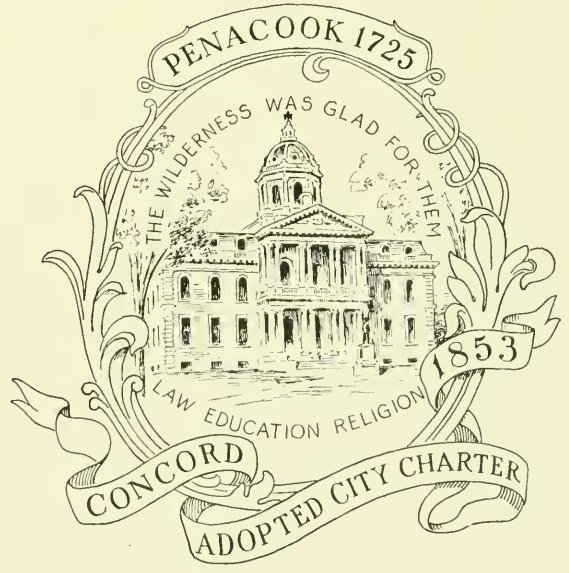


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CITY OF CONCORD
NEW HAMPSHIRE

1960

ANNUAL REPORT



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CITY OF CONCORD NEW HAMPSHIRE

1960

ANNUAL REPORT



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TABLE OF CONTENTS

Number
352 27
178
190

Assessing Department.....	Page No. 14
Cemeteries.....	29
Civil Defense.....	21
City Government.....	5
City Officials.....	5
City Solicitor.....	13
Collection Department.....	16
Elections.....	9
Financial Statements Index.....	49
Finance Department.....	10
Fire Department.....	27
Health Department.....	28
Independent Auditor's Report.....	46
Mayor's Message.....	2
Municipal Court.....	25
Planning.....	19
Police Department.....	22
Public Library.....	38
Public Works & Engineering Department...	32
Records Department.....	8
Recreation & Parks Department.....	40
Sanitary Inspection.....	30
Water Department.....	44
Welfare Department.....	28
Zoning, Building & Plumbing.....	20

FROM THE MAYOR'S OFFICE

A review of the past year shows that during 1960 expenditures of private, City and Federal funds have accomplished healthy, constructive improvements to our City and have contributed in many ways to increase its financial well being, its total valuation and its qualities to attract both industry and homes.

City funds have completed five sewer projects, four water main extensions, and contributed with the State and Town of Pembroke in the new Whittemore Bridge and approach at the Soucook River.

Federal and City funds have completed the Loudon Road project, including new storm sewer and sidewalks.

With what land there was available the City has made the Durgin Street Parking Lot usable accommodating 60 cars.

The State has completed a new Armory and turned the old Armory over to the City.

Sewalls Falls Bridge has been painted and the old Federal Bridge to East Concord has been taken down. Clinton Street Bridge has been rebuilt and widened with a new approach.

Several streets were reconstructed or resurfaced. Important to Ward 1 is an access road from the Expressway to Penacook Village.

The High School gymnasium and shop are under construction.

The down-town by-pass, Old Turnpike Road relocation and John Terrill Park improvements are in the design stage or construction has already begun.

Still in the design stage is an addition to the Airport Administration Building to be built with City, State and Federal Funds.

Construction by private or corporate capital presents an impressive picture, including:

- Foundation for the Capital Shopping Center
- R. D. Brew Company Vacuum Furnace Factory
- Bowladrome on Loudon Road
- Swimming Club on Little Pond Road
- Blue Cross-Blue Shield Office Building
- Smith Block Renovation
- Mechanicks National Bank Parking Lot
- Sprague Electric Company addition
- Concord National Bank Parking Lot
- Canada Dry Warehouse now under construction

In addition to all this new construction, a face lifting of many store fronts with improved shopping facilities has been accomplished on Main Street.

All of these changes have been approved by our Planning Department and inspected by the Building Inspector, which, with the regular city work, have kept these Departments and the Engineering Department more than busy.

All I have is praise for the work and accomplishments of all City Department heads and employees, and a criterion of this efficiency is the substantial surplus turned back each year to the general fund.

CHARLES P. JOHNSON, MAYOR





CITY GOVERNMENT

1960-1961

MAYOR

Charles P. Johnson

ALDERMEN-AT-LARGE

Robert D. Branch
William P. Gove
William T. Jordan
William A. Stevens
Eugene C. Struckhoff
John Swenson

WARD ALDERMEN

Ward 1 John M. Allen
Ward 2 Paul M. Cunningham
Ward 3 George A. Stohrer, Jr.
Ward 4 Malcolm McLane
Ward 5 Roland E. Fletcher
Ward 6 David E. Tardif
Ward 7 C. Edwin Howard
Ward 8 Samuel J. Chapman
Ward 9 Thomas B. Jennings

CITY CLERK

Arthur E. Roby

YOUR CITY OFFICIALS

ASSESSORS

John L. Hyde
Clifford H. Higgins
Charles A. Bartlett

FINANCE DIRECTOR-CITY AUDITOR

Archie N. Gourley

CITY TREASURER

Verne F. Santas, Jr.

CITY COLLECTOR

George M. West

CITY SOLICITOR

Daniel E. Donovan, Jr.

CITY ENGINEER

Howard E. Raymond

FIRE CHIEF

Duncan M. Murdoch

CHIEF OF POLICE

Walter H. Carlson

CEMETERY SUPERINTENDENT

Edward L. Howland

HEALTH OFFICER

Pierre A. Boucher, M. D.

CITY PLANNING DIRECTOR

Gustaf H. Lehtinen

SANITARY INSPECTOR

Austin B. Presby

WATER SUPERINTENDENT

G. Arthur Faneuf

ENGINEERING INSPECTOR

Ellsworth B. Philbrick

SEWER SUPERINTENDENT

William H. Murphy

WELFARE DIRECTOR

Gertrude E. Watkins

OVERSEER OF POOR

Charles P. Coakley, Ward 1

SEALER OF WEIGHTS AND MEASURES

Arthur W. McIsaac

RECREATION DIRECTOR

John B. Penney

LIBRARIAN

Lois R. Markey

DIRECTOR OF CIVIL DEFENSE

Rev. George J. W. Pennington

POUND KEEPER

Charles C. Hoagland

MUNICIPAL COURT

Donald G. Matson, Judge
Francis E. Perkins, Asso. Judge
Marie MacPhail, Clerk
James M. Ceriello, Probation Officer

CITY BOARDS

BOARD OF LIBRARY TRUSTEES

Joseph J. Comi
Mrs. Harry Spiegel
Miss Jean Cummings
W. Duer Thompson, III
Mayland H. Morse, Jr.
James Lynch
Mrs. Frederick K. Upton
Chester A. Larson
Otis T. Kingsbury

BOARD OF REVISION OF ASSESSMENTS

Archie N. Gourley, Chairman
Daniel E. Donovan, Jr.
Howard E. Raymond
Robert W. Potter
James A. Taylor

PERSONNEL ADVISORY BOARD

James D. Bell, Chairman
John H. Symonds
Robert J. Jewell

BOARD OF PLUMBING EXAMINERS

J. Barry O'Brien
George E. Young
Ellsworth B. Philbrick

TRUSTEES, TRUST FUND

Leon S. Merrill
Verne F. Santas, Jr.
Robert M. Beyer

BOARD OF HEALTH

Pierre A. Boucher, M. D. Chairman
William D. Penhale, M. D.
Thomas J. Halligan, M. D.

CITY PLANNING BOARD

Ex Officio
Charles P. Johnson - Mayor
Howard E. Raymond - City Engineer
Robert D. Branch - Alderman-at-Large

Dudley W. Orr, Chairman
A. Clifford Hudson
Gardiner G. Emmons
Pasquale Rufo
Douglas N. Everett
Lt. Gen. Edward H. Brooks

ZONING BOARD OF ADJUSTMENT

Frank J. Preston, Chairman
Enoch Shenton, Jr.
Allan Evans
Roy Y. Lang
Donald J. Rainie

BUILDING CODE - BOARD OF APPEALS

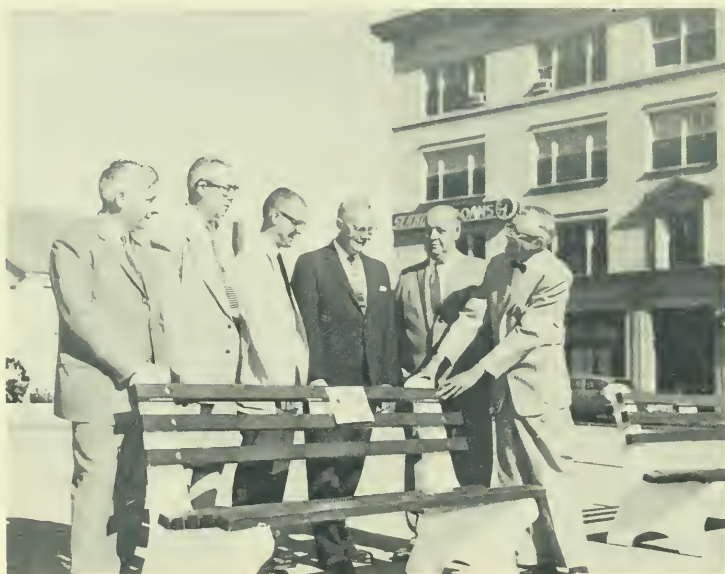
Robert Foster, Chairman
Everett R. Munson
Carroll E. Garland
William Johns
Arnold Perreton



Introducing your new aldermen.

From left to right:

Samuel J. Chapman
Roland E. Fletcher
William T. Jordan
C. Edwin Howard
David E. Tardif



RECORDS DEPARTMENT

The City Clerk attended all meetings and hearings of the Board of Aldermen in the capacity of clerk. Prepared and distributed the minutes of all proceedings.

Received and turned over to the City Treasurer the sum of \$11,820.15 from licenses and service fees during the year.

Issued approximately 2,200 dog licenses.

Recorded approximately 1,765 mortgages and 1,000 conditional sales.

Recorded 153 discharges.

Issued 294 marriage licenses.

Issued 1,000 copies of records of vital statistics.

Vital statistics recorded as compared with 1959 were as follows:

	<u>1960</u>	<u>1959</u>
Births	1,069	1,060
Marriages	296	296
Deaths	661	731

BOARD OF ALDERMEN ACTIONS

The Board of Aldermen held 11 regular meetings, one however was cancelled in September due to a severe storm. They also held four special meetings and 12 hearings and one adjourned meeting in addition to the several meetings of the Finance Committee on the proposed 1961 Budget.

The Board passed 86 resolutions and 25 ordinances during the year, including the following:

- Resolution, relative to Durgin Street Parking Lot
- Resolution, relative to New Post Office
- Resolution, relative to Establishing Community Center Study Comm.
- Resolution, Bond Issue \$30,000.
- Resolution, Bond Issue \$90,000.
- Resolution, relative to preparation of a Housing Code.
- Resolution, relative to services of William H. Murphy
- Resolution, relative to purchasing land, widening North State Street
- Resolution, relative to purchase of land, Sanitary Sewer Disposal Plant
- Resolution, relative to layout Hall Street Playground
- Resolution, prohibiting outdoor display of refrigerators
- Ordinance, Regulating Trailer Camps
- Ordinance, Establishing New Classification Plan

ELECTIONS

1960 was a busy year for elections. A presidential primary was held March 8, 1960 with a total of 16,311 names on the check list. The total vote cast was composed of 4,231 Republican ballots and 1,026 Democratic ballots.

The Direct Primary was held September 12, 1960 with 103 filings received by the City Clerk for representatives, ward officers and delegates. The votes cast at the September 12 primary was as follows: Republican 7,097, Democratic 1,215.

The General Election was held November 8, 1960. The total number of names on the checklist was 16,797. The total vote cast at this election was 13,662, approximately 81 percent of the total registration.

For this election there were 1,027 absentee votes prepared, mailed, and delivered to parties requiring same and of this total 971 were received back to be counted as part of the total vote cast.



ARTHUR E. ROBY

CITY CLERK

1920 ---- 1960

Mr. Roby during his 40 years service as City Clerk has supervised the balloting at 11 presidential elections, 21 State elections and 20 municipal elections.

FINANCE DEPARTMENT

In the financial section of this report will be found schedules which set forth the activity and the year end position of each of the several funds through which all the financial transactions of the City are handled. Below is a brief summary of activity of each fund during the year 1960 and condition at the end of the year.

GENERAL FUND

Current Surplus resulting from 1960 operations amounted to \$116,269. This surplus will be used to reduce the amount to be raised by property taxes in 1961.

Debt - Outstanding debt payable from this fund decreased \$206,860. New debt amounting to \$120,000 was incurred, while maturities paid during the year amounted to \$326,860.; as detailed in the following schedule.

	Balance Dec. 31, 1959	Payments During 1960	New Debt Issued 1960	Balance Dec. 31, 1960
Municipal.....\$	1,016,883.	132,860.	90,000.	974,023.
School.....	2,729,000.	194,000.	30,000.	2,565,000.
Total.....\$	3,745,883	326,860.	120,000.	3,539,023.

Interest Rates declined steadily during the year. Our bonds sold at the rate of 2.9%, which compares with 3.3% and 3.5% for 1959 issues. Rates on borrowings in anticipation of tax collections ranged from 2.12% in April to 2.03% in September, compared to a high of 2.35% and a low of 1.79% paid in the previous year. Total interest cost for the year on the short term notes was \$10,144. compared to \$11,850. for the previous year. Total interest paid on long term debt was \$25,658., compared to \$19,315. paid in 1959.

Valuations, Taxes, Tax Rates - Below is a comparison of valuations, property taxes, and tax rates; showing changes from 1959 to 1960.

Property Taxes Raised	1959	1960	Increase	
			Amount	Per Cent
For Municipal Purposes.....\$	1,536,214.	1,599,144.	62,930.	4.1
For School Purposes.....	1,702,675.	1,796,618.	93,943.	5.52
For County Purposes.....	198,454.	191,427.	-7,027.	-3.54
Total.....\$	3,437,343.	3,587,189.	149,846.	4.36
Assessed Valuation				
For Municipal Purposes.....\$	52,391,854.	54,621,375.	2,229,521.	4.26
For Union School District...	48,862,789.	51,045,095.	2,182,306.	4.47
For Penacook School District	3,544,665.	3,591,780.	47,215.	1.33
For County Purposes	52,407,604.	54,637,125.	2,229,521.	4.25
Tax Rates				
Municipal.....	29.31	29.27	-.04	-.14
Union School District.....	32.20	32.32	.12	.37
Penacook School District....	36.60	40.89	4.29	11.72
County.....	3.79	3.51	-.28	-7.39
Total City Rate.....	65.30	65.10	-.20	-.31
Total Penacook Rate.....	69.70	73.67	3.97	5.70

Collections -- again fell off slightly, percentage wise; the year ending with 12.8% of the current property tax levy outstanding, compared to 11.7% outstanding at the end of the previous year.

Tax Liens - Unredeemed tax liens dropped from \$63,522. at the end of 1959 to \$35,689. at the close of 1960, a decrease of 43.8%. This is a reversal of an unfavorable trend during the four previous years when the balance rose steadily from \$24,820. to the 1959 figure of \$63,522.

Auto Permits - Revenue from auto permit fees increased by 12.67%, this source yielding \$143,604. compared to \$145,213. realized in 1959.

PARKING METER FUND

Meter Collections increased by 10% from \$55,769. in 1959 to \$61,339. during the current year. On-street collections were up 10.74% while off-street areas yielded 6.92% more than the previous year.

Fund Balance at the close of the year was \$24,203., a decrease of \$16,203. during the year.

Debt - Long term debt increased from \$80,000. to \$98,000. Notes totalling \$40,000. were issued in payment for the Turcott Lot; while maturities amounted to \$22,000; resulting in the net increase of \$18,000. above.

SANITARY SEWER FUND

Revenue from sewer rentals totalled \$80,907. compared to \$82,745. realized in 1959, a decrease of 2.22%. Receipts from all sources decreased by 1.3% from \$91,948. to \$90,735.

Surplus - The year began with a cash surplus of \$77,495. and ended with \$72,388., a decrease of \$5,107.

Debt - Long term debt increased by \$9,000. Maturities paid during the year amounted to \$21,000., while new debt incurred amounted to \$30,000.

WATER FUND

Revenue - Water rentals yielded a total of \$237,443., .94% above the \$235,224. realized in 1959. Receipts from all sources amounted to \$239,771. or .84% higher than in 1959.

Surplus - Cash surplus increased from \$145,089. at the beginning of the year to \$129,989. at the close of the year.

