

CITY OF CONCORD

NEW HAMPSHIRE



ANNUAL REPORT - 1954



Annual Report

CITY OF CONCORD NEW HAMPSHIRE



1954

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YOUR CITY OFFICIALS - 1954

CITY COUNCIL

Howe Anderson, Mayor
Herbert W. Rainie, Mayor Pro-tem

Councilmen-at-Large

Howe Anderson	Wendell F. Grant
Charles C. Davie	Herbert W. Rainie
Wayne K. Gardner	William A. Stevens

Ward Councilmen

James P. Ferrin	Ward 1	Conrad W. Robinson	Ward 5
Harlan F. Johnson	Ward 2	James Ross	Ward 6
Wm. H. Hunneyman	Ward 3	William P. Gove	Ward 7
John C. White	Ward 4	Edwin R. Langevin	Ward 8
Thomas B. Jennings, Ward 9			

CITY ADMINISTRATION

Office of the City Manager ---- Woodbury Brackett, City Manager
Airport Department ----- Woodbury Brackett, City Manager
Assessing Department ----- C. Fred Moulton, Assessor
 Sidney Dach, Assessor
 A. Harold MacNeil, Assessor
City Hall Department ----- Arthur E. Roby, City Clerk
Civil Defense Department -- Laurence Riis, Sr., Civil Defense, Dir.
Engineering Department ----- Wesley E. Haynes, City Engineer
 Ellsworth B. Philbrick, Engineering Inspector
 J. Shepard Norris, Sealer of Weights & Measures
Finance Department ----- Archie N. Gourley, City Auditor
 Amos B. Morrison, City Collector
 Wallace W. Jones, City Treasurer
Fire Department ----- Clarence H. Green, Fire Chief
 Henry E. Drew, Deputy Fire Chief
 Duncan M. Murdoch, 2nd Deputy Fire Chief
 Joseph F. Greenough, Jr., 2nd Deputy Fire Chief
Health Department ---- Pierre A. Boucher, M. D., City Physician
 Austin B. Presby, Sanitary Inspector
Legal Department ----- Atlee F. Zellers, City Solicitor
Library Department ----- Siri M. Andrews, Librarian
Personnel Department ----- Woodbury Brackett, City Manager
Planning Department ---- Gustaf H. Lehtinen, Planning Director
Police Department ----- Arthur W. McIsaac, Police Chief
 J. Edward Silva, Deputy Police Chief
Public Works Department --- W. E. Haynes, Supt. of Public Works
 Edward L. Howland, Cemetery Supt.
 William H. Murphy, Sewer Supt.
Purchasing Department ----- Woodbury Brackett, City Manager
Records Department ----- Arthur E. Roby, City Clerk
Recreation & Parks Dept. - Donald F. Sinn, Recreation & Parks Dir.
Water Department ----- G. Arthur Faneuf, Water Supt.
Welfare Department ----- Gertrude E. Watkins, Welfare Dir.
 Charles P. Coakley, Overseer of Poor, Ward 1

MUNICIPAL COURT

Judiciary ----- Donald G. Matson, Judge
Peter J. King, Special Judge
C. Murray Sawyer, Clerk of Court & Probation Officer

MUNICIPAL BOARDS

Board of Building Appeal

Eugene F. Magenau, Chairman
Carroll Garland
William Johns
Arnold Perretton
Donald Wells

Board of Health

Pierre A. Boucher, M. D.,
Homer E. Lawrence, M. D.
William D. Penhale, M. D.

Library Board

Mayland H. Morse, Jr., Chair.
Joseph J. Comi
Otis Kingsbury
Chester Larson
Mrs. Eugene Magenau
Mrs. Paul Shaw
Willis D. Thompson, Jr.
Mrs. Frederic Upton
Timothy Woodman

Recreation Advisory Council

Robert O. Blood, M. D., Chair.
Russell B. Tobey, Vice-Chair.
Roland E. Allen
Pierre A. Boucher, M. D.
Mrs. Lewellyn Boutwell
Edson F. Eastman
Clarence E. Huggins
Mrs. Harlan F. Johnson
Mrs. Winslow E. Melvin
Mrs. Maurice W. Mullen
Peter J. Murphy
Samuel S. Richmond
Walter B. Sweet
Sulo J. Tani
Mrs. Alfred W. Tovey

City Planning Board

Dudley W. Orr, Chairman
Woodbury Brackett
Edward H. Brooks
Gardner G. Emmons
Douglas Everett
Warren H. Greene
Wesley E. Haynes
A. Clifford Hudson
John B. Jameson

Board of Plumbing Examiners

Arthur W. Sargent, Chairman
George E. Young
Ellsworth B. Philbrick

Trustees of Trust Funds

Robert M. Beyer
Wallace W. Jones
Leon Merrill

Zoning Board of Adjustment

Lawrence J. Moynihan, Chair.
Frederick Hall
Raymond V. Lapointe
Donald G. Matson
Frank J. Preston

Board of Revision of Assessments

Archie N. Gourley, Chairman
Wesley E. Haynes
Allan N. Leavitt
Laurence J. Riis, Sr.
Atlee F. Zellers

Personnel Advisory Board

Douglas B. Whiting, Chairman
William H. Macurda
J. Mitchell Ahern

City of Concord, New Hampshire

To the Honorable City Council
and Citizens of Concord:

This report attempts to present in summary a record of the improvements and services rendered by your city government in 1954. An intelligent, well informed citizenry is the surest way to preserve good government. Toward this end the cooperation of the newspapers and radio station has been most valuable. Additional means of communication have been talks before civic groups, monthly reports, pamphlets, direct contact by Councilmen and, of course, the ever present relationship of the hundreds of city employees in your service.

With pardonable pride Concord is accepting its role as a progressive city. In New Hampshire its leadership in the field of municipal government is well established. Cities from outside as well as within the State are becoming more interested in the "Concord way".

Your city's business is big business. It has most of the problems of private business in addition to many special ones. It is the purpose of your city government to secure full value for each tax dollar and to serve the health and welfare needs of the community with fairness to all.

This report is a review of a year of accomplishments at the beginning of the second century of the city's existence. While much progress has been made, there are signs and voices that point to greater things and greater opportunities in the future.

Sincerely,

Woodbury Brackett
Woodbury Brackett
City Manager

CITY COUNCIL

MEMBERSHIP:	EXPENDED.....	\$3,243
Councilmen-at-Large...6		
Ward Councilmen9		

The City Council consists of 15 elected representatives of the people who are charged with the vital responsibility of setting city policy. The Council is made up of six councilmen-at-large who serve for four years and nine ward councilmen elected for two year terms.

Thirty-nine Meetings Held

During 1954 the Council held a total of 39 meetings consisting of 12 regular meetings, seven special meetings, 14 hearings and six finance meetings. Regular Council meetings are held on the second Monday of each month at 7:00 P. M. Special meetings may be called upon written notice at the written request of the manager or at least eight councilmen. Hearings are held as prescribed by law.

Highlights of Council Action During 1954

- * Passed general government budget of \$1,465,718 to provide a program of services and improvements for 1954.
- * Passed \$35,225 salary raise for municipal employees.
- * Authorized sale of \$285,000 in school bonds.
- * Banned through trucking on North and South State Streets.
- * Purchased land from Boston and Maine Railroad at Railroad Square for parking.
- * Purchased Kelley property to establish parking lot next to City Hall.
- * Authorized widening of South Main Street and Water Street.
- * Purchased property at Long Pond.
- * Authorized revision and classification of municipal ordinances.
- * Approved plans for new playground at Concord Heights.
- * Sold property at the Airport to Richard D. Brew & Co.

CITY CLERK

PERSONNEL:

Full-time 2
 Part-time 1

EXPENDED.... \$9,914.75

Your City Clerk has the important duties of serving as Clerk of the City Council, arranging for all elections, maintaining all election records, maintaining vital statistics, and issuing several city licenses and permits.

Some Important Licenses Issued

Dog -----	2,082	Music Machine -----	23
Marriage -----	333	Ball Alley -----	13
Taxi Operator -----	74	Theatre -----	4
Taxi Cab -----	24	Bowling Alley -----	2
Pool Table -----	1		

State Election Held November 2, 1954

The State primary was held September 14, and the State biennial election was held November 2, 1954. Due to the late primary election and the early biennial election the City Clerk was presented with a difficulty in the mailing of absentee ballots. On October 18, the Clerk mailed out a total of 246 absentee ballots, all but two of which were returned in time to be counted on Election Day, November 2.

Demand for Records Continues

One of the most important functions of the City Clerk is his responsibility for keeping records. Due to the increased need for records in connection with the armed services, social security and retirement benefits, the demand for record information continued heavy during 1954.

Voters turn out on Election Day.

Birth Rate Continues High

The figures below show a decrease in deaths and marriages, but an increase in births. The birth rate continues to grow each year with the death rate falling off each year.

	<u>1954</u>	<u>1953</u>
Births	916	902
Deaths	615	643
Marriages	327	357



Repairs and Improvements Made to City Hall and Auditorium in 1954

Several improvements were made in your city buildings during the year. Much needed roof repairs were made on the city hall and auditorium. The city auditorium was thoroughly redecorated, with walls in the auditorium proper, hallways and dressing rooms cleaned and painted in a new and attractive color scheme. Sturdy plastic tile was laid in the vestibule and foyer leading into the auditorium. These improvements should greatly increase the value of the auditorium as a center of civic activity for the citizens of Concord.

Other improvements include the laying of plastic tile floors in the offices of the City Engineer and Planning Director and on the second floor hallway in the city hall. Walls were painted in some of the second and third floor offices.

Council Chamber Renovation Completed

One of the major accomplishments during 1954 was the complete alteration of the Council chamber in the city hall. A new lower ceiling of acoustical material and a panel of the same material at one end of the chamber were installed, making it much easier for both participants and spectators to follow Council proceedings. The walls were painted and a new plastic tile floor was laid. New plastic upholstered chairs and a circular council table add space and dignity to the Council chamber.

The newly renovated Council chamber in the city hall.



ASSESSING DEPARTMENT

PERSONNEL:

Full-time.....4
Part-time2

EXPENDED ...\$16,831.59

Over 80% of the revenues received by Concord are based on the work of the Assessing Department. Major responsibilities include appraising all property for taxation, issuing warrants for the collection of taxes, preparation of tax rolls, and the maintenance of all property records.

1954 Property Tax Warrant Submitted

The county, city and school tax warrants submitted to the Tax Collector totaled \$2,422,610.91. The tax rate, based on \$1,000 of assessed valuation was \$50.30 and \$55.75 in Penacook.

The 1954 assessed valuation of property in Concord was \$47,795,222 a slight decrease of \$33,490 under the 1953 total. This decrease was attributed to lower stock-in-trade assessments. Poll and head tax warrants amounted to \$96,425, a slight increase over 1953.

Board of Assessors Hears Fewer Taxpayers

The three-man Board of Assessors heard appeals from 57 taxpayers during 12 regular and 45 special meetings during 1954. This was a decrease of seven from the previous year, and of 125 from the total taxpayers heard in 1952.

Annual Meeting Held with State Officials

The State House was the scene of the annual meeting, held March 12th, of the Boards of Assessors and the State Tax Commission. Local Assessors are given instruction on the proper assessment of real estate, timber and other property at these meetings. Valuable suggestions on assessment procedure are also given by state officials.

Percentage of Tax Exempt Property High in City

Approximately 25% of the assessed valuation of the City of Concord is tax exempt. This means that all property taxes must be collected from the remaining 75% of assessed property. Examples of tax exempt property include schools, government buildings, non-profit groups and religious institutions.

Total Assessed Valuation in Concord

1944-1954	
Year	Year
1944-----\$33,083,027	1950-----\$38,782,440
1945-----32,963,846	1951-----47,013,784
1946-----33,622,496	1952-----47,490,362
1947-----36,457,539	1953-----47,828,712
1948-----37,330,320	1954-----47,795,222
1949-----38,765,980	

CIVIL DEFENSE

PERSONNEL: EXPENDED.....\$212.65
Part-time..200 (volunteers)

President Eisenhower, speaking of civil defense, said recently that "the city has moved from a position of support in the rear. It has moved out in a very distinct way to the front line." In order to defend Concord in case of an attack a civil defense organization is set up under the direction of Laurence J. Riis, Sr. Other officers in the CD organization are as follows:

Deputy Director----- Henry C. Newell
Deputy Director for Women's Affairs----Mrs. Lucie Weston
Ground Observer Corps----- Maurice E. Farley, Supv.
Mrs. Maurice E. Farley,
Chief Observer
Refugee Unit----- Stanley F. Little
Fire Fighting Unit----- Fire Chief, C. H. Green
Police Unit----- Police Chief, A. W. McIsaac
Police Sgt. Daniel C. Abbott
Warden Services Unit----- Col. James H. Johnson
Engineering Unit ----- Howard E. Raymond
Transportation Unit ----- Nile E. Faust
Charles W. Fletcher, Deputy
Health & Sanitation Unit----- Dr. Thomas M. Dudley
Medical Nursing & First Aid Unit ----- Dr. Robert O. Blood
Public Information Officers --Robert Swenson & John D. Orr
Warning & Communications Unit ----- Malcolm J. Edmunds

Alert Siren Ordered

Matching funds from the Federal government have enabled the Civil Defense organization to order a siren for the South-end of the city. With the acquisition of this siren the alert system for the entire city will be complete.

