



City of Concord  
**FISCAL YEAR 2026**  
Budget Presentation



As stewards of taxpayer dollars, I hope you will find this presentation helpful. It is intended to provide an overview of the City's proposed budget.

This Fiscal Year 2026 Budget Proposal is a roadmap for continued development and investment by the City Council for citizens and taxpayers of Concord.

# FISCAL MANAGEMENT

- AA+ S&P Bond Rating
- Certificate of Achievement for Excellence in Financial Reporting - 29th Year
- Distinguished Budget Presentation Award - 10th Year

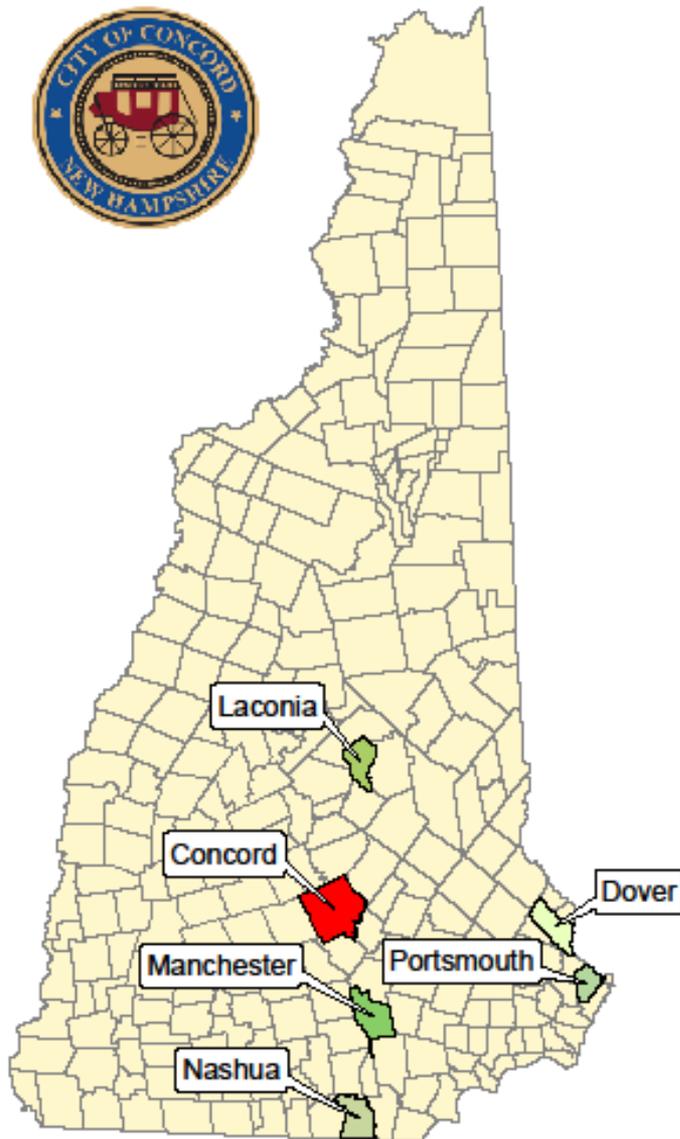
# TOTAL BUDGET OVERVIEW

The proposed FY26 budget includes a 3.96% tax rate increase.

**FY25 Adopted Budget\*: \$170 million**

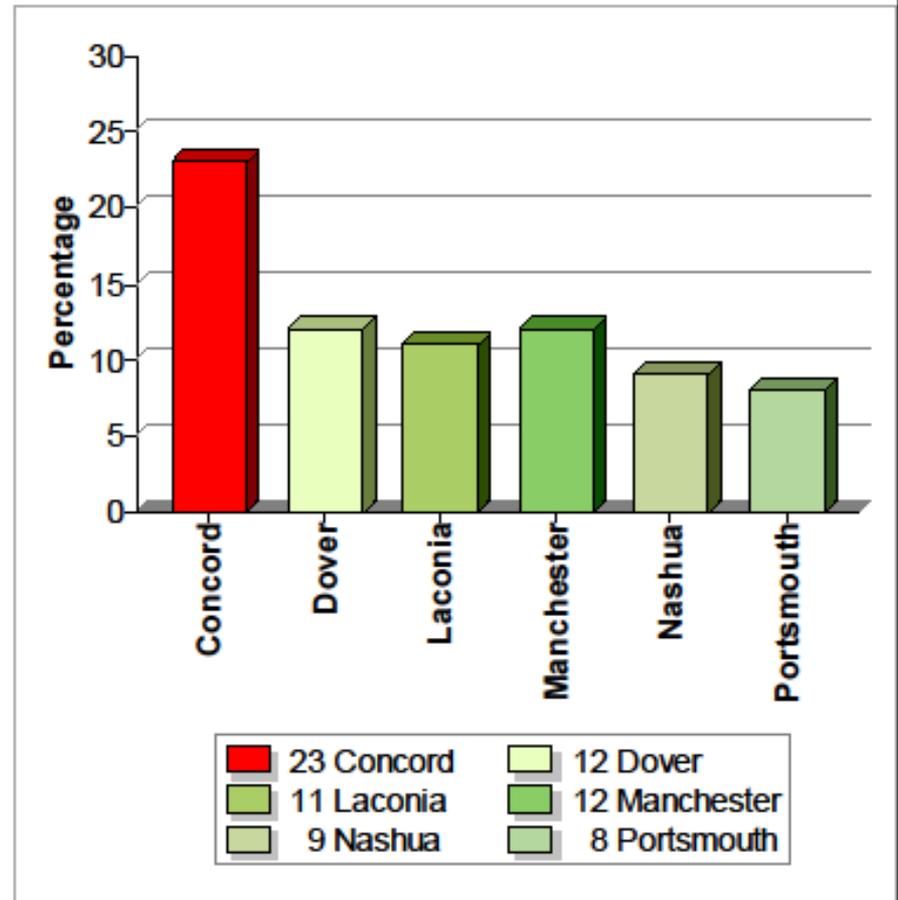
**FY26 Proposed Budget\*: \$155 million**

