791	5,277,700	5,554,950	6,730,422	6,023,707
Total business-type activities expenses	14,720,991	16,612,372	14,875,827	15,947,652	16,347,600	16,947,933	16,360,480	16,395,544	17,627,963	17,571,837
Total primary government expense	\$ 237,586,247	\$ 245,116,025	\$ 236,356,750	\$ 254,523,815	\$ 264,420,903	\$ 269,239,837	\$ 277,976,382	\$ 273,325,358	\$ 285,851,786	\$ 293,726,936
Program Revenues										
Governmental activities										
Charges for services ¹										
General government ²	\$ 935,305	\$ 1,021,847	\$ 904,182	\$ 754,146	\$ (6,297)	\$ 3,153,839	\$ 5,585,985	\$ 1,822,436	\$ 2,478,975	\$ 3,112,192
Police	2,390,822	2,675,975	1,417,615	1,153,325	824,514	1,996,769	1,399,425	931,703	747,150	1,050,173
Fire	698,107	806,487	41,571	168,004	94,589	85,145	98,393	95,041	131,744	114,823
Education	7,236,032	7,912,683	3,982,594	5,048,693	4,151,332	3,962,169	4,277,635	3,860,116	3,529,902	3,206,254
Public Works	1,089,298	1,173,293	853,065	866,151	797,022	732,071	841,118	841,118	522,491	499,116
Health and Human Services	440,211	437,627	257,735	236,922	211,484	189,391	186,295	188,493	165,273	170,721
Culture and Recreation ³	782,640	955,609	608,880	601,723	80,052	632,545	904,781	880,426	683,656	783,194
Community Development	1,244,787	1,342,026	1,225,355	1,250,864	1,155,276	1,068,159	1,118,703	1,389,901	1,467,693	1,705,084
Total charges for services	14,817,202	16,325,547	9,290,997	10,079,828	7,274,421	10,985,039	14,303,288	9,709,234	9,733,884	10,641,827
Operating grants and contributions	43,783,950	45,251,496	46,220,633	52,854,392	48,759,370	65,039,056	63,121,867	61,098,263	63,830,475	63,496,397
Capital grants and contributions	3,880,643	7,105,541	8,486,039	6,067,839	4,767,411	5,823,681	4,278,212	8,473,140	9,255,920	15,561,488
Total governmental activities program revenues	62,481,795	68,682,584	63,997,669	69,002,059	60,819,202	81,847,776	81,703,367	79,280,637	82,820,279	89,699,712
Business-type activities										
Wastewater services	8,689,711	8,696,732	8,355,360	8,449,633	8,251,735	8,969,303	8,762,187	10,182,311	10,208,599	10,849,984
Solid Waste services	3,163,578	4,463,357	3,540,753	3,422,189	2,782,627	2,588,522	2,640,001	2,639,635	2,744,245	2,632,259
Total charges for services	11,853,289	13,160,089	11,896,113	11,871,842	11,034,362	11,557,825	11,402,188	12,575,946	12,952,754	13,482,243
Operating grants and contributions	-	-	-	-	-	-	-	-	-	-
Capital grants and contributions ²	1,267,772	3,189,482	848,793	2,263,301	814,289	1,458,288	776,358	1,255,104	696,256	526,173
Total business-type activities program revenues	13,121,061	16,349,571	12,744,906	14,135,143	11,848,651	13,016,113	12,178,546	13,831,050	13,649,010	14,008,416
Total primary government program revenue	\$ 75,602,856	\$ 85,032,155	\$ 76,742,575	\$ 83,137,202	\$ 72,667,853	\$ 94,863,889	\$ 93,881,913	\$ 93,111,687	\$ 96,469,289	\$ 103,708,128
Net (Expense)/Revenue										
Governmental activities	\$ (160,383,461)	\$ (159,821,069)	\$ (157,483,254)	\$ (169,574,104)	\$ (188,381,457)	\$ (170,444,128)	\$ (179,912,535)	\$ (177,649,177)	\$ (185,403,544)	\$ (186,455,387)
Business-type activities	(1,599,930)	(262,801)	(2,130,921)	(1,812,509)	(4,498,949)	(3,931,820)	(4,181,934)	(2,564,494)	(3,978,953)	(3,563,421)
Total primary government net expense	\$ (161,983,391)	\$ (160,083,870)	\$ (159,614,175)	\$ (171,386,613)	\$ (192,880,406)	\$ (174,375,948)	\$ (184,094,469)	\$ (180,213,671)	\$ (189,382,497)	\$ (190,018,808)
General Revenues and Other Changes in Net Position										
Governmental activities										
Property tax	\$ 139,413,702	\$ 146,928,299	\$ 154,449,099	\$ 158,896,532	\$ 161,979,688	\$ 163,353,082	\$ 169,333,116	\$ 174,911,173	\$ 179,660,929	\$ 183,226,901
Auto Permits	11,934,156	12,078,138	11,642,585	11,628,023	10,836,895	10,427,551	10,347,555	11,077,545	11,422,224	12,352,468
Penalties, interest and other taxes	791,830	1,032,775	866,462	1,594,935	1,418,455	1,512,934	1,535,805	1,425,762	1,660,906	1,555,955
Grants and contributions not restricted to specific programs	5,397,605	5,696,471	6,173,967	6,297,569	6,237,452	3,971,032	4,720,761	5,599,971	5,451,477	4,899,823
Investment income	4,068,578	3,093,220	4,335,585	5,600,182	2,935,434	1,262,208	422,349	1,297,590	1,042,839	1,356,452
Miscellaneous	3,847,232	1,393,811	995,117	950,109	1,232,533	1,067,955	1,023,290	1,410,241	2,273,681	2,233,187
Transfers, net	(1,750,010)	(1,388,652)	(2,500,000)	(2,697,663)	(2,690,322)	(3,975,592)	(5,177,336)	(3,543,251)	(5,383,555)	(4,149,363)
Permanent fund contributions	108,575	6,825	98,353	23,308	109,227	109,227	152,443	109,140	78,349	79,555
Total governmental activities	163,811,668	170,840,887	176,060,168	182,192,995	182,059,382	177,728,397	182,357,983	192,279,331	196,206,850	201,536,978
Business-type activities										
Grants and contributions not restricted to specific programs ³	-	-	784,155	1,059,579	826,769	230,507	214,895	610,336	618,567	581,824
Investment income ⁴	867,060	1,134,149	1,111,187	391,798	7,814	48,029	32,774	36,104	32,150	14,970
Transfers, net	1,750,010	1,388,652	2,500,000	2,697,663	2,690,322	3,975,592	5,177,336	3,543,251	5,383,555	4,149,363
Total business-type activities	2,617,070	2,522,801	4,395,342	4,149,440	3,524,905	4,254,128	5,425,005	4,189,691	6,026,272	4,746,157
Total primary government	\$ 166,428,738	\$ 173,363,688	\$ 180,455,510	\$ 186,342,035	\$ 185,584,287	\$ 181,982,525	\$ 187,782,988	\$ 196,469,022	\$ 202,233,122	\$ 206,283,135
Change in Net Position										
Governmental activities	\$ 3,428,207	\$ 11,019,818	\$ 18,576,914	\$ 12,618,891	\$ (6,322,075)	\$ 7,284,269	\$ 2,445,448	\$ 14,630,154	\$ 16,803,306	\$ 15,081,591
Business-type activities	1,017,140	2,560,980	2,264,421	2,336,531	(974,044)	322,308	1,243,071	1,623,197	2,047,319	1,182,736
Total primary government	\$ 4,445,347	\$ 13,579,818	\$ 20,841,335	\$ 14,955,422	\$ (7,296,119)	\$ 7,606,577	\$ 3,688,519	\$ 16,253,351	\$ 18,850,625	\$ 16,264,327

Data Source:

Audited Financial Statements

Notes:

¹ In FY05 and FY06, "Charges for Services" includes employee benefit withholdings. Beginning in FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services".

² Beginning in FY07, State Aid Grants were reclassified from Program Revenues to General Revenues, per GFOA recommendation.

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

⁴ Negative charges for services in FY09 is due to the loss in the market value of investments of the cemetery permanent funds.

⁵ Decrease in charges for services in FY09 is due to the loss in the market value of investments of the library permanent funds.

⁶ Beginning in FY13, Interest, costs and amortization includes the amortization of the investment in Pemichuck Corporation.

Municipal Government Report

City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Fund										
Reserved ¹	\$ 12,620,998	\$ 4,526,670	\$ 6,808,655	\$ 5,040,391	\$ 5,163,134	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved ²	31,812,193	27,241,589	28,037,193	33,293,567	33,249,976	-	-	-	-	-
Nonspendable ⁴	-	-	-	-	-	184,062	225,671	226,123	214,361	214,361
Committed ³	-	-	-	-	-	16,685,057	13,851,725	13,352,749	11,834,058	12,342,869
Assigned ⁴	-	-	-	-	-	6,550,000	5,950,000	9,738,926	8,907,711	11,009,824
Unassigned ⁴	-	-	-	-	-	26,560,824	25,540,287	25,940,691	26,570,103	27,350,130
Total General Fund	\$ 44,433,191	\$ 31,768,259	\$ 34,845,848	\$ 38,333,958	\$ 38,413,110	\$ 49,979,943	\$ 45,567,683	\$ 49,258,489	\$ 47,526,233	\$ 50,917,184
Other Governmental Funds										
Reserved ³	\$ 19,290,527	\$ 21,388,586	\$ 18,311,928	\$ 17,162,438	\$ 15,639,501	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved:										
Special Revenue Funds	12,250,621	23,410,292	24,692,996	25,947,458	19,994,384	-	-	-	-	-
Capital Project Funds	3,588,482	(12,114,644)	3,134,217	3,161,390	2,558,311	-	-	-	-	-
Permanent Funds	498,499	590,337	710,518	903,422	960,742	-	-	-	-	-
Nonspendable ⁴	-	-	-	-	-	14,429,616	17,497,014	16,380,114	16,751,522	18,477,710
Restricted ⁴	-	-	-	-	-	3,899,609	5,106,464	11,785,274	12,327,951	20,633,754
Committed ³	-	-	-	-	-	8,733,406	7,740,332	9,063,280	10,160,993	10,193,612
Unassigned ⁴	-	-	-	-	-	(1,728,518)	(491,584)	(947,259)	(224)	(851,798)
Total Other Governmental Funds	\$ 35,628,129	\$ 33,274,571	\$ 46,849,659	\$ 47,174,708	\$ 39,152,938	\$ 25,334,113	\$ 29,852,226	\$ 36,281,409	\$ 39,240,242	\$ 48,453,278

Data Source:
Audited Financial Statements

Notes:

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

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

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

⁴ FY2010 - Fund balances reflect implementation of GASB 54

City of Nashua

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds

Last Ten Fiscal Years
(modified accrual basis of accounting)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenues										
Taxes	\$ 139,504,354	\$ 146,864,377	\$ 154,488,154	\$ 158,353,188	\$ 160,881,410	\$ 162,964,723	\$ 169,105,924	\$ 174,375,557	\$ 179,815,609	\$ 183,788,788
Licenses and Permits ¹	13,354,800	13,234,555	12,846,500	12,311,950	11,538,473	11,311,752	11,200,038	11,805,705	12,794,538	13,867,699
Fines, interest and other taxes	1,245,376	1,357,033	1,250,253	1,594,035	1,418,453	1,447,191	1,471,786	1,425,762	1,660,906	1,555,955
Intergovernmental	53,353,723	54,956,875	57,917,495	64,085,098	66,192,430	74,194,941	71,166,117	66,239,007	67,730,400	73,373,188
Charges for services	6,446,565	6,846,669	6,914,168	7,024,328	7,289,468	7,324,028	7,888,220	7,813,660	5,973,297	6,022,688
Interest earnings	3,809,685	4,153,022	7,745,663	4,793,461	(303,680)	2,833,498	4,168,180	1,812,532	2,769,585	4,192,046
Miscellaneous	3,993,579	1,282,935	1,775,971	1,882,989	1,800,780	1,599,369	1,599,369	2,136,316	2,443,340	2,499,563
Contributions	917,206	1,149,442	539,057	96,002	354,065	510,942	460,903	7,068,853	9,323,019	9,364,136
Total revenues	222,625,288	229,844,908	242,875,261	250,180,371	249,273,530	262,087,855	267,060,537	272,677,692	282,510,814	294,663,963
Expenditures by Function										
General Government ²	39,852,087	47,642,841	51,202,587	54,841,257	53,859,718	55,909,477	60,784,069	63,115,094	63,840,555	64,537,120
Public safety	31,445,464	37,722,214	30,897,325	32,191,601	35,887,184	35,144,492	37,093,411	34,474,733	34,242,016	48,920,203
Water supply/hydrants	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921	2,152,983	2,471,096	2,611,535	2,591,814	2,576,707
Education	102,184,295	98,086,304	96,233,619	100,296,133	110,099,584	110,680,934	113,933,265	118,234,670	114,855,962	130,065,656
Public Works	9,862,103	9,536,606	8,689,653	9,540,761	10,452,441	11,766,925	10,100,177	11,822,833	15,807,593	24,412,322
Health and human services	3,162,482	2,687,438	3,373,460	3,373,460	3,693,028	3,328,537	3,141,990	2,995,897	2,601,117	3,191,206
Culture and recreation	5,386,417	5,436,393	5,121,466	5,898,670	5,923,548	5,357,914	5,723,091	5,581,693	5,400,579	6,733,340
Community development	6,416,732	11,396,347	9,168,447	6,396,239	6,094,281	9,495,558	7,942,209	6,607,068	7,610,838	11,336,511
Communications	279,964	246,026	228,044	237,896	280,361	285,390	289,648	564,299	1,980,823	1,454,151
Debt service										
Principal	11,038,740	12,075,570	12,118,441	12,111,061	12,300,467	12,221,828	11,924,348	12,259,833	16,364,611	16,496,389
Interest	8,450,677	7,779,830	6,222,224	7,052,895	6,243,971	5,893,249	5,455,421	5,796,412	10,308,650	10,209,365
Intergovernmental	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322	9,307,968	9,416,623	9,569,306	9,420,187	9,763,895
Total expenditures	239,031,596	243,474,745	234,277,584	243,777,852	256,525,836	261,664,255	268,277,348	273,033,373	284,024,545	299,456,925
Excess of revenues over (under) expenditures	(6,406,308)	(13,629,837)	8,597,677	6,402,559	(7,252,296)	423,600	(1,216,811)	(555,681)	(1,513,731)	(4,792,962)
Other Financing Sources (Uses)										
Bond proceeds	-	-	10,555,000	-	-	-	6,000,000	164,030,000	7,136,000	19,480,000
Penneback acquisition	-	-	-	-	-	-	-	(150,011,079)	-	-
Bond premiums	-	-	-	-	-	-	-	-	1,054,848	2,068,011
Capital lease proceeds	-	-	-	108,285	-	-	-	-	-	-
Transfers in	25,066,009	15,512,898	4,482,821	7,454,175	10,584,784	6,045,974	3,907,733	2,649,793	4,087,955	1,041,003
Transfers out	(26,816,019)	(16,901,530)	(6,982,821)	(10,151,838)	(11,275,106)	(8,721,566)	(8,585,069)	(6,193,044)	(9,538,495)	(5,192,065)
Total other financing sources (uses)	(1,750,010)	(1,388,632)	8,055,000	(2,589,378)	(690,322)	(2,675,592)	1,322,664	10,475,670	2,740,308	17,396,949
Net Change in fund balances	(8,156,318)	(15,018,489)	16,632,677	3,813,161	(7,942,618)	(2,251,992)	105,853	10,119,989	1,226,577	12,603,987
Debt Service as a percentage of non-capital outlay expenditures	8.99%	8.84%	8.13%	8.09%	7.45%	7.24%	6.80%	7.12%	10.07%	9.83%
Data Source: Audited Financial Statements										
Notes:										
¹ Includes Auto Permits.										
² Includes City-wide employee health and pension benefits through FY13. Beginning in FY14 employee health and pension benefits are allocated from General Government to applicable departments/divisions.										

Municipal Government Report

City of Nashua, New Hampshire

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

Last Ten Fiscal Years
(modified accrual basis of accounting)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Expenditures and Other Financing Uses by Department										
Financial Services	\$ 1,307,515	\$ 1,322,705	\$ 1,256,659	\$ 1,469,502	\$ 2,727,354	\$ 2,878,399	\$ 3,771,283	\$ 2,785,087	\$ 2,767,961	\$ 3,622,100
Administrative Services ¹	2,945,436	2,388,574	1,991,401	2,131,361	-	-	-	-	-	-
Information Technology ²	-	-	784,969	1,102,648	1,237,701	1,230,025	1,459,019	1,534,232	2,031,718	2,334,058
General Government ³	35,367,963	43,233,659	47,080,238	49,114,240	48,839,886	49,966,148	51,667,255	54,103,026	54,753,971	7,261,566
Police	15,484,532	15,062,015	14,920,270	16,918,427	18,551,324	18,343,212	19,165,600	17,954,600	17,954,600	26,934,497
Fire	13,254,721	13,876,296	13,668,849	13,122,412	15,679,602	15,211,313	16,203,772	14,148,512	14,312,925	20,534,919
Water Supply/Hydrants	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921	2,152,983	2,471,096	2,611,535	2,591,814	2,576,767
Community Health and Welfare	2,547,088	2,301,368	2,149,131	2,188,388	2,437,681	1,966,721	1,894,004	1,673,763	1,755,105	2,178,171
Street Department	6,600,921	5,156,101	4,924,751	6,051,230	6,736,230	7,278,181	6,886,012	6,891,075	8,556,486	8,262,774
Parks and Recreation	2,748,857	2,672,691	2,539,850	2,545,439	2,944,658	2,741,007	3,015,085	2,767,434	2,862,915	3,373,369
Other Public Works	2,836,774	3,140,497	3,203,179	2,413,679	2,410,901	2,406,616	2,515,392	2,340,871	1,847,306	2,163,812
Community Development Division	1,497,368	1,432,102	1,322,027	1,327,753	1,416,773	1,461,688	1,445,969	1,545,458	1,416,358	1,993,206
Public Libraries	2,213,977	2,249,446	2,040,754	2,225,556	2,439,439	2,293,340	2,295,731	2,320,114	2,195,853	2,959,337
Communications	279,964	246,026	280,044	237,896	280,361	285,390	289,648	280,075	425,232	302,102
Transfers Out	4,206,670	11,696,153	4,337,325	6,028,338	4,185,445	5,916,468	6,301,394	4,231,574	6,450,979	6,685,182
Total City Departments	92,466,994	106,811,680	101,607,803	109,082,192	112,113,276	114,131,491	119,351,260	114,986,720	119,923,233	88,641,860
Education (includes transfers out)	82,140,051	82,965,529	81,504,499	85,575,583	94,120,678	92,619,046	93,588,224	93,475,962	97,637,607	130,325,123
Debt service										
Principal	11,038,740	12,073,570	12,118,441	12,051,061	12,240,467	12,161,828	11,864,348	12,109,833	12,914,611	13,186,380
Interest	8,450,677	7,795,830	6,222,224	7,005,835	6,200,867	5,831,245	5,416,517	5,200,837	4,897,969	4,664,660
Total Debt Service	19,489,417	19,869,400	18,340,665	19,056,896	18,441,334	18,013,073	17,280,865	17,400,670	17,812,520	17,851,049
Intergovernmental	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322	9,367,968	9,416,623	9,569,306	9,420,187	9,763,895
Total expenditures (includes transfers out)	\$ 203,273,909	\$ 218,863,738	\$ 210,694,730	\$ 223,201,808	\$ 234,221,610	\$ 234,131,578	\$ 239,636,972	\$ 235,432,659	\$ 244,793,547	\$ 246,581,927
Expenditures as a percentage of total										
City Departments	45.8%	48.8%	48.2%	48.9%	47.6%	48.7%	49.8%	48.8%	49.0%	35.9%
Education	40.4%	37.9%	38.7%	38.3%	40.2%	39.6%	39.1%	39.7%	39.9%	57.9%
Debt service	4.5%	9.1%	8.7%	8.5%	7.9%	7.7%	7.2%	7.4%	7.3%	7.2%
Intergovernmental	4.2%	4.4%	4.4%	4.3%	4.1%	4.0%	3.9%	4.1%	3.8%	4.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenditure Percentage Change										
City Departments	7.3%	15.5%	-4.9%	7.4%	10.3%	4.6%	6.5%	0.7%	0.5%	-22.9%
Education	3.9%	1.0%	-1.8%	5.0%	15.5%	8.2%	-0.6%	0.9%	4.3%	39.4%
Debt service	14.8%	1.9%	-7.6%	3.9%	0.5%	-5.5%	-6.3%	-3.4%	3.1%	2.6%
Intergovernmental	-2.6%	0.6%	0.1%	2.7%	3.3%	-1.3%	-1.4%	2.1%	0.0%	2.0%
Total	6.1%	7.7%	-3.7%	5.9%	11.2%	4.9%	2.3%	0.6%	2.2%	4.7%

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

Notes:
¹ FY09 - Departments within the Administrative Services Division were reassigned to the Financial Services Division and Miscellaneous General Government functions.
² Information Technology separated from Administrative Services Division in FY07.
³ Includes City-wide employee health and pension benefits through FY13. Beginning in FY14 employee health and pension benefits are allocated from General Government to applicable departments/divisions.

City of Nashua, New Hampshire

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

Last Ten Fiscal Years

Fiscal Year	Revenue and Other Financing Sources			Expenditures and Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets	
	Intergovernmental	Other	Transfers In	Operations & Maintenance	Depreciation	Interest Expense					Transfers Out
2014	\$ 581,824	\$ 13,246,142	\$ 251,071	\$ 4,149,363	\$ 18,228,400	\$ 1,116,880	\$ -	\$ 17,571,837	\$ 656,563	\$ 526,173	\$ 104,430,174
2013	\$ 618,567	\$ 12,732,584	\$ 242,650	\$ 5,385,555	\$ 18,979,026	\$ 1,234,571	\$ -	\$ 17,027,963	\$ 1,351,063	\$ 696,236	\$ 103,247,438
2012	\$ 809,505	\$ 12,343,860	\$ 268,190	\$ 5,543,251	\$ 16,964,896	\$ 1,456,589	\$ -	\$ 16,395,544	\$ 1,055,935	\$ 1,055,935	\$ 101,200,119
2011	\$ 764,434	\$ 11,031,678	\$ 403,384	\$ 5,177,536	\$ 17,376,732	\$ 5,077,492	\$ -	\$ 16,560,480	\$ 1,016,252	\$ 226,819	\$ 99,574,922
2010	\$ 1,394,420	\$ 11,310,759	\$ 295,095	\$ 3,985,092	\$ 16,985,366	\$ 5,874,516	\$ -	\$ 16,957,433	\$ 274,933	\$ 294,375	\$ 98,331,851
2009	\$ 826,769	\$ 10,800,223	\$ 2,953	\$ 2,690,322	\$ 14,559,267	\$ 9,899,957	\$ -	\$ 16,347,600	\$ (1,788,333)	\$ 814,289	\$ 98,009,543
2008	\$ 1,059,579	\$ 11,642,137	\$ 621,503	\$ 2,697,663	\$ 16,020,882	\$ 10,187,447	\$ -	\$ 15,947,652	\$ 75,230	\$ 2,263,301	\$ 96,983,587
2007	\$ 784,155	\$ 11,748,817	\$ 2,107,276	\$ 2,500,000	\$ 17,140,248	\$ 9,188,126	\$ -	\$ 14,875,827	\$ 2,264,421	\$ -	\$ 96,647,086
2006	\$ 2,813,045	\$ 15,050,184	\$ 1,620,491	\$ 1,400,652	\$ 18,884,372	\$ 10,609,849	\$ -	\$ 16,612,372	\$ 2,260,000	\$ -	\$ 94,382,635
2005	\$ 885,303	\$ 11,793,107	\$ 1,309,711	\$ 1,750,010	\$ 15,738,131	\$ 8,593,849	\$ -	\$ 14,720,991	\$ 1,017,140	\$ -	\$ 92,122,635

Includes Wastewater and Solid Waste funds

Wastewater Fund Revenue, Expenditures, Other Financing Sources and Uses and Change in Fund Equity

Last Ten Fiscal Years

Fiscal Year	Revenue and Other Financing Sources			Expenditures and Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets	
	Intergovernmental	Other	Transfers In	Operations & Maintenance	Depreciation	Interest Expense					Transfers Out
2014	\$ 375,201	\$ 10,849,064	\$ 4,112	\$ -	\$ 11,256,377	\$ 6,300,378	\$ -	\$ 11,548,040	\$ (321,663)	\$ 526,173	\$ 105,372,556
2013	\$ 190,843	\$ 10,197,610	\$ 14,089	\$ -	\$ 10,402,542	\$ 5,734,690	\$ -	\$ 10,897,541	\$ (494,999)	\$ 677,133	\$ 105,169,046
2012	\$ 199,169	\$ 10,161,716	\$ 31,258	\$ -	\$ 10,392,143	\$ 5,697,549	\$ -	\$ 10,840,594	\$ (448,451)	\$ 950,935	\$ 104,986,912
2011	\$ 549,539	\$ 8,762,187	\$ 12,170	\$ 10,550	\$ 9,334,446	\$ 5,881,704	\$ -	\$ 11,082,780	\$ (1,748,334)	\$ 226,819	\$ 104,504,428
2010	\$ 1,163,913	\$ 8,969,303	\$ 18,992	\$ 10,550	\$ 10,152,208	\$ 5,987,223	\$ 9,500	\$ 10,779,642	\$ (627,434)	\$ 294,375	\$ 106,025,943
2009	\$ 595,705	\$ 8,251,735	\$ (10,990)	\$ -	\$ 8,836,450	\$ 5,920,909	\$ -	\$ 10,396,778	\$ (1,560,328)	\$ 814,289	\$ 106,359,002
2008	\$ 840,960	\$ 8,449,653	\$ 292,271	\$ -	\$ 9,382,884	\$ 5,558,151	\$ -	\$ 9,563,755	\$ (280,871)	\$ 2,263,301	\$ 107,105,041
2007	\$ 611,891	\$ 8,354,834	\$ 1,785,550	\$ -	\$ 10,752,275	\$ 5,361,226	\$ -	\$ 9,431,492	\$ 1,320,783	\$ -	\$ 105,122,611
2006	\$ 2,756,730	\$ 8,650,837	\$ 1,332,495	\$ -	\$ 12,760,062	\$ 6,661,219	\$ 6,000	\$ 10,782,209	\$ 1,977,853	\$ -	\$ 103,801,838
2005	\$ 827,607	\$ 8,655,156	\$ 1,309,184	\$ -	\$ 10,691,927	\$ 4,842,464	\$ -	\$ 9,075,077	\$ 1,618,850	\$ -	\$ 101,823,975

Solid Waste Fund Revenue, Expenditures, Other Financing Sources and Uses and Change in Fund Equity

Last Ten Fiscal Years

Fiscal Year	Revenue and Other Financing Sources			Expenditures and Other Financing Uses			Total	Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets	
	Intergovernmental	Other	Transfers In	Operations & Maintenance	Depreciation	Interest Expense					Transfers Out
2014	\$ 208,623	\$ 2,397,078	\$ 246,950	\$ 4,149,363	\$ 7,002,023	\$ 3,942,402	\$ -	\$ 6,023,797	\$ 978,226	\$ -	\$ (643,382)
2013	\$ 427,724	\$ 2,534,644	\$ 28,561	\$ 5,385,555	\$ 8,236,484	\$ 4,399,715	\$ -	\$ 6,023,797	\$ 1,846,202	\$ 10,123	\$ (1,021,608)
2012	\$ 610,396	\$ 2,182,144	\$ 236,932	\$ 5,543,251	\$ 6,372,665	\$ 3,414,890	\$ -	\$ 5,543,251	\$ 6,554,950	\$ 125,000	\$ (3,786,793)
2011	\$ 218,895	\$ 2,869,491	\$ 291,114	\$ 3,106,786	\$ 8,042,286	\$ 3,161,086	\$ -	\$ 5,377,700	\$ 2,764,586	\$ -	\$ (4,020,566)
2010	\$ 236,507	\$ 2,541,456	\$ 276,105	\$ 3,985,092	\$ 6,853,158	\$ 3,913,427	\$ -	\$ 6,177,791	\$ 655,567	\$ -	\$ (7,694,092)
2009	\$ 231,064	\$ 2,348,488	\$ 252,943	\$ 2,690,322	\$ 5,722,817	\$ 3,979,028	\$ -	\$ 5,950,822	\$ (228,005)	\$ -	\$ (8,349,459)
2008	\$ 318,619	\$ 3,192,484	\$ 329,232	\$ 2,697,663	\$ 6,737,998	\$ 4,629,296	\$ -	\$ 6,383,897	\$ 354,101	\$ -	\$ (8,121,454)
2007	\$ 172,264	\$ 3,393,983	\$ 321,726	\$ 2,500,000	\$ 6,387,973	\$ 3,626,900	\$ -	\$ 5,444,335	\$ 943,638	\$ -	\$ (8,475,555)
2006	\$ 56,315	\$ 4,399,347	\$ 267,996	\$ 1,400,652	\$ 6,124,310	\$ 3,948,630	\$ 6,000	\$ 5,842,163	\$ 283,147	\$ -	\$ (9,419,193)
2005	\$ 57,696	\$ 3,137,971	\$ 100,527	\$ 1,750,010	\$ 5,046,204	\$ 3,751,385	\$ -	\$ 5,647,914	\$ (601,710)	\$ -	\$ (9,701,340)

Data Source: Audited Financial Statements

Notes

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

² Operations & Maintenance expenses include \$1.2 million in current year and prior year (previously understated) landfill closure costs

Municipal Government Report

City of Nashua, New Hampshire

General Government Tax Revenues by Source Last Ten Fiscal Years

Fiscal Year	Property Taxes	Current Use Penalties	Railroad Tax	Boat Tax	Yield Tax	Payment in Lieu of Tax	Excavation Tax	Tax Interest & Penalties	Total
2014	\$ 183,735,667	\$ 48,000	\$ 6,409	-	\$ 5,121	\$ 234,523	\$ -	\$ 914,147	\$ 184,943,867
2013	179,452,907	372,500	407	-	2,032	429,355	-	836,626	181,093,827
2012	174,426,233	770	4,096	-	4,651	119,273	389	843,508	175,398,919
2011	169,572,998	92,890	7,172	-	2,654	130,243	1,041	787,463	170,594,460
2010	163,664,814	45,000	12,175	-	2,052	111,386	115	771,023	164,606,565
2009	161,465,821	73,130	2,389	-	1,257	118,117	139	731,810	162,392,663
2008	158,565,422	762,870	-	-	5,571	138,605	203	624,141	160,096,812
2007	155,452,947	238,430	7,731	-	13,535	116,182	1,037	488,548	156,318,410
2006	147,765,609	417,880	7,786	-	11,506	121,350	-	416,798	148,740,929
2005	140,333,946	246,830	6,486	-	4,614	126,508	984	406,407	141,123,776

Data Source:
Audited Internal Financial Statements

City of Nashua

City of Nashua, New Hampshire
 Property Tax Levies and Collections
 Last Ten Fiscal Years

Fiscal Year	Property Tax Levied for Fiscal Year	Collected within the Fiscal Year of the Levy		Lien Amount Balance at Fiscal Year End of Levy Year	Subsequent Tax Lien Collections	Balance at end of Current Fiscal year	Total Collections to Date		Number of Parcels		
		Amount	% of Levy				Amount	% of Levy	Liened	% Liened	
2014	\$ 185,563,420	\$ 183,499,092	98.9 %	\$ 2,064,328	\$ 312,751	\$ 1,751,577	\$ 183,811,843	99.1 %	28,082	640	2.3 %
2013	181,191,086	178,655,327	98.6	2,535,759	350,811	2,184,948	179,006,138	98.8	28,072	601	2.1
2012	180,052,101	177,497,774	98.6	2,554,327	376,603	2,177,724	177,874,377	98.8	28,010	685	2.4
2011	170,706,403	168,303,403	98.6	2,403,272	539,882	1,863,350	168,843,413	98.9	27,992	671	2.4
2010	165,010,958	162,496,172	98.5	2,514,786	359,829	2,154,957	162,856,001	98.7	27,983	741	2.6
2009	162,492,774	160,152,738	98.6	2,340,536	337,289	2,003,247	160,489,527	98.8	28,004	738	2.6
2008	160,045,795	157,811,037	98.6	2,234,758	289,153	1,945,605	158,100,190	98.8	27,954	707	2.5
2007	156,687,784	154,976,500	98.9	1,711,284	236,234	1,475,050	155,212,734	99.1	27,446	539	2.0
2006	148,834,769	147,558,424	99.1	1,276,345	754,988	521,357	148,313,412	99.6	27,000	460	1.7
2005	140,619,078	139,086,811	98.9	1,532,267	1,389,676	142,591	140,476,487	99.9	26,824	421	1.6

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

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

Municipal Government Report

City of Nashua, New Hampshire
Assessed and Estimated Full Value of Real Property
Last Ten Fiscal Years

Fiscal Year	Local Assessed Value ¹			Total Assessed Value	Less Exemptions to Assessed Value ¹	Total Taxable Assessed Value ¹	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value ²	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/Industrial	Utilities						
2014	\$ 5,203,931,164	\$ 2,655,590,811	\$ 263,764,280	\$ 8,123,286,255	\$ 134,185,527	\$ 7,989,100,728	\$ 22.28	\$ 8,386,760,928	96.0
2013	5,737,764,215	2,647,698,426	259,493,680	8,644,956,321	147,079,600	8,497,876,721	20.38	7,949,863,821	108.1
2012	5,724,498,363	2,665,435,268	247,580,080	8,637,513,711	139,825,150	8,497,688,561	19.84	8,248,187,902	103.9
2011	5,716,945,366	2,637,335,441	233,956,480	8,588,237,287	146,159,148	8,442,078,139	19.28	8,519,356,326	100.0
2010	5,696,232,358	2,626,290,983	214,500,880	8,537,024,221	147,658,598	8,389,365,623	18.70	8,575,136,081	98.6
2009	6,578,232,904	2,727,069,006	205,170,480	9,510,472,390	157,178,400	9,353,293,990	16.54	9,018,506,088	104.4
2008	6,553,746,660	2,715,276,344	182,868,180	9,451,891,184	170,666,650	9,281,224,534	16.39	9,358,505,782	100.0
2007	6,520,190,304	2,651,715,145	174,690,180	9,346,595,629	175,974,650	9,170,620,979	16.21	9,714,255,257	95.2
2006	6,472,850,607	2,666,131,229	173,339,680	9,312,321,576	158,734,700	9,153,586,876	15.33	9,297,862,943	99.2
2005	4,838,753,300	2,261,291,015	172,475,900	7,272,520,215	121,364,150	7,151,156,065	18.59	8,440,901,750	86.2

Data Sources:

- ¹ State MS-1 Report of Assessed Values, and NHDRA website to conform with final residential values.
- ² NH Department of Revenue Administration's annual Equalization Survey including utilities and railroad.

Notes:

Residential values include value of land in current use.

City of Nashua

City of Nashua, New Hampshire

Principal Taxpayers Current Year and Ten Years Ago

Taxpayer	Type of Business	Fiscal Year 2014 Assessed Value	Rank	Percentage of Total Assessed Value	Fiscal Year 2005 Assessed Value	Rank	Percentage of Total Assessed Value
Pheasant Lane Realty Trust	Shopping Mall	\$ 142,785,496	1	1.78 %	\$ 104,275,900	1	1.14
Pennichuck Water Works Inc.	Water Distributor	104,161,500	2	1.30	45,180,600	4	0.49
Public Service Co of NH	Utility	97,147,800	3	1.21	48,854,900	3	0.53
Aimco Royal Crest-Nashua LLC	Apartment Complex	83,203,000	4	1.21	-	-	-
Flatley, John J Company	Office /Land/Apts/Retail	64,156,800	5	0.80	-	-	-
St. Joseph Hospital and Trauma Center	Hospital	58,564,900	6	0.73	-	-	-
Energy North Natural Gas d/b/a Liberty Utilities	Utility	56,281,400	7	0.70	32,048,800	5	0.35
Southern New Hampshire Hospital	Hospital	55,988,100	8	0.70	-	-	-
BAE Systems info & Elec System	Electronics Manufacturer	43,151,200	9	0.54	-	-	-
Nashua Oxford-Bay Associates	Real Estate	38,807,800	10	0.48	16,269,700	9	-
Vickery Realty	Real Estate	-	-	-	15,064,700	10	-
Thomas Flatley	Real Estate	-	-	-	79,002,600	2	0.86
Ht Point Realty	Real Estate	-	-	-	25,197,100	6	0.28
Digital Equipment Corporation	Computer Hardware	-	-	-	23,668,900	7	0.26
RDG, Inc	Real Estate	-	-	-	17,406,700	8	0.19
Total Principal Taxpayers		744,247,996		9.45 %	406,969,900		4.10 %
Total Net Assessed Taxable Value		\$8,019,817,963			\$ 9,152,228,735		

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

City of Nashua, New Hampshire

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

Fiscal Year	City Direct Rates					Overlapping Rate	Total	Estimated Full Value Rate
	City	Local School	State School	Total School	Total Direct			
2014	\$ 9.01	\$ 10.72	\$ 2.55	\$ 13.27	\$ 22.28	\$ 1.22	\$ 23.50	\$ 22.31
2013	8.56	9.39	2.43	11.82	20.38	1.11	21.49	22.89
2012	8.30	9.16	2.38	11.54	19.84	1.13	20.97	21.53
2011	7.87	9.03	2.38	11.41	19.28	1.12	20.40	20.15
2010	7.91	8.37	2.42	10.79	18.70	1.12	19.82	19.33
2009	6.50	7.79	2.25	10.04	16.54	1.01	17.55	18.15
2008	6.73	7.39	2.27	9.66	16.39	1.01	17.40	17.21
2007	6.17	7.70	2.34	10.04	16.21	0.99	17.20	16.20
2006	5.06	7.77	2.50	10.27	15.33	0.99	16.32	16.02
2005	6.80	8.33	3.46	11.79	18.59	1.26	19.85	16.75

Data Source:
NH State Department of Revenue Administration

City of Nashua, New Hampshire

Nashua's Share of the Hillsborough County Tax Apportionment

Last Ten Fiscal Years

(based on percentage of equalized value)

Tax Year	Total Equalized Values		Apportionment of County Tax Levy			
	Nashua	County	County Tax Levy	Nashua's Share %	Nashua's Share \$	Nashua's Share % Change
2013	\$ 8,386,760,928	\$ 38,831,207,211	\$ 46,213,110	21.128%	\$ 9,763,895	343,708 (0.04 %)
2012	7,949,863,821	37,627,191,420	44,109,420	21.356%	9,420,187	(149,119) (0.02)
2011	8,248,187,902	38,621,608,517	44,109,421	21.694%	9,569,306	152,683 (0.01)
2010	8,519,356,326	39,269,708,789	44,109,838	21.348%	9,416,623	48,655 (0.02)
2009	8,575,136,081	40,168,096,310	44,720,387	20.948%	9,367,968	(178,354) (0.60)
2008	9,018,506,088	43,052,141,297	45,633,047	20.920%	9,546,322	57,185 (0.09)
2007	9,358,505,782	44,735,255,285	44,400,065	21.372%	9,489,137	247,374 (2.68)
2006	9,714,255,257	45,453,407,212	43,779,760	21.110%	9,241,763	8,635 (0.61)
2005	9,297,862,943	44,045,516,136	43,487,679	21.232%	9,233,128	55,681 (2.56)
2004	8,440,901,750	39,756,319,650	40,917,396	22.429%	9,177,447	(241,027)

Data Source:
NH Department of Revenue Administration

Municipal Government Report

City of Nashua, New Hampshire

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Debt at June 30										
General Obligation Debt	\$ 25,742,467	\$ 23,901,229	\$ 32,970,385	\$ 30,544,656	\$ 28,096,205	\$ 25,644,190	\$ 29,310,621	\$ 32,874,310	\$ 34,724,734	\$ 47,992,252
City Dept.	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580	100,595,773	91,064,992	86,466,471	78,777,436	71,743,529
Pennichuck Acquisition								150,570,000	147,180,000	143,930,000
Total Governmental Activities	174,110,503	162,036,933	162,833,496	150,722,431	138,461,785	126,239,963	120,375,613	269,910,781	260,082,170	263,665,781
Solid Waste Fund¹										
General Obligation Debt	233,982	205,391	177,336	149,818	7,387,890	6,851,332	6,315,222	5,779,555	5,244,333	4,709,555
State Revolving Loan Funds	21,576,755	20,400,320	19,154,055	17,907,784	16,661,514	15,415,257	14,168,989	12,922,713	11,676,455	10,264,126
Wastewater Fund										
General Obligation Debt	3,750,515	3,167,677	2,584,171	2,007,752	1,445,326	883,710	514,167	144,667	11,783,500	13,379,667
State Revolving Loan Funds	7,380,526	6,919,056	6,457,788	5,996,515	5,535,245	4,977,978	4,512,657	4,053,657	3,598,570	27,658,815
Total Business-Type Activities	32,941,580	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277	39,576,085	36,870,392	45,722,838	56,012,163
Total Debt at June 30	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760	\$ 169,164,240	\$ 159,951,698	\$ 306,781,373	\$ 306,405,028	\$ 319,677,944
Base Value for Debt Limits	\$ 8,584,525,785	\$ 9,438,642,749	\$ 9,861,998,165	\$ 9,497,984,632	\$ 9,150,834,250	\$ 8,574,513,075	\$ 8,519,004,742	\$ 8,247,999,918	\$ 7,947,891,505	\$ 8,377,389,979
Legal Debt Limits (% of Base Value)										
City - 2% ¹	171,690,516	188,772,855	197,239,963	189,959,693	183,016,685	171,490,262	170,380,095	164,959,998	158,957,830	167,547,800
School - 6% ¹	515,071,547	566,318,565	591,719,890	569,879,078	549,050,055	514,470,785	511,140,285	494,879,995	476,873,490	502,643,399
Debt Against Legal Debt Limits										
City Dept.	25,742,467	23,901,229	32,970,385	30,544,656	28,096,205	25,644,190	29,310,621	32,874,310	34,724,734	47,992,252
School Dept.	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580	100,595,773	91,064,992	86,466,471	78,777,436	71,743,529
Exempt from Legal Debt Limits	32,941,580	30,692,444	28,373,350	26,061,869	31,029,975	42,924,277	39,576,085	187,440,592	192,902,858	199,942,163
Total Debt at June 30	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760	\$ 169,164,240	\$ 159,951,698	\$ 306,781,373	\$ 306,405,028	\$ 319,677,944
Unused Capacity of Legal Debt Limits										
City Dept.	\$ 145,948,049	\$ 164,871,626	\$ 164,269,578	\$ 159,415,037	\$ 154,920,480	\$ 145,846,072	\$ 141,069,474	\$ 132,085,688	\$ 124,233,096	\$ 119,555,548
School Dept.	366,703,511	428,182,861	461,856,779	449,701,303	438,684,475	413,875,012	420,075,293	408,413,524	398,096,054	430,899,870
% of Legal Debt Limits Used										
City Dept.	15.0%	12.7%	16.7%	16.1%	15.4%	15.0%	17.2%	19.0%	21.8%	28.6%
School Dept.	28.8%	24.4%	21.9%	21.1%	20.1%	19.6%	17.8%	17.5%	16.5%	14.3%
Data Source:										
Audited Financial Statements										
N.H. Department of Revenue Administration										
Notes:										
¹ City has imposed more restrictive limits (2% City, 6% School) than state statute allows. (3% City, 7% School).										