Hurricanes Test Defense System

The hurricanes of 1954 offered an opportunity to test the Civil Defense communications system. Working closely with State officials and city departments all equipment responded well and a high degree of cooperation was achieved.

Public Kept Posted of CD Need

An active public information effort was made to acquaint the public with Civil Defense needs. Speeches were made to civic and fraternal groups, using movies and demonstrations to explain Concord's defense arrangements. Our greatest need is for ground observer personnel. Any citizen of Concord wishing to join the Ground Observer Corps is urged to call Mrs. Maurice E. Farley, CA 4-1513.

LEGAL DEPARTMENT

PERSONNEL: EXPENDED..... \$4,468.93
Part-time..... 1

The City Solicitor is the city's legal officer and represents the city in all litigation in the courts. He is available to the Council and administrative officers for legal research, legal opinions and advice and the drafting of legal documents.

Solicitor Aids in Purchase of Property

The City Solicitor assisted in the purchase of the Moody, Jordan and Griffin properties around Penacook Lake.

He also represented the City in the purchase of 123 acres of land upon which much of the Concord Airport had been built. Previously leased from the State, the Council deemed it desirable to purchase this land in connection with Concord's program for encouraging new industries. In this transaction the city deeded to the State a small piece of land underlying the State Armory behind the city hall.

Other land acquired with the assistance of the Solicitor included property purchased from the Boston & Maine Railroad for the Freight Street parking lot.

Zoning and Building Cases Settled

Several cases involving the Zoning Ordinance and Building Code were settled with the aid of the City Solicitor. An injunction was obtained in Superior Court in Concord v. Beres to prevent the removal of a frame structure into a fire zone, contrary to the Building Code. The Solicitor also represented the city before the Superior Court in the case of Concord v. Reardon, and an injunction was granted against the defendant's conducting a moving business in a residential area on South Main Street.

Legal Opinions Offered

The Solicitor offered legal opinions to the City Council and Manager in connection with such matters as the remodeling of the Council chamber, and insurance policies carried on city personnel and property. He was available at all Council meetings to render legal advice.

Investigations Made by City Solicitor

Concord's City Solicitor conducted title search on 206 individual pieces of property during the course of tax sales action for delinquent taxes. He also investigated and gave opinions on two dangerous pits or holes, recommending action to remove the hazards in both cases. Investigations were made into claims of property damage during the reconstruction of Main Street. The Solicitor also checked several personal injury claims during 1954.

MUNICIPAL AIRPORT

PERSONNEL: EXPENDED. . . . \$8,430.62
Part-time. 1

Concord Airport has been owned by the City since 1936. Three hard surface runways, two hangers and a radio range station are located on the 300 acre site.

Airport Serves as Center of Air Activity

Full use is made of city-owned facilities at the Airport. The two hangers are leased to flying services and the administration building houses the following organizations, employing 33 persons: Civil Aeronautics Administration Airways Communications Station and District Safety Office, United States Weather Bureau, New Hampshire Aeronautics Commission, Northeast Electronics Corporation, Northeast Airlines, Inc. and Fern's Flying Service office.

Large Increase in Airport Use During 1954

	<u>1954</u>	<u>1953</u>
Passengers Enplaned	1,839	1,639
Cargo Handled: Mail	2,948 lbs.	3,892 lbs.
Express	3,898 lbs.	2,794 lbs.
Freight	6,156 lbs.	3,784 lbs.
Total Cargo Handled	13,002 lbs.	10,470 lbs.

Industrial Land Acquired

The City of Concord purchased 123 acres of land, formerly leased from the State, during 1954. This land, on which part of the Airport is already situated, will be used for runways and the balance sold for industrial development. The area is desirable for industrial purposes since it is located near a convenient shipping point and is well removed from residential areas. Richard D. Brew & Co. has already located near the Airport.

Northeast Airlines' planes line up at the Airport.



FINANCE DEPARTMENT

PERSONNEL:

Full-time..... 9

EXPENDED... \$42,322.64

The Finance Department is responsible for accounting, budget control, auditing receipts and expenditures, debt arrangement, financial reporting, collecting and disbursing monies, custody of all funds, and operation of office supply and duplicating services.

Some Important Accomplishments During 1954

- * Delinquent poll taxes outstanding were reduced from \$3,861.38 to \$1,830.98, the lowest point in many years.
- * Collected 89% of current year property tax warrant.
- * Collected 75% of 1954 poll tax warrant.
- * Collected 75% of 1954 head tax warrant.
- * Issued 13,284 auto permits yielding \$106,321.56.
- * Realized \$1,278.26 through investment of temporarily idle funds.
- * Borrowed \$285,000 for Union School District.
- * Held hearings on three special assessment projects.
- * Established revolving fund for equipment maintenance and replacement.

New Duplicating Machine Cuts Costs

1954 was the first full year the City's off set duplicating machine was in operation. Examples of the work produced by the machine were the 1953 annual report, the 1953 and 1954 budgets, monthly activities reports and numerous forms, envelopes and form letters. Over 500 reams of material were duplicated at a substantial saving to the city.

Citizens receive friendly service at the Finance Office.



1954 Saw Decrease in General Government Debt

Debt for general municipal purposes decreased during the year from \$969,000 to \$846,000, a reduction of \$123,000. The first payment of \$20,000 on the \$200,000 issue for parking areas was made. A new bond issue of \$285,000 for school construction and payments of school bonds amounting to \$34,000 resulted in a net increase of \$251,000 in the school debt. In 1954 the Water Department debt was reduced from \$160,000 to \$150,000.

The 1954 Budget

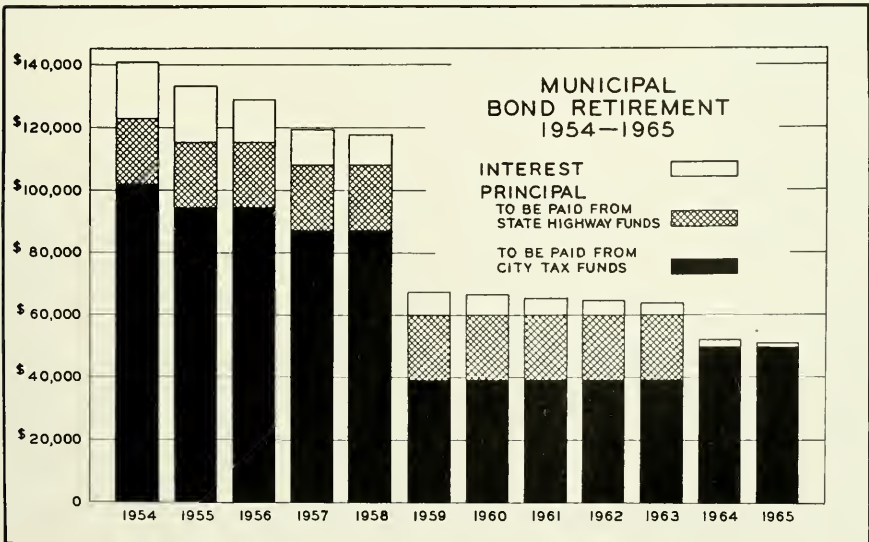
Estimated Revenues

General Property Tax -----	\$2,396,162.00	85.5%
State Tax Contributions-----	103,930.00	3.7%
Auto Permits-----	95,000.00	3.4%
Service Charges-----	61,600.00	2.2%
Trust Fund Income-----	34,725.00	1.2%
Poll Taxes-----	22,370.00	.8%
Other Local Taxes-----	16,045.00	.6%
State Aid (Highway)-----	20,800.00	.7%
Surplus From 1953-----	52,000.00	1.9%
Total-----	<u>\$2,802,632.00</u>	<u>100.0%</u>

Estimated Expenditures

Protection of Persons & Property \$	370,567.00	13.2%
Highways & Sidewalks-----	327,123.00	11.7%
Health & Sanitation-----	183,564.00	6.6%
Debt Payment & Interest-----	140,572.00	5.0%
General Administration-----	132,407.00	4.7%
Charities-----	102,965.00	3.7%
Recreation-----	71,316.00	2.5%
Library-----	72,652.00	2.6%
Cemeteries-----	55,399.00	2.0%
Miscellaneous-----	48,788.00	1.7%
Capital Outlay-----	31,820.00	1.1%
Schools-----	1,094,522.00	39.1%
County Tax-----	170,937.00	6.1%
Total-----	<u>\$2,802,632.00</u>	<u>100.0%</u>

This chart shows Concord's debt reduction program.





Fast action by firemen helps save a home.

FIRE DEPARTMENT

PERSONNEL:

Full-time.....45
 Part-time.....78

EXPENDED... \$192,990.42

Concord's Fire Department is on 24 hour duty to protect your home and property against the ravages of fire. Full-time and auxiliary fire fighters are trained and equipped to fight every known type of blaze.

Fires Decrease in 1954

Ninety-eight fewer calls were received in 1954 than in 1953. Of the 605 calls received 73 were box alarms and 532 were still alarms. A breakdown of these calls reveals the types of fires responded to during 1954:

Residential -----	213	Manufacturing -----	15
Grass and Brush -----	108	False Alarms -----	14
Auto Fires -----	89	Alarms Outside City -----	8
First Aid and Emergencies	68	Non-residential -----	7
Smoke Scares -----	62	Storage -----	<u>3</u>
Mercantile -----	18	Total -----	605

Fire Losses Total \$63,236.48

1954 fire losses totaled \$63,236.48, 31% of which occurred in the blaze at Dr. Robert O. Blood's farm on October 12th. Of the \$63,236.48 total, \$59,936.68 was covered by insurance, leaving a net fire loss for the year of \$3,299.80. The total fire loss was only 5% of the total property valuation, of \$1,301,591, involved in fires during the year.

Equipment in Good Working Order

Good equipment is invaluable to the work of fire fighting, and Concord's Department is well equipped to handle its important

ant responsibilities. In 1954 a new 750 gallon American LaFrance pumper was delivered and put into service. An inventory of Fire Department equipment shows that the Department maintains 16 trucks and two official cars, housed in four fire stations.

Fire Department personnel performed all necessary maintenance and repair work at the city fire stations during the year. All hose and hydrants were tested to make certain they could pass the high maintenance standards set for fire fighting apparatus.

Concord Firemen Well Trained

Modern conditions require up-to-date fire fighting methods. During 1954 an extensive training program was held for all fire fighters, with officers of the Department as instructors. Demonstrations and lectures were used to acquaint the personnel with new techniques.

Principal Causes of Fires Revealed in 1954 Survey

In a state-wide survey, it was revealed that careless smoking caused the greatest number of fires, with lightning, faulty chimneys, wiring defects and oil ranges ranking next in that order. Every citizen can reduce the fire danger in his own home by making sure that cigarettes and cigars are completely extinguished and that electric circuits are not overloaded.

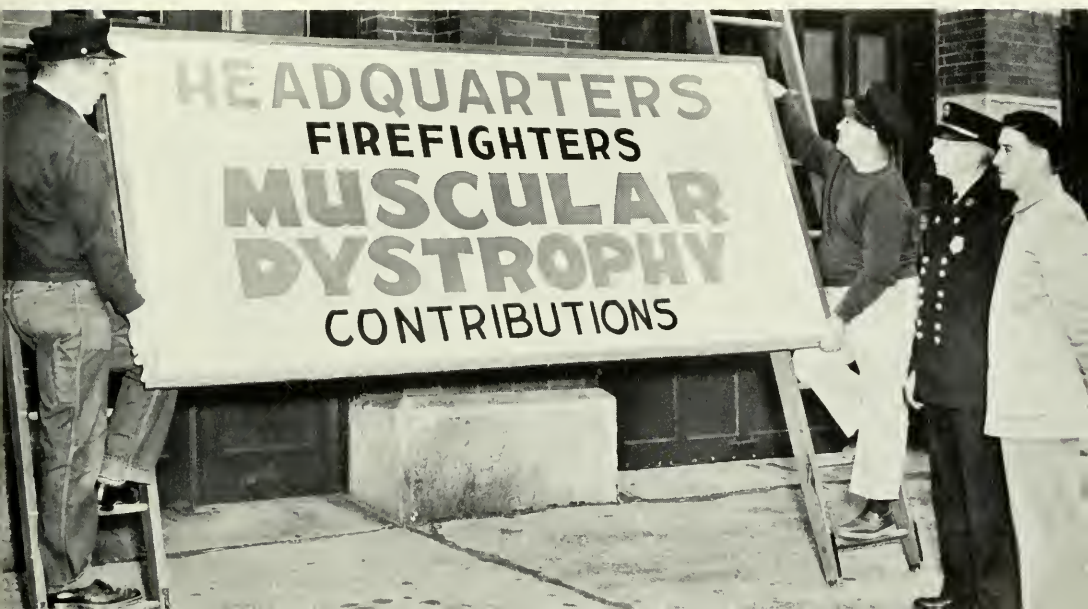
Fire Prevention Emphasized During 1954

In order to minimize fire hazards, 1,078 inspections were made during the year at all hospitals, convalescent homes, schools, churches, theatres and establishments in the high value district. All oil burner installations were also inspected. These inspections served to reflect the Department's opinion that "an ounce of prevention is worth a pound of cure".