Debt - Long term debt decreased by \$20,000. Maturities paid amounted to \$20,000. No new debt was incurred.

SPECIAL ASSESSMENT FUND

Projects - Three water extensions and two sanitary sewer extensions were approved for construction under special assessment procedure at an estimated cost of \$19,230.

Receipts - Total receipts of this fund were \$64,931. Disbursements totalled \$168,374. Cash balance at the end of the year was \$95,597.

Debt - Long term debt decreased during the year from \$379,500. to \$367,230. New debt amounting to \$19,230. was incurred; while maturities paid totalled \$31,500.

EQUIPMENT MAINTENANCE & REPLACEMENT FUND

Profit - This fund showed a small profit from this years' operations. Income from equipment rentals amounted to \$194,059.; while operating expenditures and depreciation totalled \$191,437.; resulting in a net profit of \$2,621.

Reserve - The reserve for replacement of equipment dropped from \$33,991. to \$13,541. Expenditures for new equipment totalled \$71,007.; while additions to the reserve amounted to only \$50,557. This fund has no outstanding debt.

TRUST FUNDS

New trusts were received amounting to \$10,233. Total principal at the year end was \$662,699. Income received amounted to \$57,706.; compared to \$52,526. for 1959. Income transferred to General Fund was \$53,164., to School Districts \$5,780., to outside parties \$1,162.



CITY SOLICITOR

Functions— Under the Municipal Ordinances, the City Solicitor is charged with the responsibility of initiating litigation for recovery of taxes and other claims, and for enforcing compliance with provisions of the Ordinances. Likewise, he must defend the City against suits and claims brought against the City. In addition, he attends all meetings of the Board of Aldermen, provides them and the departments of the City with legal opinions on all documents; and, in general, furnishes any legal assistance to the city government that may be required.

Damage Suits— During the year two new damage suits were entered in Superior Court, which involve street discontinuances. Of the suits brought in connection with the Loudon Road Construction, seven still remain on the docket, one having been settled. Two claims for damages in connection with the laying out of Mooreland Avenue were subsequently dropped. One suit for damages in connection with the laying out of the Hall Street Playground has been entered in Superior Court. An appearance was made before the Public Utilities Commission in connection with the discontinuance of the Concord-Claremont Railroad in order to secure to the City certain protection needed at railroad crossings and a railroad overpass in the Riverhill Area. The Commission's order included all of the City's requests.

Negotiated Purchases— A number of parcels of land were acquired, by contract, in such widely scattered areas as the proposed sanitary sewage-disposal plant in Penacook, the by-pass streets in the vicinity of the proposed shopping center, and the Hall Street Playground. Each of these projects required lengthy negotiation, but were successfully concluded.

Tax Cases— In the latter part of the year, a substantial amount of time was devoted to a petition to the Tax Commission, brought by a group of taxpayers in the Heights Area. The Commission has indicated that a hearing will be held shortly after the first of the year. Because the case is an important one involving a very substantial sum of money, as well as having a direct bearing on the future causes of our Assessing Department, it is felt that this case will eventually be brought before the Supreme Court by one or the other of the parties. Because of its importance, as well as its extremely technical aspects, associate counsel has been engaged. Undoubtedly the entire matter will be disposed of sometime during 1961.

Zoning and Plumbing— In the Municipal Court, four cases involving violation of the Plumbing Code were prosecuted. Three involved the installation of plumbing without the required license, the fourth performing plumbing work without a permit. Guilty findings were made in each case. Three zoning cases were prosecuted criminally in the local court, while four new cases were entered in the Superior Court. In the municipal cases, guilty findings were made. The Superior Court cases will not be reached until sometime in the future.

Union Negotiations— Final negotiation of a contract between the union representing the Public Works Employees and the City was completed and presented to the Board of Aldermen, where it was finally accepted. Negotiations were begun with the union representing the Fire Department. This contract will be presented to the Board of Aldermen sometime after the first of the year. It is hoped that the numerous cases now pending before the Superior Court will be reached either during the present term or the term beginning next April, so that attention may be given to such other matters as a re-evaluation of the legal procedures under the Special Assessment Ordinances.

Appreciation— We wish to extend our thanks to the department heads for their cooperation and to the many citizens of Concord for their help and assistance.

ASSESSING DEPARTMENT

The Assessing Department consists of one full-time assessor and two part-time assessors, known as the Board of Assessors; and five appraisal and clerical staff.

Tax Warrants were issued as follows during the year:

Property - Real & Personal	\$3,596,291.89
Poll Tax	23,060.00
Head Tax	73,680.00
Bank Stock	6,242.02
Timber Yield	2,589.72

Exemptions - 1,660 Applications from veterans and blind persons for exemption from property taxes were processed. Of this number 1,619 were granted. This compares with 1,601 applications received in 1959 of which 1,550 were granted.

3,167 Exemptions from poll tax were granted compared to 3,290 granted in 1959.

Valuation -

Gross valuation before exemptions amounted to:	\$56,249,995
Less veterans exemptions and exemptions to blind:	1,628,620
Net value on which 1960 tax rate computed:	\$54,621,375

Tax Rates -

The tax rates for 1960 are as follows:

<u>CONCORD</u>		<u>PENACOOK</u>	
City Budget	\$29.27	City Budget	\$29.27
School	32.32	School	40.89
County	3.51	County	3.51
	<u>\$65.10</u>		<u>\$73.67</u>

Compilation ten year period:

	<u>Tax Valuation</u> <u>Re. & Pers. Prop.</u>	<u>Property Valuation</u> <u>Exempt to Vets.</u>	<u>Poll Tax</u> <u>Warrant</u>	<u>Poll Exempt.</u> <u>to Vets.</u>
1951	\$47,029,534	\$1,076,179	\$24,132	\$7,588
1952	47,490,362	1,076,015	23,462	6,174
1953	47,828,712	1,172,550	22,954	6,218
1954	47,795,222	1,280,588	23,370	5,852
1955	48,278,291	1,367,195	23,924	6,556
1956	49,178,815	1,334,410	23,536	6,636
1957	50,829,022	1,461,270	23,458	6,614
1958	51,105,351	1,486,320	22,962	6,586
1959	52,391,854	1,554,890	22,750	6,580
1960	54,621,375	1,628,620	22,720	6,334

Poll Census - The 1960 Poll Tax and Head Tax lists were prepared with the help of police census as in years past with the exception of the year 1959.

Conferences and Meetings - The annual meeting of assessing officials with the State Tax Commission, on March 11, 1960 was attended by John L. Hyde, Charles Bartlett, Clifford Higgins, Gordon Stevenson, Russell Andrew and John Ambrose. These meetings, required by law, are held for the purpose of bringing to the assessing officials as much information as possible regarding their duties prior to the annual assessments which start April first.

Gordon Stevenson, Russell Andrew and John Ambrose attended the Eleventh Annual Institute of Public Affairs held by the Department of Government at the University of New Hampshire.

John L. Hyde, Assessor, attended convention of the International Association of Assessing Officers at Denver, Colorado, on September 18 - 22.

The annual convention of the New Hampshire Association of Assessors held at New Hampshire Highway Hotel on October 27 and 28 was attended by John L. Hyde, Charles Bartlett, Clifford Higgins, Gordon Stevenson, Russell Andrew and John Ambrose.

Area Surveys - Appraisers Stevenson and Andrew started a property inspection study of the East Concord area and the Penacook area after the 1960 property list work was completed.

Miscellaneous - There were twenty-three (23) meetings of the Board of Assessors during the year 1960.

The total number of property transfers processed during 1960 was 728.

Tax abatements allowed during the year amounted to \$47,759.06 and taxes added during the year amounted to \$14,289.27.

The total number of appeals against assessments of real estate and personal property received and resolved during the year was 144.



COLLECTION DEPARTMENT

The total tax warrants with additions for the levy of 1960 submitted by the Assessors to the Tax Collector was as follows:

	Total Warrants	Uncollected Dec. 31, 1960 Amount	Per Cent
Real and Personal Property	\$3,596,291.89	<u>\$459,014.04</u>	<u>12.8</u>
Bank Stock	6,242.02	-0-	
Timber Yield	2,589.72	1,354.22	52.3
Polls	23,060.00	4,856.00	21.1
State Head Taxes	<u>73,680.00</u>	<u>16,947.00</u>	<u>23.0</u>
 TOTAL	 <u><u>\$3,701,863.63</u></u>	 <u><u>\$482,171.26</u></u>	 <u><u>13.0</u></u>

The auction sale of Tax Title Property acquired in 1959 was held on May 1.

The auction sale of Tax Title Property acquired in 1960 was held on November 15.

All Tax Title Property for sale by the City has been sold, which is the first time in many years the City has nothing on the books for sale.

The advertised list of unpaid 1959 property taxes was posted on May 2, 1960. The list contained 185 accounts, of which three were bought by individuals and the rest were bought by the City of Concord for \$52,066.00. The owners of record have two years in which to redeem their property from the Collector's Sale.

In June 15,000 combination Head and Poll tax bills were addressed and mailed. In July 277 Special Assessment bills were mailed.

All Property Tax bills for the City and Penacook were mailed on September 8th and 9th.

This department, with the cooperation of the City Solicitor, entered 77 cases in Small Claims Court against delinquent head and poll taxpayers.

George West attended the N. H. Tax Collector's Association meeting held at the Forrest Hills Hotel in Franconia on September 9 and 10. At this meeting Mr. West was elected President of the Association for 1960-1961.

There were 14,641 automobile permits issued, amounting to \$163,616.51.

Collections on Special Assessments amounted to \$9,159.68.

Collections received for prior year taxes, water bills and other miscellaneous revenue amounted to \$956,313.79.

The total collected from all sources amounted to \$4,325,338.81.





PLANNING

Mapped Lines of Future Streets- Mapped location of circumferential highway, northerly of the city proper, connecting Interstate Highway 89 with Rumford Street.

Streets- Recommended four petitions relating to street relocations. Approved the extension of three streets. Processed a petition relating to the acceptance of one new street. Approved three changes in names of streets. Recommended the realignment of the Intersection of Portsmouth Street and East Side Drive.

Sidewalks- Recommended approval of five petitions relating to sidewalk construction.

Traffic and Parking- Recommended three changes in on-street parking regulations. Conducted a survey of parking accommodations in the downtown section of the City. Recommended installation of parking meters in Durgin Street parking lot. Recommended two stop and one yield-right-of-way intersections.

Zoning- Recommended approval of two changes in the zoning map.

Recreation- Developed plans for a wayside rest area on Old Turnpike Road. Recommended leasing a portion of city gravel bank to the Concord American Little League.

Water and Sewer Facilities- Recommended approval of three petitions relating to water main extensions. Recommended approval of a petition relating to one sanitary sewer extension.

Residential Land Use- Conducted an annual survey of vacant land on city streets with full municipal facilities.

Land Transactions- Recommended acquisition of four parcels of land for future highway purposes.

Recommended purchase of site for future Penacook sewage treatment plant. Reviewed all property taken by the City of Concord for non-payment of taxes. Recommended approval of a 100 foot right-of-way across city land on Rattlesnake Hill to Concord Electric Company.

Other Activities- Recommended the amendment of three existing city ordinances. Compiled an analysis of population estimates of the Concord retail marketing area. Prepared a plan of a desired future site for the new state highway department building.



ENGINEERING INSPECTION

Zoning—The City of Concord is divided into classes of districts or zones, and the zoning Ordinance regulates the use for all private properties. This makes it necessary to evaluate the requests for the use of all premises including the applications for all building permits.

During the year, 63 cases were appealed to the Zoning Board of Adjustment. These cases were processed and public hearings were held for the purpose of proposed use of premises, as required under the terms of the Zoning Ordinance. The Building Inspector attended all of these hearings. Complaints and investigations are a routine function of the department besides enforcement.

Building Inspection—Concord again experienced another year of near record building construction totaling \$4,376,546. This represented \$2,904,880. of new construction and a value of \$1,471,656. for building alterations.

During the year, 280 building permits were issued; also, permits for swimming pools, trailers, and trailer parks, building demolition and permits for signs on private property. Plan examinations and site inspections were made in all instances where permits were issued.

756 building inspections were made; and 240 signs were inspected.

Places of public assembly including places of worship, convalescent homes, and amusements were inspected.

Plumbing—During the past year, in addition to new construction and alterations, numerous new homes as well as existing dwellings were connected into the sewer, where facilities had not been available before on South Street as a result of an extension of the City sewer system in this area.

Plumbing permits were issued and 300 inspections and test were made. Examinations were given to applicants for both Journeymen and Master Plumbers.

Fifty-four licenses were issued or renewed and monies turned over to the City Treasurer.

Electrical Inspection—Early in the year an Electrical Inspector was employed by the department. Many existing and obsolete systems were inspected and brought up to minimum standards required by the Electrical Code. Including existing, new and service entrances, 800 electrical inspections were made.

CIVIL DEFENSE

Activities facing Civil Defense on behalf of the citizens of Concord have required a great deal of development in the organization. The personnel and staff have labored towards this goal by giving numerous hours of their time. Administrative and secretarial services have been developed, relations with City Departments are now more cordial and cooperative and the unit's communications have been increased with the approval of Civil Defense RACES communications by the FCC and OCDM.

Alerts and Demonstrations were held on May 2nd and 3rd, while in June a hurricane resulted in mobilizing on a standby basis. Mr. Philip D. Bassett, OCDM Region #1 and Adm. Cornelius A. Brinkman, Director of the N. H. State Civil Defense Agency were the guest speakers at a dinner meeting held October 4th. A test alert was called by Director Pennington October 15th and on December 10th a CD exercise was held.

Office Facilities in City Hall have been made much more workable with the installation of fluorescent lights and the acquisition of a file cabinet. Mrs. Ruth Maxham has replaced Mrs. Joan Quinn as secretary and regular office hours are held each afternoon from 1:00 to 4:00 p.m.

Control Center needs are becoming an increasingly essential requisite for the local CD unit insofar as adequate shelter to be used as an emergency control center is concerned. The RACES communications plan approval by the FCC makes the need for a center even more pressing at this time.

Warning System facilities in Concord at this time are inadequate and should we ever be in a position of being under attack the present system would not let our citizens know of the danger. This is a matter of major importance and should receive serious consideration by the City Government.

Public Relations have been utilized through every means available to CD. Interviews on radio with personnel describing various phases of the program, newspaper and radio releases and spot announcements have benefited tremendously. Also, Welcome Wagon officials when they greet newcomers to our city, present them with a packet of printed material describing Civil Defense in Concord.

Rescue operations are handled with remarkable workmanship through the well organized and precision trained Penacook Rescue Squad. This group can handle about any situation to face area officials including police and fire. Searching for lost children, dragging for drowned persons, aiding in the recovery of aircraft mishap victims...and supplying equipment such as oxygen, rope, generators are all combined in a day of emergency service by this group.

Financial Savings have resulted to the city through the local Civil Defense unit. Last year alone the CD budget was \$3,413.00 and almost as much was saved the city in purchases of supplies through the unit. The CD unit as well as the local police and fire and public works departments received needed equipment valued at nearly \$3,200 and the total cost to the city was just shy of \$390., or a saving of more than \$2,700.



POLICE DEPARTMENT

Personnel - In 1960, there were 5 regular officers appointed and 4 resignations. There were 7 special officers and 2 crossing guards appointed. One transfer was made within the department, Donald Ash went from maintenance mechanic to regular patrolman.

Parking Meters - The total collection from the parking meters was \$61,338.97, with cost for repairs in parts, \$691.49. A total of 4,567 meters were repaired, compared to 4,192 meters in 1959.

A total of 322 meters were converted and installed throughout the parking lots and downtown area, 81 - 4 hour meters at the Turcott Lot, 20 - 2 hour meters on South State Street 21 - 4 hour and 17 - 2 hour meters on Pleasant Street, 14 - 4 hour and 6 - 12 min. meters on Capitol Street, 16 - 4 hour and 5 - 1 hour on School Street, 22 - 4 hour on Park St., and 60 - 1 hour meters at the Durgin Lot. Total number of meters in operation at the present time is 1,117.

Training Program - Five regular officers attended a training school in Nashua for 2 weeks in January. Sheldon Lassonde, Richard Jones, John Morse, William Greeley and Neal Palmer which was sponsored by the N. H. Police Chiefs Association with graduation following.

From February 23 to 26th., eleven regular officers and 2 special officers attended an Investigation School in Concord with FBI Agent Frank McCarthy as instructor and Capt. Abbott as supervisor.

A regular first-aid course was held in March for members of the department under the direction of Capt. Abbott.

CAR TIMING DEVICE - Officer Herbert Norton looking at the new electrical device for clocking motorists-differing from a radar timer in that it measures speed over a definite distance of 66 feet.