**\*Includes Capital Improvement Projects**



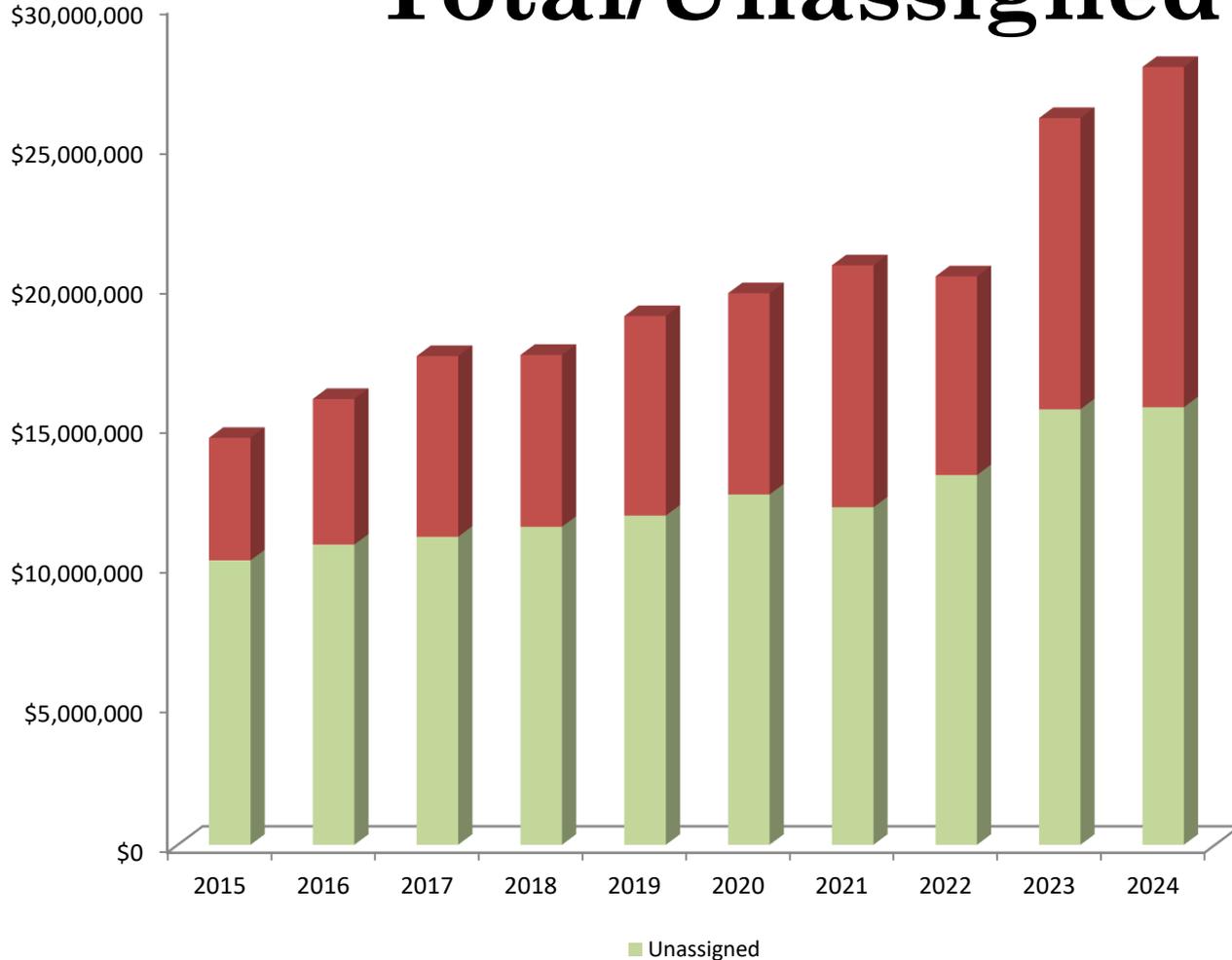
# Percent Value Tax Exempt Comparable Cities In New Hampshire

