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ANNUAL REPORT • 1965



CONCORD, N. H. 1765 • BICENTENNIAL • 1965

Home of the Concord Coach--It Opened the West!

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ANNUAL REPORT • 1965



CONCORD, N. H. 1765 • BICENTENNIAL • 1965

Home of the Concord Coach--It Opened the West!

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CITY OF CONCORD
NEW HAMPSHIRE

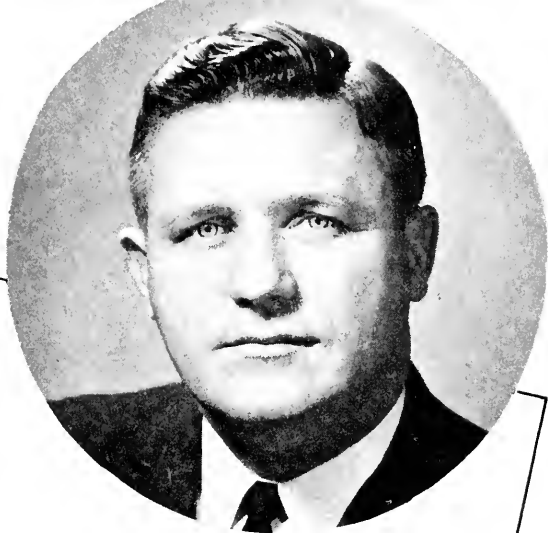
ANNUAL REPORT

for the
Year Ending December 31, 1965

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The illustration on the front cover was designed by the Bovie Screen Process Printing Company of Concord, and was used on a poster publicizing the Bicentennial celebration.



To the Citizens of Concord:

Concord's 1965 report contains a section on the successful Bicentennial celebration. As Mayor I would like to thank those who gave so much of their time in making the celebration an event that will long be remembered.

We are living in a most crucial period of this nation's history. We are saddened to witness ever mounting casualties in Viet Nam. It is our hope that peace can soon be achieved so our young people can turn their energies to the internal problems confronting our city and nation.

We in city government are faced with problems similar to those of private enterprise. I point out the inflationary era in which we are now living. Recent legislation on both the State and Federal level has imposed many new requirements on our various city departments.

I would like to say that we are indeed fortunate to have such dedicated employees serving Concord and its needs. It has been a particular pleasure working with my secretary, Miss Lena Leavitt. Her quiet mannerly charm, together with her great ability and efficiency has contributed mightily in helping this administration achieve rapport with all city departments. This has created a tremendously well functioning unit of government.

As we turn aside from the discouragements, frustrations and vexations of the past; from the discordant noises of the world; from our own confused thoughts and vanity; and ponder for a moment, we still can and will find much for which we should be thankful. Therefore, may each of us as his conscience dictates, give thanks to Almighty God for the many blessings which are and have been ours to enjoy.

J. Herbert Quinn
J. Herbert Quinn, Mayor



During their regular June meeting, the Board of Aldermen participated in a Flag Day observance at the State House Plaza by invitation of the Concord Lodge of Elks.

Charles C. Davie, Mayor

ALDERMEN-AT-LARGE

Robert D. Branch	Winfield J. Phillips
William P. Gove	William A. Stevens
Edna C. McKenna	David E. Tardif

WARD ALDERMEN

Ward 1 John E. Walters	Ward 5 Roland E. Fletcher
Ward 2 Karl G. Neuman	Ward 6 Joseph C. Musumeci
Ward 3 George A. Stohrer, Jr.	Ward 7 C. Edwin Howard
Ward 4 Malcolm McLane	Ward 8 William H. Perry
Ward 9 Thomas B. Jennings	

The Board of Aldermen consists of 15 elected members, six Aldermen-at-Large and nine Ward Aldermen. Aldermen-at-Large are elected for terms of four years, with three of the six elected every two years. The Mayor and Ward Aldermen are elected for terms of two years each.

The Mayor presides at Board meetings, and the City Clerk acts as Clerk of the Board. The City Solicitor is available for legal advice on city problems before the Board and is usually present at its meetings. Regular meetings of the Board of Aldermen are held on the second Monday of each month in the Council Chamber, at City Hall. Special meetings may be held on call of the Mayor or at least five members of the Board.

- * Held 12 regular meetings (totaling over 41 hours), eight special meetings, one recessed meeting and 10 hearings.
- * Passed 32 ordinances and 58 resolutions.

ASSESSORS

Edward L. Bartlett
Richard L. Towle
Graham E. Fogg

CEMETERY SUPERINTENDENT

Edward L. Howland

CHIEF OF POLICE

Walter H. Carlson

CITY CLERK

Mrs. Marjorie B. Foote

CITY ENGINEER & SUPT.
OF PUBLIC WORKS

Ronald H. Ford

CITY LIBRARIAN

Mrs. Lois R. Markey

CITY SOLICITOR

Daniel E. Donovan, Jr.

CIVIL DEFENSE DIRECTOR

Richard D. Brodeur

DIRECTOR OF WELFARE

Gertrude E. Watkins

ENGINEERING INSPECTOR

Herman E. Burt

FINANCE DIRECTOR

Verne F. Santas, Jr.

FIRE CHIEF

Earl G. Giles

HEALTH OFFICER

William W. Frost, Jr., M.D.

DISTRICT COURT

Donald Matson, Justice
Francis E. Perkins,
Assoc. Justice
Marie MacPhail, Clerk

OVERSEER OF THE POOR

Edward H. York

PERSONNEL & PURCHASING
DIRECTOR

Thomas S. Pingree

PLANNING DIRECTOR

Gustaf H. Lehtinen

POUND KEEPER

Charles C. Hoagland

PROBATION OFFICER

James M. Ceriello

RECREATION DIRECTOR

Robert H. Ayer

SANITARY INSPECTOR

George A. Hill

SEALER OF WEIGHTS &
MEASURES

Harold G. Fletcher

TAX COLLECTOR

George West

TREASURER

Violet P. Constant

WATER SUPERINTENDENT

G. Arthur Faneuf

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Front Row: Herman Burt, Madeline Heath, George West, Thomas Pingree, Lena Leavitt, John Ambrose, Theresa Hooper, Robert Ayer.

Second Row: Violet Constant, Berenice Ormsbee, Mayor Charles C. Davie, Rita Hodgman, Beverly Roy, Marjorie Foote.

Third Row: Verne Santas, Evelyn Lajoie, Mary Killelea, June Hamel, Helen O'Dowd, Jessie Taylor, Margaret Keenan, Rita Gerrard, Virginia Philbrick, Charlotte Robinson, Virginia Drivas, William Conway.

Back Row: Evan Eisenhaur, Raymond Damour, John Durr, LaForest Whitehouse, Daniel Sullivan, Edward Bartlett.

Members of the City Hall staff participated enthusiastically in Bicentennial activities. Here we see City Hall chaperes of the Brothers of the Brush and Bicentennial Belles, known as the Rumford Rum Runners and Plantation Belles, following a celebration dinner at the historic Franklin Pierce House on South Main Street.



Special City Boards, composed of citizens and city officials who serve by appointment, donated many hours during the year to consideration of the city's current problems, its future plans and policies.

PERSONNEL ADVISORY BOARD

Robert J. Jewell
James D. Bell
Richard W. Eddy

BOARD OF PLUMBING EXAMINERS

Herman E. Burt
George E. Young
Earl A. Banks

TRUSTEES, TRUST FUNDS

Violet P. Constant
Richard G. Williamson
Robert M. Beyer

BOARD OF HEALTH

William W. Frost, Jr., M.D.
W. D. Penhale, M.D.
T. J. Halligan, M.D.

CITY PLANNING BOARD

Douglas N. Everett
Lt. Gen. Edward H. Brooks
Warren H. Greene
Pasquale V. Rufo
Dudley W. Orr
John Swenson
Ex Officio:
Mayor Charles C. Davie
Ronald H. Ford
City Engineer
Robert D. Branch
Alderman-at-Large

ZONING BOARD OF ADJUSTMENT

Richard N. Peale
Raymond K. Perkins
Bernard McAlpine
Roy V. Lang
Frank J. Preston

BOARD OF APPEAL

Arnold Perretton
Everett Munson
Carroll Garland
Robert A. Foster
William Johns

BOARD OF LIBRARY TRUSTEES

Chester G. Larson
Mrs. Mary Farnum
Mrs. Mildred T. Melvin
J. Bernard Halligan
George E. McNeff, Sr.
Atlee F. Zellers
Mrs. Nyleen Morrison
Mrs. Walter S. Newton
W. Duer Thompson

BOARD OF REVISION OF ASSESSMENTS

Verne F. Santas, Jr.,
Chairman
Ronald H. Ford
Daniel E. Donovan, Jr.
James A. Taylor
Archie N. Gourley

LICENSING BOARD

Mayor Charles C. Davie
Walter Carlson
Earl G. Giles

BOARD OF HOUSING STANDARDS

Ronald H. Ford
William W. Frost, Jr., M.D.
Earl G. Giles



The \$1.4 million J. F. Kennedy Memorial Apartments, Concord's first high-rise apartment building, provides office facilities for the Concord Housing Authority and urban renewal agency, Concord social service agencies, an auditorium and 84 housing units for low-income elderly persons.

* Celebrated Concord's 200th anniversary with a year-long series of Bicentennial events.

PROGRESS REPORT

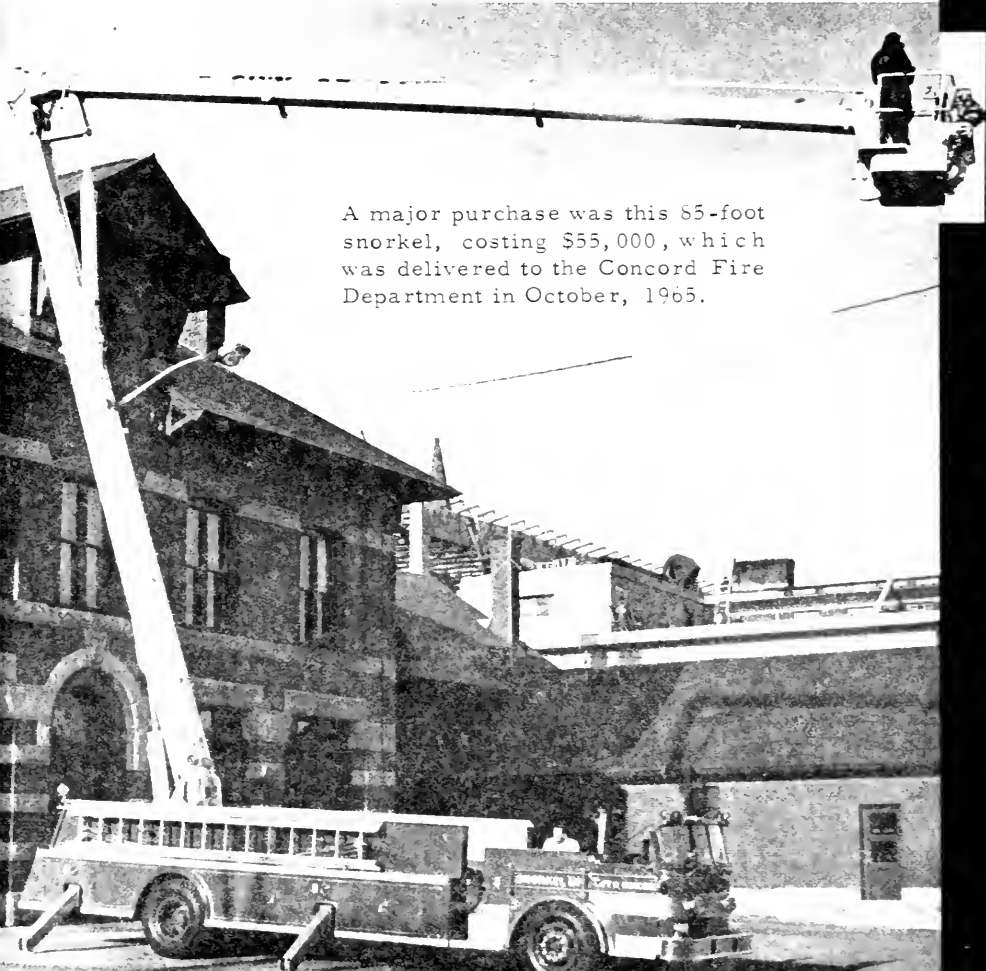
- * Started construction on three major City building projects --- Water Department office building on Penacook Street, Heights Fire Station on Loudon Road and an addition to the Concord Public Library Main Building---at a total cost of \$436, 910.
- * Completed and published a Community Facilities Plan, containing information and recommendations for development of community facilities in Concord. This is the third report of the long-range Comprehensive General Plan being prepared by the Planning Board.
- * Received a study grant for expansion of the proposed area of Capitol Plaza North, urban renewal project, to include the Bridge Street area.
- * Increased the basis of assessment on taxable property from 47% to 100%.
- * Created the Building and Inspection Department, to handle inspection and enforcement duties previously a function of the Engineering Department.
- * Conducted, through the State Department of Personnel, the first competitive examination for the position of Fire Chief ever given by a city or town in this state.
- * Saw a boom in public and private construction projects --- among them, completion of the J. F. Kennedy Apartments (above), the N. H. Technical Institute, the Douglas N. Everett Ice Skating Arena, the Concord Coach Motor Inn, and King's department store and shopping center; also start on construction of a \$3.5 million Federal building, a new State liquor store and warehouse, renovation of and addition to YMCA facilities, a new service building by Concord Electric Company, and other projects.

On March 16, 1965, this department marked its first anniversary as an independent city department. With continued good cooperation of all other municipal departments, it is expected that its services will become increasingly valuable to our city.

The Director must be constantly alert regarding new products and techniques being developed. In this connection, he travelled to California in August to attend the convention of the American Public Works Association, primarily to view and obtain information on the vast amount of new equipment on display.

He attends all meetings of the Personnel Advisory Board in an advisory capacity.

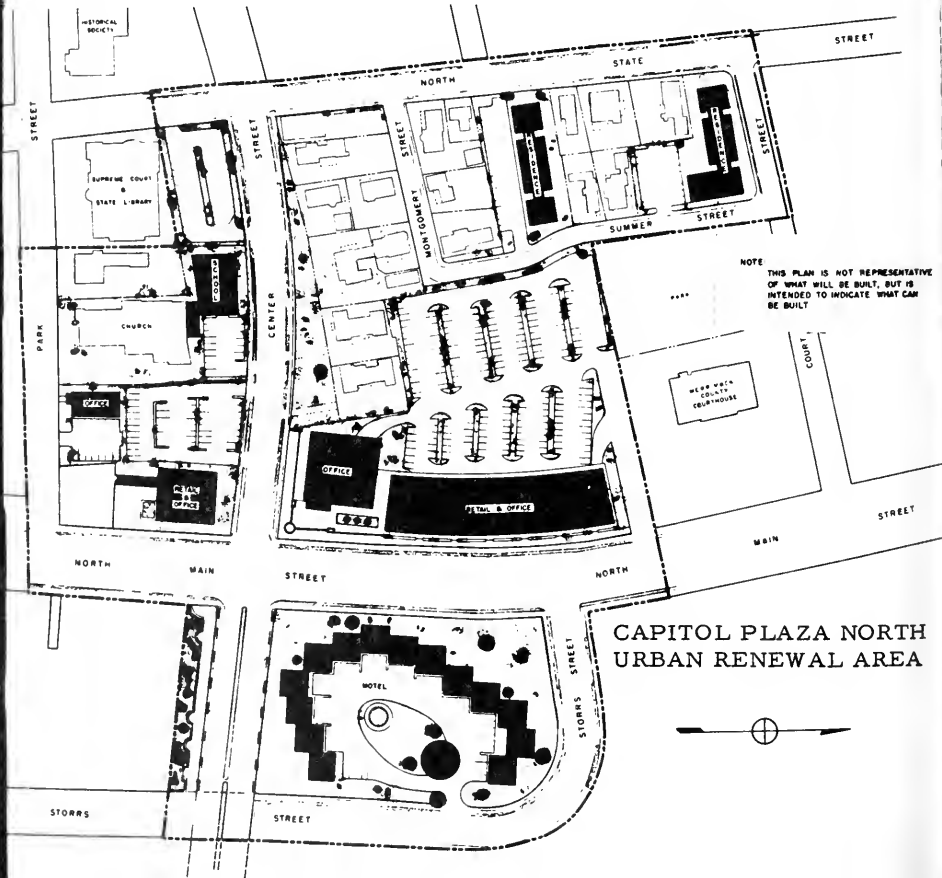
- * Handled some 3,000 purchase orders for goods and services.
- * Purchased over \$230,000 worth of vehicles and equipment through competitive bidding.
- * Participated in the selection of three key city officials.
- * Arranged for competitive examination, through the State Department of Personnel, for the position of Fire Chief---the first time an examination for this position was ever given in this state.



A major purchase was this 55-foot snorkel, costing \$55,000, which was delivered to the Concord Fire Department in October, 1965.

The Planning Director makes a careful study of each proposed new development and reports his findings to the Planning Board. The Board then presents its recommendations to the Board of Aldermen. In this way, they work together to help build a better Concord.

- * Prepared the annual application for recertification of Concord's Workable Program for Community Improvement for submission to the Department of Housing & Urban Development. This was approved by the Board of Aldermen on October 11, 1965, and the Workable Program was recertified by Robert C. Weaver, Secretary of Housing & Urban Development, for one year ending December 1, 1966.
- * Sought appropriation and filed application for the preparation of an Economic Base Study of Concord and its environs with the Housing & Home Finance Agency, under the Federal 701 local planning assistance program.
- * Completed work, with the assistance of planning consultants, on the Community Facilities Plan, which was adopted and certified to the Board of Aldermen on October 4, 1965.
- * Joined with other communities in seeking amendatory State legislation to improve the minimum housing code enabling law, and recommended updating of the City Building Code.