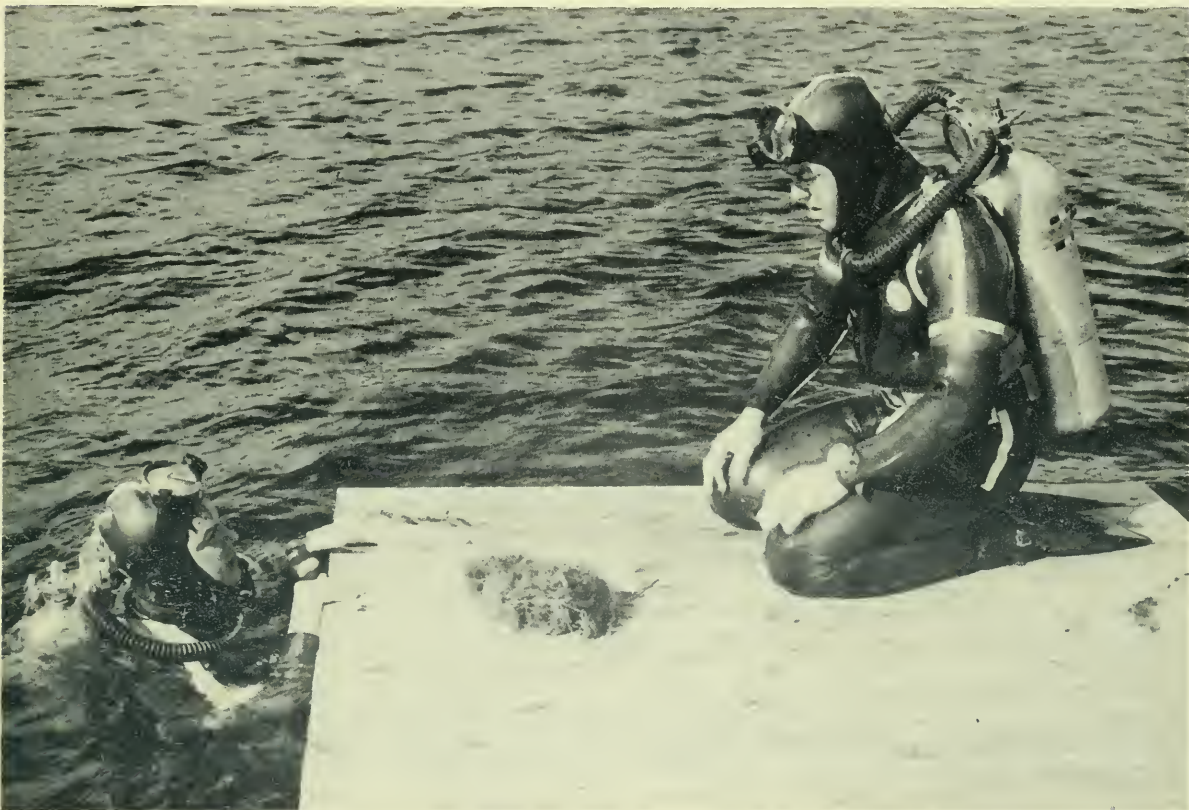
Capt. Morey attended the Eastman Kodak School on Photography at Rochester, N. Y.

A conference for Judges and Prosecutors on "Traffic Law Enforcement" at Yale University was attended by Capt. Abbott and Judge Donald G. Matson.

Lt. Hines attended an FBI conference in Boston on Records and Identification.

A course on Photography was completed by Chief Carlson and Lt. Hines held in Hopkinton, N. H.

The annual firearms training and refresher course was held at the Pioneer shooting range in Dunbarton under the supervision of Sgt. Percy Davis. All members of this department took part in the week long event.



We were fortunate this year in having two of our regular officers, Sheldon Lassonde and Richard Jones interested enough in skin-diving to purchase equipment at their own expense. The city financed a course of instruction at the Weirs Beach Skin Diving School.

Officer Manning attended an FBI firearms instructors school at Wakefield, Mass.

Donald Ash, Bernard Patsfield, David Kelley, completed a 4 week police training program at the University of New Hampshire at Durham. The graduation exercises were held in Murkland Auditorium and were attended by Mayor Charles Johnson and Chief Carlson.



Four veteran policemen, who have given service to the community for 130 years were given a "testimonial banquet" at which time were presented an inscribed watch and a framed copy of a pen-sketch. Left to right: Patrolman Joseph J. Keenan, Deputy Chief Joseph G. Andrews, Lt. Mark D. Casey and Sgt. Percy Davis.

Miscellaneous Activities—The annual census taking throughout Concord was taken in April by six members of the department. The census disclosed a gain of 505 persons over the last census taken in 1958.

The bicycle registration started in April, with a considerable increase from the previous year. In 1959-60 a total of 2,068 bicycles were registered compared with 1960-61 in which 2,302 bicycles were registered.

Emergency Activities—During April, a flood caused considerable damage in the low-lands. All policemen during this threat were called in and all days off cancelled until flood danger passed.

Shelter was furnished at the station for the tenants of the Smith Block fire, and all regular and several reserves were called in to assist with traffic and other problems at the Smith Block and Boutwell Lumber Co. fires.

Bruce Walker, 2 years old, drowned in Mill Brook in April, and Dorothy Geer was swept over the dam in the Contoocook River in May. Several regular and reserve officers assisted by firemen, Penacook Rescue Squad, and the Fish and Game Dept. personnel worked diligently for a week before the body was recovered.

New Equipment—A new IBM electric typewriter, new filing cabinets, a 16 mm sound movie projector with screen, a speed-o-print stencil holder, a wheel balancer for the garage, a new light for the dark room and several traffic vests and mitts were purchased during 1960 for the various departments. The departments dark room was moved from the cell block to a room in the Relief Dept. quarters. This will make for more efficient operation and more pleasant working conditions.

Activities of the Concord Police Boys Club and Camp Andrews—The boys' club had approximately 200 enrolled, which was an increase of approximately 25 from the previous year. The activities were as usual with a midget basketball league in full swing.

The highlight of the year was the annual Christmas party held at the Club with an attendance of 200. Turkey and all the fixings were served and a showing of colored slides taken at the Camp this summer, with most of the boys present having been there.

Repairs to the Club on Highland Street included painting done in the lobby and the gym. The billiard tables were all recovered and the game room had a few minor paint jobs.

The members of the boys club participated in the March of Dimes Drive, the Jimmy Fund Drive, and the Camp Andrews Drive, collecting a total of \$2,600 in all. Last, but not least the Boys Club Camp (Camp Andrews) was placed in full operation for the 1960 season. 144 boys were able to attend over an 8 week period. These boys participated in all the regular sports, swimming, and out-door living activities under the supervision of the Director, Jimmy Ceriello and his 7 counselors.

MUNICIPAL COURT

NUMBER OF ARRESTS FOR DRIVING WHILE INTOXICATED IN 1959 ----- 90

NUMBER OF ARRESTS FOR DRIVING WHILE INTOXICATED IN 1960 ----- 88
shows a decrease of 2.2%

THE FOLLOWING ARE THE KNOWN CASES FOR A TWO YEAR PERIOD - excluding parking violations

1959	--	2123
1960	--	1591

CLOSED CASES FOR 1959 - 2055 which shows 96% cleared.

CLOSED CASES FOR 1960 - 1482 which shows 93% cleared.

In 1959 there were 190 serious crimes including: manslaughter, robbery, burglary, larceny, and auto theft. Of these 104 or 55% were cleared by arrests.

In 1960 there were 216 serious crimes including the above. Of these 101 or 47% were cleared by arrest.

THE AMOUNT OF PROPERTY REPORTED STOLEN IN 1960 - \$34,553.31

THE AMOUNT OF PROPERTY RECOVERED FOR 1960 - \$30,217.01 or 87 1/2%

NUMBER OF ACCIDENTS IN 1959 - 467

NUMBER OF ACCIDENTS IN 1960 - 501 shows an increase of .067%

One fatal accident occurred July 9.

NUMBER OF PERSONAL INJURY ACCIDENTS - 1959 - 115

NUMBER OF PERSONAL INJURY ACCIDENTS - 1960 - 131 shows an increase of 12.2%

The police ambulance responded to 1297 calls during 1960. Paid ambulance calls amounted to \$1,341.00.



FIRE DEPARTMENT

During 1960 the Fire Department responded to 575 alarms of which 80 were box alarms and 495 were stills and investigations. The total number of alarms showed a decrease of 33 from the total of the previous year.

A considerable loss was noted during the year, due to three major fires, the Army and Navy Store, the Smith Block and the J.C. Pitman Co. In the first two instances both were total losses. In the third instance there was considerable damage to the building. At these places the department was able to prevent the fires from spreading to valuable adjacent property.

<u>Fire Losses</u>	<u>Value</u>	<u>Loss</u>	<u>Insurance</u>	<u>Insurance Pd.</u>
Building	\$731,741.00	\$324,595.78	\$663,200.00	\$324,595.78
Contents	<u>291,900.00</u>	<u>141,953.38</u>	<u>252,100.00</u>	<u>141,953.38</u>
Total	\$1,023,641.00	\$466,549.16	\$915,300.00	\$466,549.16

Fire Prevention—The Fire Department continued without let-up its fire prevention program. Public and private buildings were inspected regularly and many fire hazards were cleaned up. There were 476 oilburner inspections to comply with City Ordinance. As fire department officials know, carelessness is the major cause of countless fires every year. In addition to routine inspection activities, fire drills were conducted in all the city schools and students were instructed in fire prevention.

Personnel—Only one change in personnel was made during the year. Conrad Bourque retired on disability after fifteen years service. The department continued to operate with a staff of 53 permanent men and 78 call firemen. The permanent men work a 72 hour week and all are subject to call on time off.

Apparatus and Equipment—No changes were made in the regular department. Apparatus includes 12 fire trucks, three official cars and a service and fire alarm truck. The department has over 19,000 feet of fire hose which was tested and maintained by the men of the department. There were also 421 fire extinguishers recharged at the central station.

Maintenance—All apparatus has been maintained in good running order, with necessary repairs and replacements made by the department. Buildings were also maintained and painted by the permanent force. The fire alarm system is in good working condition and three new boxes were installed.

Recommendations—The National Board of Fire Underwriters recommended improvements that one engine company be relocated to a new station in the vicinity of Broadway and West Streets.

HEALTH DEPARTMENT

Health Clinics—4,151 people attended health clinics during the year to receive protective treatment against diphtheria, whooping cough, tetanus, smallpox and poliomyelitis. This year saw the largest single clinic when 768 people attended; also the second largest yearly attendance. The largest yearly attendance was in 1956, when the Salk vaccine had just been released to the public. At that time, 4,694 people attended our health clinics. This has paid off, because no poliomyelitis cases have been reported. In 1955 there were 14 cases of poliomyelitis reported in Concord.

Communicable Disease—The following communicable diseases were reported: 7 cases chicken pox, 2 cases German measles, 1 case infectious hepatitis, 1 case meningitis, 11 cases measles, 4 cases mumps, and 17 cases scarlet fever.

Licenses—Four convalescent home licenses were issued in March and 141 milk and 82 restaurant and bakery licenses were issued in May and June.

Complaints—87 complaints were received during this year and checked. During the summer most of the complaints were about rubbish in yards and in the wintertime they were mostly about garbage collection.

Vital Statistics—The death rate in Concord decreased by 70 from last year. Of the 648 deaths reported in 1960, 271 were resident and 377 were non-resident. 128 bodies were brought here for burial and 13 stillbirths were reported.

Table of Causes of Deaths of Residents (most common causes)

	<u>1956</u>	<u>1957</u>	<u>1958</u>	<u>1959</u>	<u>1960</u>
Disease of circulatory system	129	122	154	165	121
Cancer and other malignant tumors	47	37	48	42	39
Diseases of nervous system	36	41	42	45	41
Pneumonia	16	15	15	15	13
Diseases of digestive system	14	14	10	7	13

WELFARE DEPARTMENT

Total Relief Costs— \$87,261.67 (Includes Administration Costs)

General Trend—In 1960 an average of 24 cases representing 75 persons were aided at a total cost of \$22,004.76 in comparison to 33 cases in 1959, representing 106 persons with expenditures of \$25,882.23. General Relief, as in the past several years, continues to remain approximately the same both in the number of cases aided and the amount of expenditures. Ten years ago relief reached an all time high. There was an average of 90 cases representing 223 persons aided at a total cost of \$57,000.

Sickness was the major cause of relief need during 1960. The following shows the reasons for relief and the approximate per cent of cases in each category during 1960 compared with 1959:

	<u>1960</u>	<u>1959</u>		<u>1960</u>	<u>1959</u>
SICKNESS	28%	27%	INSUFFICIENT INCOME	18%	11%
UNEMPLOYMENT	19%	36%	UNEMPLOYABLE	13%	3%
MARITAL DIFFICULTIES	19%	20%	PARTIALLY HANDICAPPED	3%	3%

Old Age Assistance—In 1960 Old Age Assistance cases including aliens numbered 177 with expenditures of \$48,736.54 and in 1959, 191 cases were aided at a cost of \$43,195.46. There was a decrease in the number of cases, however, the expenditures were greater due to the increase of individual grants and nursing home rates.

Aid to the Permanently and Totally Disabled—In 1960 Aid to the Permanently & Totally Disabled cases numbered 14 with expenditures of \$5,163.64. In 1959 an average of 11 cases were aided at a cost to the City of \$3,394.29.

CEMETERIES

A total of 344 interments were made during the year. In our city cemeteries 223, Calvary 97 and Penacook Calvary 21. There were a total of 105 lots sold. In the city cemeteries 80 and 25 in Calvary. 10 trusts were put on old lots. A total of 82 liners were used. 56 in the city cemeteries and 26 in Calvary. Total number of foundations poured were 113, of this number 82 in the city cemeteries and 31 in Calvary. Total number of posts set were 140, 116 in the city cemeteries and 24 in Calvary. Markers set were 140, city cemeteries 120 and 20 in Calvary.

The flower beds are set out each spring in time for Memorial Day. We bill the individual who requests this service. We also have Flower Trusts that can be put on lots to eliminate being billed each year.

The general work of mowing, trimming shrubs and trees, making over lots and cleaning up was done. New construction is being done each year to make new areas available for future burials. In Blossom Hill we made 200 single grave additions to the Annex block. In Maple Grove we added a new section called Block B with 121 2-grave lots, another section called Block D has three rows completed. We also cleaned and painted 2,000 ft. of fence here. In Woodlawn we added to Blocks G & H, making 11 new 4-grave and 20 2-grave lots, an addition to Block D was started and a new section to be called Block I.



SANITARY INSPECTION

Dairies - During the year 1960, there were tested 1,519 milk samples; 86 cream samples; 45 chocolate milk samples; 43 coffee milk; 31 orange-ade and 196 clean bottle and can rinse samples. Of the total number of milk samples tested 96.0 per cent were above legal requirement. In addition 333 dairies and 116 milk plant inspections were made.

Laboratory Testing - To determine the quality of milk delivered to the plants, samples were collected on an average of twice a month from each producer's supply for laboratory analysis. As a result of this activity 260 quarts of milk were rejected for being off flavor. Letters were sent to producers on the proper use of antibiotics in mastitis control. To insure the purity and healthfulness of the milk delivered to the Concord market, practical testing methods are now used by this department in determining the presence of antibiotics in milk. Dealers obviously will be unable to accept milk from any farm showing evidence of antibiotics until further tests have shown that the adulterant is no longer present. The inspector attended a laboratory seminar at the State Board of Health Department on the subject of antibiotics in milk.

Stores and Markets - During the year 175 inspections were made.

Eating Establishments. - During the year there were 232 routine inspections of restaurants and other establishments where food is served.

Progress has been made in the sanitary improvements in most of our eating establishments, namely, the installation of modern dish-washing machines or the 3-compartment dish-washer with the heating unit attached.

The attention of operators of restaurants and other places where the business of serving food to the public is conducted, and where the seating capacity was 25 or more people; these places were required to have two separate toilets and lavatories convenient of access for the use of patrons.

During the year one outbreak of food poisoning was reported to the health department, with the result that the state and local health authorities jointly ordered a local restaurant to close its' bakery until sanitary conditions were approved. Staphylococcus contamination was identified in the chocolate eclairs as collected from the restaurant by the Sanitary Inspector.

Because of the incident, a city ordinance was passed by the Board of Aldermen which gave the health department the authority to license eating establishments and bakeries to take better care of their prepared foods, or failure to do so, the license could be revoked and place closed.

