

BOARD OF MAYOR AND ALDERMEN

INAUGURAL CEREMONIES

January 1, 2008

10:00 AM

Members of the City Government elected at the Municipal Election held November 6, 2007, gathered at the Palace Theatre in Manchester at 10:00 AM as required in accordance with the laws of the State of New Hampshire and the Ordinances of the City of Manchester.

Ladies and gentlemen, my name is **Louis DeMato**. It's interesting to do this on a New Year's Day after a New Year's Eve. I hope you're all feeling well. At the request of Mayor Guinta, it is my honor to serve as your Master of Ceremonies for the City of Manchester's 2008 Inaugural ceremony. The processional for this occasion is to be performed by the West High School Jazz Band who I ask to stand and be recognized at this time. Thank you. Elected and other officials will be escorted by members of the Mayor's Youth Advisory Council, whom we thank for participating in these ceremonies today.

Mr. DeMato recognized various dignitaries, including former mayor Ray Wiczorek, former mayor Emile Beaulieu, Reverend John Bavarro, Reverend Douglas Rickard, and the new City Clerk Carol A. Johnson. He welcomed Morgan Smith Guinta and the Honorable Frank C. Guinta along with their children, Colby and Jack.

The elected officials, ushered by representatives of the Mayor's Youth Advisory Council, were seated. The colors were then presented by members of the United States Marine Corps Honor Guard.

The National Anthem was sung by the West High School Select Chorus.

Mr. DeMato asked the audience to remain standing and join in reciting the Pledge of Allegiance, led by Emma Provencher.

Mr. DeMato stated we are assembled here in convention for the purpose of installing in office the Mayor-Elect, the Commissioner of Welfare-Elect, the Members-Elect of the Board of Aldermen, the Members-Elect of the Board of School Committee, Ward Clerks-Elect, Ward Moderators-Elect, and Members-Elect of the Board of Selectmen for their respective wards, all of whom were duly chosen by the electorate of the City of Manchester at the last municipal election held on Tuesday, November 6, 2007, to administer the affairs of our municipal government and our wards for the ensuing term of two years. In carrying out this assignment in a legal manner as provided by the laws of the State of New Hampshire and the Ordinances of the City of Manchester, the required oath of office will be administered to each official thus chosen.

The invocation was then given by Reverend John Bavarro, OFM, of Blessed Sacrament Church.

The Oath of Office was then administered to the **Members-Elect of the Board of Aldermen** who were present at the Inaugural and so designated by an asterisk beside their names by Carol A. Johnson, City Clerk, as follows:

*WARD 1	MARK E. ROY
*WARD 2	THEODORE L. GATSAS
*WARD 3	PETER M. SULLIVAN
*WARD 4	JIM ROY
*WARD 5	EDWARD J. OSBORNE

*WARD 6	REAL R. PINARD
*WARD 7	WILLIAM P. SHEA
*WARD 8	BETSI L. DEVRIES
*WARD 9	MICHAEL D. GARRITY
*WARD 10	GEORGE W. SMITH
*WARD 11	RUSSELL OUELLETTE
*WARD 12	KELLEIGH DOMAINGUE
*AT-LARGE	MICHAEL LOPEZ
*AT-LARGE	DANIEL P. O'NEIL

The Oath of Office was then administered to the **Members-Elect of the Board of School Committee** who were present at the Inaugural and so designated by an asterisk beside their names by Carol A. Johnson, City Clerk, as follows:

*WARD 1	JOYCE CRAIG
*WARD 2	ROBERT G. SULLIVAN
*WARD 3	JENNIFER PEABODY
*WARD 4	CHRIS HERBERT
*WARD 5	KATHERINE M. LABANARIS
*WARD 6	DONNA M. SOUCY
*WARD 7	DAVE GELINAS
*WARD 8	DOUG KRUSE
*WARD 9	ARTHUR J. BEAUDRY
*WARD 10	JOHN B. AVARD
*WARD 11	STEPHEN H. DOLMAN
*WARD 12	JONATHAN COTE
*AT-LARGE	DEBRA GAGNON LANGTON
*AT-LARGE	KATHLEEN M. KELLEY

The Oath of Office was then administered to the **Ward Clerks-Elect** who were present at the Inaugural and so designated by an asterisk beside their names by Carol A. Johnson, City Clerk, as follows:

*WARD 1	DIANNE D. BEATON
*WARD 2	E. NICHOLL MARSHALL
WARD 3	MARION G. RUSSELL
WARD 4	WILLIAM CRAIG
WARD 5	CATHRYN VAUGHN
WARD 6	MARTIN F. QUIRK
*WARD 7	CLAIRE BERUBE
WARD 8	D. LYNN LAVIGNE
*WARD 9	BRAIN MCCOY
*WARD 10	RUTH D. SMITH
WARD 11	FELICE I. GOUPIL
*WARD 12	LUCILLE M. FOREST

The Oath of Office was then administered to the **Moderators-Elect** who were present at the Inaugural and so designated by an asterisk beside their names by Carol A. Johnson, City Clerk as follows:

*WARD 1	JUSTIN GAMACHE
*WARD 2	WINFRED HUTCHINSON
WARD 3	TRACIE A. BUCKLEY
WARD 4	PATRICIA MARTIN
WARD 5	JEFFREY MICHELSEN
WARD 6	LOUISE GOSSELIN
WARD 7	WENDY L. GARRITY
WARD 8	ALBERTINE L. MORRISSETTE

*WARD 9	GLORIA PILOTTE
WARD 10	MADELEINE ROY
WARD 11	EVERETT "LEFTY" GODBOIS
*WARD 12	KELLY HURST

The Oath of Office was then administered to the **Selectmen-Elect** who were present at the Inaugural and so designated by an asterisk beside their names by Carol A. Johnson, City Clerk as follows:

WARD 1	PAUL ALLARD JOCELYN D. CHAMPAGNE KAREN SHEEHAN LORD
WARD 2	WAYNE P. JOHNSON *SANDRA SMITH *BEATRICE P. VARKAS
WARD 3	*ROBERT M. FREMEAU *JEAN L. JEUDY
WARD 4	MARGARET LEUZARDER NICKOLAS J. LEVASSEUR *SCOTT W. NICHOLS
WARD 5	NORMA GREER CHAMPAGNE *SANDRA PROULX JOSEPH B. SCULLY, III
WARD 6	*WILLIAM E. COUTURE *PETER F. DELMASTRO *LEO VEILLEUX
WARD 7	*VIOLETTE BOURNIVAL *MICHAEL J. REUSCHEL *CLAIRE ROY
WARD 8	*RICHARD S. CIECHON MICHAEL FARLEY

*ALAN PEDUZZI

WARD 9

*PAULETTE ASSELIN
DAVID R. LESSARD
DAVID MCCLOSKEY

WARD 10

*MARILYN A. CASHIN
*ROBERT W. DUFRESNE
*CHRISTOPHER R. MESSIER

WARD 11

MICHAEL BRUNELLE
*ROGER J. MAJOR
GERARD PROVENCHER

WARD 12

*GERARD D. BRUNELLE
*LORRAINE R. CHARRON
KEITH MURPHY

The Oath of Office was then administered to **Commissioner of Welfare-Elect, Paul R. R. Martineau**, by City Clerk Carol A. Johnson.

The Oath of Office was then administered to **Mayor-Elect, Frank C. Guinta**, by City Clerk Carol A. Johnson.

Mayor Guinta was then introduced to those in attendance by Morgan Smith Guinta.

Mrs. Morgan Smith Guinta stated good morning and Happy New Year everybody. I knew I wasn't going to keep my shirt pressed and clean for too long. I want to be the first to congratulate our friends Lou DeMato and his wife-elect Ty Cummings because that's very exciting news. They've had a ten year engagement and today's the day that they I guess made it official. So congratulations, you guys. I get the lucky job of introducing someone who I greatly admire. Two years

ago we were here, and it was a new beginning, and we really had no idea how it was going to be. It's flown by and I've really been very impressed by how my husband and those we work with have conquered the past two years worth of work. It's not an easy job. It's very, very busy. It's time consuming. And yet, I believe that he has done a tremendous job leading us as a city, those who work with him, and also when he does get home, he's a great father and husband. So, I'm very proud of him. I think he is a true leader and a natural at this job, and I am very proud to introduce our new and re-elected mayor, Frank Guinta.

Mayor Guinta delivered his Inaugural address as follows:

THANK YOU ALL. THANK YOU FOR ALSO INDULGING MY WONDERFUL AND ACTIVE CHILDREN THIS MORNING. TWO YEARS AGO WE WEREN'T QUITE SURE HOW THEY WERE GOING TO RESPOND, AND THEY SAT WITH MY FAMILY AND MORGAN'S FAMILY IN THE FRONT ROW AND VERY POLITELY WATCHED THE CEREMONY, SPENT A LITTLE TIME WITH US WHILE I WAS SWORN IN. TODAY IS A LITTLE BIT DIFFERENT. BUT I THINK THAT'S WHAT FATHERHOOD AND PARENTHOOD IS ALL ABOUT. I APPRECIATE YOUR INDULGENCE. THEY ARE THE APPLES OF MY EYE AND MY WIFE'S EYE. WE COULDN'T BE PROUDER OF THEM.

EXECUTIVE COUNCILOR AND FORMER MAYOR RAY WIECZOREK, FORMER MAYOR EMILE BEAULIEU, MY FRIENDS, GUESTS, COLLEAGUES, IT'S A WONDERFUL DAY FOR THE CITY OF MANCHESTER. NEARLY TWO YEARS AGO I ADDRESSED THE PEOPLE OF MANCHESTER FOR THE FIRST TIME AS THEIR DULY ELECTED MAYOR. THAT DAY WILL ALWAYS BE REMEMBERED BY ME AS AMONG THE HAPPIEST DAYS OF MY LIFE, AND YET ALSO AMONG

THE MOST HUMBLING. THE PEOPLE OF MANCHESTER HAVE PLACED GREAT TRUST AND RESPONSIBILITY IN MY HANDS AND I APPROACH THIS JOB WITH GREAT ENTHUSIASM EACH AND EVERY DAY.

