

# **CITY OF CONCORD NEW HAMPSHIRE**



## **ANNUAL COMPREHENSIVE FINANCIAL REPORT**

**For the Fiscal Year Ended  
June 30, 2025**

# **CITY OF CONCORD**

## **NEW HAMPSHIRE**

### **Annual Comprehensive Financial Report** **For the Fiscal Year Ended June 30, 2025**



**Prepared by:**  
**The Finance Department**

**Brian G. LeBrun**  
**Deputy City Manager – Finance**

**Audrey D. Masters**  
**Assistant Finance Director**

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(For the Fiscal Year Ended June 30, 2025)



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# **INTRODUCTORY SECTION**





# CITY OF CONCORD

*New Hampshire's Main Street™*

*Finance*

November 12, 2025

To the Honorable Mayor, Members of the City Council,  
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Annual Comprehensive Financial Report (ACFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2025.

This report is published to provide citizens, City Council, investors and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

## **The Report**

The ACFR is presented in three main sections: Introductory, Financial and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No(s). 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

The MD&A report is designed to be used in conjunction with this transmittal letter and can be found after the independent auditor's report.



The Statistical Section includes financial and demographic information on a ten-year historical basis.

This ACFR does not report on the Funds of the Concord School District, Merrimack Valley School District or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

## **Profile of the Government**

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 44,674 as of July 1, 2024, a 1.59% increase over the last official census as of July 2020 number of 43,976, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City – the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining “at-large” councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor Byron Champlin, who was first elected mayor in November 2023. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager shall have the power to appoint and remove, subject to the provisions of the charter and the administrative code, all officers and employees in the administrative service of the city. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course

and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, code enforcement and other administrative services of the city.

### **Local Economy**

Compared to other cities in New Hampshire, New England and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2025 was 2.7%. This compares favorably to New Hampshire's rate of 2.9% and to the United States rate of 4.1%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.1% and Nashua at 3.3%.

The assessed value of taxable property as of April 1, 2024 increased overall by 1.96% compared to April 1, 2023. The cumulative total residential, manufactured homes and condominiums increased .62% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2024 was \$327,642, up .22% from \$326,924 the year before.

Tax collections percentage as of June 30, 2025 for the 2024 Tax Year was 98.0%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$3.8 million, up \$1.7 million from the previous year. One contributing factor to this increase was timing of the 2024 Tax Lien notices that were mailed slightly later than usual, resulting in more payments being received after June 30, 2025 compared to the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach via verbal and written communication to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Community Development Department and City Administration.

Economic Development successes that occurred during FY2025 included the following:

1) Housing:

- a. In April 2025, the City of Concord was ranked the #8 hottest housing market in the United States by Realtor.com. The City was also listed in the top 10 hottest housing markets in 2023 and 2024 by Zillow and Realtor.com. In December 2024, the City was one of eighteen communities designated as a Housing Champion by the State of New Hampshire (there are 234 municipalities in New Hampshire). As noted in the award letter, Concord's selection for *"this prestigious recognition is a testament to your community's outstanding*

*commitment to fostering an environment that supports innovative and sustainable solutions to address New Hampshire's housing needs. Your efforts have demonstrated leadership and vision in creating pathways for housing development that will positively impact residents and contribute to solving the state's housing crisis."*

2) Downtown:

- a. Arts Alley / 20 South Main Street: During FY2025, construction of the Arts Alley Project got underway. The project involves the construction of a new building featuring a Friendly Toast Restaurant, second floor event venue, as well as a roof top bar with large open-air patio / recreational space. The project also includes the installation of 1920s diner (which will also be a restaurant), as well as the redevelopment of a historic carriage house into a barbecue restaurant. The facility was slated to open in late summer 2025. The project is located within the City's Sears Block Tax Increment Finance District. The City supported development of this project with \$150,000 to support relocation of aerial utilities at the property.
- b. First Church Redevelopment / 177 North Main Street: This project entailed the redevelopment of a historic church into 30 units of market rate rental housing. The project was completed in June 2025, and was supported by the City with a 7-year RSA 79-E Community Revitalization Tax Relief Incentive valued at approximately \$400,000.
- c. Lofts 11 Project / 11 Stickney Avenue: During FY2025, construction activities associated with the redevelopment of the former State of NH Department of Transportation Headquarters into 80 units of market rate rental housing began. The project will be completed in early FY2026.
- d. Independent Living Concord: Also during FY2025, Independent Living Concord completed redevelopment of #3 North State Street into 12 units of housing for persons with disabilities. The City supported the project with a \$35,000 grant.
- e. Concord Coalition to End Homelessness / 6 South State Street: During FY2025 the Coalition began renovation of property located at 6 South State Street into 8 units of transitional housing to support homeless individuals. The City supported the project by securing a \$500,000 grant for the project, as well as waiving certain street excavation regulations which allowed the project to make necessary utility connections.

3) Penacook Village:

- a. Tanager Circle / 150 Fisherville Road: During FY2025, construction of the new 68-unit Tanager Circle townhome project continued. Phase I of the project has been completed and units are currently on the market.
- b. Town Homes at Capital Pointe / 151 Fisherville Road: Also during FY2025, construction of the new 83-unit Town Homes at Capital Pointe Project began construction. As of June 30, 2025, site work was well underway and construction of the initial phase of units had begun.
- c. Allied Leather Tannery Redevelopment / Canal Street Riverfront Park: Following years of City investment in property cleanup the former Allied Tannery site on Canal Street in Penacook, the final phase of 20 units in the 54 units Caleb Penacook, LLC workforce housing project was completed in April 2024.

During FY2025, the City substantially completed construction of the new Canal Street Riverfront Park, which is located on a 1.75-acre parcel, a portion of which was part of the former Allied Leather Tannery Complex. Originally conceived in the City's 1986 Penacook Village Plan, and subsequently carried forward in the City's 2004 Penacook Tannery Charrette and 2015 Penacook Village Master Plan, the new park features a pavilion, walking paths linking to Canal Street and Crescent Street, and scenic overlooks at the Contoocook River. Programming in the park includes seasonal concert series by the Parks and Recreation Department. The project also included sidewalk and streetscape improvements on Canal Street, including a 10' shared use path which will eventually connect to the Merrimack River Greenway Trail / Northern Rail Trail, and new bus stop for Concord Area Transit. The total budget for the Park was \$3,369,800, and was financed by Tax Increment Financing District bonds (\$2,525,000), Parking Fund supported bonds (\$160,000), development impact fees (\$179,800), as well as a Land and Water Conservation Fund Grant (\$500,000).

- d. Merchants Way Development: On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial / industrial uses on a 43-acre site located at 1 Whitney Road. The development was christened "Merchant's Way." Phase I of the project was completed in FY2023 and featured an 80,000SF Market Basket grocery store, 20,000SF HomeGoods retail store, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed

to construct \$4.9 million of roadway improvements to U.S. Route 4 and Whitney Road.

During FY2025, subsequent phases of the project moved forward. These included a Chipotle Restaurant, Starbucks coffee shop, as well as new urgent care facility developed by Concord Hospital. Additionally, during FY2025, construction began on an Evvia Trattoria restaurant and new Verizon store.

4) The Heights:

- a. Hampshire Aviation Lease: During FY2025, the City entered into a Letter of Intent with Hampshire Aviation to develop a 10-unit T-hangar at Concord Airport. (The Airport is owned and operated by the City). Hampshire Aviation has secured site plan approvals for the project. Execution of the formal land lease and construction of the project is set to begin in FY2026. The profile of Concord Airport has risen considerably following the completion of the United Therapeutics Hangar in 2024.
- b. Raising Cane's Restaurant located at 287 Loudon Road went under construction. The 3,000SF restaurant is slated to open in early FY2026.
- c. ROI Properties: ROI Properties is an 86-acre mixed-use real estate project which is being developed in multiple phases. The project includes commercial uses, as well as 385 units of housing. Phase I featured a St. Mary's Bank branch, the construction of which was initiated during FY2025 and will be completed in early FY2026. Additional portions of Phase I include a Common Man gas station and convenient store, which are permitted and will start construction in FY2026. During FY2025, the project secured a Conditional Letter of Map Revision (CLOMR) from the Federal Emergency Management Agency (FEMA) which will allow the developer to modify the Merrimack River's floodplain to support development of the project.
- d. Heights Sewer Project: During FY2025, the City made significant progress on the design of the Heights Sewer Project. The \$25 million project entails replacement of an existing sewer pump station (91,000 Gallons Per Day Capacity) with a new pump station (347,000 Gallons Per Day Capacity), as well as upsizing 2 miles of sewer mains related thereto. Design of the project moved forward in FY2025. Design of the pump station achieved 100% completion, and related sewer mains achieved 60% completion. The project, which is funded in part by an \$859,000 grant from the State of New Hampshire's Housing Champions Program, will start construction in

FY2026. The project is critical for the redevelopment of the former Steeplegate Mall and Regal Cinema properties, as well as to support other recently approved development projects.

### **Long-Term Financial Planning**

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five-year General Fund operating pro forma, a multi-year Capital Improvement Plan and a pro forma for each enterprise and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Enterprise Funds are self-supporting and provide administrative overhead payments to the General Fund. Special Revenue Funds may receive support from the General Fund. The Parking Fund received General Fund support for its Fiscal Year 2025 operations, the Golf Fund receives debt service payment support and Solid Waste Fund receives approximately \$1,000,000 in support annually.

### ***Financial Position***

Other than Fiscal Year 2014, Fiscal Years 2010 through 2024 reported surpluses ranging from \$28,203 to \$3.3 million. The Fiscal Year 2025 deficit is \$906,830.85. In June 2025, the City Council adopted the Fiscal Year 2026 General Fund operating budget.

The total General Fund Unassigned Fund Balance increased to \$15.8 million after City management assigned \$2,705,000, \$2,050,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2026, and the remaining \$655,000 assigned for use in the Fiscal Year 2026 budget. The \$15.8 million Unassigned Fund Balance represents an increase of .7% from Fiscal Year 2024. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2026 are for transfers to Highway Paving Reserve (\$1,500,000), Equipment Reserve (\$150,000), Recreation (\$250,000), Economic Development Reserve (\$100,000), and Technology Infrastructure & Equipment Reserve (\$50,000).

### **Relevant Financial Policies**

#### ***Goals***

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.



The goals address the topics of: Accounting, Auditing and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue & Other Funds Management, Municipal Services Expenditures and Revenues and Tax Rate Management. In addition to the cash management goal cited above; another goal that stands out is Goal E1 under Debt Management that limits debt service to 10 to 14% of total appropriations. For Fiscal Year 2025, this amount was 9.2%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves and CIP Spending Priority Policy. The Policy was established following discussions with the City's outside auditors, receipt of their subsequent Management Letter recommendation and in conjunction with GASB Statement #54. An update to this policy was approved by City Council in October 2024.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 20.5% of expenditures. For Fiscal Year ending June 30, 2025 the Unassigned Fund Balance was 20.6%.

### ***Credit Rating and Debt Limit***

As of February 2025, Standard and Poor's Rating Group affirmed the city's bond rating of AA+ in conjunction with a \$30.2 million General Obligation bond offering and affirmed the AA+ rating on the City's \$118.2 million of outstanding parity debt.

### **Financial Structure and Management**

In accordance with the *City Charter and Code of Ordinances*, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

## ***Major Initiatives***

The Fiscal Year 2025 budget was adopted by the City Council with several major initiatives to further the City's efforts to create a more sustainable and economically viable community. Specific investments include renovations of the Combined Operations Maintenance Facility, fire apparatus replacement, general services equipment replacement, Library improvements, roadway maintenance, equipment replacement at the Hall St. wastewater plant, and evaluation and design of Loudon Road Bridge repairs, and a new Beaver Meadow Golf Course Facility.

## **Awards and Acknowledgements**

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded thirty consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, NH for its ACFR beginning with the fiscal year ended December 31, 1995, through June 30, 2024 including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current ACFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's ACFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to CBIZ CPAs for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, members of the City Council and Fiscal Policy Advisory Committee for their leadership, and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism and support, this report would not meet such high standards.

The Government Finance Officers Association of the United States and Canada (GFOA) also awards the Distinguished Budget Presentation Award to governmental entities that satisfy nationally recognized guidelines for best practices within budgeting. The City of Concord has been awarded eleven consecutive Distinguished Budget Presentation Awards, most recently for the FY2026 budget.

## **Other Information**

Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920's. Presently, the firm of CBIZ CPAs of Merrimack, New Hampshire conducts the annual audit for the City. In addition, the audit was designed to meet the



requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards* (the Uniform Guidance), as applicable. The auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at [www.concordnh.gov](http://www.concordnh.gov), where this ACFR is expected to be prominently displayed by December 31, 2025. Also displayed are previous ACFR's and other summary financial information.