Fire Fighters Aid Drives

Always aware of their responsibilities as citizens of Concord, the fire fighters aided in raising funds for the March of Dimes, the Jimmy Fund Drive and the Muscular Dystrophy Campaign. They also continued their successful project of building miniature fire trucks for under-privileged children at Christmas.

Firemen erect sign to initiate Muscular Dystrophy Drive.



HEALTH DEPARTMENT

PERSONNEL:

Full-time.....4
Part-time.....2

EXPENDED.... \$38, 626. 64

Safeguarding your health is the job of the Health Department. By making regular inspections of eating establishments and dairies, testing food products and holding clinics, the City Health Officer and Sanitary Inspector wage a continuous war on disease.

Over 300 Children Attend Six Health Clinics

From January to June, 1954, 322 Concord children attended clinics to receive protective treatment against diphtheria, whooping cough, tetanus and small pox. These clinics are held on the second floor of City Hall and are free of charge.

Five More Polio Cases in '54

Six cases of poliomyelitis were reported during the year, as compared with one case reported in 1953. Six cases of infectious hepatitis, two cases of tuberculosis and several cases of mumps were also reported. New drugs are aiding the fight against communicable diseases, resulting in fewer cases in recent years.

Fewer Nuisance Complaints Reported

Forty-seven nuisance complaints were received and investigated during the year, a decrease of 50 from 1952, and of two from 1953. Most complaints dealt with refuse dumped in alleys and on private property and faulty plumbing. Speedy action

The Board of Health maps out health clinic procedure.





Sanitary Inspector dictates results of tests to Department clerk,
 was taken against violators of health regulations.

Most Common Causes of Deaths

As medical science makes rapid strides toward finding cures for many heretofore fatal diseases, it is interesting to note the most frequent causes of deaths in Concord during the year:

	1954	1953
Diseases of the Circulatory System-----	126	149
Cancer and Other Malignant Tumors -----	42	48
Nephritis-----	5	9
Accidental Deaths -----	11	11
Pneumonia-----	6	7
Diabetes Mellitus -----	9	8
Tuberculosis -----	0	1
Total-----	199	233

Sanitary Inspector Made 1,355 Inspections

In line with his responsibility for local health conditions, the Sanitary Inspector made 1,355 inspections during the year. Inspection sites included homes, stores, dairies, eating establishments, schools, slaughter houses and any areas about which complaints were received. A total of 247 written notices were sent to violators, and re-inspections were made to assure compliance with the sanitary laws.

Dairy Cleanliness of Particular Concern

Included in the above total were 598 inspections of dairies and 129 inspections of milk plants. Dairy inspections insure that all milk sold in the city comes from tuberculin and Bangs Disease free herds, that minimum health standards are maintained at dairies and milk plants and that methods of milk handling and production are satisfactorily met.

Samples of milk, ice cream and other dairy products are collected from all producers and analyzed periodically for quality. The size of this job is illustrated by the fact that approximately 14,700 quarts of milk were sold daily in Concord during 1954.

PUBLIC LIBRARY

PERSONNEL:

Full-time.....14
Part-time.....10

EXPENDED.... \$71,617.62

"Good reading for everyone" is the motto of your Public Library. Over 68,000 volumes are available for citizens of all ages and interests. Besides serving as a center for book distribution the Library carries on such services as reading clubs, film programs, story hours and discussion groups.

Circulation Figures Climb

In 1954, 230,210 books were borrowed, an average of eight books per resident of Concord. Children's total circulation averages were even higher with 27 books borrowed for each Concord child.

A total of 8,925 Concord residents, 67% of the population, are registered at the Library, an increase of 5% over last year.

New Books Added

During 1954, 5,741 books were added to the Library. Of this total 962 volumes were given to the Library by residents. Over 100 periodicals are received by the Library each year.

Fiction Books Top List

The following analysis of borrowing habits reveals that most Concord residents borrow fiction books:

	<u>Volumes</u>	<u>Percent</u>
Adult Fiction -----	108,488	47%
Adult Non-Fiction & Periodicals-	62,005	27%
Children's Books -----	59,717	26%
Total-----	230,210	100%

There has been noted; however, a decided increase in the circulation of non-fiction during recent years.

No Concord resident is forgotten by your Library.



Branch Libraries Have Busy Year

As a result of Concord Library's branch activities 69,972 books were borrowed from branch sources. This was 30% of the total circulation of 1954. Library facilities are available to Concord residents in outlying areas through the many trips of the Bookmobile. The Penacook Branch Library and the library facilities offered patients of the Concord Hospital also were well used during the year.

Exhibits Prove Popular

Over a dozen colorful and interesting exhibits were featured in the Public Library's program during 1954. Nora Unwin's exhibit of her engravings and drawings were shown as was an exhibit of the Concord Artists, Inc. In cooperation with the public schools a showing of children's art work was given. During 1954 articles made in craft classes of the City Recreation and Parks Department were also exhibited. The Children's Room was decorated with arrangements for such holidays as Christmas, Easter and Washington's Birthday.

Reference Division Renders Valuable Service

The Reference Division of the Library is available to all persons in quest of information. It handled over 4,000 inquiries, on an unlimited variety of subjects during 1954, some of which required considerable research.

Over 200 Meetings Held at Main Library

Meetings of such groups as the Great Books discussion group brought hundreds of Concord residents to the Library during 1954. Classes for mothers of pre-school children and 72 film programs sponsored by the Library staff proved very popular during the year.

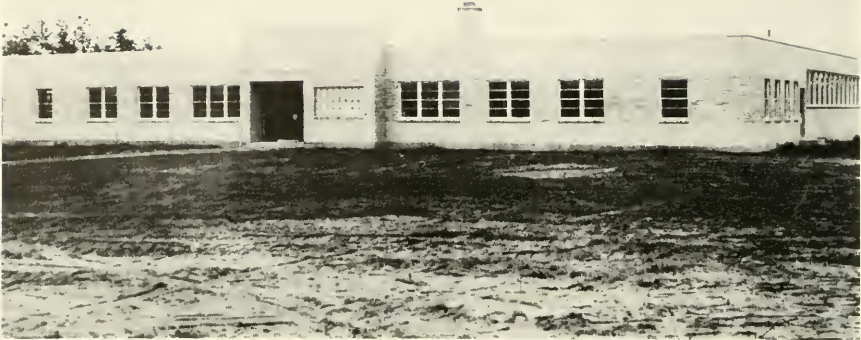
Story Hours Encourage Interest in Good Reading

The Library conducted a total of 62 story hours at the Library, playgrounds and other locations during the year. In cooperation with the Y. M. C. A., Y. W. C. A., and Boy and Girl Scouts, the Library staff attempts to encourage an appreciation of good books by Concord's younger residents.

The popular Bookmobile extends library services.



PLANNING DEPARTMENT



The Planning Department encourages new industries such as the new plant of Richard D. Brew & Co., shown above.

PERSONNEL: EXPENDED... \$10,015.86
Full-time.....2

Your city Planning Department is organized to study the future of Concord, and to regulate and plan the development of the community. In order to study physical, economic and social growth problems, the Department conducts research activities and reports on its findings. The Planning Board consists of nine citizens who advise and direct the full-time Planning Director.

F. E. Everett Highway Plans Affect Concord

Authorization for construction of the F. E. Everett Highway from Massachusetts to Concord was voted by the General Court in 1954. The Planning Board studied and approved of this project, as it will assure construction of the southerly extension of the Concord throughway in accordance with planned development of the city's major highway system. New streets and improvements in the South End street system will result from the new highway.

Another major highway project which received active support from the Planning Board concerned a proposed improvement of the Daniel Webster Highway from Airport Road in Concord to Sheep Road in Pembroke. This project will result in a substantial improvement in highway grade and width over the Soucook River Valley section of this major traffic artery.

Action on Streets Taken During the Year

As a result of planning surveys, street widenings were recommended by the Planning Board in connection with highway reconstruction projects. Widening of South Main Street at its intersection with Water and West Streets and of East Street in Penacook were completed during 1954. The Board also

advised the discontinuance of two streets: a dedicated way running southerly from Clinton Street in the Conant Park Sub-division and the closing of a portion of Spring Street in Penacook to vehicular traffic. Both of these recommendations, together with recommended new rules for street acceptance, were passed by the Council.

Planning Board Acts on Traffic and Parking Problems

The Board recommended that West Washington Street, between Holt and Liberty Streets, be limited to one-way traffic; and that two-way traffic be permitted on West Street, between South Main and South State Streets. The Board also drew up a plan for increased parking facilities near the City Hall.

Twelve Miles of Vacant Improved Frontage in Concord

In a study of land-use in Concord, the Planning Board found 12 miles of vacant frontage existed in areas benefiting from all utilities. This survey also revealed 190 vacant dwelling units, 22 more than the total for 1953. During 1954, 78 new dwelling units were built as compared to a total of 71 for the previous year.

Planning Board Considered Two Sub-divisions

The Board voted final approval of the Eastern Sub-division plat, consisting of five lots, located easterly of East Side Drive in the Concord Plains section; and tentative approval of a preliminary plat of the Tow-Path Overlook Sub-division, consisting of 11 lots, situated on Mountain Road in East Concord.

Improvement Projects and Industrial Development Studied

The Planning Board studied the facilities of the city yard and the open dump during 1954. Yard improvement recommendations were made, based on a report written by the City Engineer. Attention was given to a new site for city refuse disposal, and the sanitary-fill type of disposal operation was recommended.

Industrial development was advanced by the Planning Board, cooperating with the Concord Regional Development Corporation in its efforts to promote industrial growth. A preliminary plan was written for an industrial area on the Airport Road.

Substantial progress was made in the construction of the new Concord Hospital in 1954.



POLICE DEPARTMENT

PERSONNEL:

Full-time 43
Part-time 62

EXPENDED . . . \$170,852.15

Your Police Department is on duty to protect your life and property and to enforce city ordinances. It is concerned with preventing crime and promoting public safety.

Offenses Increase in 1954

Although there was a decrease in serious felonies during 1954, there were 2,268 more misdemeanors in 1954 than in the previous year. This is an increase of 35.5% over 1953's total of 6,374. Violations of parking, road and driving laws were responsible for most of the increase in misdemeanor offenses. Felonies dropped-off from 109 in 1953 to 103 in 1954. The Police Department also investigated 7,822 complaints, a decrease of 175. Ambulance calls decreased from 1,118 calls in 1953 to 995 in 1954.

Safety Programs Stressed

In order to acquaint Concord residents with the need for increased emphasis on safety the Police Department continued its program of safety education. Safety lectures were given by Police officers in every city school, and the school traffic patrols, established in 1946, were continued.

Policemen make periodic collections from parking meters.



Most Stolen Property Recovered

During the year \$23,185.91 worth of stolen property was reported to your Police Department. This was a decrease of \$7,349.73 from 1953. Of the 1954 total 64.4% was recovered. Police officers are still working on these cases and will not be satisfied until all the stolen property is returned to its rightful owners.

Training Rates High Priority

Believing that the best police officers are the best trained, your Police Department continued its programs of training in first aid and police techniques. A nine hour refresher course in first aid was held for all members



Your Police Department attempts to prevent accidents like this.

of the Department. Five officers attended the Federal Bureau of Investigation's four day Fingerprint Training School held in Concord. All members of the Department received firearms training in the use of sub-machine gun, shot gun, gas gun and revolver. The Police Chief served as an instructor at the Nashua Police School, from which four officers received diplomas after an intensive two week course.

1954 An Active Year for the Boy's Club

The Concord Police Benevolent Association Boys Club organized sports and gym classes. The midget basketball team travelled to the Boston Garden to compete with teams from other communities. Classes were held at the club house in boxing, wrestling and tumbling.

Other activities of the Club included movies and Hallowe'en and Christmas parties.

Improvements Made at Station House.