THE TWO YEARS THAT HAVE SINCE PAST HAVE BEEN ANYTHING BUT UNEVENTFUL, AND I THINK WE AS A COMMUNITY HAVE BEEN GREATLY CHALLENGED BY A SERIES OF EVENTS THAT GRABBED OUR COLLECTIVE ATTENTION AND UNITED US AS ONE PEOPLE. TOGETHER WE HAVE SURVIVED TWO POTENTIALLY CATASTROPHIC FLOODS AND SEEN CRIMINAL ACTIVITY AT ITS WORST WITH THE UNFORTUNATE MURDER OF A MEMBER OF OUR POLICE FORCE. WE HAVE DEALT WITH AN ARRAY OF ISSUES LIKE THE NEGLECT OF OUR NEIGHBORHOODS, THE EFFECTS OF AN ONCOMING RECESSION, AND A SCHOOL DISTRICT FACED WITH FEDERAL GUIDELINES. WE HAVE NOT ONLY TACKLED EACH OF THESE CHALLENGES THROUGH SOUND LEADERSHIP AND GOOD, EFFECTIVE GOVERNMENT, WE HAVE DONE SO WITH GREAT PUBLIC SUPPORT AND UNIFIED POLITICAL LEADERSHIP AT CITY HALL.

TWO YEARS AGO WHEN I TOOK OFFICE, I TALKED ABOUT THREE VERY IMPORTANT ISSUES THAT I FELT NEEDED TO BE ADDRESSED FOR THE SAKE OF MANCHESTER'S FUTURE. THESE ISSUES WERE TAXES, CRIME AND EDUCATION; AND EACH OF THESE ISSUES WERE NOT BEING ADDRESSED BY YOUR ELECTED LEADERS. SINCE THAT TIME, MY MESSAGE HAS BEGUN TO RESONATE THROUGHOUT THE CITY AND PEOPLE HAVE TOLD THEIR ELECTED LEADERS THAT THEY DO WANT TAX RELIEF, THEY DO WANT SAFER STREETS AND THEY DO WANT A BETTER LEVEL OF EDUCATION FOR THEIR CHILDREN. THESE ARE THE ISSUES THAT MATTER MOST TO THE AVERAGE

PERSON AND THESE ARE THE ISSUES THAT I HAVE FOUGHT FOR AND WILL CONTINUE TO DO SO FOR ANOTHER TWO YEARS.

WE IN MANCHESTER DO NOT TURN AWAY FROM CHALLENGES, NOR DO WE IGNORE OPPORTUNITIES. FOR YOU SEE, **MANCHESTER, NEW HAMPSHIRE IS A CITY OF HOPE** AND WE EXPRESS THAT HOPE EACH AND EVERY DAY THROUGH THE ACTIONS OF COUNTLESS GOOD MEN AND WOMEN WHO WANT TO MAKE A DIFFERENCE AND MAKE MANCHESTER A TRULY BETTER PLACE.

LOOK AROUND YOU THIS MORNING AND LOOK TOWARD THIS STAGE AND YOU WILL FIND COMMUNITY LEADERS WHO CARE ABOUT THIS CITY AND BELIEVE THAT SHE IS WORTH FIGHTING OVER. THOSE LEADERS ARE LIKE THE ONES WHO BUILT THE MANCHESTER OF THE 19TH CENTURY BY BRINGING PEOPLES OF ALL ETHNICITIES AND CLASSES TOGETHER TO BUILD THE AMOSKEAG MILLYARD AND SO MANY OTHER GREAT FEATURES OF OUR CITY. SO TOO, THE LEADERS OF TODAY BRING TOGETHER PEOPLE OF THE 21ST CENTRUY MANCHESTER, UNITING THEM FOR A FUTURE OF HOPE AND OPPORTUNITY.

WHAT IS A CITY OF HOPE, YOU MAY ASK? A CITY OF HOPE IS ONE WHERE ITS PEOPLE TO NOT GIVE IN TO RISING CRIME AND THREATS FROM OUTSIDE AGITATORS. IN NEIGHBORHOODS THROUGHOUT THE CITY, PEOPLE ARE TAKING A STAND AND WORKING WITH OUR POLICE DEPARTMENT TO MAKE OUR STREETS SAFER. THEY HOPE FOR A BETTER QUALITY OF LIFE AND LOOK TO US AS THEIR ELECTED LEADERS TO PROVIDE THAT HOPE THROUGH CONSTANT VIGILANCE.

A CITY OF HOPE IS ALSO ONE WHERE ITS GOVERNMENT SPENDS NO MORE THAN IT NEEDS TO IN ORDER TO PROVIDE GOOD SERVICES FOR THE PEOPLE. IN MANCHESTER WE TRY TO PROVIDE EFFICIENT GOVERNMENT SERVICES AT A LOWER COST AND WE WORK WITH CITY EMPLOYEES AND LOCAL RESIDENTS TO FIND BETTER WAYS TO ACCOMPLISH THE TASKS THAT PEOPLE EXPECT FROM THEIR GOVERNMENT. OVER THE LAST TWO YEARS, OUR CITY HAS HAD SERIOUS DISCUSSIONS ABOUT THE COST OF GOVERNMENT AND THE PROPERTY TAX RATE. WE HAVE CAREFULLY REVIEWED THE CITY BUDGET AND HAVE PUT A BREAK ON A HISTORY OF EXCESSIVE SPENDING; EASING THE TAX BURDEN FOR ALL CITIZENS.