Conferences - The Sanitary Inspector attended a two days course on food sanitation, sponsored by the New Hampshire State Department of Health in co-operation with the United States Public Health Service. Epidemiology of food borne diseases; cleaning and sanitizing of equipment and utensils; detergents and sanitizers; refrigeration and refrigerated foods; plumbing hazards in food establishments and insect and rodent control in food establishments were some of the subjects opened to panel discussion.

Sanitation— Periodic inspections were made at three hotels; seven motels; five trailer courts and three tourist cabins. It has been the duty of the Sanitary Inspector to see that an adequate area and drainage was provided for at trailer courts, that adequate toilet facilities of an approved type were provided for; that suitable facilities were provided for the collection of refuse and garbage. Inspections were made in company with or with the knowledge of the owner or person officially in charge.

Another phase of the Health Department's sanitation program is the inspection of alleyways in the business district of the city. During the past year all unsanitary alleyways were inspected and a marked improvement was noted.

Favorable comments have been received from the public in regards to the care and sanitation of the comfort station located in the police building on Warren Street, two attendants were on daily duty at the rest rooms during the year.

Investigation of Nuisances— During the year there were 158 nuisance complaints investigated. Complaints that are found on investigation to be a menace or detrimental to public health and comfort, those causing the nuisance are immediately notified either verbally or by registered letter to abate the nuisance. The most common complaint received by the department were those pertaining to plumbing conditions; the burning of refuse and garbage in the thickly settled area of the city; the accumulation of refuse and garbage in homes and the promiscuous dumping of refuse on land within the limits of our highway and streets. Other nuisance complaints are those that come from the keeping of chickens, pigs, cows and horses within the city.

School Inspections— Routine inspection of the 21 public, parochial, and private schools were made twice during the year in conjunction with a State Board of Health Inspector. The inspection included the type of dispensers used for the dispensing of drinking water, adequacy and cleanliness of the toilet rooms, defects in lighting as check with a light meter, adequacy of heat, ventilation, cleanliness of cafeteria or lunch-rooms and kitchens.

PUBLIC WORKS DEPARTMENT

1960 was an active year for the Public Works Department.

Highways—By taking advantage of a favorable asphalt price, we did more than usual on our highway program. 47 miles of street were resurfaced. This included all the streets on the Plains, in West Concord, and much of the area south of Pleasant Street.

In addition to the routine resurfacing, we rebuilt with mix-in-place 30,300 square yards of pavement, for a total of 2.3 miles.

We also built a half mile of soil cement highway on the Webster Road and for the first time tried asphalt stabilization of dirt roads. Under this program we hard-surfaced 18,800 square yards, for a distance of 1 1/2 miles of highway, at a nominal cost of 35¢ per square yard. These streets stood up well during the summer. We are watching them carefully to see how they react to frost. We now have our remaining dirt roads under 10 miles and hope to have them completely hard-surfaced in the next three years.

Sidewalks—The sidewalk reconstruction program was continued. A total of 8,300 square yards of sidewalks were resurfaced in Concord. In one more season the serious sidewalk conditions will be corrected. The area still left to be completed is the area south of West Street. A new sidewalk was built on the east side of Broadway from 85 to 119.

Bridge—Our bridge maintenance crew sand-blasted and painted the Sewalls Falls Bridge superstructure. This project will be completed with sand-blasting and painting of the substructure in the Spring. In addition to this work, the railings on the Penacook Main Street Bridge and the bridges on Hoyt Road and Iron Works Road were also painted.

Guard Rails—We started a guard rail maintenance program. During the year, 1 1/2 miles of guard rails were painted, 1/2 mile of guard rail was constructed and 1/4 mile of guard rail was eliminated.

Trees—Our tree, stump and brush control work is constantly increasing. This year we removed 107 elm trees in the "Dutch Elm" removal program. Our stump machine has been rapidly catching up on the backlog of stumps during the year. The machine removed 500 stumps throughout the city at an average cost of \$17 per stump.

A phase of tree work that is gaining a place in our schedule is operating a town forest during off season periods. This year we cut some oak from the sewer field area off Hall Street. From this oak we obtained 10,000 board feet of lumber for our own use, enough flooring to pay for the sawing and in addition we sold \$120 worth of veneer logs at \$70 per thousand. During the year we had a cash income of \$750 from various woods operations. In addition, we obtained 10,000 board feet of lumber that would have cost us \$100 per thousand. The big value in the woods operation, however, is in the thinned stands which will produce additional value in future years.

Brush and Weed Control—The chemical weed control for the season included Horse Hill Road, Long Pond Road, Sewalls Falls Road, Runnels Road, Garvins Falls Road, Portsmouth Street, Haines Road, Hall Street, Branch Turnpike, Pembroke Road, Shaker Road, Sugar Ball Road and Canterbury Road. The areas sprayed last year came into a good grass cover that could be mowed and our rural roads are beginning to look much better.

Refuse—During the season we completely revised our refuse collection routes. Our revision permitted an increase in service to Iron Works Road, Oak Hill, Appleton Street and Portsmouth Street, and at the same time a saving in cost. We realized a \$7,000 saving during the year and are at this time collecting refuse from 97% of the dwelling units in Concord.



Construction -1960 was a busy year for capital improvements. We built by contract during the year a new bridge on Clinton Street over the Turkey River, a new bridge on Pembroke Road over the Soucook River, 1 1/2 miles of the Loudon Road, two bathhouses for the Recreation Department, as well as the following sanitary and storm sewers:

Haig Street	395'	8" A.C.	Sanitary
Nivelle Street	230'	8" A.C.	Sanitary
Fellows Street	554'	12" A.C.	Storm
Fellows Street	742'	8" A.C.	Sanitary
So. Main Street	102'	8" A.C.	Storm
Fisherville Road	2,892'	10" A.C.	Sanitary
Douglas Avenue	350'	8" A.C.	Sanitary
Burns Avenue	169'	12" A.C.	Storm
South St. Extension	1,490'	10" A.C.	Sanitary
Rollins Park	440'	6" A.C.	Sanitary
Penacock Street	32'	12" Conc.	Storm
Rolfe Park	41'	6" Conc.	Storm
Adams Street	411'	12" R.C.P.	Storm
Redington Street	211'	8" Evantite	Sanitary
Durgin Street	102'	8" A.C.	Storm
R.R. Shopping Center	492'	48" R.C.P.	Sanitary
R.R. Shopping Center	129'	15" R.C.P.	Sanitary
R.R. Shopping Center	523'	18" R.C.P.	Sanitary
R.R. Shopping Center	213'	36" R.C.P.	Combined
	<u>9,518'</u>		

In conjunction with the Police Department, we set meters in the Turcotte Parking Lot and built a 66-car parking lot at Durgin Street.









PUBLIC LIBRARY

Facilities and Staff—The Concord Public Library gives library service to residents of Concord through the Main Library, the Bookmobile, Penacook Branch, South End Branch, Concord Hospital and nursing homes. This service is given by six professional librarians, three general assistants, a stenographer, three clerks, a page, two custodians and some part-time assistants.

Miss Siri M. Andrews retired June 1, after having served as City Librarian for nine years, as Assistant Librarian for two and Young People's Librarian for one.

The Chairman of the Board passed away on December 10, after having served continuously on the Board since 1936.

Book Collection and Registration—Of the 28,991 people in Concord 20,316 are registered as active library borrowers. In other words, two-thirds of the population uses the library—the largest percentage in our history. One-fifth of the card holders are boys and girls below the seventh grade.

Available to borrowers are 75,355 adult books, 18,054 children's books or 3.5 books per capita, 375 phonograph records, 100 films, 160 magazines, 13 newspapers, hundreds of pictures, maps and pamphlets.

Use of Materials—All library materials were used to the greatest degree ever with a total book circulation of over 288,000 (ten books per capita) during the year. Phonograph records circulated 2,859 times which is fifty per cent gain over last year. Two thousand people viewed 200 films borrowed by city organizations. Request for books and materials or information came to a total count of 21,250, which does not include branch, bookmobile or children's services.

Buildings—The Penacook Branch was thoroughly cleaned and brightened. A new office and book area for extension services was opened in the main library. The processing and mending department was moved to new quarters in the basement. There were 360 meetings held in the two meeting rooms at the main library. A very special use of one room was for a wedding!







Special Services — Twenty-two story hours were attended by 400 children. Six classes for pre-school children and their mothers were held. A thousand children came to 31 film programs. Ten classes or groups of children came for library instruction, 150 children participated in the annual summer reading program, eighty of whom attended the ward party. A special Children's Book Week program was held in the Main Library with the New Hampshire author, Jo Ann Stover, as guest. Another celebration was held for Penacook children. Thirty meetings of the Junior Reading Club were held, visits to all Junior High age grades were made.

Fifteen talks about the library were made by the staff to Concord groups. Thirty radio talks were done and one television appearance. Nine adult film programs were conducted and viewed by 400 people. The staff attended 125 meetings as representatives of the library. Sixty-five exhibits were prepared for the library and for outside groups. National Library Week was celebrated with six special programs. Weekly articles were written for the Concord Monitor and weekly lists of new books prepared.

A Friends of the Concord, New Hampshire Public Library was organized in June of this year.

All of this is in addition to behind-the-scenes activities of book selection, ordering, processing, mending, cataloging and filing.

The Concord Public Library and its staff has a leading position in our state and the staff is frequently called upon to serve in not only state but national library and book organizations.

RECREATION AND PARKS DEPT.

Providing a variety of opportunities for wholesome and interesting use of leisure time for the citizens of Concord is the function of the Recreation and Parks Department. The department conducts a comprehensive program of activities for all ages and both sexes on a year-round basis, and maintains and operates parks, playgrounds, recreation facilities and buildings in carrying out this function.

Administration

Personnel - Recreation director and Clerk Steno II. Office maintained at White Park Administration Building.

Recreation Activities

Personnel - Two full time supervisors, nineteen summer playground and pool instructors, over 20 part-time leaders and instructors, many volunteers.

Summer Playgrounds and Pools - A ten week program was conducted at nine playgrounds and seven pools including crafts, games, sports, tournaments, dramatics, trips, special events, Red Cross swimming instruction, swim team competition.

Children and Youth Programs - Crafts classes, trampoline classes, teen record hops, youth activities council, junior hockey league, two boys basketball leagues, girls basketball, figure skating classes, two play schools, drama class, midget football league, touch football, neighborhood square dance series at nine schools, tennis clinics, judo class, ballet class, archery class, games periods, swim team practice at Manchester Y, ski classes, talent showcase, junior chorus, special trips and holiday events.

Adult Programs - Industrial Men's basketball league, mens hockey, men's touch football, women's slimnastics, women's basketball, women's volleyball, housewives golf league, Sunset Club for older adults, sewing classes, woodworking, oil painting, indoor golf, mother's fitness clinics, city employees bowling league.

Attendance - Skating White Park - 44,540; other skating areas - 10,000 estimated; July 4th fireworks - 10,000; playgrounds - 40,197; pools - 37,630; indoor programs - 24,879; other outdoor and special features - 13,804. These figures are actual peak counts, and do not allow for the number of participants coming before and after the count was made, which is considerable at swimming pools and skating ponds.



Start of a girls race at the Jay Cee's

Silver Skates Derby



Swim instructor coaches youngsters for swim team competition at one of the city's pools.

Personnel - Pro-manager, greenskeeper, seasonal laborer, part-time laborer.

Revenue at Beaver Meadow Golf Course exceeded operating expenses during 1960. 6,127 daily fee tickets were sold. This is more than double the number sold in 1955, and is a jump of more than 2,000 over 1959.

Areas and Facilities Maintenance

Personnel - Superintendent, foreman, groundsman II, groundsmen I (4), seasonal laborers (3).

Facilities Maintained - Beaver Meadow Golf Course, Memorial Athletic Field, Rolfe, White and Rollins Parks, East Concord, Heights, Garrison, Kimball, Fletcher-Murphy, and West Street Playgrounds. White Park administration building and garage, West Street Ward House, East Concord Community Center, seven swimming and one wading pools, White Park skating pond and hockey rink and eight other skating rinks, over 20 other small park and roadside areas including Doyen Park, and new play areas under development on North Spring and Hall Streets. Use was made of the Penacook Youth Center, the State Hospital gymnasium and Concord Public school multipurpose rooms and gymnasiums in various schools for department activities.

Groups Using Department Facilities - Indoor - over 40 different adult and youth groups including scouts and 4-H clubs. Outdoor - ten varsity sports team from Concord High School, St. John's and Penacook in football, baseball, cross country, track and tennis, golf, over 30 boys baseball teams from Little League, Minor League, Firemen's League, Babe Ruth, Junior Legion, Small Fry, and C. Y. O. Sunset League baseball. 10 adult softball teams and C. Y. O. girls softball. State Hospital swim classes, Y. M. C. A. Day Camp, New England College, N. H. I. A. A. baseball, and Penacook Indian baseball games, C. H. S. and Morrill School physical education classes, numerous church and school outings. Attendance: Indoor - 20,800, Outdoor - 67,040. This does not include non-scheduled, walk-on use of parks.

Capital Improvements

New cement block bathhouse built and pool water filtration and recirculation systems installed at Rollins and Rolfe Parks. Loam and seed for two Beaver Meadow fairways, construction of junior baseball diamond on Heights playground, installation of wall and playground equipment on North Spring Street playground, purchase of land to enlarge Hall Street playground.



Play School at the East Concord Community Center.



Some artists and paintings exhibited at the Sidewalk Art Show.



Neighborhood Square Dance group in action.

WATER DEPARTMENT

Expenditures—Operation and Maintenance

\$158,190.07

Capital Outlay (Including Special Assessment Projects)

64,621.22

Water Consumption— 1,373,433,200 gallons of water were consumed during the year, consumption of 3,752,550 gallons (about 130 gallons per person daily). Of the total amount used 873,723,200 gallons were pumped and 499,710,000 gallons were supplied by gravity. This consumption for 1960 was 96,415,600 gallons more than the consumption for 1959.

Water Supply—Penacook Lake filled to the spillway elevation on May 15th., the first time that the lake had reached this elevation since July 3, 1956. On December 31 the elevation of the lake was 2 feet 4 inches below spillway elevation and 2 feet 10 1/2 inches higher than on December 31, 1959. With the lake at this elevation at the end of the year it is almost certain that the lake will overflow again in 1961 thus assuring an ample water supply for the year.

Algae Problem—The taste of the drinking water was badly affected during January, February and March by a growth of Algae (Dinobryon by name) under the ice which imparted a disagreeable marshy pond taste to the water. In an effort to prevent a recurrence of Algae in the winter of 1960-1961, upon the advice of the Sanitary Division of the N. H. State Board of Health, the waters of Penacook Lake were treated with Copper Sulphate in the first week of December just before the ice formed on the lake. At the end of December no Algae had appeared and it is hoped that this treatment will be effective.

Corrosion Prevention—The installation of the Chemical Feeding Facilities at the Well Field in Pembroke was completed and this equipment put into operation on May 12th. This equipment will add an alkali to the water to counter-act the corrosion due to the content of carbon dioxide in the water. This equipment replaces the old lime feeding equipment which was worn out and had never proved too efficient.

Personnel— Full time employees totalled 27. Herbert E. Sprague, a pumping station operator with 14 years service, reached compulsory retirement age and retired from service effective April 30, 1960.

Loudon Road Reconstruction—This project made it necessary for this department to devote a considerable amount of labor and equipment to protecting our mains and services and in making changes to conform with the construction. On this project 529 feet of eight inch main and 143 feet of six inch main were lowered, 16 services were repaired, five curb valves were set in new locations and 31 valve boxes were raised and reset to conform to new surface of the road.

Flushing Program—All hydrants and mains were flushed in the Spring and Fall to clear rust accumulations out of the mains. Each and every hydrant was tested weekly between December 15 and March 15 to guard against freezing and to assure proper operation of all hydrants.

Major Construction Projects—Laid 4,961 feet of cement-lined cast iron pipe in the following sizes: 3,445 feet of eight inch pipe and 1,321 feet of six inch pipe. In addition 195 feet of 1 1/4 inch copper tubing was laid in a short dead-end street. Extensions were laid in Fellows Street, Ferry Street, Mountain Road, Penacook Street, Redington Street, Ridge Road and Temi Street. Mains were relaid in Glendale Road and Mountain Road. Set eight new hydrants, replaced four old hydrants (784 hydrants now in system). Set 14 new main line valves (1,674 valves now in system). Laid 74 new service connections, relaid 66 old service connections, discontinued two service connections, (6,138 service connections now in system). Set 68 new meters, replaced 28 old meters, repaired 115 meters, discontinued one meter, (5,554 meters now in system).

Building Renovations—The interior of the North State Street Pumping Station, including ceiling and all equipment was painted also the doors, windows and trim at the shop and garages at the same location were painted. All work was done by department personnel.