CAPITOL PLAZA NORTH
URBAN RENEWAL AREA

- * Started work on a comprehensive revision of the Concord Zoning Ordinance, last revised in its entirety in 1941, with Federal 701 assistance.
- * Contracted with planning consultants under the Federal 701 program for the preparation of a complete new set of planning base maps covering the city as a whole and urbanized sections; these to be used to prepare new zoning maps.
- * Cooperated in the survey and planning phase of Capitol Plaza North urban renewal project.
- * Recommended relocation of Bridge Street from North Main Street to Interstate 93 as a Federal Urban Aid highway project, and prepared a preliminary plan for redesign of the intersection of Hall, Manchester and Water Streets to improve traffic conditions at this location.
- * Recommended support for State legislation to set up a joint state-city planning agency to guide the orderly development of the central government area of Concord---the Planning Director was nominated to represent the City on this board.
- * Recommended favorable action on an ordinance authorizing the Concord Housing Authority to seek reservation of 150 units of low-cost public housing from the Public Housing Administration.
- * Prepared a Civil Defense Shelter Plan for Concord with assistance of consultants.
- * Mapped lines of future streets and relocation of streets involved in proposed extensions of Northwest and East Concord By-passes, and Storrs Street.
- * Recommended construction of a new Water Department office building and reallocation of office space in City Hall.
- * Recommended to the Board of Aldermen that the State of New Hampshire should be made fully aware of the trend toward abandonment of great dams by utilities, as in the case of the Sewall's Falls power development, and of its potential effect on the State's recreational resources.
- * Advised the City acquire land for diverting water from a portion of the Ash Brook watershed into Penacook Lake.
- * Recommended three amendments to the Zoning Map and opposed one.
- * Approved three new subdivision projects.
- * Recommended new or additional traffic controls at four locations, on-street parking limitations at several locations within the city proper, and off-street parking be established on Prince Street and Odd Fellows Avenue.
- * Recommended acceptance of 775 feet of street (Poplar Avenue, 225 feet, and Island Road in Penacook, 500 feet); discontinuance of Whittridge Avenue, a portion of Curtisville Road, and an unnamed passway in the North End.
- * Recommended numerous land transactions and improvements, among them: conveyance of City land on Loudon Road for the proposed skating arena, and 19 acres off South Main Street for development by Concord Industrial Park; purchase of property in Penacook for use as a Public Works yard; exchange of land on Loudon Road with the State; demolition of city-owned Gifford's Store and landscaping of the area.

The City Clerk is custodian of the city's vital records. She must be able to furnish them on request for research study or current information, many times in the form of certified copies, to public officials, the press and interested private citizens.

* Recorded vital statistics for the year 1965, compared to the year 1964, as follows:

	<u>1965</u>	<u>1964</u>
Births	963	1,102
Marriages	398	412
Deaths	725	685

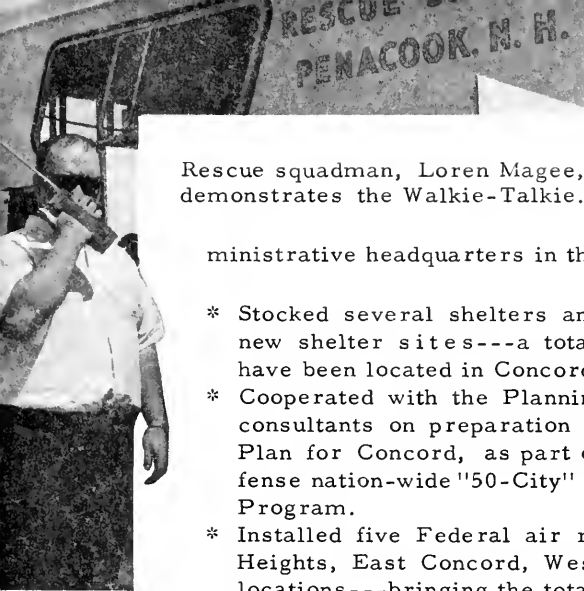
- * Filed 2,388 uniform commercial code statements and recorded 178 discharges of same.
- * Received and turned over to the City Treasurer \$15,688.80 in receipts.
- * Issued 2,290 dog licenses.
- * Issued 395 marriage licenses.
- * Issued 1,617 copies of certified records.
- * Issued other licenses and permits for such things as operation of taxicabs, pinball machines, junk yards, bowling alleys, theaters, billiard tables and pawn shops, and the setting of utility poles.

As Clerk of the Board, the City Clerk participates in all meetings of the Board of Aldermen. She prepares the agenda and furnishes copies of the items listed to the Mayor, members of the Board, the City Solicitor, press and radio representatives for each meeting. Copies of the minutes are prepared for distribution following the meetings.

The City Clerk is responsible for conducting ELECTIONS in Concord for all public offices, and keeping the records thereof. A total of 30 candidates filed for 13 municipal offices contested at the Municipal Election, held on November 2, 1965: four for the office of Mayor; seven for three seats on the Board as Alderman-at-Large; three each from Wards 1, 4 and 7; two each from Wards 2, 5, 6 and 8; and one each from Wards 3 and 9. A total of 8,425 votes were cast at this election.

Two recounts were conducted by the Board of Aldermen at the recessed meeting on November 9. As a result of the recounts, J. Herbert Quinn was declared elected to the office of Mayor for a term of two years, and Malcolm McLane was returned as Alderman from Ward 4.

At the request of the Board of Aldermen, the Planning Department investigated the need for better protecting the original City of Concord records stored in various vaults in the City Hall. It was recommended that these records be preserved and secured in a fireproof vault in the City Clerk's office under the direct supervision of the City Clerk; also that a committee expert in the techniques of record keeping be appointed by the Mayor to assist the City Clerk in reviewing the status of all city records.



Rescue squadman, Loren Magee, demonstrates the Walkie-Talkie.

Concord has a well organized civil defense program, operating from administrative headquarters in the basement of City Hall.

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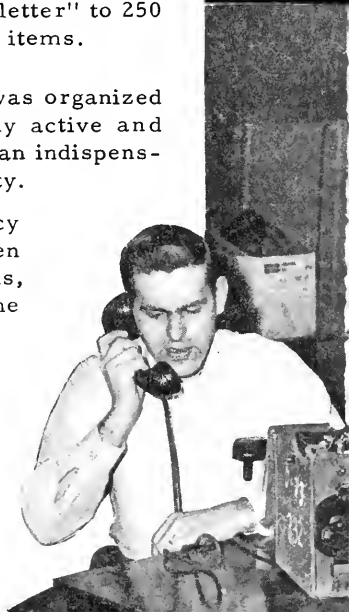
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- * Stocked several shelters and surveyed buildings for new shelter sites---a total of 66 sheltered areas have been located in Concord.
- * Cooperated with the Planning Director and outside consultants on preparation of a Community Shelter Plan for Concord, as part of the Office of Civil Defense nation-wide "50-City" Community Shelter Plan Program.
- * Installed five Federal air raid sirens at North End, Heights, East Concord, West Concord and Penacook locations---bringing the total to six in the city.
- * Set up two-way radio equipment at headquarters.
- * Selected the basement of Central Fire Station as an Emergency Operations Center---adequately protected against fallout radiation, it will be outfitted for use.
- * Conducted a shelter manager's course, which included an overnight stay in the City Hall basement as part of the training experience.
- * Stressed medical self-help in the training program---set up a display on this subject at the Merrimack County Savings Bank.
- * Held several "checkerboard" test alerts.
- * Obtained thousands of dollars in matching Federal funds for the purchase of new rescue equipment.
- * Noted a decided increase in clerical load, with project applications for matching funds, equipment and shelter supply inventories and records added to routine duties.
- * Carried on public relations activities, including movies and slide programs, monthly release of the "Newsletter" to 250 individuals and firms, and newspaper and radio items.

The Penacook Civil Defense Rescue Squad was organized in 1955. Since then, it has become an extremely active and vital part of our preparedness program, as well as an indispensable source of emergency service to the community.

- * Travelled 700 miles in response to 70 emergency calls and training sessions---including 15 oxygen calls, 20 fires, nine accidents, 11 hospital runs, two emergency first aid calls, four dogs in the river and several flooded cellars.
- * Conducted training sessions at regular intervals.

Ronald Rose receives an emergency telephone communication at CD headquarters.



Firemen Herbert Smith, Malcolm Palmer, Henry Miner and Edward Keane lay a hose line to a burning garage at 44-46 Jackson Street on the afternoon of July 16.



The Concord Fire Department operates with a staff of 66 permanent men, working on a scheduled 56-hour week, assisted by 55 call firemen. Firemen on duty are ready to respond instantly when called to combat a fire or other related emergency in the city, or when called upon for assistance by an adjacent community.

Fire Chief Duncan Murdoch, Deputy Chief Chester S. Blake, and 2nd Deputy Chief Melvin G. Davis retired from duty during 1965. These three men's total accumulation of employment represents more than 109 years of service to the City. Deputy Chief Earl G. Giles, of the Nashua Fire Department, was appointed Concord Fire Chief on November 1, as a result of open competitive examinations. The two deputies' positions were filled by promotion from within the department.

- * Installed new FM two-way radio system operating on a high band frequency at all stations and in all vehicles.
- * Constructed and out-fitted a photo lab for use as a training aid in fire prevention and investigation work.
- * Constructed a new chief's office at the Central Fire Station, and converted the old office into a dispatch office.

- * Established a new fire alarm dispatch center at Central Fire Station, handling all telephone, fire alarm and radio communications for all stations.
- * Had electrical systems at Penacook and West Concord Stations rewired.
- * Started construction of a training site on Loudon Road near the Merrimack River---pole type drill tower and storage building were erected.
- * Received and put into service an 85-foot snorkel fire truck, expected to prove invaluable in rescue and heavy stream operations involving large buildings.
- * Purchased a new high expansion foam system, which is being carried on Engine 2.
- * Purchased 500 feet of 2 1/2-inch and 50 feet of 3-inch hose.
- * Performed, with the assistance of the Public Works Department, maintenance of all apparatus and equipment, except repairs to the hydraulic system of Ladder 2 (aided by factory representative) and body repairs on Tank 1.
- * Installed approximately two miles of new fire alarm cable and eight new fire alarm boxes on Airport Road from Loudon Road to Manchester Street.
- * Responded to 65 box alarms, 511 still alarms and 27 false alarms.
- * Responded to a total of 715 emergency calls, and 60 non-emergencies.
- * Furnished mutual aid on 12 occasions to other towns and cities.
- * Made 100 fire safety inspections.
- * Held fire losses for the year at \$98,690.69, down approximately \$4,000.00 from the previous year---following is a summary of fire losses during 1965:

	Est. Value of Property Involved in Fire	Fire Damage	Insurance Carried	Insurance Paid
Buildings	\$853,500.00	\$84,075.63	\$851,900.00	\$84,075.63
Contents	36,000.00	14,615.06	36,000.00	14,615.06
Total	\$889,500.00	\$98,690.69	\$887,900.00	\$98,690.69

- * No deaths occurred as a result of fire in Concord during 1965.

Construction of the Concord Heights Fire Station was started in the fall of 1965, and is expected to be completed in April, 1966. This station will house a pumper with crew and a 1939 aerial ladder truck being placed in reserve.



The year 1965 was a very busy one for the men of the Concord Police Department in their constant effort to provide the best of police protection for Concord residents and their property.

- * Conducted the annual city census---the final count showing an increase of 239 adults and children.
- * Held riot and crowd control training at the State Armory.
- * Booked 328 serious crimes (including aggravated assault, breaking and entering, larceny, auto theft, forgery, embezzlement and fraud)---43 more than last year.
- * Received reports of 674 missing persons; located 522 persons.
- * Brought 35 juvenile cases before the Juvenile Court; a decrease of 85 cases from last year---may be partially explained by the fact that the State law was changed, lowering the age of juveniles from 18 to 17.
- * Cleared 96% of all cases handled in 1965.
- * Received and turned over to the City Treasurer \$3,180.25 in fees for licenses and permits, and ambulance charges.
- * Made 1,429 ambulance calls.
- * Recovered \$53,085.77 (61%) in stolen property out of a total of \$76,349.00 worth reported stolen in 1965--- the theft of \$20,000.00 in valuable coins not recovered accounts for most of the unrecovered loss.

A tremendous increase in traffic volume and the need for improved street patterns at certain intersections made traffic control an ever more important and time consuming function of the department.

- * Recorded 728 motor vehicle accidents, resulting in 225 personal injuries and one fatality; compared with 693 accidents, 217 injuries and five fatalities in 1964.
- * Arrested a total of 13,210 persons in connection with motor vehicle violations; an increase of 1,741 over last year--- 12,029 of these violations involved illegal parking.
- * Made 77 arrests for operating a motor vehicle while under the influence of liquor.
- * Collected some \$3,000.00 more than last year in parking meter fees.
- * Repaired 1,816 parking meters at a cost of \$60.55; a decrease in volume and cost of 1,145 repairs and \$263.38 from 1964---this due primarily to the



E. George Moses (right), Deputy Director of State Civil Defense, presents a check to Police Chief Walter Carlson and Concord CD Director Richard Brodeur, for the Federal government's matching share in the cost of the new \$11,500 Police - Civil Defense rescue truck.

Patrolman Thomas Roy, with ancient helmet and billy club, helps Janice Ouellette alight from the Concord coach during exercises formally opening the Bicentennial celebration in front of the State House.



the large number of new Duncan-Miller meters purchased late in 1964.

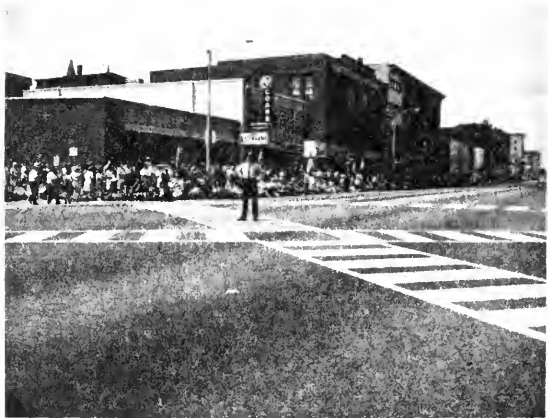
- * Installed poles and span wire for a red and amber flasher to be installed at the intersection of Canterbury and Pembroke Roads in 1966.
- * Placed 4,000 linear feet of "Perma-line" plastic street marking on Main and Storrs Streets to outline crosswalks and traffic lanes.
- * Painted or stenciled over 2,400 individual traffic control items (parking spaces, crosswalks, stop bars, driveways, etc.) and signs on city streets.
- * Furnished supervision and materials for painting of 127,690 linear feet of centerline on city streets by a State Highway crew.

In addition to the regular force, the Police Department has two fully uniformed Reserve units; the Concord unit with 33 men and the Penacook unit of 19 men. They are trained in the same subjects as the regular members of the department and can be counted on to render valuable service in any emergency. The department also employs six women and two men who have been thoroughly trained in traffic control and assigned as school crossing guards. The presence of these dedicated men and women at dangerous crossing points near schools has prevented any child from being injured while they have been on duty.

Tribute was paid to Deputy Chief Joseph G. Andrews, retiring after 40 years of service, at a testimonial dinner held in November. Captain Daniel C. Abbott was promoted to Deputy Chief.

An important activity of the Police Department is the Boy's Club offering opportunity for wholesome recreation and guidance to all boys of the community. A club house is maintained on Highland Street and summer camping facilities, known as Camp Andrews (named after Deputy Chief Andrews), are located in Danbury, N. H.

- * Served 338 boys during the year at the Boy's Club---70% of them under 14 years of age.
- * Conducted four sessions at Camp Andrews---144 boys attended.
- * Purchased a new bus with funds contributed by local citizens and organizations.



In addition to the usual problems, of crime, delinquency and traffic, the Police Department was called upon to furnish protection and traffic control

for many events associated with the Bicentennial year. The Memorial Day parade, one of the highlights of the celebration, called for the policing and control of traffic vital to the safety of over 50,000 spectators and participants. Thirty-six regular officers, 45 special officers and 20 officers from the City of Manchester shared in this work.

Chief Carlson and Officer Roy participated in opening exercises held in front of the State House in March. Other events requiring police participation were the 4th of July parade and drum and bugle corps competition, and the Bicentennial pageant at Memorial Field and the Odd Fellows parade in August.

The Sanitary Inspector keeps a close check on conditions of sanitation in all food producing and handling establishments. He checks all complaints of sanitary law violations referred to him by other city departments and the public. A laboratory is maintained for testing samples obtained in the field.

He is often aided in his work by the U. S. Public Health Service. In cooperation with this agency, a sanitation rating of dairy farms in the Concord area was made, resulting in a 71% rating (compared with 62% in 1961). An effort is being made to bring the rating to 90% by January 1, 1966. They also assisted in conducting a survey and evaluation of the Concord food sanitation control program, to determine the effectiveness of the current program and whether any improvements are needed to adequately protect the consuming public. An evaluation was made of the city's food service program, resulting in adoption of the U. S. Public Health inspection sheet and record sheet as a part of the department's record system.

The Inspector attended an epidemiology course on the investigation of food-borne outbreaks sponsored by the U. S. Public Health Service and the State Department of Health, January 27-28, at N. H. Hospital; the annual meeting of the International Association of Milk, Food & Environmental Sanitarians, in Hartford, Connecticut, September 13-16; and a five-day in-service training course in milk technology (under a training grant from the U. S. Department of Health, Education and Welfare), November 15-19, at the University of Massachusetts.

- * Tested 804 dairy samples for butterfat content, watering, sediment, presence of penicillin and other antibiotics, presence of mastitis in dairy cows, and for proper pasteurization of pasteurized products.
- * Made 499 health inspections during the year:

Dairies	80	Milk plants	12
Stores	156	Eating establishments	91
Bakeries	11	Wholesale meat houses	4
Trailer parks	18	Schools and nurseries	40
Foster homes	23	Complaints	64
- * Condemmed, confiscated and destroyed as unfit for human consumption \$11,500 worth of food and beverages following a fire at Alosa's Foodland (\$900 worth approved for salvage); also 100 pounds of dog food, eight cases of baby food, and other items.
- * Continued the pigeon extermination program---destroyed some 200 pigeons.
- * Purchased a black light contamination detection kit for better determining the presence of rodents---also, a polaroid camera as an aid in proving and controlling sanitary law violations.
- * Picked up and destroyed about 100 plastic ice balls for people unwilling or unable to safely dispose of them---these balls, made in Hong Kong, were found to be contaminated with bacteria by laboratories in other parts of the country.