A CITY OF HOPE HAS CITIZENS WHO LOVE AND CHERISH THEIR HISTORIC NEIGHBORHOODS, SCENIC PATHWAYS, AND ALL THE UNIQUE FEATURES THAT MAKE MANCHESTER HOME. WE ARE OFTEN REFERRED TO AS BEING THE LARGEST SMALL TOWN IN AMERICA. I KIND OF LIKE THE WAY THAT SOUNDS. WE SHOULD WEAR THAT TITLE AS A BADGE OF HONOR, AND EMBRACE THE VALUES OF SMALL TOWN AMERICA WHERE BOTH INDEPENDENCE AND NEIGHBORLISS ARE NOT JUXTAPOSED AGAINST ONE ANOTHER. PEOPLE WANT AND EXPECT THEIR LEADERS TO WORK TOGETHER, DESPITE THEIR DIFFERENCES, TO MAKE OUR CITY BETTER. NO PLACE IS THIS MORE EVIDENT THAN IN NEIGHBORHOODS LIKE RIMMON HEIGHTS WHERE GOVERNMENT LEADERS, LOCAL RESIDENTS AND NEIGHBORHOOD BUSINESSES ARE REINVESTING IN THEIR NEIGHBORHOODS TO MAKE LIFE BETTER FOR EVERYONE.

MANCHESTER IS A CITY OF HOPE, AND WE ARE THE BETTER FOR IT! IT HAS PROVEN THROUGHOUT THE GENERATIONS TO BE A PLACE OF OPPORTUNITY, INGENUITY, EDUCATION, AND DIVERSITY. THESE ARE QUALITIES THAT WE ALL HONOR AND WHICH MAKE MANCHESTER BOTH SPECIAL AND UNIQUE. NO WHERE ELSE IN OUR STATE DO YOU FIND THE MIXTURE OF RICH AND POOR, YOUNG AND OLD, CITIZEN AND IMMIGRANT OR BUSINESSMAN AND LABORER. THESE VARIATIONS MAKE OUR CITY CULTURALLY RICH AND ARE SOME OF THE REASONS WHY PEOPLE COME TO MANCHESTER AND WHY THEY FIND IT A CITY OF HOPE.

OUTLINE OF SECOND TERM

TODAY WE BEGIN A NEW TERM WITH NEW CHALLENGES AND NEW OPPORTUNITIES. WHAT THE NEXT TWO YEARS BRINGS, NOBODY CAN PREDICT. BUT HOW WE DEAL WITH THOSE YEARS WILL GREATLY MARK HOW WE ARE REMEMBERED AS LEADERS. I HAVE PUT FORTH AN AGENDA OF HOPE AND OPPORTUNITY AND WOULD NOW LIKE TO OUTLINE HOW I PLAN TO MOVE THE CITY FORWARD.

PUBLIC SAFETY: I BEGIN WITH PUBLIC SAFETY, A TOPIC NEAR AND DEAR TO MY HEART. AS WE LOOK BACK OVER THE LAST FEW YEARS, PUBLIC SAFETY HAS BEEN A VERY IMPORTANT ISSUE. FOR MOST OF THE DECADE, OUR POLICE DEPARTMENT WAS UNDER MANNED AND UNDER FUNDED AT A TIME OF SIGNIFICANT GROWTH. THANKS TO THE MANCHESTER POLICE DEPARTMENT, WITH THE ASSISSTANCE OF THE BOARD OF MAYOR AND ALDERMEN, WE MADE CHANGES FOR THE BETTER. WE GAVE OUR POLICE DEPARTMENT THE TOOLS REQUIRED TO FIGHT CRIME, AND TOGETHER, WE HAVE

CHANGED THE DEBATE AT CITY HALL FROM ASKING HOW MUCH MONEY CAN WE AFFORD TO GIVE THE POLICE DEPARTMENT TO ASKING WHAT THE DEPARTMENT NEEDS TO MAKE OUR NEIGHBORHOODS SAFER.

AS MOST OF YOU ARE AWARE, THE BOARD OF MAYOR AND ALDERMEN INCREASED THE COMPLEMENT OF POLICE OFFICERS AND TODAY WE ARE FORTUNATE TO BE PROTECTED BY NEARLY 225 SWORN MEN AND WOMEN. THIS IS A NUMBER THAT THE DEPARTMENT SAYS IT NEEDS TO TACKLE PUBLIC SAFETY, AND IT IS A NUMBER THAT IS BEGINNING TO SHOW RESULTS, AS WE HAVE SEEN A REDUCTION IN CRIME IN MANCHESTER.