Sincerely,



Thomas J. Aspell, Jr.  
City Manager

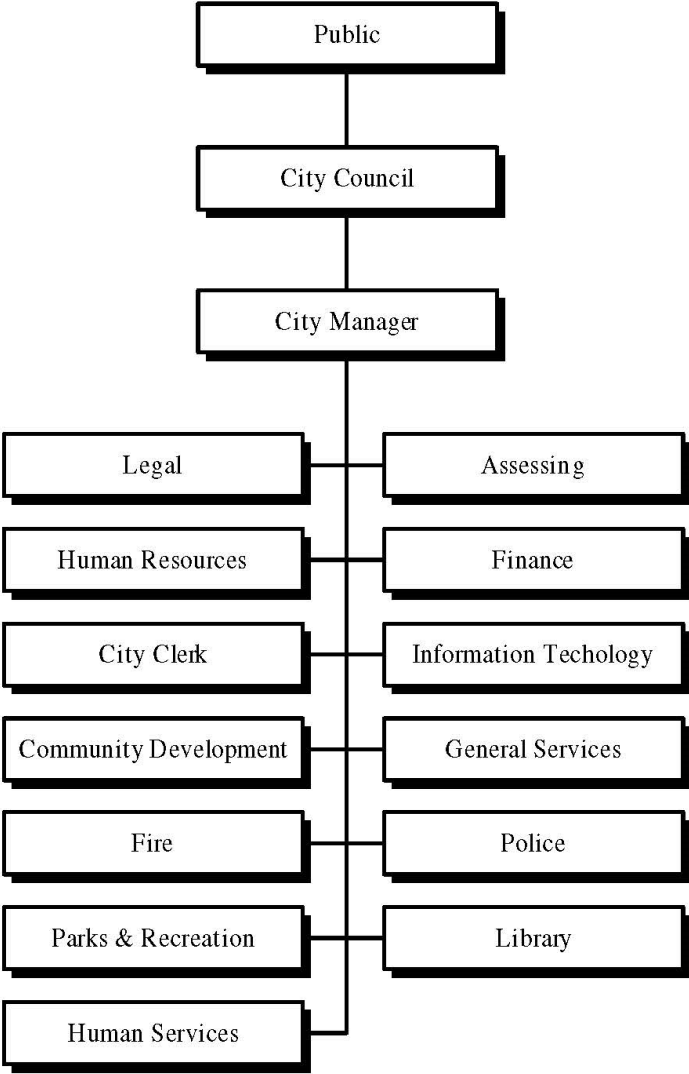


Brian G. LeBrun  
Deputy City Manager – Finance



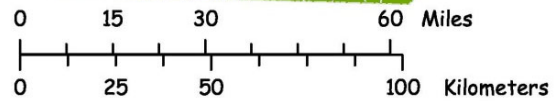
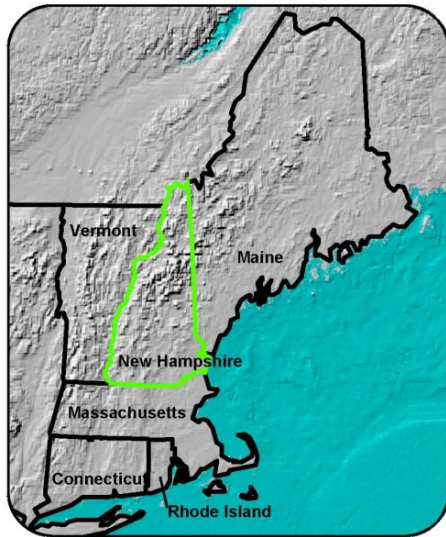
Audrey D. Masters  
Assistant Finance Director

CITY OF CONCORD, NEW HAMPSHIRE  
TABLE OF ORGANIZATION



# City of Concord, NH

## Geographic Location



**City of Concord, New Hampshire**  
**List of Principal Officials**  
**As of June 30, 2025**

<b>Title:</b>	<b>Name:</b>
<b><u>Elected by the Public:</u></b>	
Mayor	Byron O. Champlin
Councilor-at-Large	Nathan R. Fennessy
Councilor-at-Large	Amanda K. Grady Sexton
Councilor-at-Large	Fred Keach
Councilor-at-Large	Judith Kurtz
Councilor – Ward 1	Brent G. Todd
Councilor – Ward 2	Michele Horne
Councilor – Ward 3	Jennifer Kretovic
Councilor – Ward 4	Karen D. McNamara
Councilor – Ward 5	Stacey Brown
Councilor – Ward 6	Paula McLaughlin
Councilor – Ward 7	James Schlosser
Councilor – Ward 8	Ali Sekou
Councilor – Ward 9	Kris Schultz
Councilor – Ward 10	Jeffrey Foote
<b><u>Appointed by Council:</u></b>	
City Manager	Thomas J. Aspell
<b><u>Appointed by City Manager:</u></b>	
Deputy City Manager – Development	Matthew R. Walsh
Deputy City Manager – Finance	Brian G. Lebrun
City Clerk	Janice L. Bonenfant
City Solicitor	Danielle Pacik
Director of Personnel and Labor Relations	Jennifer Johnston
Director of Real Estate Assessments	Jonathan Rice
Fire Chief	John A. Chisholm
Director of General Services (Interim)	Jeffrey K. Hoadley
Director of Human Services	Karen O. Emis-Williams
Library Director	Andrew T. Fabian
Director of Parks & Recreation	David B. Gill
Police Chief	Bradley C. Osgood
Assistant Finance Director	Audrey Masters
Assistant Director of Community Development	Timothy J. Thompson
Director of Special Projects & Strategic Initiatives	Beth Fenstermacher
Budget Director	Rebekah E. Dougherty
City Engineer	Michael S. Bezanson
Code Administrator	David V. Hall
Purchasing Director	Tina M. Waterman
Treasurer / Tax Collector	Chelsey Michalski



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**City of Concord  
New Hampshire**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2024

*Christopher P. Morill*

Executive Director/CEO

# FINANCIAL SECTION



## **Independent Auditors' Report**

To the Mayor and City Council  
City of Concord, New Hampshire

### **Report on the Audit of the Financial Statements**

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire (the City) as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of June 30, 2025, and the respective changes in financial position, and, where applicable, cash flows thereof and the respective budgetary comparison for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and Government Auditing Standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, and certain pension and OPEB schedules be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### ***Supplementary Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary statements and schedules as listed in the



accompanying tables of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

### ***Other Information***

Management is responsible for the other information included in the annual comprehensive financial report. The other information comprises the introductory and statistical sections but does not include the basic financial statements and our auditors' report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with Government Auditing Standards, we have also issued our report dated November 12, 2025, on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering City's internal control over financial reporting and compliance.

***CBIZ CPAs P.C.***

Merrimack, NH  
November 12, 2025



## Management's Discussion and Analysis

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As management of the City of Concord, New Hampshire (the City), we offer readers this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2025. We encourage readers to consider the information presented here in conjunction with the Letter of Transmittal beginning on page 1 of this report.

### A. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains required and other supplementary information in addition to the basic financial statements themselves.

#### **Government-wide financial statements**

The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows and inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the City's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water and sewer activities.

### **Fund financial statements**

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

### **Governmental funds**

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a city's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures, and Changes in Fund Balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund, general capital project fund, and cemetery permanent fund, which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain nonmajor governmental (special revenue) funds. Budgetary comparison statements have been provided to demonstrate compliance with budgets.

### **Proprietary funds**

Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on fees charged to external users. Enterprise funds are used to report the same functions presented as business-type

activities in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water and sewer operations. The water and sewer funds are considered major funds.

### **Fiduciary funds**

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

### **Notes to financial statements**

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

### **Required Supplementary Information**

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

### **Other Supplementary Information**

The combining statements referred to earlier in connection with nonmajor governmental funds, as well as certain budgetary schedules are presented immediately following the required supplementary information on pension and OPEB.

## **B. FINANCIAL HIGHLIGHTS**

- As of the close of the current fiscal year, the total of assets and deferred outflows exceeded liabilities and deferred inflows by \$201,398,924 (i.e., net position), a change of \$9,489,218 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$86,680,757 a change of \$8,207,716 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the General Fund was \$15,751,060, a change of \$105,525 in comparison to the prior year. In addition, total General Fund balance increased by \$2,017,930.

## C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal year. All amounts are presented in thousands.

	<b>Summary of Net Position</b>					
	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Current and other assets	\$ 159,383	\$ 150,015	\$ 35,828	\$ 24,342	\$ 195,211	\$ 174,357
Capital assets	200,436	195,963	114,405	115,748	314,841	311,711
Total assets	<u>359,819</u>	<u>345,978</u>	<u>150,233</u>	<u>140,090</u>	<u>510,052</u>	<u>486,068</u>
Deferred outflows of resources	<u>12,204</u>	<u>16,393</u>	<u>908</u>	<u>1,215</u>	<u>13,112</u>	<u>17,608</u>
Total assets and deferred outflows of resources	<u>\$ 372,023</u>	<u>\$ 362,371</u>	<u>\$ 151,141</u>	<u>\$ 141,305</u>	<u>\$ 523,164</u>	<u>\$ 503,676</u>
Long-term liabilities outstanding	\$ 179,091	\$ 180,880	\$ 62,882	\$ 50,928	\$ 241,973	\$ 231,808
Other liabilities	37,074	36,700	1,694	2,551	38,768	39,251
Total liabilities	<u>216,165</u>	<u>217,580</u>	<u>64,576</u>	<u>53,479</u>	<u>280,741</u>	<u>271,059</u>
Deferred inflows of resources	<u>40,255</u>	<u>39,894</u>	<u>770</u>	<u>812</u>	<u>41,025</u>	<u>40,706</u>
Net Position:						
Net investment in capital assets	135,242	134,707	73,236	79,573	208,478	214,280
Restricted	34,930	31,424	2,378	2,627	37,308	34,051
Unrestricted	<u>(54,569)</u>	<u>(61,234)</u>	<u>10,181</u>	<u>4,814</u>	<u>(44,388)</u>	<u>(56,420)</u>
Total net position	<u>115,603</u>	<u>104,897</u>	<u>85,795</u>	<u>87,014</u>	<u>201,398</u>	<u>191,911</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 372,023</u>	<u>\$ 362,371</u>	<u>\$ 151,141</u>	<u>\$ 141,305</u>	<u>\$ 523,164</u>	<u>\$ 503,676</u>

The largest portion of net position \$208,478,984 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$37,307,939 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position reflects a deficit of (\$44,387,999) primarily resulting from the City's unfunded net pension and net OPEB liabilities.

The City's overall net position changed by \$9,489,218 from the prior year. The reasons for this overall increase are discussed in the following sections for governmental activities and business-type activities.

**Summary of Changes in Net Position**

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Revenues:						
Program revenues:						
Charges for services	\$ 18,930	\$ 18,637	\$ 17,569	\$ 16,797	\$ 36,499	\$ 35,434
Operating grants and contributions	6,990	8,298	392	174	7,382	8,472
Capital grants and contributions	1,735	2,361	-	-	1,735	2,361
General revenues:						
Property taxes	54,930	50,898	-	-	54,930	50,898
Penalties and interest on taxes	367	365	-	-	367	365
Motor vehicle registrations	8,221	7,841	-	-	8,221	7,841
Investment income	6,072	6,942	609	705	6,681	7,647
Other	1,746	1,033	400	542	2,146	1,575
Total revenues	98,991	96,375	18,970	18,218	117,961	114,593
Expenses:						
General government	13,804	13,607	-	-	13,804	13,607
Public safety	34,024	34,978	-	-	34,024	34,978
General services	24,808	18,720	-	-	24,808	18,720
Community development	4,936	7,623	-	-	4,936	7,623
Leisure and information services	7,928	8,059	-	-	7,928	8,059
Human services	1,033	929	-	-	1,033	929
Interest on long-term debt	2,515	2,394	-	-	2,515	2,394
Water operations	-	-	7,981	7,996	7,981	7,996
Sewer operations	-	-	12,198	12,229	12,198	12,229
Total expenses	89,048	86,310	20,179	20,225	109,227	106,535
Change in net position before transfers, permanent fund contributions	9,943	10,065	(1,209)	(2,007)	8,734	8,058
Transfers in (out)	10	135	(10)	(135)	-	-
Permanent fund contributions	753	681	-	-	753	681
Change in net position	10,706	10,881	(1,219)	(2,142)	9,487	8,739
Net position - beginning of year	104,897	94,016	87,014	89,156	191,911	183,172
Net position - end of year	<u>\$ 115,603</u>	<u>\$ 104,897</u>	<u>\$ 85,795</u>	<u>\$ 87,014</u>	<u>\$ 201,398</u>	<u>\$ 191,911</u>

**Governmental activities**

Governmental activities for the year resulted in a positive change in net position of \$10,707,062. Key elements of this change are as follows:

- Investment income increased by \$2,065,841 from the prior year as a result of favorable market performance.
- Charges for services increased by \$293,809 from the prior year, primary due to ambulance charges, metered parking fees, and pay-as-you-throw (PAYT) bag revenue.
- Property taxes increased by \$4,031,772 from the prior year, primarily due to the increase in local real estate real growth values and budgetary increase in the amount to raise in taxes.

### **Business-type activities**

Business-type activities for the year resulted in a change in net position of (1,217,844). The change primarily results from depreciation expense and the funding of operations with water and sewer reserves to manage utility rates.

## **D. FINANCIAL ANALYSIS OF FUNDS**

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

### **Governmental funds**

The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$86,680,757, an increase of \$8,207,716 comparison with the prior year. Of this amount, \$15,751,060, or 18.17%, constitutes unassigned fund balance, which is available for spending at the City's discretion. This fund balance increase is discussed in further detail in the following paragraphs.

#### ***General fund***

The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$15,751,060, while total fund balance was \$29,828,642. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/25</u>	<u>6/30/24</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 15,751,060	\$ 15,645,535	\$ 105,525	20.6%
Total fund balance <sup>(1)</sup>	\$ 29,828,642	\$ 27,810,712	\$ 2,017,930	39.0%

<sup>(1)</sup> Includes capital reserve funds.

The unassigned amount met the City Council Fund Balance Policy minimum requirement of 20.5%.

The total general fund balance increased by \$2,017,930 during the fiscal year due to the City's investment in its various capital reserve accounts including a \$1,140,000 transfer to the Community Improvement Reserve, which was funded by un-matched

Municipal Per Unit Grant proceeds the City was awarded by the State of New Hampshire Department of Business and Economic Affairs.