City of Nashua

Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities - General Obligation Debt						% of Net Debt to Assessed Value	Tax Supported Debt per capita
	City Departments	Pennichuck Acquisition	School Department	Total	Less Est. State School Aid	Tax Supported Debt		
2014	\$ 47,992,252	\$ 143,930,000	\$ 71,743,529	\$ 263,665,781	\$ 21,523,059	\$ 242,142,722	3.0	2,791
2013	34,724,734	147,180,000	78,777,436	260,682,170	23,633,231	237,048,939	2.8	2,750
2012	32,874,310	150,570,000	86,466,471	269,910,781	25,939,941	243,970,840	2.9	2,825
2011	29,310,621	-	91,064,992	120,375,613	27,319,498	93,056,115	1.1	1,075
2010	25,644,190	-	100,595,773	126,239,963	30,178,732	96,061,231	1.1	1,097
2009	28,096,205	-	110,365,580	138,461,785	33,109,674	105,352,111	1.1	1,209
2008	30,544,656	-	120,177,775	150,722,431	36,053,333	114,669,099	1.2	1,316
2007	32,970,385	-	129,863,111	162,833,496	38,958,933	123,874,563	1.4	1,414
2006	23,901,230	-	138,135,705	162,036,935	41,440,712	120,596,224	1.3	1,371
2005	25,742,467	-	148,368,036	174,110,503	44,510,411	129,600,092	1.4	1,468

Fiscal Year	Business-Type Activities - General Obligation Debt and State Revolving Loan Funds				Less Est. State Aid ¹	Net Debt	Net debt per capita	% of Personal Income
	Solid Waste Fund	Wastewater Fund	Total					
2014	\$ 14,973,681	\$ 41,038,482	\$ 56,012,163		\$ 56,012,163	\$ 646	2.1	%
2013	16,920,788	28,802,070	45,722,858	2,873,041	42,849,817	497	1.5	
2012	18,702,268	18,168,324	36,870,592	3,246,099	33,624,493	389	1.3	
2011	20,484,211	19,091,874	39,576,085	3,644,814	35,931,271	415	1.2	
2010	22,266,589	20,657,688	42,924,277	4,057,901	38,866,376	444	1.4	
2009	24,049,404	6,980,571	31,029,975	4,849,748	26,180,227	301	0.9	
2008	18,057,602	8,004,267	26,061,869	5,676,163	20,385,706	234	0.8	
2007	19,331,391	9,041,959	28,373,350	6,488,707	21,884,643	250	0.8	
2006	20,605,711	10,086,733	30,692,444	7,314,277	23,378,167	266	0.9	
2005	21,810,738	11,130,842	32,941,580	8,165,642	24,775,938	281	0.9	

Fiscal Year	Total Primary Government	Less State Aid	Net Debt	% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income	
2014	\$ 319,677,944	\$ 21,523,059	\$ 298,154,885	3.7	3,436	11.3	%
2013	306,405,028	26,506,272	279,898,756	3.3	3,247	10.0	
2012	306,781,373	29,186,040	277,595,333	3.3	3,214	10.4	
2011	159,951,698	30,964,312	128,987,386	1.5	1,490	4.3	
2010	169,164,240	34,236,633	134,927,607	1.6	1,541	4.8	
2009	169,491,760	37,959,422	131,532,338	1.4	1,510	4.6	
2008	176,784,300	41,729,496	135,054,805	1.5	1,550	5.0	
2007	191,206,846	45,447,640	145,759,206	1.6	1,664	5.5	
2006	192,729,379	48,754,989	143,974,390	1.6	1,636	5.0	
2005	207,052,083	52,676,053	154,376,030	1.7	1,748	5.7	

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

Notes:

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

City of Nashua, New Hampshire

**Computation of Overlapping Debt
Hillsborough County Long Term Debt
Last Ten Fiscal Years**

End of Fiscal Year	Net General Obligation Debt Outstanding ¹	Percentage Applicable to Government ²	Amount Applicable to Government
2014	-	21.128%	-
2013	-	21.356%	-
2012	-	21.694%	-
2011	-	21.348%	-
2010	-	20.948%	-
2009	-	20.920%	-
2008	-	21.372%	-
2007	-	21.110%	-
2006	-	21.232%	-
2005	-	22.429%	-

Data Sources:

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

² NH Department of Revenue Administration.

City of Nashua, New Hampshire

Demographic Statistics
Last Ten Fiscal Years

Fiscal Year	Population ¹	Median Family Income ²	Personal Income	Per Capita Income ²	City ³		Unemployment Rates		
					Unemployed	Labor Force	City ³	State of NH ³	US ⁴
2014	86,766	\$ 77,441	\$ 2,639,074,656	\$ 30,416	2,950	50,140	5.9 %	5.3 %	7.4 %
2013	86,211	81,905	2,794,184,721	32,411	3,030	50,030	6.1	5.5	8.1
2012	86,366	76,612	2,671,904,942	30,937	3,040	49,370	6.1	5.5	8.9
2011	86,543	75,999	2,993,262,741	34,587	3,340	49,750	6.7	6.2	9.6
2010	87,366	74,807	2,789,940,326	31,861	3,430	49,380	7.0	6.2	9.3
2009	87,111	82,489	2,870,133,228	32,948	2,020	49,310	4.1	3.9	5.8
2008	87,150	75,413	2,702,608,650	31,011	1,870	49,500	3.8	3.5	4.6
2007	87,605	76,345	2,628,588,025	30,005	1,990	49,390	4.0	3.5	4.6
2006	87,986	70,419	2,531,269,234	28,769	2,010	49,280	4.1	3.6	5.1
2005	88,297	79,087 ⁴	2,825,415,703	31,999 ⁴	2,190	48,870	4.5	3.9	5.5

Data Sources:

- ¹ Population Estimates - New Hampshire Office of Energy and Planning (2004-2013 calendar year data), <http://www.nh.gov/oepp/data-center/population-estimates.htm>
- ² U.S. Census Bureau, American Community Survey (2005-2013 calendar year data), <http://factfinder2.census.gov/faaces/nav/jsf/pages/searchresults.xhtml?refresh=T>
- ³ New Hampshire Employment Security, Economic & Labor Market Information Bureau (2004-2013 calendar year data), www.nhes.nh.gov/elmi/statistics/laus-arch.htm
- ⁴ "Editor and Publisher Market Guide", The Editor & Publisher Co.

Municipal Government Report

City of Nashua, New Hampshire

Principal Employers Current Year and Ten Years Ago

Employer	Type of Business	2014			2005		
		Employee	Rank	Percentage of Total City Employment	Employee	Rank	Percentage of Total City Employment
BAE Systems ¹	Aerospace/ Electronics	3,000	1	6.14 %	3,100	1	6.34 %
Southern New Hampshire Medical Center	Hospital	2,373	2	4.86	1,886	3	3.86
St. Joseph Hospital and Trauma Center	Hospital	1,657	3	3.39	1,922	2	3.93
Nashua School District	Schools	1,606	4	3.29	1,800	4	3.68
City of Nashua	City Government	796	5	1.63	884	5	1.81
Oracle Corporation	Software	610	6	1.25	393	10	0.80
Federal Aviation Administration	Air Traffic Control	567	7	1.16	495	8	1.01
Amphenol ²	Backplane Connection Systems	513	8	1.05	678	6	1.39
US Post Office	Postal Service	469	9	0.96	479	9	0.98
Benchmark Electronics	Hi-tech manufacturing	377	10	0.77	-	-	-
Compaq Computer Corp. ³	Computer Software/Hardware	-	-	-	500	7	1.02
Total Principal Employers		11,908		24.49 %	12,137		24.84 %
Total City Employment		50,140			48,870		

Data Source:
New Hampshire Business Review - Book of Lists

Notes:

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

City of Nashua

City of Nashua, New Hampshire

Operating Indicators by Function Last Ten Fiscal Years

Function	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Finance										
Taxable property parcels assessed	27,062	27,151	27,446	27,094	27,968	27,983	27,992	28,010	28,072	28,082
Property transfers processed ¹	2,200	2,200	2,379	1,918	2,087	2,351	1,946	1,943	2,192	2,310
Motor vehicles registered	89,816	90,503	87,985	87,999	82,324	85,379	83,606	87,575	87,932	90,377
Planning - Inspection Division										
Building inspections	*	8,405	7,837	6,475	6,057	5,300	6,571	6,329	6,442	7,571
Estimated construction value in millions	*	125	164	84	54.7	123	101	61	98	112
Police²										
Physical arrests	4,117	4,519	4,111	4,411	4,157	4,335	4,731	4,616	4,511	3,563
Traffic violations	26,204	23,473	18,391	31,727	32,275	32,786	35,518	31,596	31,616	22,941
Parking violations	31,967	34,257	28,170	25,509	24,612	24,217	22,528	21,799	20,899	22,190
Fire and Rescue										
Calls answered	7,373	7,801	7,691	7,744	8,312	9,318	9,847	10,662	10,724	10,855
Emergency responses	3,689	3,777	3,940	4,019	4,053	4,503	5,078	5,914	6,052	5,985
Fires extinguished	304	300	317	370	450	540	648	778	934	1,121
Number of inspections conducted	27	66	104	149	519	1,612	1,634	1,848	2,050	2,103
Emergency medical responses	2,726	2,875	3,025	3,086	3,974	4,503	4,781	5,100	5,079	5,338
Public Works										
Refuse collected (tons) ³	55,157	54,475	59,325	58,315	57,111	53,762	50,534	50,456	52,440	52,068
Streets resurfaced (miles)	10,878	11,200	9,106	12,301	17,884	17,490	11,451	12,578	12,122	12,103
Potholes repaired	8.3	7.9	10.2	3.3	3.3	5.9	5.9	9.9	7.7	4.5
Wastewater System	818	717	1,024	1,178	1,077	1,385	1,412	853	945	1,310
Daily average treatment (millions of gallons)	12.9	14.2	12.1	11.7	12.2	11.9	10.3	11.2	10.8	10.5
Public Library										
Items in collection	257,147	243,724	240,496	263,974	269,427	262,929	263,462	254,104	243,281	230,321
Items circulated	657,413	692,939	731,274	798,704	810,573	817,953	769,606	709,322	640,353	599,881
Public Health-Environmental Health										
Food service establishment inspections	*	*	*	1,506	1,357	1,619	1,565	1,395	1,732	1,692
Residential inspections	*	*	*	117	26	31	17	248	115	390
Pools/spas sampled	*	*	*	254	114	147	141	81	168	84
Public Health-Welfare/Assistance										
General assistance	1,360,418	1,281,992	1,044,358	1,281,992	1,192,483	857,843	693,291	602,989	620,190	605,677
Number of contacts	9,817	12,066	11,410	11,410	13,257	11,440	11,373	10,146	9,181	8,490
Applicants	2,052	5,206	2,232	2,137	1,329	2,160	2,084	1,857	1,695	1,540
Interviews	5,332	5,206	5,182	4,336	4,839	3,906	3,572	3,111	2,888	2,673
Assisted cases	3,476	3,693	3,427	2,937	3,371	2,600	2,260	1,996	1,868	1,641
Public Health-Community Health/Clinic Services										
Childhood immunizations	*	*	*	499	418	1,401	507	1,971	2,116	1,741
Adult influenza vaccinations	*	*	*	1,365	1,770	1,917	1,407	768	1,370	1,523
Outreach clients	*	*	*	326	523	503	502	333	182	182
Clinic counseling and testing	*	*	*	1,091	1,045	910	922	101	58	112

Data Source:
Various city departments

Notes:

- ¹ Based on an estimate per the City of Nashua, Assessing Department.
- ² Police data is based on a calendar year. The current year's data is for January through October 3, 2014.
- ³ Refuse consists of residential, commercial, and industrial municipal solid waste (MSW) by calendar year. 2005 data is year-to-date through October.
- ⁴ Recycling consists of mixed paper, mixed containers, scrap metal, soft yard waste, auto tires and batteries by calendar year. 2005 data is year-to-date through October.
- * Data unavailable for these years.

Municipal Government Report

City of Nashua, New Hampshire

Capital Asset Statistics by Function Last Ten Fiscal Years

Function	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	35	35	35	35	35	35	35	35	35	35
Fire and Rescue										
Number of stations	7	7	7	7	7	7	7	7	7	7
Number of ladder trucks	4	4	4	4	4	4	4	4	4	4
Number of pumps	8	8	8	8	8	8	8	8	8	8
Number of support vehicles	25	25	25	25	25	25	25	25	25	25
Public Works										
Miles of streets	322	322	322	323	343	344	344	344	344	344
Miles of storm drains	130.0	130.8	131.0	131.1	133.0	133.6	133.9	135.41	135.41	135.00
Number of traffic lights	80	84	85	87	92	92	92	92	92	91
Number of bridges	19	19	19	19	19	19	19	19	19	19
Culture and Recreation										
Number of Parks	49	49	49	50	51	52	52	53	53	53
Park acreage	632	632	632	688	930	931	931	932	932	932
Playgrounds	24	24	24	24	24	24	24	25	25	25
Baseball fields	27	27	27	27	27	27	27	22	22	22
Softball fields	12	12	12	12	12	12	12	12	12	12
Soccer fields	3	3	3	3	3	3	3	3	3	3
Swimming pools	14	14	14	14	14	14	14	14	14	14
Tennis courts	3	3	3	3	3	3	3	3	3	3
Tennis courts	17	17	17	17	17	17	17	17	17	17
Sewage System										
Miles of sanitary sewers	285.0	285.3	285.7	285.7	285.7	285.7	285.7	285.7	285.7	285.7
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	22,349	22,408	22,669	22,782	22,955	22,993	23,074	23,107	23,117	23,246
Average Daily Flow (MGD)	12.9	14.2	12.1	11.7	12.2	11.9	10.3	11.2	10.8	10.5
Maximum daily capacity of treatment (MGD) dry weather	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Maximum daily capacity of treatment (MGD) wet weather	50.0	50.0	50.0	50.0	110.0	110.0	110.0	110.0	110.0	110.0
Education										
Elementary School Buildings	12	12	12	12	12	12	12	12	12	12
Middle School Buildings	4	4	4	4	4	4	3	3	3	3
High School Buildings	2	2	2	2	2	2	2	2	2	2

Data Source:
Various city departments

City of Nashua

City of Nashua, New Hampshire

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

Division	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Government Division									
Mayor's Office	5.0	5.0	5.0	5.0	4.0	6.0	6.0	6.0	6.0
Legal	4.9	4.9	4.9	4.9	5.0	4.9	5.0	5.0	5.0
Board of Aldermen	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Citistat	-	-	-	-	2.0	2.0	2.0	2.0	2.0
Employee Benefits	-	-	-	-	1.8	2.8	3.2	3.2	3.2
Office of the City Clerk	7.0	7.0	7.0	7.0	7.0	7.0	6.0	6.0	6.0
Human Resources	3.9	3.9	3.9	3.9	4.1	4.1	3.7	3.7	3.4
Total General Government	22.5	22.6	22.6	22.6	25.6	28.6	27.6	27.6	27.3
Financial Services Division									
Finance	31.0	30.6	31.4	31.4	31.3	31.0	32.0	32.0	30.4
Risk Management	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Purchasing	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Building Maintenance	5.6	5.6	5.6	4.6	4.6	4.6	4.6	4.6	4.6
Hunt Building	-	-	-	-	0.5	0.5	0.5	0.5	0.5
Assessing	11.0	11.0	11.0	10.0	10.0	10.0	10.0	9.0	10.0
Total Financial Services	56.6	56.2	57.0	55.0	55.4	55.1	56.1	55.1	54.5
Administrative Services Division¹	1.9	1.9	1.9	1.9	-	-	-	-	-
Information Technology Division²	9.0	9.0	13.0	12.0	13.0	12.0	13.0	13.0	13.0
Public Safety Division									
Police	238.9	240.0	248.0	248.1	248.6	236.9	241.9	241.9	241.1
Fire	181.6	176.0	174.0	176.0	176.0	175.0	175.0	175.0	175.0
Emergency Management	-	-	-	-	-	-	-	-	1.0
Communications	-	-	-	-	1.8	1.8	1.8	1.8	1.8
Total Public Safety	420.5	416.0	422.0	424.1	426.4	413.7	418.7	419.7	418.9
Public Health & Community Services Division									
Community Services	7.5	7.8	7.8	8.0	8.3	6.9	6.1	6.1	7.2
Community Health	10.4	8.6	10.4	10.3	10.3	9.7	8.9	8.9	8.3
Environmental Health	6.0	6.0	7.0	7.0	7.0	6.0	6.0	6.0	6.0
Welfare	7.8	6.9	7.9	7.9	7.4	7.4	7.0	7.0	7.0
Total Health & Comm. Services	31.6	29.3	33.1	33.2	32.9	29.9	28.0	28.0	28.5
Public Works Division									
Admin/Engineering	19.0	16.0	17.0	14.0	14.0	14.0	14.0	14.0	15.3
Parks & Recreation	29.0	29.0	27.0	28.0	28.0	28.0	27.0	27.0	27.0
Streets	61.0	56.0	59.5	58.0	57.5	56.5	55.5	55.5	59.8
Traffic ³	10.0	10.0	10.0	10.0	10.0	9.5	9.5	9.5	-
Parking	2.0	1.0	1.0	1.0	1.0	1.0	2.5	3.1	3.1
Wastewater	31.0	35.0	31.0	35.0	35.0	35.0	35.0	35.0	37.0
Solid Waste	33.0	33.0	31.5	31.5	31.5	30.5	30.0	30.0	30.0
Total Public Works	185.0	180.0	177.0	177.5	183.0	176.0	174.1	174.1	172.1
Community Development Division									
Community Development	2.4	2.3	2.3	2.0	2.0	2.0	2.2	2.2	2.2
Planning	7.6	7.6	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Office of Economic Development	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5	1.5
Urban Programs	6.0	6.0	7.0	11.0	11.0	10.0	3.5	3.5	6.0
Building	10.0	10.0	10.0	10.0	9.3	9.3	8.2	8.2	8.2
Code Enforcement	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Community Development	30.4	30.3	31.7	35.4	34.8	33.8	26.4	26.4	28.9
Public Services									
Edgewood Cemetery	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Woodlawn Cemetery	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Total Public Services	7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Library Department	48.5	45.8	45.8	45.8	45.2	44.5	41.5	41.5	43.0
School Department									
Teachers	838.0	821.0	824.0	830.0	834.0	800.0	793.0	798.0	797.3
Other staff	867.0	856.0	850.0	862.0	817.2	811.0	903.6	864.2	865.7
Total School Department	1,705.0	1,693.0	1,674.0	1,692.0	1,651.2	1,611.0	1,696.6	1,662.2	1,663.0
Total All Functions	2,518.0	2,492.1	2,486.1	2,507.5	2,477.5	2,412.5	2,489.9	2,455.5	2,457.0
Percent of Total									
General Government Division	0.9%	0.9%	0.9%	0.9%	1.0%	1.2%	1.1%	1.1%	1.1%
Financial Services Division	2.2%	2.3%	2.3%	2.2%	2.2%	2.3%	2.3%	2.2%	2.2%
Administrative Services Division	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Information Technology Division	0.4%	0.4%	0.3%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Public Safety Division	16.7%	16.7%	17.0%	16.9%	17.2%	17.1%	16.8%	17.1%	17.0%
Public Health & Community Services Division	1.3%	1.2%	1.3%	1.3%	1.3%	1.2%	1.1%	1.1%	1.2%
Public Works Division	7.3%	7.2%	7.1%	7.1%	7.3%	7.3%	7.0%	7.1%	7.0%
Community Development Division	1.2%	1.2%	1.3%	1.4%	1.4%	1.4%	1.1%	1.1%	1.2%
Public Services Division	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Library Department	1.9%	1.8%	1.8%	1.8%	1.8%	1.8%	1.7%	1.7%	1.8%
School Department	67.7%	67.9%	67.3%	67.5%	66.6%	66.8%	68.1%	67.7%	67.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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

Notes:

- ¹ The Administrative Services Division was dissolved in FY2009 with departmental functions reassigned to the Financial Services and General Government Divisions.
- ² Information Technology was established as a new Division during FY2007.
- ³ Traffic Department was merged with the Street Department in FY2013.

City of Nashua, New Hampshire

Student/Teacher Statistical Information
Last Ten Fiscal Years

	Fiscal Year									
	2005 ¹	2006	2007	2008	2009	2010	2011	2012	2013	2014
Student Enrollment:										
Elementary	5,702	5,469	5,378	5,486	5,592	5,632	5,633	5,587	5,644	5,433
Middle School	3,287	3,240	3,076	2,768	2,632	2,575	2,646	2,557	2,508	2,425
High School	4,236	4,274	4,258	4,261	4,122	4,178	3,887	3,752	3,750	3,642
Total	13,225	12,983	12,712	12,515	12,346	12,385	12,166	11,896	11,902	11,500
Teacher FTEs:²										
Elementary	359	339	340	345	331	317	317	327	326	329
Middle School	215	214	214	213	212	200	193	193	193	194
High School	226	230	230	232	259	250	250	243	243	244
District-wide	38	38	40	40	32	33	33	35	35	35
Total	838	821	824	830	834	800	793	798	797	802

Data Source:
Nashua School District

Notes:

- ¹ Data reflects the transition of 6th grade moving from elementary to middle school and 9th grade moving from middle to high school.
- ² The distribution among teachers by grade level is an estimate.

City of Nashua, New Hampshire

School Department Operating Statistics
Last Ten Fiscal Years

Fiscal Year	Operating Budget ¹	Debt Service ¹	Total Budget	Enrollment	Cost per Pupil	Percentage Change	Teaching Staff	Pupil/Teacher Ratio
2014	\$ 129,733,916	\$ 12,401,961	\$ 142,135,877	11,500	\$ 12,360	35.3 %	802	14.3
2013	95,871,330	13,090,777	108,718,824	11,902	9,135	1.0	797	14.9
2012	94,478,076	13,274,475	107,752,551	11,896	9,041	2.6	798	14.9
2011	93,425,591	13,729,516	107,155,107	12,166	8,808	6.9	793	15.3
2010	87,630,820	14,384,073	102,014,893	12,385	8,237	0.8	800	15.5
2009	86,025,543	14,818,757	100,844,300	12,346	8,168	3.4	834	14.8
2008	83,554,436	15,273,288	98,827,724	12,515	7,897	3.3	830	15.1
2007	80,791,428	16,377,196	97,168,624	12,712	7,644	-0.6	824	15.4
2006	83,101,595	16,776,199	99,877,794	12,983	7,693	4.3	821	15.8
2005	81,545,643	16,014,196	97,559,839	13,225	7,377	9.7	838	15.8

Data Source:

Budget information from City Adopted Budget and enrollment/teaching staff information provided by the School Department.

Notes:

- ¹ Budget is for the General Fund only and excludes special revenue funds and grants
- ¹ Beginning in FY2014, employee health and pension costs previously budgeted in General Government are allocated to the School operating budget.

STATISTICAL AND ECONOMIC DATA

Nashua, NH



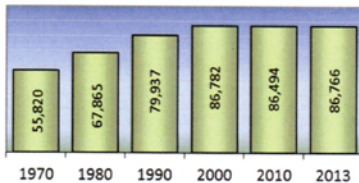
Community Contact	City of Nashua Thomas Galligani, Econ Dev Director 229 Main Street, PO Box 2019 Nashua, NH 03061-2019
Telephone	(603) 589-3260
Fax	(603) 594-3450
E-mail	galliganit@nashuanh.gov
Web Site	www.nashuanh.gov
Municipal Office Hours	Monday through Friday, 8 am - 5 pm
County	Hillsborough
Labor Market Area	Nashua, NH-MA NECTA Division
Tourism Region	Merrimack Valley
Planning Commission	Nashua Regional
Regional Development	Regional Economic Development Corp.
Election Districts	
US Congress	District 2 (All Wards)
Executive Council	District 5 (All Wards)
State Senate	District 12 (Wards 1, 2, & 5) and 13 (Wards 3, 4, 6, 7, 8, & 9)
State Representative	Hillsborough County Districts 28 (Ward 1), 29 (Ward 2), 30 (Ward 3), 31 (Ward 4), 32 (Ward 5), 33 (Ward 6), 34 (Ward 7), 35 (Ward 8), 36 (Ward 9)

Incorporated: 1746

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

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

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



Population Trends: Nashua ranked first in numeric population change, totaling 47,670 over 53 years, from 39,096 in 1960 to 86,766 in 2013. The largest decennial percent change was 43 percent between 1960 and 1970; the smallest, nine percent between 1990 and 2000. The 2013 Census estimate for Nashua was 86,766 residents, which ranked second among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2013 (US Census Bureau): 2,821.7 persons per square mile of land area, the second highest among the cities and towns. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.



Economic & Labor Market Information Bureau, NH Employment Security, March 2015. Community Response Received 5/22/2014

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

City of Nashua

MUNICIPAL SERVICES	
Type of Government	Mayor & Council
Budget: Municipal Appropriations, 2014	\$138,660,163
Budget: School Appropriations, 2014	\$97,349,345
Zoning Ordinance	1930/10
Master Plan	2001
Capital Improvement Plan	Yes
Industrial Plans Reviewed By	Planning Board

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

Public Library **Nashua Public**

EMERGENCY SERVICES	
Police Department	Full-time
Fire Department	Municipal
Emergency Medical Service	Municipal
Nearest Hospital(s)	Distance Staffed Beds
Southern NH Medical Center, Nashua	Local 188
St. Joseph Hospital, Nashua	Local 144

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

PROPERTY TAXES (NH Dept. of Revenue Administration)	
2013 Total Tax Rate (per \$1000 of value)	\$23.50
2013 Equalization Ratio	96.0
2013 Full Value Tax Rate (per \$1000 of value)	\$22.31
2013 Percent of Local Assessed Valuation by Property Type	
Residential Land and Buildings	64.1%
Commercial Land and Buildings	32.7%
Public Utilities, Current Use, and Other	3.2%

HOUSING (ACS 2009-2013)	
Total Housing Units	37,089
Single-Family Units, Detached or Attached	18,839
Units in Multiple-Family Structures:	
Two to Four Units in Structure	6,172
Five or More Units in Structure	11,077
Mobile Homes and Other Housing Units	1,001

DEMOGRAPHICS (US Census Bureau)		
Total Population	Community	County
2013	86,766	402,979
2010	86,494	400,721
2000	86,782	382,384
1990	79,937	336,549
1980	67,865	276,608
1970	55,820	223,941

Demographics, American Community Survey (ACS) 2009-2013

Population by Gender		
Male	42,438	Female 44,328

Population by Age Group	
Under age 5	5,742
Age 5 to 19	15,842
Age 20 to 34	18,090
Age 35 to 54	25,522
Age 55 to 64	10,388
Age 65 and over	11,182
Median Age	38.2 years

Educational Attainment, population 25 years and over	
High school graduate or higher	88.5%
Bachelor's degree or higher	34.5%

INCOME, INFLATION ADJUSTED \$ (ACS 2009-2013)	
Per capita income	\$32,874
Median family income	\$81,607
Median household income	\$64,661

Median Earnings, full-time, year-round workers	
Male	\$59,020
Female	\$43,320

Individuals below the poverty level 10.8%

LABOR FORCE (NHES - ELM)		
Annual Average	2003	2013
Civilian labor force	48,806	50,133
Employed	46,164	47,187
Unemployed	2,642	2,946
Unemployment rate	5.4%	5.9%

EMPLOYMENT & WAGES (NHES - ELM)		
Annual Average Covered Employment	2003	2013
Goods Producing Industries		
Average Employment	11,398	7,517
Average Weekly Wage	\$1,274	\$1,720
Service Providing Industries		
Average Employment	35,345	38,159
Average Weekly Wage	\$ 683	\$ 916
Total Private Industry		
Average Employment	46,743	45,676
Average Weekly Wage	\$ 827	\$1,048
Government (Federal, State, and Local)		
Average Employment	4,659	4,602
Average Weekly Wage	\$ 922	\$1,126
Total, Private Industry plus Government		
Average Employment	51,402	50,278
Average Weekly Wage	\$ 836	\$1,055

Municipal Government Report

EDUCATION AND CHILD CARE

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

Educational Facilities (includes Charter Schools)	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	14	4	3	10
Grade Levels	P K 1-5	6-8	9-12	P K 1-12
Total Enrollment	5,635	2,817	3,664	2,269

Nearest Community College: **Nashua**

Nearest Colleges or Universities: **Daniel Webster; Rivier; Mount Washington College; Southern NH University**

2014 NH Licensed Child Care Facilities (DHHS-Bureau of Child Care Licensing) Total Facilities: **55** Total Capacity: **3,781**

LARGEST BUSINESSES	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
BAE Systems North America	Aerospace/electronics	2,800	
Southern NH Medical Center	Health care services	2,174	
St. Joseph Hospital & Trauma Center	Health care services	1,741	
Nashua School District	Education	1,596	
City of Nashua	Municipal services	798	
Federal Aviation Administration	Air traffic control	600	
Oracle Corporation	Software	582	
Amphenol	Backplane connection systems	507	
US Post Office	Postal services	485	
Benchmark Electronics	High tech manufacturing	365	

TRANSPORTATION (distances estimated from city/town hall)

Road Access	US Routes	3
	State Routes	101A, 111, 111A, 130, 101A Bypass
Nearest Interstate, Exit	Everett Tpk., Exits 1 - 8; I-93, Exit 3; I-495 (MA)	
Distance	Local access; 11 miles; 10 miles	
Railroad	Guilford Rail Service	
Public Transportation	Nashua Citybus	
Nearest Public Use Airport, General Aviation		
Boire Field, Nashua	Runway	6,000 ft. asphalt
Lighted? Yes	Navigation Aids?	Yes
Nearest Airport with Scheduled Service		
Manchester-Boston Regional	Distance	18 miles
Number of Passenger Airlines Serving Airport		4
Driving distance to select cities:		
Manchester, NH		18 miles
Portland, Maine		106 miles
Boston, Mass.		43 miles
New York City, NY		236 miles
Montreal, Quebec		276 miles

COMMUTING TO WORK (ACS 2009-2013)

Workers 16 years and over	
Drove alone, car/truck/van	84.5%
Carpooled, car/truck/van	5.1%
Public transportation	0.0%
Walked	0.0%
Other means	0.8%
Worked at home	9.6%
Mean Travel Time to Work	24.2 minutes
Percent of Working Residents: ACS 2009-2013	
Working in community of residence	21.1
Commuting to another NH community	74.2
Commuting out-of-state	4.7

RECREATION, ATTRACTIONS, AND EVENTS

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

Economic & Labor Market Information Bureau, NH Employment Security, March 2015. Community Response Received 5/22/2014

City Hall and the Nashua Police Department: Then...

The Nashua Police Department moved from City Hall to its present location on Panther Drive, near the intersection of West Hollis Street and Route 3, in 1979. Prior to that time, the Police Department was headquartered at City Hall and had an entrance on the south side of the building, facing West Hollis Street. This photo, taken in 1972, shows how the entrance appeared as viewed through the iron rail abutting the railroad tracks.

Today, the *Nashua Rail Trail* follows the path of the removed tracks, the fencing is gone, and the south entrance to City Hall has been removed. The portion of the building which housed the Police Department is now occupied by a number of municipal departments including the Human Resources Department (where the south

entrance was located) and the City Clerk's Office (where the police vehicle garage was located). The word POLICE, engraved on the south side of City Hall, remains however, and on occasion, a resident or visitor will come into the City Clerk's Office looking for the location of the "Police Department" in City Hall.



*Reprinted by permission, Nashua Telegraph, 1972.
Photo by Paul R. Bergeron.*

City Hall: Now...



l to r: south side of City Hall today; Nashua Heritage Rail Trail runs parallel to City Hall and W. Hollis St., site of former railroad tracks; Elm Street side of City Hall retains outline of Police Department's former garage bay doors.



Resolutions

passed by the

Board of Aldermen

July 1, 2013

through

June 30, 2014

R-13-116

RELATIVE TO THE TRANSFER OF \$39,200 FROM DEPARTMENT 194 – CONTINGENCY INTO THE DEPARTMENT 162 – STREET LIGHTING, GENERAL FUND OPERATING BUDGET FOR THE PURPOSE OF FUNDING THE COSTS ASSOCIATED WITH STREET LIGHTING ABOVE THE AMOUNT BUDGETED IN FY2013

R-13-118

RELATIVE TO THE TRANSFER OF \$24,174 FROM DEPARTMENT 194 – CONTINGENCY INTO DEPARTMENT 150 – POLICE FOR THE PURPOSE OF FUNDING THE PAYROLL AND NON-PAYROLL COSTS ASSOCIATED WITH THE HIRING OF TWO POLICE OFFICERS ABOVE THE 177 POSITIONS BUDGETED IN FY2013

R-13-127

RELATIVE TO ADDING A FOURTH PURPOSE TO THE DAVID W. DEANE SKATEBOARD PARK EXPENDABLE TRUST FUND (R-04-66) AND AUTHORIZING THE APPROPRIATION OF \$270,000 FROM ACCOUNT #70100 “GENERAL CONTINGENCY” INTO SAID TRUST FUND TO COVER A PORTION OF THE COST TO RELOCATE AND CONSTRUCT THE SKATEPARK

R-13-131

APPROPRIATING \$158,283 OF FY13 REVENUE INTO THE VOCATIONAL EDUCATION CAPITAL RESERVE FUND

R-13-135

ESTABLISHING POLLING TIMES FOR A SPECIAL STATE PRIMARY ELECTION ON SEPTEMBER 17, 2013 AND A SPECIAL STATE GENERAL ELECTION ON NOVEMBER 5, 2013, BEING HELD FOR THE PURPOSE OF FILLING A VACANCY FOR STATE REPRESENTATIVE IN DISTRICT 35 (WARD 8)

R-13-136

ESTABLISHING POLLING TIMES FOR THE MUNICIPAL GENERAL ELECTION ON NOVEMBER 5, 2013

The preceding Resolutions were passed August 13, 2013

Brian S. McCarthy, President

Approved, August 15, 2013

Donnalee Lozeau, Mayor

R-13-132

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$35,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES INTO PUBLIC HEALTH AN COMMUNITY SERVICES GRANT ACTIVITY "FY14 TUBERCULOSIS PROGRAM OF GREATER NASHUA"

R-13-133

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA PUBLIC LIBRARY BOARD OF TRUSTEES AND THE NASHUA PUBLIC LIBRARY EMPLOYEES, AFT, FPE, LOCAL #4831 FROM JULY 1, 2013 THROUGH JUNE 30, 2015 AND AUTHORIZING RELATED TRANSFERS

R-13-134

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$200,000 FROM THE U.S. ENVIRONMENTAL PROTECTION AGENCY AND \$40,000 OF LOCAL MATCHING FUNDS INTO COMMUNITY DEVELOPMENT GRANT ACTIVITY – "BROWNFIELD'S CLEANUP REVOLVING LOAN FUND PROGRAM"

R-13-137

AUTHORIZING THE ACCEPTANCE OF AN EASEMENT FOR RECONSTRUCTION AND MAINTENANCE OF THE MANCHESTER STREET BRIDGE OVER HARRIS POND

R-13-138

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2014 ESCROWS

R-13-140

ACKNOWLEDGING JIM SANDERSON ON HIS 75TH BIRTHDAY AND THANKING HIM FOR HIS MANY YEARS OF COACHING

The preceding Resolutions were passed September 10, 2013

Brian S. McCarthy, President

Approved, September 11, 2013

Donnalee Lozeau, Mayor

R-13-130

CHANGING THE NAME OF CHUCK DRUDING DRIVE TO TITAN WAY

The preceding Resolution was passed September 10, 2013

Brian S. McCarthy, President

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

September 18, 2013

R-13-139

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO TWO LEASE AGREEMENTS WITH SOUTHERN NEW HAMPSHIRE MEDICAL CENTER

R-13-142

ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

The preceding Resolutions were passed September 24, 2013

Brian S. McCarthy, President

Approved, September 25, 2013

Donnalee Lozeau, Mayor

R-13-141

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$50,193 FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO POLICE GRANT ACTIVITY "213 JUSTICE ASSISTANCE GRANT (MULTI-JURISDICTIONAL)"

R-13-143

AUTHORIZING THE GRANTING OF EASEMENTS TO PENNICHUCK WATER WORKS, INC. FOR CONSTRUCTION AND MAINTENANCE OF WATERLINES BEING RELOCATED AS A RESULT OF THE BROAD STREET PARKWAY PROJECT

R-13-144

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$102,928 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY INTO POLICE GRANT ACTIVITY "2012 HOMELAND SECURITY GRANT PROGRAM"

The preceding Resolutions were passed October 8, 2013

Brian S. McCarthy, President

Approved, October 9, 2013

Donnalee Lozeau, Mayor

R-13-148

EXTENDING CONGRATULATIONS TO THE NASHUA PAL FORCE SPIRIT TINY MITES

The preceding Resolution was passed November 12, 2013

Brian S. McCarthy, President

Approved, November 13, 2013

Donnalee Lozeau, Mayor

R-13-147

ORDERING THAT A PROPOSED AMENDMENT TO CITY CHARTER SECTION 56-C, RELATIVE TO THE LIMITATION ON BUDGET INCREASES, BE PLACED ON THE BALLOT AT THE NEXT REGULAR STATE BIENNIAL ELECTION

*The preceding Resolution was passed November 26, 2013
Brian S. McCarthy, President
Took Effect 7 Days After Passage Without the Mayor's Signature
December 4, 2013*

R-13-146

ACCEPTING 7 NEW PORTABLE RADIOS FROM THE STATE OF NEW HAMPSHIRE

R-13-149

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND UNITED AUTOMOBILE, AEROSPACE AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA (UAW), PROFESSIONAL EMPLOYEES OF THE NASHUA POLICE DEPARTMENT, LOCAL #2232, FROM JULY 1, 2011 THROUGH JUNE 30, 2015 AND AUTHORIZING RELATED TRANSFERS

R-13-151

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF FIRE COMMISSIONERS AND LOCAL #789, INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS FROM JULY 1, 2013 THROUGH JUNE 30, 2015 AND AUTHORIZING RELATED TRANSFERS

R-13-152

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS' UNION, LOCAL 1044, AFT, AFL0CIO FROM SEPTEMBER 1, 2013 THROUGH AUGUST 31, 2016 AND AUTHORIZING RELATED TRANSFERS

*The preceding Resolutions were passed December 10, 2013
Brian S. McCarthy, President
Approved, December 13, 2013
Donnalee Lozeau, Mayor*

R-13-153

RELATIVE TO THE TRANSFER OF \$100,000 FROM DEPARTMENT 194, ACCOUNTING CLASSIFICATION 70 – CONTINGENCY INTO DEPARTMENT 109 – CIVIC & COMMUNITY ACTIVITIES, ACCOUNTING CLASSIFICATION 56 – OUTSIDE AGENCIES FOR THE PURPOSE OF DONATING TO THE NASHUA SOUP KITCHEN'S CAPITAL CAMPAIGN

City of Nashua

*The preceding Resolutions were passed December 10, 2013
Brian S. McCarthy, President
Took Effect 7 Days After Passage Without the Mayor's Signature
December 18, 2013*

R-13-150

AUTHORIZING THE GRANTING OF AN EASEMENT TO SEGTEL, INC., D/B/A
FIRSTLIGHT FIBER, FOR THE INSTALLATION AND MAINTENANCE OF
OVERHEAD FIBER OPTIC CABLE

R-13-154

AUTHORIZING THE MAYOR TO ENTER INTO A TRANSPORTATION
PROJECT AGREEMENT WITH THE STATE OF NEW HAMPSHIRE FOR THE
PURPOSE OF CONSTRUCTING A MULTI-LANE ROUNDABOUT REPLACING
THE EXISTING SIGNALIZED INTERSECTION WHERE EAST HOLLIS STREET
AND CANAL STREET MEET BRIDGE STREET AND TO ACCEPT AND
APPROPRIATE \$3,661,000 FOR THE PROJECT

R-13-155

CHANGING THE NAME OF POISSON AVENUE TO ADVENTURE WAY

*The preceding Resolutions were passed December 23, 2013
Brian S. McCarthy, President
Approved, December 30, 2013
Donnalee Lozeau, Mayor*

R-14-002

AUTHORIZING THE CONVEYANCE OF A DISCONTINUED PORTION OF
MARMON DRIVE TO MACTHOMPSON REALTY, INC.

R-14-006

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

*The preceding Resolutions were passed February 11, 2014
David W. Deane, President
Approved, February 12, 2014
Donnalee Lozeau, Mayor*

R-14-004

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$63,125 FROM THE STATE OF NEW HAMPSHIRE INTO POLICE GRANT ACTIVITY – “FY2014 VIOLENCE AGAINST WOMEN GRANT PROGRAM” AND TO AUTHORIZE THE TRANSFER OF \$50,000 FROM DEPARTMENT 194 – “CONTINGENCY”, ACCOUNT #70120 – “CONTINGENCY, POLICE GRANTS”

R-14-005

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$100,000 FROM THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION INTO GRANT ACTIVITY “SAFE ROUTES TO SCHOOL – CHARLOTTE AVENUE”

The preceding Resolutions were passed February 25, 2014

David W. Deane, President

Approved, February 25, 2014

Donnalee Lozeau, Mayor

R-14-007

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS’ UNION, LOCAL 1044, AFT, AFL-CIO, UNIT D, FOOD SERVICE WORKERS FROM SEPTEMBER 1, 2013 THROUGH AUGUST 31, 2015

R-14-008

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS’ UNION, LOCAL 1044, AFT, AFL-CIO, UNIT C, SECRETARIES FROM JULY 1, 2013 THROUGH JUNE 30, 2105 AND RELATED TRANSFERS

The preceding Resolutions were passed March 11, 2014

David W. Deane, President

Approved, March 12, 2014

Donnalee Lozeau, Mayor

R-14-012

EXTENDING CONGRATULATIONS TO THE GRADUATES OF THE FIRST NASHUA YOUTH AMBASSADOR PROGRAM

The preceding Resolutions were passed March 25, 2014

David W. Deane, President

Approved, March 26, 2014

Donnalee Lozeau, Mayor

R-14-010

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 2015 AND 2016

R-14-014

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF EIGHT MILLION SEVEN HUNDRED AND NINETY THOUSAND TWO HUNDRED AND FIFTY DOLLARS (\$8,790,250) FOR BROAD STREET ELEMENTARY SCHOOL HVAC IMPROVEMENTS AND BUILDING RENOVATIONS

R-14-019

EXTENDING CONGRATULATIONS TO THE ELKS HOOP SHOT TOURNAMENT WINNERS

The preceding Resolutions were passed April 08, 2014

David W. Deane, President

Approved, April 12, 2014

Donnalee Lozeau, Mayor

R-14-009

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA POLICE COMMISSION AND THE NASHUA POLICE SUPERVISORS ASSOCIATION FROM JULY 1, 2011 THROUGH JUNE 30, 2015 AND AUTHORIZING RELATED TRANSFERS

The preceding Resolution was passed April 8, 2014

David W. Deane, President

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

April 16, 2014

R-14-013

DECLARING MAY SCULPTURES MONTH

R-14-016

APPROVING THE PROPOSAL OF PENNICHUCK CORPORATION TO BORROW UP TO TEN MILLION DOLLARS (\$10,000,000) UNDER A REVOLVING LINE OF CREDIT WITH TD BANK, N.A.