Hazards Removed—The old 90 foot high brick chimney at the North State Street Pumping Station was dismantled and removed.

Leaks—Repaired 33 leaks, 16 on mains and 17 on service connections.

Equipment—The department acquired the following equipment:

Ford Sedan

Front loader with BackHoe

2 1/2 ton truck with large utility body



DIVISION OF MUNICIPAL ACCOUNTING

STATE TAX COMMISSION

Concord, New Hampshire

April 27, 1961

To the Mayor and Board of Aldermen

Concord, New Hampshire

Gentlemen:

Submitted herewith is the report of an examination and audit of the accounts of the City of Concord for the fiscal year ended December 31, 1960, which was made by this Division as requested. Exhibits as hereafter listed are included as part of the report.

SCOPE OF AUDIT

The accounts and records of all city officials charged with the custody, receipt and disbursement of city funds were examined and audited. An examination was made of a sufficient number of vouchers, payrolls and cancelled checks to satisfy the requirements of accepted standards of audit procedure. Receipts were checked by source insofar as possible. Book balances were verified by comparison with reconciled bank balances made from statements obtained from depository banks. Verification of uncollected taxes was made by mailing notices to taxpayers whose accounts appeared to be delinquent according to the Collector's records. The amounts of uncollected and unredeemed taxes as indicated in this report are therefore subject to any changes which may be necessitated by the return of verification notices.

Comparative Balance Sheets (Revenue Accounts): December 31, 1959 - December 31, 1960: (Exhibit A-1)

Comparative Balance Sheets (Revenue Accounts) for the fiscal years ended December 31, 1959 and December 31, 1960, are presented in Exhibit A-1. As indicated therein, the Surplus decreased by \$9,939.65, from \$126,208.60 to \$116,268.95, in 1960.

Analysis of Change in Current Financial Condition: (Exhibit A-2)

An analysis of the change in the current financial condition of the City during the year is made in Exhibit A-2, with the factors which caused the change indicated therein. These were as follows:

Decrease in Surplus

Surplus Used to Reduce Tax Rate	\$125,000.00	
Increase in Reserve Against Accounts Receivable	4,124.03	
Increase in Reserve Against Stores Account	<u>2,483.48</u>	
		\$131,607.51

Increase in Surplus

Net Budget Surplus	\$111,537.23	
Decrease in Reserve Against Prior Years' Uncollected and Unredeemed Taxes	9,939.20	
Decrease in Reserve Against Tax Deeded Property	<u>191.43</u>	
		<u>121,667.86</u>
<u>Net Decrease</u>		<u>\$ 9,939.65</u>

Decrease in Long Term Indebtedness:

The long term indebtedness of the City (including Municipal, Water and Union School District indebtedness) decreased by \$212,130.04 in 1960, as shown herewith:

	Long Term Debt December <u>31, 1959</u>	Bonds & Notes Issued <u>in 1960</u>	Bonds & Notes Retired <u>in 1960</u>	Long Term Debt December <u>31, 1960</u>
Municipal	\$1,572,000.00	\$168,430.00	\$197,000.00	\$1,543,430.00
Water	256,000.00	10,800.00	28,000.00	238,800.00
School (Union School District)	2,729,000.00	30,000.00	194,000.00	2,565,000.00
Airport Advance (Due State)	<u>25,383.40</u>	<u>-0-</u>	<u>2,360.04</u>	<u>23,023.36</u>
	<u>\$4,582,383.40</u>	<u>\$209,230.00</u>	<u>\$421,360.04</u>	<u>\$4,370,253.36</u>

Statement of Long Term Indebtedness: (Exhibit A-6)

A statement of outstanding long term indebtedness as of December 31, 1960, showing annual debt service requirements, is contained in Exhibit A-6.

Comparative Statements of Appropriations and Expenditures - Estimated and Actual Revenues: (Exhibits A-4 & A-5)

Comparative statements of appropriations and expenditures, estimated and actual revenues for the fiscal year ended December 31, 1960, are presented in Exhibits A-4 and A-5. As indicated by the budget summary (Exhibit A-5), a revenue surplus of \$33,211.83, plus unexpended balances of appropriations of \$78,325.40, resulted in a net budget surplus of \$111,537.23.

Tax Collections:

Tax collections (exclusive of State Head Taxes) of the current year's levy as compared to taxes assessed, for the years 1959 and 1960, were as follows:

	<u>Levy of 1959</u>	<u>Percent</u>	<u>Levy of 1960</u>	<u>Percent</u>
Taxes Assessed - Current Year's Levy	\$3,484,630.23		\$3,629,777.20	
Taxes Collected - Current Year's Levy	\$3,060,279.76	87.8%	\$3,141,770.76	86.6%
Taxes Abated - Current Year's Levy	16,703.69	.5%	22,782.18	.6%
Uncollected Taxes - Current Year's Levy	407,646.78	11.7%	465,224.26	12.8%
	\$3,484,630.23	100.0%	\$3,629,777.20	100.0%

Surety Bond of City Treasurer:

The surety bond of the City Treasurer should be increased from \$20,000.00 to \$50,000.00, in order that it may be more proportional in amount to the funds received and in the custody of this official.

Conclusion:

The provisions of Chapter 184 of the Laws of 1955, require that this report or the summary of findings and recommendations (letter of transmittal) shall be published in the next annual report of the City.

We extend our thanks to the officials of the City of Concord and their office staffs for the assistance rendered during the course of the audit.

Yours very truly,

Harold G. Fowler
 Harold G. Fowler, Director
 DIVISION OF MUNICIPAL ACCOUNTING
 STATE TAX COMMISSION

Joseph W. Boudreau)
 Norval D. Lessels) Auditors
 O. Maurice Oleson)

Hugh J. Cassidy, Accountant

INDEX -- FINANCIAL STATEMENTS

	Page No.		Page No.
GENERAL FUND		SPECIAL ASSESSMENT FUND	
Appropriations & Expenditures.....	56	Balance Sheet.....	62
Assessments.....	55	Investments.....	61
Balance Sheet.....	50	Projects Authorized & Amounts Expended.....	63
Current Surplus.....	52	Receipts & Expenditures.....	63
Investments.....	61		
Long Term Debt.....	60	TRUST FUNDS	
Revenues.....	53	Balance Sheet.....	50
Taxes Receivable.....	54	Changes in Balances.....	59
Tax Sale Accounts.....	54	Investments.....	61
BOND FUND-GENERAL		WATER FUND	
Balance Sheet.....	50	Balance Sheet.....	66
Disposition of Proceeds.....	64	Long Term Debt.....	60
Investments.....	61	Investments.....	61
		Operating Statement.....	67
BOND FUND-WATER			
Disposition of Proceeds.....	66	PARKING METER FUND	
		Balance Sheet.....	68
EQUIPMENT MAINTENANCE & REPLACEMENT FUND		Long Term Debt.....	60
Balance Sheet.....	65	Revenue & Expenditures.....	68
Cash Surplus.....	65		
Operating Statement.....	65	SANITARY SEWER FUND	
		Balance Sheet.....	69
		Investments.....	61
		Long Term Debt.....	60
		Operating Statement.....	69

BALANCE SHEET -- GENERAL

December

GENERAL FUND ASSETS

<u>Cash:</u>			
Concord National Bank - General Account..	29,329.92		
Concord National Bank - Payroll Account..	15,000.00		
Mechanicks National Bank - Gen. Acc't....	135,092.21		
Imprest Funds.....	1,249.41		
Cash for Payment of Bonds & Coupons.....	1,126.25		
Temporary Investments.....	<u>298,937.56</u>		480,735.35
<u>Taxes Receivable:</u>			
Current Year Levy - Property.....	460,368.26		
Current Year Levy - Polls.....	4,856.00		
Total Current Year.....	<u>465,224.26</u>		
Less: Reserve for Abatements.....	<u>23,595.85</u>	441,628.41	
Prior Year Levies - Property.....	11,762.20		
Prior Year Levies - Polls.....	130.00		
Taxes Bought by City Unredeemed.....	<u>35,689.21</u>		
Total Prior Years & Unredeemed.....	<u>47,581.41</u>		
Less: Reserves for Non-Realization.....	<u>26,167.88</u>	<u>21,413.53</u>	463,041.94
<u>Accounts Receivable:</u>			
Water & Sewer Rentals.....	71,171.83		
Departmental Receivables.....	12,509.98		
Cemetery Receivables.....	3,867.90		
Trunk Storm Sewer Assessments.....	<u>3,353.00</u>	90,902.71	
Less: Reserves for Non-Realization.....		<u>19,730.88</u>	71,171.83
<u>Stores Accounts</u>			
Stationery & Supplies Inventory.....	8,116.04		
Postage Meter Inventory.....	<u>166.17</u>	8,282.21	
Less: Reserves for Non-Realization.....		<u>8,282.21</u>	-0-
<u>Tax Deeded Properties:</u>			
		869.93	
Less: Reserves for Non-Realization.....		<u>869.93</u>	-0-
<u>State Head Taxes Receivable:</u>			
Current Year.....	16,947.00		
Prior Year.....	<u>403.54</u>		17,350.54
<u>Due from Other Funds</u>			
Equipment Maint. & Replacement Fund.....	2,794.69		
Special Assessment Fund (Loan).....	<u>4,524.00</u>		7,318.69
			<u>1,039,618.35</u>

TRUST FUND ASSETS

Cash - Concord National Bank.....	5,266.43		
Investments.....	<u>690,649.37</u>		695,915.80

*CAPITAL FUND ASSETS

Debt Requirements - Municipal.....	974,023.36		
Debt Requirements - School.....	<u>2,565,000.00</u>		3,539,023.36

BOND FUND ASSETS

Cash - Concord National Bank.....	36,663.15		
Cash in Other Banks.....	12,162.52		
Investments.....	525,158.28		
Accounts Receivable.....	<u>7,370.04</u>		<u>581,353.99</u>
GRAND TOTAL - ASSETS.....			5,855,911.50

*Does not include Debt Payable from Water, Sewer,
Parking Meter or Special Assessment Funds

AND RELATED FUNDS

31, 1960

GENERAL FUND LIABILITIES

<u>Accounts Payable:</u>		
Unpresented Coupons.....	1,126.25	
Payroll Deductions.....	756.55	
Current Vouchers Payable.....	<u>799.31</u>	2,682.11
<u>Unexpended Appropriations:</u>		
Union School District.....	628,630.61	
Interest - Union School District Bonds.....	33,930.53	
Penacook School District.....	46,867.88	
Reserve for Encumbrances.....	<u>1,963.50</u>	711,382.52
<u>Due to Other Funds:</u>		
Water Fund.....	114,100.18	
Sanitary Sewer Fund.....	46,952.95	
Parking Meter Fund.....	<u>24,202.95</u>	185,256.08
<u>Advance Deposits:</u>		
		2,974.07
<u>Taxes Due to State:</u>		
Head Tax Levy of 1959.....	20,232.20	
Timber Yield Tax-a/c Debt Retirement Fund.....	<u>822.42</u>	<u>21,054.62</u>
Total General Fund Liabilities.....		923,349.40

<u>Current Surplus</u>	<u>116,268.95</u>
	1,039,618.35

TRUST FUND LIABILITIES

Principal.....	669,699.12	
Accumulated Income.....	<u>26,216.68</u>	695,915.80

CAPITAL FUND LIABILITIES

Bonded Debt.....	3,462,000.00	
Notes Payable.....	54,000.00	
Advance by State - Airport Construction.....	<u>23,023.36</u>	3,539,023.36

BOND FUND LIABILITIES

Reserve for Construction or Equipment Authorized.....	117,889.84	
Reserve for School Construction Authorized.....	460,800.00	
Reserve for Encumbrances.....	<u>2,664.15</u>	<u>581,353.99</u>

GRAND TOTAL - LIABILITIES.....		5,855,911.50
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STATEMENT OF CURRENT SURPLUS — GENERAL FUND

For the Year Ended December 31, 1960

Unappropriated Balance, Dec. 31, 1959.....	126,208.60	
Applied to 1960 Budget.....	<u>125,000.00</u>	
Balance Remaining.....	1,208.60	
1960 Budget Surplus:		
Unencumbered Balance of Appropriations.....	78,260.11	
Excess of Actual Over Estimated Revenue.....	<u>33,211.83</u>	<u>111,471.94</u>
Plus: Excess Reserves Liquidated:		
Reserve-Prior Year Taxes & Unredeemed Taxes.....	9,939.20	
Reserve for Encumbrances - Prior Year.....	65.29	
Reserve - Tax Deeded Property.....	<u>191.43</u>	<u>10,195.92</u>
Less: Reserves Increased		
Reserve - Accounts Receivable.....	4,124.03	
Reserve - Stores Accounts.....	<u>2,483.48</u>	<u>6,607.51</u>
Total As of December 31, 1960.....		<u>116,268.95</u>
To be Applied to 1961 Budget.....		<u>116,000.00</u>
Balance Remaining.....		<u>268.95</u>

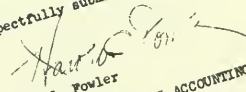
DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION
Concord, New Hampshire

April 27, 1961

Certificate of Audit

This is to certify that we have examined and audited the accounts and records of the City of Concord for the fiscal year ended December 31, 1960. In our opinion, the Exhibits included herewith reflect the true financial condition of the City on December 31, 1960, together with the results of operations for the fiscal year ended on that date.

Respectfully submitted,


Harold G. Fowler
Director
DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION

Joseph W. Boudreau } Auditors
Norval D. Lessels }
O. Maurice Oleson }
Hugh J. Cassidy, Accountant

STATEMENT OF REVENUES -- GENERAL FUND

For the Year Ended December 31, 1960

	Budget Estimate	Revenues Realized	Excess	Deficiency
Local Taxes-Excl. Curr. Yr. Prop. & Polls				
Added Taxes, Prior Yrs.-Prop.....	-0-	1,140.14	1,140.14	
Added Taxes, Prior Yrs.-Polls.....	300.00	711.00	411.00	
Interest, Penalties & Costs	12,000.00	14,407.54	2,407.54	
Auto Permits	140,000.00	163,616.51	23,616.51	
Rent & Profit Tax-Deeded Prop.....	-0-	270.18	270.18	
Timber Severance Tax.....	1,000.00	2,158.10	1,158.10	
	<u>153,300.00</u>	<u>182,303.47</u>	<u>29,003.47</u>	
State Tax Contributions				
Railroad Tax.....	7,000.00	4,688.25		2,311.75
Savings Bank Tax.....	12,000.00	4,253.42		7,746.58
Interest & Dividend Tax.....	90,000.00	87,242.10		2,757.90
Loss of Taxes-State Forests.....	15.00	26.93	11.93	
	<u>109,015.00</u>	<u>96,210.70</u>		<u>12,804.30</u>
Licenses & Permits				
Bicycle Registrations.....	500.00	576.00	76.00	
Taxi Licenses.....	300.00	415.00	115.00	
Health Licenses.....	360.00	518.00	158.00	
Amusement Licenses.....	2,000.00	1,881.50		118.50
Police & Protective Licenses.....	200.00	224.00	24.00	
Prof. & Occupational Licenses.....	50.00	111.00	61.00	
	<u>3,410.00</u>	<u>3,725.50</u>	<u>315.50</u>	
Registration Fees & Permits				
Marriage Licenses.....	900.00	882.00		18.00
Recording Fees-Legal Documents.....	3,000.00	3,057.60	67.60	
Filing Fees.....	100.00	112.00	12.00	
Sundry Fees-City Clerk.....	1,000.00	1,201.70	201.70	
Dog Licenses	4,300.00	4,420.74	120.74	
	<u>9,300.00</u>	<u>9,684.04</u>	<u>384.04</u>	
Departmental Service Charges				
Rent of Buildings..	2,000.00	2,009.50	9.50	
Comfort Station Concession.....	350.00	451.20	101.20	
Golf Fees.....	8,500.00	11,937.00	3,437.00	
Mem. Field Royalties & Concess.....	100.00	79.20		20.80
Misc. Dept. Service Charges.....	2,100.00	1,465.40		634.60
Police Dept. Ambulance Charges.....	1,300.00	1,309.05	9.05	
Airport - Rent.....	9,782.00	10,432.16	650.16	
Airport - Concessions.....	250.00	183.64		66.36
Fines & Forfeits.....	18,000.00	14,523.37		3,476.63
Comm. on Head Tax Collections.....	6,000.00	6,825.25	825.25	
Weights & Measures, Fees.....	450.00	341.33		108.67
	<u>48,832.00</u>	<u>49,557.10</u>	<u>725.10</u>	
Unclassified				
Sub Div. Assess. Prior Yr. Constr..	480.00	960.00	480.00	
Sale of Property.....	100.00	305.00	205.00	
All Other.....	500.00	2,820.02	2,320.02	
Interest Income.....	2,500.00	5,616.42	3,116.42	
Sale of Ordinances.....	-0-	24.00	24.00	
	<u>3,580.00</u>	<u>9,725.44</u>	<u>6,145.44</u>	
TOTAL MISC. REVENUES.....	<u>327,437.00</u>	<u>351,206.25</u>	<u>23,769.25</u>	
Current Yr. Prop. & Polls				
Property Tax.....	3,542,773.30	3,552,413.86	9,640.56	
Poll Taxes.....	20,800.00	20,560.00		240.00
National Bank Stock Tax.....	6,200.00	6,242.02	42.02	
	<u>3,569,773.30</u>	<u>3,579,215.88</u>	<u>9,442.58</u>	
TOTAL REVENUES.....	<u>3,897,210.30</u>	<u>3,930,422.13</u>	<u>33,211.83</u>	