Included in the total general fund committed fund balance is the City's capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/25</u>	<u>6/30/24</u>	<u>Change</u>
Highways	\$ 1,953,958	\$ 1,161,192	\$ 792,766
Economic development	515,555	252,260	263,295
Equipment	592,482	321,442	271,040
OPEB	1,373,401	1,265,545	107,856
Community improvement	1,253,612	98,532	1,155,080
Recreation	838,883	615,991	222,892
Bridge	2,509,093	2,600,954	(91,861)
Assessing	28,312	399,570	(371,258)
Other	<u>1,292,383</u>	<u>717,436</u>	<u>574,947</u>
Total	\$ <u>10,357,679</u>	\$ <u>7,432,922</u>	\$ <u>2,924,757</u>

#### *General Capital Project Fund*

The general capital project fund, a major fund, had an increase in fund balance of \$2,949,734. The City had \$10,514,923 in capital outlay in the current year financed by grants and contributions, issuance of bonds and the related premiums and funding from our capital reserve funds.

#### *Cemetery Permanent Fund*

The cemetery permanent fund, the remaining major governmental fund, had an increase in fund balance during the year of \$1,564,240, bringing year end fund balance to \$20,346,295. This increase was driven by investment gains. \$13,368,912 of the fund balance is nonspendable, which cannot be expended, but must be held in perpetuity, the City invests these resources and can spend the earnings on perpetual care.

#### **Proprietary funds**

Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the proprietary funds at the end of the year amounted to \$10,180,530, a change of \$5,366,893 in comparison to the prior year. This increase is primarily attributable to additional capital-related debt issued in the sewer fund

Factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.



## **E. GENERAL FUND BUDGETARY HIGHLIGHTS**

The overall results of the General Fund for the year ended June 30, 2025 reflect a net decrease of \$906,832. The primary driver of the decrease was the City's decision to utilize \$4,214,000 of fund balance as part of its budgetary plan for the year.

While the overall General Fund wages and benefits were under budget for Fiscal Year 2025, the Fire Department is experiencing a significant increase in utilization of overtime to cover the minimum staffing requirements. Leaves for this purpose mainly include annual, sick and paid family sick leave as well as covering shifts due to vacancies. Additionally, the fire department has had some temporary alternate duty situations that have required continued use of full-time wage expenses as well as overtime to cover mandatory staffing levels in the fire stations.

## **F. CAPITAL ASSET AND DEBT ADMINISTRATION**

### **Capital assets**

Total investment in capital assets for governmental and business-type activities at year-end amounted to \$314,841,110 (net of accumulated depreciation), a change of \$3,130,326 from the prior year. This investment in capital assets includes land, buildings, system improvements, machinery and equipment, park facilities, roads, highways and bridges, and right to use assets.

Major capital asset events during the fiscal year included the replacement of the construction of Penacook Riverfront Park and ongoing pavement operations. The design and construction of 1,850 linear feet of water main on Lawrence Street was the most significant enterprise fund capital asset event.

### **Credit rating**

The City is currently assigned an "Aa1" rating from Moody's for general obligation debt and an "AA+" rating for Standard and Poor's for general obligation debt.

### **Long-term debt**

At the end of the current fiscal year, total bonded debt outstanding, loans and unamortized bond premiums, was \$128,750,436, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 10 and 15, respectively, of this report.

## G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the Local Economy.

Following is a comparison of the fiscal 2025 adopted to the fiscal 2026 adopted City General Fund budget and tax rate:

	2025 COUNCIL ADOPTED	2026 COUNCIL ADOPTED
<u>Use of Funds</u>		
Budget Appropriations	\$ 83,379,501	\$ 86,799,613
War Credits	267,400	431,250
Overlay	200,000	75,000
Total Uses of Funds	<u>\$ 83,846,901</u>	<u>\$ 87,305,863</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 32,092,401	\$ 33,583,946
Surplus (Prior Year Undesignated Fund Balance)	-	-
Amount to be raised by property taxes	51,754,500	53,721,917
Total Sources of Funds	<u>\$ 83,846,901</u>	<u>\$ 87,305,863</u>
	2025 COUNCIL ADOPTED	2026 COUNCIL ADOPTED
<u>Tax Rate Determination</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 5,259,602	\$ 5,303,438
Amount to be Raised	\$ 51,754,500	\$ 53,721,917
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.84	\$ 10.13 **
Prior Year Tax Rate/\$ 1,000 A.V.	9.84	9.84 *
Increase over Prior Year	\$ 0.00	\$ 0.29
% Change	3.47%	2.95%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$5,298,937,571 for municipal purposes and a tax rate of \$9.84 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.64
Portion of Prior Year Tax Rate Allocated to Debt Service		1.55
Increase over Prior Year		0.09
% Change		5.81%
** Portion of Recommended Tax Rate Allocated to All Other Costs		8.49
Portion of Prior Year Tax Rate Allocated to All Other Costs		8.29
Increase over Prior Year		0.20
% Change		2.41%

## **REQUESTS FOR INFORMATION**

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance  
City of Concord, New Hampshire  
41 Green Street  
Concord, New Hampshire 03301

## **Basic Financial Statements**

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Net Position  
June 30, 2025

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
<b>Assets and Deferred Outflows of Resources</b>			
Assets			
Current:			
Cash and short-term investments	\$ 71,468,423	\$ 31,701,675	\$ 103,170,098
Investments	30,234,574	-	30,234,574
Receivables, net of allowance for uncollectibles:			
Property taxes	46,032,513	-	46,032,513
Accounts	4,039,391	-	4,039,391
User fees	-	1,665,137	1,665,137
Intergovernmental	-	266,691	266,691
Loans	1,016,687	-	1,016,687
Leases	367,845	-	367,845
Other assets	<u>1,461,529</u>	<u>83,558</u>	<u>1,545,087</u>
Total Current Assets	154,620,962	33,717,061	188,338,023
Noncurrent:			
Receivables:			
Intergovernmental	-	2,111,487	2,111,487
Leases, net of current portion	4,762,002	-	4,762,002
Capital assets:			
Land and construction in progress	46,736,696	15,309,523	62,046,219
Right to use leased assets, net of accumulated amortization	487,220	-	487,220
Other capital assets, net of accumulated depreciation	<u>153,212,478</u>	<u>99,095,193</u>	<u>252,307,671</u>
Total Noncurrent Assets	<u>205,198,396</u>	<u>116,516,203</u>	<u>321,714,599</u>
Total Assets	359,819,358	150,233,264	510,052,622
Deferred Outflows of Resources			
Related to pension	9,596,924	587,221	10,184,145
Related to OPEB	2,607,514	276,423	2,883,937
Related to refunding	<u>-</u>	<u>44,185</u>	<u>44,185</u>
Total Deferred Outflows of Resources	<u>12,204,438</u>	<u>907,829</u>	<u>13,112,267</u>
<b>Total Assets and Deferred Outflows of Resources</b>	<u>\$ 372,023,796</u>	<u>\$ 151,141,093</u>	<u>\$ 523,164,889</u>

(continued)

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Net Position  
June 30, 2025

	Governmental Activities	Business-Type Activities	Total
<b>Liabilities, Deferred Inflows of Resources, and Net Position</b>			
Liabilities			
Current:			
Accounts payable	\$ 3,803,797	\$ 726,581	\$ 4,530,378
Retainage payable	179,168	83,698	262,866
Accrued liabilities	2,587,366	780,277	3,367,643
Other current liabilities	1,175,343	103,010	1,278,353
Due to other governments	29,327,903	-	29,327,903
Current portion of long-term liabilities:			
Bonds and loans payable	9,209,544	5,391,893	14,601,437
Lease liability	59,795	-	59,795
Other liabilities	588,377	336,433	924,810
Total Current Liabilities	46,931,293	7,421,892	54,353,185
Noncurrent:			
Bonds and loans payable, net of current portion	65,059,556	49,089,443	114,148,999
Lease liability, net of current portion	454,875	-	454,875
Net pension liability	62,532,433	3,826,312	66,358,745
Net OPEB liability	37,130,999	4,238,360	41,369,359
Other liabilities, net of current portion	4,055,376	-	4,055,376
Total Noncurrent Liabilities	169,233,239	57,154,115	226,387,354
Total Liabilities	216,164,532	64,576,007	280,740,539
Deferred Inflows of Resources			
Related to pension	2,696,179	164,976	2,861,155
Related to OPEB	4,763,468	605,168	5,368,636
Related to taxes	27,665,788	-	27,665,788
Related to leases	5,129,847	-	5,129,847
Total Deferred Inflows of Resources	40,255,282	770,144	41,025,426
Net Position:			
Net investment in capital assets	135,242,750	73,236,234	208,478,984
Restricted for:			
Dedicated income library	4,847,337	-	4,847,337
Housing revolving loans	671,591	-	671,591
Other purposes	1,984,047	-	1,984,047
Permanent funds:			
Nonexpendable	15,272,136	-	15,272,136
Expendable	7,771,429	-	7,771,429
Debt service	4,383,221	2,378,178	6,761,399
Unrestricted	(54,568,529)	10,180,530	(44,387,999)
Total Net Position	115,603,982	85,794,942	201,398,924
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<b>\$ 372,023,796</b>	<b>\$ 151,141,093</b>	<b>\$ 523,164,889</b>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Activities  
For the Year Ended June 30, 2025

			Program Revenues		
			Charges for	Operating Grants and Contributions	Capital Grants and Contributions
	<u>Expenses</u>	<u>Services</u>			<u>Net (Expenses) Revenues</u>
<b>Governmental Activities:</b>					
General government	\$ 13,803,781	\$ 1,968,443	\$ 6,057,691	\$ 1,198,760	\$ (4,578,887)
Public safety	34,023,977	7,818,942	907,271	-	(25,297,764)
General services	24,808,326	3,865,540	10,957	9,418	(20,922,411)
Community development	4,935,917	2,547,003	5,189	526,604	(1,857,121)
Leisure and information services	7,928,569	2,730,449	-	-	(5,198,120)
Human services	1,032,517	-	9,032	-	(1,023,485)
Interest on long-term debt	2,514,870	-	-	-	(2,514,870)
Total Governmental Activities	89,047,957	18,930,377	6,990,140	1,734,782	(61,392,658)
<b>Business-Type Activities:</b>					
Water	7,980,581	7,231,481	-	-	(749,100)
Sewer	12,197,244	10,337,165	391,811	-	(1,468,268)
Total Business-Type Activities	20,177,825	17,568,646	391,811	-	(2,217,368)
Total	\$ 109,225,782	\$ 36,499,023	\$ 7,381,951	\$ 1,734,782	\$ (63,610,026)

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Activities  
For the Year Ended June 30, 2025

(continued)

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenues from previous page	\$ (61,392,658)	\$ (2,217,368)	\$ (63,610,026)
General Revenues, transfers, and permanent fund contributions			
Property taxes	54,930,162	-	54,930,162
Penalties and Interest on taxes	367,060	-	367,060
Motor vehicle registrations	8,221,198	-	8,221,198
Investment income	6,071,745	609,890	6,681,635
Miscellaneous	1,746,660	400,004	2,146,664
Transfers, net	10,370	(10,370)	-
Permanent fund contributions	752,525	-	752,525
Total general revenues, transfers, and permanent fund contributions	<u>72,099,720</u>	<u>999,524</u>	<u>73,099,244</u>
Change in Net Position	10,707,062	(1,217,844)	9,489,218
<b>Net Position</b>			
Beginning of year	<u>104,896,920</u>	<u>87,012,786</u>	<u>191,909,706</u>
End of year	<u>\$ 115,603,982</u>	<u>\$ 85,794,942</u>	<u>\$ 201,398,924</u>

The accompanying notes are an integral part of these financial statements.



**CITY OF CONCORD, NEW HAMPSHIRE**

Governmental Funds  
Balance Sheet  
June 30, 2025

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets</b>					
Cash and short-term investments	\$ 41,749,370	\$ 14,116,578	\$ 1,186,930	\$ 14,415,545	\$ 71,468,423
Investments	1,524,578	-	19,159,365	9,550,631	30,234,574
Receivables:					
Property taxes	46,032,513	-	-	-	46,032,513
Accounts	2,920,398	-	-	1,118,993	4,039,391
Loans	-	-	-	1,016,687	1,016,687
Lease	1,238,949	-	-	3,890,898	5,129,847
Due from other funds	183,341	-	-	-	183,341
Inventory	483,281	-	-	428,050	911,331
Prepaid items	531,622	-	-	18,576	550,198
Total Assets	<u>\$ 94,664,052</u>	<u>\$ 14,116,578</u>	<u>\$ 20,346,295</u>	<u>\$ 30,439,380</u>	<u>\$ 159,566,305</u>
<b>Liabilities, Deferred Inflows of Resource, and Fund Balances</b>					
<b>Liabilities</b>					
Accounts payable	\$ 1,595,408	\$ 1,346,966	\$ -	\$ 861,423	\$ 3,803,797
Retainage payable	-	135,365	-	43,803	179,168
Accrued liabilities	1,534,691	-	-	6,447	1,541,138
Due to other funds	-	-	-	183,341	183,341
Due to other governments	29,327,903	-	-	-	29,327,903
Loans payable	-	144,353	-	-	144,353
Compensated absences	-	-	-	17,877	17,877
Other liabilities	1,120,616	54,228	-	-	1,174,844
Total Liabilities	33,578,618	1,680,912	-	1,112,891	36,372,421
<b>Deferred Inflows of Resources:</b>					
Taxes collected in advance	10,679,923	-	-	-	10,679,923
Unavailable revenues	19,337,920	-	-	1,365,437	20,703,357
Related to leases	1,238,949	-	-	3,890,898	5,129,847
Total Deferred Inflows of Resources	31,256,792	-	-	5,256,335	36,513,127
<b>Fund Balances</b>					
Nonspendable	1,014,903	-	13,628,912	2,089,851	16,733,666
Restricted	-	11,002,849	6,717,383	12,940,242	30,660,474
Committed	10,357,679	1,432,817	-	9,040,061	20,830,557
Assigned	2,705,000	-	-	-	2,705,000
Unassigned	15,751,060	-	-	-	15,751,060
Total Fund Balances	<u>29,828,642</u>	<u>12,435,666</u>	<u>20,346,295</u>	<u>24,070,154</u>	<u>86,680,757</u>
<b>Total Liabilities, Deferred Inflows of Resources, and Fund Balances</b>	<u>\$ 94,664,052</u>	<u>\$ 14,116,578</u>	<u>\$ 20,346,295</u>	<u>\$ 30,439,380</u>	<u>\$ 159,566,305</u>