ONE PRIORITY FOR THIS TERM IS ADDRESSING THE NEED FOR MORE PHYSICAL SPACE AT THE MANCHESTER POLICE STATION. THE SIGNIFICANT INCREASE IN PERSONEL IS SIMPLY TOO MUCH FOR THE EXISTING POLICE STATION. SOMETHING MUST BE DONE TO CREATE MORE SPACE AT THE STATION AND TO PROVIDE BETTER FACILITIES FOR THE MEN AND WOMEN WE COUNT ON TO KEEP US SAFE. WE SHOULD NOT DENY THEM ADEQUATE FACILITIES.

I AM THEREFORE ORDERING THE POLICE ADMINISTRATION TO FORM A WORKING GROUP OF CITY STAFF TO IDENTIFY VARIOUS OPTIONS TO IMPROVE AND EXPAND THE EXISTING POLICE FACILITIES. SUCH A GROUP WILL CONSIDER EITHER THE CONSTRUCTION OF A NEW FACILITY OR THE EXPANSION AND IMPROVEMENT OF THE EXISTING STATION. BASED UPON THE EFFORTS AND RECOMMENDATIONS OF THIS GROUP, I PLAN TO ALLOCATE FUNDING IN THE UPCOMING BUDGET TO MOVE THIS VERY IMPORTANT PROJECT FORWARD.

ANOTHER PRIORITY FOR THE UPCOMING TERM IS TO CONTINUE FUNDING SOME OF OUR EXISTING TASK FORCES, MOST NOTABLY OUR DRUGS AND GUNS OPERATION AND ANTI-GANG TASK FORCE. THESE PROGRAMS HAVE RESULTED IN MANY, MANY ARRESTS AND HAVE STARTED TO HAVE A RIPPLE EFFECT IN OUR NEIGHBORHOODS, AS CRIME HAS PLUMMETED. I WILL CONTINUE TO SUPPORT THESE PROGRAMS AND WILL CONTINUE TO SEEK THE GUIDANCE OF THE POLICE ADMINISTRATION WHEN SEARCHING FOR NEW WAYS TO PROVIDE PUBLIC SAFETY TO OUR CITIZENS.

ONE RECENT VICTORY FOR THE CITY WAS THE RESTORATION OF FUNDS FOR OPERATION STREET SWEEPER, A MULTI-AGENCY PROGRAM TO REMOVE GUNS AND ILLEGAL DRUGS FROM OUR CITY STREETS. THESE FUNDS HAD BEEN REMOVED FROM THE FEDERAL BUDGET LAST YEAR, BUT JUST THESE PAST FEW WEEKS, THANKS TO SENATORS GREGG AND SUNUNU, AND THE LOBBYING EFFORTS OF THE POLICE DEPARTMENT AND MY OFFICE, THIS IMPORTANT PROGRAM WILL NOW BE AROUND FOR THE FORESEEABLE FUTURE. OUR PUBLIC SAFETY EFFORTS REQUIRE CONSTANT VIGILANCE, TEAM WORK, AND ABOVE ALL, COMMITMENT TO MAKING MANCHESTER A SAFE PLACE. FOR THE FIRST TIME IN MANY YEARS, I AM PROUD TO SEE THAT WE HAVE THAT FORMULA AGAIN.

TAXES, SPENDING AND BUDGETS: A SECOND PRIORITY OF MINE AND OF THE PEOPLE OF MANCHESTER IS THE ISSUE OF TAXING AND SPENDING. NEARLY EVERY YEAR, NO ISSUE DIVIDES OUR COMMUNITY MORE THAN WHEN IT COMES TIME TO SPEND THE PEOPLE'S MONEY. REGARDLESS OF INCOME BRACKET,

GEOGRAPHIC LOCATION, OR POLITICAL AFFILIATION, EVERYBODY HAS AN OPINION ON HOW OUR BUDGET IS FINANCED AND SPENT. IT IS A COMMON SOURCE OF ATTENTION AND PRESSURE WHETHER IT IS AT HOME, AT WORK, OR FOR THE CITY. IT IS AN ISSUE THAT DESERVES OUR RESPECT AND OUR FULLEST ATTENTION.

IT IS NO SECRET THAT I LIKE TO FIND WAYS TO BE MORE EFFICIENT AND TO KEEP TAXES DOWN. TOGETHER WE HAVE SLOWED THE PACE OF SPENDING AND DELIVERED TEMPORARY TAX RELIEF TO OUR CITIZENS. MORE MUST BE DONE TO KEEP SPENDING DOWN AND KEEP PROPERTY TAXES FROM OVERWHELMING OUR CITIZENS.

BEFORE WE LOOK FORWARD TO THE UPCOMING BUDGET PROCESS, WE MUST LOOK BACK TO THE CURRENT FISCAL YEAR'S BUDGET AND CONSIDER MAKING SOME ADJUSTMENTS TO ENSURE THAT A DEFICIT DOES NOT OCCUR. AS ALL ARE AWARE, DECEMBER WAS A VERY SNOWY MONTH AND HAS COST THE HIGHWAY DEPARTMENT CONSIDERABLE DOLLARS IN SNOW REMOVAL SERVICES. IF WE CONTINUE TO HAVE AN ACTIVE WINTER, WE ARE GOING TO HAVE TO ACCOMMODATE THIS ADDITIONAL SPENDING IN THE CURRENT BUDGET. COMBINING THIS WITH OTHER FISCAL PRESSURES WILL REQUIRE GREATER DISCIPLINE ON BEHALF OF THE CITY DEPARTMENTS AND SOUND MANAGEMENT BY THE BOARD OF MAYOR AND ALDERMEN. I PLEDGE TODAY THAT I WILL FIND AN EQUITABLE WAY TO ELIMINATE ANY BUDGET DEFICITS WITHOUT RAISING TAXES OR FEES, AND HOPE THAT OTHER ELECTED OFFICIALS WILL FOLLOW MY LEAD.