Printed: May 2025

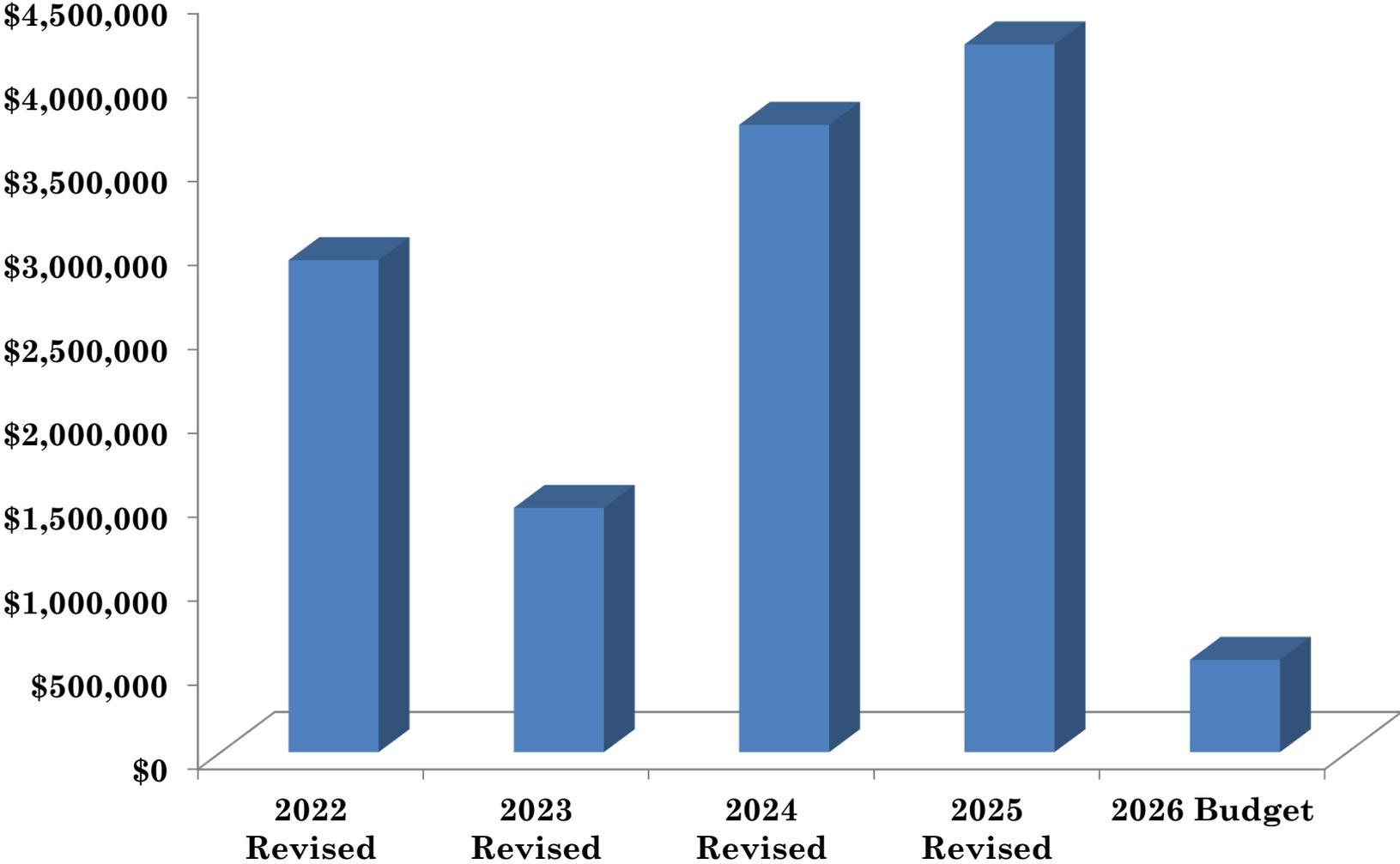


*City of Concord, New Hampshire  
Engineering Services Division*

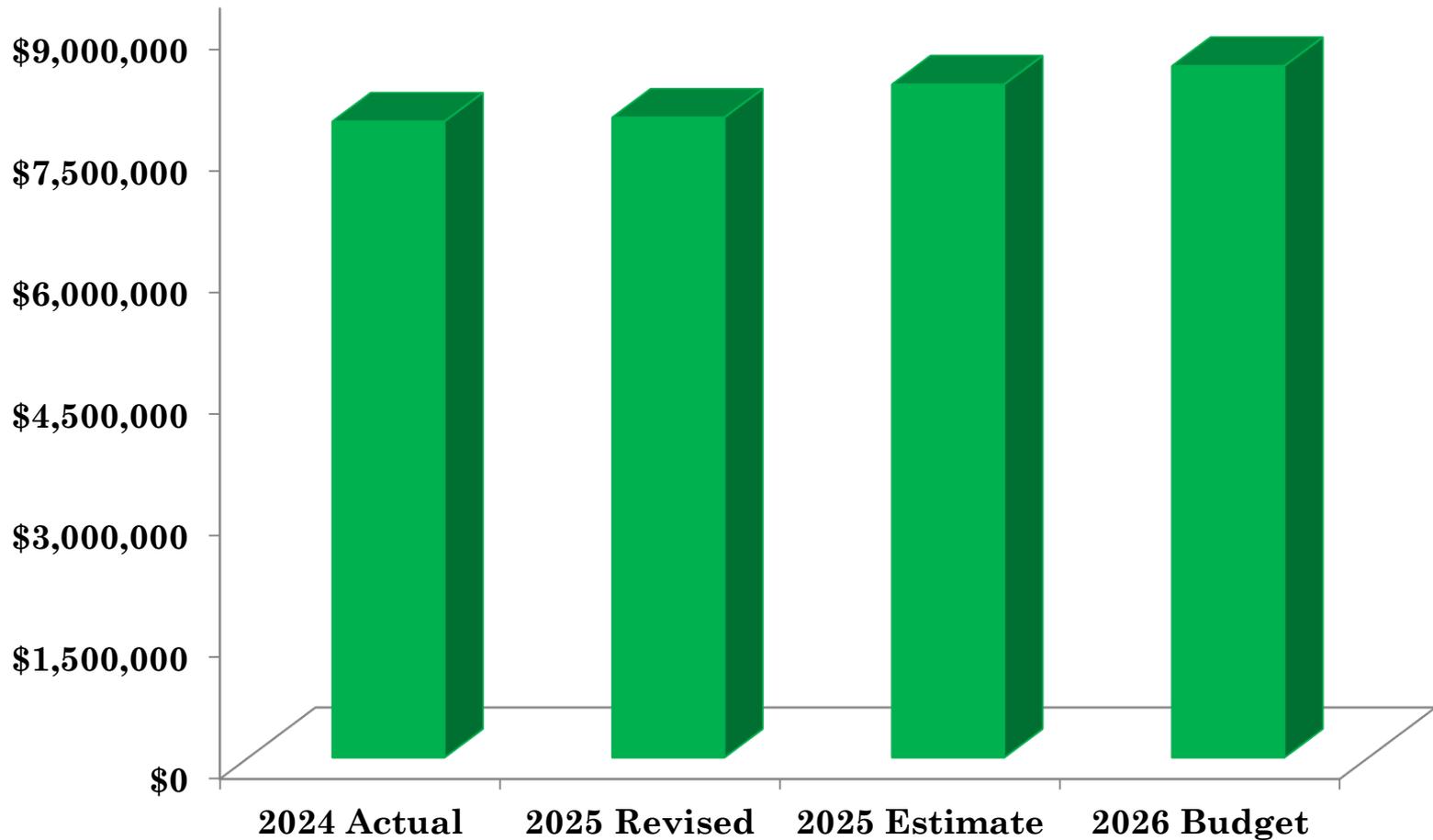
# Fund Balance Total/Unassigned



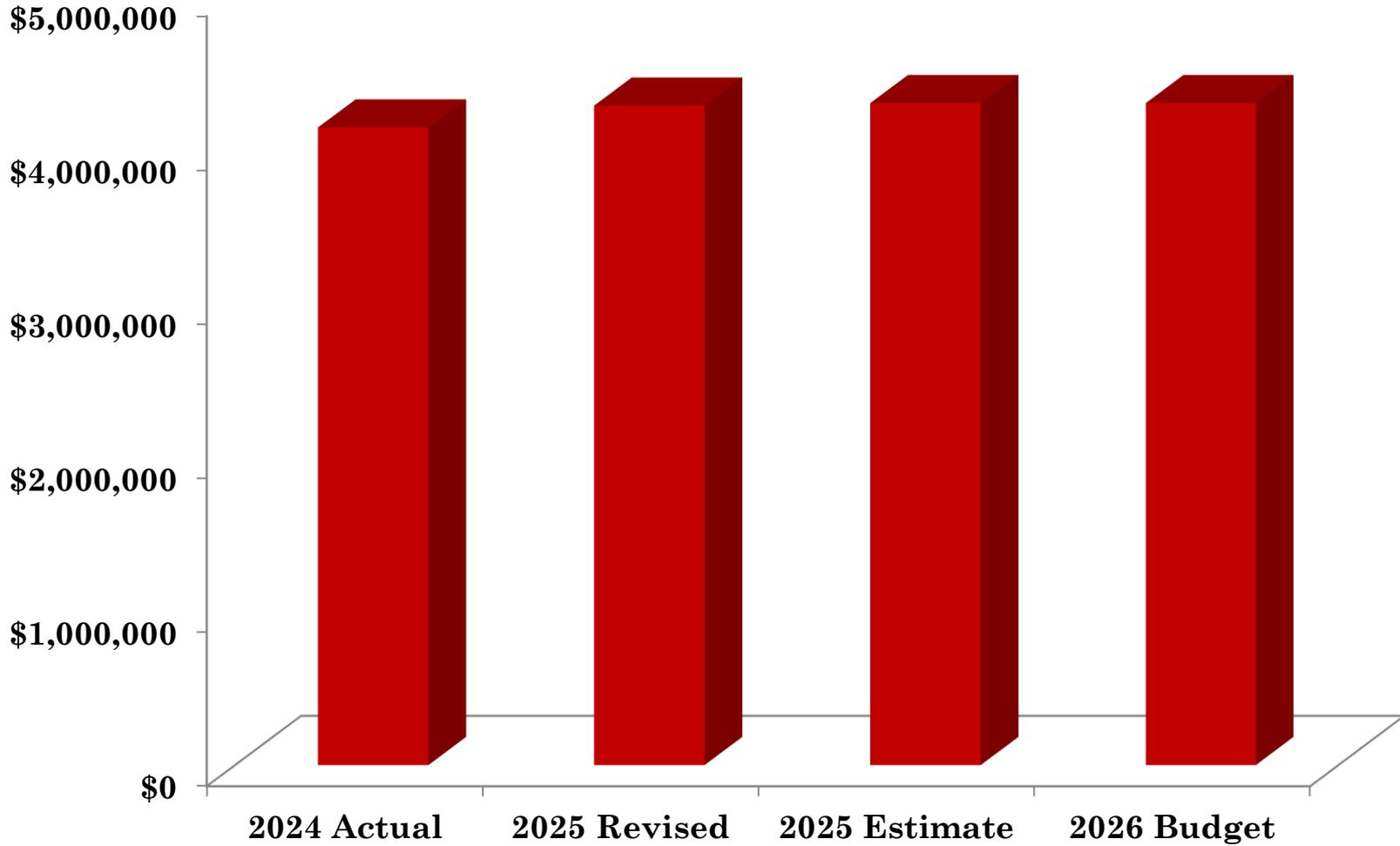
# Budgetary Use of Fund Balance



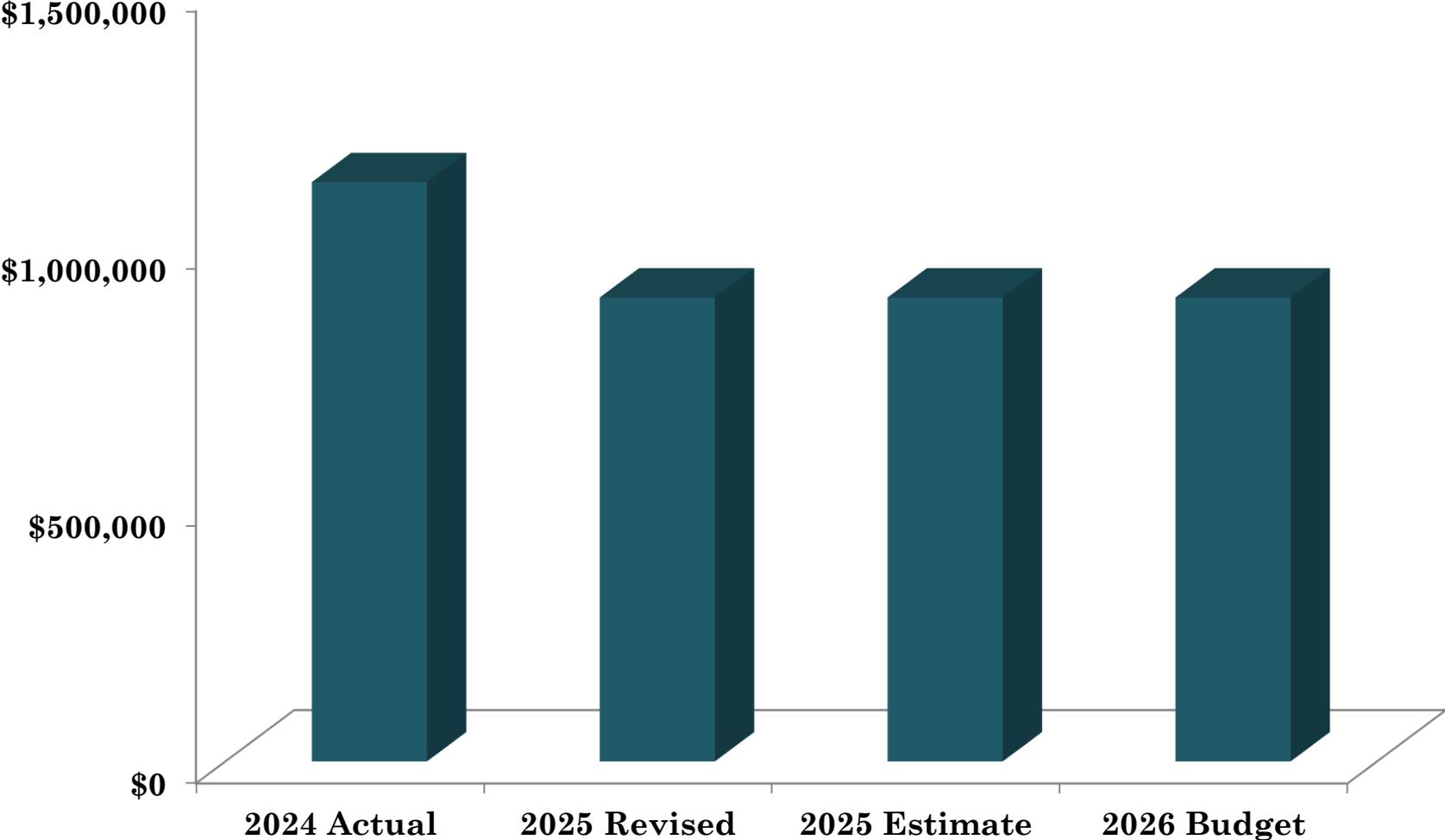
# Motor Vehicle Registrations



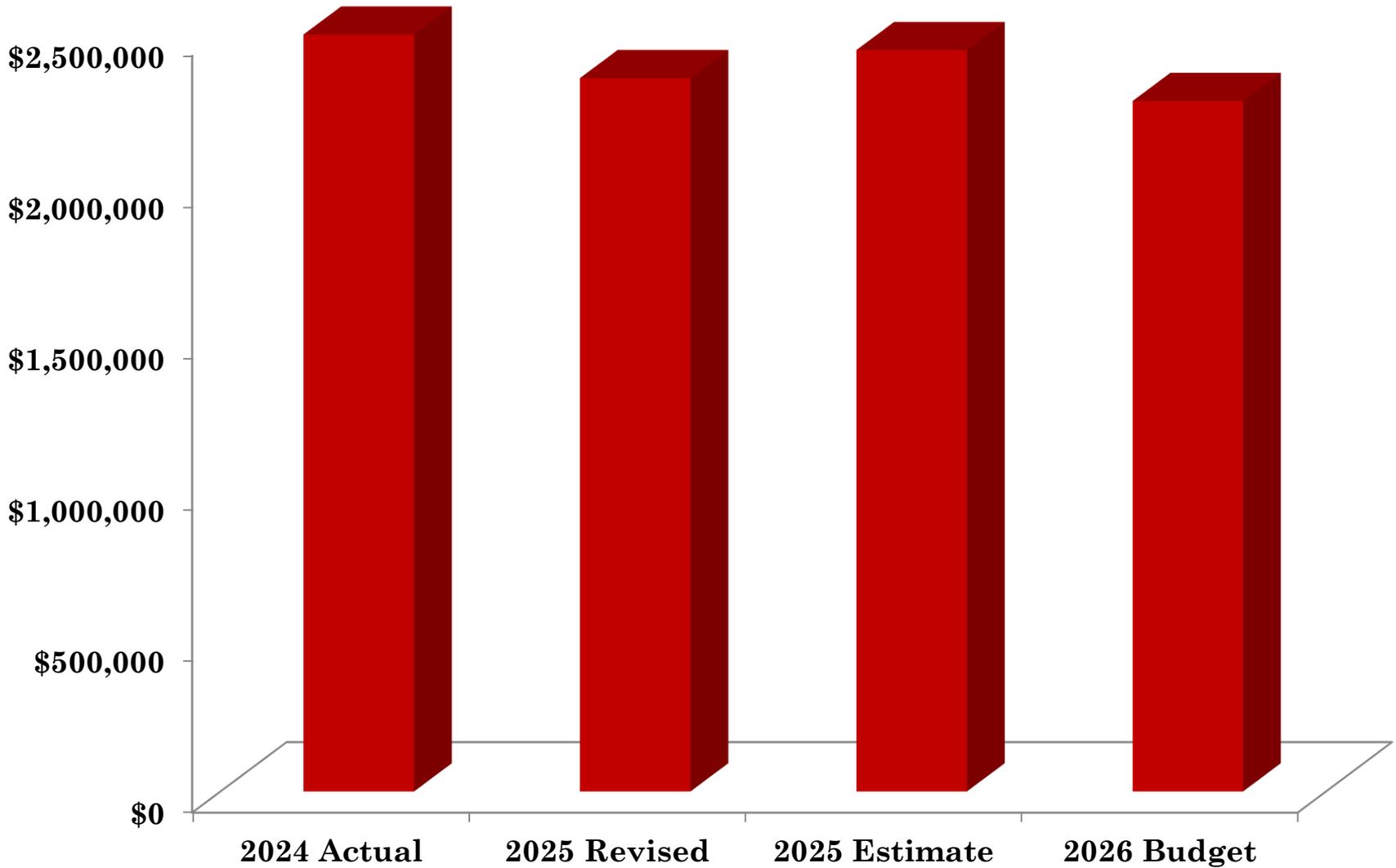
# Rooms and Meals Tax



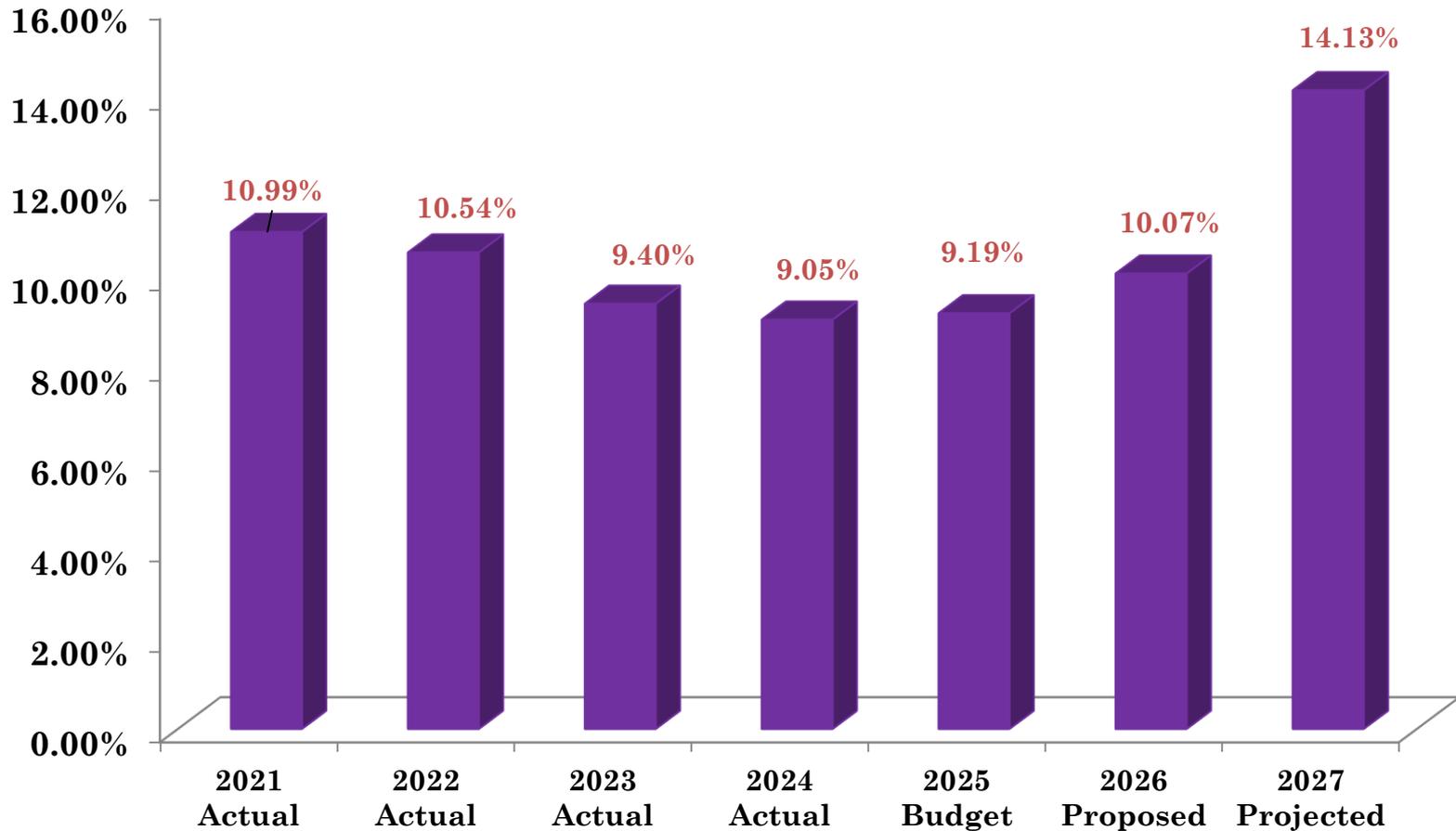