The accompanying notes are an integral part of these financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

### Reconciliation of Total Governmental Fund Balances to Net Position of Governmental Activities in the Statement of Net Position

June 30, 2025

<b>Total governmental fund balances</b>	<b>\$ 86,680,757</b>
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	199,949,174
Right to use leased assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	487,220
Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	3,717,513
Deferred outflows and inflows of pension resources are not financial resources nor are they available to pay current-period financial expenditures. Pension related outflows and inflows consist of:	
Deferred outflows	9,596,924
Deferred inflows	(2,696,179)
Deferred outflows and inflows of OPEB resources are not financial resources nor are they available to pay current-period financial expenditures. OPEB related outflows and inflows consist of:	
Deferred outflows	2,607,514
Deferred inflows	(4,763,468)
Interest accrued on outstanding long-term debt.	(1,046,722)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds and loans payable	(74,124,747)
Net pension liability	(62,532,433)
Net OPEB liability	(37,130,999)
Other (compensated absences, landfill closure liability, and leases)	<u>(4,685,697)</u>
<b>Net position of governmental activities</b>	<b><u>\$ 115,603,982</u></b>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Governmental Funds  
Statement of Revenues, Expenditures and Changes in Fund Balance  
For the Year Ended June 30, 2025

	<u>General Fund</u>	<u>General Capital Project Fund</u>	<u>Cemetery Permanent Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Revenues</b>					
Taxes	\$ 60,916,088	\$ -	\$ -	\$ 2,235,272	\$ 63,151,360
Licenses and permits	1,638,031	-	-	-	1,638,031
Intergovernmental	7,634,963	9,418	-	784,153	8,428,534
Charges for services	6,911,128	-	-	10,013,270	16,924,398
Investment income	3,361,297	-	1,766,549	943,896	6,071,742
Contributions	135,653	221,658	73,528	618,074	1,048,913
Miscellaneous	<u>1,697,968</u>	<u>-</u>	<u>-</u>	<u>48,692</u>	<u>1,746,660</u>
Total Revenues	82,295,128	231,076	1,840,077	14,643,357	99,009,638
<b>Expenditures</b>					
Current:					
General government	10,542,943	2,855,133	-	396,615	13,794,691
Public safety	34,542,539	-	-	1,203,780	35,746,319
General services	11,339,828	-	347	6,056,550	17,396,725
Community development	4,333,422	1,942	-	715,927	5,051,291
Leisure and information services	6,504,744	-	-	1,600,186	8,104,930
Human services	1,053,004	-	-	-	1,053,004
Debt service:					
Principal	6,265,932	-	-	1,956,881	8,222,813
Interest	1,950,467	-	-	495,656	2,446,123
Capital outlay	<u>-</u>	<u>10,514,923</u>	<u>-</u>	<u>1,867,473</u>	<u>12,382,396</u>
Total Expenditures	<u>76,532,879</u>	<u>13,371,998</u>	<u>347</u>	<u>14,293,068</u>	<u>104,198,292</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	5,762,249	(13,140,922)	1,839,730	350,289	(5,188,654)
<b>Other Financing Sources (Uses)</b>					
Issuance of bonds	-	11,029,200	-	1,428,800	12,458,000
Premium on issuance of bonds	-	831,800	-	96,200	928,000
Transfers in	1,697,737	4,229,656	-	2,208,420	8,135,813
Transfers out	<u>(5,442,056)</u>	<u>-</u>	<u>(275,490)</u>	<u>(2,407,897)</u>	<u>(8,125,443)</u>
Total Other Financing Sources (Uses)	<u>(3,744,319)</u>	<u>16,090,656</u>	<u>(275,490)</u>	<u>1,325,523</u>	<u>13,396,370</u>
Net Change in Fund Balance	2,017,930	2,949,734	1,564,240	1,675,812	8,207,716
Fund Balance, at Beginning of Year	<u>27,810,712</u>	<u>9,485,932</u>	<u>18,782,055</u>	<u>22,394,342</u>	<u>78,473,041</u>
Fund Balance, at End of Year	\$ <u>29,828,642</u>	\$ <u>12,435,666</u>	\$ <u>20,346,295</u>	\$ <u>24,070,154</u>	\$ <u>86,680,757</u>

The accompanying notes are an integral part of these financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

### Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities

For the Year Ended June 30, 2025

**Net changes in fund balances - total governmental funds** \$ 8,207,716

Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:

Capital outlay purchases	13,369,327
Net effect from disposal of assets	(70,775)
Depreciation	(8,764,469)
Amortization	(60,902)

Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures, and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., property, liens, land use, and timber yield) differ between the two statements. This amount represents the net change in deferred revenue.

606,981

The issuance of long-term debt (i.e., bonds and loans) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position:

Repayments of debt, including current year refunding	8,275,305
Issuance of debt	(12,458,000)
Bond premiums	(928,000)
Amortization of bond premiums	408,203

Pension and OPEB and related outflows and inflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities.

Net pension liability	5,560,831
Pension related deferred outflows and inflows of resources	(4,595,956)
Other post employment benefits liability	1,865,370
OPEB related deferred outflows and inflows of resources	227,002

Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds.

Compensated absences	(1,016,174)
Lease liability	55,603
Landfill post-closure liability	25,000

**Change in net position of governmental activities** \$ 10,707,062

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Revenues, Expenditures, and Other Financing Sources and Uses -  
Budget and Actual - General Fund - Budget Basis  
For the Year Ended June 30, 2025

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
<b>Revenues</b>				
Property Taxes	\$ 59,962,896	\$ 60,199,576	\$ 60,916,088	\$ 716,512
Licenses and permits	1,441,965	1,441,965	1,601,254	159,289
Intergovernmental	7,567,005	7,774,148	7,633,280	(140,868)
Charges for services	6,736,468	6,744,468	7,062,773	318,305
Investment income	2,355,975	2,355,975	2,580,565	224,590
Miscellaneous	341,090	1,610,886	1,584,775	(26,111)
Total Revenues	78,405,399	80,127,018	81,378,735	1,251,717
<b>Expenditures</b>				
General government	14,410,682	13,991,944	12,717,503	1,274,441
Public safety	33,808,301	34,635,259	34,542,536	92,723
General services	12,192,155	12,680,278	12,782,698	(102,420)
Community development	4,974,643	5,043,536	4,432,373	611,163
Leisure and information services	6,560,614	6,650,209	6,504,746	145,463
Human services	1,052,228	1,063,709	1,053,005	10,704
Debt service	8,161,000	8,161,000	8,154,774	6,226
Total Expenditures	81,159,623	82,225,935	80,187,635	2,038,300
Excess (deficiency) of revenue over expenditures	(2,754,224)	(2,098,917)	1,191,100	3,290,017
<b>Other Financing Sources (Uses)</b>				
Transfers in	4,413,342	4,577,342	4,493,506	(83,836)
Transfers out	(2,219,878)	(6,692,425)	(6,591,438)	100,987
Budgetary use of fund balance	560,760	4,214,000	-	(4,214,000)
Total Other Financing Sources (Uses)	2,754,224	2,098,917	(2,097,932)	(4,196,849)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ (906,832)	\$ (906,832)

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Net Position  
June 30, 2025

	Business-Type Activities Enterprise Funds		
	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Total</u>
<b>Assets and Deferred Outflows of Resources</b>			
Assets			
Current:			
Cash and short-term investments	\$ 5,933,302	\$ 25,768,373	\$ 31,701,675
Receivables:			
User fees	658,009	1,007,128	1,665,137
Intergovernmental	-	266,691	266,691
Prepays	31,347	43,423	74,770
Inventory	<u>8,788</u>	<u>-</u>	<u>8,788</u>
Total Current Assets	6,631,446	27,085,615	33,717,061
Noncurrent:			
Intergovernmental	-	2,111,487	2,111,487
Capital assets:			
Land and construction in progress	5,316,108	9,993,415	15,309,523
Other capital assets, net of accumulated depreciation	<u>54,296,754</u>	<u>44,798,439</u>	<u>99,095,193</u>
Total Noncurrent Assets	<u>59,612,862</u>	<u>56,903,341</u>	<u>116,516,203</u>
Total Assets	66,244,308	83,988,956	150,233,264
Deferred Outflows of Resources			
Related to pension	264,062	323,159	587,221
Related to OPEB	127,091	149,332	276,423
Related to refunding	<u>28,023</u>	<u>16,162</u>	<u>44,185</u>
Total Deferred Outflows of Resources	<u>419,176</u>	<u>488,653</u>	<u>907,829</u>
<b>Total Assets and Deferred Outflows of Resources</b>	<u>\$ 66,663,484</u>	<u>\$ 84,477,609</u>	<u>\$ 151,141,093</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Net Position  
June 30, 2025

(continued)

	Business-Type Activities Enterprise Funds		
<b>Liabilities, Deferred Inflows of Resources, and Net Position</b>	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Total</u>
Liabilities:			
Current:			
Accounts payable	\$ 155,693	\$ 570,888	\$ 726,581
Retainage payable	10,140	73,558	83,698
Accrued liabilities	213,336	566,941	780,277
Other current liabilities	95,127	7,883	103,010
Current portion of long-term liabilities:			
Bonds and loans payable	1,918,849	3,473,044	5,391,893
Other liabilities	<u>166,320</u>	<u>170,113</u>	<u>336,433</u>
Total Current Liabilities	2,559,465	4,862,427	7,421,892
Noncurrent:			
Bonds and loans payable, net of current portion	13,907,814	35,181,629	49,089,443
Net pension liability	1,720,616	2,105,696	3,826,312
Net OPEB liability	<u>1,949,330</u>	<u>2,289,030</u>	<u>4,238,360</u>
Total Noncurrent Liabilities	<u>17,577,760</u>	<u>39,576,355</u>	<u>57,154,115</u>
Total liabilities	20,137,225	44,438,782	64,576,007
Deferred Inflows of Resources			
Related to pension	74,187	90,789	164,976
Related to OPEB	<u>278,457</u>	<u>326,711</u>	<u>605,168</u>
Total Deferred Inflows of Resources	352,644	417,500	770,144
Net Position:			
Net investment in capital assets	46,039,639	27,196,595	73,236,234
Restricted for debt service	-	2,378,178	2,378,178
Unrestricted	<u>133,976</u>	<u>10,046,554</u>	<u>10,180,530</u>
Total Net Position	<u>46,173,615</u>	<u>39,621,327</u>	<u>85,794,942</u>
<b>Total Liabilities, Deferred Inflows of Resources, and Net Position</b>	<u>\$ 66,663,484</u>	<u>\$ 84,477,609</u>	<u>\$ 151,141,093</u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Revenues, Expenses, and Changes in Net Position  
For the Year Ended June 30, 2025

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
<b>Operating Revenues</b>			
Charges for services	\$ 7,231,481	\$ 10,337,165	\$ 17,568,646
Other	187,001	213,003	400,004
Total Operating Revenues	7,418,482	10,550,168	17,968,650
<b>Operating Expenses</b>			
Salaries and benefits	3,052,144	4,385,974	7,438,118
Other operating expenses	2,131,600	3,465,175	5,596,775
Depreciation	2,288,131	3,244,547	5,532,678
Total Operating Expenses	7,471,875	11,095,696	18,567,571
Operating (Loss)	(53,393)	(545,528)	(598,921)
<b>Nonoperating Revenues (Expenses)</b>			
Investment income	156,101	453,789	609,890
Intergovernmental	-	391,811	391,811
Interest expense	(508,706)	(1,101,548)	(1,610,254)
Total Nonoperating Revenues (Expenses), Net	(352,605)	(255,948)	(608,553)
(Loss) Before Contributions and Transfers	(405,998)	(801,476)	(1,207,474)
Transfers out	(5,570)	(4,800)	(10,370)
Change in Net Position	(411,568)	(806,276)	(1,217,844)
Net position at Beginning of Year	46,585,183	40,427,603	87,012,786
Net Position at End of Year	\$ 46,173,615	\$ 39,621,327	\$ 85,794,942

The accompanying notes are an integral part of these financial statements.