SEVERAL WEEKS AGO, I ISSUED INSTRUCTIONS TO THE CITY DEPARTMENTS IN PREPARATION FOR THE UPCOMING CITY BUDGET PROCESS. INSTEAD OF AN ANNUAL BUDGET, I ASKED THE DEPARTMENTS TO SUBMIT TO ME A BIENNIAL BUDGET AS ALLOWED BY STATE LAW. I WILL TAKE THEIR REQUESTED BUDGETS AND SUBMIT TO THE BOARD OF ALDERMEN MY RECOMMENDED FY 2009-2010 BUDGET BY THE END OF MARCH. I AM AWARE THAT SEVERAL MEMBERS OF THE BOARD ARE NOT COMFORTABLE WITH A TWO YEAR BUDGET AND I WANT TO ASSURE YOU THAT AS I AM CRAFTING MY BUDGET, I WILL DO MY BEST TO HELP THE BOARD UNDERSTAND HOW A BIENNIAL BUDGET WORKS AND HOW TO AVOID ANY PITFALLS. I DO BELIEVE THAT SUCH A BUDGET WILL BENEFIT THE CITY BY DIRECTING MORE ENERGY TOWARD THE MANAGING OF THE BUDGET AND LESS TOWARD CREATION OF THE BUDGET. SUCH A SHIFT IN JOB FOCUS CAN ONLY LEAD TO BETTER SERVICES, MORE RESPONSIBLE GOVERNMENT AND GREAT EFFICIENCIES.

WHEN I PROPOSE THE FY 2009-2010 BUDGET, CITIZENS WILL NOT BE SURPRISED THAT I WILL CONTINUE TO SUPPORT LOW TAXES AND EFFICIENCIES IN SERVICES. WE WILL LOOK VERY CAREFULLY AT PRIVATIZING SOME CITY SERVICES AND I WILL CONTINUE TO RECOMMEND AN OVERALL DECREASE IN THE NUMBER OF CITY WORKERS THROUGH ATTRITION RATHER THAN THROUGH DIRECT LAYOFFS. I WILL ALSO LOOK AT THE CONSOLIDATION OF VARIOUS CITY DEPARTMENTS AND WILL MAKE RECOMMENDATIONS TO STREAMLINE AND EVEN IMPROVE SERVICES. FOR INSTANCE, I WOULD LIKE TO REDUCE THE NUMBER OF GARBAGE ROUTES AND

USE SOME OF THOSE SAVINGS TO REDUCE OR EVEN ELIMINATE THE DROP-OFF CENTER FEES FOR YARD WASTE.

HOWEVER, WE BEGIN THIS BUDGET PROCESS WITH A SIGNIFICANT SPENDING HOLE TO FILL DUE TO THE USE OF ONE-TIME MONIES IN THE PREVIOUS BUDGET. UNLESS WE CAN REALIZE CONSIDERABLE GROWTH IN THE TAX BASE, WE WILL NEED TO MAKE SIGNIFICANT SPENDING CUTS IN THE NEXT BUDGET IF WE ARE TO AVOID PASSING ON A LARGE TAX INCREASE TO THE PEOPLE.

EDUCATION: NEXT, I WANT TO TURN OUR ATTENTION TO THE ISSUE OF EDUCATION. A NEW SCHOOL BOARD AND NEW SCHOOL ADMINISTRATION GIVE OUR CITY A BREATH OF FRESH AIR AND THE OPPORTUNITY TO ACHIEVE BETTER RESULTS FOR THE FUTURE OF OUR CHILDREN. I AM OPTIMISTIC THAT THE NEW BOARD WILL BE ABLE TO PUT THE OLD RIVALRIES BEHIND THEM AND BEGIN TO WORK TOGETHER TO IMPROVE EDUCATION.

WE HAVE MANY EDUCATION OBJECTIVES TO ACHIEVE THIS TERM, NONE GREAT THAN CONTINUING TO IMPROVE UPON OUR STATUS AS A DISTRICT IN NEED OF IMPROVEMENT. HOWEVER, OUR FIRST GOAL IS TO FIND A NEW SUPERINTENDENT WHO IS UP TO THE JOB OF LEADING THE DISTRICT FORWARD. WE NEED A SUPERINTENDENT WHO IS WILLING TO EXPLORE NEW WAYS OF EDUCATION AND WHO IS WILLING TO LISTEN TO WHAT THE COMMUNITY NEEDS. WE NEED A LEADER RATHER THAN A FOLLOWER AND WE NEED SOMEONE WHO IS BOLD RATHER THAN CAUTIOUS BECAUSE THE CHANGES WE NEED TO MAKE CANNOT WAIT.