R-14-017

APPROVING THE PROPOSAL OF PENNICHUCK CORPORATION TO GIVE PENNICHUCK WATER WORKS, INC. AUTHORITY TO ENTER INTO A LONG TERM LOAN FROM THE STATE DRINKING WATER REVOLVING LOAN FUND PROGRAM

R-14-020

AUTHORIZING THE MAYOR TO APPLY FOR AND EXPEND THE COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIP PROGRAM GRANT FOR FISCAL YEAR 2015

R-14-024

RECOGNIZING COURT APPOINTED SPECIAL ADVOCATES/CASA OF NEW HAMPSHIRE WITH THE 2014 GATE CITY LIGHT AWARD

The preceding Resolutions were passed April 22, 2014

David W. Deane, President

Approved, April 23, 2014

Donnalee Lozeau, Mayor

R-14-023

APPROVING A CONTRACT WITH THE INSTITUTE FOR HUMAN CENTERED DESIGN FOR THE PURPOSE OF EVALUATING POTENTIAL SITES FOR THE LOCATION OF THE LEGACY PLAYGROUND

The preceding Resolution was passed April 22, 2014

David W. Deane, President

Approved, April 29, 2014

Donnalee Lozeau, Mayor

R-14-022

REQUESTING A VOTE REGARDING THE PRESERVATION OF THE NASHUA MILLYARD CHIMNEY

The preceding Resolution was passed May 13, 2014

David W. Deane, President

Approved, May 17, 2014

Donnalee Lozeau, Mayor

R-14-025

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$147,200 FROM THE NEW HAMPSHIRE DEPARTMENT OF HEALTH & HUMAN SERVICES INTO PUBLIC HEALTH & COMMUNITY SERVICE GRANT ACTIVITIES "FY15 AND FY16 STD & HIV DISEASE CONTROL"

R-14-026

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$120,000 FROM THE NEW HAMPSHIRE DEPARTMENT OF HEALTH & HUMAN SERVICES INTO PUBLIC HEALTH & COMMUNITY SERVICES GRANT ACTIVITIES "FY15 AND FY16 IMMUNIZATION PROGRAM OF GREATER NASHUA"

R-14-027

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$70,000 FROM THE NEW HAMPSHIRE DEPARTMENT OF HEALTH & HUMAN SERVICES INTO PUBLIC HEALTH & COMMUNITY SERVICES GRANT ACTIVITIES "FY15 AND FY16 TUBERCULOSIS PROGRAM OF GREATER NASHUA"

R-14-030

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

R-14-035

RECOGNIZING AND CONGRATULATING THE ELM STREET MIDDLE SCHOOL CHEER TEAM FOR THEIR SUCCESSFUL SEASON AND INVITATION TO PERFORM AT HALF-TIME AT THE 2015 NFL PRO BOWL IN ARIZONA

R-14-36

ESTABLISHING POLLING TIMES FOR THE STATE PRIMARY ELECTION ON SEPTEMBER 9, 2014 AND THE STATE GENERAL ELECTION ON NOVEMBER 4, 2014

The preceding Resolution was passed May 27, 2014

David W. Deane, President

Approved, June 1, 2014

Donnalee Lozeau, Mayor

R-14-028

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE MILLION TWO HUNDRED THOUSAND DOLLARS (1,200,000) FOR THE PURCHASE OF A NEW AERIAL TOWER TRUCK FOR THE FIRE RESCUE DEPARTMENT

R-14-029

AUTHORIZING THE ACQUISITION OF A CONSERVATION EASEMENT ON APPROXIMATELY 10.45 ACRES OF LAND AT 9 GROTON ROAD, NASHUA, NH AND THE EXPENDITURE OF THREE HUNDRED THIRTY SEVEN THOUSAND FIVE HUNDRED DOLLARS (\$337,500.00) FROM THE CONSERVATION FUND FOR THE ACQUISITION

R-14-031

AUTHORIZING THE ACCEPTANCE OF A CONVEYANCE OF A CERTAIN PARCEL OF LAND ON CENTRAL AND PINE STREETS FOR IMPROVEMENTS FOR THE BROAD STREET PARKWAY PROJECT

R-14-032

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF AN ADDITIONAL \$121,440 OF FEDERAL FUNDS INTO DPW CAPITAL PROJECTS ACTIVITY "LOOP TRAFFIC SIGNAL SYSTEM EXPANSION" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION

R-14-037

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A LEASE AGREEMENT WITH AC PRODUCTS, INC. FOR A PORTION OF 25 CROWN STREET

R-14-038

RECOGNIZING FRED TEEBOOM AND HIS WORK ON THE NEW HAMPSHIRE HOLOCAUST MEMORIAL

The preceding Resolution was passed June 10, 2014

David W. Deane, President

Approved, June 14, 2014

Donnalee Lozeau, Mayor

R-14-001

APPROVING THE LOCATION OF THE LEGACY PLAYGROUND AT GREELEY PARK EAST SIDE

R-14-040

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$419,337 FROM THE DEPARTMENT OF HOMELAND SECURITY INTO FIRE GRANT ACTIVITY "FY13 ASSISTANCE TO FIREFIGHTERS GRANT"

R-14-041

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$71,800 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY INTO FIRE GRANT ACTIVITY "2013 STATE HOMELAND SECURITY PROGRAM"

R-14-042

APPROVING A CONTRACT WITH THE INSTITUTE FOR HUMAN CENTERED DESIGN FOR THE PURPOSE OF DESIGNING THE LEGACY PLAYGROUND

The preceding Resolution was passed June 24, 2014

David W. Deane, President

Approved, June 28, 2014

Donnalee Lozeau, Mayor

SAMPLING OF IMPORTANT HISTORICAL EVENTS IN THE HISTORY OF NASHUA

1859:	First graduating class at Nashua High School.
1885, April 14:	Nashua Horse Railway started.
1886, Fall:	Electric Lights installed in stores only.
1887:	First Electric Street Railway Service Electrified.
1895, Aug. 13:	Street Railway Service Electrified.
1910:	City Farm sold, became Nashua Country Club.
1913, Sept. 3:	Nashua White Way Installed.
1917:	Spring Street School destroyed by fire.
1919:	Dedication of new High School on Spring Street.
1920:	Playground opened on South Common.
1922:	Daniel Webster Highway opened.
1924:	Main Street widened from West Pearl to Hollis Street.
1924:	Nashua Main Street Bridge destroyed by fire.
1925:	New Main Street Bridge built.
1928:	Nashua celebrated 75th Anniversary as a City.
1930, May 4:	Crown Hill fire.
1932:	Nashua Street Railway Service discontinued.
1934, July 19:	Police Radio installed.
1936, March 19:	Flood.
1937:	Holman Stadium dedicated.
1937, Nov. 19:	Teletype System installed.
1938, Sept. 20:	Hurricane and Flood.

Municipal Government Report

- 1944, April 11: Main Street widened from Main Street Bridge to the Southerly line of Montcalm Building.
- 1945: Airport dedicated at Boire Field.
- 1946: Parking meters installed.
- 1946: Federal Public Housing for Veterans of World War II (80 units).
- 1947: Merrimack River flood control project completed.
- 1949: Dike-Pump House.
- 1949: South of Lake Street Pump House.
- 1950: Main Street widened on Westerly side, from West Hollis Street to Mulberry Street.
- 1953: Nashua Centennial Celebration.
- 1954, Aug. 31: Hurricane "Carol".
- 1954, Sept. 11: Hurricane "Edna".
- 1954, Nov. 12: "Red Wing Express" (Montreal to Boston), wrecked at Bridge Street Crossing, near Union Street - one killed, twenty-one injured.
- 1956, March 16/19: "Twin Blizzards".
- 1956, April 8: "Blizzard" (one death).
- 1956, April 10: Fire Alarm Whistle silenced.
- 1957, Feb. 4: N.H. National Guard Armory destroyed by fire.
- 1958, Jan. 7: Twenty-one inch blizzard (one death).
- 1958, Jan. 16: Sixteen-inch blizzard.
- 1958, January: Widening of Main Street bottleneck started (West Side).
- 1959: Widening of Main Street Bridge Southerly, completed.
- 1959, March 8: Dedication of New National Guard Armory.
- 1960, Sept. 1: Chandler Library opened; formally dedicated on October 10th.

City of Nashua

- 1961, Jan. 30: Twenty-five inch blizzard (one death).
- 1962: Vagge Village, 50 unit Housing for Elderly.
- 1963: Federal Aviation Agency (Boston Center) opened.
- 1963: New Post Office completed.
- 1964, Nov. 16: New lights installed in business district.
- 1965: Memorial Monument to President Kennedy installed in front of City Hall.
- 1965, Oct. 26: Lyons Field dedicated (Marshall Street).
- 1965, Nov. 9: Gardner Field dedicated (Bowers Street).
- 1966: Federally Subsidized Housing, Ledge Street, 30 units.
- 1966, Feb. 1: Ward boundaries changed.
- 1967, June 17: St. Joseph Hospital dedicated.
- 1967, June 30: B&M ends passenger train service to Nashua.
- 1968, March 13: Gift of \$800,000 by Eliot Carter for new library.
- 1968, June 9: Unveiling and dedication of Nashua Firemen's Relief Association Monument on Stark Square.
- 1969: Veteran's Memorial Field dedicated.
- 1969, Nov. 25: Second gift of \$300,000 by Eliot Carter for new Library.
- 1970: Old Post Office demolished.
- 1970, Sept. 15: Veterans Memorial Bridge dedicated (cost \$1.6 million).
- 1970, Sept. 15: Taylor Falls Bridge closed.
- 1971, June 28: Hunt Memorial Building listed in National Register of Historic Places.
- 1971, Sept. 26: Nashua Public Library dedicated.

Municipal Government Report

- 1971: New Communications Center, Nashua Police Department (cost \$87,000).
- 1971, Nov. 2: Voting machine used for first time in Municipal Election.
- 1972: Ward boundaries changed.
- 1972, May 21: Florence Speare Memorial Building dedicated.
- 1972, Aug. 8: One-way traffic plan adopted.
- 1973, July 19: Sagamore Point Bridge opened.
- 1973, July 20: Hunt Building rededicated Hunt Memorial Building.
- 1973, Sept. 19: Roussel Memorial Field dedicated.
- 1974, December: New bridge opened to traffic (replacement for Taylor Falls Bridge).
- 1975: Nashua N.H. Foundation permanently displays historic Mill Bell.
- 1975, July 4: Laying of Cornerstone - New High School.
- 1976, July 13: Dedication of Bicentennial Monument to Revolutionary War Soldiers in Bicentennial Park.
- 1977: City receives one million dollar grant from EDA to build new Police Station, Public Works Garage, Court House and Parking Garage.
- 1977, Sept. 7: Dedication of Richard Belanger Gymnasium (Nashua High School Gym).
- 1977, Oct. 2: Dedication of Library Media Center at Bicentennial Elementary School to Assistant Superintendent Emma Nicol.
- 1977, November: Main Street Amenities (first phase).
- 1978, Feb. 7: Record 27-inch snowfall paralyzes city.
- 1978, Feb. 18: President Carter's visit to Nashua for Town Meeting with area High School students. President Carter presented Key to the City in box specially made in Santa Rosa with inscription carved by laser beam.
- 1978, July: Second phase of Main Street Amenities Program.

City of Nashua

- 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.
Goodwill Building, corner Main and E. Pearl Streets, renovated;
now known as City Plaza.

Paper Box Co. Building, corner E. Hollis and Dearborn Streets;
renovated for Matthew Thornton Health Clinic.
- 1983, Dec. 20: A three-year lease was signed bringing the Double AA Baseball League to Nashua, permitting the Holyoke Millers to become the Nashua Angels for the 1983 Eastern League Season.
- 1983: Senior Center, 70 Temple Street, dedicated.
- 1983: Youth benefactor Lawrence C. Elliott's statue dedicated at City Plaza, Main Street.
- 1983, April 7: Rededication of the newly renovated Nashua City Hall.
- 1983, April 7: Dedication of the Freedom Shrine by the Exchange Club of Nashua to the City of Nashua.
- 1983, Nov. 4: Temple Street Manor, former Temple Street Elementary School, now 43 units of Housing for the Elderly, dedicated.
- 1984: Nashua Pirates replaced the Nashua Angels in becoming the Double AA Baseball team in the Eastern League.
- 1984, April: Street light conversion begun.
- 1984, July 15: Hellenic Circle dedicated (junction Walnut, Chestnut, and Central Streets).
- 1984, Sept. 15: City Bus, Nashua's new transit system, began operations.
- 1984, Sept. 25: Alan Soifert Playground at Mine Falls Park dedicated.
- 1985, July 20: Dedication of maintenance and office building at Nashua Municipal Airport to Airport Manager Kenneth Howe.
- 1985, Sept. 25: Hurricane "Gloria".

City of Nashua

- 1985, Sept. 26: Dedication of the Roby Park, Spit Brook Road.
- 1985, Nov. 29: Elm Street Garage dedication.
- 1985, Dec. 1: Elm Street Garage officially opened.
- 1985, Dec. 11: Power began flowing from the new Mines Falls Hydro-Electric Plant.
- 1986, July: Nashua, the only city or town in New Hampshire to computerize the Vehicle Registration process.
- 1986, July: The Pheasant Lane Mall opened (150 stores).
- 1986, July 12: J.F. Kennedy statue returned to its original location in front of City Hall.
- 1986, Aug. 21: Dedication of the Park Recreation Building on 100 Concord Street, Nashua, NH.
- 1986, September: Rededication of Deschenes Oval, Railroad Square.
- 1986, Sept. 28: Dedication of Playing Fields at Mine Falls Park to Marine Sgt. Allen H. Soifert.
- 1986, November: Rededication of Elm Street Junior High School Auditorium.
- 1987, Jan.18: Nashua Center for the Arts officially transferred to local developer John Stabile.
- 1987, February: New transit fleet for the City Bus Company arrives.
- 1987, March: Conveyance of the former James B. Crowley School to the Nashua Adult Learning Center, Inc.
- 1987, March: Arts & Science Center changes its name to the Nashua Center for the Arts.
- 1987, April: Lights installed at soccer and softball fields at Mine Falls Park.
- 1987, April 1: Residence Tax repealed.
- 1987, April 26: John P. Howe and Sally Howe Bixby gave a Gift of Land on Broad Street to be known as the "Howe Wildlife Sanctuary".

Municipal Government Report

- 1987, May: Ground breaking ceremonies for the new Junior High School on Henri Burque Highway.
- 1987, July 19: Money Magazine designated Nashua and its surrounding communities as the most livable area in the United States. Nashua #1 City.
- 1987, Sept. 8: Sister City relationship established with An Sung, South Korea.
- 1987, Sept. 17: 200th Anniversary of the United States Constitution.
- 1987, Sept. 17: Dedication of Veterans Memorial at Woodlawn Cemetery.
- 1987, Sept. 17: Dedication of Constitution Plaza and Constitution Garden at Main and Spring Streets.
- 1987, Sept. 19: Planting and dedication of Constitutional Tree at Greeley Park by the Girl and Boy Scouts of Nashua.
- 1987, Oct. 27: Ground breaking for Secondary Sewerage Treatment Plant sewerage facility.
- 1987, Oct. 28: Dedication and official opening of the play lot at Roby Park.
- 1987, Oct. 29: Unveiling of painting by Nashua Artist James Aponovich in City Hall rotunda.
- 1988, July 7: Delegates from An Sun County, South Korea, Sister City to Nashua, visited Nashua.
- 1988, Sept. 18: Pennichuck Junior High School dedicated (208 Manchester Street).
- 1988, Oct. 26: Unveiling of 2nd painting by Nashua artist John Aponovich in the City Hall rotunda.
- 1988, Oct. 26: Volunteer Recycling Program started in the City of Nashua.
- 1988, Dec. 28: Relocation of the Central Bus Transfer Station to the area between City Hall and Garden Street.
- 1989, Jan. 15: Clocktower Place opened.
- 1989, January: Demolition of Spring Street Junior High School completed. Work begun on the new Superior Court on Spring Street location.
- 1989, June: Renovation of City Hall Annex, 2nd Floor, completed.

City of Nashua

- 1989, July 1: Korean War Veteran Memorial.
- 1989, July 30: Rededication of Fields Grove Park.
- 1990, April 22: 20th Anniversary Earth Day Celebration.
- 1990, June 12: Board of Aldermen authorized the sale of the Nashua District Court House to the State of New Hampshire.
- 1990, Nov. 27: Designated Martin Luther King Jr.'s Birthday as a Municipal Holiday to be observed on the third Monday in January each year.
- 1990, Dec. 1: The Nashua City Bus Contract was awarded to the Greater Nashua Transportation Services, Inc.
- 1991, Jan. 15: Wetlands Legislation approved by Nashua Voters in Special Referendum Election.
- 1991, June 12: Mt. Auburn Associates prepared a strategic plan for the future for the City of Nashua and the Greater Nashua Chamber of Commerce.
- 1991, November: City Vehicle Registration Office began issuing license plate decals for State of New Hampshire.
- 1992, Jan. 31: City Clerk's Office relocated to Elm Street side of City Hall.
- 1992, Feb. 18: New Ward Boundaries were established.
- 1992, May 13: Amherst Street School celebrated its 100th Anniversary.
- 1992, November: City of Nashua Received "1st Place" award for excellence in Annual Reports by the New Hampshire Municipal Association.
- 1993, Jan. 12: Created Hunt Memorial Building Restoration Fund.
- 1993, January: Regional Roundtable established.
- 1993: SARA Title III Regional Meeting and Conference with EPA.
- 1993, Nov. 2: Budget Control Charter Amendment and Approval of Salaries and Collective Bargaining Agreements of the Nashua School District approved by Nashua voters by Referendum Question.

Municipal Government Report

- 1994, April 26: Dedication of Libby Field (lower field at Lincoln Park) in recognition of Linda Libby.
- 1994, May 10: Dedication of Matt Dube Field (Baseball Field at St. Andrew's Playground) in recognition of his courage, hope and inspiration.
- 1994, June 1: Nashua Memorial Hospital changed its name to Southern New Hampshire Regional Medical Center.
- 1994, Aug. 15: 100th Anniversary Celebration - Amherst Street Fire Station.
- 1995, March: American Stage Festival leased Center for The Arts Building at 14 Court Street.
- 1996, June 14: Olympic Torch Celebration.
- 1997, April 8: Named two city entrances into Holman Stadium in recognition of the 50th Anniversary of the Nashua Dodgers Baseball Team's Celebrated Players Roy Campanella and Don Newcombe.
- 1997, June 11: NASHUA #1 CITY - Nashua named most livable city in America by Money Magazine for second time in ten years.
- 1998, Feb. 27: Professional Baseball Agreement - Nashua Pride Professional Baseball, LLC.
- 1998, May 26: Mayor established "MILLENNIUM CELEBRATION COMMITTEE."
- 1998, Dec. 8: Recall Election for the Office of Mayor.
- 1999, Jan. 12: Recall Run-off Election for the Office of Mayor.
- 1999, June 8: Adopted the 1999 Nashua Recreation Plan.
- 1999, Dec. 14: "David W. Deane Skate Park" named.
- 2000, May 19: Ground broken for Nashua High School North.
- 2000, June 14: "Nashua Heritage Rail Trail" named. Officially opened November 8, 2000.
- 2000, September: Nashua Pride professional baseball team brings home the Atlantic League Championship.
- 2001, March: Pennichuck Junior High School Roof Collapses
Walnut Street Oval named "Hellenic Circle."

City of Nashua

- 2001, May 19: Dedication of a bronze and iron statue depicting a French-American mother and child at Le Parc de Notre Renaissance Francaise off Water Street. Christopher R. Gowell, sculptor.
- 2001, Sept. 7: An estimated 2,800 fans attended opening night at Stellos Stadium. Motta Field's state-of-the-art synthetic turf receives great reviews, but Nashua's football team falls to Concord, 21 – 14.
- 2001, Sept. 11: Attack on the World Trade Center shocks city and nation.
- 2002: New Ward Boundaries established. NH Legislature unable to agree on new lines for House and Senate Districts. As a result, NH Supreme Court establishes new legislative districts. Court discovers that 2000 U.S. census tracts in New Hampshire did not properly follow all cities' ward lines and establishes at-large House Districts in many cities. Nashua further amends boundaries in Wards 4, 6, 7 and 8 at November 2002 election.
- 2002, August: Curtain falls on American Stage Festival, 14 Court Street, after 31 years of professional theater. The company moved from its Milford home, along the banks of the Souhegan, to Nashua in 1999.
- 2002, Sept. 3: First day of school at Nashua High School – North. The \$70 million school off Broad Street will house juniors and seniors for two years while the former high school, now named Nashua High School – South, is renovated.
- 2003: Nashua celebrates its 150th birthday as a city: 1853 – 2003.
- 2004: Nashua opens second public high school for grades 9 – 12.
- 2005: Mayor Bernard A. Streeter files suit to put a stop to Mayoral Recall Election, a process authorized under provisions in the 1913 city charter. Superior Court issues an injunction to prevent the special election and voids the recall provision, citing modern state laws governing municipal authority.
- 2005: Batesville Casket Company announces the closing of its Nashua operations, putting 200 people out of work. Teradyne Connection Systems cuts 200 workers in January and another 100 in December. Joseph Giuliano, Superintendent of Schools, announces plans to retire.
- 2006: Heavy rains over Mother's Day weekend created flooding that washed out roadways and bridges and flooded homes in Nashua and surrounding communities.

Municipal Government Report

State abolished the use of tollbooth tokens on New Year's Day 2006. The tokens, which depicted the Old Man of the Mountain on one side, were phased out following the introduction of E-Z pass detectors.

Democrats took control of both chambers in the State Legislature for the first time since 1874. Democrats were elected to Nashua's two State Senate seats and 24 of 28 seats in the State Legislature.

2007: In November, the City elected its 55th Mayor, Donnalee Lozeau, the first woman elected to occupy the Office of the Mayor.

Filing period for the Presidential Primary opens October 15, 2007, with the date of the Primary not yet determined. On November 21, 2007, with all other state primaries and caucuses now scheduled, Secretary of State William Gardner set January 8, 2008 as the date of the NH Presidential Primary.

2008: In July, the Public Utilities Commission ruled that the City could acquire Pennichuck Water Works for \$203 million, by eminent domain. Nashua voters initially voted "...to acquire all or a portion of the water works system currently serving the inhabitants of the City and others..." at a special election conducted January 14, 2003.

On December 11th, ice storms moved into NH which resulted in more than 400,000 customers across the state losing power. By December 19th, 95% of Nashua's homes and businesses had power restored. PSNH did not report outages in the City on the 22nd, though 2,000 homes in NH were still in the dark on Christmas Eve.

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

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

- 2011: Snow started falling during the afternoon of October 29th and by the time the storm was done, 10 inches had fallen in the City. A local meteorologist reported that formal records dating back 127 years showed that no more than one inch had ever fallen on the City in October in 127 years. Trees, branches, limbs, utility poles and power lines came tumbling down. At one point, 95 percent of the Public Service Company's customers in Nashua had no power. Schools, government offices, and businesses closed, and Trick-or-Treat was postponed.
- 2012: Hurricane Sandy blew through the Northeast in October, knocking out power and causing damage that led to NH being declared a disaster area.
- 2013: The City and the Chamber of Commerce each funded 50% of a project to re-brand the City of Nashua and co-managed the project from consultant selection, project coordination, through the selection of the creative elements. The Chamber of Commerce unveiled the Gate City's new logo and tagline on August 7, 2013. "Dare to Begin" was selected as the city's official tagline, a phrase intended to harken back to the pioneering spirit of the city's early inhabitants and the potential for new growth and development in the future.



A swatch of orange near the top represents the rising sun, and alludes to the opportunity for new beginnings. The two blue lines wrapped into an infinity symbol call to mind the two rivers that converge in Nashua, and also represent the idea that possibilities are limitless in the city. A patch of green in the bottom left represents the natural beauty of the state's trees and hills, and is also meant to convey the idea that high-tech businesses will provide a foundation for Nashua's economy in the future.

- 2014: The last week of January through all of February produced some of the greatest total snowfall and coldest temperatures on record in the Northeast. The incredible depths were a result of the cold air that was locked in across New England, not allowing any snow melt. Nashua's average winter temperature of 23.4 degrees was 2.9 degrees below normal, ranking the winter of 2013-14 in a tie as the 31st coldest winter since 1885. Seasonal snowfall for 2013-14 through February totaled 68.8 inches, which is 25.4 inches above normal.

BOARD OF ALDERMEN

2012 – 2013



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

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

MUNICIPAL GOVERNMENT

2012-2013

MAYOR

Honorable Donnalee Lozeau
Elected at the November 8, 2011
Municipal Election for a Four-Year Term

PRESIDENT OF THE BOARD OF ALDERMEN

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

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Lori Wilshire
*Elected by the Board of Aldermen for a
Two Year Term*

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire January 5, 2014:

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

Terms Expire January 3, 2016:

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

WARD ALDERMEN

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

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

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

Municipal Government Report

STANDING COMMITTEES: 2012 – 2013

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

SPECIAL LIAISON COMMITTEE MEMBERSHIP

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

City of Nashua

**2012 – 2013
BOARD OF EDUCATION**

ELIZABETH VAN TWUYVER	9 PINE HILL AVE.	03064	883-5723
STEVEN G. HAAS	18 WATERSEdge DRIVE	03063	889-1326
ROBERT G. HALLOWELL	6 CHAUCER ROAD	03062	888-6488
KIMBERLY SMITH MUISE	839 WEST HOLLIS STREET	03062	886-4930
DAVID MUROTAKE	17 PORTCHESTER DRIVE	03062	889-4568
WILLIAM MOSHER	353 MAIN DUNSTABLE RD	03062	889-5526
DENNIS G. RYDER	17 CHARLES STREET	03064	881-8422
THOMAS L. VAUGHAN	6 KEVIN ROAD	03062	888-0984
SANDRA ZIEHM	147 CHESTNUT STREET	03060	883-2882

BOARD OF PUBLIC WORKS

KEVIN S. MORIARTY	22 RAYMOND STREET	03064	595-2834
DANIEL L. GAGNON	46 INDIAN ROCK ROAD	03063	881-8632
TIMOTHY LAVOIE	1 BLACKFOOT DRIVE	03063	595-2050
TRACY PAPPAS	12 SWART TERRACE	03064	882-3192

FIRE COMMISSION

KEVIN GAGE	29 CABOT DRIVE	03064	880-0644
PAUL A. GARANT	163 HARRIS ROAD	03062	897-0812
RALPH V. KELLOWAY JR	11 STANFORD ROAD	03064	889-9216
DAVID LAVOIE	133 AMHERST STREET	03064	881-9398
MICHAEL P. SOUCY	3 ROSEANN CIRCLE	03062	765-7973

**CITY ELECTION OFFICIALS
2012 – 2013**

MODERATORS

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

WARD CLERKS

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

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

WARD 1	DEIDRE REYNOLDS¹			
	ELAINE DORGAN	1 BIRCH HILL DRIVE	03063	883-0310
	JOHN GILL	4 BIBLE WAY	03063	889-0182
WARD 2	TERESA MOLER	88 CANNONGATE RD	03064	883-9114
	PRISCILLA SLATUNAS	15 BURNSIDE STREET	03064	883-5873
	MARGARET WOITKOWSKI	17 LEE STREET	03064	889-2492
WARD 3		73 WALDEN POND DRIVE	03064	882-6796
	MARTHA P. BARRETT			
	SHEILA MCLAUGHLIN	71 WALDEN POND DRIVE	03064	880-8386
	ROSALYN PRICE	52 WALDEN POND DRIVE	03064	595-8228
WARD 4	G. ANITA PERREAULT	1 TROY STREET	03060	883-8306
	STACIE LAUGHTON	243 MAIN STREET, #33	03060	275-0472
	LISA LAUGHTON	243 MAIN STREET, #33	03060	275-8700
WARD 5	NELSON S. ALLAN	107 SHORE DRIVE	03062	595-2757
	CECILE BOUCHER	11 GENDRON STREET	03062	889-4596
	VICKI MEAGHER	62 HEATHER COURT	03062	598-0149
WARD 6	JAMES GATELY	165 PINE STREET	03060	886-7348
	TIMOTHY J. LOCKHART	14 VERONA STREET	03060	886-7257
	RON DOUCETTE	165 PINE STREET, #311	03060	886-3471
WARD 7	ADAM GOODSSELL	18 HARBOR AVE., #409	03060	438-6284
	LINDA TWOMBLY	120 EAST HOBART ST.	03060	888-4466
	ANNE M. SIROIS	57 NEWBURY STREET	03060	882-9505
WARD 8	MARY ELLEN REED	55 KENT LANE, H-215	03062	888-7005
	WILLIAM REED	55 KENT LANE, H-215	03062	888-7005
	MICHAEL WARHOLA	40 SPINDLEWICK DRIVE	03062	888-5662
WARD 9	RITA A. HERLIHY	26 NEW SEARLES ROAD	03062	888-1446
	PATRICIA MOREAU	5 GAGNON CIRCLE	03062	882-6393
	KAY POTFORA	102 CONANT ROAD	03062	888-0653

¹ Resigned September 20, 2012.

CITY GOVERNMENT

2014 – 2015



First row, left to right (seated): Ward One Alderman Sean M. McGuinness; Ward Two Alderman Richard A. Dowd; Ward Three Alderman David Schoneman; Ward Four Alderwoman Pamela T. Brown; Ward Five Alderman Michael Soucy; Ward Six Alderman Paul M. Chasse, Jr.; Ward Seven Alderman June M. Caron; Ward Eight Alderwoman Mary Ann Melizzi-Golja; Ward Nine Alderman Ken Siegel.

Second row, left to right (standing): Corporation Counsel Stephen Bennett; Treasurer/Tax Collector David Fredette; Alderman-at-Large Daniel T. Moriarty; Alderman-at-Large Diane Sheehan; Alderman-at-Large Brian S. McCarthy, Vice President of the Board of Aldermen; Mayor Donnalee Lozeau; Alderman-at-Large David W. Deane, President of the Board of Aldermen; Alderman-at-Large Jim Donchess; Alderman-at-Large Lori Wilshire; City Clerk Paul R. Bergeron.

MUNICIPAL GOVERNMENT

2014-2015

MAYOR

Honorable Donnalee Lozeau
Elected at the November 8, 2011
Municipal Election for a Four-Year Term

PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large David W. Deane
*Elected by the Board of Aldermen for a
Two Year Term*

VICE PRESIDENT OF THE BOARD OF ALDERMEN

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

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire January 10, 2016:

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

Terms Expire January 7, 2018

David W. Deane	56 Manchester Street
Daniel T. Moriarty	10 Barrington Ave., Unit 206
Diane Sheehan	20 Lock Street

WARD ALDERMEN

Ward 1	Sean M. McGuinness	30 Shelburne Road
Ward 2	Richard A. Dowd	8 Ascot Park
Ward 3	David Schoneman	10 Webster Street
Ward 4	Pamela T. Brown	2 Clocktower Place, #434
Ward 5	Michael Soucy	3 Roseann Circle
Ward 6	Paul M. Chasse, Jr.	26 Balcom Street
Ward 7	June M. Caron	24 Montgomery Ave.
Ward 8	Mary Ann Melizzi-Golja	2 Amble Road
Ward 9	Ken Siegel	3 Lamb Road

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

OFFICE OF THE BOARD OF ALDERMEN: Susan Lovering, Legislative Manager
Patricia Gedziun, Transcription Specialist

Municipal Government Report

STANDING COMMITTEES: 2014 – 2015

Budget Review Committee	Deane (C), Wilshire (VC), Dowd, Brown, Siegel, Schoneman, Soucy
Finance Committee	Moriarty (VC), Deane, Siegel, Chasse, Donchess, Brown
Human Affairs	Wilshire (C), Melizzi-Golja (VC), Brown, Caron, McGuinness
Infrastructure	Donchess (C), Dowd (VC), McGuinness, Schoneman
Planning & Economic Development	Moriarty (C), Melizzi-Golja (VC), McCarthy, McGuinness
Personnel/Administrative Affairs	Chasse (CH), Caron (VC), McGuinness, Siegel, Soucy
Joint Special School Bldg	Dowd (C), McCarthy, Melizzi-Golja, Soucy, Schoneman

SPECIAL LIAISON COMMITTEE MEMBERSHIP

Board of Education	Dowd, Brown (Alt)
Board of Fire Commissioners	Soucy, Wilshire (Alt)
Board of Health	Wilshire, Caron (Alt)
Board of Police Commissioners	Wilshire, Soucy (Alt)
Board of Public Works	Siegel, Dowd (Alt)
BPW Pension	Deane, McGuinness (Alt)
Broad Street Parkway	Schoneman
Business & Industrial Development Authority	McCarthy, McGuinness (Alt)
Cable TV Advisory Board	Moriarty, Wilshire (Alt)
Capital Equipment Reserve Fund	President
Capital Improvements Committee (CIC)	Moriarty, McCarthy (Alt)
Conservation Commission	Soucy, Siegel (Alt)
Continuum of Care	Brown, Caron (Alt)
Conway Ice Rink Commission	Chasse, Donchess (Alt)
Downtown Improvements Advisory Committee	McCarthy, Chasse (Alt)
Ethnic Awareness Committee	Melizzi-Golja
Greeley Park Bandshell Project	Schoneman, Deane (Alt)
Historic District Commission	Schoneman
Housing Authority	Wilshire, Caron (Alt)
Hunt Building Board of Trustees	Melizzi-Golja, Deane (Alt)
Library Board of Trustees	President
Merrimack Valley Water District	Wilshire, Deane (Alt)
Nashua Arts Commission	Donchess, Siegel (Alt)
Nashua Association for the Elderly Board of Directors	Caron
Nashua City Planning Board	McGuinness, Brown (Alt)
Nashua Regional Planning Comm	Donchess, Moriarty, Melizzi-Golja (Alt)
Pennichuck Special Water Committee	Moriarty (C), Deane (VC), McGuinness, Melizzi-Golja, Wilshire
Review & Comment Commission	Caron, Brown (Alt)
Strategic Planning Committee	Moriarty (C), Donchess, Deane
Transit Advisory Committee	Brown (Alt)

City of Nashua

**2014 – 2015
BOARD OF EDUCATION**

ELIZABETH VAN TWUYVER	9 PINE HILL AVE.	03064	883-5723
STEVEN G. HAAS	18 WATERSEDGE DRIVE	03063	889-1326
ROBERT G. HALLOWELL	6 CHAUCER ROAD	03062	888-6488
KIMBERLY SMITH MUISE	839 WEST HOLLIS STREET	03062	886-4930
DAVID MUROTAKE	17 PORTCHESTER DRIVE	03062	889-4568
WILLIAM MOSHER	353 MAIN DUNSTABLE RD	03062	889-5526
DOTTY ODEN	16 CATHEDRAL CIRCLE	03063	880-8772
GEORGE FARRINGTON	24 LUTHERAN CIRCLE	03063	889-2779
SANDRA ZIEHM	128 LINTON STREET	03060	883-2882

BOARD OF PUBLIC WORKS

KEVIN S. MORIARTY	22 RAYMOND STREET	03064	595-2834
PAUL G. BERGERON	28 BRIAND DRIVE	03063	881-9721
TIMOTHY LAVOIE	1 BLACKFOOT DRIVE	03063	595-2050
TRACY PAPPAS	12 SWART TERRACE	03064	882-3192

FIRE COMMISSION

KEVIN GAGE	29 CABOT DRIVE	03064	880-0644
PAUL A. GARANT	163 HARRIS ROAD	03062	897-0812
RALPH V. KELLOWAY JR	11 STANFORD ROAD	03064	889-9216
DAVID LAVOIE	133 AMHERST STREET	03064	881-9398
KEN MARQUIS	48 SUMMER STREET	03064	689-5713

**CITY ELECTION OFFICIALS
2014 – 2015**

MODERATORS

WARD 1	PATRICIA A. CHADWICK	43 INDIAN ROCK ROAD	03063	880-8759
WARD 2	MICHAEL J. RYAN	36 BISCAYNE PARKWAY	03064	595-0690
WARD 3	ARTHUR L. BARRETT, JR.	73 WALDEN POND DRIVE	03064	882-6796
WARD 4	JAMES BARNETT	2 BEECH STREET	03060	889-7396
WARD 5	ALBERTINA CLARK	7 WESTBORN DRIVE	03062	880-0467
WARD 6	R. JAY CORBIN	7 STEVENS STREET	03060	880-9287
WARD 7	TIMOTHY TWOMBLY	120 EAST HOBART STREET	03060	888-4466
WARD 8	JOHN LISLE	68 BLUESTONE DRIVE	03062	888-3333
WARD 9	DONALD DILLABY	27 PALISADE DRIVE	03062	888-2766

WARD CLERKS

WARD 1	MARY K. POSTON	14 BIBLE WAY	03063	886-0067
WARD 2	MAUREEN LUND	7 SHERMAN STREET	03064	882-4315
WARD 3	DIANE J. GRIFFITH	19 STARK STREET	03064	595-7445
WARD 4	VACANT²			
WARD 5	HELEN DUMONT	9 COLONIAL AVENUE	03062	882-8442
WARD 6	CAROL LAPIN	22 BOOTH STREET	03060	883-3978
WARD 7	VALERIE A. DENAULT	48 BURKE STREET	03060	882-6523
WARD 8	DEREK THIBEAULT	9 EMERSON ROAD	03062	888-2561
WARD 9	ANN A. CORBETT	168 SEARLES ROAD	03062	888-6088

² Vacancy occurred in April 2015. Daniel Gleneck, formerly of 34 Tampa Street, moved out of the voting district.

**CITY ELECTION OFFICIALS
2014-2015
WARD SELECTMEN**

WARD 1	ELAINE DORGAN	1 BIRCH HILL DRIVE	03063	883-0310
	JOHN GILL	4 BIBLE WAY	03063	889-0182
	SUZANNE MARIE RAK	50 PARRISH HILL DRIVE	03063	438-9025
WARD 2	TERESA MOLER	88 CANNONGATE RD	03064	883-9114
	ROSINE PAGE	28 CHARLOTTE AVENUE	03064	889-2547
	AL R. DEJADON	28 THORNTON ROAD	03063	595-4268
WARD 3	MARTHA P. BARRETT	73 WALDEN POND DRIVE	03064	882-6796
	SHEILA MCLAUGHLIN	71 WALDEN POND DRIVE	03064	880-8386
	PAULA E. SMITH	12 GETTYSBURG DRIVE	03064	882-9091
WARD 4	G. ANITA PERREAULT	1 TROY STREET	03060	883-8306
	MARAGARET GLENECK	34 TAMPA STREET	03064	882-9727
	JAMES DUFOE	6 HUGHEY STREET	03064	882-5618
WARD 5	ELAINE MARSHALL	23 GENDRON STREET	03062	883-5635
	KATHERINE GATES	32 HYACINTH DRIVE	03062	888-6165
	FRANK CLARK	7 WESTBORN DRIVE	03062	880-0467
WARD 6	RONALD J. DOUCETTE	165 PINE STREET, #311	03060	886-3471
	TIMOTHY J. LOCKHART	14 VERONA STREET	03060	886-7257
	IRENE D. WHITMORE	7 PINE GROVE AVENUE	03060	880-1391
WARD 7	ANNE M. SIROIS	57 NEWBURY STREET	03060	882-9505
	LINDA TWOMBLY	120 EAST HOBART ST.	03060	888-4466
	ROBERT VALADE	65 UNDERHILL STREET	03060	
WARD 8	WILFRED CAOUCETTE	11 STRAWBERRY BANK ROAD, #19	03062	921-1978
	MARY ELLEN REED	55 KENT LANE, H-215	03062	888-7005
	WILLIAM REED	55 KENT LANE, H-215	03062	888-7005
WARD 9	RITA A. HERLIHY	26 NEW SEARLES ROAD	03062	888-1446
	PATRICIA MOREAU	5 GAGNON CIRCLE	03062	882-6393
	KAY POTFORA	102 CONANT ROAD	03062	888-0653

THE COMMON COUNCIL AND BOARD OF ALDERMEN

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

PRESIDENTS, BOARD OF COMMON COUNCIL

1853	Aaron F. Stevens	1880	Charles W. Stevens
1854	Edward Spalding	1881	Guy W. Latham
1855	David A.G. Warner	1882	Isaac C. Johnson
1856	Samuel C. Crombie	1883	Isaac C. Johnson
1857	Ivory Harmon	1884	Charles E. Cummings
1858	George L. White	1885	Charles R. McQuesten
1859	Josiah M. Fletcher	1886	Fred C. Anderson
1860	Josiah M. Fletcher	1887	Charles T. Lund
1861	Jonathan Parkhurst	1888	Albert H. Bailey
1862	Jacob D. March	1889	Henry P. Whitney ²
1863	Theodore H. Wood	1890	Frank P. Rideout
1864	Henry Holt	1891	Fletcher W. Burnham
1865	John G. Kimball	1892	Lester F. Thurber
1866	John G. Kimball	1893	Frank L. Kimball
1867	Charles D. Copp	1894	William D. Swart
1868	William B. Buell	1895 – 1896	William D. Swart
1869	Benjamin Fletcher Jr.	1897 – 1898	Edward H. Wason
1870	Eugene F. Whitney	1899 – 1900	Charles O. Murray
1871	Edwin W. Johnson	1901 – 1902	Warren H. Prichard
1872	Thomas H. Pinkham	1903 – 1904	Warren H. Prichard
1873	Loring Farnsworth	1905 – 1906	Moses L. Truel
1874	Timothy B. Crowley	1907 – 1908	James H. Connor
1875	Edgar B. Burke	1909 – 1910	Harry A. Gregg
1876	James H. Dunlap	1911 – 1912	John F. Shea
1877	Alfred Chase	1913	Frederick A. Collins ³
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton ⁴
1879	James A. Merrill		

² elected on 33rd ballot

³ resigned November 4, 1913

⁴ elected November 4, 1913

City of Nashua

PRESIDENTS, BOARD OF ALDERMEN			
1920 - 1921	Fred E. Taggart		1968 - 1971 Maurie L. Arel
1922 - 1925	Edwin Morey		1972 - 1975 Donald L. Ethier
1926 - 1927	Wilbert Blanchard		1976 - 1977 Alice L. Dube
1928 - 1929	Henry A. Lagasse		1978 - 1979 Donald L. Ethier
1930 - 1931	Walter E. Grant		1980 - 1981 Donald C. Davidson
1932 - 1933	Charles H. Parker		1982 - 1985 Thomas B. Kelley
1934 - 1935	Walter E. Grant		1986 - 1987 Carl Andrade
1936 - 1937	Joseph A. Theriault		1988 - 1991 Thomas B. Kelley
1938 - 1939	Eugene H. Lemay*		1992 - 1993 Philip J. Grandmaison
1939	Joseph E. Houde**		1994 - 1995 Joyce L. Arel
1940 - 1941	Edward R. Benoit		1996 - 1997 Claire McGrath
1942 - 1943	Walter B. Mason		1998 - 1999 David G. Fredette
1944 - 1945	Edward R. Benoit		2000 - 2001 Katherine E. Hersh*
1946 - 1947	Lester H. Burnham		2001 Steven A. Bolton**
1948 - 1949	Henry J. Ouellette		2002 - 2003 David Rootovich
1950 - 1953	Conrad H. Bellavance		2004 - 2005 Brian S. McCarthy
1954 - 1955	Michael J. Dell Isola		2006 - 2007 David Rootovich
1958 - 1959	Wilfred Pelletier		2008 - 2009 Steven A. Bolton
1960 - 1961	Thomas J. Leonard, Jr.		2010 - 2013 Brian S. McCarthy
1962 - 1963	Henry J. Fortin		2014 - David W. Deane
1964 - 1967	Francis LaFlamme		
*elected Mayor February 14, 1939		*resigned August 14, 2001	
**elected February 14, 1939		**elected August 14, 2001	

Municipal Government Report

Nashua's First City Hall



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

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

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

INFORMATIONAL STATISTICS

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

City of Nashua

MAYORS OF NASHUA

1. Joseph Baldwin	1853-1854	28. Joseph Howard	1895 -1896
2. Freeman S. Rogers	1855-1856	19. Jason E. Tolles	1897 -1900
3. Thomas Gillis	1857	30. Milton A. Taylor	1901 -1902
4. Albin Beard	1858-1859	31. Jeremiah J. Doyle	1903 -1904
5. Aaron W. Sawyer	1860	32. Andros B. Jones	1905 -1906
6. George Bowers	1861	33. Albert Shedd	1907 -1910
7. Hiram T. Morrill	1862-1863	34. William H. Barry	1911 -1914
8. Edward Spalding	1864	35. James B. Crowley	1915 -1919
9. Virgil C. Gilman	1865	36. Henri A. Burke	1920 -1923
10. Gilman Scripture	1866-1867	37. Eaton D. Sargent	1924 -1927
11. George Bowers	1868	38. William F. Sullivan	1928-1933
12. Jotham D. Otterson	1869-1870	39. Alvin A. Lucier	1934-1937
13. Dana Sargent	1871	40. Frank A. McMaster	1938-1939
14. Seth D. Chandler	1872	41. Eugene A. Lemay	1939-1945
15. Frank A. McKean	1873 -1874	42. Oswald S. Maynard	1946-1949
16. George H. Whitney	1875	43. Hugh Gregg	1950
17. Charles Williams	1876 -1877	44. Claude E. Nichols	1951
18. William H. Cook	1878	45. Lester H. Burnham	1952 -1957
19. Charles Holman	1879 -1880	46. Mario J. Vagge	1958 -1965
20. Benjamin Fletcher, Jr.	1881 -1882	47. Dennis Sullivan	1966 -1977
21. Alfred Norton	1883 -1884	48. Donald C. Davidson	1977
22. John A. Spalding	1885	49. Maurice L. Arel	1977 -1984
23. James H. Tolles	1886 -1888	50. Thomas J. Leonard	1984
24. Charles H. Burke	1889 -1890	51. James W. Donchess	1984 -1991
25. William H. Beasom	1891 -1892	52. Rob Wagner	1992 -1995
26. Williams Hall	1893	53. Donald C. Davidson	1996 -1999
27. Thomas Sands	1894	54. Bernard A. Streeter	2000 -2007
		55. Donnalee Lozeau	2008 –

**MAYOR'S ANNUAL STATE
OF THE CITY ADDRESS
FEBRUARY 2014**



Nashua is a community of engaged and enterprising citizens and businesses

Thank you, Mr. President and good evening, to you and members of the Board of Aldermen, it is always an honor and pleasure to come to you at this time to review, update and preview the state of our city.

As I begin my 7th year serving as mayor of Nashua I can say that we as a community continue to prosper, work within a balanced budget, and fund plans for future improvements all without cutting services and keeping our taxes reasonable.

Nashua is a community of great partnerships, entrepreneurships, and citizenship. Partnerships contained locally and those that expand nationally; entrepreneurships of small locally owned, operated and supplied and those thriving in the global economy; and citizenship that has not only an impact on the local community, but reaches out globally to make Nashua a welcoming community.

There has been a lot of discussion of late about our partnership with the Greater Nashua Chamber of Commerce that launched an aggressive branding campaign in 2013 with *Dare to Begin*. While that slogan may mean something slightly different to each of us, I am confident that the theme which is being utilized throughout our community will support ongoing development, invite new growth within our community, influence and support local initiatives and encourage people to follow their dreams. I believe we all are committed to supporting a climate for families to thrive, children to learn, businesses to succeed and visitors to enjoy.

We must work together to be our city's greatest cheerleaders. We have an obligation to maintain Nashua as the attractive growth center for New England it has become. Our new branding platform supports an opportunity to share with the rest of the world, the unique assets and opportunities Nashua has to offer.

"Unique" is key in some circumstances. Last month I was pleased to join the celebration for the grand opening of Surf's Up New Hampshire. SkyVenture has installed the nation's largest standing wave stream machine; challenging guests with its 32 foot Surfstream that can produce a 5 foot wave. Our newly named Adventure Way is

quickly becoming a thrill seeker's paradise where you can enjoy indoor skydiving and surfing all in one facility. This adventure is not the standard in every community. SkyVenture is attracting visitors to Nashua from far and wide providing us another opportunity to showcase our city as a family and business friendly community to those adventure seekers.