The ceilings and walls in the Chief's office, Inspector's room and front hall were painted. New tile floors were installed in the Deputy's office and front hall, and another section of the garage ceiling was completed.

Stores are protected at night by police inspections.



MUNICIPAL COURT

PERSONNEL:
Part-time.....3

EXPENDED.....\$6,000.00

The Municipal Court holds regular sessions each week day beginning at 9:00 A. M. for the disposition of criminal cases. Civil sessions are held following the criminal cases.

Court Hears 40% More Cases in 1954

A total of 9,408 cases were heard by the Municipal Court in 1954, an increase of 40% over the 1953 total of 6,766 cases. Felonies dropped from 65 in 1953 to 20 in 1954. There was an increase in all other types of cases, with the largest increases found in misdemeanors and parking violations. A breakdown of court activity shows the following figures for cases handled by your Municipal Court:

Parking Violations--	6,528
Misdemeanors-----	2,158
Small Claims-----	592
Civil Cases -----	110
Felonies -----	20
Total -----	<u>9,408</u>

Court Income Up During the Year

Total income of the Court during 1954 was \$26,623.08. A sum of \$9,442.80 was paid to the New Hampshire Motor Vehicle Department as required by law. A total of \$12,736.88 was given to the City Treasury by the Court. This total income figure for 1954 represented a 47% increase in income over 1952.

Juvenile Program Continues

The Municipal Court attempts to steer juveniles onto the right side of the law by holding private meetings with those accused of minor offenses and counseling them to encourage good citizenship. These meetings often include the juvenile's parents, teachers and the Municipal Judge and Probation Officer. Approximately 50 of these meetings were held during 1954 with favorable results.

Your Court in action during 1954.



WELFARE DEPARTMENT

PERSONNEL:	EXPENDED ...\$89, 721.35
Full-time.....2	
Part-time1	

Relief is given by the Welfare Department to those citizens of Concord and Penacook who need financial help, and who cannot receive such assistance elsewhere. Examples of the type of relief offered include general relief, aid to the permanently disabled, aid to dependent soldiers, board and care of adults and children, hospitalization and medical care and old age assistance. All the relief programs are administered on the basis of need.

General Relief Continues Downward Trend

In 1954 an average of 41 cases representing 81 persons were aided at a total cost of \$25,462.81. In terms of case load this is a decrease of nine cases from 1953 and 20 from 1952. The amount of money spent for relief has decreased 42% since 1952. New growth in Concord and increased employment openings may be credited with the decrease in relief payments.

Old Age Assistance Given

During 1954, 265 persons were given old age assistance. Although this was a decrease of eight cases from 1953, expenditures increased from \$46,542.31 to \$50,219.11. The rising cost of medical supplies and services may be cited as a reason for this increased total. Alien old age assistance increased by one case over the 1953 total of six, with expenditures of \$2,439.26 in 1954.

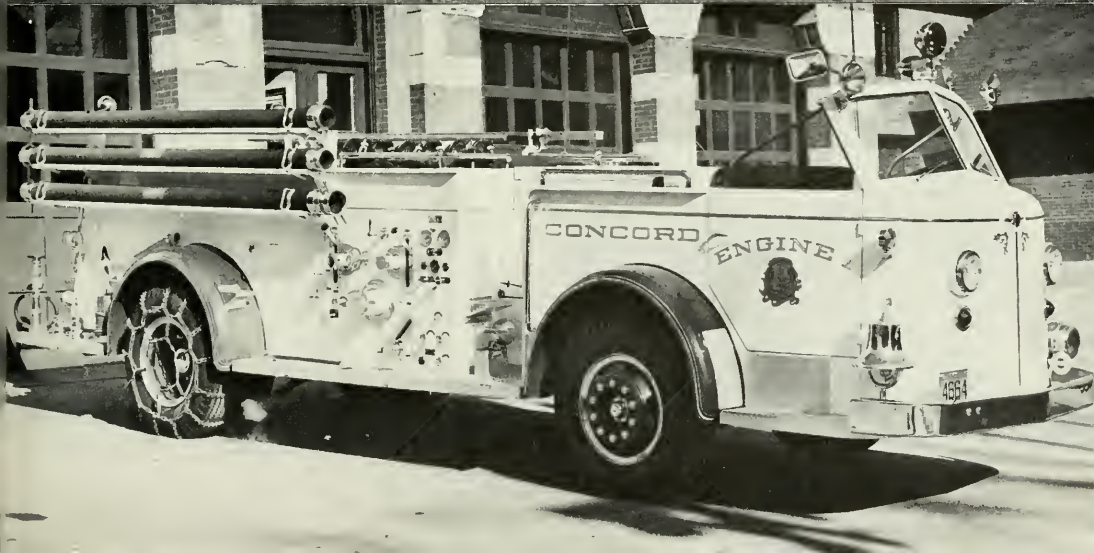
Aid to Permanently and Totally Disabled Increases

In the second year of its operation, this program of aid to permanently and totally disabled citizens saw a slight increase in cases and expenditures. Under the program the State administers the relief and the city pays 35% of the costs. During 1954 an average of seven cases received \$2,496.67 in city relief funds. This was an increase of three cases and \$441.90 over 1953.

Reasons for Relief Need Cited

<u>Reasons for Relief Need</u>	<u>Approx. Percentage of Cases</u>
Sickness -----	35%
Insufficient Income -----	30%
Unemployment-----	20%
Partially Handicapped-----	5%
Marital Difficulties-----	5%
Unemployable -----	5%





PUBLIC WORKS & ENGINEERING DEPARTMENT

PERSONNEL:
Full-time 90
Part-time 2

EXPENDED. . . \$523,935.66

The Public Works and Engineering Department is charged with the responsibility for constructing and repairing roads, bridges and sidewalks; designing, laying out and mapping all public works projects; constructing, repairing and maintaining sanitary and storm sewers; removing snow and sanding and salting highways; planting, removing and spraying trees; operating municipal cemeteries; collecting and dumping refuse; inspecting new construction and weighing and measuring devices; plus many other important functions.

Some Highlights of the Year's Activities

- * Completed reconstruction of Main Street.
- * Plowed a total of 43.5 inches of snow accumulation.
- * Cleaned city after hurricane damage.
- * Repaired 37 miles of city streets.
- * Replaced 153 street signs.
- * Removed 8,600 cubic yards of refuse in street cleaning operations.
- * Collected 62,575 cubic yards of refuse.
- * Installed 65 new house sewer connections.
- * Improved grounds of municipal cemeteries.
- * Conducted surveys on city dump and city yard facilities.

Main Street Reconstruction Finished

The Main Street reconstruction project was completed on September 28th. This project provided the city with 9,000 feet of Frost action in streets means work for the Public Works Department.



newly constructed highway, built to exacting design and construction standards. New sidewalks were constructed nearly the entire length of Main Street, and a new storm sewer system was installed throughout the project. Increased traffic width was provided, and the approaches of intersecting streets were greatly improved particularly along South Main Street. The relocation of Gulf Street and the construction of islands to channelize traffic at the intersection of South Main, Water and West Streets developed as a result of the reconstruction project.

Radio System Connects All Vehicles

This was the first full year during which Public Works vehicles were connected by radio. Twelve mobile units in Public Works vehicles, four units in Water Department vehicles, a transmitter at the city yard and a receiver at the Superintendent's office comprise the system. It immediately proved its worth during snow removal operations and, again, during the hurricane and severe storms of early fall.

New Heating System Installed at City Yard

A new heating system was installed at the city yard during 1954, including a central, oil-fired steam boiler and new space heaters in the machine shop and sewer shed. City forces assisted in the remodeling of the boiler room. Other maintenance work accomplished by city forces at the yard included 766 minor repair jobs, 32 overhaul jobs on equipment and the painting of seven units of equipment.

Public Works Department Fights Hurricanes

On August 31st, hurricane "Carol" visited Concord, and the Public Works Department was called out to clean up the debris left in its wake. Heavy rain and high winds brought minor wash-outs, slight flooding of streets and many fallen branches. Hundreds of calls for action were received by the Department, and

Hurricane damage was quickly repaired by Public Works employees.



Public Works personnel worked into the night opening blocked streets and cleaning out sewers. No street in Concord was blocked for more than 40 minutes. Three hundred loads of limbs and branches were removed from the streets. The excellent work of the Department was demonstrated again in the hard storm of September 11th.

Major Engineering Surveys Completed

Many important surveys on such projects as sewers, construction and sub-divisions were conducted by the Department during 1954. Examples of such work include studies of the city dump, the reconstruction of a wading pool at White Park, the reconstruction of a portion of Hannah Dustin Drive, resurfacing Main Street, the Auburn Street sanitary sewer, location of the original layout of Branch Turnpike and a study of culvert capacities along Bow Brook between School and Rockingham Streets. Whenever possible the Engineering Department performs these surveys itself; but private consultants were brought in to study the sewer requirements of Concord Hospital, the drainage situation in Conant Park, the Christian Avenue sanitary sewer and several other projects.

Cemetery Improvements Made

In addition to maintaining all cemetery land in its usual excellent condition, the roads in Blossom Hill Cemetery were resurfaced, regrading was done at the Old North Cemetery and much repair work completed. A total of 317 interments were made in the ten cemeteries maintained by the city.

(Left) Radio equipment connects all Public Works vehicles, saving time and money.

(Right) A steam shovel aids in rebuilding Main Street.



ZONING, BUILDING, PLUMBING

PERSONNEL EXPENDED \$5, 938. 18
 Full-time. 1

The full-time Engineering Inspector has the important responsibility for administering the Zoning Ordinance and Building and Plumbing Codes. Permits to erect, alter or move a structure are given by the Inspector. The Board of Building Appeals and the Zoning Board of Adjustment are organized to hear appeals from the Inspector's decisions.

More Building and Plumbing Permits Issued in 1954

A total of 274 building permits were issued during 1954, an increase of 17 over the total for 1953. Of these permits 160 were for new construction equaling the high mark set in 1953. The estimated value of this new construction was \$3,091,250, or 85% of the total value of all building permits issued. Ninety-two new single family units were started in 1954, 12 more than in 1953.

Plumbing permits issued in 1954 numbered 113, an increase of two over the previous year. Thirty-five master plumbers and 24 journeymen were licensed during the year.

Major Construction Projects Begun

Rumford School (Addition)-----	\$155,000.
Richard D. Brew & Co. (Factory)-----	70,000.
South Main Street Corp. (Bank, Penacook)-----	45,000.
Millville School (Addition)-----	44,000.
Garrison School (Addition)-----	32,000.
Burton M. Wheeler (Printing establishment)-----	30,000.

Zoning Board of Adjustment Hears 40 Appeals

Eleven hearings were conducted by the Zoning Board of Adjustment and 40 appeals were considered. Of the 40 appeals 36 were granted, three denied and one tabled.

Building Permits Show Steady Rise (1944-1954)

<u>Year</u>	<u>Total Building Permits Issued</u>	<u>Issued for New Construction</u>
1944 -----	51 -----	18 -----
1945 -----	110 -----	46 -----
1946 -----	212 -----	115 -----
1947 -----	222 -----	137 -----
1948 -----	230 -----	133 -----
1949 -----	203 -----	133 -----
1950 -----	212 -----	118 -----
1951 -----	214 -----	123 -----
1952 -----	243 -----	131 -----
1953 -----	257 -----	160 -----
1954 -----	274 -----	160 -----

RECREATION & PARKS DEPARTMENT

PERSONNEL:

Full-time 11
Part-time 26

EXPENDED . . . \$70,793.58

Concord's Recreation Department attempts to provide year-round service for all age and interest groups in the community. Programs of sports, dances, movies, arts and crafts and many other activities are carried on by qualified leaders.

Highlights of 1954

- * Two expert full-time supervisors of boy's and men's activities and girl's and women's activities employed.
- * Plans proposed for new Heights pre-school playground.
- * Action taken toward cleaning up Contoocook River for recreational use.
- * National Guard announced that Concord Armory may soon be available for recreational use.
- * Penacook Community Youth Center completed and opened.
- * New basketball and baseball facilities installed at White Park.
- * Play school for three and four year-old children initiated.

Variety Keynotes Program

Thousands of Concord residents enjoyed the facilities of the Recreation Department during the year. Nevers' Band played to an estimated 11,880 people during the summer. Square dances were held throughout the year. The Concord Sunset Club for older residents held bi-monthly meetings and enjoyed high attendance throughout 1954. Several community groups were assisted by the Recreation Department in staging their programs. The Girl and Boy Scout Troups, Concord Ski Club, Concord Camera Club, "Y" Wives and the Chamber of Commerce all cooperated with the Department to provide healthy activities for their members.

Winter Sports

Concord residents flocked to the floodlighted pond at White Park for skating and hockey. Fifteen streets were set

All ages benefit from Concord's recreation program.