A SECOND EDUCATIONAL OBJECTIVE OF MINE THIS TERM IS TO FINALLY ANSWER THE QUESTION OF WHAT TO DO WITH WEST HIGH SCHOOL. I HAVE BEEN PERSONALLY FRUSTRATED BY THE LACK OF PROGRESS IN THIS AREA AND AM TODAY SETTING A DEADLINE FOR THE FUTURE OF WEST HIGH COMMITTEE TO EITHER MAKE A DEFINITIVE PROPOSAL TO THE SCHOOL BOARD WITHIN SIXTY DAYS OR DISBAND. THE HAND WRINGING MUST END TODAY.

A THIRD OBJECTIVE OF MINE IS TO CONTINUE TO IMPLEMENT INNOVATIVE CONCEPTS LIKE REAL WORLD LEARNING AND FOLLOW THE CHILD. INITIATIVES LIKE THESE WILL HELP US REACH THE STUDENTS WHO HAVE BEEN FALLING THROUGH THE CRACKS. WE MUST NOT PLACE ARTIFICIAL LIMITS ON HOW WE EDUCATE OUR CHILDREN NOR SHOULD WE FAIL TO CONSIDER ALL OPTIONS. MY ULTIMATE HOPE IS NOT ONLY THAT WE IMPROVE TEST SCORES AND RESULTS, BUT THAT WE BECOME KNOWN AS A DISTRICT THAT DARES TO BE CREATIVE.

ECONOMIC DEVELOPMENT: OF EQUAL IMPORTANCE TO THE PREVIOUS THUS FAR DISCUSSED IS ECONOMIC DEVELOPMENT. WITHOUT DOUBT, THE FUTURE OF OUR CITY DEPENDS UPON OUR POLICY TOWARD GROWTH AND DEVELOPMENT. THE DECISIONS WE MAKE TODAY WILL REVERBERATE FOR YEARS TO COME AND IT IS CRUCIAL THAT WE MAKE SOUND DECISIONS THAT WILL RESULT IN NEW JOBS, MORE MONEY AND CONTINUED GROWTH OF OUR TAX BASE. WE HAVE ECONOMIC DEVELOPMENT REPORTS THAT RECOMMEND A CERTAIN COURSE OF ACTION AND I AM COMMITTED TO MAKE THOSE RECOMMENDATIONS A REALITY.

THE ADDITION OF DEPARTMENT HEADS LIKE JAY MINKARAH AND MARK BREWER WILL YIELD OUR CITIZENS GREAT BENEFITS FOR YEARS TO COME. THESE NEW LEADERS WILL CONTINUE THE GROWTH AND EXPANSION OF OUR LOCAL ECONOMY, ALWAYS FOCUSED UPON THE INTERESTS OF THE PEOPLE OF MANCHESTER BOTH TODAY AND TOMORROW.

ALTHOUGH WE HAVE MANY ECONOMIC DEVELOPMENT PROJECTS TO CONSIDER IN THE COMING TERM, FOUR STEP TO THE FRONT OF THE LINE AS CRUCIALLY IMPORTANT TO THE FUTURE OF MANCHESTER.

THE FIRST IS THE REDEVELOPMENT OF THE JAC-PAC SITE. THE CITY MADE AN INVESTMENT IN THIS PROPERTY WHEN IT WAS PURCHASED SEVERAL YEARS AGO. UNDER THE DIRECTION OF THE ECONOMIC DEVELOPMENT OFFICE, A PROPOSAL WAS CHOSEN THAT WILL ULTIMATELY BRING OVER \$100 MILLION IN TAX BASE TO THE CITY, WILL IMPROVE THE MEDICAL CARE FOR THE PEOPLE OF SOUTHERN NEW HAMPSHIRE AND WILL CREATE SIGNIFICANT NEW JOBS FOR OUR CITIZENS. THE REDEVELOPMENT OF THIS PARCEL MUST HAPPEN THIS TERM AND I AM COMMITTING MY CONTINUED SUPPORT FOR THIS PROJECT.

OF EQUAL IMPORTANCE TO THE FUTURE OF THE CITY IS THE DEVELOPMENT OF THE NORTHWEST BUSINESS PARK AT HACKETT HILL. TOO LONG HAS THIS LAND REMAINED UNDEVELOPED BUT I AM CONFIDENT THAT AT LAST WE WILL BEGIN TO MARKET THE FIRST PHASE OF THIS NEW ECONOMIC ENGINE. WITH THE DEVELOPMENT OF THE BUSINESS PARK, WE WILL ADD ON CRUCIAL

LAND FOR THE CREATION OF JOBS IN BUSINESS SECTORS SUCH AS RESEARCH AND DEVELOPMENT OR LIGHT INDUSTRIAL. THIS PARK WILL ENSURE AN ECONOMIC FUTURE FOR MANCHESTER THAT IS BRIGHT AND WILL REMAIN AN ACTIVE PROJECT IN MY OFFICE.