# Highway Block Grant



# Investment Income



# General Fund Debt Service % of Expenses





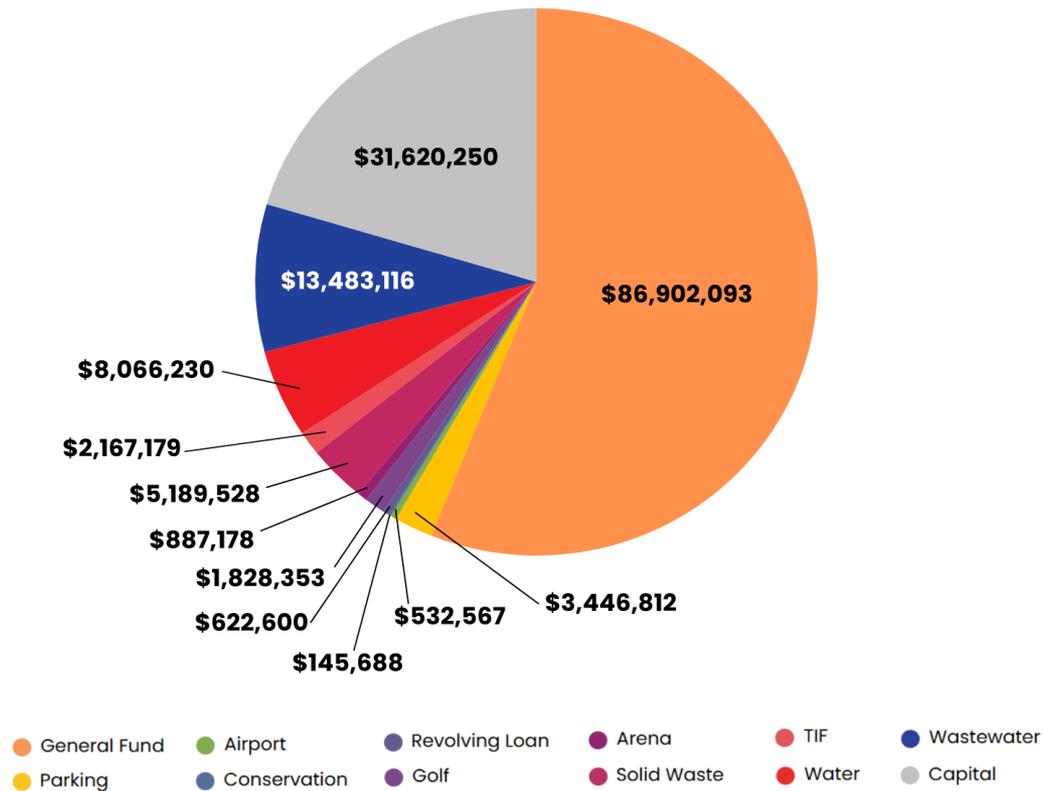
# TOTAL BUDGET OVERVIEW

**The FY26 budget includes a 3.96% tax rate increase**

FY25 Adopted Budget\*: \$170 Million

FY26 Budget\*: \$155 Million

*\*Includes Capital Improvement Projects*



# CURRENT PROPERTY TAX RATES

**CONCORD: \$27.69**



School  
\$15.53