The beauty of White Park is shown in this winter scene.

aside with barricades for coasting. New skills were developed at the ski school, figure skating school and men's and junior hockey schools. A winter carnival featured competition in all winter sports, climaxed by the first Winter Carnival Ball at the Concord Armory.

Summer Sports

With the close of school, playgrounds and sports fields were crowded with participants in Recreation Department programs. Girl's and men's softball was sponsored throughout the summer, and few Concord children missed the opportunity for fun at the city's playgrounds. The best trained staff in Concord's history supervised programs of sports, games, golf, arts and crafts, outings and special events. Lessons in swimming, badminton, archery and baseball were but a few of the courses offered to Concord residents of all ages during the year. A record total of 67, 953 participants had registered at the end of the season.

Craft Activities Throughout the Year

Besides winter and summer sports, arts and crafts classes continued during the year with high attendance. Painting and pottery classes were held on a year-round basis. Aid and advice were given to interested community groups.

Maintenance of Facilities Increased

A capable maintenance staff engaged in many services during the year. Baseball diamonds were prepared for use on some 1,500 occasions, 20 roadside parks were cleaned and major repairs were made at the White Park wading pool, the Beaver Meadow Golf Course, and at White Park, Rollins Park and Memorial Field.

Advisory Councils Aid Program

The fifteen member Community Recreation Advisory Council aided the Recreation Department in its work during 1954. Two young people's councils also aided in carrying out recreation functions. The Youth Activities Council, made up of teen-age representatives, held several dances and meetings to aid in developing teen-age programs. The Penacook Youth Activities Council staged dances and sang for shut-ins during the year.

WATER DEPARTMENT

PERSONNEL: EXPENDED... \$180,154.56
Full-time.....27
Part-time..... 6

Construction, operation, and maintenance of the water supply system is the responsibility of the Water Department. This Department, unlike all others, is entirely self-supporting and receives its revenue from water charges rather than from other sources of city revenue such as the property tax.

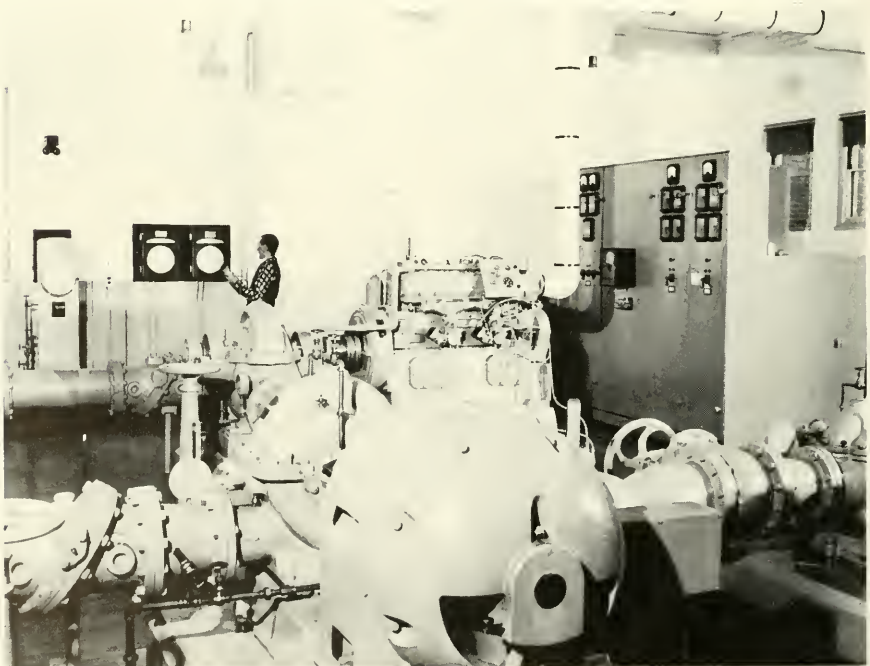
City Boasts Huge Investment in Water System

Your city water system is valued at \$2,420,412.82. It consists of the main source of supply at Penacook Lake and an auxiliary supply located in Pembroke consisting of a pumping station and 150 driven wells, distributed to the city through 102 1/2 miles of main. An inventory of the Department's assets includes four pumping stations, two elevated tanks, 714 public hydrants, 740 acres of land, 18 trucks and a gasoline powered shovel.

Concord Residents Used 135 Gallons of Water Per Person Daily

Each resident used an average of 135 gallons of water daily during 1954. The total consumption of water was 1,373,473,000 gallons of which 60% was pumped and 40% was supplied by gravity.

Constant checks on water pressure are made in the remodeled North State Street pumping station.



Penacook Lake Provides Pure Water

Concord's main source of water supply is Penacook Lake reservoir, or Long Pond as it is sometimes called, with a storage capacity of 1,500,000,000 gallons. The lake is approximately two and one-half miles long, one-fourth mile wide and has a surface area of 359 acres. Over 99% of the shore line is owned by the city. All recreational activity is prohibited on the lake to prevent possible contamination of the water.

As many as 20 samples a month of Concord's water were tested by the State Board of Health. These tests revealed that Concord's water supply was pure at all times during 1954.

Your water has been chlorinated since 1928 to protect its purity. Only four and one-half pounds of chlorine were used per 8,330,000 pounds of water. Upon approval of local medical and dental authorities, the City Council voted to fluoridate the water in 1952, as a measure toward improving our children's teeth. Only one part of fluorine is used per 1,000,000 gallons of water.

Maintenance Work at High Level

To check the effects of frost, 820 hydrants were tested weekly between December 15th and March 15th, plus any hydrants which had been opened for fires or recreational use. Nine new hydrants were installed, seven old ones were replaced, and 17 hydrants were repaired. New water mains, totalling 5,551 feet of new cast iron pipe, were installed. The Department tested 425 water meters, installed 78 new meters and repaired 322 meters. Maintenance crews repaired 21 leaks.

The New Hampshire State Board of Health makes tests to insure the purity of Concord's water.



FINANCIAL TABLES

COMBINED BALANCE SHEET

December

GENERAL FUND ASSETS

<u>Cash:</u>			
First National Bank - General Account		\$427,808.82	
Imprest Funds		1,035.00	
Cash for Payment of Bonds & Coupons		<u>203.75</u>	\$429,047.57
<u>Taxes Receivable:</u>			
Current Year Levy - Property	\$240,973.38		
Current Year Levy - Polls	<u>5,076.00</u>		
Total Current Year	\$246,049.38		
Less: Reserve for Abatements	<u>5,917.81</u>	\$240,131.57	
Prior Yrs. Levies - Property	\$8,073.44		
Prior Yrs. Levies - Polls	1,830.98		
Taxes Bought by City - Unredeemed	28,865.51		
Total Prior Years & Unredeemed	\$38,769.93		
Less: Reserve for Non-Realization	<u>38,769.93</u>	-0-	\$240,131.57
<u>Accounts Receivable:</u>			
Water & Sewer Rentals	\$48,970.89		
Departmental Receivables	16,581.50		
Cemetery Receivables	<u>3,724.17</u>	\$69,276.56	
Less: Reserves for Non-Realization		<u>15,276.15</u>	\$54,000.41
<u>Stores Accounts:</u>			
Stationery & Supplies Inventory	\$3,050.67		
Postage Meter Inventory	50.25		
Recreation Dept. Inventory	<u>100.38</u>	\$3,201.30	
Less: Reserves for Non-Realization		<u>3,201.30</u>	-0-
<u>Tax-Deeded Properties:</u>			
		\$3,237.28	
Less: Reserve for Non-Realization		<u>3,237.28</u>	-0-
<u>State Head Taxes Receivable:</u>			
Levy of 1954		\$17,100.00	
Levy of 1953		2,869.60	
Levy of 1952		<u>1,248.50</u>	\$21,218.10
Total General Fund Assets			<u>\$744,397.65</u>

TRUST FUND ASSETS

Cash - National State Capital Bank		\$7,881.54	
Investments		<u>611,036.62</u>	\$618,918.16

CAPITAL FUND ASSETS (MUNICIPAL & SCHOOLS)

<u>Bond Requirements - Future Years:</u>			
Municipal		\$846,000.00	
School		<u>439,000.00</u>	\$1,285,000.00

BOND FUND ASSETS

Cash - National State Capital Bank		\$101,589.72	
Investments		<u>-0-</u>	\$101,589.72

GRAND TOTAL - ASSETS

\$2,749,905.53

GENERAL AND RELATED FUNDS

31, 1954

GENERAL FUND LIABILITIES

<u>Accounts Payable:</u>		
Unpresented Coupons	\$203.75	
Current Vouchers Payable	<u>65,078.16</u>	\$65,281.91
<u>Unexpended Appropriations:</u>		
Union School District	\$425,796.21	
Interest - Union School District Bonds	3,272.50	
Penacook School District	22,578.62	
Library Earmarked Income	<u>108.04</u>	\$451,755.37
<u>Due to Other Funds:</u>		
Equipment & Stores Fund	\$34,411.14	
Water Fund	54,934.79	
Sanitary Sewer Fund	53,196.80	
Parking Meter Fund	<u>18,457.91</u>	\$161,000.64
<u>Advance Deposits:</u>		
Taxes Collected in Advance	100.20	
Options, Plans, Etc.....	<u>175.19</u>	\$275.39
<u>Taxes Due to State:</u>		
Head Tax Levy of 1953	\$22,609.25	
Special \$3.00 Poll Taxes	<u>339.20</u>	\$22,998.45
Total General Fund Liabilities		\$701,311.76

Current Surplus		\$43,085.89
Total General Fund Liabilities & Surplus		\$744,397.65

TRUST FUND LIABILITIES

Principal	\$599,175.37	
Accumulated Income	<u>19,742.79</u>	\$618,918.16

CAPITAL FUND LIABILITIES (MUNICIPAL & SCHOOL)

<u>Long Term Debt:</u>		
Bonded Debt	\$1,285,000.00	
Long Term Notes	<u>-0-</u>	\$1,285,000.00

BOND FUND LIABILITIES

Construction or Equipment Authorized	\$90,897.30	
Vouchers Payable	<u>10,692.42</u>	\$101,589.72

GRAND TOTAL - LIABILITIES

\$2,749,905.53

GENERAL FUND

STATEMENT OF CURRENT SURPLUS

For the Year Ended December 31, 1954

Unappropriated Balance, Dec. 31, 1953		\$52,661.66
Applied to 1954 Budget		<u>52,000.00</u>
Balance Remaining as of Jan. 1, 1954		\$661.66
 1954 Budget Surplus		
Unencumbered Balances of Appropriations	\$32,521.82	
Excess of Actual over Estimated Revenues	<u>8,401.59</u>	\$40,923.41
 Plus: Excess Reserves Liquidated		
Reserve against Prior Year Taxes	\$8,302.19	
Reserve a/c Future Timber Yield Tax Loss	6,166.32	
Reserve for Highway Construction	<u>668.04</u>	\$15,136.55
		<u>\$56,721.62</u>
 Less: Additional Reserves Set Up		
To Increase Reserve Against Unredeemed Taxes to 100%	\$11,496.89	
To Increase Reserve Against Tax-Deeded Property to 100% ..	1,078.51	
To Increase Reserve Against Stores Accounts to 100%	<u>1,060.33</u>	\$13,635.73
 Balance available for reduction of 1954 Tax Rate		<u>\$43,085.89</u>

STATEMENT OF LONG TERM DEBT

December 31, 1954

	Date of Issue	Date of Maturity	Int. Rate	Balance		Paid in 1954	
				Dec. 31, 1954		Principal	Interest
Municipal:							
Central Fire Station	1934	1954	3 $\frac{1}{2}$	-	\$1,000.00	\$17.50	\$17.50
Sewers	1934	1954	3 $\frac{1}{2}$	-	1,000.00	-	17.50
Sewers	1934	1954	3	-	3,000.00	-	45.00
Storm Sewers	1937	1956	2 $\frac{1}{2}$	\$14,000.00	7,000.00	-	472.50
Airport	1942	1954	1 $\frac{1}{2}$	-	3,000.00	-	37.50
Signal System	1948	1958	1 $\frac{1}{2}$	92,000.00	23,000.00	-	1,293.75
Equip. & Improvements	1949	1958	1 $\frac{1}{2}$	100,000.00	25,000.00	-	1,687.50
Equip. & Improvements	1953	1965	2	640,000.00	60,000.00	-	14,000.00
				<u>\$846,000.00</u>	<u>\$123,000.00</u>	<u>\$17,571.25</u>	
 School:							
High School	1925	1965	4 $\frac{1}{4}$	\$154,000.00	\$14,000.00	-	\$7,140.00
Dame School (Note) ..	1953	1954	1.89	-	20,000.00	-	304.29
Add. & Renovations ..	1954	1964	1.2	285,000.00	-	-	-
				<u>\$439,000.00</u>	<u>\$34,000.00</u>	<u>\$7,444.29</u>	
 Self Liquidating:							
Water Constr. & Land.	1949	1969	1.75	\$150,000.00	\$10,000.00	-	\$2,712.50
Parking Areas	1953	1963	1.50	180,000.00	20,000.00	-	2,850.00
				<u>\$330,000.00</u>	<u>\$30,000.00</u>	<u>\$5,562.50</u>	
 Total				<u>\$1,615,000.00</u>	<u>\$187,000.00</u>	<u>\$30,578.04</u>	