**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Cash Flows  
For the Year Ended June 30, 2025

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
<b>Cash Flows From Operating Activities</b>			
Receipts from customers and users	\$ 7,387,884	\$ 10,574,101	\$ 17,961,985
Payments to employees for services	(3,239,757)	(4,260,292)	(7,500,049)
Payments to vendor for goods and services	(2,124,473)	(3,202,924)	(5,327,397)
Net Cash Provided By Operating Activities	2,023,654	3,110,885	5,134,539
<b>Cash Flows From Noncapital Financing Activities</b>			
Intergovernmental revenues	-	391,811	391,811
Transfers out	(5,570)	(4,800)	(10,370)
Net Cash Provided by (Used for) Noncapital Financing Activities	(5,570)	387,011	381,441
<b>Cash Flows From Capital and Related Financing Activities</b>			
Proceeds from issuance of bonds	1,551,700	14,085,300	15,637,000
Principal payments on bonds and loans	(1,708,957)	(2,521,838)	(4,230,795)
Bond premium	119,200	1,019,700	1,138,900
Acquisition and construction of capital assets	(824,222)	(4,436,618)	(5,260,840)
Interest paid	(616,127)	(1,080,315)	(1,696,442)
Net Cash Provided By (Used For) Capital and Related Financing Activities	(1,478,406)	7,066,229	5,587,823
<b>Cash Flow From Investing Activities</b>			
Investment income	156,101	453,789	609,890
Net Cash Provided by Investing Activities	156,101	453,789	609,890
Net Change in Cash and Short-Term Investments	695,779	11,017,914	11,713,693
Cash and Short-Term Investments, Beginning of Year	5,237,523	14,750,459	19,987,982
Cash and Short-Term Investments, End of Year	\$ 5,933,302	\$ 25,768,373	\$ 31,701,675
<b>Provided by Operating Activities</b>			
Operating (loss)	\$ (53,393)	\$ (545,528)	\$ (598,921)
Adjustments to reconcile operating (loss) to net cash provided by operating activities:			
Depreciation	2,288,131	3,244,547	5,532,678
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	(30,598)	23,933	(6,665)
Other assets	(2,950)	236,499	233,549
Deferred outflows - refunding	14,012	8,081	22,093
Accounts payable	(31,920)	46,111	14,191
Compensated absences	51,813	71,805	123,618
Net pension liability and related deferrals	(29,204)	68,986	39,782
Net OPEB liability and related deferrals	(224,234)	(23,190)	(247,424)
Other liabilities	41,997	(20,359)	21,638
Net Cash Provided By Operating Activities	\$ 2,023,654	\$ 3,110,885	\$ 5,134,539

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Fiduciary Funds  
Statement of Fiduciary Net Position  
June 30, 2025

	Custodial <u>Fund</u>
<b>Assets</b>	
Cash and short-term investments	\$ 20,019,858
Total Assets	<u>\$ 20,019,858</u>
 <b>Liabilities and Net Position</b>	
Liabilities	
Due to State of New Hampshire	\$ 22,848
Due to Merrimack Valley School District	148,181
Due to Merrimack County	2,581,672
Due to Concord School District	<u>17,267,157</u>
Total Liabilities	20,019,858
 Net Position	
Restricted for other governments	<u>-</u>
<b>Total Liabilities and Net Position</b>	<u><u>\$ 20,019,858</u></u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Fiduciary Funds  
Statement of Changes in Fiduciary Net Position  
For the Year Ended June 30, 2025

	Custodial Fund
<b>Additions</b>	
Property taxes collected for Schools	\$ 83,517,021
Property taxes collected for County	12,291,681
Fees collected for State of New Hampshire	<u>2,592,726</u>
Total Additions	98,401,428
<b>Deductions</b>	
Payment of taxes to Schools	83,517,021
Payment of taxes to County	12,291,681
Payment of fees to State of New Hampshire	<u>2,592,726</u>
Total Deductions	<u>98,401,428</u>
Changes in Net Position	-
<b>Net Position</b>	
Beginning of year	<u>-</u>
End of year	<u><u>\$ -</u></u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**  
**Notes to Financial Statements**  
**June 30, 2025**

**1. Summary of Significant Accounting Policies**

The accounting policies of the City of Concord, New Hampshire (the City) conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The following is a summary of the significant policies:

*Reporting Entity*

The government is a municipal corporation governed by an elected Mayor, 15-member Council and an appointed City Manager. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2025, it was determined that no entities met the required GASB 14 (as amended) criteria of component units.

*Government-Wide and Fund Financial Statements*

*Government-Wide Financial Statements*

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Activities) report information on all of the nonfiduciary activities of the primary government. With the exception of interfund services provided and used, the effect of interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

*Fund Financial Statements*

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and

major individual enterprise funds are reported as separate columns in the fund financial statements.

### *Measurement Focus, Basis of Accounting, and Financial Statement Presentation*

#### *Government-Wide Financial Statements*

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met and are available. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as *program revenues* include (1) charges to customers or applicants for goods, services, or privileges provided, (2) operating grants and contributions, and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes.

#### *Fund Financial Statements*

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers property tax revenues to be available if they are collected within 60 days of the end of the current fiscal period. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met and are available. All other revenue items are considered to be measurable and available only when cash is received by the government. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, certain expenditures such as debt service, leases, claims and judgments, compensated absences, OPEB, and pension are recorded only when payment is due.

The City reports the following major governmental funds:

- The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The General Capital Project Fund accounts for various construction projects.
- The Cemetery Permanent Fund accounts for nonexpendable gifts to the City. Income is available for maintenance of various cemeteries.

The proprietary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The City reports the following major proprietary funds:

- The Water Fund - to account for the operation and maintenance of the City's water lines, pumping stations and plant.
- The Sewer Fund - to account for the operation and maintenance of the City's sewer lines, pumping stations, and two wastewater treatment plants.

The fiduciary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, similar to proprietary funds. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

The City reports the following fiduciary fund:

- The Custodial Fund - to account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others and is not required to be reported elsewhere in the financial statements. The custodial fund includes taxes and fees collected on behalf of other governments.

### *Cash and Investments*

The City's cash is considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. The New Hampshire Public Deposit Investment Pool (NHPDIP) operates in accordance with RSA 383:22, and regulations and is under the control of the New Hampshire Banking Commission and Advisory Committee. Participation units of the NHPDIP are considered short-term for financial presentation purposes due to high liquidity of the fund and is carried at amortized cost in accordance with GASB Statement 79.

Investments are considered holdings of greater than three months and are reported at fair value, except certificates of deposits which are reported at cost.

### *City Funds*

Under New Hampshire RSA 48:16, the City Treasurer may invest excess funds which are not immediately needed for the purpose of expenditure, in obligations of the United States government, in participation units in the public deposit investment pool established pursuant to RSA 383:22, in savings bank deposits of banks incorporated under the laws of the state of New Hampshire or in certificates of deposits and repurchase agreements of banks incorporated under the laws of the state of New Hampshire or in banks recognized by the state treasurer.

### *Trust Funds*

Under New Hampshire RSA 34:5, capital reserve funds of the City shall be invested only by deposit in some savings bank or in the savings department of a national bank or trust company, or in the shares of a cooperative bank, building and loan association, or federal savings and loan association, in this state or in bonds, notes or other obligations of the United States government, in bonds or notes of this state, in such stocks and bonds as are legal for investment by New Hampshire savings banks, or in participation units in the public deposit investment pool established pursuant to RSA 383:22 by the trustees of the trust funds.

Under New Hampshire RSA 31:27, the city trustees of trust funds may establish, maintain and operate one or more common trust funds, in which may be combined money and property belonging to the various trusts in their care, for the purpose of facilitating investments, providing diversification and obtaining reasonable income; provided however that said common trust funds shall be limited to the investments authorized in RSA 31:25; provided further, that not more than \$10,000, or more than 10 percent of the fund whichever is greater of any City or city common trust funds shall be invested under RSA 31:25 in the obligations of any one corporation or organization, excepting deposits in any federally or state-chartered bank or association authorized to engage in a banking business in this state, in credit unions in this state, or in obligations of the United States and of the state of New Hampshire and its subdivisions; or in participation units in the public deposit investment pool established pursuant to RSA 383:22, or in shares of open-ended mutual funds selected by the trustees for investment under RSA 31:25.

Under New Hampshire RSA 31:25, at least yearly, the trustees of trust funds shall review and adopt an investment policy for the investment of public funds in conformance with the provisions of applicable statutes. The significant sections of that policy are disclosed in Note 3.

The Investment Policy of the City's Trustees of the Trust Funds does not permit deposits and investments in the following, without prior written approval:

- Unregistered or restricted stock
- Commodities, including gold, precious gems, or currency futures
- Private placement debt
- Conditional sales contracts
- Uncovered options
- Short sales or margin purchases
- Transferable certificates of participation in business trusts and limited partnerships
- Securities of the investment managers or their respective parents, subsidiaries or affiliates
- Tobacco stock
- Alcoholic beverage stock

#### *Interfund Transactions*

Transactions between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due from/to other funds" (i.e., the current portion of interfund loans).

#### *Inventories and prepaid items*

Inventories are valued at cost using the cost-averaging method. The cost of governmental funds inventories is recorded using the purchases method.

#### *Capital Assets*

Capital assets, which include property, plant, equipment, and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than \$10,000 and an estimated useful life in excess of five years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value at the date of donation.

Major outlays for capital assets and improvements are capitalized as projects are constructed. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.



Capital assets are depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	40
Building improvements	20
Infrastructure	30 - 75
Vehicles	5
Office equipment	5
Computer equipment	5
Right to use building	10

### *Accrued Employee Benefits*

City employees are granted vacation, sick leave, and other forms of paid leave in varying amounts in accordance with City policies and union contracts. In accordance with GASB Statement No. 101, Compensated Absences, the City accrues a liability for compensated absences that are attributable to services already rendered and are probable of resulting in a payment to employees (such as upon retirement, termination, or other separation from employment), including vacation and, where applicable, sick leave and other paid leave.

The liability for compensated absences is calculated based on current pay rates and includes applicable salary-related payments. This liability is recognized in the government-wide and proprietary fund financial statements. In governmental funds, compensated absences are reported only when amounts have matured, such as a result of employee resignations or retirements.

### *Long-Term Liabilities and Related Costs*

All long-term liabilities are reported in the government wide and proprietary funds *Statement of Net Position*. Bond premiums are amortized over the life of the bonds using the straight-line method, which approximates the effective interest method. The unamortized portion is presented in the *Statement of Net Position* as a component of bonds and loans payable. Bond issuance costs are reported as expenses when incurred.

### *Fund Balance*

Fund balance at the governmental fund financial reporting level is classified as “fund balance.” Fund net position for all other reporting is classified as “net position.”

### *Fund Balance*

In general., fund balance represents the difference between current assets and current liabilities. The City reserves those portions of fund balance that are legally

segregated for a specific future use or which do not represent available, spendable resources and therefore, are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City's fund balance classification policies and procedures are as follows:

- Nonspendable funds are either nonspendable in the current form (i.e., inventory or prepaid items) or can never be spent because they are legally or contractually required to be maintained intact (i.e., perpetual care).
- Restricted funds are used for specific purposes as imposed by creditors, grantors, contributors, or laws or regulations of other governments, or have constraints imposed by law through constitutional provisions or enabling legislation. In the case of special revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.
- Committed funds are reported and expended as a result of motions passed by the highest decision-making authority in the government, the City Council. A resolution, the highest-level action, constitutes the most binding constraint that should be considered to establish, modify, or rescind a fund balance commitment.
- Assigned funds are used for specific purposes as established by management with City Council approval. The City's fund balance policy, approved by the City Council, permits the City Manager to assign fund balance amounts to a specific purpose.
- Unassigned funds represent the residual classification for the General Fund and include all amounts not contained in the other classifications. Unassigned amounts are available for any purpose. Temporary fund balance deficits are reported as negative amounts in the unassigned classification in other governmental funds. Positive unassigned amounts are reported only in the General Fund.

When an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned and unassigned.

#### *Net Position*

Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those

assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. The remaining net position is reported as unrestricted.

### *Use of Estimates*

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

## **2. Stewardship, Compliance, and Accountability**

### *Budgetary Information*

The City adopts a legal budget for its General Fund and enterprise funds, as well as the following special revenue funds: parking, airport, community development conservation property management, golf, arena, revolving loan fund, and solid-waste funds. The City observes the following procedures in establishing the budgetary data reflected in the financial statements:

- At such time as may be requested by the City Manager, or specified by the administrative code, each director of a department submits an itemized estimate of the expenditures for the next fiscal year for the departments or activities under his control.
- Under the City charter, the City Manager must submit the budget to Council 45 days before the start of the fiscal year.
- A public hearing on the budget is held before its final adoption by the City Council. Notice of the public hearing, together with a summary of the budget as submitted, is published at least one week in advance by the City Clerk.
- By City charter, the budget must be legally adopted not later than the twenty-seventh day of July. In connection with converting to a June 30 fiscal year end, an adopted ordinance requires budget adoption by July 1 of the new fiscal year. Should the City Council take no final action by the date specified in the charter, the budget, as submitted, is deemed to have been finally adopted by the City Council.
- No appropriation is made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss the appropriation. The City Council shall by resolution designate the source of any money so appropriated.

- Quarterly during the fiscal year, and more often if required by the City Council, the City Manager submits data to the City Council showing a comparison of the estimated and actual revenues and expenditures to date. If it appears that the revenues are less than anticipated, the City Council or City Manager may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the City's revenues. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as he may prescribe.
- After the budget has been adopted no expenditure may be incurred, except pursuant to a budget appropriation unless there is a specific additional appropriation thereof. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within his/her department to another fund or agency within his/her department. The City Manager reports these transfers to the City Council. The City Manager, with the approval of the Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another. The legal level of control is at the department level.
- Budget appropriations for annual funds lapse at the end of the fiscal year.

### *Budgetary Basis*

The General Fund final appropriation appearing on the “Budget and Actual” page of the fund financial statements represents the final amended budget after all reserve fund transfers and supplemental appropriations.

### *Budget/GAAP Reconciliation*

The budgetary data for the general, special revenue, and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial statements, the results of operations of the General Fund, budgeted special revenue funds, and proprietary funds are presented in accordance with budgetary accounting principles to provide a meaningful comparison to budgetary data.

The following is a summary of adjustments made to the general fund actual revenues and other sources, and expenditures and other uses, to conform to the budgetary basis of accounting.

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and other Financing Uses</u>
Revenues/expenditures (GAAP Basis)	\$ 82,295,128	\$ 76,532,879
Other financing sources/uses (GAAP Basis)	<u>1,697,737</u>	<u>5,442,056</u>
Subtotal (GAAP Basis)	83,992,865	81,974,935
Capital reserve fund activity	(208,583)	2,716,174
Transfer reclassification	<u>2,087,959</u>	<u>2,087,964</u>
Budgetary Basis	\$ <u><u>85,872,241</u></u>	\$ <u><u>86,779,073</u></u>

### *Excess of Expenditures Over Appropriations*

The City reflected expenditures in excess of appropriation in the following departments:

<u>General Fund</u>	
Human resources	\$ (22,950)
Fire	(551,974)
General services	(102,420)

### **3. Deposits and Investments**

State statutes (RSA 48:16) place certain limitation on the nature of deposits and investments available to the City. Deposits may be made in the NHPDIP, in NH Banks or banks outside the State if such banks pledge and deliver to a third-party custodial bank with various collateralized security, in accordance with RSA 383:22.