The nursing staff is shown here in their new quarters at the Kennedy Apartments at the Kennedy Apartments on South Main Street. The nurses made a total of 8,612 professional visits in Concord and Penacook during 1965.



The VISITING NURSE ASSOCIATION of CONCORD provides nursing service, on a part-time basis, in private homes. Its objectives are: care and rehabilitation of the sick and disabled in their homes, under medical supervision; to teach families to secure and maintain environmental conditions that will prevent and control disease; and to disperse knowledge of available resources for guidance of individuals with social and emotional difficulties.

The staff is composed of registered nurses who are specialists in the field of public health. They work in close cooperation with Con-

* * * * *

The Health Department is headed by the Health Officer, who gives of his time as public health matters require attention. Immunization clinics are held at the City Auditorium once a month during nine months of the year. A public comfort station, located at the Police Station on Warren Street, is operated for the convenience of shoppers and other persons in the downtown area.

Diseases of the circulatory system remained the leading cause of death in 1965. The most common causes of death in Concord in 1965, compared with five years ago were:

	<u>1965</u>	<u>1960</u>
Diseases of the circulatory system	155	121
Diseases of the nervous system	24	41
Cancer and other malignant tumors	50	39
Diseases of the digestive system	13	13
Diseases of the respiratory system	14	17

* Recorded 710 deaths, 37 more than last year.

* Held nine clinics with 708 persons attending--501 persons received protective treatment against diphtheria, whooping cough, tetanus and smallpox; and 207 received Sabin oral polio vaccine.

* Issued 224 licenses:	98
Bakery or Restaurant	
Convalescent Home	3
Milk Sales	123

* Received and checked 40 complaints during the year.

* Recorded 13 stillbirths and 127 bodies brought here for burial.



The Visiting Nurses entered a float in the Memorial Day Parade.

cord Hospital and the Concord Mental Health Center. The part-time services of a physiotherapist are also available.

In June, 1965, nursing services of this agency were extended to include the Penacook area. A pilot program of having a referral coordinator at Concord Hospital was undertaken, in an effort to provide more uniform and continuous nursing care from the hospital to the home. A three-day experience in public health nursing for each of Concord Hospital's senior nursing students was provided; also a one-day field trip for New Hampshire Hospital senior students.

* * * * *

The Welfare Department renders financial assistance to the residents of Concord and Penacook who are without adequate resources to meet their basic needs.

Marital difficulties replaced sickness as the major cause of relief needs in 1965. Reasons for relief and the approximate per cent of cases in each category during 1965, compared with 1964 were:

	1965	1964
Marital Difficulties	37%	19%
Insufficient Income	24%	22%
Unemployment	12%	22%
Sickness	9%	24%
Unemployable	9%	13%
Alcoholism	9%	0%

The City, State and Federal government share in the total cost of welfare aid. Average monthly case loads with total payments by the City, compared with the previous year were:

	1965		1964	
	Cases	Amount	Cases	Amount
General Relief	32	\$33, 195	32	\$31, 159
Old Age Assistance (Including Aliens) #	169	52, 449	168	57, 391
Aid to Permanently & Totally Disabled ##	21	11, 774	23	12, 036

City's share 25% of total cost for citizens and 50% for aliens.
City's share 35% of total cost.

WELFARE DEPT



The Concord Public Library entered a float in the Memorial Day parade. The library also sponsored a candidate for Bicentennial Queen, who finished as second runner-up in the contest.

Concord is justly proud of its fine public library. The year 1965 saw its continued growth in number of books, materials and diversified services; also the start on construction of an addition to its facilities.

- * Broke ground in October for an addition to the Main Library, which will provide a small auditorium, music room, new and improved reference quarters, new young people's room, garage for the bookmobile, and larger and more convenient working space for the Extension Department, as well as other much needed facilities.
- * Participated in Concord's Bicentennial celebration---furnishing information, advice, materials or personnel in connection with almost every display or program.
- * Increased the book collection by 5,900 new books---for a grand total of 116,966 volumes.
- * Enlarged the collection of framed prints to a total of 83 available for circulation---also started a small collection of out-sized art books.

- * Increased the record collection by 350 records, making a total of 1,619 recordings; including poetry and readings, instruction in languages, typing and shorthand, as well as music --- circulation hit a new peak of 8,192 records this year.
- * Increased the collection of recordings and other material in the Ruth May Music Room---its use continues high by people of all ages.
- * Offered 350 magazines and 20 newspapers, representing diversified interests and wide geographic coverage.

Circulation continued to grow, with 325,930 items circulated during 1965; compared to 323,774 items last year. There are 25,902 registered borrowers (92.6% of the population of Concord), a phenomenally high figure. The addition of six new bookmobile stops in the fall of 1964 resulted in a 16% jump in bookmobile circulation during 1965; 65,783 in 1964 to 76,685 this year.

Stepped-up activity at reference and reader's adviser desks attests to a growing demand for information, and increasing public awareness of the materials and services available at the library.

- * Provided "take-home" leaflets regarding library activities and materials available, and released book reviews and lists of new books and records to radio and newspapers.
- * Installed music listening equipment in the Children's Room, with its own record collection.
- * Held spring and fall series, of six meetings each, for mothers of pre-school children; during which activities were provided for the children.
- * Conducted story hours weekly at the Main Library and Penacook Branch during the winter months --- in summer, at eight of the city's playgrounds.

The library maintains a large collection of movie films for circulation. Use of these more than doubled in 1965, both in number of films loaned and viewers reported. Although still borrowed primarily for entertainment, a growing interest in their educational content is noted.

- * Offered weekly film programs on Saturday mornings for children, October through mid-April.
- * Presented four foreign films in the Friends of the Library series.

The library takes pleasure in providing space for special exhibits by groups, businesses and individuals. Among the many excellent displays arranged during this past year were: a handsome collection of Ceremonial Art objects from the Jewish Museum of New York; a display of Currier and Ives originals; a scene centered about the psalmist-shepherd of ancient Israel for the Easter-Passover season, constructed by the Omer Luneau family; a fine model of the Concord coach, loaned by Dr. Ursula Sanders; also displays featuring Mental Health Week, antique dolls and toys, United Nation's Day, Concord Music Club activities, first-aid to animals, National Library Week, Christmas decorations and other subjects.



White Park at Midnight

Our Recreation & Parks Department serves over a quarter of a million people annually. Its aim is to provide the opportunity for all the citizens of Concord to enjoy their leisure time on a year-round basis.

- * Conducted programs for children and youth---two play schools, neighborhood square dances, tennis, skating and ski lessons, pee-wee and bantam hockey, midget football, summer music school and a puppet show.
- * Conducted programs for adults---women's fitness program, golf and bowling for women, industrial softball and basketball, bowling for retired citizens, badminton, camping exhibition and dog obedience class.
- * Operated 10 - week summer program at 12 playgrounds and seven pools---games, pet shows, athletics, arts and crafts, music and dancing, dramatics, storytelling, swimming instruction, trips, a presentation by the Newington Children's Theater and many special events.

<u>Attendance:</u>	1965	1964
Playgrounds	54,512	57,761
Pools	112,929	83,908

- * Offered year-round special events---Winter Carnival, ski and skate exchange, Easter egg hunt, Benson's Animal Farm trip, square dance festivals, Elk's Field Day, Junior Champ track meet, sidewalk art exhibit, swim meets, band concerts, 4th of July fireworks, Sunset Club trips, Hampton Beach teen trip, children's Bear Brook trip and Peanut Carnival.
- * Participated in or provided facilities for many events associated with the Bicentennial celebration.

The Concord Community Center is open for full-time use from October 1 until April 30. Total participation in activities at the Center was 39,580 persons, an increase of over 13,800 more than last year.

- * Conducted children's and youth program---junior badminton, judo, children's art, Youth Council, midget and community high school basketball, tumbling, trampoline, free play, Halloween party, Christmas and New Year's dances, Teen Canteen dances, film programs, Christmas craft classes, theater make-up class, and other events.
- * Conducted adult program---badminton, Women's Day open house, Sunset Club, art classes, men's nights, night worker's gym, physical fitness classes, weight lifting, judo and volleyball.

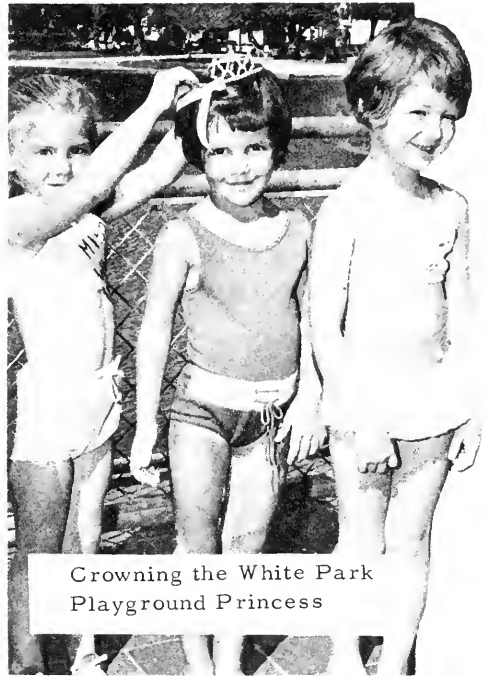
The department operates and maintains Beaver Meadow Municipal Golf Course. An estimated 45,000 individual rounds of golf were played there in 1965. Plans were completed for expansion of the course.

- * Received \$14,762 in golf and other service fees during 1965, an increase of \$575 over last year.
- * Sold season tickets:

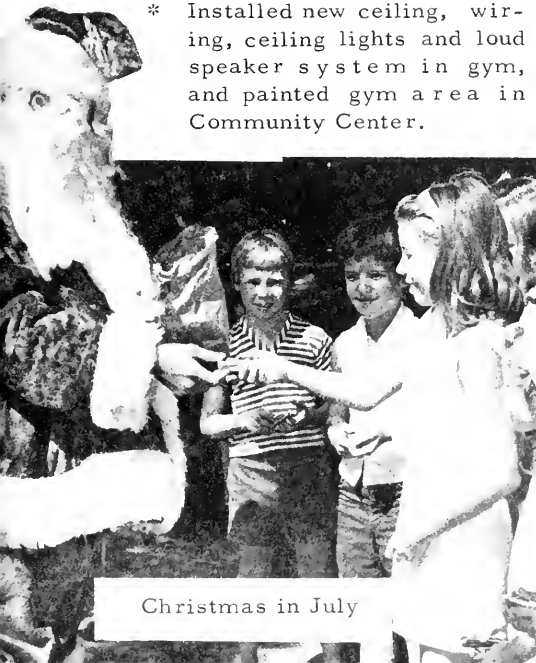
	<u>1965</u>	<u>1964</u>
Adults	229	192
Special	33	34
Junior	49	64
	<u>311</u>	<u>290</u>

This department is responsible for maintenance of grounds and repairs to facilities at Concord's 12 parks and playgrounds, golf course, Memorial Field, West Street Ward House, and Community Center. In addition to routine work, significant capitol improvements were made:

- * Installed new ceiling, wiring, ceiling lights and loud speaker system in gym, and painted gym area in Community Center.



Crowning the White Park Playground Princess



Christmas in July



Fun in the Pool at Kimball Playground

- * Hard surfaced courts for basketball at three playgrounds.
- * Enlarged and fenced parking area at Memorial Field.
- * Constructed a new skating rink at Heights Playground.
- * Made major repairs to the barn and lime shed at Rollins Park.
- * Completed pond with bridge and general landscaping at Merrill Park.

* * * * *

This department provided field surveys, design, plans, specifications and inspection on the following construction:

- * 5,594 linear feet of street---major project 3,900 linear feet of South State Street.
- * 1,519 linear feet of sanitary sewer line---principal projects in Linden Street, Penacook; Redwood Avenue; East Side Drive; and at the Concord Coach Motor Inn.
- * 3,024 linear feet of storm sewer line---largest projects in Sewalls Falls Road; Loudon Road; School Street; Canterbury Road; and Haig and Nivelle Streets.
- * 14,453 linear feet of sidewalk---on Mountain Road; South State Street; Penacook Street; Marshall, Oak and Fuller Streets; and Thompson Street.

A major function of the Engineering Department is providing engineering services for other city departments.

- * Provided Assessment Plans for water extensions in Bog Road, Cherry Street and Sewalls Falls Road, and did a Watershed Property Survey for the Water Department.
- * Drew plans for construction of a parking lot at Memorial Field, and culverts at Merrill Park Pond for the Recreation & Parks Department.
- * Mapped lines of future highway work---a new intersection of Hall, Manchester, Water and Gulf Streets; widening of Cemetery Street; relocation of intersection at Auburn and Penacook Streets and Little Pond Road; and extension of Storrs Street and the Northwest By-pass for the Planning Department.
- * Laid out 300 new lots for the Cemetery Division.
- * Plotted new building construction and additions for the Assessing Department.

ENGINEERING



The multi-million dollar New Hampshire Technical Institute was opened in September, 1965. It offers two-year courses in computer programing, and electrical and mechanical technology.

- * Processed 710 deeds.
- * Revised the ward map and sewer records.
- * Set grades for 33 new driveways or reconstruction of existing ones.
- * Set 49 street bounds and 62 street lines.
- * Investigated 29 requests for sewer extensions or house connections.

* * * * *

In August, 1965, the Building and Inspection Department was created by act of the Board of Aldermen. It removed the vital functions of zoning, building, plumbing, electrical and housing inspection, and enforcement of the various codes and ordinances related thereto, from the Engineering Department.

This new department is staffed by the Building Inspector, the Assistant Building Inspector, the Electrical Inspector and two Housing Inspectors. A new office in the City Hall will be outfitted for their use during the coming year.

1965 saw continued expansion in public and industrial building, but a sharp reduction in the number of new homes and private housing developments. There was the usual activity of conversions by investors and home owners in an effort to assist in their tax problems. Despite the large amount of building activity to be seen throughout the city, a downward trend is noted in dollar volume and number of permits issued this year.

- * Issued 49 permits for 84 new housing units at an estimated cost of \$694,650, and 359 permits for other construction costing approximately \$3,543,046---\$1,993,246 was in new construction and \$2,244,450 in additions and alterations to existing structures.
- * Issued 149 plumbing permits, 1,080 permits for electrical work (changes, additions, new services, signs and TV antennas), 90 sign permits (including billboards), and 85 demolition permits.
- * Made 998 building inspections, 103 sign inspections, 329 plumbing inspections, 1,452 electrical inspections and 112 zoning inspections.
- * Continued the house to house inspection program, checking for minimum housing standards ---made 1,362 housing inspections.
- * The Zoning Board of Adjustment heard 101 appeals---77 of these cases were approved.

The library addition is one of several public building projects under way in Concord.



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City-owned Concord Airport is supervised by the City Engineer, and maintained by the Public Works Department. The administration building and three hangars are also owned by the City.

Space in the administration building is rented to the U. S. Weather Bureau; the U. S. Coast & Geonetic Survey; the N. H. Aeronautics Commission; and the FAA Flight Service Station, servicing air flight navigational aids for the entire state. A waiting room is also provided for passengers taking commercial flights. Concord's only commercial air carrier, Statewide Airlines, served 437 revenue passengers during 1965.

The three hangars are rented to a private flying service, which offers sight-seeing and charter flights and aircraft sales and service.

* Provided take-off and landing facilities for:

4,400 itinerant operations by 22 private aircraft based at Concord Airport.

8,760 operations by transient aircraft.

7,000 local operations.

* Logged 267 instrument approaches.



Our Public Works Department is dedicated to making Concord a cleaner, safer and more attractive city in which to live.

Under its planned maintenance program the HIGHWAY DIVISION performs a great variety of tasks besides the ever present one of keeping Concord's streets as safe as possible and open to traffic at all times.

- * Repaired and repainted the Main Street Bridge in Penacook.
- * Stabilized six streets with emulsified asphalt---Garvins Falls Road; West Main Street, Penacook; Poplar Avenue; Old Suncook Road; B Street; Field Street; and portions of Marion and Ormond Streets.
- * Continued the resurfacing program on downtown streets, started in 1964---applied hot asphaltic emulsion mix on Green Street and on School and Warren Streets, from South Spring to South State Street.
- * Renovated the brick storage building in Penacook with lumber cut from the Town Forest in Riverhill.
- * Painted two airport hangars and the City Hall Council Chamber.
- * Continued the tree program---tree removal, pruning, planting and brush cutting.
- * Enlarged and paved additional parking facilities at Memorial Field for the Recreation & Parks Department.
- * Conducted spring and fall cleanups along all city streets --- picking up tons of lawn and garden debris and other items too bulky to collect in the packers.
- * Cut brush and cleaned the area along the east bank of the Merrimack River known as John Terrill Park.

The SEWER DIVISION completed the following maintenance and construction work during 1965:

- * Cleaned 32, 874 feet, or over six miles, of sewer line.
- * Installed 34 main line and 202 lateral plugs on sewer lines.
- * Laid 48 new house connections, and relaid four house connections.
- * Constructed 515 feet of sanitary sewer line---major projects in Redwood Avenue, East Side Drive and Fisherville Road.
- * Repaired 151 feet of sanitary sewer line.
- * Built 18 catch basins.
- * Laid 400 feet of catch basin connection.
- * Constructed 550 feet of storm sewer line---more than half of this in Garrison Park.
- * Inaugurated a program of photographing areas inside troublesome sewer lines to indicate the exact location of needed repairs.

The GARAGE AND STORAGE DIVISION services and maintains all city vehicles. Vehicles are checked at regular intervals for possible repairs as part of the garage's policy of preventive maintenance. Cost records are maintained for each piece of equipment.