City  
\$9.84

County  
\$2.32

**PENACOOK: \$30.64**



School  
\$18.48

City  
\$9.84

County  
\$2.32

# TAX RATE IMPACT



*A 3.96% tax rate increase (City portion) equates to \$156 for a \$400K house.*

## What Do City Taxes Pay For?



**33%**  
**Fire**

**30%**  
**Police**

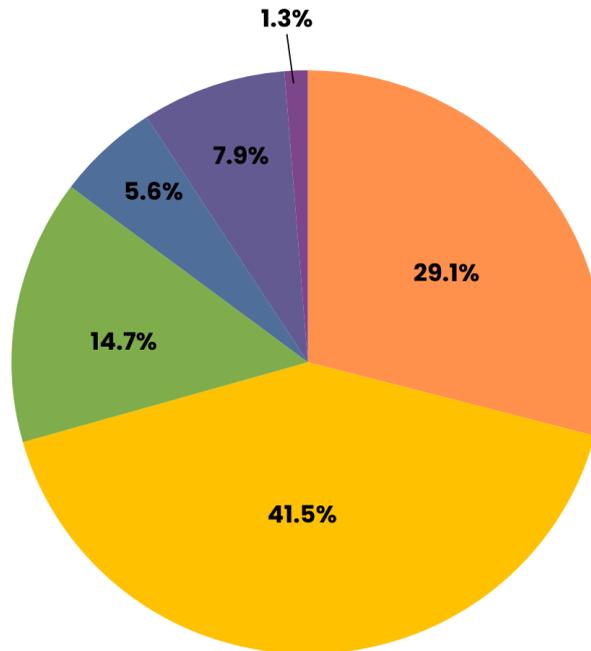
**22%**  
**General  
Services**

**15%**  
**Debt  
Service**