### *Custodial Credit Risk*

The custodial credit risk for deposits or investments is the risk that, in the event of the failure of the bank or counterparty to a transaction, the City will not be able to recover the value of its deposits, investments, or collateral securities that are in the possession of another party.

### *City Funds*

At June 30, 2025, the City's bank deposits of \$150,516,905 were fully collateralized. Additionally, held in investment in the state pool, NHPDIP, of \$407,799 is not subject to custodial credit risk disclosure. The City's deposit policy for custodial credit risk is to fully collateralize all deposits.

### *Trust Funds*

*The Investment Policy* of the City's Trustees of Trust Funds does not have a policy for custodial credit risk.

### *Investment Summary*

The following is a summary of the City's investments as of June 30, 2025:

<u>Investment Type</u>	<u>Amount</u>
U.S. Treasury notes	\$ 3,745,925
Federal agencies	664,394
Corporate bonds	3,466,488
Equity securities	12,242,455
Equity mutual funds	4,558,530
Fixed Income Mutual Fund	<u>5,556,782</u>
Total	\$ <u>30,234,574</u>

### *Credit Risk*

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. State law employs the prudent person rule whereby investments are made as a prudent person would be expected to act, with discretion and intelligence, to seek reasonable income, preserve capital, and, in general, avoid speculative investments.

### *City Funds*

The City's Investment Policy minimizes credit risk by limiting investments to the safest types of securities, pre-qualifying institutions and diversifying the portfolio.

### *Trust Funds*

The Investment Policy of the City's Trustees of Trust Funds does not address custodial credit risk. All U.S. Treasury notes have an implied credit rating of AAA. As of June 30, 2025, the credit quality ratings as rated by S&P Global Ratings, of the Trust Fund's remaining debt securities are as follows:

<u>Investment Type</u>	<u>Amount</u>	Standard and Poor's Rating as of June 30, 2025				
		<u>AAA</u>	<u>AA</u>	<u>A</u>	<u>BBB</u>	<u>N/A</u>
Federal agencies	\$ 664,394	\$ -	\$ 442,668	\$ -	\$ -	\$ 221,726
Fixed Income Mutual Fund	5,556,782	148,438	3,541,452	856,803	1,007,496	2,593
Corporate bonds	3,466,488	154,270	1,088,867	2,223,351	-	-
Total	\$ 9,687,664	\$ 302,708	\$ 5,072,987	\$ 3,080,154	\$ 1,007,496	\$ 224,319

### *Concentration of Credit Risk*

#### *City Funds*

The City's Investment Policy limits its exposure to concentration credit risk by limiting the types of investment securities that it holds to U.S. Government Obligations and by splitting its short-term deposits between financial institutions that fully collateralize them and the NHPDIP that also collateralizes the deposits and fully insures them.

#### *Trust Funds*

It is the policy of the Trustees that common investments shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, industry or specific issuer. As of June 30, 2025, the Trust Funds did not have investments in any one issuer that exceeded 5% of total investments.

### *Interest Rate Risk*

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value is to changes in market interest rates.

#### *City Funds*

The City's investment policy is to minimize the risk that the fair value of securities will fall due to changes in general interest rates by structuring the portfolio so securities mature to meet the cash requirements for ongoing operations, thus avoiding the need to sell securities on the open market prior to maturity. The policy also provides for investing primarily in shorter-term securities, including the local government investment pool.

### *Trust Funds*

The Trust recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary loss of liquidity. Portfolio diversification is to be employed as a way to control risk. The Trust Fund has a primary total return objective of exceeding the long-term rate of inflation, as measured by the CPI. The Trustee is expected to use prudence in the selection of securities as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the total capital position of the specific issuer. The Trustee shall review and, if appropriate, proceed to liquidate any securities having comparable credit risks.

Information about the sensitivity of the fair value of the Trust Fund's investments to market interest rate fluctuations is as follows:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Weighted Average Maturity</u>
Federal agencies	\$ 664,394	2.93
Corporate bonds	<u>3,466,488</u>	2.96
Total	<u>\$ 4,130,882</u>	

### *Foreign Currency Risk*

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The City's and Trustees' investment policies do not specifically address foreign currency issues; however, the City and Trustee's believe that they have minimal exposure to foreign currency risk.

### *Fair Value*

The City and Trustees categorize their fair value measurements within the fair value hierarchy established by *Governmental Accounting Standards Board Statement No. 72 Fair Value Measurement and Application* (GASB 72).

The hierarchy is based on the valuation inputs used to measure the fair value of the asset and give the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest



priority to unobservable inputs (level 3 measurements). The hierarchy categorizes the inputs to valuation techniques used for fair value measurement into three levels as follows:

- Level 1 – inputs that reflect quoted prices (unadjusted) in active markets for identical assets or liabilities that the fund has the ability to access at the measurement date.
- Level 2 – inputs other than quoted prices that are observable for an asset or liability either directly or indirectly, including inputs in markets that are not considered to be active. Because they must often be priced on the basis of transactions involving similar but not identical securities or do not trade with sufficient frequency, certain directly held securities are categorized as level 2.
- Level 3 – unobservable inputs based on the best information available using assumptions in determining the fair value of investments and derivative investments.

The net asset value (NAV) per share is the amount of net assets attributable to each share of capital stock outstanding at the close of the period. Investments measured at the NAV for fair value are not subject to level classification.

In instances where inputs used to measure fair value fall into different levels in the fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The City's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

The City has the following fair value measurements as of June 30, 2025:

		Fair Value Measurements Using:		
<u>Investment Type</u>	<u>Amount</u>	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Investments by fair value level:				
Debt securities:				
U.S. Treasury notes	\$ 3,745,925	\$ 3,745,925	\$ -	\$ -
Federal agencies	664,394	-	664,394	-
Corporate bonds	3,466,488	-	3,466,488	-
Fixed income mutual funds	5,556,782	5,556,782	-	-
Equity securities:				
Equity securities	12,242,455	12,242,455	-	-
Equity mutual funds	4,558,530	4,558,530	-	-
Total	<u>\$ 30,234,574</u>	<u>\$ 26,103,692</u>	<u>\$ 4,130,882</u>	<u>\$ -</u>

Equity securities classified in Level 1 are valued using prices quoted in active markets for those securities.

Debt securities classified in Level 2 are valued using either a bid evaluation or a matrix pricing technique. Bid evaluations may include market quotations, yields, maturities, call features, and ratings. Matrix pricing is used to value securities based on the securities' relationship to benchmark quote prices. Level 2 debt securities have non-proprietary information that was readily available to market participants, from multiple independent sources, which are known to be actively involved in the market.

#### **4. Property Taxes Receivable**

The City bills property taxes semi-annually and collects taxes quarterly. Payments are due July 1, October 1, January 2, and March 31. The July and October bills are estimates, each based upon 25% of the prior year's total bill (four quarters). The January 2 and March 31 payments are final bills for the year. Each represents one quarter of the total amount due, adjusted by the estimated July and October bills. The City sends the July and October bills in a single mailing on or about June 1. The January and March bills are mailed about December 1.

Property tax revenues are recognized in the fiscal year for which taxes have been levied to the extent that they become available, i.e., due or receivable, within the current fiscal year and collected within the current period or within 60 days of year-end.

Property taxes collected before the due date, and in advance of the year for which they are levied, are recorded as a prepaid tax liability as they are intended to finance the subsequent year's budget.

At the time of the tax lien, which the City usually places within 60 to 90 days after the due date, a lien is recorded on the property at the Registry of Deeds. If the property taxes (redemptions) are not paid within two years and one day of the tax lien date, the property could be conveyed to the City by deed and subsequently sold at public sale held in November of each year.

The City annually raises through tax levy an amount (overlay for abatements) for property tax abatements and interest refunds. All abatements and interest refunds are charged to overlay.

Property tax receivables at June 30, 2025 consist of the following, net of an estimated allowance for doubtful account in the fund financial statements:

<u>Receivables</u>	<u>Amount</u>
Property taxes:	
Tax Year 2025	\$ 43,246,275
Tax Year 2024	3,057,634
Tax Year 2023 and prior	175,846
Tax liens	743,266
Elderly liens	24,014
	<hr/>
Gross tax receivable	47,247,035
Allowance for abatements (overlay)	(1,214,522)
	<hr/>
Net total taxes receivable	\$ 46,032,513

## 5. **Water, Sewer and Solid Waste User Fees**

The City provides public water, sewer and solid waste services. Water and sewer user charges are based on water usage data read by the City's water meters. Bills are mailed monthly and cover both water and sewer charges, as well as an availability charge (if applicable).

Water charges are calculated by multiplying the amount of water used by the appropriate rate found in the monthly water rate schedule. The amount of water usage is measured in cubic feet. A minimum monthly charge is also included in the bill depending on the size of the water meter.

Sewer charges are similarly calculated by multiplying the metered water usage by the sewer rate of \$5.64 per hundred cubic feet. Sewer bills are based upon the metered consumption of water on any premise connected with the sewer system.

Solid Waste charges are based on Pay-As-You-Throw (PAYT) bag purchases. Residents purchase purple PAYT bags to set out for weekly curbside trash collection. There is no charge for recycling. The program is designed to offset the cost of trash collection and disposal while allowing residents to control the cost of their trash disposal.

## 6. Loans Receivable

Loans receivable of \$1,016,687 in non-major governmental funds represent the uncollected balance of community development loans.

## 7. Intergovernmental Receivables

The City is the recipient of sewer state aid grants provided by the State of New Hampshire's Department of Environmental Services. The grants provide funding equal to twenty percent of the City's eligible construction costs for sewer capital improvement projects. Upon completion of its capital improvements, the City satisfies all eligibility requirements and recognizes a corresponding amount due from the State. The grants are structured such that the timing of the payments is consistent with the debt service payments related to the eligible construction costs. Accordingly, as of June 30, 2025, the City has recognized the full amount of future principal reimbursement to be received from the State. Related interest payments are recognized by the City as received. The principal portion from the State of New Hampshire is restricted debt service. Future payments of principal and interest to be received from the State are as follows at June 30, 2025:

<u>Fiscal Year Ended June 30,</u>	<u>Grant Award</u>
2026	\$ 342,140
2027	332,445
2028	323,654
2029	259,251
2030	246,567
2031 - 2035	1,010,894
2036 - 2040	273,861
2041 - 2045	<u>14,281</u>
Total	<u>\$ 2,803,093</u>

## 8. Prepaid Items

The City accounts for prepaid items in its governmental funds using the purchases method. Under this method, expenditures for prepaid items are recognized at the time of purchase, and only material amounts remaining at year-end are reported as assets.

## 9. Interfund Transfers

The City reports interfund transfers between various funds. Most transfers result from budgetary or statutory actions, whereby funds are moved to accomplish various expenditure purposes. The following is an analysis of interfund transfers:

	<u>Transfers In</u>	<u>Transfers Out</u>
<u>Governmental Fund:</u>		
Major Funds:		
General fund	\$ 1,697,737	\$ 5,442,056
General Capital Project fund	4,229,656	-
Cemetery Permanent fund	-	275,490
Nonmajor Funds:		
Community Development		
Conservation Property Management	-	86,826
Parking	384,900	281,355
Airport	-	84,363
Impact Fee	305,451	-
Miscellaneous Special Revenue fund	440	-
Forest and Conservation	30,724	63,000
Cemetery fund	-	250
Library	-	194,800
Golf fund	-	136,174
Arena fund	-	94,770
Solid Waste fund	1,486,905	17,250
Penacook Village Capital	-	482,751
NEOC	-	184,320
Sears Block	-	719,828
Penacook	-	62,210
<u>Business-Type Funds:</u>		
Major Funds:		
Water	-	5,570
Sewer	-	4,800
Total	\$ <u>8,135,813</u>	\$ <u>8,135,813</u>

The majority of the Solid Waste fund transfer in is from the General fund to subsidize the fund operations. In addition, the majority of the transfers from the Water and Sewer funds are to fund various City projects. The majority of the transfer into the Major Capital Project fund was transferred from the General fund (Highway Reserve Trust fund) with the remaining portion of the transfer coming from the General Fund (Equipment Reserve Fund and Economic Development Reserve Fund) as part of the City's practice of financing various capital projects with operating revenues. The transfers out of the Debt Service funds are to pay debt service in other funds.