A Public Works crew install a 30-inch in diameter reinforced concrete pipe at the intersection of Bridge Street and Interstate Route 93, which is presently under construction. This is a portion of a proposed sanitary sewer interceptor to be located on the westerly side of Interstate 93. The interceptor will eventually connect to a sewage filtration plant to be located on the easterly side of Hall Street. The proposed sewage filtration system and interceptor are being designed by a consulting engineering firm.

The following major items of equipment were purchased and put into service in 1965: Three four-door sedans, an aerial boom and bucket (for tree work), a snow blower, two five-ton dumptrucks with four-wheel drive, two standard five-ton dumptrucks, a truck tractor with fifth wheel, and a platform truck.

The REFUSE DIVISION collected and placed into sanitary landfill approximately 85,000 cubic yards of waste material. The first of the year the daily pickup routes were

revised in such a manner that the number of packers in the fleet could be reduced from four to three, with a resulting saving of about \$10,000 to the City.

Howard Raymond, City Engineer and Superintendent of Public Works since 1957, resigned. He left in September for Tanganyika, in Africa, to take a position as consulting engineer. Ronald Ford, Assistant Superintendent of Public Works, was advanced to fill the combined top position in these two departments.

A peaceful scene in Blossom Hill Cemetery.

The CEMETERY DIVISION maintains 11 city cemeteries and two private cemeteries. The cemetery crew performs all the necessary tasks of making and keeping our cemeteries attractive and their facilities in good repair. They prepare lots for burials and for the setting of memorial stones.

In addition to routine spring and summer maintenance, cemetery workers set out flowers for Memorial Day. These are set in beds where the public may enjoy them and on private lots where flower trusts are provided. Flowers may be set out on other lots at the request and expense of the owners.

- * Made 356 interments---242 in city cemeteries, 97 in Calvary and 17 in Penacook Calvary---21 more than last year.
- * Sold 83 lots, an increase of 18 over last year.
- * Received seven trusts on old lots, two additions to old trusts and one flower trust.
- * Poured 112 foundations, an increase of eight from last year.
- * Set 120 markers and 144 posts, a sharp decrease in both markers and posts set this year.
- * Opened a new block in Blossom Hill Cemetery and extended the Annex Block.
- * Painted and repaired the fence in the Old North Cemetery.

- * Shingled and painted the tool house in Calvary Cemetery and made over lots in Block C.
- * Extended Block F in Penacook Calvary.

The Old North Cemetery is Concord's oldest burial ground. Franklin Pierce, 14th President of the United States, lies among many persons prominent in local and state history buried there.



This was another dry year, taxing Concord's water resources to the hilt. Precipitation fell 14.63 inches short of normal, making a cumulative five year deficit of 43.02 inches.

The elevation of Penacook Lake was 10 feet two inches below spillway elevation at the beginning of the year. Water was pumped from Turkey Pond on a 24-hour basis from January to November. During this period, St. Paul's School granted several extensions of permission to draw water from the pond. An ultimate level of three feet below the crest of the Turkey Pond Dam was reached on November 8, and pumping had to be discontinued. The original pump was removed and a new and larger pump was installed, and pumping was resumed on December 30. The elevation of Penacook Lake was 10 feet five inches on December 31, three inches lower than at the beginning of the year, but the new pump should improve the situation greatly in 1966.

An investigation into all possible sources of permanent additional water supply by consulting engineers was completed and presented to the Board of Aldermen with their recommendations on April 30, 1965, but no definite decision was made after extensive consideration. The Board of Aldermen appropriated \$20,000.00 from the Water Fund surplus for use in obtaining water from the Contoocook River under emergency conditions, however, this action did not prove necessary.

The Water Superintendent was empowered to restrict the use of water, by the Board of Aldermen. In August he declared a water emergency. The use of city water was prohibited for watering lawns with automatic sprinklers, and the use of hand-held hoses limited to one hour per day. The private use of water to wash autos and the further filling of private swimming pools were also forbidden. With cooler weather reducing the demand for water, the ban was lifted in November.

Ralph W. Flanders, Assistant Water Superintendent, retired after 51 1/2 years of dedicated service. Three other veteran employees also retired, two of them with over 35 years of service to the department.

- * Supplied 1,443,163 gallons of water during 1965, or an average of 3,953,871 gallons per day (about 132 gallons per person per day)---7,378,500 gallons less than used in 1964.
- * Pumped 941,000,000 gallons of water from Turkey Pond into Penacook Lake --- amounting to 65% of the city's total consumption for the year.
- * Pumped 403,750,000 gallons of water from the Sanders Well Field---28% of the total water consumption during 1965.
- * Installed a new 5.7 million gallon per day pump at Turkey Pond.
- * Broke ground for the new Water Department office building, to be known as the Ralph W. Flanders Building.
- * Laid water main extensions in Chase Street, Dover Street, Garvins Falls Road, Jay Drive and Oriole Road, all on the Heights; and in Linden Street, Penacook---using 1,448 feet

Water Superintendent G. Arthur Faneuf and Gordon Stevenson, Water Department Engineer, watch precious water flow out of a broken connection at the site of State highway construction on Bridge Street. This break, one of several which occurred during the project, was caused when a cofferdam being used in construction of supports for the new bridge gave way. Temporary repairs were made in about two hours, restoring service to the Highway Hotel and the Heights area, and permanent repairs were made the following day.



of cement lined cast iron pipe in six- and eight-inch sizes --- making a total of 115 miles of water main now in the system.

- * Replaced 1,049 feet of pipe in Loudon Road, 474 feet in Bridge Street in connection with highway work at the traffic circle, and 400 feet in Haig Street.
- * Laid 68 new service connections, and discontinued 50 old services.
- * Installed 86 new meters, and discontinued 28 old meters --- 5,870 meters now in the system.
- * Installed five new main line valves and four valves on hydrant branches --- 1,775 valves now in the system.
- * Repaired 26 leaks --- nine on mains and 17 on service connections.
- * Tested, serviced and repaired when necessary all electrical pumping and recording equipment at the four pumping stations and at the emergency station at Turkey Pond.
- * Tested every hydrant in the system weekly during the winter to guard against freezing and assure proper operation.

The Board of Assessors consists of three men, a full-time Chief Assessor, who has charge of the office, and two part-time members. During 1965 the entire personnel of the Board changed. Raymond P. Daigle resigned and Edward L. Bartlett, former City Assessor for the City of Benton Harbor, Michigan, assumed the job of Chief Assessor on July 19. Nathan Wechsler and Robert Potter resigned, and were replaced by Richard Towle and Graham Fogg as part-time Assessors.

An evaluation report on the status of the City's assessment condition was presented to the Mayor and Board of Aldermen, recommending a city-wide revaluation project which was approved.

For the 1965 assessment year, the Assessors used a gross multiplier to increase the current 47% of assessment to 100%, in conformity with State law.

Property Valuation (at 100%)

Gross valuation before exemptions		\$134,497,345.50
War service exemptions	\$1,690,200.00	
Blind exemptions	5,000.00	
Meat stock exemptions	22,400.00	
Poultry exemptions	2,595.50	1,720,195.50
Net valuation on which 1965 tax rate computed		<u>\$132,777,150.00</u>

* Compiled and issued tax warrants as follows:

Property---Real and Personnel	\$5,188,216.77
Poll Tax	24,524.00
Bank Stock	10,784.25
Yield Tax	1,728.73
Head Tax	<u>75,015.00</u>
Total	\$5,300,268.75

(The above figures include original warrants, jeopardy warrants and supplemental warrants through December 31, 1965.)

* Set tax rate for 1965 at:

Concord

Municipal	\$16.45
School	21.02
County	<u>1.63</u>
	\$39.10

Penacook

Municipal	\$16.45
School	19.24
County	<u>1.63</u>
	\$37.32

* Received 443 appeals against 1965 assessments.

* Allowed a total of \$23,095.24 in tax abatements against the 1965 property and poll tax levy.

* Started a pro-



Setting the tax rate for 1965 are Tax Commission Assistant, Wallace Jones; Finance Director, Verne Santas, Jr.; and City Assessor Edward Bartlett.

- gram to make assessors maps in a new Map-Block-Lot system.
- * Processed 745 real estate transfer deeds.
- * Held 22 meetings of the Board of Assessors.

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The Assessing Department forwards the tax warrants to the Tax Collector for billing and collection of taxes. The Collector also receives motor vehicle permit fees, special assessment payments and water rents.

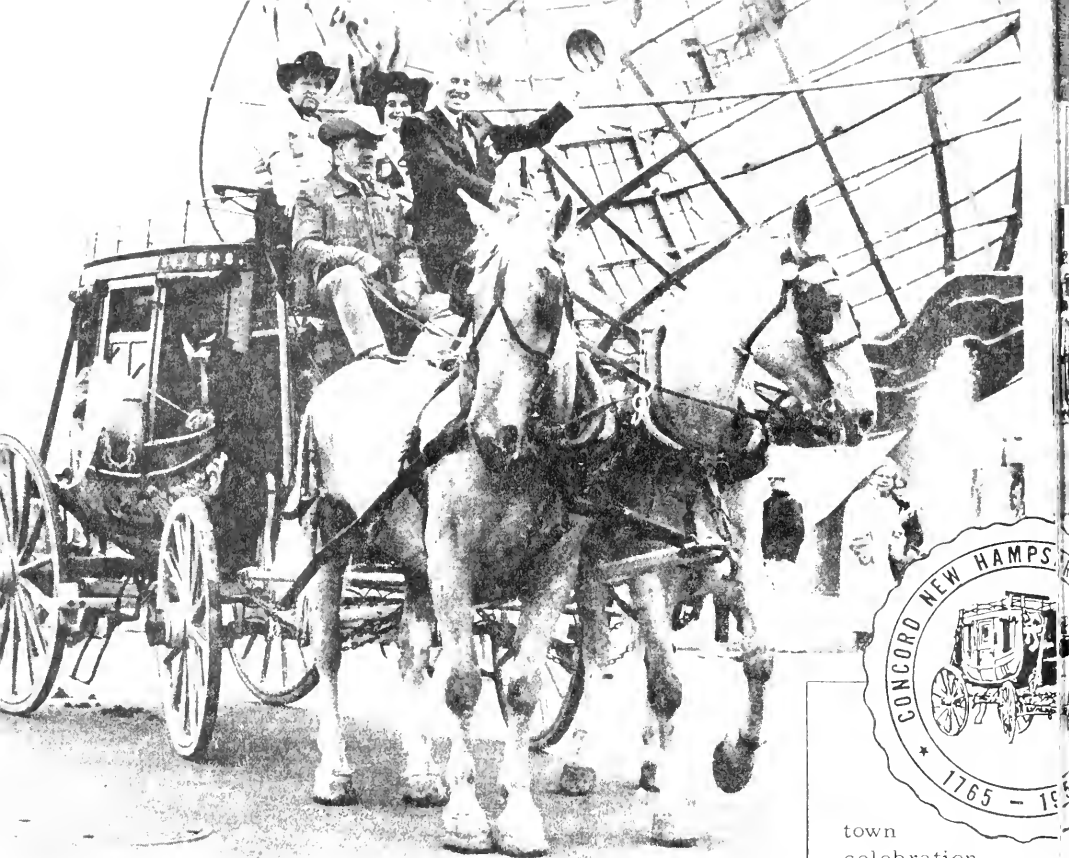
- * Received warrants with additions for the levy of 1965:

	Total <u>Debits</u>	Balance <u>Dec. 31, 1965</u>
Real & Personal Property	\$5,188,216.77	\$640,554.30
Bank Stock	10,784.25	-0-
Timber Yield	2,805.47 [#]	37.44
Total Property	<u>\$5,201,806.49</u>	<u>\$640,591.74</u>
Poll Tax	24,524.00	5,576.00
Total Property & Polls	<u>\$5,226,330.49</u>	<u>\$646,167.74</u>
State Head Taxes	75,015.00	17,645.00
Total	<u>\$5,301,345.49</u>	<u>\$663,812.74</u>

[#] Includes special warrants for the collection of taxes for the year 1966.

- * Prepared and mailed notices to delinquent taxpayers.
- * Opened the Collector's Office on three Friday evenings for the convenience of the public in obtaining motor vehicle permits (March 26), and paying property taxes (November 19 and 26).
- * Advertised the list of unpaid 1964 property taxes, and held the Collector's sale of resident real estate on June 1---150 accounts offered were bought by the City of Concord for \$57,943.19---owners have two years in which to redeem this property.
- * Addressed and mailed 15,000 combination head and poll tax bills.
- * Deeded three parcels of property to the City for non-payment of 1962 taxes.
- * Processed and mailed special assessment bills covering 59 projects.
- * Prepared and mailed 7,722 Concord real estate bills in August, and 953 bills for Penacook in September.
- * Entered 62 cases in small claims court against delinquent poll and head tax payers.
- * Issued 18,403 motor vehicle permits, amounting to \$225,536.23 ---made refunds of \$849.35, for a net total of \$224,686.88: an increase of \$22,067.67 over last year.

In addition to his regular duties, the Tax Collector attended the annual meeting of tax officials conducted by the State Tax Commission; the N. H. City & Town Clerk's Association meeting, at Dixville Notch; the annual meeting of the N. H. Tax Collector's Association, held at North Conway; and 78 hearings of the General Court during 1965. He also acted as chairman of the City Government Section for the Concord United Fund drive.

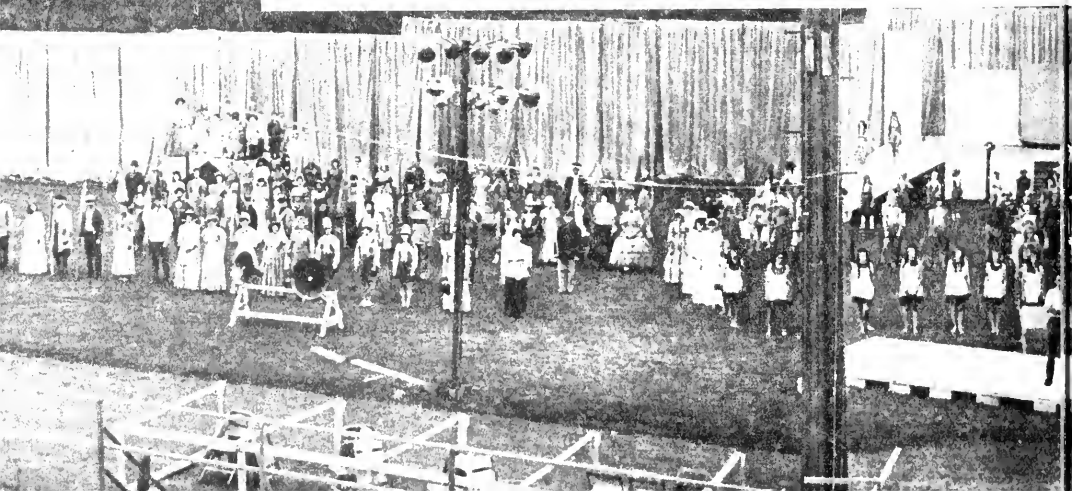


This 100-year old Concord coach, with Mayor Davie and Richard Morton (owner) of Concord aboard, participated in Concord Day activities at the New York World's Fair in April. This is one of three coaches, built by the Abbot-Downing Company, which were restored by Mr. Morton for the Bicentennial observance.

town
celebration.

This year was every Concord citizen celebration reaching when special events Bend in the River,

An estimated total of 15,000 spectators attended the Bicentennial celebration, with a cast of 567 local persons.



The Concord Coachmen, V. F. W. Drum & Bugle Corps was host for a parade and Class A drum and bugle corps contest on July 4th.



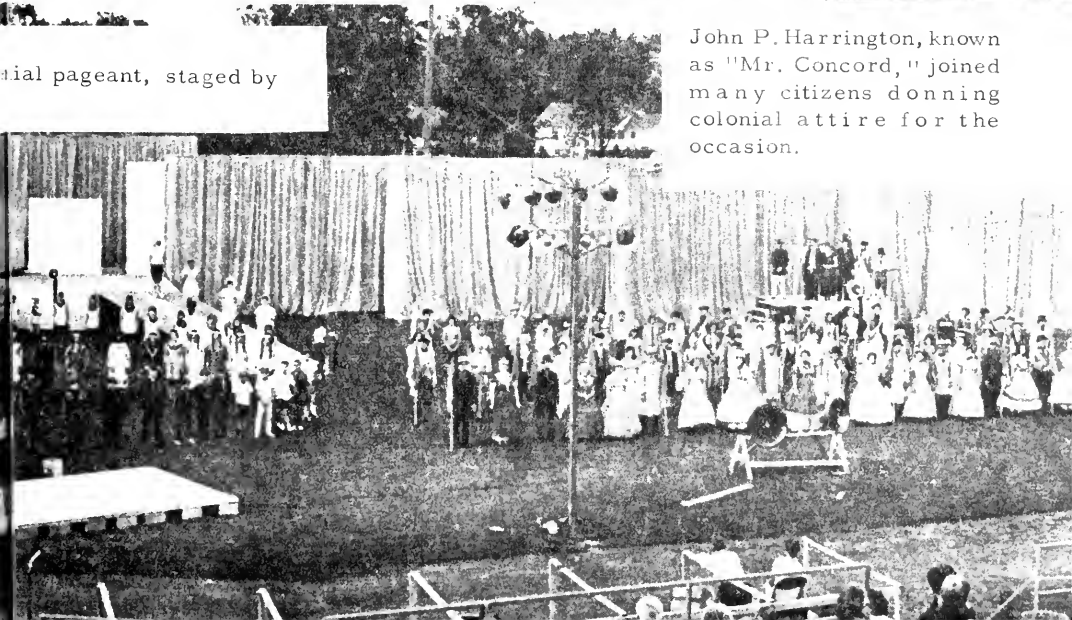
On June 7, 1765, the Province of New Hampshire enacted a law granting a town described as "a Parish of Bow... by the name of Concord." This law recreated the and was the basis for the 1965 Bicentennial

marked by a series of events which reached nearly everyone, regardless of age, occupation or interests. The week's peak of activity during the week of August 14th, 1965, were held daily and a pageant, entitled "At the Dawn of Concord" was presented at Memorial Field each evening.