Another business that sees the value in growing in Nashua is Linear Retail. They recently broke new ground in Nashua on Daniel Webster Highway and construction is underway for an almost 12,000 square foot retail plaza. With 2 tenants already secured they are anticipating a grand opening later this year. Linear has recently acquired its 6th Nashua property investing in Nashua while bringing new construction, jobs and consumers to our city; giving us opportunity to showcase Nashua as the family and business friendly shopper's destination that it is.

Geophysical Survey Systems has recently purchased 40 Simon Street and will begin their move from Salem, New Hampshire later this year. GSSI is the world's leading manufacturer of ground penetrating radar equipment. With cutting edge products designed to address a wide range of challenging applications, GSSI adds to Nashua's roster of innovative high tech firms bringing with them highly qualified workers and giving us opportunity to showcase Nashua as a family and business friendly technology hub that it is.

We will soon welcome Thomas More College of the Arts to Nashua's historic north end. They have recently purchased the Frank Anderson House on Concord Street, formerly home to Mount Saint Mary Seminary. Their enrollment has doubled since 2009 and plans to utilize the landmark for administrative offices and possibly home for a graduate program and future dormitory during this period of growth. Expanding their campus from Merrimack to Nashua is a wonderful use of one of our lovely historic properties on Concord Street. Thomas More College of the Arts will give an exciting boost to our already successful pool of resources for higher education.

Several areas along Amherst Street have seen transformation as well from the opening of a modern new Market Basket to the construction that is underway for LA Fitness and Whole Foods. Waveguide is in the process of retrofitting the former US Postal facility into its new headquarters and its sister company, New Hampshire Optical Systems. These two companies are leaders in the field of large scale fiber optic infrastructure installation and have been chosen by the State of New Hampshire to build out the fiber optic, often referred to as the "middle mile" backbone for the state.

None of these businesses I have mentioned had an idea one day and implemented it the next. They each had to take on the hard work and task of planning, acquiring, planning again, developing, and planning some more; overcoming potential challenges all along the way. They are forward thinkers and strategists; setting goals and making adjustments as needed to reach those goals. That is what we as a community must emulate.

We should do this not only to support those that have put their trust in us as a good place to do business and to attract even more business, but to inspire our children who call Nashua home, to stay and make Nashua the place their children will call home.

To that end we have been working on completing projects that have gone through the same scrutiny and planning process that business owners have gone through.

Nashua is fortunate to have such wonderful water resources. Both the Nashua and Merrimack Rivers, along with the historic manmade canals and many ponds and streams bring unique character to our area. From protecting our waterways to celebrating them and opening them to the public, this is certainly a place where we can accomplish great things.

One of the most remarkable accomplishments we have had this year is the result of another public private partnership.

The completion of the Jackson Mills Dam Crest Gate project provides an immeasurable sense of security by minimizing the effect that flood events will have on Downtown Nashua properties upstream of the dam, without increasing the impact on properties below the dam.

Dozens of properties have benefitted from this project removing them from the flood zone. Before our eyes, we saw the Jackson Mills Dam rebuilt with a new adjustable crest gate. This allows the city the capability to lower the gate when flood conditions are present. During construction of the dam, the Nashua River was lowered, giving us a once-in-a-generation opportunity to clean up the riverbanks. Amazingly over 200 shopping carts, 80 bicycles, 4 boilers and tons of trash and debris were removed!

That success is part of a larger project pertaining to Nashua's riverfronts and the long-term strategic planning efforts to open up the riverfront to the public. This spring, the Stabile Companies will begin leasing spectacular new apartments overlooking the Nashua River as part of the Cotton Mill Square project. The ambitious historic rehabilitation of the 19th century cotton storage building into 109 units of mixed income housing is a perfect example of collaboration between the developer, the city, the State of New Hampshire and the federal government. Cotton Mill Square will add to the vitality of Downtown Nashua and open up access to the Nashua River for both our residents and visitors to enjoy.

In the spring of 2013, we completed the expansion of the Nashua Riverwalk on the north side between the Jackson Falls Condominiums and the parking lot near Margarita's Restaurant, creating a beautiful link for both residents of the French Hill neighborhood and employees of BAE to conveniently walk to Downtown. In the fall, a canoe launch was completed east of the Greeley House. A portion of the western loop of the Riverwalk is scheduled for completion this spring allowing for a 10 foot wide paved pedestrian path from the Main Street Bridge to the Cotton Mill Square development. We anticipate the Riverwalk and the stairway to the Cotton Transfer

Bridge will be completed by the end of June or early this summer. This will finalize a continuous looped trail from the Main Street Bridge, west...crossing the bridge then back east along Clocktower Place and through Le Parc de Notre Renaissance Francaise off Water Street to the Main Street Bridge.

The Waterways Committee was established in August of last year. They have been meeting twice a month in an effort to learn as much as possible of the challenges and opportunities our waterways present. They are confident that before summer they will have a report with findings and recommendations for moving forward to continue to accomplish great things for our waterways. I want to thank those individuals that have taken on this task. Again, we have a wonderful community of citizens willing to step up and make a difference.

The Broad Street Parkway..... After decades of planning, acquiring, planning again, developing, acquiring, and planning some more we are close to realizing the fruit of our efforts with the completion of the Broad Street Parkway within our sights. The completion of the Parkway will have a positive result by reducing Main Street thoroughfare traffic and increase downtown destination accessibility. It also will provide a long awaited and necessary crossing over the Nashua River, AND the opportunity for new development at both the Mohawk Tannery site and the Millyard.

I want to thank the Economic Development Director, Tom Galligani, for his efforts in working not only with the Chamber on the branding initiative, but for being responsive and assisting those interested in planting roots and growing in Nashua.

I would be remiss if I didn't touch on the traffic light project that is underway. Although we have experienced some difficulties during the 2.3 million dollar signal control upgrade, the positive result is that 73 intersections will be coordinated and we will have the ability to monitor and make adjustments based on changes in traffic patterns. Smoother traffic flow means lower emissions. We will have safer and more efficient intersections and be environmentally friendly!

While I am highlighting roadways and transportation, let me share with you that in October, the Nashua Transit System received a perfect "report card" so to speak from the Federal Transit Administration. We were notified by the US Dept. of Transportation Federal Transit Authority that the City of Nashua Transit System received no deficiencies in the 18 areas reviewed in their Triennial Review final report.

This is a great accomplishment with high merit as Nashua was one of only two cities in New England to achieve this distinction. Thanks go out to Mark Sousa, our Transportation Manager, and his staff for a job well done.

Since 2009, multiple discussions with the downtown community, many planning sessions, challenges, and revisions, we continue on the renovation of our downtown sidewalks to provide for safer pedestrian traffic. While another community a short 35 miles north of here is struggling to get contractors to even reply to an RFP to revise their Main Street, our Director of Public Works Lisa Fauteux is overseeing a major project

which includes rebuilding our infrastructure, installing new LED street lights, replacing our trees and introducing new green space. I am so proud of our Public Works Department and the skills and pride that they are bringing to the job every day. This year we will continue investing in our downtown infrastructure.

Downtown is the heart of Nashua. As you may know, for several years it has been one of my greatest objectives to see a return of a police presence in our downtown. I would like to thank Chief Seusing for his efforts in making the necessary staffing adjustments to help us reach that goal.

Through open communication between myself, the Chief of Police, Great American Downtown and the Downtown Improvement Committee, I am thrilled to report that a plan has been developed to have a few of “Nashua’s finest” become a regular sight downtown with a permanent police presence on both 1st and 2nd shift. This will provide an opportunity for the police to get to know our merchants and those who frequent downtown. The office space in the two parking garages will be opened for their use as needed. I want to again thank the Chief for working with me and the downtown merchants and thank the community for their patience as we found a way to make this a reality.

We have recently realized success from the first project leveraged with the Downtown Facade Improvement Program coordinated by the Economic Development Office. Due to a wonderful collaboration, last month we welcomed the new owners of Fay’s Fine Cabinetry, Laurie and Dave Grebowski, and their new storefront to Main Street.

Another important piece to improving the downtown is the next step in the one-way street study, which will include an informational meeting to be scheduled before the end of spring. While we had hoped to do this sooner, it has been a challenge without Kathy Hersh our former Community Development Director. Speaking of which, finding a new Director has been very difficult. Kathy certainly left big shoes to fill and I would like to take this opportunity to thank her for her countless years of service to our city. As many of you have come to know my approach in hiring is to take the time to find the best possible fit for our city. We have been conducting interviews of some excellent candidates, and I am hopeful to have a finalist for your consideration before the end of March.

Few of the previously mentioned projects would have been possible without the diligence of our Chief Financial Officer John Griffin and Treasurer David Fredette. They have been hard at work ensuring we continue to manage our finances wisely and aggressively.

During Fiscal Year 13 the city’s involvement in the bond market resulted in the city selling 21 million dollars in bonds at an interest rate of 2.43%, the lowest we have seen in over 40 years. The largest portion of the bond sale was for the City’s ongoing Combined Sewer Overflow project, which is funding 13 million dollars towards the

storage tanks and dewatering system. Another 8 million dollars is to fund several city building projects including the Broad St. Parkway.

In addition to obtaining the best financing on new loans, the city was able to refinance 13 loans through the State Department of Environmental Services. New Hampshire was the first state in New England to offer this option and Nashua was the first community in New Hampshire to accomplish it.

The New Hampshire team was very cooperative and did a great job for us. Nashua was able to save 2.2 million dollars over a 17 year period. The majority of the savings, 1.9 million dollars, will be realized in FY 15 through FY 21. The refinancing of loans in FY 13 and the refunding of bonds in FY 12 has allowed the city to save nearly 4.5 million dollars in real cost to the city and the taxpayers.

We owe a "debt" of gratitude to our Treasurer, David Fredette, for his diligence and competency in making this a reality.

When rating agency reports talk about our strong financial management and manageable debt burden these decisions are some of the reasons for that. When they mention our diverse and expanding economic base, above-average socio-economic factors those are direct results of projects some of which I am speaking to tonight and an environment that encourages our business community.

Nashua has successfully made its way into the 21st Century. The city recently completed a full year of accepting credit card payments for various departments throughout the city. It has become a popular payment option for many. The city plans to implement additional options for customers, including automatic payment services and e-billing for various departments.

Budget challenges continue, yet each year we face them head on. The largest portion of the city's expenses goes to salaries with the next largest sum going to benefits. As personnel costs represent the largest portion of our expenses I want to update you on our anticipated costs going forward.

Every two years we face the uncertainty of the NH Retirement System's decision relative to an increase in the employer share of pension costs. This year that was 3.7 million dollars. We cannot prepare this year's budget without an eye toward the increase we will likely face the following year in FY2016. It is always best to look two years ahead at a minimum when preparing the budget.

We have realized savings with the changes and approach we have taken in managing our employee health care programs. The partnership between the city and our employees to share costs and add more consumer driven incentives to our health care plans has allowed us to significantly mitigate the rising expense of healthcare costs to everyone's benefit.

Municipal Government Report

This year health care premium rates increased by only 3% and our plans call for no increase to premiums in Fiscal Year 15! This is very good news considering the increases in health care costs reported locally and across the country. The next health care items that require on-going analysis are the costs from changes on the federal level. We will do our best to finalize a strategic plan to get ahead of the decisions to minimize impact.

Our efforts in this area have paid dividends again as our rating agencies cite the city's management of recent revenue declines and rising employee costs; through moderate annual tax levy increases, prudent cost-cutting measures and our achievement of successful negotiations with several of its bargaining units.

The city continues to negotiate those labor agreements which have expired or will expire this year, and already include the health care changes as mentioned. The city has reached agreement with 5 unions, including Teachers and Fire, two of our largest unions.

All new collective bargaining agreements retain the health care concessions by employees which doubled their insurance premium contributions and made employees responsible for higher co-pays and deductibles when accessing services. As a result of these employee concessions during the last contract agreements, there has been a substantial reduction of the impact to the city budget caused by increased health care costs. These new contracts do contain modest wage increases for employees that are fair to both the employees and to the city's taxpayers.

The City also has two school district contracts pending before the Board of Aldermen. Again, these contracts have retained the health care concessions shifting additional costs of these benefits to the employees. The City continues to negotiate with several other unions whose contracts have recently expired or will expire in June of this year.

Last year at this time I detailed for you the cost of non-negotiated bargaining agreements with our five Police unions. The good news is two of the five have been successfully implemented.

Unfortunately to date three remain expired since June of 2011. These three unions represent Supervisors, Patrolmen and Communications workers. These employees have not increased their health care premium contributions nor paid the increased co-pays and deductibles which all other city employees have paid since October 1, 2011. This cost has resulted in a loss to the city amounting to 684 thousand dollars.

Last year during my State of the City address, I requested that the Nashua Police Commission and these unions work together to reach agreement on new contracts containing the same health care and wage provisions other city employees, including some of their fellow employees at the police department, have accepted.

I am again asking the Police Commission and the employees represented to continue to work diligently to reach agreement on contracts that reflect the same concessions and terms on health care benefits made by the remainder of their fellow city employees.

Although a proposal for the Supervisors Union was approved by the union, Police Commission, and was initially approved by the Board of Aldermen; my line item veto of their proposal to mitigate their contributions for retroactive health insurance costs by using accrued sick time as cash was sustained by the same Board of Aldermen. I appreciate that the supervisors have demonstrated their willingness to pay the health care costs retroactively and remain optimistic that we will be successful in resolving that contract. As always, if we can offer assistance, we can be counted on to do so.

I would like to take this opportunity to again thank those employees who joined with the city to reduce costs by making those concessions. My thanks also go out to the employer boards who have worked with me to find common ground.

We have the most skilled and trained workforce across all departments and I am proud of the work they do. The successes we realize would not be possible without the men and women that make up our staff. A special thank you too my office colleagues for their work ethic and endless energy in providing the services our citizens deserve; as they are certainly on the front lines.

Our city departments, local organizations, service agencies and citizens are often collaborating and partnering to serve this community.

Such as our Division of Public Health and Community Services led by Director Kerran Vigroux, partnering with the Greater Nashua YMCA and their Director Mike LaChance to form a workgroup and, with the support and input from local businesses, organizations, health care providers and municipal departments, the first annual "Walk a Mile with Our Mayor" event was held on October 5, 2013.

From City Hall, along the Heritage Rail Trail, passing two new community gardens and ending at Veteran's Memorial Park, more than 200 participants followed lead walkers and their message banner "Dare to Begin...to lead a healthy lifestyle."

At the conclusion of the event, we recognized two local "healthy heroes"; Dr. Chuck Cappetta and Nurse Robin Abodeely. Both are community leaders who have committed their time and experiences working with children to make healthy eating and active living a priority in elementary school programs and policies. Nashua thanks you!

The two community gardens are important to mention as additional examples of significant partnerships; one of which was a non-public and public collaboration to create the Police Athletic League Community Garden and the second being a public and private collaboration from which Gate City Community Gardens, Inc. was created.

Positive Street Art donated their time and talents to create a mural along the garden which we are proud to say, has remained a graffiti-free exhibit. Nashua also received 35 thousand dollars in additional funding from the Growing Communities initiative from Citizens Bank Foundation in recognition of our cooperative work to improve the trail.

The city worked closely with the Police Athletic League and a host of volunteers from Comcast, local churches and other community members to oversee construction of these gardens, a beautiful and fruitful addition to our Heritage Rail Trail.

I remain dedicated to carrying out our decision to find a new home for Public Health and Community Services. Finding the right location at a reasonable price clearly has been elusive. I intend to provide some options for your consideration this year. The final stage of renovations at the Hunt Memorial Building are wrapping up.

Also, renovations to city hall have received rave reviews both for esthetics and energy and space efficiency with the completion of the City Clerk's office, the Elm Street entrance and the replacement of all first floor carpeting. All that remains on that "to do" list is the front door.

As I mentioned last year, our Director of Emergency Management Justin Kates developed a training program that is free of charge in the Greater Nashua area known as CERT; Community Emergency Response Team. Since its successful start in March of 2013, we have graduated more than 100 citizens. Of those graduates, Director Kates has 80 volunteers who have joined Nashua Emergency Management. They have assisted in community events such as the Winter Holiday Stroll and are prepared for almost anything. CERT members are trained to positively and realistically respond to emergency and disaster situations. Their actions and participation make a measurable difference. Nashua is fortunate to be a community filled with people willing to lend a hand. With CERT training these volunteers are equipped to do so effectively without placing themselves in unnecessary danger, and they have the readiness to help themselves, their families and neighbors.

Some may consider Nashua to be a small scale city but we have a BIG presence when it comes to the number of wonderful people who contribute to our success.

Great things don't just happen; there is someone or "some ones" working, often behind the scenes to make things happen.

The Mine Falls Park Advisory Committee is a special group of "some ones". Mine Falls Park was recognized by the Hippo Press last year having been voted "Best of..." in 3 categories; #1 Best of the Best Local Hiking Trail, #1 Best of the Best Place to Go for a Walk, and #1 Best of the Best Place to Walk Your Dog. Thank you to all the volunteers who serve on the Mine Falls Park Advisory Committee for your dedication to promoting the use, appreciation and upkeep of our unique Nashua treasure.

Kudos as well to the Nashua D.O.G. (dog owners group) and the many volunteers who played a role in the September dedication of Nashua's 1st dog park.

Nashua schools have been recognized by earning a spot on the 4th Annual AP District Honor Role for Significant Gains in Advanced Placement Access and Student Performance by College Bound. Since 2011, our school district has increased the number of students participating in advance placement courses by 17%.

I know you join me in commending the teaching staff that works so hard to challenge our students; 131 of whom recently achieved AP Scholar recognition, including 8 students who achieved National AP Scholar status. I applaud the students for their hard work and motivation to succeed as they prepare for college studies.

I cannot neglect to mention one particular college bound student, Holly Boivin. At the age of 13, she put Nashua on the map for Jeopardy fans around the nation. She was selected to compete during Kids Week and her national television debut was a huge success.

During a nail biting performance, Holly won final Jeopardy and 20 thousand, 700 dollars to put toward her college education. Holly's story is a perfect example of the benefit of working hard and dreaming big. Congratulations, Holly!

Nashua does a wonderful job of recognizing the contributions of our citizens and bringing attention to their accomplishments.

A strong arts and cultural presence engages residents, draws visitors and helps to create a desirable city for people to live in. As you may remember, the Nashua Arts Commission was established in October of 2010 and has been a tremendous asset. They have recently completed an Arts and Cultural Plan that will give us a vision for the future of arts in Nashua and lay a path for implementation. I know they look forward to sharing that with you.

They also promote the arts by recommending how best to distribute city funds to non-profit agencies working to advance the arts in our community through the Arts Grant. Nashua is the proud home of the only annual International Sculpture Symposium in the United States! This year's theme is "Dare to Create" and I encourage you to welcome our sculptors for the seventh annual symposium opening on May 8th.

In collaboration with the Nashua Arts Commission, City Arts Nashua is planning the First Annual Meri Goyette Arts Award Champagne Luncheon. To be held in April, the award luncheon is named after one of Nashua's leading arts patron and will honor Meri Goyette and recognize an individual who has made a significant contribution to promoting the arts in the Nashua area.

The signature event in future years will award individual and business organizations who promote the arts in our community.

I'd also like to mention how thankful I am to the artists who are generous with their art work and share it with our city and especially to those who have brightened the reception area each month in the Mayor's office. The Artist of the Month series is certainly a display of creative spirit, and a reminder of how important a vivid splash of life can be to your day.

Then there is the lifetime full of splash that Robert Weisman has had. Bob is this year's Citizen of the Year for the Greater Nashua Chamber of Commerce. Bob is a native of Nashua who has selflessly given back to his community for decades. A World War II veteran, he has served on multiple boards of directors, earned countless awards and recognitions and is praised for his role in taking Rivier from a college to a university. Interestingly, Bob is a life member of the Million Dollar Round Table. Unfamiliar with the distinction, I looked it up and discovered it to be a trade association established in 1927 with a "whole person" concept.

According to philosopher Mortimer Adler, "whole persons" are engaged in a lifetime quest to achieve balance and congruity in all aspects of their lives and continually seek to develop their full human potential. It's the balance of family, friends, health, education, career, service, and financial and spiritual components of one's life. Bob Weisman, congratulations, you are a treasure to Nashua and an outstanding role model, an inspiring story teller, and I am honored that you allow me to call you my friend.

We should all strive to be whole...as individuals and a community.

It reflects so well on our city and staff that in early March of 2013, the City won a Sunny Award! The award is presented to honor the most transparent government websites in the nation. The Sunshine Review analyzed 50 state websites and more than 7,000 local government websites. Nashua was the ONLY winner in the State of New Hampshire!

I frequently say we are one team, one city, Nashua, and we must all recognize that. One of the most difficult challenges is communication and how best to make sure that we do our best to share information. Although it may seem a simple task, it is often more complex than one would imagine. Whether in our own household, a small business, or to our customers, colleagues or our community at large, we must strive to be effective communicators. In today's world of instant communication; people have high expectations and demands.

I am pleased that Emergency Management Director Kates has implemented a communication tool called CodeRed. CodeRed is an emergency notification service that allows city officials to notify residents and business by land line telephone, cell phone, text message, email and social media of time-sensitive emergency situations. Residents and businesses can also opt-in for non-emergency notifications such as street closures and construction advisories, trash and recycle pick-up changes,

community meetings and more. If you haven't done so already, I encourage you to sign up for CodeRed notifications on the city website homepage.

While electronic means of obtaining and distributing information is one important way of keeping citizens informed, I know there is more to communicating than just providing information. I believe communication is a two way process best accomplished with personal interchange and dialogue. When we come together, find common ground and work out differing views through a meaningful give and take of ideas and facts, our city benefits.

I have requested that the Board President meet with me at least monthly as I have done with both prior board presidents. It has been my experience that these meetings assist in keeping the lines of communication open, and to anticipate and prepare responses to expectations relative to information. That invitation remains open and I am hopeful that we can expand our communication methods to include these meetings.

We have so much going on in this community. There is so much more for us to accomplish, so many possibilities.

Many of the possibilities for great things come from people who have a spark of an idea, a hope, a dream, and an experience to share. I am committed to partnering with anyone that has an idea, a plan, a dream, a hope for a business (large or small); for a community event or gathering place; for a way to improve what, when, where or how we do things.

The Leadership Greater Nashua Class of 2012 has been hard at work on their vision for a Legacy Playground. How fortunate we are to have a group dedicated to funding and constructing a universally accessible community playground.

The Legacy Playground will provide all children and their families, whether they are able-bodied or disabled, a relaxing atmosphere to come together in an outdoor setting to play and enjoy the company of others. I have worked closely with them to provide multiple public conversations and opportunities for our citizens to learn about their efforts and weigh in on the final location. I look forward to a decision on the resolution pending before you so the work can be completed.

The City of Nashua is working with our regional partners and our neighbors to the south to finish what was started almost 30 years ago. The Nashua Regional Planning Commission is leading a planning study to develop a realistic plan to build Exit 36 South. This project will help to improve traffic along DW Highway in South Nashua and help set the stage for a multi-transportation hub on the Tyngsborough border.

2014 will be a pivotal year for passenger rail. The long awaited New Hampshire Capital Corridor Rail and Transit Study is well underway. The study is evaluating all of the technical and financial options to improve mobility between Boston and Concord, NH. The early returns are positive. The preliminary analysis of rail ridership estimates that over 3,100 boarding's per weekday can be accepted. This appears to be within the

acceptable range of the Federal Transit Authority and Federal Rail Authority for consideration of federal funds in support of the project. The study authors are encouraged by the potential for two rail stations to support the Nashua region—one commuter orientated station in South Nashua and one neighborhood centered station. Later this year, we will all have a better idea about the critical details, including how much this will cost.

The city is working collaboratively with local, regional, state and private sector partners to chart a new path toward rejuvenation of the eastern gateway of Nashua near the Hudson Bridge.

The Business and Industrial Development Authority has worked closely with Renaissance Downtowns to devise a credible plan to develop a thriving, mixed-use village to be located at the confluence of the Nashua and Merrimack Rivers. As they move closer to breaking ground, the city is partnering with the Nashua Regional Planning Commission, the State, and the Town of Hudson on the planned roundabout at the Taylor Falls Bridge that will help to keep the traffic flowing smoothly. Other enhancements of that project are underway to improve the things we see; like opening up access to the river- and the things we take for granted; like upgrades to our waste water and storm water infrastructure.

Part of the long term vision focuses on a Commuter Rail Station. The city's purchase of 25 Crown Street, without any city funds, positions this gateway to blossom in the future when passenger rail comes through Nashua and the opportunity to develop this area in a transit oriented way. We're putting the pieces together to make the Eastern Gateway to Nashua remarkable.

Speaking of remarkable, the Compressed Natural Gas business is booming at our Nashua CNG station! Open for public consumption, we are a CNG fueling station for a delivery company, a bakery, private individuals, an interstate transport company and Liberty Utilities which has a local fleet of 12 CNG vehicles.

Nashua is a vital link in the growing CNG infrastructure in the state. Already utilizing CNG fuel for approximately 40 city vehicles, we soon will welcome a CNG Nashua Transit bus to our fleet.

And if you haven't seen it already, I invite you to watch our moment in the spotlight on *Motorweek*, television's original automotive magazine. Nashua was featured at the end of 2013 as a clean city success story. A film crew documented our journey of establishing the State of New Hampshire's first public access CNG station and our commitment to fuel efficiency and the environment. To have been recognized by such a well-respected and award winning automotive journalism series is a thrill even if you're not a gear-head.

And speaking of energy efficiency, the city is currently working with PSNH in the area of lighting, from city parking garages to Fire Stations. We are conducting a lighting test in our High Street Garage to test illumination of newer LED fixtures, to maximize visibility

and safety and in our Fire Stations work is ongoing to evaluate lighting in garage bays and task areas to improve working conditions and lighting efficiencies while developing a plan for implementation.

Nashua has a thriving and diverse business economy. Nashua's businesses are well positioned to take advantage of opportunities across the globe by committing itself to be more involved in doing business overseas. Many businesses within the city are already actively involved in selling products developed here all across the globe. As global markets continue to experience significant growth in their middle class, innovative products and services are in high demand. These services include engineering, software and support, education as well as providing clean energy solutions that support the growing infrastructure that many nations are experiencing.

We see great examples of companies in Nashua succeeding on a global scale. Benchmark Electronics, located in the Nashua Technology Park does over 100 million a year in business with customers in Europe. Resonetics, a company located at 44 Simon Street and borrower from the City's revolving loan fund sells over 10 million dollars of product made here in Nashua to worldwide customers. Anomaly Action Sports was started by Olympian Ted Ligety and avid skier/materials engineer Carlo Salmini. Their high end line of ski goggles and helmets are sold around the world with their headquarters at Trafalgar Square and through their global fulfillment center at Law Warehouses. You've seen Shred Optics on the medal stand in Sochi--yes, straight from Nashua! Good luck to Ted in the upcoming Slalom and Giant Slalom. Go team USA!

I am excited to report that we have been working with Jeff Rose, Commissioner of NH Department of Resources and Economic Development, on developing an Export Council.

This council will work collaboratively to help our companies recognize their potential and navigate the significant resources available to them through state and federal sources.

Speaking of working collaboratively, fourth grade civics lessons taught us we cannot function in a vacuum or act unilaterally, but that each branch of government has its place and responsibilities and we each have an important role to play in our community. We are all on the same team, with different positions to play, working toward the same goal. Establishing policy and approval of funding is the job of the Board of Aldermen. Carrying out that policy is the job of the mayor. The day to day administrative decisions and the management of operations are a shared responsibility between city staff and the mayor.

It is our joint obligation to work cooperatively and productively with one another to serve the electorate and community that put their confidence in us.

We may not agree initially, but our success depends on finding common ground to move forward and to build on what is best for the Nashua community. We will

Municipal Government Report

accomplish that by sharing information, and building relationships based on respect, honesty and common goals.

I have spent a lot of time in environments where people have philosophical differences but must come to a consensus. It is OK to have influence on others, not by strong-arming, but through thoughtful debate and understanding of facts.

My door remains open; I am a phone call away; and I look forward to productive discussions and sharing of ideas.

As Bob Weisman strived for and achieved a whole person lifestyle; I will strive for Nashua to be a whole community continually developing to its full potential. You've heard me say it before...the possibilities are endless!!!

In commemoration of John F. Kennedy's visit to Nashua more than 50 years ago, I remind you of what he once said, "Those who dare to fail can achieve great things." Nashua has achieved great things. Together... let's *Dare to Begin* again in 2014!

Thank you for kind attention.



Cotton Bridge, 2007

**MAYOR'S PRESENTATION
ON THE PROPOSED FISCAL YEAR 2015 BUDGET
SPECIAL BOARD OF ALDERMEN
PUBLIC HEARING
JUNE 16, 2014**

**City of Nashua
FY 2015 Proposed Budget
Presentation**

June 16, 2014

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Proposed FY 2015 Budget

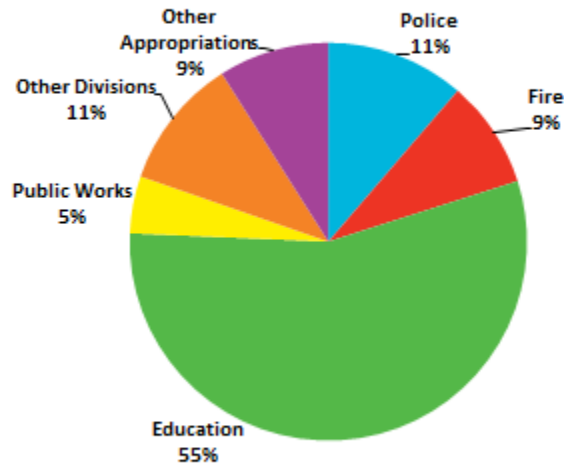
- **Proposed Operating Budget - \$241.2 Million**
 - CPI-U Northeast Spending Cap Percentage – 2.1%
 - \$ Amount under the Spending Cap - \$209K
 - Increase Over FY 2014 Budget - \$5.2 Million
 - Projected Tax Increase – Less than 3.0%
 - Revenues
 - Revenues continue to be budgeted conservatively
 - Modest increases in motor vehicle registrations
 - Continued depressed interest earnings on investments
 - Increase in revenues from School Medicaid Reimbursements



June 16, 2014

2

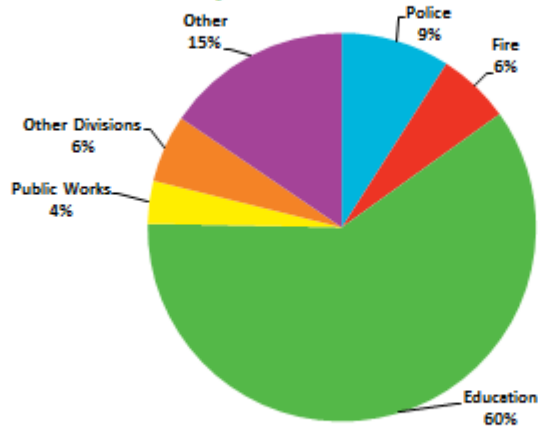
Proposed FY 2015 Operating Budget



June 16, 2014

3

Proposed FY 2015 Share of \$5.2 Million Increase



June 16, 2014

4

Operating Budgets FY08 to FY15

	Budget	\$ Increase	CPI-U %	\$ Under Cap
FY15	\$241.2	\$5.2	2.1%	\$0.2
FY14*	\$236.0	\$5.3	2.3%	\$0.4
FY13	\$230.7	\$3.5	1.7%	\$0.5
FY12**	\$227.2	\$3.8	2.0%	\$1.0
FY11	\$223.4	\$4.7	2.2%	\$1.3
FY10*	\$218.7	\$5.6	3.4%	\$1.4
FY09	\$213.1	\$5.3	3.3%	\$1.7
FY08*	\$207.8	\$5.4	3.1%	\$0.8

\$ in Millions

* State Contribution Rate Changed

**Zero Subsidy



June 16, 2014

3

Revenues Losses from FY09 to FY11

- Motor Vehicle Registrations (\$2.9 million)
- Interest Income (\$6.0 million)
- Revenue Sharing (\$6.0 million)
- State NHRS Contributions (\$1.3 million)
- 3 YR Reduction from FY08 Base **(\$16.2 million)**



June 16, 2014

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Cost Drivers for FY08 to FY15

	FY 2008	FY 2015	\$ Change	% Change	7 Year Avg.
Wages	\$107.6	\$128.4	\$20.8	19.4%	2.8%
Benefits	\$28.0	\$26.0	(\$2.0)	-7.1%	-1.0%
Pensions	\$15.8	\$27.6	\$11.8	75.0%	10.7%
Operating	\$56.5	\$59.1	\$2.6	4.7%	0.67%

\$ in Millions

	FY 2008	FY 2015	\$ Change	% Change	7 Year Avg.
Totals	\$207.9	\$241.1	\$33.2	15.9%	2.3%

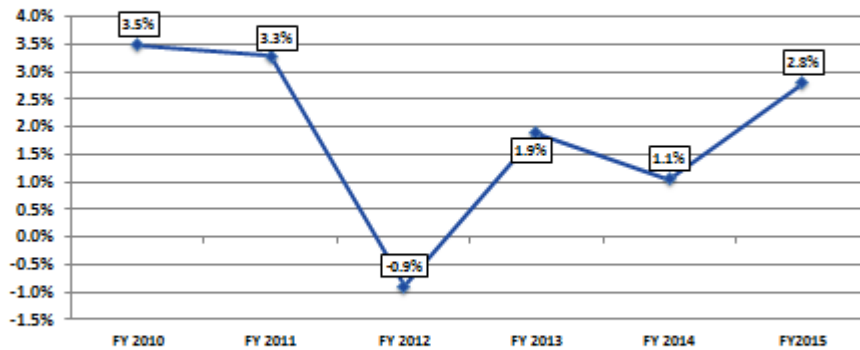


June 16, 2014

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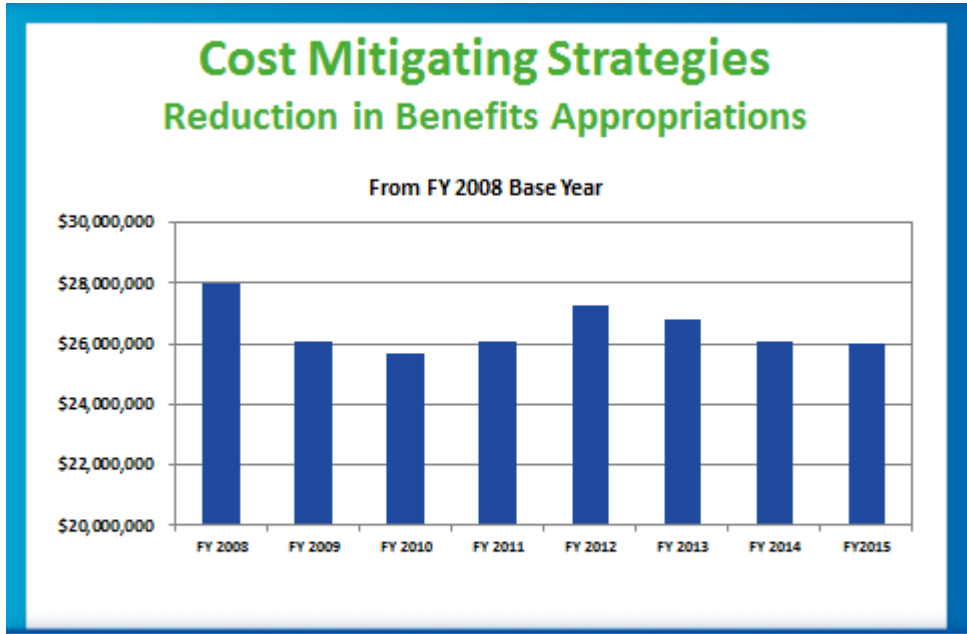
Cost Mitigating Strategies Slowing Wage Growth

Year over Year % Change in Wage Appropriations



June 16, 2014

8



June 16, 2014

9

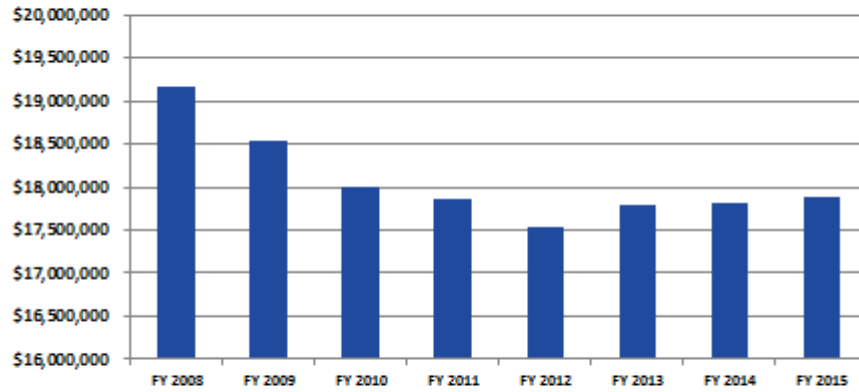
- ### Other Cost Related Initiatives
- CERF Funding Plan
 - City-wide Fleet Assessment
 - Alternate Fuel Vehicles
 - Purchasing Energy from Third Party Suppliers
 - Competitive Bond Sales – 2.86%, 2.43%, 2.96%
 - Refinanced \$28.3 million in 13 State Revolving Fund (SRF) Loans
 - @2.16 % saving \$2.4 million
 - First time in NH State history that an SRF Loan was refinanced



June 16, 2014

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Reduction in Annual Debt Service



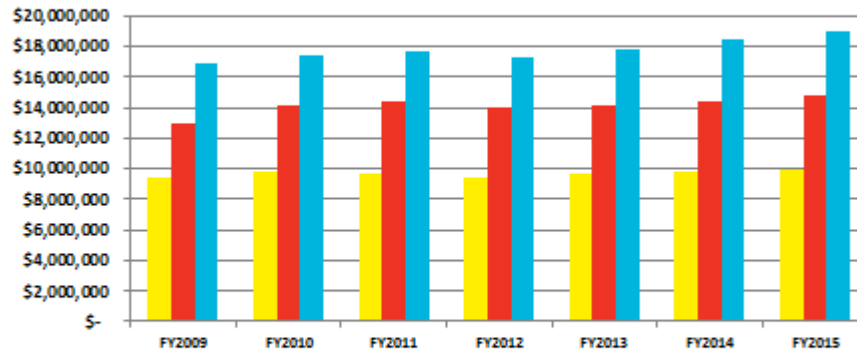
June 16, 2014

11

Police, Fire & DPW Operating Budgets

Exclusive of Benefits

Public Works Fire Police

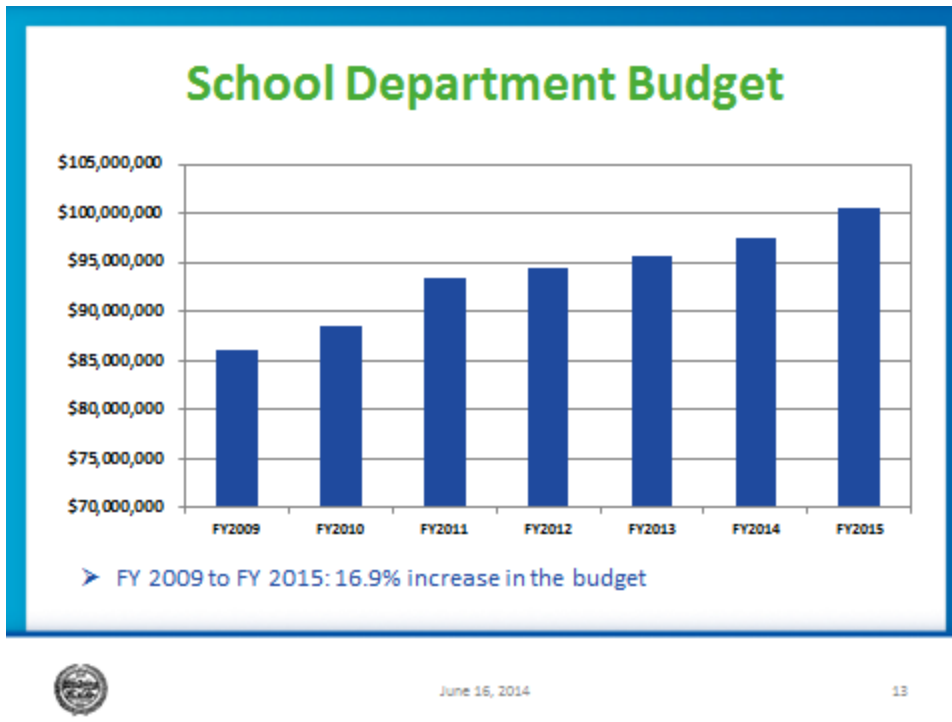



- Police: FY 2009 to FY 2015: 21.5% increase
- Fire: FY 2009 to FY 2015: 14.9% increase
- Public Works: FY 2009 to FY 2015: 6.7% increase

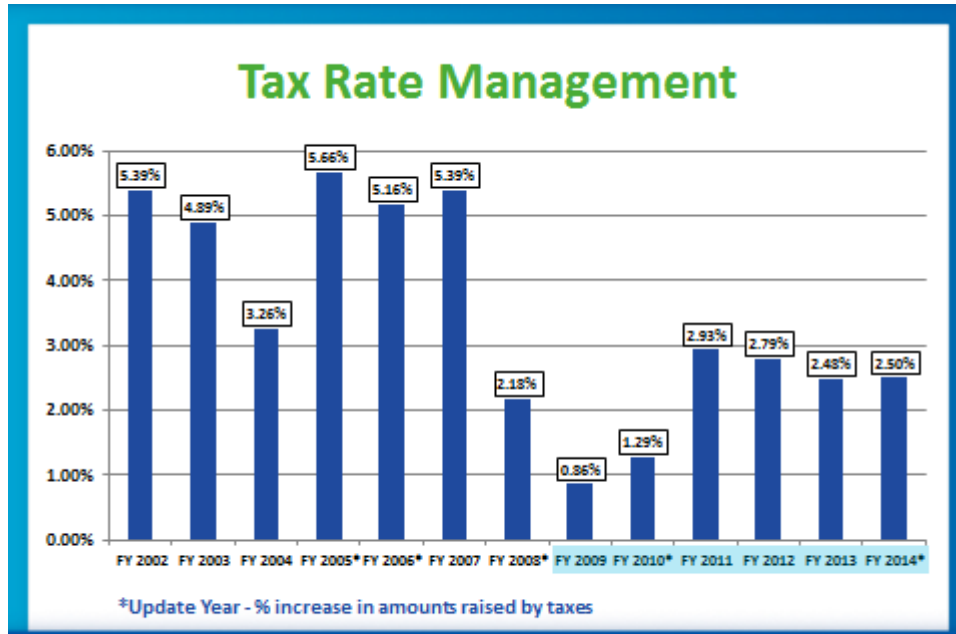


June 16, 2014

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- ### Changes from FY 2014 Budget
- Street Paving – New Special Revenue Fund Proposed
 - FY 2015 Proposed Appropriation - \$2,047,000 – doubles the typical annual appropriation
 - State Highway Block Grant - \$1,347,000 moved as a revenue source
 - Motor Vehicle Permits - \$700,000 moved as another revenue source
 - Annual street paving appropriation removed from General Fund Operating Budget
 - All Departments proposed increases are 2% or less per the Mayor guidelines with the exception of Education (3.0%) and Police (2.5%)
- 
- June 16, 2014
- 14



June 16, 2014

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FY 2016 Budget Challenges

- FY 2016 Budget Issues
 - Increases in NHRS Pensions Costs
 - CPI-U Northeast for Spending Cap will likely be less than 2.0% and could be as low as 1.5%
 - The new amount available under the spending cap for FY 2016 could be as low as \$4.0 million
 - The NHRS can raise the Employer Contribution Rates in FY 2016
Preliminary projections - \$2.5 million increase for Nashua in FY 2016
 - \$2.5 million represents 62.5% of the new \$ amount available for FY 2016
 - Increases in wages and costs – undetermined

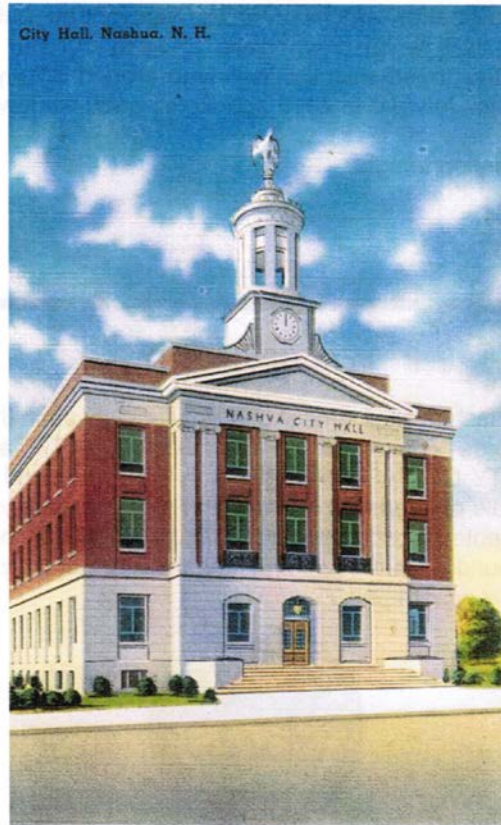


June 16, 2014

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DEPARTMENTAL REPORTS

JULY 1, 2013 – JUNE 30, 2014



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

OFFICE OF THE CITY CLERK

City Clerk

Paul R. Bergeron, CA, MMC

Deputy City Clerk

Tricia Piecuch, CMC

Asst. City Clerk - Deputy Voter Registrar

Judy Boileau

Vital Statistics Clerks

Kathy Godin

Roberta Schelberg

Colette Trempe

Dog Licensing

Approximately 10,000 dogs were licensed in 2013 – 2014. \$46,771 was collected in licensing revenue and another \$7,450 was collected in fines from owners of dogs who failed to license their pets. Licenses are required by the state, and fees and fines are set forth in state law. The license fee in Nashua is \$7.50 for a spayed or neutered dog or a puppy between 4 months and 7 months old; and \$10.00 for a dog over 7 months old that has not been spayed or neutered. An owner of a dog who is 65 years of age or older is entitled to register one dog for \$3.00. \$2.00 from each \$7.50 or \$10.00 license issued is forwarded to the state to support animal population control; an additional \$.50 of each license issued is forwarded to the state to fund the state veterinary diagnostic laboratory.