STATEMENT OF TAXES RECEIVABLE--GENERAL FUND

December 31, 1960

	<u>1960 Levy</u>	<u>Prior Years</u>	<u>State Head Taxes</u>
BALANCE JANUARY 1, 1960		413,058.49	17,996.05
Committed to Collector in 1960 (Incl. Supplemental):			
Real & Personal Property.....	3,596,291.89	1,140.14	
National Bank Stock.....	6,242.02		
Timber Yield.....	2,589.72		
Polls.....	23,060.00	711.00	
Heads (For State).....			75,697.50
Total Charges to Collector.....	<u>3,628,183.63*</u>	<u>414,909.63</u>	<u>93,693.55</u>
Accounted for as Follows			
Collections (Net of Refunds).....	3,140,177.19	384,656.06	70,060.46
Authorized Abatements.....	22,782.18	18,361.37	6,282.55
Balance Uncollected Dec. 31, 1960....	465,224.26	11,892.20	17,350.54
Total Credits & Balance.....	<u>3,628,183.63</u>	<u>414,909.63</u>	<u>93,693.55</u>
* Taken as Current Revenue.....	3,581,373.98		
Reserved for Abatements & Adjustments	46,378.03		
Reserved for Forest Conservation Aid	431.62		

	<u>Property</u>	<u>Polls</u>	<u>Head</u>
<u>Age Analysis of Uncollected Taxes</u>			
1953.....		2.00	5.00
1954.....		2.00	5.00
1955.....		2.00	5.00
1956.....	174.53	8.00	35.00
1957.....	2,528.98	12.00	40.00
1958.....	2,423.46	6.00	15.00
1959.....	6,635.23	98.00	298.54
Total Prior Years.....	<u>11,762.20</u>	<u>130.00</u>	<u>403.54</u>
1960.....	460,368.26	4,856.00	16,947.00
Grand Total.....	<u>472,130.46</u>	<u>4,986.00</u>	<u>17,350.54</u>

STATEMENT OF TAX SALE ACCOUNTS--GENERAL FUND

<u>Balance Unredeemed, January 1, 1960</u>			
Levy of 1956.....		4,680.12	
Levy of 1957.....		16,502.32	
Levy of 1958.....		42,339.55	63,521.99
1960 Tax Sale (Levy of 1959)			52,066.00
			<u>115,587.99</u>
Accounted for as Follows			
Collections.....		79,054.70	
Authorized Abatements.....		332.96	
Deeded to City.....		511.12	
Total Credits.....		<u>79,898.78</u>	
Balance Unredeemed Dec. 31, 1960....			35,689.21
			<u>115,587.99</u>

STATEMENT OF ASSESSMENTS -- GENERAL FUND

For the Year Ended December 31, 1960

SUMMARY OF VALUATIONS & TAXES TO BE RAISED

Warrant for	Net Assessable Valuations	Amt. to Be Raised	Rate per \$1000.
	City	Fenacook	Total
Municipal Purposes.....	54,221,375.00	1,579,144.01	29.27
Union School District.....	51,045,035.00	1,349,750.61	32.32
Fenacook School District..	3,531,700.00	146,857.88	40.89
Merrimack County.....	54,637,125.00	191,426.81	3.51
	<u>3,587,189.31</u>	<u>65.10</u>	<u>73.67</u>

DETAIL OF VALUATIONS

Residential & Commercial	City	Fenacook	Total
Land.....	9,669,580	520,130	10,189,710
Buildings.....	32,537,760	2,301,640	34,839,400
Mill Props. (Land, Bldgs. & Misc.).....	4,063,460	460,140	4,523,600
#Other Real Estate.....	2,220,920	101,630	2,322,550
Total Real Estate.....	48,491,720	3,383,540	51,875,260
Personal Property.....	3,948,885	419,850	4,368,735
Total Real & Personal.....	52,440,605	3,803,390	56,244,995
Less: Statutory Exemptions.....	1,407,110	1,628,620	3,035,730
Valuation for Municipal Warrant.....	51,033,495	3,587,880	54,621,375
Add: Prop. Subj. to School Tax Only.....	11,600	3,900	15,500
Valuation for School Warrants.....	51,045,095	3,591,780	54,636,875
Val. for Municipal Warrant as above.....	51,033,495	3,587,880	54,621,375
Add: Prop. Subj. to County Tax Only.....	15,750	15,750	31,500
Valuation for County Warrant.....	51,049,245	3,587,880	54,637,125

SUMMARY OF WARRANTS SUBMITTED TO COLLECTOR

City, School, & County	Original	Supplemental	Total
Real & Personal Property.....	3,587,256.26	9,035.63	3,596,291.89
National Bank Stock.....	6,242.02		6,242.02
Timber Yield.....	2,589.72		2,589.72
Polls.....	22,720.00		22,720.00
Total Current Year Levy.....	3,618,808.00	340.00	3,619,148.00
Prior Years-Property.....	9,375.03	1,140.14	10,515.17
Prior Years-Polls.....	1,140.14	711.00	1,851.14
Total City, School & County..	<u>3,618,808.00</u>	<u>11,226.17</u>	<u>3,630,034.17</u>

State Head Taxes	City	Fenacook	Total
Current Year Levy.....	72,635.00	1,045.00	73,680.00
Prior Years Levies.....	2,017.50	2,017.50	4,035.00
Total State Head Taxes.....	<u>72,635.00</u>	<u>3,062.50</u>	<u>75,697.50</u>

Budget	Original	Supplemental	Total
Operating.....	1,756,512.00	31,600.00	1,788,112.00
Concord Hospital.....	23,700.00		23,700.00
Debt Service.....	137,758.00		137,758.00
Capital Outlay.....	84,595.00		84,595.00
Total.....	<u>2,002,565.00</u>	<u>31,600.00</u>	<u>2,034,165.00</u>

Deductions

Surplus from Prior Years.....	125,000.00
Misc. Revenues (Estimate).....	327,437.00
Poll Tax Warrant.....	22,720.00
National Bank Stock Tax Warrant.....	6,242.02
Net Budget Requirement.....	481,399.02
Add: Res. for Abateements & Adj.	1,552,765.98
To be Raised on Real & Personal Prop.	<u>1,559,144.01</u>

*Analysis of Personal Property:

Horses, Asses & Mules.....	3,360.00
Cows.....	59,490.00
Other Meat Stock.....	5,200.00
Sheep, Goats & Hogs.....	150.00
Fowl.....	4,225.00
Boats & Launches.....	24,730.00
Mobile Homes.....	161,550.00
Portable Mills & Well Drilling Machinery.....	3,930.00
Port Bldg. & Construction Machinery.....	161,180.00
Wood, Lumber, etc.....	10,390.00
Gasoline Pumps & Tanks.....	64,950.00
Sub-Total.....	499,155.00
Stock-in-Trade.....	3,869,580.00
TOTAL PERSONAL PROPERTY.....	<u>4,368,735.00</u>

*Electric Utilities & Gas Distribution System

STATEMENT OF APPROPRIATIONS AND EXPENDITURES -- GENERAL FUND

For the Year Ended December 31, 1960

	Current Yr. Approp.	Other Credits	Transfers	Total Available	Net Expend.	Carried Fwd. to '61	Unencumb. Bal. to Surp.
<u>General Government</u>							
Mayor.....	13,910.00			13,910.00	13,625.88		284.12
City Clerk.....	13,775.00		- 200.00	13,575.00	13,234.24		340.76
City Auditor.....	17,979.00			17,979.00	17,826.83		152.17
City Treasurer.....	10,695.00			10,695.00	10,450.65		244.35
City Collector.....	17,910.00			17,910.00	17,129.65		780.35
Assessing Department.....	33,260.00			33,260.00	33,191.39		68.61
Board of Aldermen.....	4,800.00			4,800.00	4,786.62		13.38
City Solicitor.....	6,625.00			6,625.00	6,474.45		150.55
Elections.....	9,807.00		+ 2.00	9,809.00	9,573.63		235.37
Municipal Court.....	6,100.00			6,100.00	6,100.00		
Planning Department.....	13,955.00			13,955.00	13,767.62	179.10	8.28
Operation of City Hall.....	18,919.00		+ 598.00	19,517.00	19,287.92		229.08
Independent Audit.....	1,000.00			1,000.00	912.94		87.06
Zoning Board of Adjustment.....	7,230.00			7,230.00	283.16		46.84
Reports & Printing.....	2,200.00			2,200.00	7,193.45		36.55
Repairs to City Buildings.....	3,567.00	* 2,300.00		5,867.00	1,582.38		617.62
Personnel & Purchasing	182,062.00	2,300.00	+ 400.00	184,762.00	5,775.44	179.10	91.56
					181,196.25		3,386.65
Protection of Persons & Property							
Police Department.....	240,622.00		- 400.00	240,222.00	237,038.77		3,183.23
Fire Department.....	276,007.00		- 150.00	275,857.00	271,947.64		3,909.36
Probation Officer.....	780.00			780.00	640.20		139.80
Blister Rust Control.....	400.00			400.00	397.35		2.65
Civil Defense.....	3,413.00			3,413.00	2,539.12	150.00	723.88
Engineering Inspection.....	17,351.00			17,351.00	15,166.56		2,184.44
Sealer of Weights & Measures....	2,190.00			2,190.00	2,171.89		18.11
	540,763.00		- 550.00	540,213.00	529,901.55	150.00	10,161.47
<u>Health</u>							
Health Department.....	5,045.00		+ 13.00	5,058.00	5,045.59		12.41
Sanitary Inspection.....	6,180.00		- 25.00	6,155.00	6,104.52		50.48
Concord District Nursing.....	7,500.00			7,500.00	4,500.00		3,000.00
Penacook District Nursing.....	200.00			200.00	200.00		
Concord Hospital	23,700.00			23,700.00	23,700.00		
	42,625.00		- 12.00	42,613.00	39,550.11		3,062.89
<u>Sanitation & Waste Removal</u>							
Comfort Station.....	7,307.00		+ 312.00	7,619.00	7,606.02		12.98
Refuse Collection & Disposal....	100,000.00		-4,500.00	95,500.00	93,353.51		2,146.49
Table Garbage Removal	12,000.00			12,000.00	12,000.00		
Street Cleaning	51,626.00		-2,600.00	49,026.00	46,835.29		2,190.71
	170,933.00		-6,788.00	164,145.00	159,794.82		4,350.18

Public Service Enterprises									
Cemetery Administration.....	12,051.00								11,464.75
Cemetery Maintenance.....	20,447.00								5,030.20
Airport.....	15,094.00	+1,650.00							489.12
	<u>47,592.00</u>	+1,650.00							<u>6,105.57</u>
Highways & Sidewalks									
Highway Maintenance.....	195,887.00	-8,000.00							187,742.54
Snow Removal & Sanding.....	150,372.00	-1,000.00							148,966.76
Sidewalk Maintenance.....	12,500.00	+ 500.00							13,307.99
Storm Sewer Maintenance.....	6,700.00								1,615.01
Street Lighting.....	65,000.00								2,934.25
Engineering & P. W. Admin.....	53,770.00		* 141.30						2,587.12
	<u>484,229.00</u>	-8,500.00	<u>141.30</u>						<u>7,994.07</u>
Libraries									
Public Library & Branches.....	73,131.00		(@ 30,000.00)						3,718.99
			(* 450.35)						
Charities									
Administration-Concord.....	9,845.00								9,632.88
Administration-Penacook.....	1,760.00								1,723.85
General Relief.....	11,800.00								6,877.31
Boarding Home Care-Adults.....	3,700.00	- 553.00							1,806.32
Boarding Home Care-Children.....	8,000.00								2,710.88
Hospital & Medical Care.....	10,000.00	- 184.00							4,652.44
Old Age Assistance.....	48,000.00	+ 737.00							4,565.91
Aid to Dependent Soldiers.....	7,900.00								636.36
Aid to Perm & Totally Disabled.....	5,800.00								
Family Service Bureau.....	350.00								
	<u>107,155.00</u>	-0-							<u>19,543.33</u>
Recreation									
Recreation Administration.....	13,161.00	- 90.00							196.78
Recreation Activities.....	28,669.00	- 350.00	@ 1,353.00						771.36
Golf Course Operation.....	10,334.00								244.46
Areas & Facilities Maint.....	48,173.00	- 260.00							1,316.71
	<u>100,337.00</u>	700.00	<u>1,353.00</u>						<u>2,529.31</u>
Unclassified									
Patriotic Celebrations.....	880.00								880.00
Employees Retirement Contrib.....	39,850.00								38,866.40
New England Council.....	60.00								60.00
Interest-Temp. Loans.....	20,000.00								10,144.02
Care of Clock-Penacook.....	120.00								120.00
Christmas Decorations.....	1,000.00								1,000.00
Special Assessments.....	925.00								432.80
N. H. Municipal Assoc.....	150.00								135.00
	<u>62,985.00</u>	-1,100.00							<u>51,638.22</u>
Debt Service									
Payment of Long Term Debt.....	112,100.00		@ 21,480.00						719.96
Interest on Long Term Debt.....	25,658.00								.25
	<u>137,758.00</u>		<u>21,480.00</u>						<u>720.21</u>

STATEMENT OF APPROPRIATIONS AND EXPENDITURES -- Continued

	Current Yr. Approp.	Other Credits	Transfers	Total Available	Net Expend.	Carried Fwd. to '61	Unencumb. Bal. to Surp.
<u>Capital Outlay</u>							
Town Road Aid.....	5,000.00		+ 2,500.00	7,500.00	7,434.35		65.65
Sidewalk Construction.....	2,500.00	@ 1,105.84	+ 600.00	4,205.84	4,157.82		48.02
Storm Sewer Construction.....	4,000.00	(* 2,335.00)					
		@ 294.75		6,629.75	5,225.35		1,404.40
		@ 2,821.68		7,821.68	7,610.91		210.77
		@ 731.26		731.26	731.26		
Highway Construction-Misc.....	5,000.00			5,000.00	3,783.53	934.38	282.09
Cemetery Construction.....	5,000.00			11,000.00	7,700.00		3,300.00
City Hall & Auditorium Renov.....			+11,000.00				14.20
Widen North State Street.....	3,500.00			3,500.00	3,485.80		
Land Acquisition-R.R. Square Area			+ 800.00	800.00	800.00		
Land Acquisition-For Gulf St....	3,000.00		- 225.00	2,775.00	2,766.57		8.43
Heights Playground Development...	2,000.00			2,000.00	1,997.82		2.18
No.Spring St.-Playgrd. Devel....				3,000.00	2,031.18		968.82
Hall St.-Playground Development.		@ 3,000.00					
Memorial Field Parking Area.....	2,500.00		- 2,500.00	44,625.00	44,595.71		29.29
Pools Filt. & Bath Houses Repl..	41,000.00		+ 3,625.00	1,000.00	996.60		3.40
Golf Course-Fairways Improvement	1,000.00			300.00	299.30		.70
Misc.Construction-Rec. & Parks...	6,720.00		- 200.00	6,720.00	6,720.00		
Equipment - Finance Dept.....	500.00			500.00	432.70		67.30
Equipment - Police Dept.....	500.00			450.00	403.20		46.80
Equipment - Records Dept.....	450.00			1,925.00	1,886.10		38.90
Equipment - Rec. & Parks Dept....	1,925.00			1,925.00	1,886.10		38.90
Equipment - Civil Defense	84,595.00	* 379.77		379.77	364.77	934.38	15.00
		<u>10,668.30</u>	<u>415,600.00</u>	<u>110,863.30</u>	<u>103,422.97</u>	<u>934.38</u>	<u>6,505.95</u>
TOTAL MUNICIPAL	2,034,165.00	107,392.95		2,141,557.95	2,061,269.05	1,963.50	78,325.40
<u>Payments to Other Government Units</u>							
County Tax.....	191,426.81			191,426.81	191,426.81		
Union School Dist.-General.....	1,428,630.61			2,058,586.02	1,429,955.41	628,630.61	
" " -Bds. & Notes..				194,000.00	194,000.00		
" " -Interest.....							
Penacook School District.....	27,120.00	24,046.92		107,885.53	73,965.00	33,920.53	
	146,867.88	56,718.61		186,572.65	139,704.77	46,867.88	
	1,988,045.30	750,425.71		2,738,471.01	2,029,051.99	709,419.02	
GRAND TOTAL.....	<u>4,022,210.30</u>	<u>857,818.66</u>		<u>4,880,028.96</u>	<u>4,000,321.04</u>	<u>711,382.52</u>	<u>78,325.40</u>
(a) Expendable Income	158,505.14			Carried Forward to 1951			1,963.50
(b) Brought Fwd. from 1959	699,313.52			* Reserved for Encumbrances			709,419.02
	857,818.66			# Balance of School Appropriations			711,382.52