ANALYSIS OF DEBT MATURITIES

	Municipal	School	Water	Parking Areas
Due in 1955	\$115,000.00	\$44,000.00	\$10,000.00	\$20,000.00
1956	115,000.00	44,000.00	10,000.00	20,000.00
1957	108,000.00	44,000.00	10,000.00	20,000.00
1958	108,000.00	44,000.00	10,000.00	20,000.00
1959	60,000.00	44,000.00	10,000.00	20,000.00
1960	60,000.00	44,000.00	10,000.00	20,000.00
1961	60,000.00	44,000.00	10,000.00	20,000.00
1962	60,000.00	44,000.00	10,000.00	20,000.00
1963	60,000.00	44,000.00	10,000.00	20,000.00
1964	50,000.00	29,000.00	10,000.00	-
Beyond 1964	50,000.00	14,000.00	50,000.00	-
	<u>\$846,000.00</u>	<u>\$439,000.00</u>	<u>\$150,000.00</u>	<u>\$180,000.00</u>

GENERAL FUND

STATEMENT OF REVENUES

For the Year Ending December 31, 1954

	Budget Estimate	Revenues Realized	Excess	Deficiency
<u>Local Taxes:</u>				
Property Taxes (Current Yr. Levy)	\$2,396,376.73	\$2,397,237.94	\$911.21	
Poll Taxes (Current Yr. Levy)	22,000.00	22,858.00	858.00	
National Bank Stock Tax	6,300.00	6,171.20		\$128.80
Added Taxes, Prior Yrs.-Prop.	-0-	102.51	102.51	
" " " " -Poll	300.00	326.00	26.00	
Interest, Penalties & Costs	8,600.00	6,716.04		1,883.96
Auto Permits	95,000.00	106,321.56	11,321.56	
Rent & Profit Tax-Deeded Prop.	200.00	4.02		195.98
Timber Severance Tax	800.00	4,889.35	4,089.35	
	<u>\$2,529,576.73</u>	<u>\$2,544,676.62</u>	<u>\$15,099.89</u>	
 <u>State Tax Contributions:</u>				
Railroad Tax	\$13,000.00	\$11,952.78		\$1,047.22
Savings Bank Tax	14,400.00	4,368.36		10,031.64
Interest & Dividend Tax	76,500.00	72,573.65		3,926.35
Loss of Taxes - State Forest	30.00	75.85	45.85	
	<u>\$103,930.00</u>	<u>\$88,970.64</u>	<u>\$14,959.36</u>	
 <u>Licenses & Permits:</u>				
Bicycle Registrations	\$500.00	\$515.00	\$15.00	
Taxi Licenses	450.00	417.00		\$33.00
Health Licenses	400.00	383.00		17.00
Amusement Licenses	2,900.00	2,752.00		148.00
Police & Prot. Licenses	100.00	86.50		13.50
Prof. & Occupational Licenses	100.00	124.00	24.00	
	<u>\$4,450.00</u>	<u>\$4,277.50</u>	<u>\$172.50</u>	
 <u>Registration Fees & Permits:</u>				
Marriage Licenses	\$1,000.00	\$999.00		\$1.00
Recording Fees - Legal Documents	2,600.00	2,936.55	\$336.55	
Filing Fees	80.00	98.00	18.00	
Sundry Fees, City Clerk	500.00	513.25	13.25	
Dog Licenses	4,100.00	3,963.43		136.57
	<u>\$8,280.00</u>	<u>\$8,510.23</u>	<u>\$230.23</u>	
 <u>Departmental Service Charges:</u>				
Rent of Buildings	\$1,400.00	\$1,553.00	\$153.00	
Comfort Station Concession	140.00	156.15	16.15	
Golf Fees	6,000.00	5,075.00		\$925.00
Memorial Field, Royalties	100.00	79.44		20.56
Memorial Field, Concessions	100.00	137.60	37.60	
Police Dept. - Ambulance Charges	1,000.00	1,069.00	69.00	
Airport, Rent	8,500.00	8,519.80	19.80	
Airport, Concessions	100.00	72.53		27.47
Fines & Forfeits	7,500.00	12,736.88	5,236.88	
Misc. Dept. Service Charges	2,000.00	1,398.01		601.99
Comm. on Head Tax Collections	5,000.00	6,895.77	1,895.77	
Self-Supporting Activities	-0-	8.35	8.35	
Weights & Measures, Fees	400.00	404.70	4.70	
	<u>\$32,240.00</u>	<u>\$38,106.23</u>	<u>\$5,866.23</u>	
 <u>Unclassified:</u>				
Interest Income	-0-	\$1,278.26	\$1,278.26	
Sale of Property	500.00	600.00	100.00	
All Other	200.00	1,158.84	958.84	
	<u>700.00</u>	<u>\$3,037.10</u>	<u>\$2,337.10</u>	
 TOTAL REVENUES	 <u>\$2,679,176.73</u>	 <u>\$2,687,578.32</u>	 <u>\$8,401.59</u>	

GENERAL FUND

STATEMENT OF APPROPRIATIONS AND EXPENDITURES

For the Year Ending December 31, 1954

	<u>Current Yr.</u>	<u>Other Credits</u>	<u>Transfers</u>	<u>Total Available</u>	<u>Net Expenditures</u>	<u>Unexpended Balances</u>
<u>General Government:</u>						
City Manager	\$16,497.00		\$752.00	\$17,249.00	\$17,239.64	\$9.36
City Clerk	10,345.00		- 405.00	9,940.00	9,914.75	25.25
City Auditor	12,670.00		165.00	12,835.00	12,803.26	31.74
City Treasurer	9,065.00		15.00	9,080.00	9,060.03	19.97
City Collector	14,455.00		- 590.00	13,865.00	13,785.98	79.02
Assessors	13,550.00		2,300.00	15,850.00	15,846.33	3.67
City Council	3,500.00			3,500.00	3,243.10	256.90
City Solicitor	4,566.00			4,566.00	4,468.93	97.07
Elections	6,308.00			6,308.00	6,293.66	14.34
Municipal Court	6,000.00			6,000.00	6,000.00	-0-
Planning Board	10,035.00			10,035.00	10,015.86	19.14
Operation of City Hall	12,776.00		1,205.00	13,981.00	13,974.14	6.86
Independent Audit	1,000.00			1,000.00	1,000.00	-0-
Zoning Board of Adjustment	190.00			190.00	169.18	20.82
Reports & Printing	4,880.00		10.00	4,890.00	4,802.55	87.45
Repairs to City Buildings	5,700.00			5,700.00	5,573.84	126.16
Personnel & Purchasing	870.00		560.00	1,430.00	1,406.67	23.33
	<u>\$132,407.00</u>		<u>\$4,012.00</u>	<u>\$136,419.00</u>	<u>\$135,597.92</u>	<u>\$821.08</u>
 <u>Protection of Persons and Property:</u>						
Police Department	\$168,742.00		\$2,565.00	\$171,307.00	\$170,852.15	\$454.85
Fire Department	194,065.00		- 600.00	193,465.00	192,990.42	474.58
Probation Officer	1,743.00			1,743.00	1,710.88	32.12
Civil Defense	582.00			582.00	212.65	369.35
Engineering Inspection	5,435.00		730.00	6,165.00	5,769.00	396.00
	<u>\$370,567.00</u>		<u>\$4,695.00</u>	<u>\$373,262.00</u>	<u>\$371,535.10</u>	<u>\$1,726.90</u>

<u>Health:</u>									
Health Department	\$4,595.00	- \$16.00	\$4,579.00	\$4,569.66	\$9.34			
Sanitary Inspection	4,899.00	4,899.00	4,887.51	11.49			
Concord District Nursing	3,820.00	3,820.00	3,820.00	-0-			
Penacook District Nursing	200.00	200.00	200.00	-0-			
Concord Hospital	25,000.00	25,000.00	25,000.00	-0-			
	<u>\$38,514.00</u>	- <u>\$16.00</u>	<u>\$38,498.00</u>	<u>\$38,477.17</u>	<u>\$20.83</u>			

<u>Sanitation and Waste Removal:</u>						
Comfort Station	\$4,790.00	\$236.00	\$5,026.00	\$5,023.28	\$2.72
Refuse Collection & Disposal	85,670.00	100.00	85,770.00	85,726.58	43.42
Table Garbage Removal	8,000.00	8,000.00	8,000.00	-0-
Street Cleaning	<u>46,590.00</u>	<u>400.00</u>	<u>46,990.00</u>	<u>46,889.63</u>	<u>100.37</u>
	<u>\$145,050.00</u>	<u>\$736.00</u>	<u>\$145,786.00</u>	<u>\$145,639.49</u>	<u>\$146.51</u>

<u>Public Service Enterprises:</u>						
Cemetery Administration	\$8,885.00	\$8,885.00	\$8,856.03	\$28.97
Cemetery Maintenance	18,514.00	(a) \$29,000.00	\$2,000.00	49,514.00	49,318.40	195.60
Airport	<u>9,838.00</u>	- <u>1,028.00</u>	<u>8,810.00</u>	<u>8,430.62</u>	<u>379.38</u>
	<u>\$37,237.00</u>	\$29,000.00	<u>\$972.00</u>	<u>\$67,299.00</u>	<u>\$66,605.05</u>	<u>\$693.95</u>

<u>Highways and Sidewalks:</u>						
Highway Maintenance	\$159,259.00	- \$13,830.00	\$145,429.00	\$130,435.30	\$14,993.70
Snow Removal & Sanding	81,083.00	- 2,000.00	-	79,083.00	79,007.68	75.32
Sidewalk Maintenance	4,306.00	1,300.00	5,606.00	5,499.31	106.69
Storm Sewers	3,315.00	2,100.00	5,415.00	5,340.01	74.99
Street Lighting	53,000.00	1,300.00	54,300.00	54,214.12	85.88
Engineering	<u>23,540.00</u>	- <u>730.00</u>	<u>22,810.00</u>	<u>22,274.07</u>	<u>535.93</u>
	<u>\$324,503.00</u>	- <u>\$11,860.00</u>	<u>\$312,643.00</u>	<u>\$296,770.49</u>	<u>\$15,872.51</u>

<u>Public Library:</u>						
	\$52,617.00	(a) \$20,035.00	\$72,652.00	\$71,338.18	\$1,313.82
	(b) <u>387.48</u>	<u>.....</u>	<u>387.48</u>	<u>279.44</u>	<u>108.04*</u>
	<u>\$52,617.00</u>	<u>\$20,422.48</u>	<u>\$73,039.48</u>	<u>\$71,617.62</u>	<u>\$1,421.86</u>

STATEMENT OF APPROPRIATIONS AND EXPENDITURES

	<u>Current Yr.</u> <u>Appropriation</u>	<u>Other</u> <u>Credits</u>	<u>Transfers</u>	<u>Total</u> <u>Available</u>	<u>Net</u> <u>Expenditures</u>	<u>Unexpended</u> <u>Balances</u>
<u>Charities:</u>						
Administration - Concord	\$7,765.00	\$50.00	\$7,815.00	\$7,750.87	\$64.13
Administration - Penacook	1,350.00	6.00	1,356.00	1,352.23	3.77
General Relief	9,800.00	- 100.00	9,700.00	8,871.85	828.15
Boarding Home Care - Adults	6,000.00	- 1,900.00	4,100.00	3,182.76	917.24
Boarding Home Care - Children	5,800.00	- 376.00	5,424.00	3,942.51	1,481.49
Hospital & Medical Care	9,700.00	- 6,110.00	3,590.00	1,923.16	1,666.84
Hospital & Medical Care	51,500.00	2,400.00	53,900.00	52,658.37	1,241.63
Old Age Assistance	8,200.00	8,200.00	7,542.53	657.47
Aid to Dependent Soldiers	2,500.00	2,500.00	2,497.07	2.93
Aid to Permanently & Totally Disabled	350.00	350.00	350.00	-0-
Family Service Bureau	<u>\$102,965.00</u>	- \$6,030.00	<u>\$96,935.00</u>	<u>\$90,071.35</u>	<u>\$6,863.65</u>
<u>Recreation:</u>						
Administration	\$9,122.00	\$276.00	\$9,398.00	\$9,384.18	\$13.82
Playground Activities	11,391.00	60.00	11,451.00	11,405.35	45.65
Indoor Centers Activities	4,268.00	- 1,190.00	3,078.00	3,033.28	44.72
Special Activities	6,366.00	- 300.00	6,066.00	5,884.64	181.36
Golf Course Activities	2,586.00	- 359.00	2,227.00	2,218.43	8.57
Park Maintenance	18,328.00	- 2,843.00	15,485.00	15,397.31	87.69
Playground Maintenance	4,440.00	596.00	5,036.00	4,994.50	31.50
Golf Course Maintenance	5,034.00	1,046.00	6,080.00	6,074.55	5.45
Other Facilities Maintenance	4,083.00	1,364.00	5,447.00	5,432.32	14.68
General Maintenance	<u>5,698.00</u>	<u>1,360.00</u>	<u>7,058.00</u>	<u>6,969.02</u>	<u>88.98</u>
	<u>\$71,316.00</u>	<u>\$71,316.00</u>	<u>\$70,793.58</u>	<u>\$522.42</u>
<u>Unclassified:</u>						
Patriotic Celebrations	\$970.00	\$970.00	\$970.00	-0-
Employees Retirement Contribution	30,800.00	30,800.00	29,901.37	898.63
New England Council	60.00	60.00	60.00	-0-
Interest - Temporary Loans	6,500.00	- 3,600.00	2,900.00	2,550.67	349.33
Care of Clock - Penacook	120.00	120.00	100.00	20.00
Christmas Decorations	500.00	500.00	500.00	-0-
	<u>\$38,950.00</u>	- 3,600.00	<u>\$35,350.00</u>	<u>\$34,082.04</u>	<u>\$1,267.96</u>