# GENERAL FUND OVERVIEW

**\$86.9 MILLION**

## General Fund Expenses By Function



● General Government

● General Services

● Information Services

● Public Safety

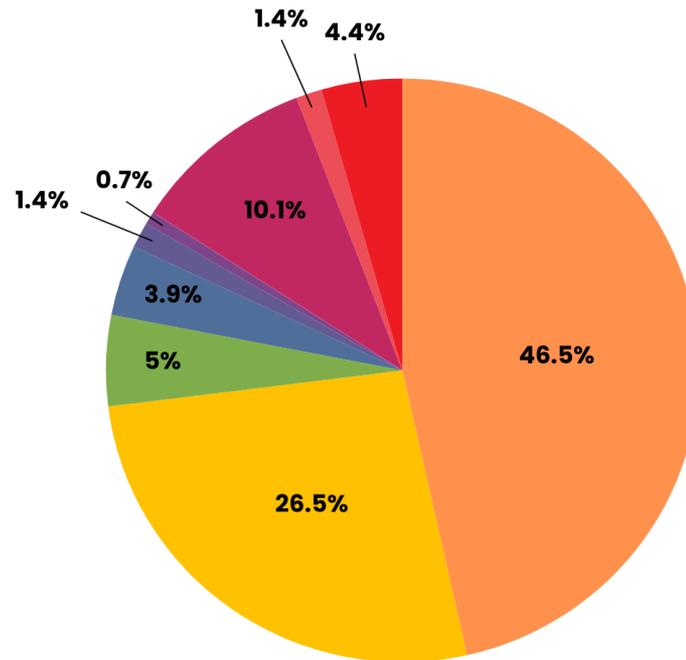
● Community Development

● Health

# GENERAL FUND OVERVIEW

**\$86.9 MILLION**

## General Fund Expenses By Classification



- Compensation
- Outside Services
- Utilities
- Capital Outlay
- Miscellaneous
- Benefits
- Supplies
- Insurance
- Debt Service
- Transfers