John P. Harrington, known as "Mr. Concord," joined many citizens donning colonial attire for the occasion.

...ial pageant, staged by



The City of Concord operates a centralized finance department through which all revenues and cash receipts and disbursements are accounted for. A system of appropriation control over budgetary accounts is maintained, and has proven to be extremely effective.

Schedules in the financial section of this report set forth the activity and year end position of each of the several funds through which all the financial transactions of the City are handled. Following is a brief summary of activity of each fund during the year 1965 and its condition at the end of the year.

GENERAL FUND

The current surplus resulting from 1965 operations amounted to \$98,109.23. Most of this surplus will be used to reduce the amount to be raised by property taxes in 1966.

Outstanding debt payable from the General Fund decreased \$42,763. New debt amounting to \$360,000 was incurred, while maturities paid during the year amounted to \$402,763, detailed as follows:

	Balance Dec. 31, 1964	Payments During 1965	New Debt Issued 1965	Balance Dec. 31, 1965
Municipal	\$1,086,765	\$197,763	\$360,000	\$1,249,002
School	2,280,000	205,000	-0-	2,075,000
Total	\$3,366,765	\$402,763	\$360,000	\$3,324,002

Interest rates rose during 1965. Our bonds sold at a rate of 3%, compared with 2.9% for the 1964 issue. Rates on borrowing in anticipation of taxes and other collections ranged from 2.21% in April to 2.26% in August, compared to a high of 1.98% and a low of 1.89% paid in 1964. Total interest cost for the year on short term notes was \$12,182, compared with \$13,850 last year. Total interest paid on the long term debt was \$29,045, compared to \$27,431 paid in 1964.

Below is a comparison of valuations, property taxes, and tax rates, showing changes from 1964 to 1965:

<u>Property Taxes Raised:</u>			<u>Increase</u>	
	<u>1964</u>	<u>1965</u>	<u>Amount</u>	<u>%</u>
Municipal Purposes	\$ 2,142,456	\$ 2,185,613	\$ 43,157	2.0
School Purposes	2,494,428	2,774,293	279,865	11.2
County Purposes	196,186	216,095	19,909	10.1
Total	\$ 4,833,070	\$ 5,176,001	\$ 342,931	7.1

Assessed Valuation:*

Municipal Purposes	\$61,621,630	\$132,777,150	\$71,155,520	115.5
Union School Dist.	57,649,820	124,053,760	66,403,940	115.2
Pena. School Dist.	3,987,240	8,764,850	4,777,610	119.8
County Purposes	61,637,380	132,810,700	71,173,320	115.5

Tax Rates:*

	<u>Decrease</u>			
Municipal	\$ 34.77	\$ 16.45	\$ - 18.32	52.7
Union School Dist.	40.95	21.02	- 19.93	48.7
Pena. School Dist.	33.70	19.24	- 14.46	42.9
County	3.18	1.63	- 1.55	48.7
Total City Rate	\$ 78.90	\$ 39.10	\$ - 39.80	50.4
Total Pena. Rate	71.65	37.32	- 34.33	47.9

* Reflects change from 47% to 100% assessment in 1965.

Collections increased percentagewise . The year ended with 12.3% of the current property tax levy outstanding, compared to 12.4% outstanding at the end of the previous year.

TRUST FUNDS

Income received increased from \$69,233 in 1964 to \$73,741 in 1965. New trusts received amounted to \$9,933. Gains on sale of securities amounted to \$360, compared to \$1,145 in 1964. Income transferred to the General Fund was \$69,161.

PARKING METER FUND

Meter collections increased by \$4,410, from \$52,929 in 1964 to \$57,339 this year. Off-street collections increased \$661, and on-street collections increased by \$3,749. Payment of \$4,347 for meters purchased by long-term agreement reduced the net income from meters to \$52,992. Income from parking penalties increased \$1,895.

The fund balance at the close of 1965 was \$12,181, an increase of \$10,098 during the year.

The long term debt decreased from \$30,000 to \$28,000, and no new debt was issued. Maturities paid amounted to \$2,000.

SANITARY SEWER FUND

Revenue from sewer rentals totalled \$90,568, compared to \$84,817 realized in 1964, an increase of \$5,751. Receipts from all sources increased by \$21,577, from \$90,646 to \$112,223.

The year began with a cash surplus of \$127,400 and ended with \$93,434, a decrease of \$33,966.

The long term debt decreased by \$26,000. Maturities paid during the year amounted to \$26,000. No new debt was incurred.

SPECIAL ASSESSMENT FUND

One water extension project was completed and one sanitary sewer project was approved during 1965.

Total receipts of this fund were \$73,504. Disbursements totalled \$86,907. The cash balance at the end of the year was \$30,099.

The long term debt decreased from \$258,966 to \$205,758. New debt amounting to \$2,780 was incurred. Maturities paid totalled \$55,988.

WATER FUND

Revenue from water rentals totalled \$265,251, which is 1.9% above the \$260,392 realized in 1964. Receipts from all sources amounted to \$281,494, or \$2,342 more than last year.

The cash surplus decreased from \$136,284 at the beginning of the year to \$111,730 at the close of the year.

Net increase of the long term debt was \$35,000. Bonds in the amount of \$55,000 were issued for construction of an office building for the Water Department. Maturities paid amounted to \$20,000 in 1965.

EQUIPMENT MAINTENANCE AND REPLACEMENT FUND

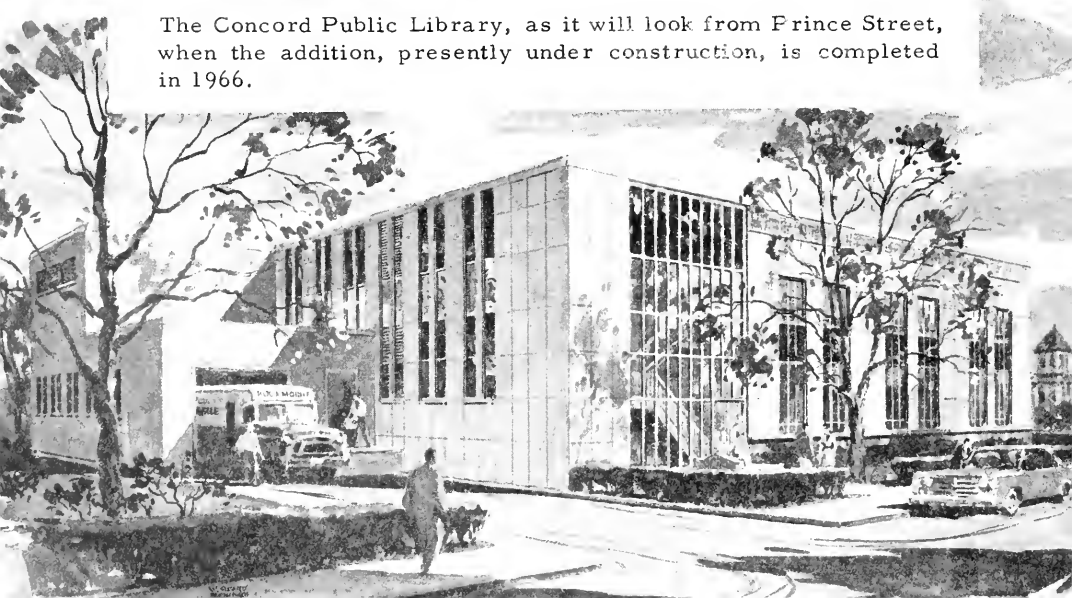
Income from equipment rentals amounted to \$217,956, while operating expenditures and depreciation totaled \$231,854, resulting in a net loss of \$13,898. This was due to less use of snow removal equipment during the winter and increased operating costs in 1965.

The reserve for replacement of equipment decreased from \$11,807 to \$10,866. Expenditures for new equipment totalled \$73,417; additions to the reserve amounted to \$72,476. This fund has no outstanding debt.

FORECAST FOR 1966

- * Start of a city-wide revaluation project under supervision of the Assessing Department.
- * Initiation of a Flood Plain Information Study by the Planning Department.
- * Completion of City building projects --- Water Department office, Heights Fire Station and Library addition.
- * Establishment of a complete new personnel classification system for the Fire Department.
- * Completion by State contractors of the new bridge across the Merrimack River, and extensive highway construction, taking Interstate 93 over Bridge Street with ramps and traffic lights.
- * Further consideration and planning relative to Capitol Plaza North, urban renewal project.
- * Acquisition of land for expansion of Beaver Meadow Municipal Golf Course.
- * Continued comprehensive review of Concord's Zoning Ordinances, under a Federal local planning grant.
- * Acquisition of two sites for future school playgrounds to be undertaken by the City and Concord School District.
- * Entrance into planning phase for the relocation of Bridge Street.
- * Progress on plans for the new Merrimack Regional High School, to serve Penacook and adjacent towns.

The Concord Public Library, as it will look from Prince Street, when the addition, presently under construction, is completed in 1966.



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BALANCE SHEET -- GENERAL

December

GENERAL FUND ASSETSCash:

Mechanicks Nat'l Bank-Gen. Acct.	40,594.44		
Concord Nat'l Bank-General Acct.	61,971.17		
Concord Nat'l Bank-Payroll Acct.	15,000.00		
Cash in Other Banks-Gen. Acct.	12,000.00		
Imprest Funds	1,249.41		
Cash for Payment of Bonds & Coupons	4,238.25		
Temporary Investments	<u>898,910.47</u>	1,033,963.74	

Taxes Receivable:

Current Year Levy-Property	640,591.74		
Current Year Levy-Polls	<u>5,576.00</u>		
Total Current Year	<u>646,167.74</u>		
Less: Reserve for Abatements	<u>21,339.76</u>	624,827.98	
Prior Year Levies-Property	35,273.07		
Prior Year Levies-Polls	316.00		
Tax Liens Bought by City-Unredeemed	<u>42,639.86</u>		
Total Prior Years & Unredeemed	<u>78,228.93</u>		
Less: Reserve for Non-Realization	<u>52,645.01</u>	<u>25,583.92</u>	<u>650,411.90</u>

Accounts Receivable:

Water & Sewer Rentals	77,786.71		
Departmental Receivables	16,698.96		
Cemetery Receivables	2,275.69		
Trunk Storm Sewer Assessments	<u>1,753.00</u>	98,514.36	
Less: Reserve for Non-Realization		<u>20,727.65</u>	
			77,786.71

Stores Accounts:

Public Works Mat. & Supplies Inv.	75,033.02		
Stationery & Supplies Inventory	6,939.25		
Postage Meter Inventory	<u>143.55</u>	82,115.82	
Less: Reserve for Non-Realization		<u>82,115.82</u>	

Tax Deeded Properties:

Less: Reserve for Non-Realization	869.93		
	<u>869.93</u>		

State Head Taxes Receivable:

			<u>18,540.00</u>
Total General Fund Assets			1,780,702.35

TRUST FUND ASSETS

Investments	868,236.77		
Cash-Concord National Bank	<u>2,149.95</u>	870,386.72	

*CAPITAL FUND ASSETS

Debt Requirements-Municipal	1,249,002.28		
Debt Requirements-School	<u>2,075,000.00</u>	3,324,002.28	

BOND FUND ASSETS

Cash-Concord National Bank	117,630.58		
Temporary Investments	248,988.25		
Accounts Receivable	<u>50,000.00</u>	416,618.83	

GRAND TOTAL - ASSETS

6,391,710.18

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

AND RELATED FUNDS

31, 1965

GENERAL FUND LIABILITIES

Accounts Payable:

Unpresented Bonds & Coupons	4,238.25	
Payroll Deductions Payable	1,481.56	
Current Vouchers Payable	<u>26,137.35</u>	31,857.16

Unexpended Appropriations:

Union School District-Operating Acct.	1,225,122.11	
Int.-Union School Dist.-Bonds & Notes	29,013.75	
Penacook Union School District	94,101.86	
Reserve for Encumbrances	42,639.19	
Merrimack Valley School District	<u>6,223.79</u>	1,397,100.70

Due to Other Funds:

Water Fund	74,189.83	
Sanitary Sewer Fund	92,551.46	
Parking Meter Fund	12,180.91	
Equipment Maint. & Replacement Fund	<u>51,804.74</u>	230,726.94

Advance Deposits:

646.03

Taxes Due to State of N. H.:

Head Taxes	21,651.00	
Timber Yield Tax-a/c Debt Ret. Fund	<u>611.29</u>	<u>22,262.29</u>

Total General Fund Liabilities 1,682,593.12

Current Surplus:

98,109.23

Total Gen. Fund Liabilities & Surplus 1,780,702.35

TRUST FUND LIABILITIES

Principal	831,898.38	
Accumulated Income	<u>38,488.34</u>	870,386.72

CAPITAL FUND LIABILITIES

Bonded Debt	3,307,864.00	
Notes Payable	4,000.00	
Advance by State for Airport Constr.	<u>12,138.28</u>	3,324,002.28

BOND FUND LIABILITIES

Reserve for Constr. of Equip. Authorized	40,951.46	
Reserve for School Construction	7,300.00	
Reserve for Encumbrances	368,047.37	
Current Vouchers Payable	<u>320.00</u>	<u>416,618.83</u>

GRAND TOTAL - LIABILITIES 6,391,710.18

STATEMENT OF CURRENT SURPLUS--GENERAL FUND

For the Year Ended December 31, 1965

Unappropriated Balance, December 31, 1964	\$ 97,264.83	
Applied to 1965 Budget	<u>95,000.00</u>	
Balance Remaining		\$ 2,264.83
1965 Budget Surplus:		
Unencumbered Balance of Appropriations	81,418.11	
Revenue in Excess of Estimates	<u>45,792.86</u>	
		127,210.97
Plus Unencumbered Balances of Prior Year Appropriations	<u>996.64</u>	<u>996.64</u>
Sub Total		\$130,472.44
Less:		
1. Increase in Reserve for Non-Realization of Prior Year Taxes to 100% and Unredeemed Taxes to 40%.	7,470.33	
2. Increase in Reserve for Non-Realization of Accounts Receivable to 100%.	8,806.37	
3. Increase in Reserve for Non-Realization of Stores Accounts.	<u>16,086.51</u>	<u>32,363.21</u>
Unappropriated Surplus, December 31, 1965		\$ 98,109.23
Less: Amount Reserved for Adjustments		<u>3,109.23</u>
Amount Available for Reduction of 1966 Tax Levy		<u>\$ 95,000.00</u>

STATEMENT OF REVENUES

For the Year Ended December 31, 1965

	<u>Budget Estimate</u>	<u>Revenues Realized</u>	<u>Excess</u>	<u>Deficiency</u>
<u>Local Taxes-Excl. Cur. Yr. Prop. & Polls</u>				
Added Taxes, Prior Yrs.-Prop.		268.09	268.09	
Added Taxes, Prior Yrs.-Poll	500.00	672.00	172.00	
Interest, Penalties & Costs	16,000.00	17,819.12	1,819.12	
Auto Permits	194,000.00	224,666.67	30,666.67	
Rent & Profit Tax Deeded Prop.		33.09	33.09	
Timber Severance Tax	<u>1,500.00</u>	<u>2,337.89</u>	<u>837.89</u>	
	212,000.00	245,796.86	<u>33,796.86</u>	
<u>State Tax Contributions</u>				
Railroad Tax	1,000.00	2,488.90	1,488.90	
Savings Bank Tax	29,500.00	32,417.90	2,917.90	
Interest & Dividend Tax	90,000.00	92,620.25	2,620.25	
Loss of Taxes-State Forest Lands	40.00			40.00
	<u>120,540.00</u>	<u>127,527.05</u>	<u>7,027.05</u>	<u>40.00</u>

<u>Licenses & Permits</u>				
Bicycle Registrations	600.00	536.75		63.25
Taxi Licenses	370.00	518.50	148.50	
Health Licenses	600.00	587.00		13.00
Amusement Licenses	2,330.00	2,460.67	130.67	
Police & Protective Licenses	250.00	358.00	108.00	
Prof. & Occupational Licenses	80.00	33.00		47.00
	<u>4,230.00</u>	<u>4,493.92</u>	<u>387.17</u>	<u>123.25</u>
<u>Registration Fees & Permits</u>				
Marriage Licenses	1,050.00	1,185.00	135.00	
Recording Fees-Legal Documents	3,200.00	5,006.50	1,806.50	
Filing Fees	170.00	270.00	100.00	
Sundry Fees-City Clerk	1,300.00	1,710.10	410.10	
Dog Licenses	4,300.00	4,696.17	396.17	
	<u>10,020.00</u>	<u>12,867.77</u>	<u>2,847.77</u>	
<u>Departmental Service Charges</u>				
Rent of Buildings	2,500.00	3,091.75	591.75	
Comfort Station Concessions	650.00	680.58	30.58	
Golf Fees	14,500.00	14,783.50	283.50	
Memorial Field Royalties & Concess.	300.00	250.00		50.00
Other Recr. Dept. Revenues	1,900.00	1,755.77		144.23
Police Dept. Ambulance Charges	900.00	1,137.00	237.00	
Airport-Rent	15,318.00	15,318.00		
Airport-Concessions	112.00	100.22		11.78
Fines & Forfeits	21,500.00	23,726.85	2,226.85	
Misc. Dept. Service Charges	2,100.00	3,105.66	1,005.66	
Weights & Measures Fees	400.00	583.14	183.14	
Comm. on Head Tax Collections	6,600.00	6,616.00	16.00	
Community Center Revenue	1,000.00	2,143.92	1,143.92	
	<u>67,780.00</u>	<u>73,292.39</u>	<u>5,718.40</u>	<u>206.01</u>
<u>Unclassified</u>				
Interest Income	3,000.00	10,397.18	7,397.18	
Sale of Property	500.00	2,001.00	1,501.00	
Sub. Div. Assess. Prior Yrs. Constr.		320.00	320.00	
Sale of Ordinances	10.00	12.00	2.00	
All Other	50.00			50.00
	<u>3,560.00</u>	<u>12,730.18</u>	<u>9,220.18</u>	<u>50.00</u>
TOTAL MISC. REVENUES	418,130.00	476,708.17	58,997.43	419.26
<u>Current Year Property & Polls</u>				
Property Tax	5,162,675.33	5,146,084.67		16,590.66
Poll Tax	21,200.00	22,224.00	1,024.00	
National Bank Stock Tax	8,000.00	10,781.35	2,781.35	
	<u>5,191,875.33</u>	<u>5,179,090.02</u>	<u>3,805.35</u>	<u>16,590.66</u>
TOTAL REVENUES	<u>5,610,005.33</u>	<u>5,655,798.19</u>	<u>62,802.78</u>	<u>17,009.92</u>