## 10. Capital Assets

Capital asset activity for the year ended June 30, 2025 was as follows (in thousands):

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities</b>				
Capital assets, being depreciated:				
Land improvements	\$ 12,574	\$ -	-	\$ 12,574
Buildings and improvement	71,864	3,084	(91)	74,857
Machinery, equipment, and furnishing	18,609	2,202	(28)	20,783
Infrastructure	156,380	645		157,025
Licensed vehicles	18,926	1,279	(690)	19,515
Total capital assets, being depreciated	278,353	7,210	(809)	284,754
Less accumulated depreciation for:				
Land improvements	(7,038)	(414)	-	(7,452)
Buildings and improvement	(39,101)	(2,990)	54	(42,037)
Machinery, equipment, and furnishing	(15,550)	(1,070)	28	(16,592)
Infrastructure	(46,546)	(3,055)		(49,601)
Licensed vehicles	(15,281)	(1,236)	657	(15,860)
Total accumulated depreciation	(123,516)	(8,765)	739	(131,542)
Total capital assets, being depreciated, net	154,837	(1,555)	(70)	153,212
Right of use assets, being amortized:				
Buildings and improvement	731	-	-	731
Total right of use assets, being amortized	731	-	-	731
Less accumulated amortization for:				
Buildings and improvement	(183)	(61)	-	(244)
Total accumulated amortization	(183)	(61)	-	(244)
Total right of use assets, being amortized, net	548	(61)	-	487
Capital assets, not being depreciated:				
Land	20,241	225	-	20,466
Historical items	75	-	-	75
Construction in progress	20,262	11,365	(5,431)	26,196
Total capital assets, not being depreciated	40,578	11,590	(5,431)	46,737
Governmental activities capital assets, net	\$ 195,963	\$ 9,974	\$ (5,501)	\$ 200,436

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<b>Business-Type Activities</b>				
Capital assets, being depreciated:				
Buildings and improvement	\$ 73,307	\$ 300	-	\$ 73,607
Machinery, equipment, and furnishing	13,811	721	(53)	14,479
Infrastructure	153,479	815	-	154,294
Licensed vehicles	<u>2,323</u>	<u>582</u>	<u>(86)</u>	<u>2,819</u>
Total capital assets, being depreciated	242,920	2,418	(139)	245,199
Less accumulated depreciation for:				
Buildings and improvement	(43,948)	(1,983)	-	(45,931)
Machinery, equipment, and furnishing	(10,368)	(894)	53	(11,209)
Infrastructure	(84,680)	(2,359)	-	(87,039)
Licensed vehicles	<u>(1,713)</u>	<u>(297)</u>	<u>85</u>	<u>(1,925)</u>
Total accumulated depreciation	<u>(140,709)</u>	<u>(5,533)</u>	<u>138</u>	<u>(146,104)</u>
Total capital assets, being depreciated, net	102,211	(3,115)	(1)	99,095
Capital assets, not being depreciated:				
Land	824	-	-	824
Construction in progress	<u>12,713</u>	<u>3,493</u>	<u>(1,720)</u>	<u>14,486</u>
Total capital assets, not being depreciated	<u>13,537</u>	<u>3,493</u>	<u>(1,720)</u>	<u>15,310</u>
Business-type activities capital assets, net	<u>\$ 115,748</u>	<u>\$ 378</u>	<u>\$ (1,721)</u>	<u>\$ 114,405</u>

Depreciation and amortization expense was charged to functions of the City as follows:

<b>Governmental Activities</b>	
Public safety	\$ 779,042
General services	4,183,180
Community development	2,843,055
Leisure and information services	<u>1,020,192</u>
Total governmental activities	<u>\$ 8,825,469</u>
<b>Business-Type Activities</b>	
Water	\$ 2,288,131
Sewer	<u>3,244,547</u>
Total business-type activities	<u>\$ 5,532,678</u>

## 11. Lease Receivable

The City is the lessor on several leases, mostly parking spaces of City owned parking garages. Most leases are for 20 years and where necessary, the City used an incremental borrowing rate of 3.38%. The City recognized \$367,845 (including interest) in lease revenue during the current fiscal year. As of June 30, 2025, the City's receivable for lease payments was \$5,129,847. Also, the City has a deferred inflow of resources associated with the leases that will be recognized as revenue over the lease terms.

## 12. Accounts Payable

Accounts payable represent fiscal year 2025 expenditures paid in July and August 2025.

## 13. Deferred Outflows of Resources

Deferred outflows of resources represent the consumption of net assets that applies to future reporting periods. Deferred outflows of resources have a positive effect on net position, similar to assets. Deferred outflows of resources related to the City's Net pension and net OPEB liabilities, in accordance with GASB Statements No. 68 and 75, are more fully discussed in the corresponding pension and OPEB notes.

As of June 30, 2025, non-pension and OPEB related deferred outflows of resources consisted of a loss on advance refunding.

## 14. Lease Liability

The City is the lessee of office space through October 2033. As of June 30, 2025, the value of the lease liability was \$514,670 based on an incremental borrowing rate of 3.38%. The future principal and interest lease payments were as follows:

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$ 59,795	\$ 26,716	\$ 86,511
2027	63,114	24,695	87,809
2028	66,564	22,562	89,126
2029	70,151	20,312	90,463
2030	73,879	15,444	89,323
2030-2033	181,167	22,866	204,033
Total	<u>\$ 514,670</u>	<u>\$ 132,595</u>	<u>\$ 647,265</u>



## 15. Long-Term Debt

### *Long-Term Debt Supporting Governmental Activities*

General obligation bonds and loans issued by the City for various municipal projects are approved by City Council and repaid with property taxes recorded in the general fund, debt services funds and user fees recorded in enterprise funds. Compensated absences, pension and other postemployment benefits are repaid from the funds that the costs relate to, mostly general fund, and also water and sewer enterprise funds and solid waste, golf, arena, and other special revenue funds.

### *General Obligation Bonds and Loans Payable*

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities. The City has not issued any revenue bonds. All bonds and loans outstanding were used in calculating the net investment in capital assets. General obligation bonds currently outstanding are as follows:

		Original	Issuance	Maturities	Interest	Amount Outstanding
		<u>Issued</u>	<u>Date</u>	<u>Date</u>	<u>Rate(s) %</u>	<u>as of 6/30/25</u>
<u>Governmental Activities</u>						
Public Offerings						
Public improvements	\$	10,161,000	03/15/06	07/15/25	3.75 - 5.00	\$ 585,000
Public improvements		2,380,631	05/17/12	07/15/26	2.00 - 3.20	178,443
Public improvements		4,333,851	01/19/12	01/15/32	2.00 - 3.00	745,600
Public improvements		6,988,240	01/29/13	01/15/33	2.125 - 4.00	1,053,750
Public improvements		96,500	12/18/13	12/15/25	3.00 - 4.00	5,000
Public improvements		8,635,500	06/25/14	06/15/34	2.00 - 4.00	3,120,000
Public improvements		14,264,050	01/28/15	07/15/34	2.00 - 4.00	4,408,500
Public improvements		1,975,000	12/16/15	01/15/36	2.25 - 5.00	705,000
Public improvements		3,435,750	01/21/16	01/15/36	2.00 - 2.75	910,000
Public improvements		9,658,600	01/11/17	01/15/37	2.00 - 4.00	3,196,700
Public improvements		11,090,200	01/10/18	01/15/38	3.25 - 4.00	5,250,000
Public improvements		6,993,700	12/20/18	01/15/39	3.125 - 5.00	3,385,000
Public improvements		2,550,000	12/20/18	01/15/39	3.50 - 5.00	1,740,000
Public improvements		8,692,150	01/23/20	01/15/40	2.00 - 5.00	4,940,000
Public improvements		5,702,400	10/28/20	10/15/40	2.00 - 5.00	3,571,600
Public improvements		10,019,450	01/20/22	01/15/42	2.00 - 5.00	7,860,000
Public improvements		6,325,160	02/14/23	02/01/43	3.00 - 5.00	5,324,000
Public improvements		9,045,390	02/14/24	02/01/44	3.05	8,255,000
Public improvements		12,458,000	02/19/25	03/01/45	5.00	12,458,000
Total governmental activities - public offerings						<u>67,691,593</u>
Direct Placement						
Parking garage		335,000	10/28/20	10/15/30	3.00	<u>195,000</u>
Other Long-term Debt:						
Unitil loan		262,460	04/01/23	04/01/28	0.00	<u>144,353</u>
Total governmental activities						<u>\$ 68,030,946</u>

<u>Business-Type Activities</u>	<u>Original Issued</u>	<u>Issuance Date</u>	<u>Maturities Date</u>	<u>Interest Rate(s) %</u>	Amount Outstanding as of 6/30/25
Water Fund:					
Public Offerings					
Water	\$ 1,653,750	01/19/12	01/15/32	2.00 - 3.00	\$ 476,700
Water	3,766,650	01/29/13	01/15/33	2.125 - 4.00	416,500
Water	1,627,800	12/18/13	12/15/29	3.00 - 4.00	437,500
Water	2,594,900	01/28/15	07/15/34	2.00 - 4.00	730,200
Water	2,420,000	12/16/15	01/15/36	2.25 - 5.00	1,320,000
Water	707,750	01/21/16	01/15/36	2.00 - 2.75	210,000
Water	3,613,050	01/11/17	01/15/37	2.00 - 4.00	1,744,050
Water	1,917,800	01/10/18	01/15/38	3.25 - 4.00	1,030,000
Water	1,180,300	12/20/18	01/15/39	3.125 - 5.00	670,000
Water	4,259,750	01/23/20	01/15/40	2.00 - 5.00	3,080,000
Water	1,884,000	10/28/20	10/15/40	2.00 - 5.00	1,208,700
Water	535,700	01/20/22	01/15/42	2.00 - 5.00	410,000
Water	525,400	02/14/23	02/01/43	3.00 - 5.00	444,000
Water	1,061,750	02/14/24	02/01/44	3.05	985,000
Water	1,551,700	02/19/25	03/01/45	5.00	1,551,700
Total water public offerings					14,714,350
Other Long-term Debt:					
Water state revolving loan	245,000	09/01/13	05/01/30	0.864	74,108
Total water fund					14,788,458

<u>Business-Type Activities:</u>	<u>Original Issued</u>	<u>Issuance Date</u>	<u>Maturities Date</u>	<u>Interest Rate(s) %</u>	Amount Outstanding as of 6/30/25
Sewer Fund:					
Public Offerings					
Sanitary sewer	1,399,900	01/19/12	01/15/32	2.00 - 3.00	162,700
Sanitary sewer	78,182	01/15/07	07/15/26	2.00 - 3.20	16,556
Sanitary sewer	3,080,660	01/29/13	01/15/33	2.125 - 4.00	784,750
Sanitary sewer	1,176,200	12/18/13	12/15/29	3.00 - 4.00	267,500
Sanitary sewer	3,058,150	01/28/15	07/15/34	2.00 - 4.00	746,300
Sanitary sewer	4,833,500	01/21/16	01/15/36	2.00 - 2.75	1,859,250
Sanitary sewer	4,057,950	08/11/16	01/15/37	2.00 - 4.00	1,890,000
Sanitary sewer	3,296,100	01/10/18	01/15/38	3.25 - 4.00	1,680,000
Sanitary sewer	2,548,800	12/20/18	01/15/39	3.50 - 5.00	1,415,001
Sanitary sewer	1,023,100	01/23/20	01/15/40	2.00 - 5.00	485,000
Sanitary sewer	2,028,600	10/28/20	10/15/40	2.00 - 5.00	1,339,700
Sanitary sewer	2,229,850	01/20/22	01/15/42	2.00 - 5.00	1,745,000
Sanitary sewer	6,709,440	02/14/23	02/01/43	3.00 - 5.00	5,947,000
Sanitary sewer	3,307,860	02/14/24	02/01/44	3.05	3,060,000
Sanitary sewer	14,085,300	02/19/25	03/01/45	5.00	14,085,300
Total sewer public offerings					35,484,057
Total business-type activities					\$ 50,272,515

### *Future Debt Service*

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2025 are as follows:

Public Offering Bonds			
<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$ 8,671,822	\$ 2,646,760	\$ 11,318,582
2027	7,604,621	2,308,042	9,912,663
2028	6,674,850	1,992,080	8,666,930
2029	5,828,800	1,703,448	7,532,248
2030	5,466,600	1,451,867	6,918,467
2031-2035	19,897,500	4,391,599	24,289,099
2036-2040	9,917,400	1,573,486	11,490,886
2041-2045	3,630,000	339,256	3,969,256
Total	<u>\$ 67,691,593</u>	<u>\$ 16,406,538</u>	<u>\$ 84,098,131</u>

Direct Placement Bond			
<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$ 35,000	\$ 5,325	\$ 40,325
2027	35,000	4,275	39,275
2028	35,000	3,225	38,225
2029	30,000	2,250	32,250
2030	30,000	1,350	31,350
2031	30,000	450	30,450
Total	<u>\$ 195,000</u>	<u>\$ 16,875</u>	<u>\$ 211,875</u>

Loan - Other			
<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$ 48,119	\$ -	\$ 48,119
2027	48,117	-	48,117
2028	48,117	-	48,117
Total	<u>\$ 144,353</u>	<u>\$ -</u>	<u>\$ 144,353</u>

Public Offering Bonds				
<u>Business-Type</u>		<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$	5,058,178	\$ 2,012,790	\$ 7,070,968
2027		4,845,379	1,816,439	6,661,818
2028		4,600,150	1,616,940	6,217,090
2029		4,271,200	1,421,079	5,692,279
2030		4,028,400	1,238,732	5,267,132
2031-2035		14,742,500	4,047,500	18,790,000
2036-2040		9,022,600	1,658,240	10,680,840
2041-2045		3,630,000	387,450	4,017,450
Total	\$	<u>50,198,407</u>	\$ <u>14,199,169</u>	\$ <u>64,397,576</u>

Loans - Direct Borrowing				
<u>Business-Type</u>		<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	\$	13,997	\$ 640	\$ 14,637
2027		14,397	519	14,916
2028		14,810	395	15,205
2029		15,234	267	15,501
2030		15,670	135	15,805
Total	\$	<u>74,108</u>	\$ <u>1,956</u>	\$ <u>76,064</u>

### *Bond Authorizations*

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2025 were as follows:

<u>Purpose</u>	<u>Amount</u>
Balance Land Acquisitions	\$ 2,565,626
Merrimack River Greenway Trail Project	600,000
Penacook Riverfront Park	1,200,000
Planter Box Fencing	95,000
New Airport Terminal Building Design	1,682,110
New Police Headquarters	3,365,000
Traffic Signals & Traffic Operations Improvements	760,000
City Hall Renovations	250,000
Police Communications Equipment	120,000
Downtown Squares	100,000
Thermal Imaging Cameras	60,000
Manchester Street / Route 3 South	44,000
Police Ballistic Vest Replacement Program	40,000
Patrol Rifle Replacements	15,000
Library Building Maintenance	150,000
City Wide Community Center Heat Exchangers	90,000
Golf Course Club House & Maintenance Buildings	1,007,000
State Street Parking Garage	115,000
Landfill Soil Vapor Extraction Systems	80,000
Combined Operations & Maintenance Facility (COMF) Improvements	100,000
Sewer Main Rehabilitation & Construction	14,900,000
Electric Vehicle Charging Stations	75,000
Total	<u>\$ 27,413,736</u>

## Changes in General Long-Term Liabilities

During the year ended June 30, 2025, the following changes occurred in long-term liabilities (in thousands):