Vital Records

In NH, fees for the issuance of vital records are established under state law. The fee for a Marriage License is \$45 (RSA 457:29), of which \$38 is forwarded to the NH Department of Health and Human Services to support the Domestic Violence Grant Program (RSA 173:B-15). Only \$7 of the Marriage License fee is retained by the City of Nashua. The fee for a certified copy of a vital record event (birth, marriage, death) is \$12. Of this amount, \$8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:23. Only \$7 of the certified record fee is retained by the City of Nashua.

Elections

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

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

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

Paul R. Bergeron

City Clerk

NASHUA'S VITAL STATISTICS

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

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1959	494	649	1384	
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	

City of Nashua

NASHUA'S VITAL STATISTICS						
Source for 1995 – 2011 vital statistics: NH Vital Records Information Network Database Query						
CALENDAR YEAR	DEATHS	MARRIAGES		BIRTHS		CENSUS
		Licenses obtained in Nashua	Resident Marriages	Births occurring in Nashua	Resident Births	
1995	711	797	731	2550	1203	
1996	735	755	647	2418	1160	
1997	731	761	644	2386	1156	
1998	742	808	648	2282	1107	
1999	719	830	632	2258	1111	
2000	797	903	664	2298	1136	86,605
2001	722	1011	722	2266	1185	
2002	759	1011	627	2356	1221	
2003	714	996	595	2118	1103	
2004	763	973	583	2203	1149	
2005	704	893	563	2147	1181	
2006	758	821	547	2024	1168	
2007	731	831	561	1970	1117	
2008	737	859	538	1964	1174	
2009	751	718	494	1969	1076	
2010	656	668	471	1893	1094	86,494
2011	739	540	357	1952	1086	
2012	648	491	287	1849	976	
2013	568	505	273	1791	660	
2014	561	518	277	1787	595	

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

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

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

**Official Results for Special State Election
State Representative Hillsborough County District No. 35 (Ward 8)**

Primary election: September 17, 2013

Democratic:	Carl Andrade, 10 Clydesdale Circle	170
	Latha Mangipudi, 20 Salmon Brook Drive	167
Republican:	Peter Silva, 18 Masefield Road	141

A recount of the Democratic ballots was requested. The recount was held on Monday, September 23rd in the Secretary of State's Office in Concord.

Recount results:	Latha Mangipudi	191 (winner)
	Carl Andrade	146

General election: November 5, 2013

Results:	Latha Mangipudi, D	862 (winner)
	Peter Silva, R	598

Representative-elect Mangipudi was sworn into office by the Governor and Executive Council on November 13, 2013.

Fountain in Greeley Park



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

**Municipal Election of November 5, 2013
Official Return of Votes**

Wards	1	2	3	4	5	6	7	8	9	Total
Total Ballots Cast	1213	779	1049	391	992	654	630	1494	975	8177
Absentee Ballots Cast	21	14	35	8	25	50	31	62	36	282
Beginning Voter Reg. New Voter Registration	6589	5883	5415	3925	6527	5190	5033	5973	6182	50717
Total Election Day Reg.	6604	5908	5457	3946	6553	5200	5051	6001	6209	50929
Turnout Percentage	18.4%	13.2%	19.2%	9.9%	15.1%	12.6%	12.5%	24.8%	15.7%	16.1%
Alderman-at-Large (3)										
*David W. Deane	666	448	689	229	517	380	369	589	477	4364
Mark S. Cookson	710	268	339	149	324	216	208	448	386	3048
Paula I. Johnson	240	168	164	94	298	180	141	356	233	1874
*Diane Sheehan	448	330	510	158	408	222	255	605	380	3316
Barbara B. Pressly	396	289	374	163	385	225	256	466	351	2905
*Daniel T. Moriarty	549	397	457	161	476	319	285	643	571	3858
Board of Education (4)										
*David Murotake	428	291	361	147	557	267	233	565	454	3303
*Dotty Oden	691	405	468	188	480	281	294	587	473	3867
Dennis G. Ryder	316	201	261	127	266	194	178	363	277	2183
*Sandra Ziehm	586	394	539	231	495	366	341	672	513	4137
Thomas Vaughan	484	324	356	143	381	237	236	502	406	3069
*George Farrington	793	413	536	193	551	305	321	561	508	4181
Fire Commission (2)										
*Ken Marquis	676	393	557	222	530	358	381	662	593	4372
*David Lavoie	785	496	642	267	637	451	415	782	633	5108
Public Works (2)										
George Liakakos	225	159	175	93	179	127	124	262	192	1536
Brian Hubert	192	137	289	67	191	123	105	259	210	1573
*Tracy Pappas	302	310	505	148	352	213	218	438	340	2826
*Paul G. Bergeron	635	315	340	165	370	297	303	424	360	3209
Daniel Gagnon	373	180	187	112	279	185	167	326	241	2050

Municipal Government Report

Ward One	
Alderman (1)	
Kathryn D. Vitale	522
*Sean M. McGuinness	621
Moderator (1)	
write-in: *Patricia Chadwick	17
Clerk (1)	
*Mary Poston	840
Selectmen (3)	
*Suzanne Marie Rak	647
*Elaine Dorgan	739
*John Gill	726

Ward Two	
Alderman (1)	
*Richard A. Dowd	434
Elenore "Casey" Crane	305
Moderator (1)	
write-in: *Michael J. Ryan	3
Clerk (1)	
*Maureen Lund	516
Selectmen (3)	
*Teresa Moler	491
write-in: *Rosine Page	18
write-in: *Al R. Dejadon	2

Ward Three	
Alderman (1)	
*David Schoneman	501
Paul Shea	495
Moderator (1)	
*Arthur L. Barrett, Jr.	706
Clerk (1)	
*Diane Griffith	695
Selectmen (3)	
*Sheila McLaughlin	596
*Martha Barrett	602
*Paula E. Smith	595

Ward Four	
Alderman (1)	
Arthur T. Craffey, Jr.	173
*Pamela T. Brown	189
Moderator (1)	
*James Barnett	287
Clerk (1)	
*Daniel Gleneck	288
Selectmen (3)	
*Margaret J. Gleneck	257
*G. Anita Perreault	236
*James D. Dufoe	232

Ward Five	
Alderman (1)	
Michael J. Tabacsko	460
*Michael Soucy	504
Moderator (1)	
write-in: *Albertina Clark	20
Clerk (1)	
*Helen L. Dumont	709
Selectmen (3)	
*Elaine M. Marshall	673
write-in: *Katherine Gates	11
write-in: *Frank Clark	6

Ward Six	
Alderman (1)	
Kathy Snyder	291
*Paul M. Chasse, Jr.	323
Moderator (1)	
*Jay Corbin	477
Clerk (1)	
*Carol Lapin	480
Selectmen (3)	
*Ronald J. Doucette	384
*Irene D. Whitmore	349
*Timothy J. Lockhart	369

City of Nashua

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Peter Silva																																																																																					
Ed Stebbins																																																																																					
Derek Thibeault																																																																																					
Mike Warhola																																																																																					

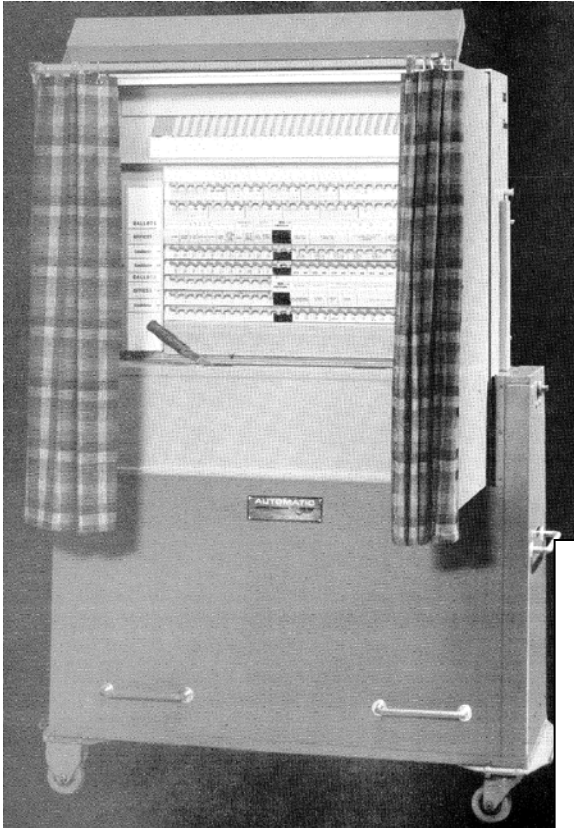
Municipal Government Report

There were 12 races for Ward Election Officials for which no candidates appeared on the ballot during the City's November 5th Election. Therefore, voters wrote in the names of people they wished to elect to that office, and three of those races resulted in ties. The City Charter states that a tie "shall be determined by lot under the direction of the city clerk and the person so winning the tie shall be declared elected." Drawings were held on November 18, 2013 to determine the winners of races for Ward 7 Selectman, Ward 8 Selectman, and Ward 8 Clerk. Following is the list of individuals who were drawn to fill the positions for which they received write-in votes:

Ward 7 Selectman:	Allison Nutting
Ward 8 Clerk:	Derek Thibeault
Ward 8 Selectman:	Wilfred Caouette

Nashua's City Clerks

1. Edward P. Emerson	1853 – 1855
2. Charles E. Merrill	1856 – 1860
3. Francis Winch	1860 – 1860
4. Isaac H. Marshall	1861 – 1862
5. John G. Kimball	1863 – 1866
6. George H. Taggard	1867 – 1873
7. Ralph A. Arnold	1874 – 1877 (Oct.)
8. Eugene M. Bowman	1877 (Oct.) – 1883
9. Ralph A. Arnold	1884 – 1884
10. Eugene M. Bowman	1885 – 1888
11. Charles S. Bussell	1889 – 1890
12. Eugene M. Bowman	1891 – 1895
13. George F. Smith	1896 – 1898 (July)
14. Alfred A. Hall	1898 (July) – 1901
15. George B. Bowler	1901 – 1904
16. Arthur L. Cyr	1905 – 1935
17. Irene D. Ravenelle	1936 – 1951
18. Edward S. LeBlanc	1952 – 1968 (Nov.)
19. Lionel Guilbert	1969 (Jan.) – 1985 (July)
20. Eleanor Benson	1985 (Sept.) – 1999 (Jan.)
21. Paul R. Bergeron	1999 (Sept.) – 2015 (July)



K-30 Automatic Voting Machine

These lever voting devices were used in the City of Nashua from 1971 through 1995. Initially, the City purchased one machine for every 500 registered voters.



VOTER EDUCATION ON ELECTION DAY

The demonstration models provided for voter education are particularly useful on Election Day. The polling officers should keep models at the voter check-in table and show each voter the three basic steps to voting by machine. The more thoroughly the polling officers are trained, the easier it is for them to instruct the voters. When demonstrating the model machines, poll workers should also demonstrate that the voter can move the levers as frequently as he desires on the actual machine. Only the levers left in the down position will be

counted when the voter pulls back the handle. Sample ballots should also be posted in convenient, well-lighted positions at the precinct.

Voter education is one of the most important facets of your new voting machine installation. By adhering to the suggestions in this booklet, we are sure that the citizens of your community will be well prepared to cast their ballots on Automatic Voting Machines and assist in forming a smooth-running, efficient election system in your community.



Using an instruction model, a precinct official instructs a voter on Election Day.

CEMETERIES

EDGEWOOD CEMETERY

During the year there were a total of 88 graves sold as follows; 1 – 10 grave lot, 3 – 4 grave lots, 21 – 2 grave lots, 8 single graves and 8 - 2 grave cremation lots. There were a total of 101 interments performed; 53 caskets, 47 cremations and one infant. Approximately 500 feet of Border Ave. from the Ashland St. gate southwest was repaved this year.

Thomas A. Maffee, Chairman
Carl Andrade
James S. Chaloner
Charles A. Hall
Morgan A. Hollis
Jeffery Snow, Superintendent

Douglas M. Barker, Vice Chairman
Allan M. Barker
Norman E. Hall, Secretary
Hollis E. Harrington Jr.
Kevin T. Slattery

WOODLAWN CEMETERY

During the year there were a total of 35 interment locations sold. On the grounds there were 7 Single Graves, 9 Lots and 15 Cremation Lots. There were 3 Niche's and 1 Crypt sold in the Mausoleum.

There were a total of 70 interments performed. There was 37 caskets and 26 cremations interred on the grounds. The Mausoleum had 4 Niche and 3 Crypt entombments. From November to May, the City Tomb stored 5 caskets for spring interments by surrounding communities.

Restoration of the Mausoleum included roof repair, re-pointing of stone chimney and stone work, painting of doors, eaves, window sills and installation of new gutters.

Cornerstone Cemetery Services repaired 48 broken tablets that were vandalized in March of 2013.

Niles F. Jensen, Jr., Chairman
Marvis J. Mellen, Secretary
David Aponovich
John Economopoulos
Charles H. Farwell, Jr.
Barbara Whitmore
Len Fournier, Superintendent

Michael McLaughlin, Vice Chairman
David G. Fredette, Treasurer
Daniel Buslovich
Dana Farwell
Howard Frizzell
Mayor Donnalee Lozeau, Ex Officio

COMMUNITY DEVELOPMENT DIVISION

Director

Sarah Marchant, AICP

**Administrative Assistant II
Administrative Assistant I
Research and Design Intern**

**Nina Stylianos
Jill Prince
Renee Reder**

Mission

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

Overview

The Community Development Division (CDD) includes the Department of Building Safety, Planning Department, Code Enforcement, Urban Programs, and Transportation Department. Each department includes various commissions, boards, and programs, like the Planning Board, Conservation Commission, Transit Matters, and many others. For a full overview of the departments, projects, and services please see the CDD website at:

<http://www.nashuanh.gov/CityGovernment/Departments/CommunityDevelopment/tabid/93/Default.aspx> .

FY2014 brought significant changes in personnel to the Community Development Division including the retirement of its Director of twelve years Kathy Hersh. In her time as leader of the Community Development Division Kathy reorganized the division, built an amazing team environment, and spearheaded numerous projects: from the Heritage Rail Trail and Nashua Riverwalk, to the City's MaSter Plan update, construction of the City's Senior Center, and effectively implemented over \$15 million dollars in federal Brownfield's grants, cleaning up and spurring development around the city.

In June, the City welcomed Sarah Marchant, AICP, as the new Division Director. Sarah is looking forward to her new role working with the CDD Team and the City.

Riverwalk

Consistent with the 1983, 1991 and 2003 Downtown Master Plans, the Riverwalk is a 1.6 mile loop along the Nashua River. It is a place where people in the community can meet, play, walk and bike, as well as enjoy the river and its rich history. Our newest segment of the Riverwalk was completed in 2014 on the north side of the river, running from Main Street, along Front Street, and connecting to the Cotton Mill Development and the refurbished Cotton Transfer Bridge as shown in the image below.



Passenger Rail

The NH Rail Transit Authority, formed by the State of NH in 2007, is responsible to restore rail to NH. The first phase of the NH Capitol Corridor will extend rail service from Lowell, MA, through Nashua and Manchester, NH, to Concord, NH. In FY11 the State of NH was awarded \$2.2 million from the Federal Railroad Administration (FRA) to fund the engineering and studies needed to pursue construction funds. In early 2013, the NH Department of Transportation, working in concert with its counterparts in Massachusetts, started the NH Capital Corridor Rail and Transit Study, supported by both the Federal Railroad Administration and Federal Transit Administration. The study, which will be complete in late 2014, is evaluating a diverse set of rail and bus options for improving connectivity in the Capital Corridor by leveraging existing transportation infrastructure, including Pan Am Railway, Route 3, and I-93.

Sculpture Symposium

The Community Development Division supported City Arts Nashua and its partners, the Nashua Area Artists Association, and the Andres Institute of Art, to organize Nashua's seventh Sculpture Symposium. Artists came for three weeks in May from Korea, Mongolia, and the Republic of Georgia to create sculptures based on the theme 'Dare to

Create.’

The three sculptures this year, as shown below are entitled: Mirage of a Horse, Crocodilian, and Transformation of a Beezlebub. For full details please visit: <https://sites.google.com/site/sculpturesymposiumofnashua/Home> .



BUILDING SAFETY DEPARTMENT

Building Official/Department Manager
Plans Examiner
Permit Technician III
Permit Technician I
Building and Utilities Inspector – Building
Building and Utilities Inspector – Electrical
Building and Utilities Inspector – Plumbing
Building and Utilities Inspector – Mechanical

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

Mission

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

Responsibilities

The responsibilities of the Department of Building Safety include the fair and equal enforcement of state adopted building, electrical, mechanical, plumbing and life safety codes in conjunction with adopted city ordinances and local code amendments.

Staffing

There were minor changes with department staffing during FY14. Jeffrey Richard was hired in October to fill the vacant Mechanical Inspector position. After much consideration it was decided not to fill the vacant Supervisor of Inspections position. The changes made with support staff during FY13 have produced the desired results by lessening the wait time for residential permits. Currently the department is sufficiently staffed to manage the demand for services.

Training and Education

The training and education of staff remains a top priority of the department. Staff attends the New Hampshire Building Officials Association (NHBOA) training/meetings monthly and periodic training seminars sponsored by organizations such as the International Code Council (ICC), National Fire Protection Agency (NFPA) and the New Hampshire Public Utilities Commission (NHPUC). All of the Department's inspectors are licensed or have received certifications through the International Code Council (ICC) or National Fire Protection Association (NFPA) organizations. The Department's staff holds several state licenses (Electrical, Plumbing, and Gas Fitters) and 36 different ICC or NFPA certifications. In FY 2014, staff accumulated hundreds of hours of continuing education credit towards maintaining these credentials. The level of education and certifications obtained by our department staff makes Nashua one of the best trained and prepared agencies in the state.

Emergency Preparedness

In addition to inspections for new construction the roles of the department have evolved to include Emergency Preparedness to respond to man-made and natural events. All department staff has completed training in the Incident Command System (ICS) and National Incident Management System (NIMS) which are important components to our local emergency response plan. Several staff members have also attended specialized training in rapid structural assessment in order to effectively respond when requested.

Construction

During FY 2014 construction activity continued at a steady pace with a number of large projects completed during the year. Although new construction was comparable to FY 2013, renovations and alterations to existing properties increased. Several vacant properties have been re-occupied by new uses. There were 2,532 building, sign, miscellaneous and demolition permits issued generating in excess of 121.4 million dollars in construction project values, an increase of 22.8 million dollars over FY 2013. There were a total of 7,571 inspections performed on those projects, another increase over FY 2013 of 1,129 inspections. 87 of the permits issued were for new single family and two family residences.

Projects Exceeding \$1,000,000 in Construction Value

173 DANIEL WEBSTER HWY	NASHUA MEDICAL GROUP	\$1,400,000
32 DIGITAL DR	TARA HEIGHTS BUILDING 4	\$3,367,200
23 DIGITAL DR	TARA HEIGHTS BUILDING 8	\$3,367,200
21 DIGITAL DR	TARA HEIGHTS BUILDING 7	\$3,367,200
20 DIGITAL DR	TARA HEIGHTS BUILDING 6	\$3,367,200
390 BROAD ST	390 BROAD ST	\$8,571,569
15 TARA BLVD	HOMEWOOD SUITES	\$9,122,560
3 FURNIVAL RD	3 FURNIVAL RD	\$5,600,000
3 MARMON DR	MACMULKIN CHEVROLET	\$1,280,000
377 AMHERST ST	CHICK-FIL-A	\$1,000,000
111 DANIEL WEBSTER HWY	CUMBERLAND FARMS	\$1,200,000
170 MAIN DUNSTABLE RD	NASHUA AUDI	\$1,768,489
300 MAIN ST	300 MAIN ST	\$1,000,000
25 TRAFALGAR SQUARE	RESIDENCE INN	\$4,500,000
256-268 DANIEL WEBSTER HWY	MICHAELS	\$2,000,000
90 NORTHWEST BLVD	90 NORTHWEST BLVD	\$1,700,000
BRIDGE ST	BRIDGE ST	\$11,733,801
2 QUINCY ST	NASHUA SOUP KITCHEN	\$1,550,000
337 AMHERST ST	SERVICE CREDIT UNION	\$1,500,000
674 WEST HOLLIS ST	NASHUA CROSSING	\$1,900,000
45 HIGH ST	HARBOR HOMES	\$3,800,000

Select 2014 Project Images



Whole Foods, Amherst Street



Service Credit Union, Amherst Street



Tara Heights, Digital Drive



Tara Heights, Digital Drive



Nashua Sports Academy, Northwest Boulevard



New Retail, DW Highway

CODE ENFORCEMENT

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

Nelson Ortega
Kyle Metcalf
Rob Sousa
Shawnasey Madison

Mission

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

Highlights of Fiscal Year 2014

During the period July 1, 2013 to June 30, 2014 the department has handled 1271 calls. The average number of visits for one call ranges from 4 to 6, with each taking approximately 45 to 90 minutes. This varies depending on the size and issues with the property. At end of FY14 63 cases were opened. At time of this report 125 calls are being worked on. Approximately another 2650 cases (assessing reported) remain unassigned and are being handled on a priority level.

- Housing Calls: 821
- Apartments Inspected 1288
- Urban Program Inspections: 58
- Building Comp: 74
- Zoning cases: 92
- DPW/Health: 17
- Solid Waste: 63
- Signs: 97
- Police Cases: 23 (These are cases that were referred to Police or Code answered/assisted Police)
- Other Cases: 26
- Lead Referrals to the Lead Program: 29
- Code Team, Inspections: Code Team (Code Officer, Police Officer, and when appropriate Nashua Fire Marshal and Health) has gotten together approximately 48 times during this fiscal year. During this time approximately another 500 inspections were conducted.
- District Court Summons issued: Approximately 16 with 3 arrests for performing gas connection with no gas fitters license. 1 Bench Warrant issued for failure to appear to answer to a Code Summons.

Activities Directly Related to Goals

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

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

Municipal Government Report

- Code Enforcement has had a better and more consistent presence at the Neighborhood Watch Meetings (attending approximately 12 this fiscal year).
- Code Enforcement has prepared and has started an outreach presentation program to educate its residents and the community regarding code enforcement and its function. A large concentration has been on housing violations and bedbug issues. Approximately 6 presentations has been done this fiscal year. This presentation has been presented to our local colleges and Code has been invited to present at other colleges and universities within the tri-city area.
- The Code Enforcement Department continues to conduct drive-by inspections for housing and zoning violations. If a building appears dilapidated or property unkempt, under housing code standards, an inspection for housing code violations is scheduled.
- Code Enforcement continues to provide the Code Team. This consists of Code Officer, Nashua Police Officer, Nashua Fire and Health Officer when required.

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

- Code Enforcement works with the NH Department of Environmental Services in coordinating wetland and wetland buffer enforcement actions on the local level.
- The Department provides technical support to the City's Legal Department regarding outstanding litigation.
- The Code Enforcement Department continues to work with Community Services when a building may be condemned and ordered vacated. If people may become homeless as a result of the condemnation, appropriate resources will be made available, if and when necessary.
- The Code Department works with all departments within Community Development as well as Police Department, Solid Waste, DPW and Assessing Departments to resolve zoning and building issues.

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

- Code Enforcement currently participates in the Tree and Ledge Streets Community Revitalization Partnership Program. This is a cooperative effort between Urban Programs, the Police Department and the general community that seeks to revitalize this area through increasing economic opportunities, expanding home ownership and reducing crime through cooperative, coordinated services from both the public and private sectors.
- Code Enforcement participates with Crime Watch groups within the City and addresses housing and zoning issues brought to our attention by the group.
- The Code Enforcement Department continues to increase public awareness regarding housing and zoning ordinances by distributing educational brochures on Housing Code Enforcement, Nashua's Sign Laws, Land Use Restrictions in Residential Zones and Code Enforcement Services. In addition, an appropriate brochure is sent out with each Notice of Violation.

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

- Code refers persons in need of financial resources to the Urban Programs Department as an option for assistance (if qualified) in order to improve their properties and also to Neighborhood Housing Services of Greater Nashua and Greater Nashua Habitat for Humanity. The Department also refers persons who need other assistance to the appropriate social service agency.
- Code Enforcement is active with the Nashua Healthy Home Lead Program due to the 3 years Lead Grant having been once again awarded to City of Nashua.



Bed Bug Infestation



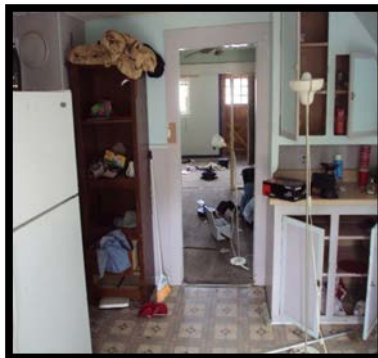
Unsanitary Unit



Dilapidated Fence



Overgrown yard



Abandon Residence



Unsafe Wiring



Before



After



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



Before



After

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

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

Donnalee Lozeau
Robert Sampson
David Schoneman
Vacant
Frank Mellen
Vacant
Christopher Barrett
Norman G. Pare, Jr.
Diane Sheehan
Judith Carlson
Vacant

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 2014, the NHDC reviewed and acted upon 11 building permit applications.

NASHUA CONSERVATION COMMISSION

Chair

Vice Chair

Clerk

Treasurer

Member

Member

Member (Alternate)

Member (Alternate)

Aldermanic Liaison

Aldermanic Liaison (Alt)

Michael Gallagher

Cynthia Overby

Richard Gillespie

Nicholas Frasca

Peggy Trivilino

Carol Gorelick

Sherry Dutzy

Andrew Morin

Michael Soucy

Ken Siegel

The Nashua Conservation Commission (NCC) is pleased to report a very successful and productive FY2014. Three important administrative tasks were completed: the Bylaws for the Commission were rewritten and adopted, a comprehensive stewardship plan was completed for the previously purchased Terrell Homestead Conservation Area, and a conservation easement was negotiated on an additional 10 acres of Terrell land. The land has been recently purchased by The Nature of Things for an extension of their educational facilities.

The steady improvement in the economy was reflected in the number of applications coming before the Commission, both residential and commercial. Commission decisions on private residential applications mainly involved repairs or cleanup of wetland buffers prior to new construction. A large residential development involved

several wetland crossings, buffer protection, invasive species removal, and construction of a paved trail on an old rail bed.

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

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

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

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

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

*Respectfully submitted,
RP Gillespie, Clerk, NCC*

PLANNING DEPARTMENT

Planning Director

Roger L. Houston, AICP

Development Review Team

Deputy Manager Development Review

Matthew Taylor, AICP

Planner I

Linda Panny

Department Coordinator

Christine Webber

Zoning and Land Use/Sign Permit Team

Deputy Manager Zoning

Carter Falk, AICP

Zoning Coordinator

Mindy Lavallee

Planner I

Marcia Wilkins

Conservation and Environment

Planner II

Christopher Sullivan, ASLA

Mission

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

Overview

The Nashua Planning Department experienced another active year in Fiscal Year 2014 with numerous plan approvals, construction activity, significant implementation of the Master Plan, continued implementation of the Land Use Code, and lastly, the annual Capital Improvements Plan.

The Planning Department provides technical expertise and services in an advisory capacity as staff to the Nashua City Planning Board (NCPB), the Zoning Board of Adjustment (ZBA), Capital Improvements Committee (CIC) a subcommittee of the Planning Board, Nashua Historic District Commission (HDC), the Nashua Conservation Commission (NCC) and the staff Traffic Committee. In addition to its regular daily functions and responsibilities including assistance to citizens, landowners and developers, the Department provided assistance to and initiated the following processes, projects, reports, analyses, and studies.

Staff Reports

The Department completed 112 detailed reports or reviews on conditional use permits, site plans, minor site plans and subdivision plans for the NCPB. The applicable reports are delivered to the NCPB prior to the meeting date. This process gives the Board better information to assist them in their decision process. The Department prepared ZBA reports on use variances to aid in their decision process. The Department processed 141 ZBA applications for variances, special exceptions, rehearing requests equitable waivers and minor home occupations. The Department also assisted the NCC with 10 wetlands applications, and the HDC with 11 applications in the Historic Overlay District.

Capital Improvements Program

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

Bond Rating Preparation

The most current statistics available were compiled by the Director and the planning staff in preparation of Nashua's Official Statement including history, population, economy, planning and development, housing costs, employment base, largest employers, retail sales, unemployment, building permits, and state tax receipts. This information and that contained in the Capital Improvements Plan were contributing factors in the City obtaining a favorable interest rate on its bond issues and saving the City on interest payments.

Nashua Regional Planning Commission

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

Land Use and Sign Permits

The Zoning and Development Review Teams reviewed 948 land use permits, 38 minor home occupations and 113 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.

Special Projects

The Department continues to facilitate the riverfront walk/trail. The Department completed the Nashua Riverwalk (Front Street) on the North side of the River from Main Street west to connect to the Riverwalk being constructed as part of the Cotton Mill Square development.

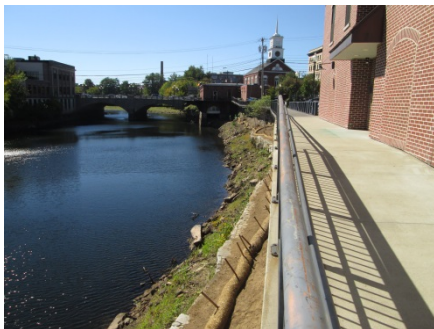
The Department is utilizing a Transportation Enhancement Grant to acquire former Worcester Railroad right of way east of Main Street to Temple Street and is ongoing with expectations on acquiring the remaining parcels in FY15.

The Department continues to provide assistance to the Nashua Conservation Commission to select and acquire easements, development rights or purchase to preserve conservation and historically significant properties around the City. The Commission is planning on exploring the connection of recently acquired conservation areas in the southwest area of the City by utilizing conservation funds in FY15.

The Department provided some design assistance to the Library for re-landscaping an area between the Library and 14 Court Street.

The Department managed and oversaw the contract for the invasive plant species removal and Nashua River bank restoration plan located adjacent to Peddler's Daughter Restaurant and the Jackson Falls Condominiums.

Nashua River Invasive Removal and Bank Restoration



Front Street Riverwalk Development



Front Street Riverwalk Development



NASHUA CITY PLANNING BOARD (NCPB)

Chair	Kenneth O. Dufour
Vice Chair	Adam C. Varley
Secretary	Dan Kelly
Member	Scott LeClair
Member	Edward Weber
Member	David Robins
Alternate Member	Thomas Ireland
Alternate Member	Steve A. Zedeck
Mayor's Representative Member	VACANT
Ex-Officio Member	Mayor Donnalee Lozeau
Ex-Officio Member	Steve Dookran, City Engineer
Aldermanic Representative Ex-Officio	Sean McGuinness, Alderman
Alternate Aldermanic Representative Ex-Officio	Pamela Brown, Alderwoman

Overview

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

Summary

During Fiscal Year 2014, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Matthew Taylor, Christine Webber, Marcia Wilkins, Christopher Sullivan and Linda Panny), reviewed and approved 9 conditional use permits, 24 subdivisions, 77 site plans and amendments and 1 rezoning referral. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees.

TRANSPORTATION DEPARTMENT

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

Mission

The mission of the Transportation Department is to:

- Manage, coordinate, promote and develop transportation resources within the community.
- Outreach in the community to better serve the citizens through public transportation.
- Provide safe, convenient, efficient and courteous transportation services within the community.
- Offer the citizens of Nashua outstanding Parking service with the latest technology available.

Nashua Transit System

Bus Fleet

Nashua Transit currently operates 1 CNG Low Floor bus, 7 Diesel Low Floor Buses, 3 Trolleys, 8 Low Floor Paratransit Vans, 1 Ford Paratransit Van and two service vehicles. Each of the buses and trolleys are 100% ADA Accessible and are equipped with bike racks.

All NTS vehicles are equipped with GPS technology. GPS allows for the vehicles to be monitored for their position, speed and idle time. Nashua Transit has upgraded its software and has added tablets in every vehicle to have real-time monitoring.

Ridership Continues to Increase

In FY 2014 ridership continued to exceed over a half of a million riders. The total fixed route ridership for 2014 was 495,440. The total ridership for paratransit ridership for 2014 was 18,517. The entire transit staff has worked diligently to get the message out about NTS and the services that are available to the citizens of Nashua. There are a number of different marketing initiatives in place to drive ridership, including convenient ride cards, reduced fares for qualifying riders, Senior Citizen free passes and the College U-Pass Program.

NTS Serving the Region

NTS continues to service the western part of Hillsborough County. In FY2014 the total regional ridership was 6,565. Regional ridership includes service to Amherst, Brookline, Hollis, Milford, Mont Vernon and Wilton, which is considered SVTC, in addition to Hudson and Merrimack. The non-emergency medical trips are offered to residents of the above towns. The SVTC funding for the service comes from the group's founders, Souhegan Valley Transportation Collaborative. Funds are raised through grants, individual town funding and other resources.

Big Blue going Green

All vehicles operated by NTS are using a mixture of Bio-Diesel (80% Diesel & 20% Bio-fuels). NTS is working with the NH Department of Environmental Services and had participated in anti-idling trainings and strategies. NTS has added one new CNG bus to its fleet. Onboard advertising space has been dedicated to providing public education

on environmental issues. NTS has been involved with New Hampshire Clean Cities and has participated in several projects.

Nashua Downtown Parking

The Transportation Department also manages and maintains the City's downtown parking assets, including both municipal parking garages, parking meters, and the 13 parking lots. The Parking Staff is responsible for maintaining the City's two municipal parking garages, weekly meter collection, as well as fielding complaints regarding faulty meters and making necessary parking meter repairs. They also assist with the snow removal efforts of the City's surface parking lots, garages, and downtown sidewalks. The parking staff upgraded some of the parking meters to pay stations. Parking Pay Stations have been installed on Main Street and staff will continue to add more units.

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair

Gerard Reppucci

Vice Chair

Jonathan Currier

Member and Clerk

Richard Johnson, Jr.

Member

Rob Shaw

Member

Jean-Paul G. Boucher

Alternate

Robert Carlson

Alternate

David Creed

Overview

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

Summary

In Fiscal Year 2014 the Zoning Board of Adjustment considered:

	<u>Requests</u>	<u>Denied</u>	<u>Granted</u>
Variances (dimensional)	64	2	62
Use Variances	12	1	11
Special Exceptions	17	0	17
Rehearings	0	0	0
Appeals	0	0	0
Equitable Waivers	0	0	0
Filling of Wetlands	2	1	1

Total Requests Considered by the ZBA: 95

FINANCIAL SERVICES DIVISION

OFFICE OF THE CHIEF FINANCIAL OFFICER

**Chief Financial Officer/Comptroller
Financial Manager
Operations Analyst
Financial Services Coordinator**

**John L. Griffin
Janet Graziano
Derek Danielson
Mo Qamarudeen**

The Financial Services Division consists of six distinct departments:

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

BOARD OF ASSESSORS

**Dominic D'Antoni, Chair
Dr. Kevin Moriarty
George Farrington**

The duty of the Board of Assessors is to see that department policies are in compliance with the laws and regulations of the State and the Department of Revenue Administration. The Board is ultimately responsible for all assessments and must review all applications for abatement. Regularly scheduled meetings of the Board are held the first and third Thursday of each month at 8:15 AM. The meetings are open and public, but appointments are required for appearance before the Board and can easily be made by calling the department staff at 589-3040. Accommodating appointments at times other than Thursdays will be made if and when necessary.

ASSESSORS OFFICE

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

Angelo Marino
Andrew LeMay
Douglas Dame
Gary Turgis
Gregory Turgis
Louise Brown
Cheryl Walley
Ashley Lavoie
Noreen Duxbury

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

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

GIS DEPARTMENT

The GIS Department (Geographic Information Systems) is responsible for developing and maintaining electronic geographic information in the City. In 1998, the City began this project by digitizing the current sewer and Assessor's maps and creating a base map of features which includes roadways, buildings, watercourses, topography, telephone poles, parking lots, driveways, fences, walls, hydrants and transmission lines. Since that time, the City has added digital aerial photographs, zoning, voting wards, cellular towers and a multitude of other data layers. Geographic data development has continued to grow in the City and utilization by City departments is at an all time high. The City provides this information both internally and externally through its web based products allowing access for City officials and the public through internet browsers. Started as an ad hoc committee with members from all departments, the GIS Department has grown to include a full time technician and a part time coordinator. The past year has seen new applications deployed to several different departments including Police, Fire, Public Health, Community development and Community Services. In 2004, the GIS Department deployed a new Electronic Field Study program to allow all departments access to a newly developed digital photographic imaging system which has greatly enhanced the City's efforts in Homeland Security. The software has been an ongoing success and the City as a result, the City added new imagery in 2007, 2009,

2011 and 2013. Electronic Field Study is also widely utilized in most City departments.

This year the GIS Department was awarded a SAG Award (Special Achievement in GIS) at the annual Esri User Conference. By embracing geographic information system (GIS) technology, these organizations have used GIS to improve our world—and set new precedents throughout the GIS community.

The SAG Award ceremony is held at the annual Esri International User Conference and presided over by Jack Dangermond, the president and founder of Esri

Recipients of the Special Achievement in GIS award are submitted by Esri staff from thousands of organizations worldwide, then personally reviewed and selected by Jack.



From left to Right, Matthew Marino, Esri, Angelo Marino, Nashua GIS Manager, Jack Dangermond, President Esri, Pamela Andruskevich, Nashua GIS Technician.

GIS Department Personnel

**GIS Coordinator
GIS TechnicianI**

**Angelo Marino
Pamela Andruskevich**

FINANCIAL REPORTING/COMPLIANCE

ACCOUNTING/COMPLIANCE

Accounting/Compliance Manager
Senior Financial Analyst
Senior Accountant

Rosemarie Evans
Rean Lam
Rachael Lavoie

ACCOUNTS PAYABLE

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

Denise Dube
Renee Durand
June Lehman
Kelly Fitzwater

The Financial Reporting/Compliance Department is responsible for the accounting of all City expenditures including, tax-supported and fee-based appropriations, bond proceeds, federal/state/county grants, gifts and trust expenditures. It includes reporting, auditing and accounts payable functions for the City of Nashua, and monthly and year-end financial reports.

Additional responsibilities include the preparation of the annual budget, which for fiscal year 2014, including Special Revenue and Enterprise Funds, was approximately \$286,000,000. The Department also plays a critical role in the annual independent audit and preparation of the City Annual Financial Report.

Compliance has added increased oversight of the City's financial resources. It results in greater accountability for all Divisions for their allocated funds. This is a critical function that will additionally result in the development of strong fiscal policies and procedures. With the growth in the annual budget, capital expenditures and bonding, grant awards, and trust and reserve funds, this function will experience more demands for compliance with federal, state, county and local rules and regulations. This function will be required to expand in order to meet that demand.

Accounts Payable as a separate function processes all City obligations (exclusive of the School Department). Accounts Payable produces vendor checks for both the City and School departments.

COMPENSATION

Compensation Manager
Payroll Analyst II
Payroll Analyst II

Doreen Beaulieu
Craig Wilson
Hollie Messenger

This segment is responsible for the compensation of approximately 3,000 employees, inclusive of all City and School District employees. Responsibility includes administration of and compliance with regulations relating to all payroll deductions inclusive of taxes, pensions, garnishments, union dues, etc. This segment plays an integral role in the

collective bargaining process, including cost analysis and agreement implementation. It provides and analyzes payroll and payroll-related data for the City's annual budgetary process. Further, it provides and maintains the related database programming and ensures the accuracy of data entered. Programming for Human Resources is also incorporated into this function.

PURCHASING

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

Robert Gabriel
Mary Sanchez
David Sophos
Ralph Jackson

During FY14, Purchasing processed requisitions and 6,361 purchase orders including regular, drawdown (open), and change orders. One hundred fifty-two (152) sealed bid requests were handled through this office, supporting various City Divisions. Our Public Works Divisions included additional Broad Street Parkway (BSP) dealings, heavy equipment, replacement vehicles, and ongoing Wastewater Treatment Facility upgrades. Capital equipment items were handled through this office. Additionally, there were ongoing citywide CSO system optimization and infrastructure improvements, sewage improvements, CNG powered refuse vehicles, and the City's annual paving program. Bid requests were processed for 12 different city departments and agencies.

On-line posting/advertising of current bids, specifications and bid results continues to be a popular tool for potential bidders to reference. Suppliers are using search engines to identify municipal bid offerings and as a result we have seen our bid responses increase and participation is coming from a broader geographic area. Current bids are posted on the web, firms from the city bidders list are solicited, and the information is updated when the bids are opened within a 48 hour or less. Finally, contract awards are recorded on the city web-site for at least 3 months as a matter of public record.

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

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

Service includes color printing, copying, and collating. Since the inception of this service, we have generated over one million color images. The service has enabled other City departments to obtain quick turnaround on projects at substantially lower costs than outsourcing. A reduced rate and/or courtesy service continue to be available for local Non-Profit organizations and neighboring municipalities which generate some revenue to the City's General Fund.

RISK MANAGEMENT & BUILDING MAINTENANCE

**Risk Manager
Risk Management Specialist II
Property & Casualty Adjuster
Safety/Loss Prevention Adjuster
Program Supervisor**

**Jennifer Deshaies
Dawn Burton
Arlene Malo
Ross Dugas
Diane Veino**

Risk Management Department

The Risk Management Department is charged with the responsibility for the preservation of assets, both human and physical. This is accomplished by identifying, evaluating, and controlling loss exposures faced by the City. The Risk Management Department makes recommendations when appropriate on the application of prudent safety, security, loss prevention, and loss minimization methods to reduce or avoid risk or loss.

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

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

- maintain COPE (Construction, Occupancy, Protection, Exposure) schedule for buildings, contents, and moveable property
- respond to all property, liability and other casualty losses, initiating investigations and accomplishing the appropriate resolution of all claims
- develop programs for loss prevention based on available loss data
- coordinate loss control activities, in cooperation with City and School departments
- maintain data base of fleet and contractors' equipment
- manage special insurance programs including fiduciary, medical malpractice and programs to protect the City and employees

- review insurance language in vendor and grant contracts to control transfer of risk
- review and approve certificates of insurance for vendors and facility users; and maintain on-line database of insurance information
- serve as a resource and provide consultation on matters related to insurance and loss prevention.

Building Maintenance

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

**Jay Hunnewell
Bruce MacDonald
Guadalupe Nava
Robert Fernandes
James Pierce**

The Building Maintenance Department provided maintenance support to seven city facilities/assets. City Hall, Community Health & Human Services, Janice B. Streeter Theater, the Hunt Memorial Library, Senior Activity Center, the former Arlington St. Fire Station and 57 Gilson Rd. Support to these facilities includes limited plumbing, electrical, life safety and custodial services.

There were many improvement projects that were undertaken during FY 14. The efforts of the Building Maintenance Department throughout various projects helped to minimize the impact to staff, citizens and those doing business at City Hall.

Building Maintenance supports going green initiatives and participates in recycling programs established and promoted by the Solid Waste Department. Recycling, the use of environmentally friendly products and energy conservation are examples of our commitment to a clean and healthy environment.