STATEMENT OF TAXES RECEIVABLE--GENERAL FUND

December 31, 1965

	1965 <u>Levy</u>	Prior <u>Years</u>	State <u>Head Taxes</u>
BALANCE JANUARY 1, 1965		631,620.87	19,980.30
<u>Committed to Collector in 1965</u>			
<u>(Incl. Supplemental)</u>			
Real & Personal Property	5,188,216.77	268.09	
National Bank Stock	10,784.25		
Timber Yield	2,805.47		
Polls	24,524.00	672.00	
Heads (For State)			76,935.00
Total Charges to Collector	<u>5,226,330.49</u>	<u>632,560.96</u>	<u>96,915.30</u>
<u>Accounted for as Follows:</u>			
Collections (Net of Refunds)	4,557,067.51	579,648.75	69,457.80
Authorized Abatements	23,095.24	17,323.14	8,917.50
Bal. Uncollected Dec. 31, 1965	646,167.74	35,589.07	18,540.00
Total Credits & Balance	<u>5,226,330.49</u>	<u>632,560.96</u>	<u>96,915.30</u>

Age Analysis of Uncollected Taxes

	Real & Personal <u>Property</u>	Timber <u>Yield</u>	<u>Polls</u>	<u>Heads</u>
1958	356.89	-		
1959		206.27		
1960	11,170.17	-		
1961	-	-		
1962	2,778.89	-		
1963	6,187.01	369.60		
1964	13,957.95	246.29	316.00	895.00
1965	<u>640,554.30</u>	<u>37.44</u>	<u>5,576.00</u>	<u>17,645.00</u>
TOTAL	675,005.21	859.60	5,892.00	18,540.00

STATEMENT OF TAX SALE ACCOUNTS--GENERAL FUND

<u>Balance Unredeemed Jan. 1, 1965</u>		
Tax Levy of 1962	17,478.22	
Tax Levy of 1963	<u>30,115.36</u>	47,593.58
1965 Tax Sale (Tax Levy of 1964)		<u>57,943.19</u>
Total Charges		<u>105,536.77</u>
<u>Accounted for as follows:</u>		
Collections	60,905.91	
Authorized Abatements	968.52	
Deeded to City	1,022.48	
Bal. Unredeemed Dec. 31, 1965	<u>42,639.86</u>	<u>105,536.77</u>

STATEMENT OF ASSESSMENTS--GENERAL FUND

For the Year Ended December 31, 1965

SUMMARY OF VALUATIONS & TAXES TO BE RAISED

<u>Warrant for</u>	<u>Net Assessable Valuations</u>	<u>Amount to Be Raised</u>	<u>Rate per City</u>	<u>\$1000 Pen.</u>
Municipal Purposes	132,777,150.00	2,185,613.00	16.45	16.45
Union School District	124,053,760.00	2,605,967.86	21.02	
Penacock School District	8,764,850.00	168,325.65		19.24
Merrimack County	132,810,700.00	<u>216,094.82</u>	<u>1.63</u>	<u>1.63</u>
		5,176,001.33	39.10	37.32

DETAIL OF VALUATIONS

	<u>City</u>	<u>Penacock</u>	<u>Total</u>
Residential & Commercial			
Land	21,573,080	1,201,850	22,774,930
Buildings	78,095,300	5,287,400	83,382,700
Mill Props.(Land, Bldgs. & Mach)	9,137,740	1,086,030	10,223,770
Elec. Util. & Gas Trans. Lines	<u>5,200,650</u>	<u>193,650</u>	<u>5,394,300</u>
Total Real Estate	<u>114,006,770</u>	<u>7,768,930</u>	<u>121,775,700</u>
Personal Property*	<u>11,509,520</u>	<u>1,212,125</u>	<u>12,721,645</u>
Total Real & Personal	<u>125,516,290</u>	<u>8,981,055</u>	<u>134,497,345</u>
Less: Exempt to Vets & Blind	<u>1,494,890</u>	<u>225,305</u>	<u>1,720,195</u>
Valuation for Municipal Warrant	<u>124,021,400</u>	<u>8,755,750</u>	<u>132,777,150</u>
Add: Prop.-School Tax Only	<u>32,360</u>	<u>9,100</u>	<u>41,460</u>
Valuation for School Warrants	<u>124,053,760</u>	<u>8,764,850</u>	<u>132,818,610</u>
Val. for Municipal Warrant as above	124,021,400	8,755,750	132,777,150
Add: Prop.-County Tax Only	<u>33,550</u>	<u>-</u>	<u>33,550</u>
Valuation for County Warrant	<u>124,054,950</u>	<u>8,755,750</u>	<u>132,810,700</u>

*Analysis of Personal Property

Mobile Homes, House & Travel Trailers	909,350
Cows, Other Cattle, Poultry	83,195
Boats & Launches	37,750
Wood, Lumber, etc.	2,340
Portable Mills	750
Road Building & Construction Machinery	79,290
Gasoline Pumps & Tanks	131,230
Stock-in-trade	<u>11,477,740</u>
Total Personal Property	12,721,645

STATEMENT OF ASSESSMENTS--GENERAL FUND - Continued

COMPUTATION OF PROPERTY TAX REQUIREMENT FOR
MUNICIPAL PURPOSES

<u>Budget</u>		
Operating	2,308,488.00	
Concord Hospital	13,460.00	
Debt Service	205,164.00	
Capital Outlay	<u>187,505.00</u>	
Total		2,714,617.00
<u>Deductions</u>		
Surplus from Prior Year	95,000.00	
Misc. Revenues (Estimate)	443,668.00	
Poll Tax Warrant	23,990.00	
Natl. Bank Stock Tax Warrant	<u>10,781.00</u>	<u>573,439.00</u>
Net Budget Requirement		2,141,178.00
Add: Res. for Abatement & Adjustment		<u>44,435.00</u>
To be Raised on Real & Personal Prop.		<u><u>2,185,613.00</u></u>

SUMMARY OF WARRANTS SUBMITTED TO COLLECTOR

<u>City, School & County</u>	<u>Original</u>	<u>Supplemental</u>	<u>Total</u>
Real & Personal Prop.	5,178,543.40	9,673.37	5,188,216.77
National Bank Stock	10,771.45	12.80	10,784.25
Timber Yield	1,728.73	1,076.74	2,805.47
Polls	<u>23,990.00</u>	<u>534.00</u>	<u>24,524.00</u>
Total Curr. Yr. Levy	5,215,033.58	11,296.91	5,226,330.49
Prior Years-Property		268.09	268.09
Prior Years-Timber Yield		-	-
Prior Years-Polls		<u>672.00</u>	<u>672.00</u>
Total City, School & County	<u>5,215,033.58</u>	<u>12,237.00</u>	<u>5,227,270.58</u>
<u>State Head Taxes</u>			
Current Yr. Levy	73,490.00	1,525.00	75,015.00
Prior Yrs. Levies		<u>1,920.00</u>	<u>1,920.00</u>
Total State Head Taxes	<u>73,490.00</u>	<u>3,445.00</u>	<u>76,935.00</u>

STATEMENT OF APPROPRIATIONS AND EXPENDITURES--GENERAL FUND

For the Year Ended December 31, 1965

	Current Yr. Approp.	Other Credits	Transfers	Total Available	Net Expend.	Carried Fwd. to '66	Unencumb. Bal. to Surp.
General Government							
Mayor	15,735.00		+ 10.00	15,745.00	15,701.61	314.00	43.39
City Clerk	14,495.00			14,495.00	13,923.18		257.82
City Auditor	26,200.00		+ 262.00	26,462.00	26,072.76		389.24
City Treasurer	13,773.00			13,773.00	13,578.31		194.69
Tax Collector	23,761.00		+ 90.00	23,851.00	23,752.83	36.45	61.72
Assessing Department	40,812.00			40,812.00	39,676.68		1,135.32
Board of Aldermen	5,100.00			5,100.00	4,960.17		139.83
City Solicitor	6,650.00			6,650.00	5,964.59	650.00	35.41
Elections	7,380.00			7,380.00	7,064.96		315.04
District Court	16,466.00		+1,000.00	17,466.00	17,465.40		.60
Planning Department	16,885.00			16,885.00	14,509.23	1,900.00	475.77
Operation of City Hall	24,284.00			24,284.00	24,243.30		40.70
Independent Audit	1,250.00		+ 38.00	1,288.00	1,287.28		.72
Zoning Board of Adjustment	370.00			370.00	328.26		41.74
Reports and Printing	9,655.00		- 400.00	9,255.00	8,367.59		887.41
Repairs to City Buildings	6,700.00		- 810.00	5,890.00	5,028.96	600.00	261.04
Personnel and Purchasing	12,392.00			12,392.00	12,015.89		376.11
	<u>241,908.00</u>		<u>+ 190.00</u>	<u>242,098.00</u>	<u>233,941.00</u>	<u>3,500.45</u>	<u>4,656.55</u>
Protection of Persons & Prop.							
Police Department	299,626.00		+4,610.00	304,236.00	303,038.55	35.99	1,161.46
Fire Department	404,637.00		+ 500.00	405,137.00	401,778.09	583.00	2,775.91
Probation Officer	810.00			810.00	758.40		51.60
Bliester Rust Control	300.00			300.00	299.50		.50
Civil Defense	8,008.00			8,008.00	7,221.30	614.05	172.65
Engineering Inspection	36,935.00			36,935.00	34,303.73	1,286.12	1,345.15
Sealer of Weights & Measures	2,406.00			2,406.00	2,377.08		28.92
	<u>752,722.00</u>		<u>+5,110.00</u>	<u>757,832.00</u>	<u>749,776.65</u>	<u>2,519.16</u>	<u>5,536.19</u>

STATEMENT OF APPROPRIATIONS AND EXPENDITURES - GENERAL FUND - Continued

	Current Yr. Approp.	Other Credits	Transfers	Total Available	Net Expend.	Carried Fwd. to '66	Incumb. Bal. to Surp.
<u>Health</u>							
Health Department	6,173.00			6,173.00	6,032.68		140.32
Sanitary Inspection	6,765.00			6,765.00	6,537.53		227.47
Visiting Nurse Assoc., Concord	10,000.00			10,000.00	10,000.00		
Visiting Nurse Assoc., Pennock	450.00			450.00	450.00		
Concord Hospital	13,460.00			13,460.00	13,460.00		
	<u>36,848.00</u>			<u>36,848.00</u>	<u>36,480.21</u>		<u>367.79</u>
<u>Sanitation & Waste Removal</u>							
Comford Station	7,655.00			7,655.00	7,614.63		40.37
Refuse Collection & Disposal	107,424.00		+ 3,000.00	110,424.00	110,415.69		8.31
Street Cleaning	61,180.00		11,700.00	72,880.00	62,870.29		9.71
	<u>176,259.00</u>		<u>14,700.00</u>	<u>190,959.00</u>	<u>180,900.61</u>		<u>98.39</u>
<u>Public Service Enterprises</u>							
Cemetery Administration	13,785.00			13,785.00	13,129.74		155.26
Cemetery Maintenance	22,225.00	850,300.00		72,525.00	66,722.98		5,802.02
Airport	24,555.00	x 300.08		24,855.08	24,148.35		706.73
	<u>60,565.00</u>	<u>50,600.08</u>		<u>110,665.08</u>	<u>104,001.07</u>		<u>6,664.01</u>
<u>Highways & Sidewalks</u>							
Highway Maintenance	222,015.00		+ 995.00	223,010.00	222,997.24		12.76
Snow Removal & Hauling	171,595.00		-27,495.00	144,100.00	137,708.01		6,391.99
Sidewalk Maintenance	12,830.00			12,830.00	12,608.14		221.86
Storm Sewer Maintenance	5,060.00			5,060.00	5,036.44		23.56
Street Lighting	84,400.00			84,400.00	79,573.94		4,826.06
Engineering & P. W. Adm.	68,392.00	+ 3,250.00		71,642.00	70,975.98		666.02
	<u>564,292.00</u>	<u>3,250.00</u>	<u>-26,500.00</u>	<u>541,042.00</u>	<u>528,899.75</u>		<u>12,142.25</u>
<u>Libraries</u>							
Public Library & Branches	103,772.00	39,000.00		142,772.00	137,536.04		5,235.96

Charities

Administration - Concord	11,630.00		11,630.00	11,450.35	179.65
Administration - Penacook	1,950.00		1,950.00	1,867.38	82.62
General Relief	10,500.00	- 400.00	10,100.00	9,429.71	570.29
Boarding Home Care - Adult	3,100.00	- 300.00	2,800.00	499.46	2,300.54
Boarding Home Care - Child	13,600.00	+ 400.00	14,000.00	12,748.69	1,251.31
Hospital & Medical Care	6,000.00		6,000.00	4,011.11	1,988.89
Old Age Assistance	65,200.00		65,200.00	52,448.38	12,751.62
Aid to Dependent Soldiers	9,200.00		9,200.00	6,597.57	2,602.43
Aid to Perm. & Total. Disabled	13,200.00	+ 300.00	13,500.00	11,774.12	1,725.88
Family Service Bureau	4,500.00		4,500.00		
	<u>138,880.00</u>		<u>138,880.00</u>	<u>115,176.77</u>	<u>23,703.23</u>

Recreation

Recreation Administration	14,488.00	+ 200.00	14,688.00	14,547.05	140.95
Recreation Activities	39,167.00	+ 200.00	39,367.00	37,678.16	1,688.84
Community Center Operations	11,068.00		11,068.00	10,887.63	180.37
Golf Course Operations	15,220.00	- 200.00	15,020.00	13,740.02	1,279.98
Arenas & Facilities Maint.	70,139.00	- 200.00	69,939.00	65,349.73	4,589.27
	<u>150,082.00</u>	-	<u>150,082.00</u>	<u>142,202.59</u>	<u>7,879.41</u>

Unclassified

Patriotic Celebrations	1,340.00		1,340.00		
Employees Retirement Contrib.	62,760.00		62,760.00	61,456.54	1,303.46
Concord Bicentennial Celeb.	10,000.00		10,000.00	9,879.70	120.30
New England Council	60.00		60.00		
Interest-Temporary loans	13,900.00		13,900.00	12,181.61	1,718.39
Christmas Decorations	1,000.00		1,000.00		
Spec. Assent.-City & Exemp.Prop.	3,200.00		3,200.00	3,087.74	112.26
N. H. Municipal Association	830.00		830.00	829.78	.22
Booklet to Advertise City	2,000.00		2,000.00		
G.P.C.A.	1,000.00		1,000.00		
Merrimack Valley Ref. Assoc.	300.00		300.00		
Gen. Fund Share in Spec. Assent.	730.00		730.00	709.10	20.90
	<u>97,120.00</u>		<u>97,120.00</u>	<u>93,844.47</u>	<u>3,275.53</u>

STATEMENT OF APPROPRIATIONS AND EXPENDITURES--GENERAL FUND - Continued

	Current Yr. Approp.	Other Credits	Transfers	Total Available	Net Expend.	Carried Fwd. to '66	Unencumb. Bal. to Surp.
<u>Debt Service</u>							
Payment on Long Term Debt	176,118.00	*21,699.22		197,817.22	197,762.76		54.46
Int. on Long Term Debt	29,046.00			29,046.00	29,045.48		.52
	<u>205,164.00</u>	<u>*21,699.22</u>		<u>226,863.22</u>	<u>226,808.24</u>		<u>54.98</u>
<u>Capital Outlay</u>							
Town Road Aid	21,470.00			21,470.00	21,466.13		3.87
Sidewalk Construction	7,700.00	* 1,451.23		9,151.23	9,149.87		1.36
Storm Sewer Construction	4,100.00	* 257.16		4,357.16	4,344.46		12.70
Other Highway Constr.	6,200.00	* 400.00		6,600.00	6,572.18		27.82
Cemetery Construction		* 978.90		978.90	978.90		
Community Ctr Renovations	14,000.00	† 250.00		13,750.00	7,660.10	1,604.00	4,485.90
Lib. Bldg. Alterations		† 5,242.00		5,242.00	5,241.30		.70
Recreation Dept.-Bldgs	3,000.00			3,000.00	2,056.92		943.08
Basin St. Extension	3,000.00			3,000.00	478.73		2,521.27
Widen No. State St.	22,000.00			22,000.00	3,002.25	18,997.75	
Marshall, Fuller & Oak Sts. Reconstruction	11,000.00			11,000.00	9,950.10		1,049.90
Pur. of Land & Bldgs.			+7,550.00	7,550.00	7,550.00		
Columbus Ave.-Sidewalk		† 7,373.00		7,373.00	6,573.66		799.34
Parking Area Signs		† 366.50		366.50	187.11		179.39
Mountain Road Sidewalk	11,000.00			11,000.00	10,493.65		506.35
Land Acquisition	7,000.00			7,000.00		7,000.00	
Fire Dept.-Training Facil.	5,000.00			5,000.00	3,933.24	1,066.55	.21
Traffic Light-Carterbury Rd.		+ 450.00		450.00		450.00	
Misc. Constr.-Rec. Dept.	2,825.00	+ 84.00		2,909.00	2,908.52		.48
Heights Flgd. Improvements	5,000.00	- 84.00		4,916.00	4,774.05		141.95
Memorial Field Improvements	4,000.00	+ 250.00		4,250.00	4,247.67		2.33
Garrison Park Improvements	3,000.00			3,000.00	1,488.84		1,511.16
Dayen Park Improvements		† 395.00		395.00	395.00		

Merrill Park Improvements	5,500.00	+	2,661.82	5,500.00	4,349.29	1,097.00	53.71
Equipment-Library				2,661.82	2,644.61		17.21
" -Finance Dept.	4,950.00			4,950.00	4,950.00		
" -Police Dept.	7,725.00			7,725.00	7,471.34		253.66
" -Fire Dept.	21,000.00			20,500.00	19,489.39	960.78	49.83
" -Rec. Dept.	2,500.00		- 500.00	2,500.00	1,982.77	117.50	399.73
" -P. W. Dept.	8,000.00			8,000.00	7,810.49		189.51
" -Civil Defense	2,520.00	+	975.00	3,495.00	3,495.00		
" -Coll. Dept.	5,015.00			5,015.00			
	<u>187,505.00</u>		<u>20,100.61</u>	<u>215,105.61</u>	<u>165,645.57</u>	<u>5,015.00</u>	<u>13,151.46</u>
TOTAL MUNICIPAL	2,714,617.00		134,649.91	2,840,266.91	2,715,212.97	#42,639.19	82,414.75

Payments to Other Govern-
mental Units

County Tax	216,094.82			216,094.82	216,094.82		
Union School Dist.-Gen.	2,340,122.11	+	1,039,784.33	3,379,906.44	2,152,073.41	1,225,122.11	2,710.92
Union School Dist.-							
Bonds & Notes	205,000.00			205,000.00	205,000.00		
Union School Dist.-Int.	60,845.75	+	27,019.50	87,865.25	61,562.42	29,013.75	-2,710.92
Pena. Union School Dist.	162,101.86	+	74,177.35	236,279.21	142,177.35	94,101.86	
Merr. Valley School Dist.	6,223.79			6,223.79		6,223.79	
	<u>2,990,388.33</u>		<u>1,140,981.18</u>	<u>4,131,369.51</u>	<u>2,776,908.00</u>	<u>(A)1,354,461.51</u>	<u>-</u>
GRAND TOTAL	<u>5,705,005.33</u>		<u>1,275,631.09</u>	<u>6,971,636.42</u>	<u>5,492,120.97</u>	<u>1,397,100.70</u>	<u>82,414.75</u>

* Expendable Income

114,386.59

† Brought Forward from 1964

1,161,244.50

1,275,631.09

Carried forward to 1966

Reserved for Encumbrances

42,639.19

(A)Balance of School Approp.