# BUDGET TO BUDGET GENERAL FUND COMPARISON

## FISCAL YEAR 2025 TO FISCAL YEAR 2026

### Notable Budget Increases / Decreases



**Compensation:**  
+\$2.4 Million



**Benefits:**  
+\$148K



**Use of Fund  
Balance:** -\$11K



**Debt Service:**  
+\$589K

# NOTABLE ITEMS IN THE FY26 BUDGET



**New Police  
Headquarters:**  
\$38.4 Million



**4 New Police  
Vehicles:**  
\$280K



**Airport Improvements:**  
\$464K



**Replace Engine 7:**  
\$1.2 Million



**Neighborhood Street  
Paving Program:**  
\$2.8 Million



**New Golf Course  
Building:**  
\$5.9 Million



Building Footprint 6,000 sf

### Floor Plan



## Beaver Meadow Golf Facility - New Bldg Option-2 Concord, NH

TTG - 5387  
March 28, 2025 - DP



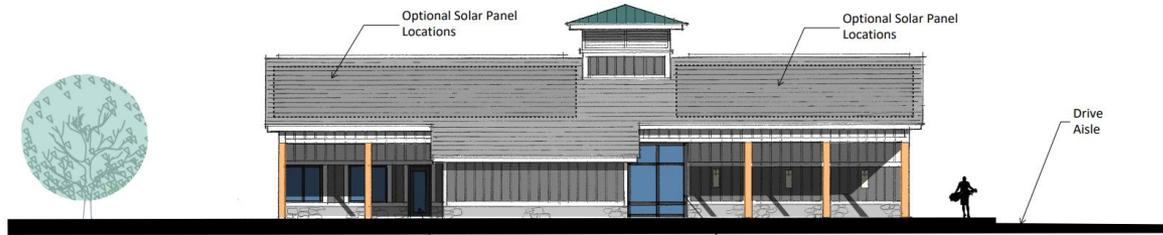
South Elevation - Front Entry



East Elevation - Patio



North Elevation - Pro Shop



West Elevation

Beaver Meadow Golf Facility - New Bldg Option-2  
Concord, NH

Building Footprint 6,000 sf

# NOTABLE ITEMS IN THE FY26 BUDGET



**Manchester Street  
Final Design:**  
\$690K



**Fire Department  
Boat:**  
\$23K



**Water Rate:**  
7.75% Increase  
**Wastewater Rate:**  
9.5% Increase



**Ornamental LED Street  
Light Replacement:**  
\$1.2 Million



**Increase in Human  
Services Funding for  
Programs:**  
\$25K



**Increase Funding  
for Cold Weather  
Shelter:**  
\$20K



**Total Use of  
Fund Balance:**  
\$550K

# CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) section of the budget shows the City's investment in projects that enhance in the community and its infrastructure. Projects are budgeted under a number of categories. The 2026 CIP budget is \$31.6 million. A few projects under each category are highlighted in this document.

## CAPITAL IMPROVEMENT PROJECTS

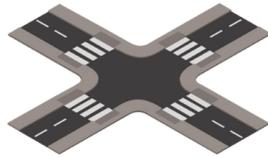


**Fire Department PPE,  
Hose, & Equipment  
Replacement:**  
\$87K



**New Central Fire Station  
Site Evaluation &  
Design:**  
\$150K

# CAPITAL IMPROVEMENT PROJECTS



**Intersection  
Improvements:**  
\$721K



**City-Wide  
Recreation Center  
Parking Lot Design:**  
\$130K



**City-Wide  
Recreation Center  
Improvements:**  
\$736K



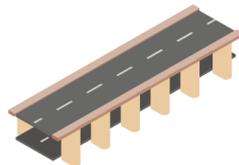
**Downtown  
Sidewalks:**  
\$630K



**White Park Building  
Improvements:**  
\$453K



**Cemetery  
Improvements:**  
\$275K

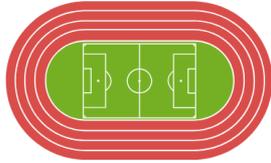


**Bridge Projects:**  
\$625K



**Golf Course  
Snowmaking  
Infrastructure:**  
\$100K

# CAPITAL IMPROVEMENT PROJECTS



**Memorial Field  
Final Design &  
Permitting:**  
\$1.5 Million



**Sidewalk Bikeway  
Improvements:**  
\$55K



**Merrimack River  
Greenway Trail:**  
\$100K



**Rollins Park Roadway  
Improvements:**  
\$110K



**Master Plan  
Update:**  
\$400K



**Concord Stables  
Project:**  
\$678K



**Kiwanis  
Skateboard Park  
Improvements:**  
\$1 Million



**Park &  
Cemeteries Turf  
Equipment:**  
\$125K

# CAPITAL IMPROVEMENT PROJECTS



**Final Phase Irrigation  
Equipment:**  
\$400K



**Election  
Equipment:**  
\$90K



**Information Technology  
Hardware/Software  
Replacement:**  
\$401K



**Wastewater Master  
Plan Update:**  
\$850K



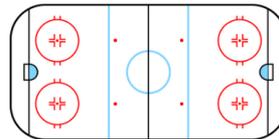
**Library  
Property Acquisition:**  
\$401K



**Traffic Signal  
Improvements:**  
\$1.2 Million



**Water Pump Station  
Improvements:**  
\$1 Million



**Arena Design Ice  
Making Plant Room:**  
\$107K

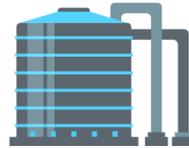


**Parking Garage  
Improvements:**  
\$1.3 Million

# CAPITAL IMPROVEMENT PROJECTS



**Stormwater  
Improvements:**  
\$500K



**Water Plant SCADA &  
Tank Improvements:**  
\$260K



**Hall Street  
Wastewater Plant  
Improvements:**  
\$5.9 Million



**Inflows Infiltration  
Removal:**  
\$110K



**Water Meter  
Replacement:**  
\$375K



**Water Main  
Replacements:**  
\$1.5 Million



**Wastewater Main  
Rehabilitation &  
Construction:**  
\$40K



**General Services  
Vehicle Replacement:**  
\$1.8 Million



**COMF  
Improvements:**  
\$40K

# NEIGHBORHOOD STREET PAVING PROGRAM

The City of Concord continues with the neighborhood street paving program plan, 2% of the tax rate in FY26.