TREASURY/COLLECTIONS

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

**David G. Fredette
Cindy Bielawski
Jennifer Bartlett
Diane Mattock**

Tax Collections

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

**Ruth E. Raswyck
Denise Lieberman
Lynnae Tucker
Sylvie Corriveau
Darlene Carter
Karen Conde**

Motor Vehicle

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

Debbie Martel
Ruth Anderson
Laura Diaz
Flor Largy
Kariana Ochoa
Kim Childs
Linda Houle
Lindsay Monaghan
Patricia Morse
Moriah Ferguson

Treasury is responsible for processing all the “City’s cash deposits” and investment of City funds. The Treasurer is responsible for investing the City’s capital, maintaining banking relationships and disbursement of City obligations. After several years of reduce revenues in vehicle registration the city experienced a healthy increase in this revenue. Vehicle registration revenue is the city’s main local revenue source after property taxes. Unfortunately interest rates continue to reflect record lows and have a direct effect on our interest revenue. FY 2014 revenue for vehicle registrations was \$12,348,771 an increase of nearly \$900,000 from the previous year. FY 2014 was a record year for Motor Vehicle revenue and continues be strong in FY 2015. As everyone is aware interest rates are at an all time low and since the city must invest general fund revenue in short-term secured investments we have seen our interest income reduced over the years. In FY 2014 the city earned \$606,384 in interest income, which is a slight decrease of \$46,641 from the previous year. The Chief Financial Officer and the City Treasurer are responsible for the management of the City’s debt. Our current bond ratings from the three major ratings agencies are as follows; Fitch Ratings is ‘AAA’, Standard and Poor’s (S+P) rating is AA+ and Moody’s ratings is AA2. A triple ‘A’ rating is the highest a municipality can receive from a rating agency. There are many reasons given for the excellent ratings such as – the city benefits from an expanding and diverse economic base and management’s responsiveness in making appropriate spending cuts in order to maintain historical fund balance levels within the city policy. The city also displays strong financial management practices, which are evidenced by consistently strong operating results and above-average reserves. The city reflected strong operating results for FY 14 and its overall debt burden is low. The Financial Services Division along with the Treasurer’s office is very proud the city was able to maintain these excellent ratings. The department realizes there are many who contributed towards this significant financial goal, including Mayor Donnalee Lozeau and the Board of Aldermen.

Tax/Collections have the responsibility to bill and collect in excess of 56,000 property tax bills and approximately 95,000 wastewater bills. In addition, this group also collects solid waste tipping fees and various fees/payments generated by special requirements. The group is responsible for the collection and processing of the revolving loan fund administered by the City. It is also responsible for issuing liens on property for late

taxes and late wastewater user fees. In FY2014, 640 Tax Liens were recorded at the Hillsborough County Registry of Deeds, which was a slight decrease of 68 from the previous year. Since we began allowing the option of using credit/debit cards to pay wastewater (sewer) bills through our web page we have seen a steady increase in the use of this option by our customers, we also allow this option of payment at our counter but our customers still prefer to use checks or cash at the counter due to the extra cost of using a credit/debit card. .

Motor Vehicle and Traffic Violations primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2014, the City registered nearly 90,377 vehicles. The Parking Violations Bureau has seen a decrease in the number of parking violation tickets issued and the amount of incoming revenue. The result of a strong enforcement of parking rules has been an increase in compliance, resulting in fewer tickets issued. The City has continued to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect a strong collection process of parking fines. The City issued nearly 22,000 parking tickets during FY 2014, which was an increase of 1,291 tickets from the previous year.

Over the last few years the Treasurer's and Tax Office has seen an improvement in the local economy since the deep recession of 2008, 2009, & 2010. The improvements are reflected in less property liens being placed and an increase in overall revenue for all departments in the city. Our real-estate development has seen a growth in new homes and also businesses which help our local economy grow.

Our office is fortunate to have dedicated, hardworking and customer friendly employees and they are appreciated by many throughout the city.

Nashua Manufacturing Company



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

Municipal Government Report

SUMMARY INVENTORY OF VALUATION – 12/13 (FY2014 MS-1)

LAND	\$2,255,209,836
BUILDINGS	5,604,312,139
PUBLIC UTILITIES:	
WATER	111,363,400
GAS	54,781,400
ELECTRIC	<u>97,619,480</u>
TOTAL VALUATION BEFORE EXEMPTIONS	8,123,286,255
EXEMPTIONS ALLOWED:	
BLIND	(\$4,041,500)
ELDERLY	(118,457,550)
SOLAR/WIND POWER	(110,500)
SCHOOL DINING/DORMITORY/KITCHEN	(150,000)
PHYSICALLY HANDICAPPED	(442,777)
TOTALLY & PERMANENTLY DISABLED	(\$10,983,200)
TOTAL EXEMPTIONS ALLOWED	<u>(\$134,185,527)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR MUNICIPAL, COUNTY & LOCAL EDUCATION	<u>\$7,989,100,728</u>
LESS PUBLIC UTILITIES	<u>(263,764,280)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR STATE EDUCATION TAX	<u>\$7,725,336,448</u>

STATEMENT OF FY2014 BUDGET APPROPRIATIONS***

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
GENERAL GOVERNMENT	3,635,330			\$3,635,330
FINANCIAL SERVICES	6,926,400	23,906		6,950,306
INFORMATION TECHNOLOGY	2,489,323	401,831		2,891,154
PUBLIC SAFETY	49,909,396	10,000		49,919,396
COMMUNITY SERVICES	2,416,098	6,200		2,422,298
PUBLIC WORKS	11,323,028	185,000		11,508,028
PUBLIC SERVICES	661,617			661,617
COMMUNITY DEVELOPMENT	2,515,555			2,515,555
PUBLIC LIBRARIES	3,040,564			3,040,564
SCHOOL DEPARTMENT	129,203,710	6,516,739		135,720,449
CONTINGENCY	1,903,335			1,903,335
INTERFUND TRANSFERS	2,290,000			2,290,000
DEBT SERVICE	17,867,652	8,763,151		26,630,803
CAPITAL IMPROVEMENTS	1,827,500			1,827,500
SOLID WASTE DISPOSAL			6,654,281	6,654,281
WASTEWATER OPERATING			11,696,948	11,696,948
WASTEWATER CAPITAL PROJECTS			15,430,352	15,430,352
TOTAL ADOPTED BUDGET:	\$236,009,508	\$15,906,827	\$33,781,581	\$285,697,916

City of Nashua

STATEMENT OF FY2014 ESTIMATED REVENUES

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
FINANCIAL SERVICES	\$16,596,008			\$16,596,008
CITY CLERK	151,165			151,165
PURCHASING	900			900
ASSESSORS	1,000			1,000
HUNT BUILDING		23,906		23,906
INFORMATION TECHNOLOGY		401,831		401,831
POLICE DEPARTMENT	156,700	10,000		166,700
FIRE DEPARTMENT	81,540			81,540
COMMUNITY HEALTH	11,000	6,200		17,200
ENVIRONMENTAL HEALTH	127,975			127,975
WELFARE DEPARTMENT	15,000			15,000
PUBLIC WORKS ENGINEERING	26,300			26,300
PARKS & RECREATION	214,708	185,000		399,708
STREET DEPARTMENT	1,350,144			1,350,144
PARKING LOTS	728,420			728,420
CEMETERIES	425,687			425,687
PLANNING & ZONING	150,000			150,000
BUILDING DEPARTMENT	390,500			390,500
PUBLIC LIBRARIES	2,850			2,850
DEBT SERVICE		8,763,151		8,763,151
SCHOOL DEPARTMENT	40,116,633	6,516,739		46,633,372
OTHER GENERAL GOVERNMENT	1,070,000			1,070,000
SOLID WASTE DISPOSAL			3,119,918	3,119,918
WASTEWATER			27,127,300	27,127,300
TOTAL ESTIMATED REVENUES:	\$61,616,530	\$15,906,827	\$30,247,218	\$107,770,575

PROPERTY TAXES ASSESSED 12/14 FY2014

1) TOTAL APPROPRIATIONS	\$ 285,697,916
2) LESS: ESTIMATED REVENUES	(107,770,575)
3) OVERLAY (ABATEMENT ACCOUNT)	2,034,533
4) HILLSBOROUGH COUNTY TAX	9,763,895
5) WAR SERVICE CREDITS	1,645,500
6) FUND BALANCE APPLIED	(4,300,000)
7) TOTAL PROPERTY TAXES ASSESSED	<u><u>\$ 187,071,269</u></u>

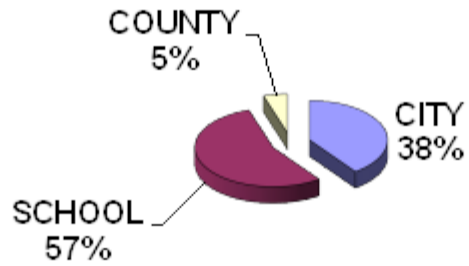
Municipal Government Report

TAX RATE HISTORY

FY	MUNICIPAL	COUNTY	SCHOOL	TOTAL
2013-14	9.01	1.22	13.27	23.50 (R)
2012-13	8.56	1.11	11.82	21.49
2011-12	8.30	1.13	11.54	20.97
2010-11	7.87	1.12	11.41	20.40
2009-10	7.91	1.12	10.79	19.82
2008-09	6.50	1.01	10.04	17.55
2007-08	6.73	1.01	9.66	17.40
2006-07	6.17	0.99	10.04	17.20
2005-06	5.06	0.99	10.27	16.32 (R)
2004-05	6.80	1.26	11.79	19.85 (R)
2003-04	8.88	1.68	13.81	24.37
2002-03	8.51	1.74	13.35	23.60
2001-02	7.82	1.75	12.93	22.50
2000-01	6.64	1.70	13.01	21.35 (R)
1999-00	8.48	2.01	15.41	25.90
1998-99	8.96	1.93	17.76	28.65
1997-98	9.33	2.14	17.63	29.10
1996-97	9.39	2.30	18.51	30.20
1995-96	9.07	2.20	18.68	29.55
1994-95	9.14	2.15	17.61	28.90
1993-94	8.04	2.32	17.74	28.10
1992-93	7.89	2.48	17.92	28.30 (R)
1991-92	11.42	3.59	26.19	41.20
1990-91	11.23	3.59	23.98	38.80
1989-90	10.04	3.47	21.79	35.30
1988-89	8.36	2.83	19.41	30.60
1987-88	8.65	2.17	17.58	28.40
1986-87	9.20	2.03	16.77	28.00
1985-86	9.78	1.85	15.57	27.20
1984-85	9.28	1.73	16.69	26.70
1983-84	9.09	1.72	15.19	26.00
1982-83	9.20	1.50	14.90	25.60
1981-82	8.40	1.20	14.10	23.70 (R)

(R) Revaluation year

YOUR FY2014 TAX DOLLARS



HISTORY OF ASSESSED VALUATION

FISCAL YEAR	VALUATION
2013-14	\$7,989,100,728 (R)
2012-13	\$8,497,876,721
2011-12	\$8,497,688,561
2010-11	\$8,442,078,139
2009-10	\$8,389,365,623
2008-09	\$9,353,293,990
2007-08	\$9,281,224,534
2006-07	\$8,996,058,859
2005-06	\$8,980,391,935 (R)
2004-05	\$6,978,813,265 (R)
2003-04	\$5,363,848,408
2002-03	\$5,435,992,099
2001-02	\$5,331,857,935
2000-01	\$5,251,008,071 (R)
1999-00	\$4,073,784,799
1998-99	\$3,399,095,691
1997-98	\$3,705,861,192
1996-97	\$3,565,468,405
1995-96	\$3,555,575,845
1994-95	\$3,508,873,595
1993-94	\$3,463,299,556
1992-93	\$3,482,583,656 (R)
1991-92	\$2,238,774,141
1990-91	\$2,250,401,251
1989-90	\$2,230,037,778
1988-89	\$2,218,194,400
1987-88	\$2,089,387,100
1986-87	\$1,981,794,500
1985-86	\$1,839,854,100
1984-85	\$1,697,638,650
1983-84	\$1,606,277,150
1982-83	\$1,535,149,600
1981-82	\$1,495,814,600 (R)

(R) Revaluation year

LONG-TERM DEBT

The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long-Term debt. The City customarily issues 20-year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. Under a special act applicable to the City, the general debt limit of the City is 2.00% of its base equalized valuation of \$8,377,389,979 as last determined by the NH Department of Revenue Administration. Debt for school purposes is excluded from the general debt limit. Under a special act applicable to the school, school debt is subject to a limit of not more than 6% of the above described base equalized valuation. State-prescribed statutory debt limits under RSA 33:4-a are higher than those allowed under the special act applicable to the City. At the end of FY'14, the City had long-term debt of \$71,743,529 for school related projects, \$47,992,252 for City, \$14,973,681 for Solid Waste Disposal and \$41,038,482 for the Waste Water Treatment Plant. In January 2012 the city acquired all outstanding stock for Pennichuck Corporation and became the sole stock holder of the company. The purchase was the completion of a ten year undertaken approved by the Board of Aldermen to purchase the company. The debt balance associated with that special purchase is \$143,930,000, which is exempt from the city debt limit.

CITY OF NASHUA TRUST FUNDS

The City of Nashua has over 140 trust funds with a combined market value as of June 30, 2014 of over \$83 million. The purpose of some of these funds include scholarship awards for Nashua High School students, perpetual care for the City's cemeteries, capital equipment purchases, cultural enrichment for the City's citizens, and books for Nashua Public Library. The City's trust funds must be invested pursuant to the provisions in RSA 31:25. Information regarding this and other state statutes concerning trust funds may be obtained from the Charitable Trusts Unit of the Department of Justice in Concord, New Hampshire.

The City is required to file annual reports with the Department of Charitable Trusts and the Department of Revenue Administration. The required reports, the MS 9 & 10, state the purpose of each trust fund, the date of its creation, and the fund's earnings and expenditures during the year. These reports are required for the charitable trusts that the City holds in custody but do not include trusts such as pension funds, impact fees, and funds that the City receives as the beneficiary of trusts held by other entities.

**NASHUA FIRE RESCUE COMMISSIONERS
2013 - 2014**

**Paul Garant, Chairman
Ralph Kelloway, Vice Chairman
Kenneth Marquis, Clerk
David Lavoie
Kevin Gage**

CHIEF	Brian W. Morrissey
ASSISTANT CHIEF	Steve Galipeau
DEPUTY CHIEF	Michael O'Brien, Kevin Kerrigan Brian Rhodes, Karl Gerhard
EXECUTIVE ASST.	Earlene Davis
ADMIN. ASST.	Anne-Marie Boucher

Stations and Divisions

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

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



NASHUA FIRE RESCUE
FIRE CHIEF
BRIAN W. MORRISSEY
603-594-3651

Mission Statement

It is the mission of Nashua Fire Rescue to protect life, property, and safeguard the quality of our environment by providing effective emergency and support services related to fire suppression, emergency medical response, specialized rescues and hazardous materials mitigation.

Nashua Fire Rescue will take a pro-active role, in reducing the impact of such emergencies, by providing programs related to public education, risk reduction, fire, and injury prevention, community relations, disaster planning, and operational training.

All services provided will be delivered in the most efficient and effective manner to meet the needs of our internal and external customers.

Approved: Nashua Board of Fire Commissioners

General

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

Accomplishments

A new 2013 Pierce Arrow XT Pump was placed in service at Engine 1. The new Engine replaced a 2001 unit that had been in service for 13 years. The 2001 Unit will remain on the active roster as a reserve for continued use when conditions warrant.

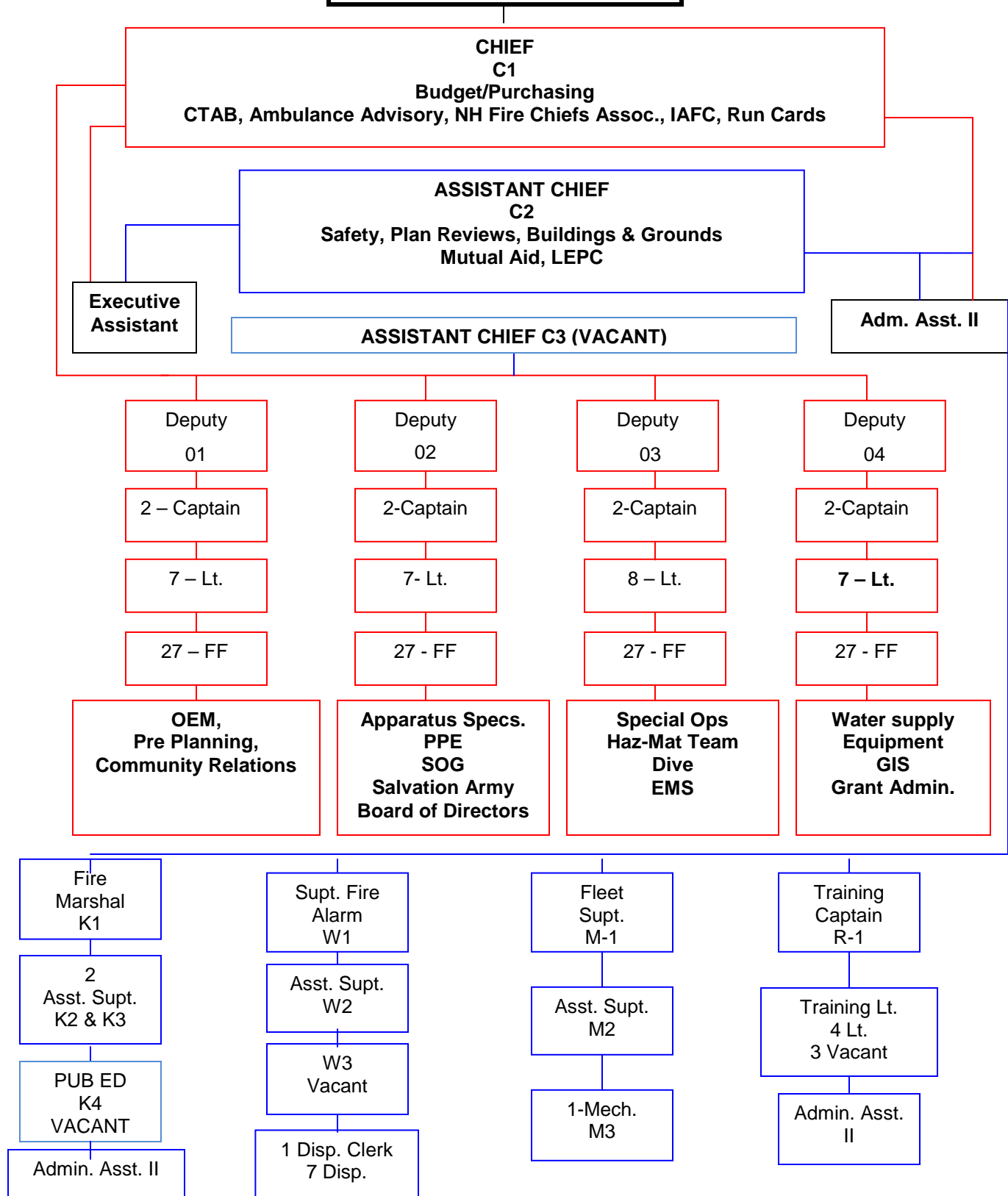


A 2014 Ford Interceptor was placed in service with the Fire Marshal's Division.

Personnel Changes

During FY14 the following personnel changes occurred: Firefighter: Thomas Chacos Jr., retired after 23 years, Steve Cote, after 18 years: New personnel: Firefighter: Timothy Farrar: Dispatcher: James Daly.

Board of Fire Commission



Municipal Government Report

Haz Mat Tech [D]Diver - Line up Capt., Lt., Engine Driver, Ladder or Tower Driver TT - Temp Transfer EFFECTIVE 4-20-14

Nashua Fire Rescue - Department Roster

Chief Brian Morrissey								Assistant Chief Steven Galipeau															
Deputy Chiefs (DEP changed to DFC per C1 (BM) 8-21-13)																							
DFC O'Brien Sr, Michael				IFC Rhodes, Brian				TD DFC Gerhard, Karl				T DFC Kerrigan, Kevin											
Group 1				Group 2				Group 3				Group 4											
Amherst Street Fire Station																							
T	Lt	Kolden, Erik				TD	Lt	Sassak, David				T	Capt	Walker, George				TD	Lt	Bartlett, Russell			
T	Lt	Allison, Jeffrey				D	Lt	Haynes, Mark				TD	Lt	Tremblay, Eric						Lt. Mobley, Scott			
		Pvt Battistelli, Eric				TD	Pvt	Duclos, Michael						Pvt Monaco, Al				*		Pvt Morrissey, Brian (Jr)			
T	Pvt	Labrecque, Raymond					Pvt	Lajoie, Peter					Pvt	Makarawicz, Keith				T		Pvt Hebert, Cyrus			
TD	Pvt	Frazier, John					Pvt	Lambert, Jason					Pvt	Johansson, Michael				T		Pvt Cote, Stephen			
	Pvt	DeRubbio, Anthony				TD	Pvt	Sice, Michael				TD	Pvt	Reed, Julian				T		Pvt O'Brien Jr, Michael			
TD	Pvt	Rioux, Chad				T	Pvt	Maeder, Brian				D	Pvt	Scire, Robert M				*		Pvt Hansen, Joshua			
*	Pvt	McGovern, Michael				*	Pvt	Lefebvre, Benjamin				*	Pvt	Palizzolo, William				*		Pvt. Gagnon, Peter			
Lake Street Community Fire Station																							
TD	Capt.	Buxton, Steve				TD	Capt	MacDonald, Glen				T	Capt.	Wilson, Gordon				T	Lt	Teague, Daniel			
TD	Lt	Perault, Thomas				T	Lt	Lingley, Thomas				T	Lt	Soucy, Timothy				T	Lt	Perault, David			
	T	Pvt House, Brian				T	Pvt	Shea, William				D	Pvt	LaFleur, Michael				TD		Pvt Rioux, Justin			
TD	Pvt	Bollengier, James				T	Pvt	Douzanis, James				T	Pvt	Koser, Ronald				T		Pvt Melchionne, Michael			
TD	Pvt	Phillips, Steven				TD	Pvt	DuVarney, Michael				TD	Pvt	Harrington, Brian				TD		Pvt Oleksak, William			
TD	Pvt	Keeler, Bradley				TD	Pvt	Tapply, Mark				TD	Pvt	Robert, David				T		Pvt Farrar, Cory			
T	Pvt	Meyer, Richard				T	Pvt	Nielsen, Glenn				T	Pvt	Anderson, Wayne				T		Pvt Curran, Michael			
*	Pvt	Morse, Ryan				*	Pvt	Hatfield, Michael				*	Pvt	Kerrigan, Patrick				*		Pvt Dodge, Jacob			
Spitbrook Road Fire Station																							
T	Capt.	Carrigan, Scott				T	Lt	Crowell, Richard				T	Lt	Perault, Matthew				TD	Lt	Dias, Christopher			
T	Lt	Desjaden, Darren					Lt	Flynn, Steve				T	Lt	Quimby, Sage				TD		Lt. Nelson, Patrick			
D	Pvt	Paris, John					Pvt	Drugan, Greg					Pvt	Deslauriers, Judith						Pvt Carter, Mark			
		Pvt Deslauriers, Donald					Pvt	Petrain, Timothy					Pvt	Flagler, Alex				D		Pvt Conway, Stephen			
		Pvt Young, Thomas					Pvt	Ellia, Matthew					Pvt	Surette, Michael						Pvt Douzanis, Andrew			
		Pvt Anderson, Brett				T	Pvt	McInnis, Michael					Pvt	Fitz, Shawn				D		Pvt Silva, Scott			
*	Pvt	Garland, Richard					Pvt	DeRusha, Joseph				D	Pvt	Keohane, Timothy				TD		Pvt Curran, Jonathan			
*	Pvt	Reardon, Patrick				*	Pvt	Keefe, Thomas				*	Pvt	Alvarez, Angel				*		Pvt Franzek, Derek			
East Hollis Street Fire Station [Crown Hill]																							
TD	Lt	Parzych, Matthew				TD	Capt.	Barrows, Robert				T	Lt	Wholey, Mark				T	Lt	Wyman, Jess			
T	Pvt	Leighton, Ryan				D	Pvt	Dionne, Nicholas				*	Pvt	Chamberlain, Shawn				T		Pvt McAllister, John			
		Pvt Wholey, Thomas				*	Pvt	Pelletier, Kevin				T	Pvt	Belanger, Keith				*		Pvt Donaldson, Jeffrey			
*	Pvt	Farrell, William				*	Pvt	Hebert, Joseph				*	Pvt	Farrar, Tim				*		Pvt Turgeon, Chris			
Pine Hill Road Fire Station [Airport]																							
	Lt	Kass, Michael				T	Lt	Atkinson, William				TD	Lt	Simard, Matthew				T	Capt.	Finnerty, Thomas			
T	Pvt	Saunders, Troy					Pvt	Marquis, Timothy					Pvt	Clark, Benjamin				T		Pvt Lanzara, Thomas			
	Pvt	Petrain, Anthony				*	Pvt	Cronin, Ryan				T	Pvt	Doherty, Daniel				*D		Pvt Martineau, Andrew			
*	Pvt	Waller, James				*	Pvt	Dungan, Robert				*	Pvt	Larson, Fred						Pvt Worcester, Gerald			
Conant Road Fire Station																							
TD	Lt	Armstrong, Nathan				T	Lt	Bernier, Richard				TD	Lt	Telgen, Glenn				T	Capt.	Kirk, James			
T	Pvt	Lamb, James					Pvt	Rapsis, Douglas					Pvt	Pimental, Manuel						Pvt Weeks, Todd			
	Pvt	Labrecque, Kyle				T	Pvt	Anderson Jr., Keith					Pvt	Sewade, Shane						Pvt Henry, Steven			
*	Pvt	Jubert, Ross				*	Pvt	Marich, Chris				*	Pvt	Galipeault, Jeremy				*		Pvt Leblond, David			
Support Services																							
Exec. Admin. Asst. Earlene Davis								~~ Admin. Asst. II Anne-Marie Boucher															
Fire Marshal				Training/Safety Division				Mechanical				Fire Alarm/Communications											
FM Bautista, Cynthia				(T) Capt. Rick Conway				M1 ~ Stepney, Thomas				W1 ~ Jeremy Audette											
Insp/Invest Rapaglia, Mark				Lt. William Campbell				M2 ~ Powell, David				W2 ~ Peter Collishaw											
Insp/Invest Pouliot, Adam				Admin. Asst. II Dawson Roy				M3 ~ Stepney, Nick				Cahill, Jen, Hill-Filteau, Sharyn											
Admin. Asst. II Morse, Brenda												Murphy, Eric, Govostes, Rebecca,											
												Ball, Kyle, Labrie, Jeff											
												Cormier, Amanda, Daly, Jim											

NASHUA FIRE RESCUE FIRE ALARM COMMUNICATIONS



Superintendent Jeremy Audette
Assistant Superintendent Peter Collishaw

Fire Dispatcher Clerk/Trainer Sharyn Hill
Fire Dispatcher Jennifer Cahill
Fire Dispatcher Eric Murphy
Fire Dispatcher Rebecca Govostes
Fire Dispatcher Kyle Ball
Fire Dispatcher Jeffrey Labrie
Fire Dispatcher Amanda Cormier
Fire Dispatcher James Daly

The Fire Alarm and Communications division act to further the goals of the Nashua Fire Rescue and the agency's mission. The scope of Fire Alarm and Communications has only increased in recent years with advances in technology and responding to our many customers' needs. The communications division is staffed by eight dispatchers, staffing two dispatchers on duty at all times 24 hours, 7 days a week. The communications division received over 6,899 911 calls from Concord and Laconia call centers. Overall Fire Alarm communications center handled over 30,000 calls for service and 8,684 Fire Incident reports.

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

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

Municipal Government Report

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

Fire Alarm is also tasked with maintaining and servicing the City of Nashua municipal cable plant. This cable plant includes Municipal Fire Alarm Cable, Computer and Data networking cable and an expanding Fiber Optic Cable network. Technicians in the Fire Alarm division are the front line for troubleshooting network and computer problems, and triaging major problems and working with the City's IT department. The Fire Alarm division is working with the Division of Public Works in the Congestion Mitigation and Air Quality project that will connect city traffic signals by fiber optic cable. The municipal Fire Alarm cable plant is over 131 miles in length, connecting 226 Street Fire Alarm Boxes and 583 Master Fire Alarm boxes contained within 21 separate circuits. Master Fire Alarm boxes are purchased by building owners and connect that location with direct reporting to Communications.

This division also receives requests to move existing cables at the request of PSNH, Fairpoint or other third party attachers'. The Municipal Fire Alarm system is required to be tested and portions are tested each week until all circuits have been tested.

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

Fire Alarm headquarters at 38 Lake St also houses the City's Radio Technician. Fire Alarm provides assistance to this department to maintain and monitor the City of Nashua's citywide radio system. Fire alarm technicians test and prepare a constant rotation of portable radio batteries for all Fire department responders. Communications houses the MOSCAD monitor a computer system that links all sites of the citywide radio system and reports any faults or equipment issues. The IMC mobile data terminals operate over VHF radio frequencies and Fire Alarm was responsible to prepare and obtain FCC licensing for mobiles and Base Station. The alarm division helped to deploy the Statewide Interoperability radio system with neighboring communities from Department of Homeland Security grants.

The Fire Alarm division works extensively with outside vendors as project manager and the supervising entity for city projects. Some of these projects include overseeing Fiber Optic installation, telephone system installations and transition from other sites and overseeing HVAC work in stations.

Fire Alarm Communications:

- 6,899 – 911 Calls received
- 30,510 – Calls for service
- 8,684 – Fire Incident Reports
- Monitors 35 Active radio channels 24 hours a day
- Monitors Citywide Radio System infrastructure

Fire Alarm Municipal Cable Plant:

- Over 131 miles
- 226 Street Fire Alarm Boxes
- 583 Master Fire Alarm Boxes
- 21 Separate circuits
- Connected to Communication providing real time alarm reporting

City of Nashua Data Networking Cable Plant:

- Over 130 Miles
- Connecting all municipal buildings to IT using existing cable plant as backbone
- Traffic signaling
- Expanding Fiber Optic infrastructure

*Respectfully Submitted,
Peter Collishaw
Assistant Superintendent of Fire Alarm
Nashua Fire Rescue*

FIRE MARSHAL'S DIVISION

**Cynthia Bautista
Mark Rapaglia
Adam Pouliot
Brenda Morse**

**Fire Marshal
Investigator/Inspector
Investigator/Inspector
Administrative Assistant**

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

As the "Keeper of Record" for all incident, inspection, and permitting reports, the Fire Marshal's Office was a front row participant in the operation, training, and administration of Nashua Fire Rescue's recordkeeping system. This system allows us to integrate our Dispatch, Inspection, Permits, and Incident Reporting system into the same database, which allows all personnel access this valued information at the touch of a key.

Below we have broken down our responsibilities into three basic functional areas. We hope you find this format easy to use and understand. Thank you for allowing us the opportunity to serve the citizens of Nashua.

Plans Review, Permits, Fire Inspection, and Code Enforcement

Construction Plans/Projects Reviews

- 467 Building Permit Applications
- 108 Site Plan Reviews
- 350 Fire Protection System
- 7 Other Projects

Inspections (some required re-inspections)

- 197 Places of Assembly
- 55 Schools
- 90 Residential types/Daycare
- 172 Fire Safety
- 31 Business Occupancies/Mercantile (Retail)
- 17 Storage
- 397 Fire Protections Systems
- 320 Other Inspections

Permits & Fire Reports

- 249 Fire Protection Systems Permits
- 537 Places of Assembly
- 30 Storage of Hazardous Materials
- 5 Blasting
- 7 Abandon/Removal of Underground Tanks
- 6 Fireworks
- 107 Shows (Carnivals, Circuses, Block Parties, etc.)
- 521 Burning Permits
- 223 Building Permits
- 40 Site Permits
- 34 Fire Reports to Insurance Companies
- 13 Environmental Searches

\$118,927.14 Income Received from Permits, Reports, Grants, Contributions, etc.

Meetings

- 1163 Meetings Attended

Fire Investigation Unit

The Fire Marshal's Office provides fire Origin and Cause determination services for fires which occur in the City of Nashua. These services require all Fire Marshal's Office uniform personnel to be highly trained in determining the Origin (where) and the Cause (how) fires are ignited. This expertise requires skills in Criminal Justice, Fire Science, Human Relations, as well as frequent interaction with Law Enforcement, the Hillsborough County Attorney's Office, the Insurance Industry, and the Justice System. Accordingly, the Fire Marshal and Inspector/Investigators are all Nationally Certified as Fire and Explosion Investigators.

Fire Investigations

- 230 Fires occurred, of those, 29 Fires were investigated through FMO
- 28 Juvenile Fire setter Interventions
- 178 Other Investigations (including complaints)

Public Education/Injury Prevention (Vacant Position)

As a result of staffing reductions, we were forced to reevaluate our service delivery and pare down our Public Education/Injury Prevention programs. This resulted in the virtual abolishment of the Risk Watch Program, a comprehensive injury prevention program for youth. This program had been delivered in public and private 4th grade classrooms throughout the city. This program was delivered primarily with volunteer support from the Nashua Firefighters Union.

Monetary donations have allowed us to provide very limited public education/injury programming. We try to support the use of our safety-training trailer which is a replica of a single-family home with a living room, kitchen, and bedroom. The trailer offers us the ability to simulate smoke conditions and other unsafe conditions found in the home to all age groups. This tool has been supported financially in-part through generosity of Oracle. This has greatly improved the quality and impact of our risk reduction programs. We would be grateful for financial assistance in the form of donations from additional resources to help keep this program going.

We continue to work collaboratively with our Fire and Injury Prevention local partner communities to enhance the regional reach of our programming.

Regional Juvenile Fire Intervention Program

Our Regional Juvenile Fire Intervention Program is a collaborative effort between Nashua Fire Rescue, Nashua Police, The Youth Council, Spidaliere Psychological Associates, Fire Departments from seven surrounding communities, and others. The program serves youth who have been involved in fire misuse and other related problem behaviors. We consider our program to be the most comprehensive and one of the best currently offered in the State of New Hampshire.

We have approached this as a Community problem not a Fire problem. Juvenile fire misuse impacts the entire community and knows no municipal boundaries. For these reasons, we work collectively with Amherst, Brookline, Hollis, Hudson, Milford, Merrimack, and Pelham to identify and provide a network of resources to connect youth and their families for proper intervention.

These programs have been provided with cooperative agreements with other agencies and communities. We encourage you to learn more about these programs by visiting our web site at <http://www.nashuafire.com>.

Municipal Government Report

Fire Prevention Services for the Public

- 14 Talks Given
- 7 Public Education Meetings
- 11 Evacuation Drills
- 12 Other- Fire Guard, Safety House, Public Education

Requests for Information

8186 Information Given

*Respectfully submitted,
Cynthia Bautista
Fire Marshal*

MECHANICS DIVISION

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

**Thomas Stepney
David Powell
Nicholas Stepney**

Introduction

The mechanical division consists of 3 mechanics, (1 superintendent and 2 mechanics). They are responsible for the repairs and preventative maintenance of all pieces of equipment for Nashua Fire Rescue.

Vehicles

Operations

- 8 Engines
- 4 Ladder Trucks
- 2 Forestry Trucks
- 1 Chevy Tahoe – Deputy Chief
- 1 Ford Fusion - Chief
- 1 Ford Taurus – Assistant Chief

Fire Marshal's Office

- 1 Ford Crown Vic – Fire Marshal
- 1 Ford Explorer - Fire Inspector/Investigator
- 1 Ford Explorer - Fire Inspector/Investigator
- 1 Ford Van Field Investigative Unit
- 1 Safety Trailer Education Trailer

Fire Alarm

- 1 Ford Truck – System Maintenance
- 1 Bucket Truck
- 1 Cable Trailer

Building Maintenance

- 1 Chevy S10 Pick-up

Mechanics Division

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

Training/Safety & Special Operations Division

1 Chevy Tahoe – Training Safety Officer
1 F150 Pick-up – Field Safety Unit
1 Cube Van – Dive Equipment
1 Boat Trailer
2 Dive Boats

2 Hazardous Materials Vehicles
1 Decon Trailer
1 Below grade trailer

On a weekly basis the following is completed:
Operational checks on 7 generators throughout the department.
Perform as needed any repairs on the apparatus.

On a 3 month rotation the following is completed:
All 8 Engines and 4 Ladder Trucks come thru the mechanical division for preventative maintenance service. This requires 2 men, 6 to 8 hours per vehicle to complete. The division also handles all repairs as needed, (motor overhauls, brakes, fuel pump repairs, aerial ladder hydraulics, etc.)

Maintenance for 115 SCBA Units, (self contained breathing apparatus). This involves replacement of batteries, visual inspection. A yearly service test is performed along with any repairs as needed.

On a yearly basis:

- All vehicles come through for inspections and registrations.
- Yearly preventative maintenance is performed on all generators.
- All lawn & snow blowers are serviced.
- Rescue tools, (nozzles, hand tools, Jaws of Life, etc, chainsaws, etc.).

Mechanical Division is also responsible to maintain and respond with the Air Unit Truck and Trailer to any fire or dive rescue to enable any repairs to equipment and to refill SCBA's for the firefighters.

During the winter months:
Mechanical division is responsible for the plowing and snow removal along with sanding 7 buildings throughout the city.

TRAINING/SAFETY DIVISION

Captain Training/Safety
Lieutenant Training/Safety
Administrative Assistant II

Richard A. Conway
William S. Campbell
Dawn Roy

Overview

The Training/Safety Division is tasked with 3 primary missions:

- Coordination and delivery of skill maintenance training, Recertification/licensing training, recruit training, and new skills training for Operations Personnel
- Coordination of the Recruit hiring process and the Recruit Academy

- Oversight of operational safety and accident investigation for Nashua Fire Rescue

The Training/Safety Division operates on a quarterly training objectives format. The primary benefit is to provide company officers greater latitude with time and task management. The Division has also moved from a paper based certification tracking system to the electronic capabilities of TriTec. All training records, including daily and quarterly objectives, have been transferred to the paperless system. In addition, all quarterly and Probationary Firefighter training programs have been moved to the Fire Dept. "S" drive on the main computer. The Division has completed automating our National Registry recertification by registering all Nashua Fire Rescue EMS Providers via online registration which now allows us to track and maintain all recertification hours and we will be able to renew all our providers electronically. This has been a huge undertaking by the division and resulted in streamlining our yearly recertification process.

In house resources were again utilized to facilitate various trainings which included the following: RIT Trainings, IAFF Fireground Survival, firefighting foam, and in addition, the Division continued its support of Life Guard Systems during the training of additional rescue divers. The Division also continued to update standardized curriculum for hazardous materials decontamination, dive/tender training, SCBA usage and emergency techniques, forcible entry, emergency vehicle operations, Rapid Intervention training (RIT) and surface ice rescue. The Division assisted in the issuing and training with new portable radios and conducted MAYDAY radio training during the yearly SCBA recertification. These programs will continue to be delivered yearly to ensure that core skills are properly maintained. Continued partnerships with outside groups, including The Army National Guard Civil Support Team, AMR, DHART and other emergency response stakeholders allow for the delivery of specialty training to the appropriate personnel.

During the fall of 2013 and spring of 2014, the Training/Safety Division completed the development of a Recruit Eligibility List and completed two in-house Recruit Academies with the hiring of 7 new Firefighters. The recruit application and hiring process continues to undergo yearly review and revision, in an effort to streamline information management throughout the process and ensure that the best possible candidates are identified and hired. Training/Safety Division staff participated in monitoring the CPAT exam, which allows us to participate in the FST hiring process. The Division also participated in the testing and hiring of 1 new Dispatcher, along with helping to prepare an eligibility list that is good for the year.

The Training/Safety Division completed 2 major department-wide training programs that were initiated with the Bureau of EMS. First, all department members were trained in the new back boarding and spinal injuries protocols. Secondly, through the assistance of AMR, all department members were trained in the use of Nasal Narcan. The Division also coordinated the securing of and distribution of the Narcan.

During the course of the year, the Division ensured that all personnel met required recertification and Collective Bargaining Agreement training requirements. All training represented over 650 hours of classroom delivery, along with over 700 hours of field applications. Total training hours for all department members continue to represent over 14000 man hours.

Division personnel were also responsible for assisting Incident Commanders at emergency scenes. Primary responsibilities revolved around supporting the Command Staff by managing the safety and accountability functions. Division personnel also responded when NFR resources were being utilized at mutual aid scenes. The same command and safety function support was offered at these mutual aid emergencies. These functions were very dynamic, with scene conditions driving specific incident requirements. In addition to these emergency scene responsibilities, Division personnel also investigated reported department accidents/injuries in an effort to identify and eliminate preventable causes.

The Training/Safety Division is comprised of a Fire Captain, a Fire Lieutenant and one Administrative Assistant.

NFR Training Facilities

The Training Ground facility, located on West Hollis Street at the Four Hills Landfill, continues to be upgraded, the division has applied for and received grant funding to make more upgrades to our facility. The plan is now in the permitting and bidding process. The division has also completed fit testing for the anticipated new SCBAs that will be received from a grant.

Several outside fire department have also utilized the training facility. The grounds are becoming more and more a “regional” training facility. Several area fire departments have conducted pump testing and trained their new recruit firefighters at our facility.

The Training Division classroom, located at 177 Lake Street, has hosted training and meeting activities for the LEPC, regional fire service groups, the neighborhood watch group and various technical committees. Various LEPC sub-groups, including the Red Cross and Public Health have used the facilities regularly for training sessions. In addition to scheduled in-house training events, the classroom facilities were used an additional 75 times during the year.

*Respectfully submitted,
Capt. Richard Conway*

Municipal Government Report



Nashua Fire recruits observing a training burn



Preparing to take the new recruits through a training exercise



Getting the building ready for training exercises



Swearing in ceremony of the new Nashua Fire Personnel during the Nashua Fire Rescue Recognition Night held each spring

INFORMATION TECHNOLOGY DIVISION

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

Bruce Codagnone

Ann Surwell

CIO / IT Division Director

Administrative Assistant II

Nick Miseirvitch

Richard Pearl
Mark Fradette
Dennis Morrissette
Justin McGonigle

Infrastructure Team Supervisor

Enterprise System Administrator
System Administrator
IT Infrastructure Team
Web Designer

Dan McMullen

Ben Levesque
Nathan Lloyd

Tech Support Team Supervisor

Tech Support Team
Tech Support Team

James Molony

Michael Roy
Cindy Loefstedt

Project Manager

Implementations Specialist
Applications Analyst

Jeff Poehnert

Pete Johnson

Nashua CTV

Nashua CTV

Information Technology

- 13 Full-time staff members for IT, 2 Full-time staff members for CTV
- Supporting 34 City-wide locations
- Supporting over 240 software applications
- Maintaining over 400 pages on City Internet site
- Processing over 300,000 emails per month, of which, 80% are SPAM and do not reach the intended recipient
- 3,000 ERP users
- Over 600 desktop PCs and 150 printers
- 280 voice & data lines, full high-speed municipal broadband network
- Approx. 100 servers & 70 network devices (switches, routers, access points)
- 6,200 work orders closed in FY2013
- Emergency Operations
- IT Staff Technical Training
- End User Training

Executive Summary

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

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

Mission Statement

The mission of the City of Nashua Information Technology Division is to provide high quality innovative, secure, efficient and cost-effective services. Work as a team to identify best practices for services while being respectful of taxpayer dollars. Attract and retain employees with appropriate technical skills, enthusiasm to learn, ability to teach and the passion to provide high quality program, project and operations services to city departments and public sector.

FY2014 Major Accomplishments

- Provide citizens, the business community and City staff with convenient access to appropriate information and services through technology by upgrading the audio/video capabilities of the Aldermanic Chamber and Auditorium.
- Expanded controlled Wireless Network system to Park Rec, Solid Waste, and Transit facilities
- Expanded controlled Wireless Network system to increase coverage in City Hall
- Expanded separate Wireless Network system for Library patrons
- Implemented new Service Desk system for end user requests and issues which integrates with existing Change Control Management system
- Implemented new network monitoring solution which provides insight to bandwidth utilization and identifies problem areas

City of Nashua

- Increased redundancy of network infrastructure by configuring additional paths to main core switching equipment
- Tied new fiber installed for the CMAQ project into the City's existing fiber network. This increases the City's private fiber network to over 40 miles in length
- Brought the Hunt Building into the City's network infrastructure
- Completed software compliance audit
- Implemented printing audit and reporting tool
- Migrated desktop PCs' to Windows 7
- Discovery and planning for new system for Property Tax collections and billing

FY2015 Objectives

- Implement new document management system for AP information
- Executed fully tested new system for Property Tax collections and billing
- Implement new SAN (Storage Area Network) to stay ahead of City's growing electronic storage needs
- Upgrade virtual infrastructure to increase capacity and resources available for future demands
- Convert Fire Department MDT's from the aging Radio Network to modern Cellular network
- Expand fiber network to the City's Radio towers to provide redundancy to the existing Micro wave network
- Outline the major upgrade of the City's ERP system to the current version
- City wide Phone System upgrade
- Parking garage security upgrades
- Maintain a secure reliable communication and computer infrastructure foundation on which to efficiently conduct City business operations today and in the future at competitive benchmarked rates.
- Effectively communicate information about plans, projects, and achievements to City staff and customers.
- Develop and maintain technically skilled staff that is competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.
- Ensure effective technical and fiscal management of the Division's operations, resources, technology projects and contracts.

Nashua CTV – Public, Government and Education TV

Government TV 16

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

Nashua ETV

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

Access Nashua

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

Nashua Public Access Channel 96 FY2014 Major Accomplishments

Studio Changes

Added a 12' x 12' x 8' raised stage in the studio. This **platform** is now part of the set, which is a surface **raised** above **stage** floor level.