1,354,461.51

1,397,100.70

STATEMENT OF LONG TERM DEBT

December 31, 1965

	Date of Issue	Date of Maturity	Interest Rate	Paid in 1965		Dec. 31, 1965
				Principal	Interest	
<u>Municipal</u>						
Equipment & Improvements	1953	1965	2.00	50,000.00	1,000.00	-
Airport Hanger (Notes)	1956	1966	2.60	4,000.00	208.00	4,000.00
Public Improvements & Land	1957	1968	2.90	31,500.00	3,197.25	94,500.00
Public Improvements & Land	1958	1968	1.90	10,000.00	665.00	30,000.00
Improvements	1959	1969	3.50	25,000.00	4,375.00	100,000.00
†Airport Runways (Contract)	1959		None	2,444.76	-	12,138.28
Storm Sewer Construction	1960	1969	2.90	10,000.00	1,450.00	40,000.00
Improvements	1961	1972	2.80	10,000.00	2,240.00	70,000.00
Public Highway Construction	1961	1972	2.60	30,000.00	4,160.00	130,000.00
Improvements	1962	1973	2.375	10,000.00	2,137.50	80,000.00
Improvements	1963	1974	2.60	14,818.00	2,942.73	98,364.00
Improvements & Equipment	1964	1977	2.90	-	6,670.00	230,000.00
Improvements & Equipment	1965	1977	3.00	-	-	360,000.00
				<u>197,762.76</u>	<u>29,045.48</u>	<u>1,249,002.28</u>
<u>School</u>						
Senior High School	1925	1965	4.25	14,000.00	595.00	-
Junior High School & Other	1955	1975	2.10	80,000.00	18,480.00	800,000.00
Dewey School Renov. & Addition	1958	1968	2.30	10,000.00	920.00	30,000.00
Senior High School Renov. & Additions	1959	1984	3.50	45,000.00	31,500.00	855,000.00
Renovations (Notes)	1960	1965	3.40	6,000.00	204.00	-
Conant School Additions	1961	1970	2.60	15,000.00	2,340.00	75,000.00
Dame & Eastman School Additions	1964	1974	2.75	35,000.00	9,625.00	315,000.00
				<u>205,000.00</u>	<u>63,664.00</u>	<u>2,075,000.00</u>

Self Liquidating

Water Construction & Land	1949	1969	1.75	10,000.00	787.50	40,000.00
* Sanitary Sewer Construction	1955	1965	2.10	10,000.00	210.00	-
+ Water Construction	1955	1966	2.10	8,000.00	336.00	8,000.00
+ Parking Area	1957	1968	2.90	14,500.00	1,471.75	43,500.00
* Sanitary Sewer Construction	1958	1968	1.90	20,000.00	1,330.00	60,000.00
+ Water Construction	1959	1969	3.50	10,000.00	1,750.00	40,000.00
+ Parking Areas	1959	1970	3.30	13,000.00	2,574.00	65,000.00
+ Parking Areas (Notes)	1960	1979	2.75	2,000.00	825.00	28,000.00
Sanitary Sewer Construction	1960	1966	2.90	5,000.00	290.00	5,000.00
+ Sanitary Sewer Construction	1960	1970	3.50	843.00	177.06	4,215.00
+ Water Construction (Notes)	1960	1970	3.50	1,080.00	226.80	5,400.00
+ Water Construction (Notes)	1961	1971	3.50	2,410.00	590.45	14,460.00
+ Water Construction (Notes)	1962	1972	3.50	1,189.00	332.96	8,323.00
+ Sidewalk Construction (Notes)	1962	1972	3.50	427.00	119.60	2,989.00
+ Sidewalk Construction (Notes)	1962	1972	3.50	220.00	61.60	1,540.00
+ Water & Street Construction (Notes)	1962	1967	3.50	460.00	48.30	920.00
+ Storm Sewer Construction	1963	1974	2.60	182.00	47.27	1,636.00
+ Water Construction (Notes)	1963	1968	3.50	324.60	45.52	973.80
+ Sanitary Sewer Construction (Notes)	1963	1973	3.50	240.00	75.60	1,920.00
+ Water Construction (Notes)	1963	1973	3.50	1,360.60	428.76	10,884.80
+ Sanitary Sewer Construction (Notes)	1963	1973	3.50	552.00	173.88	4,416.00
+ Water Construction (Notes)	1964	1974	3.50	420.00	147.00	3,780.00
+ Water Construction (Notes)	1964	1974	3.50	1,780.00	623.00	16,020.00
Water Dept. - Office Building Constr.	1965	1976	3.25	-	-	55,000.00
+ Sanitary Sewer Construction (Notes)	1965	1975	3.50	-	-	2,780.00
				<u>103,988.20</u>	<u>12,672.05</u>	<u>424,757.60</u>
TOTAL				506,750.96	105,381.53	3,748,759.88

* Approximately 50% payable from Special Assessments
+ " " " " " " " " " " " "

† Long term agreement to repay advance by State.
Annual payments based on amount of gasoline used
and sold at Airport.

ANALYSIS OF DEBT MATURITIES

<u>Due in</u>	<u>Municipal</u>	<u>School</u>	<u>Water</u>	<u>Sanitary Sewers</u>	<u>Parking Areas</u>	<u>Total</u>
1966-----	199,039.00	185,000.00	41,732.20	26,913.00	29,500.00	482,184.20
1967-----	194,939.00	185,000.00	33,732.20	21,913.00	29,500.00	465,084.20
1968-----	174,647.00	185,000.00	33,564.20	21,913.00	29,500.00	444,624.20
1969-----	133,147.00	175,000.00	33,239.60	1,913.00	15,000.00	358,299.60
1970-----	97,685.28	175,000.00	13,239.60	1,913.00	15,000.00	302,837.88
1971-----	95,647.00	160,000.00	12,159.60	1,070.00	2,000.00	270,876.60
1972-----	90,647.00	160,000.00	9,749.60	1,070.00	2,000.00	263,466.60
1973-----	70,000.00	160,000.00	8,560.60	1,070.00	2,000.00	241,630.60
1974-----	60,000.00	160,000.00	7,200.00	278.00	2,000.00	229,478.00
1975-----	50,000.00	125,000.00	5,000.00	278.00	2,000.00	182,278.00
1976-----	50,000.00	45,000.00	5,000.00	-	2,000.00	102,000.00
1977-----	40,000.00	45,000.00	-	-	2,000.00	87,000.00
1978-----	-	45,000.00	-	-	2,000.00	47,000.00
1979-----	-	45,000.00	-	-	2,000.00	47,000.00
1980-----	-	45,000.00	-	-	-	45,000.00
1981-----	-	45,000.00	-	-	-	45,000.00
After 1981-----	-	135,000.00	-	-	-	135,000.00
	<u>1,255,751.28</u>	<u>2,075,000.00</u>	<u>203,177.60</u>	<u>78,331.00</u>	<u>136,500.00</u>	<u>3,748,759.88</u>

SCHEDULE OF INVESTMENTS---ALL FUNDS

December 31, 1965

	<u>General Fund</u>	<u>Trust Funds</u>	<u>San. Sewer Fund</u>	<u>Water Fund</u>	<u>General Bond Fund</u>	<u>Total</u>
<u>Savings Banks:</u>						
Concord Savings Bank		114,886.11	15,134.96	26,196.98		156,218.05
Merrimack County Savings Bank		48,861.83	8,016.43	6,817.62		63,695.88
New Hampshire Savings Bank		103,091.82	8,174.07	26,944.33		138,210.22
Concord Fed. Savings & Loan Assoc.		25,000.00				25,000.00
<u>Time Deposits:</u>						
Concord National Bank	350,000.00				125,000.00	475,000.00
Mechanicks National Bank	450,000.00					450,000.00
<u>U. S. Government Securities:</u>						
U. S. Treasury Bonds		24,851.83				24,851.83
U. S. Treasury Bills	98,910.47				123,988.25	222,898.72
<u>Public Utility Bonds</u>		120,421.08				120,421.08
<u>Provincial Bonds</u>		19,712.00				19,712.00
<u>Stocks:</u>						
Investment Trusts		152,754.66				152,754.66
Public Utilities		218,706.35				218,706.35
Bank & Insurance		13,998.33				13,998.33
Industrial		<u>25,952.76</u>				<u>25,952.76</u>
	<u>898,910.47</u>	<u>868,236.77</u>	<u>31,325.46</u>	<u>59,958.93</u>	<u>248,988.25</u>	<u>2,107,419.88</u>

STATEMENT OF CHANGES IN BALANCES--TRUST FUNDS

For the Year Ended December 31, 1965

<u>Principal Account</u>	<u>City Cemeteries</u>	<u>City Library</u>	<u>Other City & School</u>	<u>Non-City</u>	<u>Total</u>
Balance January 1, 1965	664,292.99	131,617.66	2,961.73	21,376.45	820,248.83
New Trusts Received	9,932.78				9,932.78
One Third Sale of Cemetery Lots	1,356.67				1,356.67
Gain or Loss on Sale of Securities	360.10				360.10
Balance of Principal December 31, 1965	<u>675,942.54</u>	<u>131,617.66</u>	<u>2,961.73</u>	<u>21,376.45</u>	<u>831,898.38</u>
<u>Income Account</u>					
Balance January 1, 1965	25,854.94	6,967.75	1,463.15	838.12	35,123.96
Interest and Dividends Received	33,879.56	9,422.38	188.26	947.37	44,437.57
Two Thirds Sale of Cemetery Lots	2,713.33				2,713.33
Income from Trusts--Principal Held by Others	26,589.85				26,589.85
Total Income Available	<u>62,147.83</u>	<u>42,979.98</u>	<u>1,651.41</u>	<u>1,785.49</u>	<u>108,864.71</u>
Transfers to General Fund	33,446.44	35,714.89	43.41		69,161.33
Transfers to School Districts				43.41	43.41
Direct Grants & Expenses to Outside Parties	140.38	104.20		927.05	1,171.63
Total Disbursements	<u>33,586.82</u>	<u>35,819.09</u>	<u>43.41</u>	<u>927.05</u>	<u>70,376.37</u>
Balance of Accumulated Income December 31, 1965	<u>28,861.01</u>	<u>7,160.89</u>	<u>1,608.00</u>	<u>858.44</u>	<u>38,488.34</u>
Combined Balances of Principal and Income December 31, 1965	<u>704,803.55</u>	<u>138,778.55</u>	<u>4,569.73</u>	<u>22,234.89</u>	<u>870,386.72</u>

BOND FUND, GENERAL--DISPOSITION OF PROCEEDS

For the Year Ended December 31, 1965

	Issue of <u>1958</u>	Issue of <u>1961</u>	Issue of <u>1962</u>	Issue of <u>1963</u>	Issue of <u>1964</u>	Issue of <u>1965</u>	Total
Unexpended Balance, January 1, 1965	174.35	3,342.70	.83	12,730.91	178,470.34	360,000.00	194,719.13
Proceeds of New Issue						50,000.00	360,000.00
Income							50,000.00
Total Available	174.35	3,342.70	.83	12,730.91	178,470.34	410,000.00	604,719.13
Transfers	+ .83	- 758.11	- .83	- 7,867.17	+17,381.18	+ 244.10	+ 9,000.00
Expenditures (Detail Below)				4,475.17	92,109.21	108,135.92	204,720.30
Unexpended Balance, December 31, 1965	175.18	2,584.59	-	388.57	103,742.31	302,108.18	408,998.83

DETAIL OF EXPENDITURES

Highway Construction - South State St.
 Fire Dept. - Aerial Ladder Truck
 Northern By-Pass - Surveys & Plans
 Phoenix Avenue Reconstruction
 Fire Station Construction
 Public Works Dept. - Equipment
 Addition to Main Library Bldg.
 Storm Sewer Construction
 Highway Construction - East Concord
 Fire Dept. - Tanker Pumper Truck

	4,475.17	
	53,818.96	4,475.17
	5,582.00	53,818.96
	1,550.00	5,582.00
	31,158.25	1,550.00
	11,209.27	31,158.25
	53,116.72	11,209.27
	41,763.44	53,116.72
	1,946.78	41,763.44
	99.71	1,946.78
	92,109.21	99.71
Total Expenditures	4,475.17	92,109.21
	108,135.92	4,475.17
	204,720.30	108,135.92

BALANCE SHEET - SPECIAL ASSESSMENT FUND

December 31, 1965

ASSETS:	Water Receivable	San. Sewer Receivable	Parking Area Receivable	General Receivable	Total
Cash -- Mechanics National Bank	8,693.52	14,479.50	5,297.56	1,314.79	30,099.37
Deferred Assessments Receivable	26,857.42	17,457.36	79,596.64	3,460.41	127,371.83
Bellmunt Assessments Receivable	1,506.93	1,139.97	3,248.25	74.26	5,999.41
Water Fund Share of Improvement Cont.	33,558.29				33,558.29
Sanitary Sewer Fund Share of Improvement Cont.		19,116.28			19,116.28
Parking Meter Fund Share of Improvement Cont.			19,429.01		19,429.01
General Fund Share of Improvement Cont.				2,460.89	2,460.89
Projects Authorized -- Not Completed		<u>2,780.00</u>			<u>2,780.00</u>
Total Assets	<u>70,621.16</u>	<u>52,373.11</u>	<u>107,851.46</u>	<u>7,309.35</u>	<u>248,155.08</u>
LIABILITIES:					
Long Term Debt		22,331.00	104,500.00	6,749.00	205,570.00
Vouchers & Fees Payable				6.65	6.65
Loan Payable to Sanitary Sewer Fund		23,644.42			23,644.42
Reserve for Payment of Interest	2,443.56	6,628.19	- 643.54	553.70	8,976.91
Reserved for Authorized Improvements		<u>2,769.50</u>			<u>2,769.50</u>
Total Liabilities	<u>70,621.16</u>	<u>52,373.11</u>	<u>107,851.46</u>	<u>7,309.35</u>	<u>248,155.08</u>
ANALYSIS OF SURPLUS ACCOUNT					
Balance January 1, 1965	2,073.20	5,751.57	439.34	536.30	8,800.41
Interest Income	3,118.49	1,628.66	2,997.87	276.53	7,941.55
Interest Expense	<u>2,748.13</u>	<u>752.04</u>	<u>4,045.72</u>	<u>259.13</u>	<u>7,805.02</u>
Balance December 31, 1965	<u>2,443.56</u>	<u>6,628.19</u>	<u>- 643.54</u>	<u>553.70</u>	<u>8,976.91</u>

SPECIAL ASSESSMENT FUND
STATEMENT OF RECEIPTS, EXPENDITURES & CASH BALANCE
For the Year Ended December 31, 1965

	Water Section	San. Sewer Section	Parking Area Section	General Section	Total
<u>Balance January 1, 1965</u>	17,648.70	17,620.63	7,422.50	810.86	43,502.74
<u>Receipts:</u>					
Deferred Assessments	1,054.47	1,529.03		50.87	2,634.37
Current Assessments	8,455.52	5,090.50	13,298.23	1,114.98	27,959.23
Delinquent Assessments	3,037.64		223.33	14.96	3,275.93
Interest and Fees	374.58		21.54	10.00	406.12
Related Fund Share of Principal	8,517.42	8,963.13	14,832.71	590.98	32,904.24
Related Fund Share of Interest	1,480.50	906.40	955.00	118.12	3,460.02
Borrowed for New Projects	2,780.00				2,780.00
Total Receipts	<u>22,920.13</u>	<u>19,269.06</u>	<u>29,330.81</u>	<u>1,899.91</u>	<u>73,419.91</u>
<u>Expenditures:</u>					
Construction	3,567.95	10.50			3,578.45
Debt Maturities	16,732.20	10,635.00	27,500.00	1,121.00	55,988.20
Interest on Debt	2,748.13	752.04	4,045.75	299.13	7,805.05
Recording Fees				16.85	16.85
Repayment of Loans	8,822.03	10,617.70			19,439.73
Total Expenditures	<u>31,870.31</u>	<u>22,010.24</u>	<u>31,945.75</u>	<u>1,396.08</u>	<u>86,823.78</u>
<u>Balance December 31, 1965</u>	8,698.52	14,879.50	5,207.56	1,313.79	30,099.37