A THIRD IMPORTANT PROJECT IS THE REDEVELOPMENT OF SOUTH ELM STREET AND THE GASLIGHT DISTRICT. PART OF THE HILLIER PLAN FOR DOWNTOWN WAS TO EXPAND THE IMPROVEMENTS WE SEE ALONG ELM STREET TO SOUTH OF GRANITE STREET.

COMMERCIAL AND RESIDENTIAL DEVELOPMENT IN THIS SECTION OF THE CITY HAS BEEN NEGLIGIBLE IN THE PAST AND NEEDS A JUMP START FROM THE CITY. THIS PROJECT WILL INCLUDE ROADWAY AND SIDEWALK IMPROVEMENTS, AN INCREASE IN THE AVAILABLE NUMBER OF ON-STREET PARKING SPACES, ADDITIONAL DOWNTOWN GREEN SPACES, AND A BUILDING LOAN FUND TO IMPROVE EXISTING STORE FRONTS. THESE CHANGES WILL BEGIN TO LURE BUSINESSES, SHOPPERS AND RESIDENTS TO SOUTH ELM AND WILL INCREASE OUR CITY'S OVERALL IMAGE.

THE FOURTH PROJECT OF PRIORITY TO ME IS THE CONTINUED IMPROVEMENT OF TRANSPORTATION IN OUR REGION. THE MANCHESTER AIRPORT HAS BEEN THE LEADING ECONOMIC ENGINE FOR ALL OF SOUTHERN NEW HAMPSHIRE. ITS CONTINUED SUCCESS DEPENDS UPON NOT ONLY AIRPORT PROJECTS AND THE DEVELOPMENT OF THOSE PROJECTS, BUT ALSO IMPROVED GROUND AND RAPID TRANSIT TRANSPORTATION. THE CONSTRUCTION OF THE AIRPORT ACCESS ROAD IS A VERY IMPORTANT PROJECT AND WILL SOON BEGIN. HOWEVER, WE MUST LOOK AT RAIL AND OTHER TRANSPORTATION OPPORTUNITIES AS WE WANT TO MOVE PEOPLE

IN AND OUT OF OUR CITY AND IN AND OUT OF OUR REGION. OUR NEW AIRPORT DIRECTOR BRINGS A WEALTH OF KNOWLEDGE WHEN IT COMES TO EXPANDING MULTIMODAL TRANSPORTATION AND HIS GUIDANCE WILL BE CRUCIAL TO OUR EFFORTS, AND HE HAS MY FULLEST OF SUPPORT.

NEIGHBORHOODS AND QUALITY OF LIFE: FINALLY I WANT TO DISCUSS THIS MORNING OUR QUALITY OF LIFE. THROUGHOUT THE PAST TWO YEARS, WE HAVE MADE CONSIDERABLE EFFORTS TO IMPROVE THE QUALITY OF LIFE OF OUR CITIZENS THROUGH VARIOUS INITIATIVES WITH BOTH PUBLIC AND PRIVATE ASSISTANCE. WHETHER TALKING ABOUT NEIGHBORHOOD REVITALIZATION WITH LOCAL BANKS OR RIVERFRONT DEVELOPMENT AND THE MILLYARD BUSINESSES, OR THE RAILS-TO-TRAILS PROGRAM WITH CORPORATE SPONSORS, EACH OF THESE PROGRAMS AND MANY LIKE THEM ARE RAISING THE QUALITY OF LIFE IN OUR CITY AND THEY CAN ONLY HAPPEN WHEN LOCAL GOVERNMENT, PRIVATE BUSINESS AND LOCAL RESIDENTS COME TOGETHER WITH A VISION TO MAKE MANCHESTER A BETTER PLACE. THIS SPIRIT OF COOPERATION AND PRODUCTIVITY CONTRIBUTE TO THE GREATER GOOD OF OUR CITY AND TRULY INSTILL HOPE THROUGHOUT OUR CITY. NO PROJECT IN ITSELF IS GREATER THAN ANY ONE PART OF OUR CITY, BUT EACH OF THESE PROJECTS MAKE MANCHESTER A TRULY GREAT PLACE TO BE.

CONCLUSION

AGAIN, LADIES AND GENTLEMEN, I AM THANKFUL FOR YOUR CONTINUED SUPPORT OF MY ADMINISTRATION OF OUR GREAT CITY. I LOOK FORWARD TO CONTINUING TO ACCOMPLISH THE WORK OF

OUR PEOPLE. ON THIS NEW YEAR'S DAY, LET US BE JOINED TOGETHER IN HOPE AND OPTIMISM FOR OUR FUTURE. WE ARE A CITY OF HOPE AND I URGE EACH OF YOU TO SPREAD THAT WORD TO ALL PEOPLE, NOT JUST IN OUR CITY BUT IN OUR STATE. GOD BLESS OUR CITY AND GOD BLESS AMERICA!

The Benediction was then given by the **Reverend Douglas Rickard** of the Manchester First Presbyterian Church.

Mr. DeMato stated ladies and gentlemen, it would be very much appreciated if you would remain in your seats until those present on stage leave during the recessional.

The recessional procession ensued with music provided by the West High School Jazz Band.

Mr. DeMato adjourned the assembly.

A True Record. Attest.

City Clerk