**FY26: \$2.8 Million**

**Annual transfer from the General Fund to the Highway Reserve:**

- FY25: \$1.5 Million
- FY26: \$1.6 Million



# SUSTAINABILITY INITIATIVES



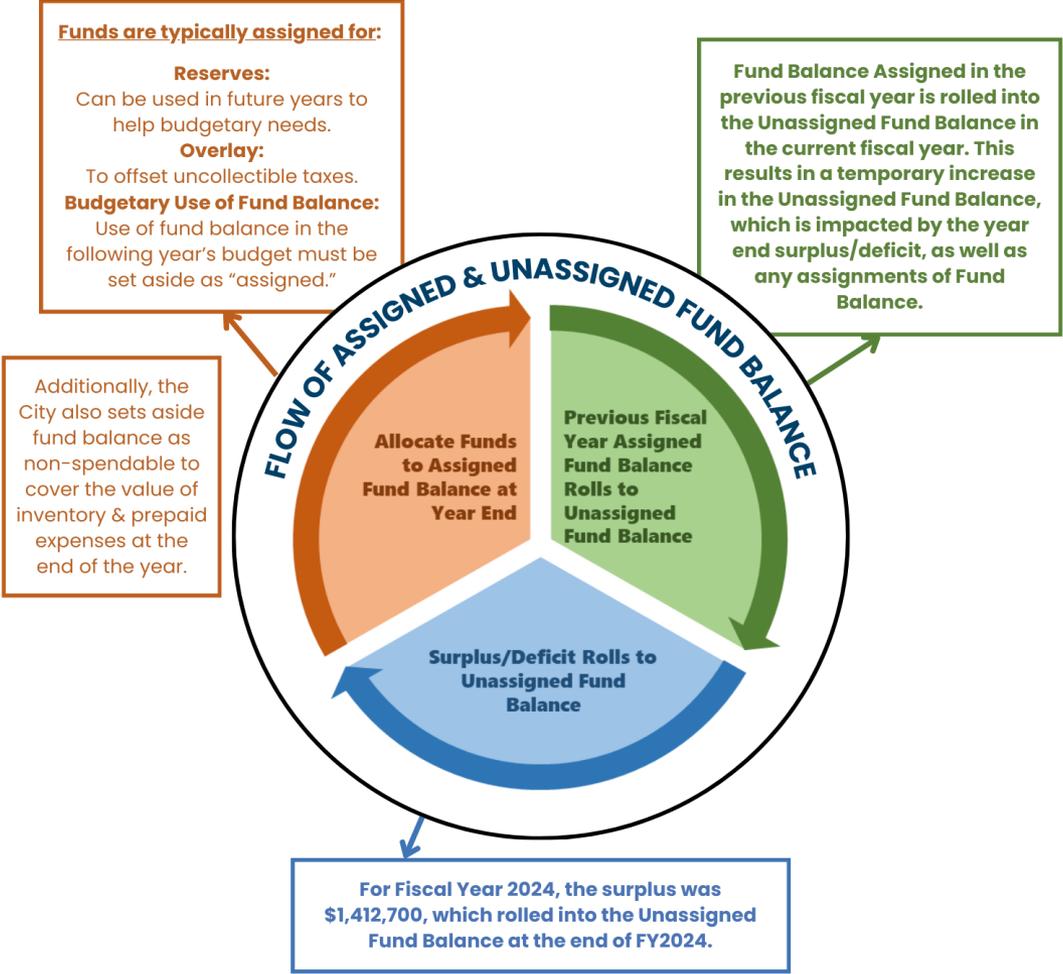
## **Solar Array Installations**

Completed at Wastewater Treatment Plant  
and Planned for Old Turnpike Road Landfill  
& Golf Course Building Project.



**Trails Ranger Position**  
(continued in 2026)

# FUND BALANCE LIFE CYCLE



**What value does Fund Balance provide?**

Maintaining a healthy fund balance is vital to the City's ability to fulfill payroll and vendor payment obligations and ensure continued operations. The City's largest source of revenue is property taxes, which are due quarterly. Cash on hand fluctuates throughout the year as tax deadlines approach, and a healthy fund balance helps the City weather these ebbs and flows. Fund balance can also aid in stabilizing the tax rate, particularly in unpredictable economic climates.

# FUND BALANCE LIFE CYCLE

## What does this look like in practice?

Here's a closer look at Fiscal Year 2024 and how the Assigned, Unassigned, & Non-Spendable Fund Balance amounts shifted as a result of the actions outlined on the prior page:

	Assigned Fund Balance	Unassigned Fund Balance	Non-Spendable Fund Balance
<b>6/30/23 Balance</b>	<b>\$2,979,500.00</b>	<b>\$15,570,779.13</b>	<b>\$414,811.01</b>
<b>Roll FY23 Assigned Fund Balance to Unassigned</b>	<b>\$(2,979,500.00)</b>	<b>\$2,979,500.00</b>	
<b>Allocate Non-Spendable Fund Balance for Inventory/Prepaid</b>		<b>\$(607,684.29)</b>	<b>\$607,684.29</b>
<b>Assign Fund Balance at 6/30/24 to Transfer Reserves</b>	<b>\$3,049,000.00</b>	<b>\$(3,049,000.00)</b>	
<b>Assign Fund Balance at 6/30/24 to FY25 Budgetary Use</b>	<b>\$560,760.00</b>	<b>\$(560,760.00)</b>	
<b>Assign Fund Balance at 6/30/24 for Overlay</b>	<b>\$100,000.00</b>	<b>\$(100,000.00)</b>	
<b>Fiscal Year 2024 Surplus</b>		<b>\$1,412,702.40</b>	
<b>6/30/24 Balance</b>	<b>\$3,709,760.00</b>	<b>\$15,645,537.24</b>	<b>\$1,022,495.30</b>

The amount of Assigned Fund Balance that is assigned to be transferred to reserves often represents the largest portion of the account balance at year end. Of the \$3,709,760 Assigned Fund Balance as of 6/30/24, \$3,049,000 of that was assigned to be transferred to reserves in Fiscal Year 2025. The \$3,049,000 transfer to reserves that was approved by the City Council in January 2025 will help to offset items in the Fiscal 2026 and future capital and operating budgets. The \$3,049,000 is detailed below:

Transfer to Reserves for Fiscal Year 2024 Assigned Fund Balance Allocation		
<b>Highway Reserve (Paving)</b>	<b>\$1,500,000.00</b>	<b>To help offset costs in the Annual Highway Improvement Program or other Highway projects.</b>
<b>Technology Infrastructure Reserve</b>	<b>\$50,000.00</b>	<b>To help offset costs in technology projects.</b>
<b>Equipment Reserve</b>	<b>\$299,000.00</b>	<b>To help offset costs in vehicle and equipment related efforts.</b>
<b>Recreation Reserve</b>	<b>\$400,000.00</b>	<b>To help offset costs in Recreation related projects and programs.</b>
<b>Human Resources Reserve</b>	<b>\$500,000.00</b>	<b>To help offset Class and Comp Study impact.</b>
<b>Economic Development Reserve</b>	<b>\$300,000.00</b>	<b>To help offset Economic Development related expenses.</b>

**\$3,049,000.00**



Thank You For Listening

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