SCHEDULE OF PROJECTS AUTHORIZED AND AMOUNTS EXPENDED

	Appropriation	Expenditures	Carried to 1966	Balance Expended
<u>Project Authorized</u>				
//43 Water Main Extension - Garvins Pullig Road	4,618.54	3,567.95		1,050.59
//44 Sanitary Sewer Extension - Nivelle Street	<u>2,780.00</u>	<u>10.50</u>	<u>2,769.50</u>	
	7,398.54	3,578.45	2,769.50	1,050.59

EQUIPMENT MAINTENANCE & REPLACEMENT FUND

STATEMENT OF OPERATIONS

For the Year Ended December 31, 1965

<u>Equipment Earnings:</u>		217,955.83
<u>Operating Expenditures:</u>		
Direct Labor	44,533.95	
Indirect Labor	21,737.08	
Leaves & Longevity	6,101.27	
Building Repairs	1,693.92	
Gas, Oil & Antifreeze	15,674.75	
Repair Parts	46,983.48	
Tires	11,131.94	
Batteries	1,623.89	
Misc. Hardware	2,247.95	
Grease & Lubricants	505.93	
Supplies	2,775.68	
Hand Tools	895.91	
Fuel & Utilities	5,561.87	
Insurance	7,048.81	
Retirement Contributions	6,040.22	
Shop Equipment	<u>973.09</u>	175,529.74
<u>Depreciation</u>		<u>56,324.53</u>
		<u>231,854.27</u>
Net Loss for Period		<u><u>13,898.44</u></u>

BALANCE SHEET
December 31, 1965

<u>Assets:</u>		
Equipment	705,273.47	
Due from General Fund	<u>51,804.74</u>	<u>757,078.21</u>
<u>Liabilities & Funds:</u>		
Municipal Investment	705,837.26	
Deficit, December 31, 1965	- 4,495.99	
Capital Reserve Fund	<u>55,736.94</u>	<u>757,078.21</u>

STATEMENT OF RESERVE ACCOUNT

Balance, January 1, 1965		11,806.62
<u>Additions:</u>		
Depreciation	56,324.53	
Equipment Sold	1,152.20	
Transfer from Capital Reserve Fund	<u>15,000.00</u>	<u>72,476.73</u>
		<u>84,283.35</u>
Equipment Purchases (as per detail)		<u>28,546.41</u>
Balance, December 31, 1965		55,736.94

DETAIL OF EQUIPMENT PURCHASED

2 Five ton dump trucks	25,422.00
1 Four door sedan	1,982.71
1 Wacker Rammer (Pavement Breaker)	857.50
1 Greens mower	<u>284.20</u>
	<u>28,546.41</u>

BALANCE SHEET -- PARKING METER FUND

December 31, 1965

Assets:

Due from General Fund	12,180.91	
Debt Requirements-Spec. Assess.	19,829.01	
Debt Requirements-Other	<u>28,000.00</u>	<u>60,009.92</u>

Liabilities:

Bonded Debt	28,000.00	
Share in Special Assessments	19,829.01	
Unappropriated Current Surplus	<u>12,180.91</u>	<u>60,009.92</u>

STATEMENT OF REVENUES AND EXPENDITURES
PARKING METER FUND

For the Year Ended December 31, 1965

Cash Balance - January 1, 1965		2,082.55	
Revenues:			
Meter Collections-on street	42,417.29		
Meter Collections-off street	10,575.32		
Parking Penalties	<u>9,142.00</u>	<u>62,134.61</u>	64,217.16
Operating Expenditures:			
On Street			
Meter Repairs & Maintenance	4,024.13		
Enforcement	11,792.95		
Collecting & Accounting	1,694.00		
Marking Pavements	100.00		
Insurance	249.32		
Retirement Contributions	<u>1,277.63</u>	19,138.03	
Off Street			
Meter Repairs	1,000.00		
Enforcement	5,569.56		
Collections	596.00		
Marking Pavements	1,200.00		
Maint. of Parking Areas	2,573.35		
Lighting	1,880.57		
Insurance	111.70		
Retirement Contributions	<u>339.89</u>	13,271.07	
Debt Service-Off Street Areas:			
Payment of Bonds	2,000.00		
Interest on Bonds	<u>825.00</u>	2,825.00	
Share of Special Assess. Projects:			
Principal	14,832.71		
Interest	<u>955.00</u>	15,787.71	
Capital Outlay:			
Equipment: On street		<u>1,014.44</u>	
Total Expenditures			<u>52,036.25</u>
Cash Balance - December 31, 1965			<u>12,180.91</u>

BALANCE SHEET -- WATER FUND

December 31, 1965

ASSETS

Fixed Assets:

Water & Flowage Rights	167,663.11	
Land	211,975.37	
Structures	472,662.75	
Pumping & Purification Equipment	86,529.21	
Distr. Mains, Services, Hydrants & Meters	1,870,729.86	
Other Equipment and Garage Equipment	83,639.51	
Misc. Expenditures during Construction	66,825.24	
Emergency Pumping Station Facilities	78,915.35	
	<u>3,038,940.40</u>	
Less: Reserved for Depreciation	<u>941,028.39</u>	2,097,912.01

Current Assets:

Due from General Fund	74,189.83	
Investments	59,958.93	
Bond Construction Account	32,306.97	
Materials & Supplies - Inventory	<u>48,784.63</u>	<u>215,240.36</u>

Total Assets

2,313,152.37

LIABILITIES AND FUNDS

Long Term Liabilities:

Bonded Debt	135,000.00	
Share in Spec. Assess. Projects	<u>33,558.29</u>	168,558.29

Fund Balance and Surplus:

Municipal Investment	963,194.74	
Contrib. in Aid of Construction	281,041.68	
Surplus-Bal. Jan. 1, 1965	884,893.07	
Net Profit for year 1965	<u>15,464.59</u>	<u>900,357.66</u>
		2,144,594.08

Total Liabilities, Surplus & Funds

2,313,152.37

BOND FUND, WATER - DISPOSITION OF PROCEEDS

For the Year Ended December 31, 1965

Proceeds of Bond Issue	55,000.00
Expenditures - Office Building Construction	<u>22,693.03</u>
Unexpended Balance December 31, 1965	32,306.97
Encumbrances Outstanding	<u>30,162.28</u>
Unencumbered Balance, December 31, 1965	<u><u>2,144.69</u></u>

STATEMENT OF OPERATION--WATER FUND

For the Year ended December 31, 1965

OPERATION REVENUE

Commercial Sales - Flat Rate	2,647.41	
Commercial Sales - Metered	211,511.81	
Industrial Sales - Metered	50,893.06	
Miscellaneous Water Revenues	<u>198.80</u>	265,251.08

OPERATING EXPENSES

Water Supply:

Source of Supply Labor	2,022.86	
Pumping Station Labor	25,096.42	
Purification Labor	3,827.64	
Miscellaneous Labor	2,881.60	
Gravity System Supplies & Expenses	238.55	
Pumping Sta. Supplies & Expenses	3,283.26	
Purification System Supplies & Expenses	7,768.35	
Power Purchased	23,714.76	
Repairs to Water Supply Str.&Equip.	1,176.16	
Repairs to Pump.Station Str.&Equip.	4,024.88	
Repairs to Purification System Str. & Equipment	<u>314.50</u>	74,348.98

Distribution:

Distribution Wages	37,913.82	
Meter Department Labor	7,020.88	
Meter Department Supplies & Expenses	66.05	
Other Supplies & Expenses	675.04	
Repairs to Structures	1,172.27	
Repairs to Mains	4,564.95	
Repairs to Services	4,035.35	
Repairs to Hydrants	1,044.76	
Repairs to Meters	<u>2,099.39</u>	58,592.51

Administration:

Commercial Office Salaries	3,480.31	
Meter Reading Salaries	8,783.72	
Commercial Supplies & Expenses	1,223.08	
Salary of General Officer	8,800.00	
Salary of Account Clerk	4,800.00	
General Office Expense	671.68	
Repairs to General Office Str. & Equipment	508.75	
General Expense	1,650.57	
Insurance	4,046.27	
Longevity, Annual & Sick Leaves	11,819.24	
Retirement Fund Payments	12,979.07	
Stores Dept. & Shop Expense	3,023.83	
Garage Expense	<u>5,179.76</u>	66,966.28

<u>Fixed Charges:</u>			
Depreciation	49,581.76		
Taxes	<u>38.33</u>	<u>49,620.09</u>	
Total Operating Expenses			<u>249,527.86</u>
Operating Income			15,723.22
<u>Non-Operating Income:</u>			
Income from Invested Funds	2,542.41		
Miscellaneous Income	1,113.49		
Accrued Interest on Sale of Bonds	<u>103.47</u>	<u>3,759.37</u>	
			<u>19,482.59</u>
<u>Non-Operating Expense:</u>			
Interest Expense			4,018.00
Net Profit for the Year			<u>15,464.59</u>

BALANCE SHEET--SANITARY SEWER FUND

December 31, 1965

ASSETS

<u>Fixed Assets:</u>			
Land & Right of Way	38,274.97		
Sewer Mains	1,437,898.17		
Manholes	196,959.04		
Customer Connections	238,577.74		
Sundry Equipment	<u>9,259.25</u>		
	1,920,969.17		
Less: Reserve for Depreciation	<u>843,295.83</u>	1,077,673.34	
<u>Deferred Engineering Charges</u>			11,678.40
<u>Current Assets:</u>			
Due from General Fund	92,551.46		
Investments	31,325.46		
Loan to Special Assessment Fund	<u>23,644.42</u>	<u>147,521.34</u>	
			<u>1,236,873.08</u>

LIABILITIES & FUNDS

<u>Long Term Liabilities:</u>			
Bonded Debt	56,000.00		
Share in Special Assessments	<u>19,116.28</u>	75,116.28	
<u>Fund Balance & Surplus:</u>			
Municipal Investments	464,871.96		
Contributions in Aid of Constr.	300,683.88		
Surplus Balance: Jan. 1, 1965	364,202.76		
Net Profit for the year 1965	<u>31,998.20</u>	<u>396,200.96</u>	<u>1,161,756.80</u>
			<u>1,236,873.08</u>

STATEMENT OF OPERATIONS -- SANITARY SEWER FUND

For the Year Ended December 31, 1965

OPERATING REVENUES

<u>Sewer Rents:</u>		
General	65,980.95	
Industrial	<u>24,587.43</u>	90,568.38

OPERATING EXPENSES

<u>General Operations, Admin., etc:</u>		
Main & Manhole Operating Expense	17,627.53	
House Conn. Operating Expense	4,148.21	
Maintenance of Mains	4,465.69	
Maintenance of Manholes	2,362.67	
Misc. General Expense	852.21	
Meter Readings & Billings	2,717.43	
Employees Retirement Fund	<u>1,779.87</u>	33,953.61
<u>Depreciation</u>	<u>23,536.48</u>	<u>57,490.09</u>
Operating Income		33,078.29
<u>Add: Non-Operating Income:</u>		
Interest on Investments		<u>1,330.81</u>
		34,409.10
<u>Deduct: Non-Operating Expenses:</u>		
Interest Expense		<u>2,410.90</u>
Net Profit for the Year		<u>31,998.20</u>

DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION
Concord, New Hampshire

May 20, 1966

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, 1965. In our opinion, the Exhibits included herewith reflect the true financial condition of the City on December 31, 1965, 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

O. Maurice Oleson)
Lionel J. DeGrace) Auditors
Edgar O. Pesquera)

Stephen D. Plodzik, Accountant

DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION
Concord, New Hampshire

May 20, 1966

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, 1965, 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.

Comparative Balance Sheets (Revenue Accounts): December 31, 1964-December 31, 1965: (Exhibit A-1)

Comparative Balance Sheets (Revenue Accounts) for the fiscal years ended December 31, 1964 and December 31, 1965, are presented in Exhibit A-1. As indicated therein, the Surplus increased by \$844.39, from \$97,264.84 to \$98,109.23, in 1965.

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:

	<u>Increase in Surplus</u>		
New Budget Surplus		\$128,207.61	
	<u>Decrease in Surplus</u>		
Surplus Used to Reduce Tax Rate	\$95,000.00		
Tax Collector's Excess Debit	01		
Increase in Reserve Against Taxes			
Receivable	7,470.33		
Increase in Reserve Against Accounts			
Receivable	8,806.37		
Increase in Reserve Against Stores Accounts	16,086.51		
		127,363.22	
<u>Net Increase</u>		\$ 844.39	

Decrease in Long Term Indebtedness:

The long term indebtedness of the City (including Municipal, Water and Union School District indebtedness) decreased by \$88,970.96 in 1965, as shown herewith:

	<u>Long Term Debt</u>	<u>Bonds & Notes Issued in 1965</u>	<u>Bonds & Notes Retired in 1965</u>	<u>Long Term Debt</u>
	<u>December 31, 1964</u>	<u>in 1965</u>	<u>in 1965</u>	<u>December 31, 1965</u>
Municipal	\$1,357,362.00	\$362,780.00	\$262,282.00	\$1,457,860.00
Water	185,785.80	55,000.00	37,024.20	203,761.60
School (Union School Dist.)	2,280,000.00	0-	205,000.00	2,075,000.00
Airport Advance (Due State)	14,583.04	0-	2,444.76	12,138.28
	\$3,837,730.84	\$417,780.00	\$506,750.96	\$3,748,759.88

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

A statement of outstanding long term indebtedness as of December 31, 1965, 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, 1965, are presented in Exhibits A-4 and A-5. As indicated by the budget summary (Exhibit A-5), unexpended balances of appropriations of \$82,414.75, plus a revenue surplus of \$45,792.86, resulted in a net budget surplus of \$128,207.61.

Tax Collections:

Tax collections (exclusive of State Head Taxes) of the current year's levy as compared to taxes assessed, for the years 1964 and 1965 were as follows:

	<u>Levy of 1964</u>	<u>Percent</u>	<u>Levy of 1965</u>	<u>Percent</u>
Taxes Assessed--Current Year's Levy	<u>\$4,876,303.42</u>		<u>\$5,229,807.53</u>	
Taxes Collected--Current Year's Levy	\$4,247,796.19	87.1%	\$4,560,544.55	87.2%
Taxes Abated--Current Year's Levy	24,070.15	.5%	23,095.24	.4%
Uncollected Taxes--Current Year's Levy	<u>604,437.08</u>	<u>12.4%</u>	<u>646,167.74</u>	<u>12.4%</u>
	<u>\$4,876,303.42</u>	<u>100.0%</u>	<u>\$5,229,807.53</u>	<u>100.0%</u>

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
Director
DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION

O. Maurice Oleson)
Lionel J. DeGrace) Auditors
Edgar O. Pesquera)

Stephen D. Plodzick, Accountant



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

A TELEPHONE DIRECTORY OF CITY SERVICES

Service	Department	Phone
Administration, General	Mayor	224-2391
Airport (Maintenance)	Engineering	224-1955
Ambulance	Police	225-2706
Assessments	Assessors	224-0241
Auditorium, Rental	City Clerk	224-0591
Auto Permits	Collector	224-4261
Bicycle Licenses	Police	225-2706
Birth Certificates	City Clerk	224-0591
Bookmobile	Library	225-2743
Building Permits	Building & Inspection	224-2397
Cemeteries	Cemetery	225-3911
Civil Defense	Civil Defense	224-4342
Dance Licenses	Licensing Board (Mayor)	224-2391
Death Certificates	City Clerk	224-0591
Dog Licenses	City Clerk	224-0591
Elections	City Clerk	224-0591
Engineering	Engineering	224-1955
FIRE	FIRE	225-3355
Golf Course	Recreation & Parks	224-0951
Health, Public	Health	224-0521
Library	Library	225-2743
Maps, City	Engineering	224-1955
Marriage Certificates	City Clerk	224-0591
Milk Licenses & Inspection	Health	224-0521
Mortgages & Conditional Sales	City Clerk	224-0591
Oil Burner Inspection	Building & Inspection	224-2397
Old Age Assistance	Welfare	224-1091
Ordinances & Resolutions	City Clerk	224-0591
Parks & Playgrounds	Recreation & Parks	224-0951
Payments, by City	Finance	225-2775
Personnel, City	Personnel	224-2111
Planning	Planning	224-1955
Plumbing Permits	Building & Inspection	224-2397
POLICE	POLICE	225-2706
Purchasing	Purchasing	224-2111
Recreation & Parks	Recreation & Parks	224-0951
Refuse Collection	Public Works	224-1955
Sanitation, Public	Health	224-0521
Sewers	Public Works	224-1955
Snow Plowing & Sanding	Public Works	224-1955
Street Lights, Reported Out	Concord Electric Co.	225-3641
Street Maintenance	Public Works	224-1955
Taxes, Payment of	Collector	224-4261
Trees, City	Engineering	224-1955
Water, Service	Water	225-5574
Water Bills, Payment of	Collector	224-4261
Weights & Measures	Building & Inspection	224-2397
Welfare, Concord	Welfare	224-1091
Penacook	Overseer of the Poor	753-4211
Zoning Permits & Changes	Engineering	224-1955

For prompt SERVICE dial the DEPARTMENT INVOLVED. If you are uncertain about where to call, dial the MAYOR'S OFFICE, 224-2391



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Although it is no longer a significant factor in the community's economic existence, the "bend in the river" at Concord was the scene of considerable activity during 1965. The New Hampshire Technical Institute on its west bank (see page 24), and an ice skating arena and a shopping center east of the river were completed and opened. Construction was started on the new Merrimack River Bridge and Interstate Route 93 at the traffic circle.