STATEMENT OF ASSESSMENTS FOR 1954

SUMMARY OF VALUATIONS AND TAXES TO BE RAISED

	Net Assessable Valuation		Total	Amount to be Raised		Rate per \$1,000.
	City	Penacook		City	Penacook	
Warrant For						
Municipal Purposes	\$44,439,508.00	\$3,305,714.00	\$47,795,222.00	\$1,157,034.22	\$24.20	\$24.20
Union School District	44,498,908.00		44,498,908.00	1,001,943.00	22.52
Penacook School District	3,309,614.00		3,309,614.00	92,578.62	27.97
County Purposes	44,505,258.00		47,810,972.00	170,937.11	3.58	3.58
Total				\$2,422,492.95	\$50.30	\$55.75

Computation of Property Tax Requirement for Municipal Purposes

Budget:	\$1,314,126.00
Operating	119,772.00
Debt Service	31,820.00
Capital Outlay
Deductions:
Surplus from Prior Years	\$52,000.00
Misc. Revenues (Est.)	254,500.00
Poll Tax Warrant	23,370.00
Bank Stock Warrant	6,145.20
Net Budget Requirement	\$1,129,702.80
Add Reserve for Abatements	27,331.42
To be Raised on Real & Personal Property	\$1,157,034.22

Summary of Warrants Submitted to Collector

	City, School & County:		Supplemental	Total
	Original	Add Reserve		
Real & Personal Property	\$2,422,610.91	6,145.20	\$1,008.45	\$2,428,764.56
National Bank Stock	6,145.20	4,889.35	26.00	6,171.20
Timber Yield	4,889.35	23,370.00	4,889.35
Polls, 11,685 @ \$2.00	23,370.00	488.00	23,858.00
Total Current Year Levies	\$2,457,015.46	\$1,522.45	\$2,458,537.91
Property - Prior Years	102.51	102.51
Polls - Prior Years	326.00	326.00
Total City, School & County	\$2,457,015.46	\$1,950.96	\$2,458,966.42
State Head Taxes:				
Current Year Levy	\$73,055.00			\$74,580.00
Prior Year Levy	\$13,055.00			1,005.00
Total	\$86,110.00			\$75,585.00

* Personal Property: Horses, Asses, & Mules \$4,070.00
 Oxen 240.00
 Cows 96,050.00
 Other Meat Stock 8,880.00
 Sheep & Goats 304.00
 Hogs 18,420.00
 Poultry 1,500.00
 Fur-bearing Animals 1,625.00
 Boats & Launches 4,950.00
 Portable Mills 27,490.00
 Wood, Lumber, Etc. 35,460.00
 Gasoline Pumps & Tanks \$198,989.00
 Sub-Total 3,904,546.00
 Stock in Trade \$4,103,535.00
 Total

TRUST FUNDS

STATEMENT OF CHANGES IN BALANCE FOR THE YEAR ENDED DECEMBER 31, 1954

	City Cemetery	City Library	Other City	Non-City	Total
<u>Principal Account</u>					
Balance January 1, 1954	\$432,810.51	\$129,654.22	\$2,961.73	\$20,641.45	\$586,067.91
New Trusts Received	9,993.00	9,993.00
Capital Gains	2,008.62	10.82	2,019.44
Principal Withdrawal	-150.00	-150.00
One-Third of Sale of Cemetery Lots	1,245.02	1,245.02
Balance of Principal December 31, 1954	<u>\$446,057.15</u>	<u>\$129,665.04</u>	<u>\$2,961.73</u>	<u>\$20,491.45</u>	<u>\$599,175.37</u>
<u>Income Account</u>					
Balance January 1, 1954	\$17,264.73	\$2,137.39	\$551.64	\$1,199.70	\$21,153.46
Interest & Dividends 1954	14,246.37	3,781.78	105.53	628.46	18,762.14
Two-Thirds of Sale of Cemetery Lots	2,489.98	2,489.98
Income from Trusts where Principal held by Others	13,986.07	13,986.07
Total Available	<u>\$34,001.08</u>	<u>\$19,905.24</u>	<u>\$657.17</u>	<u>\$1,828.16</u>	<u>\$56,391.65</u>
Payment to City Cemeteries	\$18,797.96	\$18,797.96
Payment to City Library	\$17,099.72	17,099.72
Payment to City Parks	133.91	133.91
Payment to City Schools	30.00	30.00
Payment to Catholic Cemeteries	\$526.81	526.81
Payment to Concord Female Charitable Society	60.46	60.46
Total Payments	<u>\$18,797.96</u>	<u>\$17,099.72</u>	<u>\$163.91</u>	<u>\$587.27</u>	<u>\$36,648.86</u>
Balance of Accumulated Income on Hand December 31, 1954	<u>\$15,203.12</u>	<u>\$2,805.52</u>	<u>\$493.26</u>	<u>\$1,240.19</u>	<u>\$19,742.79</u>
Combined Balances of Principal and Income December 31, 1954	<u>\$461,260.27</u>	<u>\$132,470.56</u>	<u>\$3,454.99</u>	<u>\$21,732.34</u>	<u>\$618,918.16</u>

SCHEDULE OF INVESTMENTS -- ALL FUNDS

	Trust Funds	Sanitary Sevier Fund	Water Fund	Bond Funds Water
<u>Savings Banks:</u>				
Loan and Trust Savings Bank	\$80,164.15	\$14,009.22	\$3,589.20	\$4,000.00
Merrimack County Savings Bank	78,179.83	14,132.09	3,666.59
New Hampshire Savings Bank	66,201.44	14,141.37	4,766.25	5,700.00
Union Trust Company	72,790.76	7,751.05	1,006.48	2,000.00
U. S. Government Securities:				
U. S. Treasury - Series "G" Bonds	158,500.00
<u>Stocks:</u>				
Mutual Investment Funds	109,795.96
Public Utilities	31,270.45
Banks and Insurances	14,133.98
	<u>\$511,036.62</u>	<u>\$50,033.73</u>	<u>\$13,028.52</u>	<u>\$11,700.00</u>

TAX ACCOUNTS

Year Ending December 31, 1954

STATEMENT OF TAXES RECEIVABLE

	1954 <u>Levy</u>	Prior Years	State Head Taxes
Balance, January 1, 1954		\$232,215.78	\$19,492.70
<u>Taxes Committed to Collector in 1954</u>			
(Incl. Supplemental):			
Real Estate & Personal Property	\$2,423,619.36	102.51	
National Bank Stock Tax	6,171.20		
Timber Severance Tax	4,889.35		
Poll Taxes	23,858.00	326.00	
Head Taxes			75,585.00
Total Charges to Collector	<u>*\$2,458,537.91</u>	<u>\$232,644.29</u>	<u>\$95,077.70</u>
 <u>Accounted for as follows:</u>			
Collections to Treasurer (Net of Refunds)	\$2,191,074.92	\$207,765.55	\$69,049.60
Authorized Abatements	21,413.61	14,974.32	4,810.00
Balance Uncollected December 31, 1954 ...	246,049.38	# 9,904.42	21,218.10
Total Credits & Balance	<u>\$2,458,537.91</u>	<u>\$232,644.29</u>	<u>\$95,077.70</u>
 * Taken as Current Revenue	\$2,431,206.49		
Reserve for Abatements & Adjustments ...	27,331.42		
	<u>\$2,458,537.91</u>		

Age Analysis of Uncollected Taxes of Prior Years

	Property Taxes	Poll Taxes	Total
1953	\$3,291.28	\$901.20	\$4,192.48
1952	2,614.59	441.20	3,055.79
1951	1,037.71	67.00	1,104.71
1950	698.71	71.60	770.31
1949	170.45	68.70	239.15
1948	173.58	51.38	224.96
1947	41.47	41.00	82.47
1946	45.65	47.70	93.35
1945		86.80	86.80
1944		54.40	54.40
	<u>\$8,073.44</u>	<u>\$1,830.98</u>	<u>\$9,904.42</u>

STATEMENT OF TAX SALE ACCOUNTS

Balances Unredeemed January 1, 1954:

Levy of 1948	\$81.92	
Levy of 1950	181.51	
Levy of 1951	3,665.77	
Levy of 1952	<u>20,201.35</u>	\$24,130.55
<u>Levy of 1953 (Tax Sale of 1954)</u>		<u>32,293.70</u>
		<u>\$56,424.25</u>

Accounted for as follows:

Collections to Treasurer	\$19,170.57	
Authorized Abatements	6,761.93	
Deeded to City	<u>1,626.24</u>	
 Total Credits		 \$27,558.74
Balance Unredeemed December 31, 1954..		<u>28,865.51</u>
		<u>\$56,424.25</u>

SANITARY SEWER FUND

BALANCE SHEET - DECEMBER 31, 1954

ASSETS

Fixed Assets:

Land & Rights of Way	\$199.97	
Sewer Mains	947,612.33	
Manholes	105,745.06	
Customer Connections	148,436.37	
Sundry Equipment	<u>1,745.11</u>	
	\$1,203,738.84	
Less: Reserve for Depreciation	<u>629,564.90</u>	\$574,173.94

Prepaid Engineering Expenses		13,050.77
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Current Assets:

Due from General Fund	\$53,196.80	
Investments (See Schedule Page 47)	<u>50,033.73</u>	103,230.53
Total Assets		<u>\$690,455.24</u>

LIABILITIES AND FUNDS

Fund Balance and Surplus:

Municipal Investment	\$481,337.71	
Contributions in Aid of Construction	161,016.15	

Earned Surplus:

Balance - January 1, 1954	\$40,512.20	
Net Profit - for Year 1954	<u>7,589.18</u>	
Total Surplus Balance	\$48,101.38	
Total Fund Balance and Surplus ..		<u>\$690,455.24</u>

STATEMENT OF OPERATIONS

Fiscal Year Ended December 31, 1954

OPERATING REVENUES

Sewer Rents:

General	\$25,712.44	
Industrial	<u>8,188.58</u>	\$33,901.02

OPERATING EXPENSES

General Operation:

Main & Manhole Oper. Labor & Expense	\$5,387.18	
House Connection Oper. Labor & Expense ...	2,087.64	
Maintenance of Sewer Mains	1,324.47	
Maintenance of Manholes	1,119.02	
Miscellaneous General Expense	<u>343.05</u>	\$10,261.36

Customers' Expense:

Meter Reading and Billing	1,695.05	
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Administration:

Employees' Retirement Fund	736.53	
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Depreciation

	<u>15,083.76</u>	
Total Operating Expenses		\$27,776.70
Operating Income		<u>\$6,124.32</u>

Non-Operating Income:

Interest on Investments		1,464.86
Net Profit for the Year		<u>\$7,589.18</u>

WATER FUND

BALANCE SHEET

December 31, 1954

ASSETS

Fixed Assets, Net of Accrued Depreciation:

Water and Flowage Rights	\$167,663.11	
Land	206,372.50	
Structures	289,274.19	
Pumping and Purification Equipment	47,536.36	
Distrib. Mains, Services, Hydrants & Meters	787,510.84	
Other Equipment & Garage Equipment	25,359.58	
Unfinished Construction	<u>129.60</u>	
Total Fixed Assets		\$1,523,846.18

Bond Fund Assets:

Cash - First National Bank	\$ 660.03	
Investments	11,700.00	
Materials & Supplies Inventory	<u>18,805.67</u>	
Total Bond Fund Assets		\$31,165.70

Current Assets:

Due from General Fund	\$54,934.79	
Investments (SEE Schedule Page 47)	13,028.52	
Loaned to Special Assessment Project	21,155.00	
Materials & Supplies Inventory	75,568.41	
Contracts Receivable	<u>364.54</u>	
Total Current Assets		\$165,051.26

Total Assets

\$1,720,063.14

LIABILITIES AND FUNDS

Capital Liabilities:

Bonded Debt		\$150,000.00
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Fund Balance and Surplus:

Municipal Investment		\$963,194.74
Contributions in Aid of Construction		78,366.48
Surplus - Balance January 1, 1954	\$508,194.55	
Less Uncollectable Accounts Written Off	<u>24.05</u>	
	\$508,169.00	
Net Profit for the Year 1954	<u>20,332.32</u>	\$528,501.92
Total Fund Balance and Surplus		\$1,570,063.14

Total Liabilities, Surplus & Funds ...