STATEMENT OF CHANGES IN BALANCES--TRUST FUNDS

For the Year Ended December 31, 1960

	<u>Principal Account</u>	<u>City Cemetery</u>	<u>City Library</u>	<u>School Distr. Reserve Fund</u>	<u>Other City & School</u>	<u>Non-City</u>	<u>Total</u>
Balance Jan. 1, 1960.....		506,594.04	128,434.24	59,000.00	2,961.73	20,866.45	711,856.46
New Trusts Received.....		10,232.60					10,232.60
One Third Sale of Cemetery Lots.....		1,405.22					1,406.22
Transfer of Prior Year Lot Sales.....		271.16-					271.16-
Loss on Sale of Securities.....		525.00-					525.00-
Transfer to Union School District.....				59,000.00-			59,000.00-
Balance of Principal December 31, 1960.....		<u>517,436.70</u>	<u>128,434.24</u>	<u>-0-</u>	<u>2,961.73</u>	<u>20,866.45</u>	<u>609,699.12</u>
	<u>Income Account</u>						
Balance January 1, 1960.....		19,008.32	5,560.93	5,022.73	841.15	892.06	31,325.19
Interest and Dividends Received.....		25,320.12	7,129.55	719.42	144.78	824.15	34,130.02
Two Thirds Sale of Cemetery Lots.....		2,812.44					2,812.44
Income from Trusts - Prin. Held by Others.....			20,755.98				20,755.98
Total Income Available.....		<u>47,140.88</u>	<u>33,446.46</u>	<u>5,742.15</u>	<u>985.93</u>	<u>1,716.21</u>	<u>89,031.63</u>
Transfers to General Fund.....		27,402.53	25,761.49	5,742.15	38.30		53,164.02
Transfers to School Districts.....							5,780.45
Transfers to Principal Account.....		2,422.94	295.17				2,708.11
Direct Grants & Exp. Paid to Outside Parties		135.00	312.25				1,162.37
Total Disbursements.....		<u>29,960.47</u>	<u>26,358.91</u>	<u>5,742.15</u>	<u>38.30</u>	<u>715.12</u>	<u>62,814.95</u>
Balance of Accumulated Income on Hand December 31, 1960		<u>17,180.41</u>	<u>7,087.55</u>	<u>-0-</u>	<u>947.63</u>	<u>1,001.09</u>	<u>26,216.68</u>
Combined Balances of Principal and Income... December 31, 1960		<u>534,617.11</u>	<u>135,521.79</u>	<u>-0-</u>	<u>3,909.36</u>	<u>21,867.54</u>	<u>695,915.80</u>

STATEMENT OF LONG TERM DEBT

December 31, 1960

	Date of Issue	Date of Maturity	Int. Rate	Paid in 1960		Balance Dec. 31, 1960
				Principal	Interest	
Municipal						
Equipment & Improvements.....	1953	1965	2.00	60,000.00	6,800.00	280,000.00
Airport Hangar (Notes).....	1956	1966	2.60	4,000.00	728.00	24,000.00
Improvements & Land.....	1957	1968	2.90	31,500.00	7,764.75	252,000.00
Improvements & Land.....	1958	1968	1.90	10,000.00	1,615.00	80,000.00
Public Improvements.....	1959	1969	3.50	25,000.00	8,750.00	225,000.00
+Airport Runways (Contract).....	1959	None	None	2,360.04	-0-	23,023.36
Storm Sewer Construction.....	1960	1969	2.90	-0-	-0-	90,000.00
				<u>132,860.04</u>	<u>25,657.75</u>	<u>974,023.36</u>
School:						
High School.....	1925	1965	4.25	14,000.00	3,570.00	70,000.00
Additions & Renovations.....	1954	1964	1.20	30,000.00	1,620.00	105,000.00
Jr. High & Other.....	1955	1975	2.10	80,000.00	26,880.00	1,200,000.00
Dame School Addition (Notes).....	1957	1960	3.00	15,000.00	450.00	-0-
Dewey School Renov. & Addition.....	1958	1968	2.30	10,000.00	2,070.00	80,000.00
High School Addition & Renov.....	1959	1984	3.50	45,000.00	39,375.00	1,080,000.00
Renovations (Notes).....	1960	1965	3.40	-0-	-0-	30,000.00
				<u>194,000.00</u>	<u>73,965.00</u>	<u>2,565,000.00</u>
Self Liquidating:						
Water Construction & Land.....	1949	1969	1.75	10,000.00	1,662.50	90,000.00
Parking Areas.....	1953	1963	1.50	20,000.00	1,050.00	60,000.00
*Sanitary Sewer Construction.....	1955	1965	2.10	10,000.00	1,260.00	50,000.00
#Water Construction.....	1955	1966	2.10	8,000.00	1,176.00	48,000.00
#Parking Area.....	1957	1968	2.90	14,500.00	3,574.25	116,000.00
*Sanitary Sewer Construction.....	1958	1968	1.90	20,000.00	3,230.00	160,000.00
Water Construction.....	1959	1969	3.50	10,000.00	3,500.00	90,000.00
#Parking Areas.....	1970	1970	3.30	-0-	4,290.00	130,000.00
Parking Areas (Notes).....	1979	1979	2.75	2,000.00	1,100.00	38,000.00
Sanitary Sewer Construction.....	1960	1966	2.90	-0-	-0-	30,000.00
#Sanitary Sewer Construction(Notes).....	1960	1970	3.50	-0-	-0-	8,430.00
Water Construction (Notes).....	1960	1970	3.50	-0-	-0-	10,800.00
				<u>94,500.00</u>	<u>20,842.75</u>	<u>831,230.00</u>
TOTAL				<u>421,360.04</u>	<u>120,465.50</u>	<u>4,370,253.36</u>

* Approximately 6% Payable from Special Assessments
 # Approximately 50% Payable from Special Assessments
 + Long Term Agreement to repay amount advanced by State. Annual Payments (approx. \$2500.) based on amount of gasoline used and sold at airport.

Due In

	Municipal	School	Water	San. Sewers	Parking Areas	Total
1961.....	143,000.00	185,000.00	29,030.00	35,843.00	49,500.00	442,423.00
1962.....	143,000.00	185,000.00	29,080.00	35,843.00	49,500.00	442,423.00
1963.....	143,000.00	185,000.00	29,080.00	35,843.00	49,500.00	442,423.00
1964.....	133,000.00	170,000.00	29,080.00	35,843.00	29,500.00	397,423.00
1965.....	133,000.00	155,000.00	29,080.00	35,843.00	29,500.00	382,423.00
1966.....	85,000.00	135,000.00	29,080.00	25,843.00	29,500.00	302,423.00
1967.....	79,000.00	135,000.00	21,080.00	20,843.00	29,500.00	285,423.00
1968.....	79,000.00	135,000.00	21,080.00	20,843.00	29,500.00	285,423.00
1969.....	37,500.00	125,000.00	21,080.00	843.00	15,000.00	179,423.00
1970.....	523.00	125,000.00	1,080.00	843.00	15,000.00	142,446.00
After 1970.....	-0-	1,030,000.00	-0-	-0-	18,000.00	1,048,000.00
	<u>974,023.00</u>	<u>2,565,000.00</u>	<u>238,800.00</u>	<u>248,430.00</u>	<u>344,000.00</u>	<u>4,370,253.00</u>

SCHEDULE OF INVESTMENTS-ALL FUNDS

December 31, 1960

	General Fund	Trust Funds	San. Sewer* Fund	Water* Fund	Spec. Assess. Fund	School Bond Fund	Total
Savings Banks:							
Concord Savings Bank.....		46,986.87	12,279.02	5,699.70			64,965.59
Merrimack County Savings Bank.....		41,876.97	6,520.21	4,338.35			52,735.53
New Hampshire Savings Bank.....		42,603.85	6,635.87	5,851.05			55,090.77
Concord Federal Sav. & Loan Assoc..		9,000.00					9,000.00
Mechanicks National Bank (Time Deposits)				40,000.00	80,000.00		120,000.00
U. S. Government Securities							
U.S. Treasury Bonds & Notes.....		94,738.31				347,000.00	441,738.31
U.S. Treasury Bills.....	378,458.36					98,637.48	477,095.84
Public Utilities Bonds.....		145,185.90					145,185.90
Stocks:							
Investment Trusts.....		102,764.56					102,764.56
Public Utilities.....		193,401.61					193,401.61
Banks & Insurance.....		14,091.30					14,091.30
	<u>378,458.36</u>	<u>690,649.37</u>	<u>25,435.10</u>	<u>55,889.10</u>	<u>80,000.00</u>	<u>445,637.48</u>	<u>1,676,069.41</u>

*Includes Related Bond Funds

BALANCE SHEET - SPECIAL ASSESSMENT FUND

December 31, 1960

	Water Section	San. Sewer Section	Parking Area Section	General Section	Total
ASSETS:					
Cash-Mechanicks National Bank.....		1,478.98	3,516.70	546.82	15,597.59
Investments.....		20,000.00	60,000.00		80,000.00
Projects Authorized - Not Completed.....		4,300.00	275,000.00		279,300.00
Deferred Assessments Receivable.....	32,716.36	40,986.97		3,936.95	77,640.28
Delinquent Assessments Receivable.....	5,286.47	556.23		153.33	5,996.03
Water Fund Share of Improvement Cost.....	33,861.16				33,861.16
San. Sewer Fund Share of Improvement Cost.	<u>81,919.08</u>	<u>56,367.93</u>	<u>338,516.70</u>	<u>4,637.10</u>	<u>56,367.93</u>
		<u>123,690.11</u>			<u>48,762.99</u>
LIABILITIES:					
Reserve for Authorized Improvements.....		4,293.00	59,909.29		64,202.29
Reserve for Encumbrance.....		900.00			900.00
Reserve for Payment of Interest.....		716.57		113.10	5,443.13
Loan - Payable to Water Fund.....	1,006.05		3,607.41		22,113.03
Loan - Payable to San. Sewer Fund.....	22,113.03				51,987.16
Loan - Payable to General Fund.....		51,987.16			4,524.00
Advanced by Parking Meter Fund.....			29,000.00		29,000.00
Due to San. Sewer Fund (Share of Trunk Sewer Cost.....)		3,363.38			3,363.38
Long Term Debt.....	58,800.00	62,430.00	246,000.00		367,230.00
	<u>81,919.08</u>	<u>123,690.11</u>	<u>338,516.70</u>	<u>4,637.10</u>	<u>548,762.99</u>

STATEMENT OF RECEIPTS and EXPENDITURES-SPECIAL ASSESSMENT FUND

For the Year Ended December 31, 1960

	Water Section	San. Sewer Section	Parking Area Section	General Section	Total
Balance January 1, 1960	7,184.97	60,145.41	131,710.03		199,040.41
Receipts:					
Deferred Assessments.....	501.51	94.12			595.63
Current Assessments.....	5,129.53	1,527.05		546.82	7,203.40
Delinquent Assessments.....	911.02	417.85			1,328.87
Interest on Investments.....			2,898.64		2,898.64
Other Interest & Fees.....	29.85	1.93			31.78
Related Fund Share of Principal.....	4,487.05	5,414.49	14,500.00		24,401.54
Related Fund Share of Interest.....	694.97	682.22	7,864.25		9,241.44
Borrowed for New Projects	10,800.00	8,430.00			19,230.00
	<u>22,553.93</u>	<u>16,557.66</u>	<u>25,262.89</u>	<u>546.82</u>	<u>64,931.30</u>
Payments:					
Construction	10,507.81	45,221.59	71,091.97		126,821.37
Debt Maturities	8,000.00	9,000.00	14,500.00		31,500.00
Interest on Debt	1,176.00	1,012.50	7,864.25		10,052.75
	<u>19,683.81</u>	<u>55,234.09</u>	<u>93,456.22</u>	-0-	<u>168,374.12</u>
Balance December 31, 1960	<u>10,055.09</u>	<u>21,478.98</u>	<u>63,516.70</u>	<u>546.82</u>	<u>95,597.59</u>

SCHEDULE OF PROJECTS AUTHORIZED AND AMOUNTS EXPENDED

	Balance from 1959	Authorized 1960	Total Available	Expenditures	Carried to 1961	Balance Lapsed
PROJECT AUTHORIZED:						
#14 Parking Area-Durgin St.....	131,001.26		131,001.26	71,091.97	59,909.29	
#21 San. Sewer-Fisher.Rd. & Doug.Ave..	29,030.47		29,030.47	25,722.93		3,307.54
#22 San. Sewer-Haig St.....	2,387.56		2,387.56	2,353.35		34.21
#24 San. Sewer-South St.....	15,139.75		15,139.75	14,237.30	900.00	2.45
#25 San. Sewer-Fisherville Rd.....		4,300.00	4,300.00	7.00	4,293.00	
#28 San. Sewer - Redington St.....		4,130.00	4,130.00	2,901.01		1,228.99
#26 Water Ext.-Penacook St.....		3,950.00	3,950.00	3,950.00		
#27 Water Ext. - Redington St.....		1,540.00	1,540.00	1,494.43		45.57
#29 Water Ext.-Mountain Rd.....		5,310.00	5,310.00	5,063.38		246.62
	<u>177,529.04</u>	<u>19,230.00</u>	<u>196,759.04</u>	<u>126,821.37</u>	<u>65,102.29</u>	<u>4,865.38</u>

BOND FUND, GENERAL -- DISPOSITION OF PROCEEDS

For the Year Ended December 31, 1960

	Issue of <u>1957</u>	Issue of <u>1958</u>	Issue of <u>1959</u>	Issue of <u>1960</u>
Unexpended Balance, Jan. 1, 1960.....	42.87	20,251.89	192,491.40	120,000.00
Proceeds of New Issue.....			<u>192,491.40</u>	<u>120,000.00</u>
Income (Federal & State Grants).....	182.68	4,362.24	165,502.20	42,550.41
Total Available.....	<u>225.55</u>	<u>20,889.65</u>	<u>26,989.20</u>	<u>77,449.59</u>
Expenditures (See Detail Below).....	<u>225.55</u>	4,928.50	<u>26,989.20</u>	735.65
Unexpended Balance Dec. 31, 1960.....	<u><u>225.55</u></u>	<u><u>13,961.15</u></u>		<u><u>76,113.94</u></u>
Encumbrances Outstanding.....				
Unencumbered Balance Dec. 31, 1960.....				