In 2014 a new video switcher was installed in the control room. The Tricaster 8000 is the latest from the NewTek Corporation. This switcher allows us to record programs in High Definition, whereas the previous one did not. This now allows for superior picture quality, allowing our Green Screen Backgrounds to look far better than ever. The advanced features allow; easy integration with an external computer; allowing the host to bring along a power point presentation; software tutorial or demonstration of a web site capabilities. Lastly, the Tricaster has been easy to train volunteers to use and record their own shows.



NEWTEK Tricaster 8000 Production Switcher

Skype has been added to Studio shows as a way to communicate with people across the country.

Skype's text, voice and video make it simple to interview people wherever they are.

Production Updates

New shows added during this year include; *The Veterans Forum*, *Right to Know*, *Monty Whitfield's Art Show*, *Falcon News Network*, *Fairgrounds Middle School Variety Show*, *US Democrats*, *Take Me Out NH*, *Plenitud*, *Real Estate with Harmony*, *This is Toastmasters*, and 'Access Nashua: The Independents'. This last series is a compilation of specials and stand-alone episodes, focusing on special events in and around New Hampshire.

Events Attended by Access Nashua

- 2014 Eastern Region Communication and Technology Conference
- Provided a trade show table representing Access Nashua in conjunction with The Lil' Iguana Children's Safety Foundation at two 'Family Fun Day' Events at Nashua High School South.

Friends of Access Nashua (FANS)

The FANS is now a 501 (c) 3.

Local Events Covered by Access Nashua

2013 Fairy Tale Festival, Nashua Veterans Day Parade, Nashua Holiday Stroll, Fairgrounds Middle School Production of "A Charlie Brown Christmas", The 2014 Wild Irish Breakfast, The 2014 Groundhog Breakfast, The Nashua Holocaust Memorial Dedication, Holocaust Remembrance Day, Nashua River Cleanup, The Nashua Memorial Day Parade, and the Boy Scout's Rain Gutter Regatta.

Media Kudos

Access Nashua was featured in a national magazine called *Popular Communications* in their August 2013 edition with a 6 page spread (including color photos) about our studio, and the use of green screening technology. *Popular Communications* is the #1 magazine for short-wave listening, broadcasting, scanning, public service, and emergency communications.

Media Kudos

Access Nashua provided some footage of the March 14th, 2014 Wild Irish Breakfast Event at the request of Boston television station Fox25 WFXT.

Awards *Garage X*, a locally produced television series with assistance from Access Nashua Community Television's Creative Director Dan Young, can now be called the award winning *Garage X*. The TV program took home first place honors in the Instructional and Training category in the 2013 Alliance for Community Media-Northeast Region (ACM-NE) Video Festival



The *Garage X* Team is congratulated by Nashua Mayor Donnalee Lozeau and Access Nashua Station Manager Dick Gagnon after the award ceremonies. *Garage X* is co-produced by Matt Holland, Steve Belanger and Chris Quimby and directed by Dan Young.

Workshops

Most of our training is one-on-one, either for in the field or in the Studio. However, we did host two workshops in the studio, which were created by Creative Director Dan Young, Communications Director Steve Candeloro, and Senior Editor Scott Brodman. The public was invited; we did have a total of 40 people in attendance. The Workshops were named: 'Do's & Don'ts of Hosting', and 'TV Production in the Field'.

Show Milestone Numbers

The following shows have now exceeded 100 episodes: *Gate City Chronicles*, *The People's View*, and *The Art of Politics*.

YouTube Information

We created and expanded The Access Nashua YouTube channel to include every episode that YouTube will allow within their guidelines. As of October 6, 2014, there are 33 Playlists and 907 Video's.

On our website accessnashua.org, we had originally created a 'Video-on-Demand' section. People could watch each series episode from our website. We have since changed it so people can go to our website and it links directly with our Access Nashua YouTube channel. This gives a wider exposure for all of our shows in Social Media, including Facebook and Twitter.

Access Nashua Episode totals for Fiscal Year July 1, 2013 – June 30, 2014

Access Nashua: 'The Independents' (25)	Take Me Out! New Hampshire (2)
Garage X (3)	Plenitud (9)
Public Service Announcements (10)	Nashua's Non-Profits (1)
The People's View (46)	The Art of Politics (36)
Real Estate with Harmony (3)	US Democrats (16)
Speak Up! NH (43)	Gate City Chronicles (50)
Beyond The Garden Gate (9)	New Beginning Fellowship (2)
Right to Know (7)	Gidge World (2)
Discovering Possibilities (17)	The Veterans Forum (1)
Special Talk with Scott McCullough (9)	Monty Whitfield's Art Show (5)
Fairy Tale Access (34)	This is Toastmasters (2)
Sports Chatter TV (7)	Vibrant Living with Dr. Lisa (2)
Falcons News Network (19)	

Total 2013-14: 360 Episodes

NASHUA ETV 99

FY2014 Major Accomplishments

Nashua ETV is Nashua's Educational Television channel which provides educational programming over Comcast Channel 99. Operational funding is provided by Comcast through its cable television franchise with the City. Nashua ETV's programming includes live coverage of most Nashua Board of Education and BOE Committee meetings. Other programming includes local sports, school functions historical talks, Nashua Library programs and other educational programs of regional interest as time and resources permit.

In 2014, Nashua ETV broadcast nearly 5,000 hours of programming, including 120 live meetings, 75 sporting events, 160 local programs and nearly 200 regional and national programs. In addition Nashua ETV worked with the Television & Broadcasting class on several cooperative productions and broadcast a total of 20 student produced programs.

Equipment upgrades in 2014 include and new production switcher for the studio which has greatly improved our in-studio recording capabilities. For field recording, we have several new wireless microphone kits and a new 7-inch camera monitor perfect for recording sports, concerts and other events.

Accolades

Nashua ETV submitted a number of programs for consideration in the 2013 Alliance for Community Media Northeast Region Video Festival. One of the student programs, a NTC-HDTV produced BOE Candidates Forum, received second place honors, while Nashua ETV received awards for "It's Story Time with Mrs. Gorelick" and our coverage of the Daniel Webster College vs Rivier Midnight Madness Basketball game.



Two of the Three Honors Received by Nashua ETV Programming for 2013

**Nashua Government Channel 16
FY2014 Major Accomplishments**

- Worked closely with the Nashua Health department in keeping citizens apprised of numerous health issues arising throughout the year.
- Fine-tuned our rapid broadcast response procedures during emergencies through Emergency Management to disseminate vital information to the public.
- Rebuilt entire broadcast coverage system in the City Hall Auditorium. This includes full 1080p High Definition capabilities; Computer accessed and controlled presentation system with 70" high definition monitors.
- Built new Division of Public Works Conference Room Broadcast capabilities with 3 cameras and live coverage via encoding.

NASHUA PUBLIC LIBRARY

Report of the Trustees and Director

**The Honorable Donnalee Lozeau,
President Ex-Officio**

**President of the Board of Aldermen Brian McCarthy,
Trustee Ex-Officio**

BOARD OF TRUSTEES

**Arthur L. Barrett Jr., Chairman
David K. Pinsonneault, Secretary
Maurice L. Arel
Pauline Desautels
Linda Laflamme
Kathleen Veracco
Christopher Hodgdon**

DIRECTOR

Jennifer Hinderer

ASSISTANT DIRECTOR

Jennifer Hosking

Staff of the Nashua Public Library

Administration

Jennifer Hinderer, Director
Jennifer Hosking, Assistant Director
Angela Smith, Exec. Asst./Office Mgr.
Mary H. Greene, Admin. Asst./
Cost Accountant
Paul R. Lacroix, Library Technology
Technician

Community/Outreach Services

Carol L. Eyman, Librarian

Children's

Kathy E. Bolton, Librarian
Susan M. Willmore, Assistant Librarian
Lindsey K. Jackson, Library Assistant
Kristin Daynard, Library Assistant
Dawn R. Bateman, Library Page
Sonya K. Walcott, Library Page

Circulation

Loren H. Rosson, Librarian
Lea L. Touchette, Assistant Librarian
Karen M. Egle-Gaber, Assistant
Librarian Christina H. Lozeau, Library
Assistant
John C. Milton, Library Assistant
Julie M. Andrews, Library Assistant
Jane S. Hemmingsen, Library Assistant
Judith C. Bates, Library Assistant
Matthew Melanson, Library Page
Claire Black, Library Page
Dynasty Marquez, Library Page
Naomi Conte, Library Page
Daniela Gamba, Library Page

Exhibits/Media Services

Bruce J. Marks, Coordinator

General Adult Services

Linda N. Taggart, Librarian
Katie Sherman, Reference Librarian
Courtney Steele, Reference Librarian
Kersten Matera, Reference Librarian
Megan Bozzi, Reference Librarian

Young Adult Services

Sophie Smith, Librarian
Chris Dorman, Library Assistant

Maintenance

Larry R. Case, Supervisor
Thomas Oczykowski, Janitor

Music/Art/Media

Cara Barlow, Librarian
Linda M. Walker, Assistant Librarian
Karen R. Beaver, Library Assistant
Steven E. Lowe, Library Assistant
Santhi V. Ramaswamy, Library
Assistant
Jennifer Morton, Library Page
Rachael Luszey, Library Page

Security

Roger V. Allen, Security Guard

Technical Services

Margaret L. Gleeson, Librarian
Caroline Kutcher, Reference Librarian
Amanda Darah, Library Assistant
Mark King, Library Assistant
Holly A. Sullivan, Library Assistant

The Mission, Purposes, and Activities of the Nashua Public Library

Our Vision

The Library is a forum for ideas and a source of information for the enrichment of the entire Nashua community.

Our Mission

The Library serves our community by providing access to resources for information, inspiration and enrichment.

Our Values

The Library—its Board of Trustees, staff and volunteers—is committed to the following values:

We value the library as a public forum: it is a community facility for open communication of ideas and information; its collection, displays, programs and services reflect an array of opinions and viewpoints.

We value the community by actively participating in it and endeavoring to enhance the quality of its life.

We value full and equal access to information, the building, its services and its programs.

We value the collection of and accessibility to information in up-to-date, existing and emerging formats: print, electronic, audio and video.

We value our customers by responding to them with equal, respectful, accurate and friendly service in a safe environment.

We value the many contributions we receive each year from Friends, volunteers and donors and we endeavor to respect the wishes of all who leave bequests.

We value reading and learning and promote both for all ages.

We value the privacy of our users by keeping their transactions strictly confidential.

Adopted by the Board of Trustees, October 2, 2007

Municipal Government Report

Trust Name	Percentage	Market Value 12/31/2013	Market Value 6/30/2014
Burbank	6.62	\$350,348.57	364,408.14
Chandler	7.52	\$397,979.04	413,950.04
Constitution	0.1	\$5,292.27	5,504.65
Cramer	0.4	\$21,169.10	22,018.62
Fairfield	0.13	\$6,879.96	7,156.05
Harkaway	0.03	\$1,587.68	1,651.40
Harris	0.99	\$52,393.52	54,496.08
Hickey	0.2	\$10,584.55	11,009.31
Hunt	0.58	\$30,695.19	31,927.00
Hussey	0.88	\$46,572.02	48,440.96
Jacquith	0.03	\$1,587.68	1,651.40
Locke	2.88	\$152,417.51	158,534.06
Smith	0.24	\$12,701.46	13,211.17
Stearns	58.61	\$3,101,802.08	3,226,278.14
Zylonis	9.21	\$487,418.48	506,978.70
Nesmith	0.67	\$35,458.24	36,881.19
Bloomfield	9.68	\$512,292.17	532,850.58
Rose	0.32	\$16,935.28	17,614.90
Clancy	0.84	\$44,455.11	46,239.10
Avard	0.07	\$3,704.59	3,853.26
<hr/>			
TOTAL	100	\$5,292,274.49	5,504,654.73

Director's Report FY14

Staff changes:

This has been another year of staff changes and reorganization. Some retirements and resignations allowed us to shift staffing to meet the changing needs of our customers and our community.

- Long-time security guard Roger Allen retired in March of 2014
- Karen Egle-Gaber, library assistant retired in December, 2013
- Judy Dominici, reference librarian, retired in September, 2013
- Jane Hemmingsen, library assistant, retired in April, 2013
- Judy Bates, library assistant, retired in April, 2013

Building improvements

The library's physical plant experienced a number of upgrades and improvements during fiscal year 2014 to better serve our customers and provide a more comfortable and pleasant place to study, work, and learn.

- We renovated one of the bathrooms on our middle floor to make it fully accessible and to bring it into compliance with ADA regulations. This project we completed using funds from our Fines account and is a significant improvement to the library for our disabled patrons. Because of the size of this new restroom it also serves as a family restroom and has a changing station installed.
- During this fiscal year our boiler plant was replaced with new high efficiency gas boilers. This replacement should provide significant savings in natural gas costs as well as maintenance and repairs. This project was completed with municipal funds and monies from the Bloomfield Trust.
- The East Wing meeting area also got a facelift during this year: paint, lightweight tables and some commercial-grade carpeting turned this dreary corner into a comfortable and attractive area to hold a meeting. The addition of a wireless access point in the East Wing meeting area was the final touch to this mini-makeover.

Patron services

The library staff continually works to improve the services and collections we offer our patrons; during FY2012 we were able to make a number of improvements to enhance our customers' experience:

- Due to drastically declining attendance we discontinued our "Plaza Pics" series that had been held on Friday evenings at Greeley Park and started a new series of summer activities for families on Tuesday nights on the library plaza called "Plaza Schticks"
- FY 2012 also saw the launch of our new Adult Summer Reading program offering reading incentives and prizes to our adult patrons as well as related programming all summer long.
- We initiated a new collection of materials chosen specifically for adults who are learning to read: *Quick and Easy Reads* was developed in conjunction with the Adult Learning Center.

Friends support

Our Friends of the Nashua Library groups raised more than \$20,000 to support library programs including our very popular movie screenings, a portable indoor stage and partial funding of our online tutoring service that is available to Nashua students of all ages.

FY2014 Circulation Statistics

General Adult	
Fiction	101403
Non-Fiction	
(a) General	46852
(b) Business	9038
(c) Music-Art-Media	5889
Ethnic	2363
Periodicals	
(a) General	10155
(b) Business	1213
(c) Music-Art-Media	488
(d) Ethnic	101
Subtotal	177502
Teen	
Fiction	20817
Non-Fiction	977
Periodicals	252
Audio Cassettes	0
Audiobooks (CD)	544
Videogames	1887
Subtotal	24477

Children's	
Fiction	141971
Non-Fiction	32168
Periodicals	634
Compact Discs	2352
Audiobooks (CD)	1836
Puppets	868
Subtotal	179829
Music-Art-Media	
Video Cassettes	0
Digital Video Discs	150224
Compact Discs	15242
Audiobooks (CD)	17115
MP3	940
Downloadable Audio	11327
E-Books	20241
Museum Passes	1699
Subtotal	216788
Books By Mail	1285
TOTAL	599881

Total cost of operations FY2014

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AVAILABLE BUDGET	GENERAL FUND	FINES ACCOUNT	TRUST FUNDS	FRIENDS OF NPL
179 LIBRARY				TOTAL EXPENDED	TOTAL EXPENDED	TOTAL EXPENDED*	TOTAL EXPENDED
51	SALARIES & WAGES						
51100	WAGES FULL-TIME	\$ 1,580,567.00	\$ 1,580,567.00	\$ 1,582,248.34	\$ -	\$ -	\$ -
51200	WAGES PART-TIME	\$ 138,188.00	\$ 138,188.00	\$ 124,929.74	\$ -	\$ -	\$ -
51300	OVERTIME, REGULAR	\$ 45,200.00	\$ 45,200.00	\$ 47,204.13	\$ -	\$ -	\$ -
51400	WAGES TEMP/SEASONAL	\$ -	\$ -	\$ 3,641.97	\$ -	\$ -	\$ -
51750	RETIREMENT & SEPARATION PAY	\$ -	\$ 34,439.10	\$ 37,425.82	\$ -	\$ -	\$ -
51900	BUDGET ADJUSTMENTS	\$ 34,480.00	\$ 34,480.00	\$ -	\$ -	\$ -	\$ -
51990	YEAR END PARTIAL WEEK CHARGEBACK	\$ 4,817.00	\$ 4,817.00	\$ (26,870.61)	\$ -	\$ -	\$ -
		\$ 1,803,252.00	\$ 1,837,691.10	\$ 1,768,579.39	\$ -	\$ -	\$ -
52	FRINGE BENEFITS						
52100	FICA/MEDICARE	\$ 137,948.67	\$ 125,168.67	\$ 125,168.67	\$ -	\$ -	\$ -
52150	PENSION EXPENSES	\$ 194,210.08	\$ 174,352.92	\$ 174,352.92	\$ -	\$ -	\$ -
52300	BENEFITS	\$ 403,571.33	\$ 403,571.33	\$ 403,571.33	\$ -	\$ -	\$ -
52800	EDUCATIONAL ASSISTANCE	\$ 2,500.00	\$ 2,500.00	\$ 2,711.00	\$ -	\$ 1,672.00	\$ -
		\$ 738,230.08	\$ 705,592.92	\$ 705,803.92	\$ -	\$ 1,672.00	\$ -
53	PROFESSIONAL & TECHNICAL SERVICES						
53479	MICROFILM, MICROFICHE	\$ 4,000.00	\$ 4,000.00	\$ 3,154.95	\$ -	\$ -	\$ -
		\$ 4,000.00	\$ 4,000.00	\$ 3,154.95	\$ -	\$ -	\$ -
54	PROPERTY SERVICES						
54100	ELECTRICITY	\$ 82,000.00	\$ 82,000.00	\$ 67,721.57	\$ -	\$ -	\$ -
54114	HEATING GAS	\$ 20,000.00	\$ 20,000.00	\$ 13,938.55	\$ -	\$ -	\$ -
54141	WATER	\$ 5,000.00	\$ 5,000.00	\$ 4,510.10	\$ -	\$ -	\$ -
54243	HVAC MAINTENANCE	\$ 10,000.00	\$ 10,000.00	\$ 13,119.51	\$ -	\$ -	\$ -
54280	BUILDING/GROUNDS MAINTENANCE	\$ 16,000.00	\$ 16,000.00	\$ 17,967.41	\$ 19,173.31	\$ -	\$ -
54414	HARDWARE MAINTENANCE	\$ 38,000.00	\$ 38,000.00	\$ 38,236.80	\$ -	\$ -	\$ -
54421	COPIER MAINTENANCE CONTRACTS	\$ 3,650.00	\$ 3,650.00	\$ 2,155.00	\$ -	\$ -	\$ -
54428	TECHNOLOGY OPERATIONS	\$ 15,000.00	\$ 15,000.00	\$ 15,941.03	\$ -	\$ -	\$ -
54450	OFFICE EQUIP REPAIRS&MAINTENANCE	\$ 300.00	\$ 300.00	\$ -	\$ -	\$ -	\$ -
54487	EQUIPMENT REPAIRS & MAINTENANCE	\$ 750.00	\$ 750.00	\$ 2,298.53	\$ 1,085.00	\$ -	\$ -
54600	VEHICLE REPAIRS & MAINTENANCE	\$ 600.00	\$ 600.00	\$ 305.27	\$ -	\$ -	\$ -
54828	PHOTOCOPIER LEASE	\$ 1,600.00	\$ 1,600.00	\$ 1,610.03	\$ -	\$ -	\$ -
		\$ 192,900.00	\$ 192,900.00	\$ 177,803.80	\$ 20,258.31	\$ -	\$ -
179 LIBRARY				TOTAL EXPENDED	TOTAL EXPENDED	TOTAL EXPENDED*	TOTAL EXPENDED
55	OTHER SERVICES						
55109	TELEPHONE-VOICE	\$ 925.00	\$ 925.00	\$ 319.58	\$ -	\$ -	\$ -
55200	DUES AND MEMBERSHIPS	\$ 3,000.00	\$ 3,000.00	\$ 3,251.00	\$ 1,000.00	\$ -	\$ -
55300	TRAVEL	\$ 2,000.00	\$ 2,000.00	\$ 1,299.94	\$ -	\$ -	\$ -
55307	MILEAGE REIMBURSEMENTS	\$ 750.00	\$ 750.00	\$ 989.42	\$ -	\$ -	\$ -
55400	CONFERENCES AND SEMINARS	\$ 2,500.00	\$ 2,500.00	\$ 1,229.02	\$ -	\$ -	\$ -
55600	PRINTING	\$ -	\$ -	\$ 639.00	\$ -	\$ -	\$ -
55607	POSTAGE & DELIVERY	\$ 8,200.00	\$ 8,200.00	\$ 5,477.50	\$ -	\$ -	\$ -
55699	MISC PROGRAMS/CONTRACTED SERVICES	\$ 7,000.00	\$ 7,000.00	\$ 6,686.19	\$ -	\$ 15,480.00	\$ 16,837.04
		\$ 24,375.00	\$ 24,375.00	\$ 19,891.65	\$ 1,000.00	\$ 15,480.00	\$ 16,837.04
61	SUPPLIES & MATERIALS						
61100	OFFICE SUPPLIES	\$ 6,500.00	\$ 6,250.00	\$ 5,845.87	\$ -	\$ -	\$ -
61107	CLOTHING & UNIFORMS	\$ 350.00	\$ 350.00	\$ 289.86	\$ -	\$ -	\$ -
61142	MEDICAL SUPPLIES	\$ -	\$ 250.00	\$ 162.20	\$ -	\$ -	\$ -
61299	MISCELLANEOUS SUPPLIES	\$ 19,000.00	\$ 19,000.00	\$ 10,786.68	\$ 20,284.97	\$ 75.00	\$ -
61428	JANITORIAL SUPPLIES	\$ 9,000.00	\$ 9,000.00	\$ 8,392.86	\$ -	\$ -	\$ -
61650	COPIER SUPPLIES	\$ 2,000.00	\$ 2,000.00	\$ 900.76	\$ -	\$ -	\$ -
61807	PUBLICATIONS	\$ 121,237.00	\$ 121,237.00	\$ 108,986.96	\$ 1,067.54	\$ 49,008.32	\$ -
61814	MEDIA	\$ 40,000.00	\$ 40,000.00	\$ 39,371.38	\$ 8,393.47	\$ 469.69	\$ -
61816	CHILDREN'S MEDIA	\$ 4,500.00	\$ 4,500.00	\$ 2,927.44	\$ -	\$ -	\$ -
61819	TEEN MEDIA	\$ 3,200.00	\$ 3,200.00	\$ 3,145.41	\$ -	\$ -	\$ -
61821	PERIODICALS	\$ 24,000.00	\$ 24,000.00	\$ 23,728.61	\$ -	\$ -	\$ -
61830	SUBSCRIPTIONS	\$ 65,000.00	\$ 65,000.00	\$ 59,425.21	\$ 5,913.00	\$ -	\$ -
		\$ 294,787.00	\$ 294,787.00	\$ 263,963.24	\$ 35,658.98	\$ 49,553.01	\$ -
71	EQUIPMENT						
71000	EQUIPMENT	\$ 1,500.00	\$ 1,500.00	\$ 751.66	\$ -	\$ -	\$ -
71221	COMPUTER EQUIPMENT	\$ 15,000.00	\$ 15,000.00	\$ 14,217.43	\$ -	\$ -	\$ -
71450	AUDIO VISUAL EQUIPMENT	\$ 1,000.00	\$ 1,000.00	\$ 699.99	\$ -	\$ -	\$ -
		\$ 17,500.00	\$ 17,500.00	\$ 15,669.08	\$ -	\$ -	\$ -
FY2014 TOTAL EXPENDITURES BY FUND		\$ 3,075,044.08	\$ 3,076,846.02	\$ 2,954,866.03	\$ 56,917.29	\$ 66,705.01	\$ 16,837.04
FY2014 GRAND TOTAL EXPENDITURES							
		\$ 3,095,325.37					

*details of all trust expenditures listed separately

NASHUA POLICE DEPARTMENT



POLICE COMMISSIONERS

Thomas A. Maffee, Chairman
Robert E. Valade, Clerk
Carl Andrade

CHIEF OF POLICE

John J. Seusing

DEPUTY CHIEF, OPERATIONS

Andrew J. Lavoie

DEPUTY CHIEF, UNIFORM OPERATIONS

Christopher Peach

MISSION STATEMENT

The Nashua Police Department strives to improve the quality of life in our community and to protect people and property in partnership with the citizens of Nashua.

FACILITIES

The Department facility is comprised of one headquarters building and two (2) Community Policing Centers.

Railroad Square Comm. Policing Center	594-3543
Maplewood Community Policing Center	891-2069



Photo by Leslie O'Shaughnessy Studios

City of Nashua

DETAILED AUTHORIZED STRENGTH PAGE				
Department Members	Commission Authorized	Budget	Actual	Vacant Budgeted Positions
Sworn Personnel				
Chief of Police	1	1	1	0
Deputy Chief of Police	2	2	2	0
Captains	7	7	7	0
Lieutenants	9	9	9	0
Sergeants	23	23	23	0
Total Supervisors - Sworn	42	42	42	0
Patrolman, 2 nd , 1st	143	136	135	1
Total Officers - Sworn	143	136	135	1
Prisoner Transport Officers, P/T	0	1	1	0
Total P/T Officers - Sworn	0	1	1	0
Total Sworn Officer/Supv/Grant	185	179	178	1
Non-Sworn Members				
Animal Control Officer	1	1	1	0
Parking Enforcement Specialist II	4	4	4	0
Parking Enforcement Specialist II, PT	1	1	0	1
Total Non-Sworn Members	6	6	5	1
Merit Employees				
Business Manager	1	1	1	0
Administrative Project Specialist	1	1	1	0
Executive Administrative Assistant	1	0	0	0
Total Merit Employees	3	2	2	0
UAW				
Building Maintenance Supervisor	1	1	1	0
Fleet Maintenance Supervisor	1	1	1	0
Records Manager	1	1	1	0
Community Policing Coordinator/EM	1	1	1	0
Domestic Violence Advocate (VAWA Grant)	1	1	1	0
Police Attorney P/T	1	1	1	0
Police Attorney F/T	1	1	1	0
IT System Support Specialist	1	1	0	1
Business Coordinator	1	1	1	0
IT Manager/Network Administrator	1	1	0	1
IT Computer Software Specialist	1	1	0	1
Communications Syst Engineer/Technician	1	1	1	0
Police Secretarial Supervisor	1	1	1	0
Radio Systems Manager P/T	1	1	1	0
Fleet Maintenance assistant supervisor	1	1	1	0
IT Manager/Software Specialist	0	0	1	-1
IT Network Administrator	0	0	1	-1
Total UAW Employees	15	15	14	1
Teamsters				
Custodian I	0	0	0	0
Custodian II	2	1	1	0
Custodian III	2	2	2	0
Auto Mechanic – 1 st Class	0	0	2	-2
Auto Mechanic – 2 nd Class	2	2	0	2
Records Technician I	5	4	3	1
Records Technician II	2	2	2	0
Account Clerk III	3	3	3	0
Secretary III	4	4	4	0
Legal Secretary	1	1	1	0

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DV Secretary	1	1	1	0
Secretary V	4	4	4	0
Paralegal	1	1	1	0
Crime Analyst	1	1	1	0
Accreditation Manager P/T	1	1	1	0
Detention Specialist F/T	1	1	1	0
Detention Specialist P/T	2	1	1	0
Outside Detail Specialist P/T	1	1	1	0
File Clerk P/T	1	1	0	1
Detention Specialist F/P	1	0	0	0
Detention Specialist P/T	-1	0	0	0
Total Teamster	34	31	29	2
Civilian Union Not Determined				
Senior Relations Specialist (Part-time)	1	0	0	0
Legal Specialist (Part-time)	1	0	0	0
Total Undetermined Union	2	0	0	0
Total Non-Sworn, Merit, UAW, Teamster	60	54	50	4
Civilian CT / Dispatch				
Dispatcher – Probationary	12	9	0	1
Dispatcher		0	5	0
Dispatcher-Shift Leader		0	3	0
Total Dispatch	12	9	8	1
Comm. Tech. – Probationary	12	12	0	0
Comm. Tech. I		0	11	0
Comm. Tech. II		0	0	0
Total CT	12	12	11	1
Total CT / Dispatch	24	21	19	2
Total Civilian Positions Combined	84	75	69	6
Grand Totals:	269	254	247	7

MUTUAL AID DEPARTMENTS

The Nashua Police Department has in effect current written Mutual Assistance Agreements with the following area police departments:



Photos by Leslie O'Shaughnessy Studios

Brookline, NH, Police Department
Hollis, NH, Police Department
Hudson, NH, Police Department
Litchfield, NH, Police Department
Merrimack, NH, Police Department
Milford, NH Police Department
Pelham, NH, Police Department
Rochester, NH, Police Department
Tyngsboro, MA, Police Department



GOALS AND OBJECTIVES FOR 2014

MISSION STATEMENT

The Nashua Police Department strives to improve the quality of life in our community and to protect people and property in partnership with the citizens of Nashua.

Goal #1

Increase staffing to meet the needs of the City of Nashua

Objectives:

- 1.1 Maintain our authorized strength of sworn officers throughout the year.**
- 1.1.1 Conduct at least two police officer recruit tests during 2014.
 - 1.1.2 Maintain a pool of eligible police candidates to be drawn from as vacancies occur.
 - 1.1.3 Continue to publicize opportunities for employment at the Nashua Police Department for full-time New Hampshire certified police officers.
- 1.2 Determine staffing needs in each bureau of the Nashua Police Department.**
- 1.2.1 Review and update the information contained in the current Nashua Police Department workload assessment.
 - 1.2.2 Identify the bureaus where increased staffing would benefit the citizens of Nashua and help the department achieve its mission.
 - 1.2.3 Identify the bureaus where increased staffing would benefit the citizens of Nashua and help the department achieve its mission.
 - 1.2.4 Evaluate Department response and identify areas to improve.

Goal #2

To improve methods and resources for providing the public with accurate information through social media

Objectives:

- 2.1 To update current Web site for the Nashua Police Department.**
- 2.1.1 Review current website and establish areas of improvement.
 - 2.1.2 Link current website with other social media outlets such as Twitter, Facebook and Nixl.
 - 2.1.3 Explore the options of creating a more interactive Web page.
- 2.2 Creation of Twitter site for the department.**
- 2.2.1 Secure site information from Twitter for the Nashua Police Department.
 - 2.2.2 Determine role Twitter site will play in the Nashua Police Department.
 - 2.2.3 Evaluate outside agency sites for pro's and con's
 - 2.2.4 Determine and clearly state information to be released.
 - 2.2.5 Develop procedure for who will release what information.

Municipal Government Report

- 2.2.6 Create procedures to insure procedures are being followed.
- 2.2.7 Determine a mechanism to evaluate site on a regular basis.
- 2.2.8 Publicize site and what it does.

2.3 Explore other means of social media such as Facebook and Nixl to see how they would help accomplish our goal.

- 2.3.1 Review Facebook and Nixl to see how it could help this agency.
- 2.3.2 Determine who and what the long term responsibilities would be for creating and maintain such a site.
- 2.3.3 Review other agencies with existing sites to see if these are worthwhile investments for NPD.

Goal # 3

To increase the efficiency of bench warrant processes in the Legal Bureau

Objectives:

3.1 Review current process in which District Court bench warrants are maintained

- 3.1.1 Collect information from bureau staff and the District Court clerk's office concerning current process used to receive and maintain bench warrant documents from the District Court.
- 3.1.2 Evaluate the current process used to receive, maintain and modify bench warrant documents received from the District Court.

3.2 Establish a new workflow process

- 3.2.1 Create and implement a temporary/new procedure to streamline and create a more efficient work process for the compiling of bench warrant documentation. Include in this process a system for purging or modifying existing bench warrant files.
- 3.2.2 Evaluate above process for effectiveness.
- 3.2.3 Permanently implement new workflow process.

Goal #4

Implement and Monitor DDACTS Program within UFOB

Objectives:

4.1 Establish outside partnerships for program with key city officials and private businesses

- 4.1.1 Meet with key officials and representatives from the business community regarding DDACTS Program.
- 4.1.2 Form committee membership with these partnerships.
- 4.1.3 Hold monthly planning and evaluation meetings with these committees.

4.2 Educate UFOB Personnel on DDACTS Program

- 4.2.1 Conduct training sessions for UFOB Personnel regarding DDACTS.

4.3 Implement program on each shift

- 4.3.1 Develop strategies regarding implementation of program.
- 4.3.2 Develop documentation methods to assist with measuring program results.

4.4 Monitor results with assistance from Crime Analyst

- 4.4.1 Supervisors will meet on a weekly basis to determine if strategies need to be modified.
- 4.4.2 Crime Analyst will provide monthly statistical information regarding program effectiveness
- 4.4.3 Crime Analyst will evaluate results on a six-month basis and complete a detailed Report.
- 4.4.4 Results will be publicized on the website and in the Media.

**Goal #5
Implement and Monitor Telestaff /Workforce Attendance System**

Objectives:

5.1 Train all personnel in the Telestaff/Workforce Attendance System

- 5.1.1 Train selected supervisory staff in each bureau on the new attendance systems.
- 5.1.2 Selected supervisory staff shall train all personnel on the system.
- 5.1.3 Complete a written directive regarding telestaff/workforce system.

5.2 Monitor Telestaff/Workforce System

- 5.2.1 Assign an employee with the overall responsibility of the attendance system.
- 5.2.2 Assign an employee as a backup for the responsibility of the attendance system.
- 5.2.3 Set up a system to ensure the attendance system is monitored on a daily basis.
- 5.2.4 Ensure that the weekly attendance system is completed and checked by Monday morning.

5.3 Evaluate Attendance System

- 5.3.1 Assign a Commanding Officer with the responsibility of evaluating the attendance system.
- 5.3.2 Report progress/issues with the system at the Monthly Staff Meetings.
- 5.3.3 Complete semi-annual evaluation memorandum regarding the Telestaff/Workforce Attendance System.

DEPARTMENT GRANT ACTIVITIES



The Department utilizes grant funding for a wide variety of law enforcement functions and equipment. These funds allow the Department to purchase equipment and run programs that would not be possible due to budgetary constraints. Some of these efforts are in areas such as violence against women, Police Athletic League, hazardous devices, traffic safety, Drug Task Force, and Homeland Security.

These funds also assisted in providing additional traffic enforcement through the Click N Ticket program, Speed, Enforcement & Equipment, Pedestrian Crossing, Red Light Violation, DWI Patrol, Operation Safe Commute and School Bus Patrol. The grants help to fund Community policing and Neighborhood Watch groups, Seatbelt Checks and the Citizens Academy. Grants come from a variety of funding sources including the U.S. Bureau of Justice Assistance, State of New Hampshire and private sources.

SPECIALIZED TEAM RESOURCES

Accident Reconstruction Unit

The function of the Accident Reconstruction Unit is to complete thorough investigations of automobile collisions that involve serious bodily injury, death, or other collisions involving unusual circumstances.

Animal Control Division

The Animal Control Division's responsibilities include assisting the public with animal-related problems or nuisance wildlife. The Animal Control Officer and officers handled One Thousand Three Hundred and Seventy (1370) calls during the fiscal year.

Bicycle Unit

The Bicycle Patrol Unit is responsible for maintaining an ongoing awareness of the community's needs and to attempt to build an atmosphere of mutual respect and trust between the community and the Department. Duties include enforcement of parking and traffic law regulations, selective enforcement patrols and surveys, traffic direction and control at vehicle accidents/fire scenes, crowd control, and may be used as a first responder to complaints that require immediate response where the Bicycle Unit's mobility is needed.

Canine Unit

The Canine Unit is responsible for performing general police duties in protecting life and property, enforcing State, Federal, and local ordinances, and to assist in all aspects of police work. The Unit may be required to track or locate missing persons, patrol high crime areas, assist patrol officers when conducting searches of buildings, detention & apprehension of criminals, and responding to serious or violent crimes in progress. The department currently has two active patrol canines.



Ceremonial Unit

The Ceremonial Unit is responsible for representing the Nashua Police Department at formal occasions, such as City and State functions, Presidential details, and official funerals as assigned.

Crisis Negotiation Unit

The function of the Crisis Negotiation Unit is to intervene through negotiation with persons in crisis. The Unit is utilized for hostage incidents, barricaded subjects, high-risk suicide attempts, high risk warrants, mental health warrants, and conflict resolution. In addition, the Unit is the primary source for information and intelligence for tactical units and command officers in a critical incident. The primary function of the Unit is the peaceful resolution through negotiation of the critical incident. The Unit can also be utilized tactically to assist the SRT Unit if needed.

Crime Scene Unit

The Crime Scene Unit is the specialists that process serious crime scenes to ensure proper collection of evidence. The Crime Scene Unit is equipped with a Crime Scene Van. This van contains all the equipment necessary for the processing of major crime scenes and is available as a command or transport vehicle in an emergency situation. In addition to lights & sirens, it is outfitted with halogen lighting that can be utilized to illuminate a fairly large area.



Dive Team

The Dive Team has the responsibility of handling those instances where underwater search and recovery are required to cope with particularly crucial situations. Duties include performing search and recovery operations of stolen property, evidence or bodies in connection with homicides, accidents or other untimely death situations. The Dive Team also participates in joint training exercises and responds to incidents with Nashua Fire Rescue members.

Domestic Violence Unit

Formed in 1997 in response to the recognition that Domestic Violence is a serious problem and is costing lives, the Domestic Violence Unit strives to assist victims of domestic violence to get the assistance needed to stop the abuse. Our goal is to break the cycle of violence, by not only assisting the victims but also holding the offender accountable. This mission is being accomplished through patience and persistence. The Nashua Police Department's Domestic Violence Unit strives to work with and educate the victims, train the officers, and aggressively prosecute the offenders. The Unit's Victim/Witness Advocate takes the time to explain the court process to the victim and ensure that their questions and concerns are addressed. The advocate maintains contact with the victim throughout the process and beyond. The police officers assigned to the Unit are responsible for ensuring that any and all evidence necessary for prosecution is obtained. The officer also conducts follow-up investigations involving matters related to Domestic Violence. Additionally the Domestic Violence Unit is responsible for training the members of the Nashua Police Department in matters surrounding Domestic, Sexual Violence and Stalking. The Domestic Violence Unit also gives presentations to outside organizations on these issues. These organizations include the citizen's police academy, civic organizations, schools and religious groups. In Fiscal Year 2014, the Nashua Police Department responded to 1,998 domestic complaints to include 1,269 verbal domestics. The Nashua Police Department made 729 domestic related offense arrests.

Polygraph Unit

The Nashua Police Department has members trained in polygraph science. Currently there are four (4) certified operators in the department.

Photography Unit

The Nashua Police Department has members trained in crime scene photography.

Hazardous Device Unit

The Hazardous Device Unit is responsible for maximum efficiency of operation and safety of persons concerned in all situations involving hazardous devices. Preservation of human life is of paramount concern to all public safety agencies and individuals for the safe disposal of explosive hazards. The Nashua Police Department Hazardous Device Unit is one of only two in the State of New Hampshire, the other being the NH State Police. Duties include collection and preservation of evidence. The HDU works with other departmental units utilizing the



bomb robot to locate, monitor, and contact dangerous and violent persons. During the fiscal year the Unit was utilized in responding to (14) fourteen incidents.

Motorcycle Unit

The Motorcycle Unit shall be responsible for providing enforcement of motor vehicle violations, traffic direction and control at vehicle accidents/fire scenes, and crowd control. The Unit may be used as a first responder to complaints that require an immediate response where the Unit's mobility is needed.

Problem Oriented Policing Unit

The Problem Oriented Policing Unit (POP) is responsible for identifying problems within the community, along with determining and implementing the solution. The Unit is tasked with identifying and dealing with gangs within the city. Among other assignments the unit is proactive and includes both plainclothes and uniformed assignments.

Parking Enforcement Unit.

The Parking Enforcement Division is responsible for the enforcement of Nashua ordinances and State statutes governing parking infractions. There are two civilians who work first shift, one civilian who works second shift and one civilian on third shift.

Special Reaction Team

The Special Reaction Team is a unit made up of specially trained officers whose purpose is to handle instances when tactical skills are required. Protection of VIPs;

barricaded and/or armed fugitives; suppressing hostage situations and rescuing hostages; search and arrest warrants where armed resistance is likely; and any other duties as assigned by the Chief of Police.



The Special Reaction Team participated in a readiness exercise in conjunction with other Nashua Police Department specialty units this year.

Traffic Enforcement Unit

The purpose of the Traffic Enforcement Unit is to enhance traffic enforcement efforts by adopting a proactive policy with the implementation of a highly visible and motivated unit to facilitate the safe and lawful movement of vehicular and pedestrian traffic throughout the community. The Traffic Enforcement Unit is also assigned special enforcement locations based upon citizen complaints.



The Traffic Enforcement Unit has three officers permanently assigned to the unit. Two work during first shift and the other the second shift.

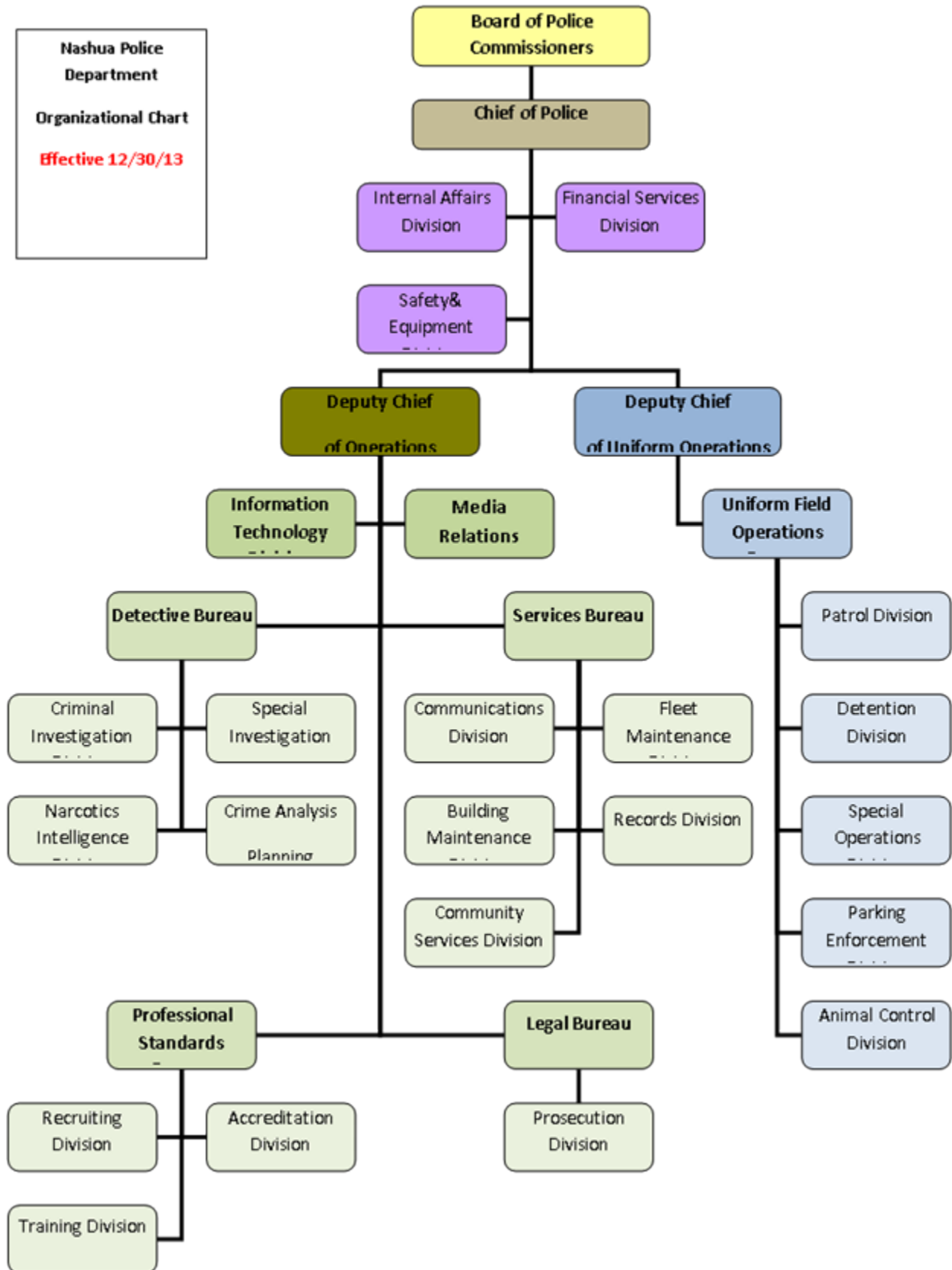
During the Fiscal Year 2014, Nashua Police Department officers made 34,024 traffic stops resulting in 5436 summons, 23875 written warnings, and 2305 verbal warnings. The Traffic Enforcement Unit issued 3,732 traffic summons and 6,988 motor vehicle warnings in addition to 68 arrests.