\$1,720,063.14

BOND FUND - WATER - ISSUE OF 1949

Disposition of Proceeds

Balance - January 1, 1954

\$47,922.52

Expenditures:

Purchase of Land	\$31,212.54	
24" Main	2,049.95	
Moving Pavilion	<u>2,300.00</u>	
Total Expenditures to Date		\$35,562.49

Unexpended Balance December 31, 1954

\$12,360.03

WATER FUND

STATEMENT OF OPERATIONS

Fiscal Year Ending December 31, 1954

OPERATING REVENUES

Commercial Sales - Flat Rate	\$3,094.52	
Commercial Sales - Metered	139,819.55	
Industrial Sales - Metered	36,345.71	
Sales to Other Water Utilities	135.06	
Miscellaneous Water Revenues	<u>207.00</u>	
Total Operating Revenues		\$179,601.84

OPERATING EXPENSES

Water Supply:

Source of Supply Labor	\$3,820.68	
Pumping Station Labor	14,804.16	
Purification Labor	1,614.32	
Miscellaneous Labor	2,688.73	
Gravity System Supplies & Expenses	92.88	
Pumping Station Supplies & Expenses	1,987.89	
Purification System Supplies & Expenses	2,098.99	
Fuel for Power	112.30	
Power Purchased	10,296.61	
Repairs to Water Supply Structures & Equip. ..	14.12	
Repairs to Pumping Station Str. & Equip.	2,734.29	
Repairs to Purification System Str. & Equip. ..	<u>401.66</u>	\$40,666.63

Distribution:

Distribution Wages	\$23,834.84	
Meter Department Labor	3,409.70	
Meter Department Supplies & Expenses	22.12	
Other Distribution Supplies & Expenses	1,342.21	
Repairs to Distribution Structures	474.95	
Repairs to Mains	3,623.52	
Repairs to Services	2,552.12	
Repairs to Hydrants	1,013.80	
Repairs to Meters	<u>2,448.11</u>	\$38,721.37

Administration:

Commercial Office Salaries	\$1,982.88	
Meter Reading Salaries	5,867.84	
Commercial Supplies and Expenses	311.90	
Salaries of General Officers	5,870.00	
Salaries of General Office Clerks	3,155.00	
General Office Expenses	456.21	
Repairs to Gen. Office Structures & Equip. ...	43.30	
Other General Expenses	157.02	
Insurance	4,715.20	
Longevity, Annual and Sick Leaves	11,404.27	
Retirement Fund Payments	6,547.44	
Stores Department and Shop Expense	57.26	
Garage Expense	<u>2,583.87</u>	\$43,152.19

Fixed Charges:

Depreciation	\$36,467.00	
Taxes	43.00	
Interest	<u>2,712.50</u>	\$39,227.50

Total Operating Expenses		\$161,767.69
Operating Income		<u>\$17,834.15</u>

Non-Operating Income:

Gain on Sale of Depreciated Assets	\$368.01	
Interest on Investments	1,563.63	
Other Interest Income	7.35	
Miscellaneous	<u>559.18</u>	
Total Non-Operating Income		<u>\$2,498.17</u>

Net Profit for the Year		<u>\$20,332.32</u>
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PARKING METER FUND

BALANCE SHEET

December 31, 1954

Assets:

Due from General Fund	\$18,457.91	
Bond Requirements	<u>180,000.00</u>	
		<u>\$198,457.91</u>

Liabilities:

Bonded Debt	\$180,000.00	
Unappropriated Surplus	<u>18,457.91</u>	
		<u>\$198,457.91</u>

STATEMENT OF REVENUES & EXPENDITURES

For the Year Ending December 31, 1954

Cash Balance - January 1, 1954		\$82,415.38
<u>Revenues:</u>		
Meter Collections - Street Parking	\$43,383.72	
Meter Collections - Off-Street Parking	9,829.78	
Interest on Investments	<u>949.43</u>	<u>\$54,162.93</u>
Total Available		\$136,578.31
<u>Current Expenditures:</u>		
Salaries:		
Meter Repairs	\$141.62	
Collections	463.22	
Enforcement	16,488.59	
Marking Streets	<u>149.07</u>	\$17,242.50
Supplies:		
Meter Repair Parts	\$83.94	
Other Meter Supplies	50.70	
Enforcement	180.00	
Marking Streets	<u>39.89</u>	\$354.53
Retirement Contributions		882.62
Taxes, Insurance, Etc.		923.16
Lighting		1,716.92
Parking Area Maintenance		2,512.36
Meter Overhauling		<u>1,934.84</u>
Total Current Expenditures		\$25,566.93
Debt Service:		
Payment of Bonds	\$20,000.00	
Interest on Bonds	<u>2,850.00</u>	\$22,850.00
Capital Outlay:		
Painting Machine	\$690.00	
Purchase & Construction of Parking Areas .	<u>69,013.47</u>	<u>\$69,703.47</u>
* Total Expenditures		<u>\$118,120.40</u>
Cash Balance December 31, 1954		<u>\$18,457.91</u>

* Street Parking	\$18,732.93	
Off-Street Parking	<u>99,387.47</u>	
		\$118,120.40

PARKING METER FUND

COMBINED STATEMENT OF EXPENDITURES FOR PARKING AREAS

	Total Expended Prior Years	Expended 1954 from Cur. Funds	Total Expended
No. State Street Lot	\$140,519.35	\$12.00	\$140,531.35
Freight Street Lot	100,608.84	18,157.00	118,765.84
Low Avenue Lot	6,948.40	400.44	7,348.84
Ford Avenue Lot	7,700.68	14,245.23	21,945.91
Railroad Square Area	36,198.80	36,198.80
	<u>\$255,777.27</u>	<u>*\$69,013.47</u>	<u>\$324,790.74</u>

* See Statement of Expenditures on Opposite Page.

BOND FUND - GENERAL - ISSUE OF 1953

DISPOSITION OF PROCEEDS

For the Year Ending December 31, 1954

Balance January 1, 1954.....	\$374,243.09
Contribution in Aid of Construction ..	6,000.00
Total Available	<u>\$380,243.09</u>

Expenditures:

Highway Construction		
West Concord (No. State St.)	\$72.88	
Boudreau Square	61.00	
Main Street	178,130.03	
Concord-Boscawen Bridge (Reimb.) ...	<u>- 370.19</u>	\$177,893.72
Storm Sewer Construction		
Conant Drive	\$21,769.32	
Pleasant View Home	<u>2,456.67</u>	24,225.99
World War II Memorial		306.82
Public Works - Building Modifications.		20,970.84
Recreational Facilities		
White Park	\$5,254.96	
Rolfe Park	64.39	
Rollins Park	661.65	
Memorial Field	1,815.45	
Garrison Park	<u>34.05</u>	7,830.50
Fire Dept. - Main Street		39.90
New Equipment		
Fire Department	\$15,040.00	
Public Works Department	42,004.57	
Recreation Department	<u>1,033.45</u>	58,078.02
Total Expenditures		\$289,345.79

Balance December 31, 1954	<u>\$90,897.30</u>
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EQUIPMENT & STORES FUND

BALANCE SHEET - DECEMBER 31, 1954

Assets

Due from General Fund	\$34,411.14	
Materials & Supplies Inventory	25,848.13	
Equipment	<u>275,037.94</u>	
Total Assets		<u>\$335,297.21</u>

Liabilities & Funds

Municipal Investment	\$303,898.39	
Capital Reserve Fund	32,876.17	
Surplus Deficit	<u>1,477.35-</u>	
Total Liabilities & Funds		<u>\$335,297.21</u>

OPERATING STATEMENT

For Year Ended December 31, 1954

Equipment Earnings		\$134,114.98
Operating Expenses:		
Direct Labor	\$20,540.21	
Indirect Labor	14,334.23	
Leaves & Longevity	3,969.20	
Outside Services (Building Repair)	3,513.27	
Gas, Oil & Parts	44,374.35	
Grease & Lubricants	323.35	
Small Tools & Supplies	1,940.50	
Fuel & Utilities	3,977.84	
Insurance	4,065.48	
Employees' Retirement Contribution	<u>2,275.92</u>	\$99,334.35
Depreciation on Equipment		<u>36,257.98</u>
<u>Net Loss for Period</u>		<u>\$135,592.33</u>
		<u>\$1,477.35-</u>

DETAIL OF EQUIPMENT PURCHASES

1 Ford Custom Sedan	\$1,100.00	
1 Worthington Tractor	2,675.20	
1 Body for Leaf Loader	<u>525.43</u>	\$4,300.63
Less Equipment Sold		<u>918.82</u>
Net Expended from Reserve Fund		<u>\$3,381.81</u>

SPECIAL ASSESSMENT FUND

BALANCE SHEET - DECEMBER 31, 1954

Assets:

Cash - Mechanics National Bank	\$12,749.13	
Improvements Authorized	<u>21,155.00</u>	<u>\$33,904.13</u>

Liabilities:

Reserve for Authorized Improvements	\$12,749.13	
Due to Water Fund	<u>21,155.00</u>	<u>\$33,904.13</u>

STATEMENT OF CASH RECEIPTS & DISBURSEMENTS

Receipts-Cash Advanced by Water Dept.		\$21,155.00
Payments-Account of River Road Water Main		<u>8,405.87</u>
Cash Balance - December 31, 1954		<u>\$12,749.13</u>

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CIVIC CALENDAR - 1955

Water and Sewer Rental Bills Payable----- Jan. 1 - 31
Passage of Municipal Budget ----- On or before Jan. 27
Plumber's License Renewal Period ----- March - April 1

Mailing of Property Inventory Forms----- On or before Mar. 20
Census of Polls by Police Department -----March 22 - April
Dog Licenses Renewed-----April 1
Assessment Date--Property, Poll and Head Taxes ----- April 1

Junk Dealers' Licenses Renewed -----On or before April 1
Return of Property Tax Inventory Forms----- April 1 - 15
Veteran's Application for War Service Exemption --- April 1 - 15

Exemption Claim for the Blind ----- April 1 - 15
Water and Sewer Rental Bills Payable ----- April 1 - 30
Convalescent Homes' License Renewed -----On or before April 1

Bicycle Licenses Renewed -----April 3
Notice Posted of Tax Collector's Sale of Real Estate ---- April 15
Pool, Billiard Table, Bowling and Ball Alleys, and
Music Machine Licenses Renewed -----On or before May 1

Milk Licenses Renewed -----On or before May 31
Tax Collector's Sale (Interest Rate Increases After
This Date From 6% to 8%) ----- May 20

Poll & Head Tax Warrants Submitted to Tax Collector-- By June 1
Property Tax Warrant Submitted to Tax Collector--On or before July 1
Water and Sewer Rental Bills Payable -----July 1 - 31

Poll Tax Becomes Delinquent (20 Cent Cost to be
Added as of This Date) -----Sept. 16
Taxicab Licenses Renewed -----On or before Oct. 1
Water and Sewer Rental Bills Payable ----- Oct. 1 - 31

Head Tax and Property Tax Become Delinquent
(50 Cent Penalty Added to Head Tax and 6%
Interest to Property Tax as of This Date)-----Dec. 2
City Council Meetings-----7:00 P. M., 2nd Mon. each month

Planning Board Meetings -----7:30 P. M., 1st Tues. each month
Library Board Meetings----- 7:30 P. M., 4th Mon. each month
Personnel Advisory Board Meetings-- At request of City Manager
or on call of any member

Trustees of Trust Fund Meetings ----Upon call of City Treasurer
Board of Assessors -----Upon call of Full-time Assessor
Board of Building Appeal -----Upon call of Building Inspector

Board of Health-----Upon call of Chairman
Zoning Board of Adjustment-----Upon call of Chairman
Board of Plumbing Examiners--- Upon call of Plumbing Inspector

Board of Revision of Special Assessments--- Upon call of Chairman
Recreation Advisory Council----- Upon call of Chairman