DETAIL OF EXPENDITURES

	Issue of <u>1957</u>	Issue of <u>1958</u>	Issue of <u>1959</u>	Issue of <u>1960</u>
Loudon Road Construction.....		113.72	164,149.58	
Main St. (Penacook) Bridge Reconstruction.....		935.78		
North State St. - Shoulders.....		227.11		
River Hill Bridge - Major Repairs.....			1,352.62	
Storm Sewer Construction - R. R. Square Area.....				26,495.00
Sanitary Sewer Construction - R. R. Square Area.....				16,055.41
South End Sanitary Sewer Construction.....		3,085.63		
Total Expenditures.....	<u>- 0 -</u>	<u><u>4,362.24</u></u>	<u><u>165,502.20</u></u>	<u><u>42,550.41</u></u>

EQUIPMENT MAINTENANCE & REPLACEMENT FUND

STATEMENT OF OPERATIONS

For the Year Ended December 31, 1960

Equipment Earnings.....			194,058.89
<u>Operating Expenditures:</u>			
Direct Labor.....	31,998.72		
Indirect Labor.....	15,410.12		
Leaves & Longevity.....	5,221.52		
Building Repa'r.....	1,676.29		
Gasoline, Oil, and Anti-Freeze.....	18,446.48		
Parts.....	36,198.60		
Tires.....	6,251.69		
Batteries.....	949.61		
Miscellaneous Hardware.....	5,690.26		
Grease and Lubricants.....	1,126.43		
Supplies.....	1,306.54		
Hand Tools.....	609.04		
Fuel & Utilities.....	5,951.69		
Insurance.....	6,013.29		
Retirement Contributions.....	3,405.17		
Shop Equipment.....	<u>969.76</u>		
		141,225.21	
<u>Depreciation</u>		<u>50,212.36</u>	
Net Gain for Period.....			<u>191,437.57</u> <u>2,621.32</u>

STATEMENT OF CASH SURPLUS

Net Operating Profit for 1960, as above..	2,621.32
Accumulated Surplus, January 1, 1960.....	2,459.02
Accumulated Surplus, December 31, 1960.	<u>5,080.34</u>

DETAIL OF EQUIPMENT PURCHASES

3 Tractors.....	15,770.80
1 Bulldozer.....	8,730.00
3 Dump Trucks - 5 Ton.....	19,968.00
2 Dump Trucks - 1 Ton.....	5,648.05
1 Sand Spreader.....	2,400.00
1 Pick-up Truck - 1/2 Ton.....	1,658.23
1 Bulldozer for Tractor.....	695.54
1 Rotary Plow.....	5,600.00
Plows.....	9,146.75
Mowers.....	995.00
Hot Roller.....	395.00
	<u>71,007.37</u>

BALANCE SHEET

December 31, 1960

<u>Assets:</u>		
Equipment.....	517,349.96	
Materials & Supplies Inventory.....	<u>50,839.85</u>	<u>568,189.81</u>
<u>Liabilities & Funds:</u>		
Due from General Fund.....	2,794.69	
Municipal Investment.....	546,774.20	
Capital Reserve Fund.....	13,540.58	
Surplus, December 31, 1960.....	<u>5,080.34</u>	<u>568,189.81</u>

BALANCE SHEET -- WATER FUND

December 31, 1960

ASSETS

Fixed Assets:

Water and Flowage Rights.....	167,663.11	
Land.....	212,525.37	
Structures.....	430,241.17	
Pumping & Purification Equipment.....	88,468.00	
Distribution Mains, Services, Hydrants & Meters.....	1,875,863.43	
Other Equip. & Garage Equip.....	79,743.34	
Unfinished Construction.....	<u>2,014.53</u>	
	<u>2,856,518.95</u>	
Less: Reserve for Depreciation.....	<u>1,012,605.52</u>	1,843,913.43

Bond Fund Assets:

Cash - Concord National Bank.....		49,886.93
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Current Assets:

Due from General Fund.....	114,100.18	
Investments.....	15,889.10	
Loaned to Spec. Assessment Fund.....	22,113.03	
Materials & Supplies Inventory.....	66,364.54	
Contracts Receivable.....	<u>23.96</u>	<u>218,490.81</u>

Total Assets.....		<u><u>2,112,291.17</u></u>
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LIABILITIES AND FUNDS

Current Liabilities:

Reserved for Encumbrance.....		132.90
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Long Term Liabilities:

Bonded Debt.....	180,000.00	
Share in Special Assessments.....	<u>33,861.16</u>	213,861.16

fund Balance and Surplus:

Municipal Investment.....	963,194.74	
Contributions in Aid of Construction...	201,163.73	
Surplus - Balance Jan. 1, 1960.....	704,126.03	
Net Profit for the Year 1960.....	<u>29,812.61</u>	<u>733,938.64</u>
	<u>1,898,297.11</u>	<u>1,898,297.11</u>

Total Liabilities, Surplus & Funds		<u><u>2,112,291.17</u></u>
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BOND FUND, WATER -- DISPOSITION OF PROCEEDS

For the Year Ended December 31, 1960

	Issue of 1949	Issue of 1959
Balance Jan. 1, 1960.....	2,635.43	55,337.37
Expenditures (See Detail Below).....		8,085.87
Unexpended Balance Dec. 31, 1960.....	<u>2,635.43</u>	<u>47,251.50</u>
Encumbrances Outstanding.....		132.90
Unencumbered Balance Dec. 31, 1960.....	<u>2,635.43</u>	<u>47,118.60</u>

Detail of Expenditures

East Concord River Crossing		514.42
P. H. Control - Sanders Station.....		<u>7,571.45</u>
		8,085.87

STATEMENT OF OPERATIONS -- WATER FUND

For the Year Ended December 31, 1960

<u>OPERATING REVENUES</u>		
Commercial Sales - Flat Rate.....		3,173.08
Commercial Sales - Metered.....		196,471.84
Industrial Sales - Metered.....		36,447.18
Miscellaneous Water Revenues.....		299.18
		236,391.28

<u>OPERATING EXPENSES</u>		
<u>Water Supply:</u>		
Source of Supply Labor.....	1,326.83	
Pumping Station Labor.....	20,192.04	
Purification Labor.....	2,182.34	
Miscellaneous Labor.....	2,021.80	
Gravity System Supplies & Expenses.....	93.48	
Pumping Station Supplies & Expenses.....	2,409.57	
Purification System Supplies & Expenses....	5,741.94	
Fuel for Power.....	188.33	
Power Purchased.....	13,883.95	
Repairs to Pumping Station & Equipment....	3,440.87	
Repairs to Purification Station & Equip....	322.01	
		51,803.16

<u>Distribution:</u>		
Distribution Wages.....	31,651.49	
Meter Department Labor.....	5,674.70	
Meter Dept. Supplies & Expenses.....	37.68	
Other Distribution Supplies & Expenses....	1,159.20	
Repairs to Distribution Structures.....	352.88	
Repairs to Mains.....	5,260.81	
Cleaning Mains.....	1,392.70	
Repairs to Service.....	4,515.04	
Repairs to Hydrants.....	1,001.79	
Repairs to Meters.....	3,534.09	
		54,580.38

<u>Administration:</u>		
Commercial Office Salaries.....	2,446.32	
Meter Reading Salaries.....	6,892.08	
Commercial Supplies & Expenses.....	695.17	
Salaries of General Officers.....	7,355.00	
Salaries of General Office Clerks.....	4,120.00	
General Office Expenses.....	298.90	
Repairs to Gen. Office Structures & Equip..	304.90	
Other General Expense.....	461.30	
Insurance.....	5,222.75	
Longevity & Annual & Sick Leave.....	12,044.84	
Retirement Fund Payments.....	7,122.08	
Stores Dept. & Shop Expenses.....	1,375.45	
Garages Expense.....	3,431.11	
		51,769.90

<u>Fixed Charges:</u>		
Depreciation.....	45,632.23	
Taxes.....	36.63	
		45,668.86
Total Operating Expenses.....		203,822.30
Operating Income.....		32,568.98

<u>Non-Operating Income:</u>		
Sale of Depreciated Assets.....	74.65	
Income from Invested Funds.....	1,973.42	
Other Interest Income.....	1.56	
Miscellaneous.....	1,051.47	
		3,101.10
		35,670.08

<u>Non-Operating Expense:</u>		
Interest Expense.....		5,857.47

Net Profit for the Year.....	29,812.61
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BALANCE SHEET -- PARKING METER FUND

December 31, 1960

<u>Assets:</u>		
Due from General Fund.....	24,202.95	
Debt Requirements.....	<u>98,000.00</u>	<u>122,202.95</u>
 <u>Liabilities:</u>		
Bonded Debt.....	98,000.00	
Unappropriated Current Surplus.....	<u>24,202.95</u>	<u>122,202.95</u>

STATEMENT OF REVENUES AND EXPENDITURES -- PARKING METER FUND

For the Year Ended December 31, 1960

<u>Cash Balance</u> - January 1, 1960.....		40,405.87	
 <u>Revenues:</u>			
Meter Collections - On Street.....	49,635.31		
Meter Collections - Off Street.....	11,703.66		
Parking Penalties.....	<u>307.00</u>	<u>61,645.97</u>	102,051.84
 <u>Operating Expenditures:</u>			
On - Street			
Meter Repairs & Maintenance.....	4,022.44		
Enforcement.....	10,820.33		
Collecting & Accounting.....	1,383.12		
Marking Pavements.....	1,547.18		
Insurance.....	181.12		
Retirement Contributions.....	<u>763.84</u>	18,718.03	
 Off-Street			
Meter Repairs.....	1,122.93		
Enforcement.....	3,769.36		
Collecting & Accounting.....	446.64		
Maintenance of Parking Areas.....	2,359.87		
Lighting.....	1,607.76		
Insurance & Misc.....	87.92		
Retirement Contributions.....	<u>234.51</u>	9,628.99	
 <u>Debt Service - Off Street Areas:</u>			
Payment of Bonds.....	22,000.00		
Interest on Bonds.....	<u>2,150.00</u>	24,150.00	
 <u>Share of Special Assessment Projects:</u>			
Principal.....	14,500.00		
Interest.....	<u>7,864.25</u>	22,364.25	
 <u>Capital Outlay:</u>			
Equipment - Off Street.....		<u>2,987.62</u>	
 Total Expenditures.....			<u>77,848.89</u>
 Cash Balance, December 31, 1960.....			<u>24,202.95</u>

BALANCE SHEET--SANITARY SEWER FUND

December 31, 1960

ASSETS

Fixed Assets:

Land & Right of Way.....	38,274.97	
Sewer Mains.....	1,415,799.42	
Manholes.....	112,389.21	
Customer Connections.....	202,914.70	
Sundry Equipment.....	9,107.45	
	<u>1,778,485.75</u>	
Less: Reserve for Depreciation..	<u>735,110.26</u>	1,043,375.49

Deferred Engineering Charges 9,122.40

Bond Fund Assets:

Cash - Concord National Bank..... 13,944.59

Current Assets:

Due From General Fund.....	46,952.95	
Investments.....	25,435.10	
Loan to Special Assessment Fund..	51,987.16	
Due from Spec. Assess. Fund - Trunk Sewer Cost.....	<u>3,363.38</u>	<u>127,738.59</u>
		<u>1,194,181.07</u>

LIABILITIES AND FUNDS

Long Term Liabilities:

Bonded Debt.....	186,000.00	
Share in Special Assessments.....	<u>56,367.93</u>	242,367.93

Fund Balance & Surplus:

Municipal Investments.....	481,337.71	
Contributions in Aid of Const....	264,135.91	
Reserve for Encumbrances.....	294.26	
Surplus-Balance, Jan. 1, 1960....	169,178.79	
Net Profit for the year, 1960	<u>36,866.47</u>	<u>951,813.14</u>
	<u>206,045.26</u>	<u>1,194,181.07</u>

STATEMENT OF OPERATIONS--SANITARY SEWER FUND

For the Year Ended December 31, 1960

OPERATING REVENUES

Sewer Rents:

General.....	60,889.63	
Industrial.....	<u>20,017.80</u>	80,907.43

OPERATING EXPENSES

General Operations, Admin. etc.

Main & Manhole Oper. Labor & Exp.	10,928.63	
House Conn. Oper. Labor & Exp....	3,909.45	
Maintenance of Sewer Mains.....	648.11	
Maintenance of Manholes.....	1,285.38	
Misc. General Expense.....	130.77	
Meter Reading & Billing.....	2,427.82	
Employees Retirement Fund.....	<u>972.56</u>	20,302.72

Depreciation: 20,752.12 41,054.84

Operating Income..... 39,852.59

Add Non-Operating Income:

Interest on Investments..... 1,173.60

41,026.19

Deduct Non-Operating Expenses:

Interest Expense..... 4,159.72

36,866.47

New Hampshire Annual Report Contest

This is to certify that

The City of Concord

has been awarded Second Prize
in Class V for the year 1960 in recognition of
the excellence of its 1959 Annual Report

Judges:

[Signature]
.....
[Signature]
.....
[Signature]
.....



PUBLIC ADMINISTRATION SERVICE,
DEPARTMENT OF GOVERNMENT:

[Signature]
.....
COLLEGE OF LIBERAL ARTS,
UNIVERSITY OF NEW HAMPSHIRE:

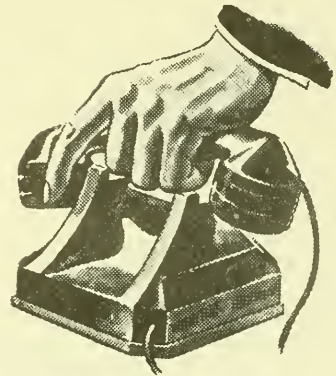
[Signature]
....., Dean

EMERGENCY NUMBERS

DIRECTORY OF CITY SERVICES

Service	Department	Phone
Administration, General	Mayor	CA-5-3591
Airport (Maintenance)	Engineering	CA-4-1955
Ambulance	Police	CA-5-3232
Assessments	Assessors	CA-4-0241
Auditorium, Rental	City Clerk	CA-4-0591
Auto Permits	Collector	CA-4-4261
Bicycle Licenses	Police	CA-4-3232
Beano Licenses	Police	CA-5-3232
Birth Certificates	City Clerk	CA-4-0591
Bookmobile	Library	CA-5-2743
Building Permits	Engineering	CA-4-1955
Gemeteries	Cemetery	CA-5-3911
City Council	City Clerk	CA-4-0591
Civil Defense	Civil Defense	CA-4-4342
Dance Licenses	Police	CA-5-3232
Death Certificates	City Clerk	CA-5-0591
Dog Licenses	City Clerk	CA-4-0591
Elections	City Clerk	CA-4-0591
Engineering - City	Engineering	CA-4-1955
FIRE - CONCORD	FIRE	CA-5-3355
FIRE - PENACOOK	FIRE	P.L.-3-6622
Garbage Collection	Garbage Contractor	CA-5-6771
Golf Course	Recreation & Parks	CA-4-0951
Health, Public	Health	CA-4-0521
Laboratory	Health	CA-4-0521
Legal Matters	City Solicitor	CA-5-3041
Library	Library	CA-5-2743
Maps, City	Engineering	CA-5-1955
Marriage Certificates	Records	CA-4-0591
Milk Licenses & Inspection	Health	CA-4-0521
Mortgages & Conditional Sales	City Clerk	CA-4-0591
Oil Burner Inspection	Fire	CA-5-3355
Old Age Assistance	Welfare	CA-4-1091
Ordinances & Resolutions	City Clerk	CA-4-0591
Parks & Recreation	Recreation & Parks	CA-4-0951
Payments by City	Finance	CA-5-2775
Personnel - City	Personnel	CA-5-3591
Planning	Planning	CA-4-1955
Playgrounds	Recreation & Parks	CA-4-0951
Plumbing Permits	Engineering	CA-4-1955
POLICE	POLICE	CA-5-3232
Purchasing	Purchasing	CA-5-3591
Recreation & Parks	Recreation & Parks	CA-4-0951
Refuse Collection	Public Works	CA-4-1955
Relief	Welfare	CA-4-1091
Sanitation, Public	Health	CA-4-0521
Sewers	Public Works	CA-4-1955
Snow Plowing & Sanding	Public Works	CA-4-1955
Soldier's Relief	Welfare	CA-4-1091
Street Lights - Reported Out	Concord Electric Co.	CA-5-3641
Street Maintenance	Public Works	CA-4-1955
Taxes - Payment of	Collector	CA-4-4261
Trees, City	Engineering	CA-4-1955
Water - Service	Water	CA-5-5574
Water Bills - Payment of	Collector	CA-4-4261
Weights & Measures	Weights & Measures	CA-5-2864
Zoning Permits & Changes	Engineering	CA-5-1955
Welfare	Welfare	CA-4-1091

For prompt attention to COMPLAINTS dial the SERVICE INVOLVED. If you are uncertain about where to call, dial the MAYOR'S OFFICE 5-3591



Be sure to give your NAME AND ADDRESS as well as the NATURE OF THE EMERGENCY clearly. DO NOT HANG UP until you are sure that your MESSAGE HAS BEEN UNDERSTOOD.

Edited by LAWRENCE J. MOYNIHAN

Printed in CITY HALL SHOP



As District Representative of the American Public Works Association for the State of New Hampshire, it is my privilege to confer on Mr. William H. Murphy, Sewer Superintendent of the City of Concord, New Hampshire, the honorary title of Mr. Public Works of Concord, New Hampshire, for the year 1960, in commemoration of Public Works Week.

This tribute to "Bill" is in recognition of his lifetime of faithful and devoted service to the citizens in making Concord a better city and a happier place to live.

"Bill" is known and respected by generations of Concord people. He has provided service in time of need and through his thirty-seven years of service has become an outstanding public relations representative to the entire community. To many "Bill" is the physical embodiment of local government. He has set an example for the young employees to follow and live up to for years to come.

Howard E. Raymond
District Representative