NASHUA POLICE DEPARTMENT
JULY 1, 2013 - JUNE 30, 2014

CALLS FOR SERVICE: 105,855
PERSONS ARRESTED: 4,511
DWI ARRESTS: 266
DRUG ARRESTS: 473
TRAFFIC ACCIDENTS 3,508

Nashua Police Department
Organizational Chart
Effective 12/30/13



DIVISION OF PUBLIC WORKS

BOARD OF PUBLIC WORKS

Mayor Donnalee Lozeau, Chairman
Commissioner Kevin S. Moriarty, Vice-Chairman
Commissioner Paul G. Bergeron
Commissioner Tracy Pappas
Commissioner Timothy Lavoie

Aldermanic Liaison Ken Siegel

DIVISION LEADERSHIP

Director of Public Works, Lisa Fauteux
Division Operations Manager, Andy Patrician

DEPARTMENT HEADS

City Engineer, Stephen Dookran, P.E.
Superintendent Street Department, Eric Ryder
Superintendent Parks & Recreation, Nicholas Caggiano
Superintendent Solid Waste, Jeffrey Lafleur
Superintendent Wastewater, David Simmons

The Division of Public works provides the leadership and framework necessary to build and maintain a safe and sustainable City infrastructure that will be utilized by many future generations of Nashua residents.

ENGINEERING DEPARTMENT

In FY14, The Engineering Department provided professional engineering and other technical services for the development and implementation of projects within the City's public right-of-way. These projects include major road construction/reconstruction such as the Broad St Parkway and the East Hollis St Gateway, the annual paving program, sewer rehabilitation project, combined sewer overflow program, sidewalk improvements, traffic signalization, bridge reconstruction, drainage improvements and storm water management, intersection improvements, traffic calming and roadside safety.

The Engineering Department also provides technical support to the Wastewater Treatment Plant, the Solid Waste Department and the Parks Department as well as the engineering design of projects for construction by City forces or by private contractors. The project development usually phases from initial planning through conceptual designs, final engineering, contract documents, construction administration and

inspections. Surveyor services including deed and easement research, project layout, and as-built drawings is also provided.

The Department provides a wide range of administrative services that include permitting all excavations and encroachments of the public right of way, permits for sewer connections, record-keeping of infrastructure documents, grant applications, regulatory reporting, applications for environmental permits and private development plan and document reviews.

Wastewater Programs and Projects

United States Environmental Protection Agency (EPA) Combined Sewer Overflow (CSO) Consent Decree

Work progressed on various elements required by the Consent Decree to meet the schedule as set forth in the document and as reported to the EPA on a quarterly basis.

CSO 003 and CSO 004 Storage Facilities

A storage tank for combined sewage located between the CSO 4 outfall and the PanAm railroad tracks would achieve the required level of CSO control. Construction of the storage tank was completed, becoming operational in December 2013.

The design for improvements to the 106 year old, 24 inch Burke Street Sewer, which is immediately upstream of CSO 4, was completed. Improvements include lining of the sewer, and installing two new manholes. Construction of the project was completed in April 2014. Design of the final phase of the project which includes replacement of failing chimney laterals and roadway improvements was initiated.

Screening and Disinfection Facility (SDF)

Construction began on the SDF which is located in Bancroft Street, parallel with the existing North Merrimack River interceptor, within the City's right-of-way. The project includes a box culvert disinfection tank and a new outfall to the Merrimack River. Construction of the 1,000,000 gallon CSO disinfection tank began using a combination of cast-in-place concrete and approximately 770' of a 20 foot wide by 9 foot tall reinforced pre-cast concrete box culverts, and is sized to allow a 15-minute contact time for proper treatment. The new 60-inch reinforced concrete outfall pipe shall be micro-tunneled in place, under the skate park and under the existing US Army Corps of Engineer's flood protection levee, which required coordination with the USACE. Construction is about 50% complete.

Sewer Improvements 2012

This project began in 2012 and continued throughout 2013. The contractor, Albanese D&S, replaced 260 feet of sewer main on Mitchell Street, 1,100 feet of sewer main on Lake Street, 425 feet of sewer main on Pleasant Street, 700 feet of sewer main on Ash Street and 650 feet of sewer main on Walnut Street. The Engineering Department provided design and inspection services.

Sewer Improvements 2013

Contractor Park Construction has completed 450 feet of sewer and drain installations on Mulberry Street, 950 feet on Northeastern Boulevard, 860 feet on Franklin Street, 315 feet on Beacon Street and 180 feet on Beacon Court. The remaining work on this project includes the sewer and drainage installations on Park and Court Streets.

West Hollis Street Pipe Lining Project

The contractor, Insituform, lined approximately 700 feet of older sewer main on West Hollis street from Pine St to Hanover St. Park Construction had also replaced 160 feet of a 24-inch sewer main that had collapsed in locations.

Broad Street Parkway

The Broad Street Parkway will be a two-lane roadway approximately 1.8 miles long which will improve access between the Broad Street interchange with the F.E. Everett Turnpike and the westerly edge of Downtown Nashua (see figure). The Parkway begins at a new signalized intersection at Broad Street between Blue Hill Avenue and the existing railroad crossing. Following a route adjacent to the existing railroad corridor, the Parkway will pass beneath reconstructed bridges at Baldwin Street as well as Fairmount Street. At the Nashua River, the Parkway alignment will turn away from the railroad and cross the river with a new bridge, touching down in the heart of the historic Millyard. After passing through the Millyard, the Parkway will tie into existing Pine Street. The intersection of the Parkway with Ledge Street, Pine Street and Central Street will be signalized. Improvements to Pine Street and Palm Street between Central and Kinsley Streets will distribute traffic impacts at the southerly terminus of the project while also incorporating traffic calming elements and bicycle friendly shoulders.

Hayner Swanson Inc. is providing construction management services as well as construction inspection services.

Four major contracts have been undertaken to complete the Parkway: Pine Street and Palm Street Improvements, Parkway North/Baldwin Street Bridge, Nashua River Bridge and Fairmount Street Bridge, and Parkway South. The Pine Street and Palm Street Improvements contract was completed in FY13.

Parkway North/Baldwin Street Bridge

Construction of the roadway off of Broad Street and replacement of the Baldwin Street Bridge began. Approximately 2,000 linear feet of the Parkway was paved by the end of the fiscal year. The modular wall along the Nashua River was about halfway constructed. The bridge abutments have been completed. Water and drainage has been constructed.

Nashua River Bridge and Fairmount Street Bridge

Construction of the Nashua River Bridge began. Relocation of a 54 inch sewer near the proposed bridge was completed. Sheeting has been installed and drilling of the shafts for the bridge foundations was initiated by the end of the fiscal year. Excavation of the south foundation was completed.

Parkway South

The design plans were 95% complete. Historic mitigation, dam alteration and obtaining necessary right of way were ongoing.

Merrimack River Levee

The City undertook joint inspections with the Army Corps of Engineers to identify maintenance issues with the Levee. Issues include vegetation growth problems and the need of underground pipe investigations. The levee system includes 3,700 feet of earth dikes, 200 feet of concrete flood wall, a pumping station, electrical system, emergency overflow basin, and drainage works. It protects approximately 70 acres of land.

Dewatering and Grit System Upgrades Project

This project began in 2012 and consists of upgrades to the Wastewater Plant sludge dewater equipment and other plant components. More specifically, the three old belt filter presses were demolished and 3 new inclined screw presses installed. A new sludge conveyor system was installed, an addition to the pump room for the secondary digester constructed, and upgrades to the grit system including new washers, grit recovery conveyor and controls. Other work occurring in FY2014 includes new ventilation and odor control system in the sludge dewatering room, new sludge transfer pumps, a new polymer system for the sludge dewater equipment, upgrades to the grit tanks and aeration piping, a new slide gate for the grit tanks, and a new mixing system for the secondary digester tank. The consultant for the design and construction services is Wright Pierce, and the Engineering Department is providing oversight of the project.

Aeration Blower Upgrades Project

This project consists of installing 3 new highly energy efficient aeration blowers to supply oxygen to the 4 aeration tanks which provide secondary treatment at the wastewater plant. In addition, the 4 aeration tanks will be upgraded by repairing and coating all the concrete walls. A new aeration grid system consisting of 1, 550 aeration diffusers per tank and associated piping will be installed. The three secondary clarifiers were completely renovated with a coating system applied to all the interior metal rake arms and exterior concrete walls. New drives units that move the rake arms are being installed where needed. In FY 2014, the contractor, Penta Corporation, completed the coatings on all 3 secondary clarifiers and 2 of the four aeration tanks. The majority of the work was completed by the end of FY 2014 with 2 of the 3 aeration blowers installed. The consultant for the design and construction services is Woodard Curran, and the Engineering Department is providing oversight of the project.

Stormwater and Drainage Projects

Stormwater EPA Phase II NPDES MS4 Permit

The 2014 Annual report for the EPA Phase II NPDES MS4 Permit was submitted in April 2014. The current permit expired in May 2008. The EPA released a Draft 2013 NPDES Phase II permit in February 2013 with significantly stricter requirements. A comment letter addressing the labor intensive and financially burdensome changes to

the permit was sent to the EPA in August 2014. The City anticipates the permit to be released in 2015.

Park Projects

Rotary Common

Construction of the Holocaust Memorial at Rotary Common South was completed. Department worked with the Holocaust Memorial Foundation to design and coordinate the installation of the park features.

Roadway Projects

Annual Paving Program

The Engineering Department managed the annual paving program. 13,153 LF of streets were paved as shown below.

Street	From	To	Length (Feet)
Woodland Dr	Dublin Ave	Dunbarton Dr	2,250
Dublin Ave	Broad St	Pine Hill Rd	4,900
Shelton St	Westwood Dr	Wethersfield Rd	205
Westwood Dr	Stonehaven Rd	Tenby Dr	3,333
Wilmington St	New Searles Rd	Westwood Dr	450
Gagnon Cir	Rocky Hill Dr	cul-de-sac	215
Moe St	Conant Rd	Rocky Hill Dr	750
Rocky Hill Dr	Conant Rd	Flintlock Dr	1,050

Manchester Street Bridge Project

The City, assisted by its design consultant, completed the design of this bridge spanning over Harris Pond. The existing 22 foot span will become a 124 foot span with paved width increasing from 24 to 28 feet. The new bridge will also feature new sidewalks, improved elevated cross slope, updated railing and improved drainage. Construction began and was brought to 20 percent completion during this period. Final completion is expected for the summer of 2015.

Pine Hill Road and Indian Rock Road Intersection Improvements

The City is currently in the process of analyzing the existing four approach unsynchronized intersection. At present, there are three roadway approaches with stop sign control and one free flowing approach. The preliminary design of a mini roundabout was developed. The concept is being reviewed to determine potential traffic

flow during critical peak periods. The possibility of right-of-way impacts is also being explored.

Annual Sidewalk Design and Construction

Re-construction of sidewalks on the west side of Main Street continued. In FY14, efforts were concentrated from the intersection of Factory and Temple Street to the intersection of West and East Pearl Street. New concrete sidewalks with brick accents, granite curbing, granite-edged planters, roadway lights and sidewalk amenities were installed. Design efforts on the remaining blocks will continue into FY15.

Franklin Street

Construction of the sidewalk and associated drainage features for the sidewalk improvements on Franklin Street were completed. Coordination with the Grace Fellowship Church was ongoing throughout the project.

Safe Routes to School Program

A \$100,000 Safe Routes to School grant was applied for and awarded to the city project for construction of intersection improvements, additional sidewalk and traffic calming measures in the vicinity of the Charlotte Avenue Elementary School.

Traffic Projects

CMAQ (Citywide Traffic Signal) Management System

The City completed installation of a Citywide Traffic Signal Management System to improve the progression of traffic citywide. The improved progression of traffic should improve air quality through reduced vehicle emissions. The new traffic flow was based on more recent traffic volume data that was collected citywide. The City now has access to all of the City's signalized intersections through a remote desk top computer.

Private Development

Plan Review and Inspection

During FY14, the City Engineer's Office reviewed and approved 43 Site and Subdivision plans for sewers, drains, street improvements and public access. The Department continued its inspection of construction in public right-of-way to verify that work was completed in accordance with the approved plans and specifications.

Permits

The Engineering Department issued the following permits in FY14:

- 137 Residential Wastewater Service Permits
- 541 Street Opening Permits
- 98 Permits to Encumber

PARKS & RECREATION DEPARTMENT

The Parks and Recreation Department, with 25 full-time employees, is responsible for the maintenance of over 98 sites throughout the City that encompasses over 900 acres.

The major facilities are Holman Stadium, Stellos Stadium, Greeley Park, and Mine Falls Park.

The Department maintains 24 playgrounds, 27 baseball fields, 14 rectangular fields, 16 tennis courts, 10 softball fields, 3 pools, 2 wading pools, 1 splash pad, and 5 skating rinks.

The Department is also responsible for the snow removal of 8 inner city routes and 14 schools.

Summer Camps

The Department ran 39 summer camp programs and 11 adult and youth tennis lesson sessions. There were approximately 1,500 boys and girls ages 4 to 17 who attended the camps and 50 youths and adults who attended the tennis lessons.

SummerFun

This was the forty first year of SummerFun which showcased 70 events at Greeley Park and the Library. These included 2 movies at the pools and 4 weekends with theatre productions. The season drew record crowds with the Fairytale Festival with over 4,500 participants. A fishing derby was held again this year at the Horsepond Fish and Game Club and had 90 participants.

Event Trips

There were 5 trips including 2 to New York City, 3 to Red Sox games.

Special Activities

The Halloween Fright Night was made possible by a donation from the Conway family and approximately 3,000 youngsters took part in this free event at Greeley Park. The Senior Outing was held in November at the Crowne Plaza Hotel. The event was attended by approximately 325 seniors.

Summer Pool Season

Pools opened on June 25 and closed August 27. Swimming lessons were provided for 750 children and adults. Centennial and Crown Hill Pools hosted a pool movie night (Dive-In Movie) which was attended by 200 people.

Adult Recreational Programs

Softball/Cricket

There are 12 adult softball leagues and 3 cricket leagues that utilize City fields during the spring and summer months.

Walking Program

This is run in conjunction with the Senior Center. Walks are held at Mine Falls Park and the Rail Trail on Gilson Road. The program runs from April through July and September through the beginning of November. Participation varies but usually there are 20-40 walkers each day.

Snowshoeing

This activity is held twice a week at Mine Falls Park, weather permitting, and there were approximately 12 participants.

Youth Programs

Biddy Basketball

Approximately 1,500 children from age 7-18 participated in the City's Basketball Program.

Baseball/Softball

The baseball program includes three leagues -- Babe Ruth with 148 participants, Ray Oban with 40 participants, and Senior Babe Ruth with 56 participants. The softball program also includes three leagues – Instructional with 62 participants, Junior League with 136 participants, and Senior League with 82 participants.

Victory Gardens

The Victory Gardens at Greeley Park contains 98 plots that provide citizens with a place to grow flowers and vegetables, and we currently have 45 people on the waiting list to acquire a garden.

Beautification

Arbor Day was celebrated in April with a tree planting at The Ledge Street School. A Fat Albert Sprucea tree was planted.

Projects

The Filter at Centennial Pool was replaced in May. The Holocaust Memorial Park was completed and dedicated in June. The Art wall at Rotary common was dedicated in June.

Equipment Purchases

The Department purchased a new large mower to replace a 2001 model, added an additional Chipper to the fleet, and replaced 4 utility vehicles. Three of the replacements were electric vehicles.

STREET DEPARTMENT

The Street Department is located at 9 Stadium Drive. The Street Department is comprised of Street Maintenance, City Fleet Maintenance and Traffic Signs, Signals and Pavement Markings. There are 60 full-time employees making it the largest department in the Division of Public Works.

Maintenance

The Street Department manages over 300 miles of road - 1400 streets. There are more than 735 total lane miles that are cared for and plowed each winter event. In addition there are 250 sidewalk miles that are maintained. The Street Department provides crucial infrastructure support of sewer and drainage line systems throughout the city which include the monitoring and rebuilding of over 20,000 catch basin, sewer and drain covers. Maintenance work includes the patching and repair of pavement as well as the sweeping of streets and sidewalks. The department also holds an annual spring clean-up which allows citizens curbside pick-up of brush and misc. wood items.

Drainage Improvements

Each year the Street Department along with Engineering identifies and repairs areas of the city that have recurring flooding issues. In addition to the major repair work, the department also started a proactive program of replacing and/or fixing raised or lowered manholes throughout the travel lanes that had become troublesome for plows and drivers. A total of 95 catch basins and 68 manhole covers were repaired or replaced.



Road Repairs/Sweeping

Crews were busy maintaining the roads after a snowy winter with freeze and thaws that created for abundant potholes. Two hotboxes were used this year in an effort to get the roads back into safe condition. There were over 1265 pothole requests filled this year.

Four sweepers including the sidewalk sweeper cover the entire city along with parking lots, parks, and schools. The operation begins in April and extends throughout the year with a final sweeping for the Holiday Stroll on Main Street.

Mill & Fill Program

The Street Department staff along with the Engineering Department continued to identify roads of good integrity that had isolated potholing areas and continued a program of mill and fill. The program consists of machine milling out areas down 1.5” and then filling with new hot mix. This program was used on Pine Hill Road, Broad Street, Amherst Street, Kinsley Street and DW Highway.



Sidewalks/Curbing

Once again, Streets worked together with Engineering to perform repairs to the sidewalks in the city. Locations identified by Engineering were repaired by the Street Department. Concrete sidewalks were installed along Cushing Ave. The locations included Ledge St, Stanley Lane, East Stark St and Berkley St. The new sidewalk areas required granite curbing reset and tip downs for corners. Asphalt berm work also continued in areas of rehabilitation and/or drainage concerns.

Fleet Maintenance

Fleet Maintenance is staffed with 14 full time employees who are responsible for the repairs and maintenance of over 290 pieces of equipment and vehicles. The Street Department is also the main fuel depot for the city including Police, Fire and Schools. This past year the RTA has been fully implemented tracking parts and labor costs for each department. The Fuelmaster software accurately tracks and monitors the fuel system to ensure accuracy.

Fleet Maintenance is responsible for state inspections and also prepares bid specifications for vehicles purchased throughout the Division of Public Works. The Street Department received four new International 6 wheel dump trucks with sanders and plows.

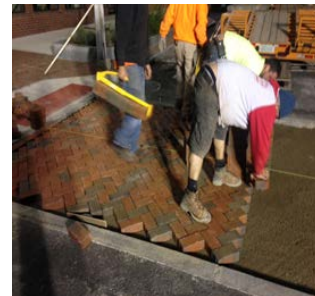
The CNG vehicles save the city significant money on fuel as the cost is half of the equivalent of diesel notwithstanding the environmental benefit. The hybrid automobiles have shown a fuel savings of 25% over their non-hybrid equivalents, and have proven to be very reliable with no problems or issues reported.



Projects

The Main Street Sidewalk Project continued with the completion of blocks 3, 4, and 5 west side from Temple Street to West Hollis Street.

New granite curbing was installed and any necessary catch basin replacements were completed. New sidewalks were constructed of 6" reinforced concrete with brick inlays including areas of brick around custom granite bollard planters along with the accompanying granite bollards at the new ADA tip-downs. The landscape features throughout the project were all irrigated and new trees were placed in concrete tree wells so they would not uproot the sidewalks which had occurred previously. A new mid-block crosswalk located at 100 Main Street was also installed. By the end of the construction season new banner poles were installed and over 21,150 square feet of sidewalk had been replaced. Work is scheduled to start immediately next spring on blocks 3, 4 and 5 east side from East Hollis Street to Temple Street.



Winter Operations

This past winter 85 inches of snow fell from November to March. The amount was well above the average of 55” and certainly provided a challenge. There were a total of 24 events in 2014.

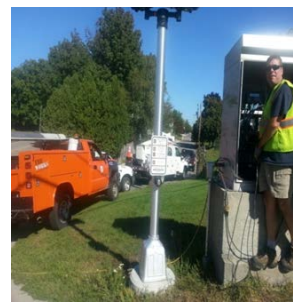
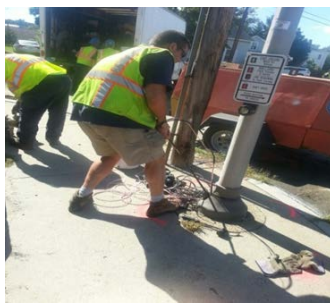


Traffic Signals, Signage and Pavement Markings

Traffic Signs, Signals and Pavement Markings are staffed with 6 full time employees who are responsible for the maintenance of all of the traffic control devices in the City. There are 92 traffic signals, over 1.3 million linear feet of long line pavement markings, 18,000 feet of thermoplastic crosswalk lines and almost 1000 stop signs.



The Sign and Pavement Markings Maintenance Crew supervised the late night application of both thermoplastic and paint by the contractor under contract with the City. It is most efficient to do this type of work at night as there is far less traffic thereby reducing “drive-overs” along with less interference with normal traffic. Over 1,400,000 feet of markings were done.



SOLID WASTE DEPARTMENT

The Solid Waste Department provides safe and efficient solid waste management services for residents and businesses of Nashua in the areas of recycling, solid waste, and hazardous waste. Services include curbside collection of trash, soft yard waste, single stream recycling and oversized items. The Four Hills Landfill and Recycling Center provides for the safe and secure disposal of municipal solid waste and the recycling of construction & demolition debris, metal, soft yard waste, brush, single stream recyclables, electronics, batteries, books, propane tanks, textiles, tires, used motor oil and anti-freeze. The Solid Waste Department also hosts several household hazardous waste collection events, provides environmental and engineering functions related to solid and hazardous waste and oversees several closed landfills in the City.

General Information

Curbside collection of trash, soft yard wastes and recycling:
Residences served: approximately 23,000 households

FY14 Municipal Solid Waste (MSW), Construction and Demolition (C+D), Sludge & Asbestos from both Residential and Commercial **Total: 60,264.48 tons**

FY 14 Recycling Diversion:	
Single Stream Recycling	4,727.79
Soft Yard Waste	5,551.89
Construction & Demolition	1,416.22
Scrap Metal	1,078.36
Electronics	345.89
Batteries, Books, Tanks, Textiles & Tires	137.01
Total:	12,911.27 tons

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Residential Stickers	12,409	12,886	12,125	13,311	12,566	12,958	12,708	12,850	12,999	13,798
Commercial Stickers	546	596	532	563	544	522	546	449	458	525

Accomplishments

- Single Stream Recycling- Single Stream recycling continues to be offered to the residents of Nashua. An expanded curbside collection program, selling 96 gallon recycling carts has begun and to date, 4,616 carts have been sold.
- C&D Diversion - In an effort to maximize landfill airspace and extend landfill life, the Solid Waste Department has continued the Construction and Demolition (C+D) diversion program through FY 2014. This material continues to be shipped to ERRCO/LL&S for processing.

- Compost Bins - The annual spring compost bin sale has been coordinated by the Nashua Garden Club and the Solid Waste Department for 14 years. 1062 compost bins, plus rain barrels, kitchen pails and compost turners have been sold, with an estimated accumulated diversion of 1,857 tons from landfill disposal.
- Household Hazardous Waste – In conjunction with the Nashua Region Solid Waste Management District, the City hosted five household hazardous waste collections in FY14. More than 450 Nashua families participated in the events, or over 36% of the total.
- Landfill Gas Expansion – Completed in FY14
- Set Back Barrier wall- Continued construction
- Landfill Gas to Energy Plant- Secured a vendor to operate the plant

Staff Training and Certification

- 3 staff members currently hold State certification as Asbestos Workers and as Asbestos Supervisors.
- 13 Staff members currently hold State of New Hampshire Landfill Operators license that are re-certified annually.
- 2 Staff members hold Management of Landfill Operations (MOLO) certifications.

SWANA Training – Solid Waste Department staff attended a number of SWANA (Solid Waste Association of North America) training events in FY 2014. Workshops included training focused on single stream recycling systems and storm water management at solid waste facilities.

WASTEWATER TREATMENT FACILITY

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 3.84 billion gallons. The average daily flow was 10.5 million gallons per day (MGD), with a one-day maximum of 54.6 MGD and a one-day minimum of 1.5 MGD. The total amount of septage received from Hudson and Nashua was 404,600 gallons.

The total flow from Hudson was 411.0 million gallons and the total Merrimack flow was 25.9 million gallons.

The facility generated 8,574.7 wet tons of biosolids. Biosolids are managed under a contract with Casella Organics, Concord NH. Casella is responsible for transporting the biosolids to farms and reclaiming operations as a soil enhancement.

The laboratory staff performed over 24,020 analyses on approximately 7,950 samples. The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 110 industrial inspections and industrial discharge sampling events, including unscheduled events.

The total number of employees employed at the Wastewater Department is 30.

Projects and Purchases

Several enhancements were incorporated into the City's sewer pumping stations. These included ultrasonic level controls. We are continuing our pump replacement program to minimize breakdowns or clogging due to improper disposal practices.

The facility continued its participation in water quality initiatives by performing coliform and dissolved oxygen analyses for the Pennichuck Brook Watershed Association, the Nashua River Watershed Association and the Souhegan River Association. These efforts are valuable in tracking water quality, and aide in identifying possible illicit connections.

There were initiatives to improve the plant's Supervisory Control and Data Acquisition (SCADA) system. This technology improves plant performance and enables operators to perform adjustment and modifications from a remote location.

There were also SCADA initiatives for the City's thirteen pumping stations. The initiatives will give the staff members additional data to troubleshoot alarms. The facility is also working to determine the feasibility of a radio communication system for pump station monitoring.

The maintenance staff rebuilt the return activated sludge pumps and overhauled two raw sewage influent pumps. We have also purchased and are installing a replacement raw sewage pump. It is replacing a pump that has been in service for 35 years.

Numerous repairs were initiated to our heating system, including the replacement of leaky heater cores and the rebuilding of steam traps.

Aeration upgrade is moving forward. The upgraded equipment includes new air diffusers, blowers that supply the oxygen for the biological process, dissolved oxygen monitoring equipment, tank coatings and painting of various components. The upgrades will allow the operations staff better control of the oxygen levels in the aeration basins resulting is lower energy costs.

The dewatering upgrade is 80% complete. The contractor has completed the demolition of several areas including sludge pumping, polymer dosing and the removal of three belt filter presses. Three Huber inclined screw presses are installed and ready for service. This dewatering projected is designed to increase cake solids which will lower our disposal costs, and provide a better work environment. Additionally, a mixing system was installed on the secondary digester ensuring complete mixing of the contents prior to transfer to the dewatering equipment. This will aid in maintaining a more consistent end product for dewatering, and allow for the complete availability of the volume of the vessel.

Replacement sewer castings and covers were purchased to replace the sub-standard triangular covers. This is an annual effort in conjunction with the street paving program. The triangular covers do not meet standards allowing for employee egress.

The net metering project is paying substantial dividends. This initiative enables the facility to maximize the use of the methane gas produced by the anaerobic digestion process. This lowers our purchase of electricity and our overall operating cost.

The lab purchased a replacement O-Haus solids meter. This is useful in quickly determining the solids content of sludge feed and cake samples for monitoring the throughput of the new Huber inclined screw presses.

Atmospheric monitoring equipment continues to be upgraded. This ensures that worker safety is not compromised by inferior or faulty equipment.



Wastewater Plant – 2008 Aerial View

NASHUA SCHOOL DISTRICT



Dear Fellow Nashua Residents,

Following three years of intensive work, we begin the 2014-2015 school year in a good position to meet the challenges presented by a new set of learning standards that assure our graduates are ready for college and careers.

Our teaching staffs are working with a new curriculum that reflects more rigorous academic standards. At the same time, faculty committees at all three grade levels are developing new grading and reporting methods to better measure student success against the learning progressions set forth in the standards for each subject area.

Our staffs have been working over a number of years to improve the success of our students in meeting more complex standards that promote creative thinking and problem solving. Professional development is taking place to support instructional shifts necessary to improve student outcomes. In related news, we had a high degree of success in last year's field test of Smarter Balanced state assessment across six schools; full implementation begins spring 2015. Curriculum and assessment efforts will continue this year, but we are in a good place as a district in seeing our work come to fruition.

In September 2014, our high schools began the new school year implementing both a new E-Block and a pilot for competency-based grading methods. The E-Block provides a daily 35-minute period for remediation and enrichment opportunities for every student based on their individual needs. The E-Block is one important strategy in preparing for full implementation of a competency-based system in the 2015-2016 school year, pending approval from the Nashua Board of Education.

With these new developments in teaching, learning and assessment, we need to do what we did last year and focus our energies on meeting our student needs and motivating them to deliver great results in achievement. Toward that end, we are very proud to report that Nashua's dropout rate is lower than the New Hampshire average, based on the Class of 2013 graduating class, which is a great success story for our City, particularly considering New Hampshire consistently has among the lowest dropout rates in the nation.

In addition, The College Board announced last fall that the District is one of eight school

districts in New Hampshire, and among 477 from across the nation and Canada, to earn a spot on the *4th Annual AP District Honor Roll for Significant Gains in Advanced Placement Access and Student Performance*.

Since 2011, the District has increased the number of students participating in Advanced Placement (AP) by 17%, while improving the number of students earning AP Exam scores of 3 or higher (out of a possible 5) by 76 students. North and South offer more AP exams than any other high school in New Hampshire.

Two of our schools received individual recognition last year. Amherst Street Elementary won the *2014 Healthy Eating Active Living (HEAL) Award* for their commitment and accomplishments in establishing a learning environment that supports healthy eating with added opportunities for physical activity.

The Leader in Me Program honored Ledge Street Elementary School as a *Lighthouse School* because of achievement in completing the two-year training regimen for The Leader in Me, and successfully undergoing an extensive onsite review to ensure the fidelity of implementation. The Leader in Me is a type of leadership development for youth that is modeled after well-known author Stephen R. Covey's philosophy for leadership and project management.

We are proud of the students and staff of the Nashua School District, and proud to present the 2013-2014 Annual Report to the Community to keep you up to date with the important work underway. We look forward to keeping you informed of our progress and achievements.

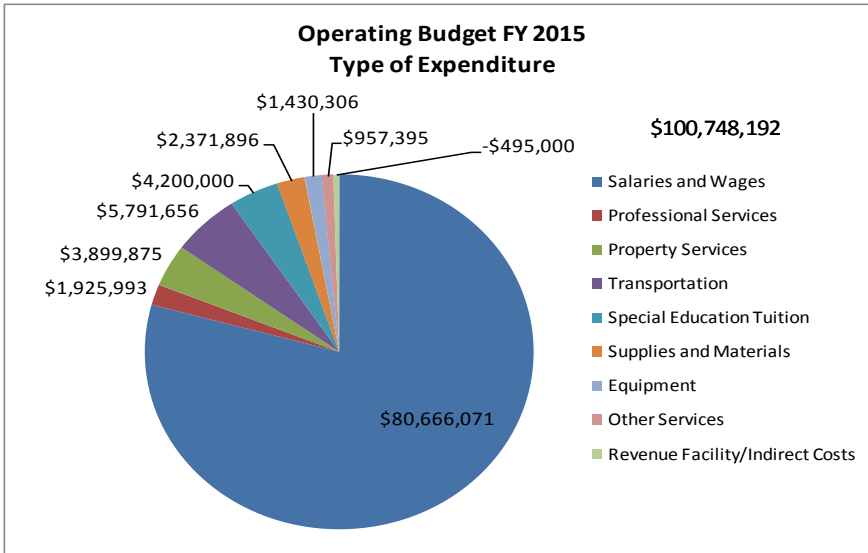
*Sincerely,
Mark Conrad
Superintendent of Schools*

Nashua School District Mission Statement

The Nashua School District, in collaboration with parents and in partnership with the community, is committed to providing a high quality, personalized education to all students in a safe, nurturing, and motivating environment dedicated to helping each student become a responsible, productive member of a rapidly changing society.

Nashua School District Operating Budget

The Nashua Board of Education manages the Nashua School District operating budget. For fiscal year 2015 the operating budget totals \$100,748,192. Additional expenditures, totaling \$33,421,600, such as employee health insurance benefits, are managed through other City of Nashua departments. Together the District operating budget and additional expenditures total \$134,169,792.



District Officials

2014 Board of Education

- | | |
|-----------------------|------------------------------|
| George Farrington | <i>President</i> |
| Kimberly Smith Muise | <i>Clerk</i> |
| Steven G. Haas | |
| Robert G. Hallowell | |
| William E. Mosher | |
| David Murotake | |
| Dorothy Oden | |
| Elizabeth Van Twuyver | |
| Sandra Ziehm | |
| Andrew Lambert | <i>Student Member, North</i> |
| Kaushil Patel | <i>Student Member, South</i> |

2014 Nashua School District Administrative Staff

Superintendent

Mark Conrad

Assistant Superintendent

Karen Crebase

Assistant Superintendent

Jennifer Seusing

Chief Operating Officer

Daniel Donovan

21st Century After-School Program

Debra Kedalis, *Interim Director*

Adult & Community Education

Adam Rozumek, *Director*

Athletics and Wellness

Lisa Gingras, *Director*

Career & Technical Education

Michelle Papanicolau, *NHS North*

Marianne Dustin, *NHS South*

District Curriculum Supervisors

Cherrie Fulton, *Title I*

Delese Hovey, *Mathematics & Science
K-5*

Margaret Reynolds, *Secondary Schools*

Food Services

Amy Cassidy, *Director*

Grants & Community Development

Stacy Hynes, *Director*

Human Resources

Dana O’Gara, *Director*

Plant Operations

Shawn Smith, *Director*

Gary Connors,

Asst. Director Maintenance

Christopher Lessard,

Asst. Director Safety & Security

Special Education

Jan Martin, *Director*

Janice Arcaro, *Asst. Director*

Kimberly Craffey, *Asst. Director*

Student Services and ELL

Robert Cioppa, *Director*

Technology

Richard Farrenkopf, *Director*

Transportation

David Rauseo, *Director*

Municipal Government Report

2014 School Principals

Jennifer Scarpati Amherst Street Elementary School	scarpatij@nashua.edu 603.594.4385
Kyle Langille Bicentennial Elementary School	langillek@nashua.edu 603.594.4382
Mark Lucas Birch Hill Elementary School	lucasm@nashua.edu 603.594.4340
Christine Breen Broad Street Elementary School	breenc@nashua.edu 603.594.4404
Patricia Beaulieu Charlotte Avenue Elementary School	beaulieup@nashua.edu 603.594.4334
Rose Franceour, Interim Dr. Norman Crisp Elementary School	franceourr@nashua.edu 603.594.4390
Michael Harrington Fairgrounds Elementary School	harringtonm@nashua.edu 603.594.4318
Janet Valeri Ledge Street Elementary School	valerij@nashua.edu 603.966.2280
Kelley Paradis Main Dunstable Elementary School	paradisk@nashua.edu 603.594.4400
Mary Frances Tintle Mount Pleasant Elementary School	tintlem@nashua.edu 603.594.4331
Jay Harding New Searles Elementary School	hardingj@nashua.edu 603.594.4309
Philip Schappler Sunset Heights Elementary School	schapplerp@nashua.edu 603.594.4387
Michael Fredericksen Elm Street Middle School	fredericksenm@nashua.edu 603.594.4322
John Nelson Fairgrounds Middle School	nelsonj@nashua.edu 603.594.4393
Lynne Joseph Pennichuck Middle School	josephl@nashua.edu 603.594.4308
Marianne Busteed, Interim Nashua High School North	busteedm@nashua.edu 603.589.6400
Keith Richard Nashua High School South	richardk@nashua.edu 603.589.4311

2013-2014 Awards and Honors

Amherst Street Elementary School

- *Jessica Gallego*, first place, *Malani Langa*, second place, *Juanny Montesino*, third place, 2014 Pennichuck Water Poster Contest.
- *HEAL (Healthy Eating Active Living) Award*, 21st Annual “ED”ies Awards, NH Excellence in Education Awards, Manchester.

Bicentennial Elementary School

- *Destination ImagiNation (DI) Team* placed at the DI Regional Tournament to advance to the DI State Tournament.
- *Jelena Rainovic*, National History Bee, Atlanta.

Birch Hill Elementary School

- *Destination ImagiNation (DI) Monium Monkeys Team* placed at the DI Regional Tournament to advance to the DI State Tournament.
- *Brooke Yabroudy*, first place, *Ethan Teris*, second place, *Shantae Boucher*, third place, 2014 Pennichuck Water Poster Contest.

Broad Street Elementary School

- *Connor Giroux*, fifth grade, Grand Prize Winner, 2014 Pennichuck Water Poster Contest.
- *Gianna Beatrice*, first place, *Alana Vautour*, second place, and *Matthew Urrea*, third place, 2014 Pennichuck Water Poster Contest.

Charlotte Avenue Elementary School

- *Jordan Cifra*, first place, *Daniel Dockrill*, second place, and *Autumn Pinsonneault*, third place, 2014 Pennichuck Water Poster Contest.

Ledge Street Elementary School

Lighthouse School, for completing *The Leader in Me* youth leadership and project management training program.

Jonathan Pinto, first place, *Brittney Martinez-Abreau*, second place, and *Jonathan Carranza*, third place, 2014 Pennichuck Water Poster Contest.

Main Dunstable Elementary School

- *Destination ImagiNation (DI) Going to Extremes Team*, Renaissance Award, DI Regional Tournament.
- *Destination ImagiNation (DI) The Tension Builds Team* placed at the DI State Tournament, Nashua High School South, to advance to the DI Global Finals, University of Tennessee.

Mount Pleasant Elementary School

- *Levity DeBow*, first place, *Dania Saquer*, second place, and *Keirstin Kirchner*, third place, 2014 Pennichuck Water Poster Contest.

Sunset Heights Elementary School

- *Destination ImagiNation (DI) Pitch & Play Team* placed at the DI Regional Tournament to advance to the DI State Tournament.
- *Destination ImagiNation (DI) Pitch & Play Team* placed at the DI State Tournament, Nashua High School South, to advance to the DI Global Finals, University of Tennessee.

Elm Street Middle School

- *Boys Basketball Team*, Division I Tri-County League Championship.

Pennichuck Middle School

Dallas Kastens and *David Vorbach*, National History Bee, Atlanta.

Nashua High School North

- *Priyanka Satpute*, Class of 2014 Valedictorian (*Massachusetts Institute of Technology*).
- *Olivia Powell*, Class of 2014 Salutatorian (*Dartmouth College*).
- *Olivia Powell*, Class of 2014 (*Dartmouth College*), and *Priyanka Satpute*, Class of 2014 (*Massachusetts Institute of Technology*), 2013 College Board National AP Scholars.
- *Brandon Gillis*, Class of 2017, 2013 NHIAA Division I Individual Golf Championship.
- *Girls Basketball Team*, won Nashua North Holiday Basketball Tournament at NHS North.
- *Joseph Chimelski* and *Marcel Laplante*, Class of 2014, won their weight class, George Bossi Lowell Holiday Wrestling Tournament, Tsongas Center, University of Massachusetts, Lowell.
- *Sarah Eaton*, Class of 2014, *Matthew Curran*, Class of 2015, *Simon White*, Class of 2017, New Hampshire Chamber Festival.
- *Molly Mellott*, Class of 2014, *Matthew Curran*, *Kathryn Curtis*, *Janelle LaFlamme*, Class of 2015, *Ruthrajeevi Govindaraj*, Class of 2016, *Benjamin Gorelick*, Class of 2017, 2014 All-State Music Festival, Concord High School, Concord.
- 68 Juniors and Seniors inducted National Honor Society.
- *Joseph Chimelski* and *Marcel Laplante*, Class of 2014, state wrestling championship, Meet of Champions, Pinkerton Academy, Derry.
- *Oliver French*, Class of 2015, two NHIAA Division I swimming championships, University of New Hampshire.
- *Carolyn Marquis*, Academy of Science and Design Class of 2015, and member of the NHS North Ski Team, placed ninth at the NHIAA Division I Alpine Ski Championships, Sunapee Mountain, Newbury, to qualify for the Alpine Meet of Champions.

- *Destination ImagiNation (DI) Purple Cupcakes Team* placed at the DI Regional and State Tournaments to advance to Global Finals at the University of Tennessee.
- *Samuel Riley*, Class of 2014, Silver Medal, and *Aryana Forman*, Class of 2015, Bronze Medal, Annual NH SkillsUSA State Skills and Leadership Conference at the Seacoast School of Technology, Exeter.
- *Ashley Phillips*, Class of 2014, and *Sam Reed*, Class of 2015, Gold Medal, Special Olympics 2014 NH Basketball Tournament, Gilbert H. Hood Middle School, Derry.
- *Caitlin Chisholm*, Class of 2014, placed in the top 16 Restaurant and Food Service Management, 2014 DECA International Career Development Conference, Atlanta.

Nashua High School South

- *Bhavana Kaki*, Class of 2014 Valedictorian (*University of North Carolina*).
- *Elaine Kwan*, Class of 2014 Salutatorian (*Massachusetts Institute of Technology*).
- *Paige Belliveau*, Class of 2013 (*Duke University*), *Bhavana Kaki*, Class of 2013 (*North Carolina State University*), *Toshit Panigrahi*, Class of 2013 (*Boston University*), *Sohil Shah*, Class of 2013 (*Carnegie Mellon University*), *Suneer Sood*, Class of 2013 (*Boston College*), *Martin Zhu*, Class of 2013 (*Brown University*), 2013 College Board National AP Scholars.
- *Sydney Cookshaw*, *Andrea Dimitrova*, *Rucha Gor*, *Aaron Hutchins*, *Parthiv Patel*, and *Christine Yu*, Class of 2014, College Board National Merit Scholarship Program *Commended Scholar*.
- *Stephen Frechette* and *John Zhang*, Class of 2014, College Board National Merit Scholarship Program *Semifinalists*.
- *South Boys Basketball Team*, won Chick fil A Tournament at NHS South.
- *Suraj Shroff*, Class of 2014, *Jacqueline Chea*, *Sean Fitzgerald*, *Sean Vigeant*, Class of 2015, *Aryton Hoi*, Class of 2017, New Hampshire Chamber Festival.
- *Ethan Kraus*, *Sean Fitzgerald*, *Sean Vigeant*, Class of 2015, *Christina Higginson*, *Christopher Simard*, Class of 2016, and *Joshua Tramack*, Class of 2017, 2014 Jazz All State Music Festival, Pinkerton Academy, Derry.
- *Michelle Palmieri*, *Alexander Peters*, *Samantha Ricard*, *Suraj Shroff*, Class of 2014, *Jacqueline Chea*, *Sean Fitzgerald*, *Ethan Kraus*, *Sean Vigeant*, *Amelia Wagner*, Class of 2015, *Ryan Belair*, *Christina Higginson*, *Christopher Simard*, Class of 2016, *Nisha Devasia*, *Aryton Hoi*, Class of 2017, 2014 All-State Music Festival, Concord High School, Concord.
- *85 Juniors and Seniors* inducted National Honor Society.
- *Anna Merkurev* and *John Zhang*, Class of 2014, selected as candidates for the US Presidential Scholars Program, US Department of Education.
- *Joshua Norman*, Class of 2014, state wrestling championship, Meet of Champions, Pinkerton Academy, Derry.
- *Kevin Smith*, Class of 2015, Gold Medal, and *Tyler Vartabedian*, Class of 2015, Bronze Medal, Annual NH SkillsUSA State Skills and Leadership Conference at

- the Seacoast School of Technology, Exeter.
- *South Math Team*, state championship NH-SMASH League *New Hampshire Southern Mathematics Association of Senior High*. Individual awards: Class of 2014 *John Zhang*, first place, *Christine Yu*, third place; Class of 2015 *Jacqueline Chea*, second place; Class of 2016 *Neha Prasad*, first place, *Aditi Srinivasan*, second place, *Ankur Sundara*, third place; Class of 2017 *Ria Das*, first place, *Nisha Devasia*, second place.
 - *South History Bowl Team*, second place, New England Championships of the National History Bowl, ConVal High School, Peterborough.
 - *Deepika Kurup*, Class of 2016, 2014 US Stockholm Junior Water Prize for water purification project.

Nashua High Schools North and South

- *NHS North and NHS South students and staff Penguin Plunge teams* raised \$20,000 for Special Olympics to support the high school Special Olympics Unify Program.
- *83 NHS North and NHS South Student-Athlete Scholars* recognized by the NH Directors Association (NHADA) and the NH Interscholastic Athletic Association (NHIAA) through the annual Scholar/Athlete Recognition Program.
- *Three NHS North and NHS South Biotechnology Teams* placed at the annual New Hampshire SEE (Science and Engineering Expo), New Hampshire Technical Institute, Concord.

2013-2014 District Staff

- *Nashua School District*, College Board District Honor Roll for Significant Gains in Advanced Placement Access and Student Performance.
- *Robert Hallowell*, Nashua Board of Education, selected to the New Hampshire Governor's STEM (Science Technology Engineering Mathematics) Education Task Force.
- *Lisa Saunders*, fifth grade teacher at Bicentennial Elementary School, 2014 Project Learning Tree Teacher of the Year.
- *Jacalyn Lesser*, NHS South mathematics teacher, 2014 Lions Club Teacher of the Year.
- *Andrew Otocka*, NHS North social studies teacher, 2014 Donald R. Marquis Memorial Teacher of the Year.
- *Michael McQuilkin*, NHS South psychology teacher, 2014 *No Bell Award*, NHS South Honor Society

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