	Beginning Balance	Additions	Reductions	Ending Balance	Less Current Portion	Equals Long-Term Portion
<b>Governmental Activities</b>						
Public offering bonds	\$ 63,422	\$ 12,458	(8,188)	\$ 67,692	\$ (8,672)	\$ 59,020
Direct placement bond	230	-	(35)	195	(35)	160
Loans	196	-	(52)	144	(48)	96
Unamortized debt premiums	5,719	928	(408)	6,239	(455)	5,784
Subtotal	69,567	13,386	(8,683)	74,270	(9,210)	65,060
Net pension liability	68,093		(5,561)	62,532	-	62,532
Net OPEB liability	38,996		(1,865)	37,131	-	37,131
Leases	571	-	(58)	513	(59)	454
Other:						
Accrued employee benefits	3,243	6,494	(5,478)	4,259	(563)	3,696
Landfill closure	409	-	(25)	384	(25)	359
Subtotal	3,652	6,494	(5,503)	4,643	(588)	4,055
Totals	\$ 180,308	\$ 19,880	\$ (21,612)	\$ 178,576	\$ (9,798)	\$ 168,778
<b>Business-Type Activities</b>						
Public offering bonds	\$ 38,778	\$ 15,637	(4,216)	\$ 50,199	\$ (5,058)	\$ 45,141
Loans from direct borrowings	88	-	(14)	74	(14)	60
Unamortized debt premiums	3,332	1,139	(263)	4,208	(320)	3,888
Subtotal	42,198	16,776	(4,493)	54,481	(5,392)	49,089
Net pension liability	4,048	-	(222)	3,826	-	3,826
Net OPEB liability	4,468		(230)	4,238	-	4,238
Other:						
Accrued employee benefits	213	560	(437)	336	(336)	-
Totals	\$ 50,927	\$ 17,336	\$ (5,382)	\$ 62,881	\$ (5,728)	\$ 57,153

## 16. Landfill Closure and Postclosure Care Costs

The City is required by State and Federal laws and regulations to construct a final capping system on the Concord Sanitary Landfill and perform certain maintenance and monitoring functions at the site for 30 years. The landfill stopped accepting waste in May 1994, and the final capping system was completed in July 1995.

The City has reflected \$384,100 as the estimate of the remaining postclosure care liability at June 30, 2025 in the Governmental Activities Statement of Net Position. Actual costs may differ due to inflation, changes in technology, or changes in regulations.

## **17. Deferred Inflows of Resources**

Deferred inflows of resources represent an acquisition of net assets that applies to future reporting periods. Deferred inflows of resources have a negative effect on net position, similar to liabilities. Deferred inflows of resources related to pension and OPEB will be recognized in expense in future years and is more fully described in the corresponding pension and OPEB notes.

*Taxes collected in advance* are reported in the governmental funds balance sheet and statement of net position in connection with May tax bills due July 1 for subsequent fiscal year taxes that were collected prior to June 30.

*Unavailable revenues* are reported in the governmental funds balance sheet in connection with receivables for which revenues are not considered available to liquidate liabilities for the current year.

## **18. Governmental Funds - Balances**

Fund balances are segregated to account for resources that are either not available for expenditure in the future or are legally set aside for a specific future use.

The City has implemented *GASB Statement No. 54 (GASB 54), Fund Balance Reporting and Governmental Fund Type Definitions*, which enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying existing governmental fund type definitions.

Following is a breakdown of the City's fund balances at June 30, 2025:

	General Fund	Major Capital Project Fund	Major Cemetery Fund	Nonmajor Governmental Funds	Total Governmental Funds
Nonspendable;					
Inventories and prepaids	\$ 1,014,903	\$ -	\$ -	\$ 446,627	\$ 1,461,530
Permanent funds:					
Cemetery fund	-	-	13,628,912	-	13,628,912
Library fund	-	-	-	1,623,543	1,623,543
Other	-	-	-	19,681	19,681
Total Nonspendable	1,014,903	-	13,628,912	2,089,851	16,733,666
Restricted:					
General capital project fund	-	11,002,849	-	-	11,002,849
Dedicated income library	-	-	-	4,847,337	4,847,337
House revolving loan	-	-	-	671,591	671,591
Miscellaneous special revenue	-	-	-	748,846	748,846
Impact Fees	-	-	-	1,235,201	1,235,201
Permanent funds:					
Cemetery fund	-	-	6,717,383	-	6,717,383
Library fund	-	-	-	1,037,884	1,037,884
Other	-	-	-	16,162	16,162
NEOC TIF	-	-	-	3,281,001	3,281,001
Sears Block TIF	-	-	-	252,606	252,606
Penacook Village TIF	-	-	-	849,614	849,614
Total Restricted	-	11,002,849	6,717,383	12,940,242	30,660,474
Committed:					
General capital project fund	-	1,432,817	-	-	1,432,817
Highways	1,953,958	-	-	-	1,953,958
Economic development	515,555	-	-	-	515,555
Equipment	592,482	-	-	-	592,482
Other post-employment benefits	1,373,401	-	-	-	1,373,401
Community improvement	1,253,612	-	-	-	1,253,612
Recreation reserve	838,883	-	-	-	838,883
Bridge reserve	2,509,093	-	-	-	2,509,093
Assessing reserve	28,312	-	-	-	28,312
Opioid reserve	363,476	-	-	-	363,476
Other capital reserves	928,907	-	-	-	928,907
Penacook village capital	-	-	-	35,922	35,922
Forest and conservation	-	-	-	2,024,312	2,024,312
Cemetery fund	-	-	-	30,699	30,699
Community Development	-	-	-	1,800	1,800
Solid waste fund	-	-	-	3,142,386	3,142,386
Parking fund	-	-	-	2,276,406	2,276,406
Airport fund	-	-	-	428,522	428,522
Golf fund	-	-	-	849,157	849,157
Arena fund	-	-	-	132,058	132,058
Community Development / Property Management	-	-	-	118,799	118,799
Total Committed	10,357,679	1,432,817	-	9,040,061	20,830,557
Assigned:					
Highway / paving	1,500,000	-	-	-	1,500,000
For 2026 budget	655,000	-	-	-	655,000
Equipment	150,000	-	-	-	150,000
Recreation	250,000	-	-	-	250,000
Economic development	100,000	-	-	-	100,000
Technology infrastructure & equipment	50,000	-	-	-	50,000
Total Assigned	2,705,000	-	-	-	2,705,000
Unassigned	15,751,060	-	-	-	15,751,060
Total Fund Balance	\$ 29,828,642	\$ 12,435,666	\$ 20,346,295	\$ 24,070,154	\$ 86,680,757



## 19. New Hampshire Retirement System

The City follows the provisions of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, with respect to the State of New Hampshire Retirement System (NHRS).

The following pension disclosures for the New Hampshire Retirement System pension plan are based upon an actuarial valuation performed as of June 30, 2023, using a measurement date of June 30, 2024.

### *Plan Description*

Full-time employees participate in the New Hampshire Retirement System (NHRS), a cost sharing, multiple-employer defined benefit contributory pension plan and trust established in 1967 by RSA 100-A:2 and qualified as a tax-exempt organization under Sections 401(a) and 501(a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death, and vested retirement benefits to members and their beneficiaries. Substantially all full-time state employees, public school teachers and administrators, permanent firefighters, and permanent police officers within the State of New Hampshire are eligible and required to participate in the NHRS. Full-time employees of political subdivisions, including counties, municipalities, and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation.

The New Hampshire Retirement System, a Public Employees Retirement System (PERS), is divided into two membership groups. State or local employees and teachers belong to *Group I*. Police officers and firefighters belong to *Group II*. All assets are held in a single trust and are available to each group. Additional information is disclosed in the NHRS annual report publicly available from the New Hampshire Retirement System located at [nhrs.org](http://nhrs.org).

### *Benefits Provided*

Group I benefits are provided based on creditable service and average final salary for the highest of either three or five years, depending on when service commenced.

Group II benefits are provided based on age, years of creditable service, and a benefit multiplier depending on vesting status as of January 1, 2012. The maximum retirement allowance for Group II members vested by January 1, 2012 (45 years of age with 20 years of service or age 60 regardless of years of creditable service) is the average final compensation multiplied by 2.5% multiplied by creditable service. For Group II members not vested by January 1, 2012, the

benefit is calculated the same way, but the multiplier used in the calculation will change depending on age and years of creditable service, as follows:

<u>Years of creditable service as of January 1, 2012</u>	<u>Minimum Age</u>	<u>Minimum Service</u>	<u>Benefit Multiplier</u>
At least 3 but less than 10 years	46	21	2.4%
At least 6 but less than 8 years	47	22	2.3%
At least 4 but less than 6 years	48	23	2.2%
Less than 4 years	49	24	2.1%

### *Contributions*

Plan members are required to contribute a percentage of their earnable compensation to the pension plan. Contribution rates are 7% for employees, 11.55% for police, and 11.80% for fire. The City makes contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100 - A:16, III, which is 13.27% for employees, 28.68% for police, and 27.75% for fire. The City's contribution to NHRS for the year ended June 30, 2025 was \$7,713,435 which was equal to its annual required contribution.

### *Summary of Significant Accounting Policies*

For purposes of measuring the Net pension liability, deferred outflows of resources and deferred inflows of resources related to pension, and pension expense, information about the fiduciary net position of the NHRS and additions to/deductions from NHRS' fiduciary net position have been determined on the same basis as they are reported by NHRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with benefit terms. Investments are reported at fair value.

### *Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to Pension*

At June 30, 2025, the City reported a liability of \$66,358,745 for its proportionate share of the Net pension liability. The Net pension liability was measured as of June 30, 2024, and the net pension liability used to calculate the Net pension liability was determined by an actuarial valuation as of June 30, 2023. The City's proportion of the Net pension liability was based on a projection of the City's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. At June 30, 2024, the City's proportion was 1.28%.

For the year ended June 30, 2025, the City recognized pension expense of \$7,041,247. In addition, the City reported deferred outflows of resources and deferred inflows of resources related to pension from the following sources:

	Deferred Outflows of <u>Resources</u>	Deferred Inflows of <u>Resources</u>
Differences between expected and actual experience	\$ 1,477,247	\$ 13,343
Net difference between projected and actual pension investment earnings	-	926,336
Changes in assumptions	-	776,635
Changes in proportion and differences between contributions and proportionate share of contributions	593,225	1,144,841
Pension contributions subsequent to the measurement date	<u>8,113,673</u>	<u>-</u>
Total	<u>\$ 10,184,145</u>	<u>\$ 2,861,155</u>

The amounts reported as deferred outflows of resources and deferred (inflows) of resources related to pension resulting from contributions subsequent to the measurement date will be recognized as a reduction of the Net pension liability in the subsequent fiscal year. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized as an increase (decrease) in pension expense as follows:

Year ended June 30:	Deferred Outflows/ <u>(Inflows)</u>
2026	\$ (1,917,323)
2027	2,693,902
2028	(867,492)
2029	<u>(699,770)</u>
Total	<u>\$ (790,683)</u>

### *Actuarial Assumptions and Other Inputs*

The collective net pension liability as of June 30, 2025, used the following actuarial assumptions:

Inflation	2.25% per year
Wage Inflation	3.00% per year
Salary increases	6.00% average, including inflation
Investment rate of return	6.75%, net of investment expenses, including inflation

Mortality rates were updated to be based on the Pub-2010 Healthy Retiree Mortality Tables with credibility adjustments for each group (Police and Fire combined) and projected fully generational mortality improvements using Scale MP-2021.

The actuarial assumptions used in the June 30, 2023 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2019 – June 30, 2023.

### *Target Allocations*

The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major class are summarized in the following table.

<u>Asset Class</u>	<u>Target Allocation Percentage</u>	<u>Weighted Average Long- Term Expected Real Rate of Return</u>
Broad US Equity	24.00 %	5.40
Global Ex-US Equity	<u>16.00</u>	5.65
<b>Public Equity</b>	40.00	
Real Estate Equity	10.00	4.00
Private Equity	<u>10.00</u>	6.65
<b>Private Market Equity</b>	20.00	
Private Debt	<u>10.00</u>	5.05
<b>Private Debt</b>	10.00	
Core U.S. Fixed Income	<u>25.00</u>	2.15
<b>Fixed Income</b>	25.00	
<b>Infrastructure</b>	<u>5.00</u>	4.35
Total	<u><u>100.00</u></u> %	

### *Discount Rate*

The discount rate used to measure the net pension liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that the plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. For purposes of the projection, member contributions and employer service cost contributions are projected based on the expected payroll of current members only. Employer contributions are determined based on the pension plan's actuarial funding policy and as required by RSA 100 – A:16. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the net pension liability.

### *Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate*

The following presents the City's proportionate share of the net pension liability calculated using the discount rate of 6.75%, as well as what the City's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current rate:

<u>1%</u> <u>Decrease</u>	<u>Current</u> <u>Discount</u> <u>Rate</u>	<u>1%</u> <u>Increase</u>
\$ 92,777,051	\$66,358,745	\$44,351,484

### *Pension Plan Fiduciary Net Position*

Detailed information about the pension plan's fiduciary net position is available in the separately issued NHRS financial report.

## **20. Other Post-Employment Benefits – OPEB (GASB 75)**

GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, replaces the requirements of *Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The Statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. This Statement identifies the methods and assumptions that are required to be used to project benefit payments, discounted projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service.

### *City OPEB Plan*

The following OPEB disclosures for the City OPEB Plan are based on an actuarial valuation performed as of July 1, 2024 with a measurement date of June 30, 2025. There are no assets accumulated in a trust (or equivalent arrangement).

### *General Information about the OPEB Plan*

#### *Plan Description*

The City indirectly provides post-employment healthcare for retired employees, including an implicit rate covered by current employees. Since retirees are included in the same pool as active employees per New Hampshire RSA 100-A:50, the insurance rates are implicitly higher for current employees due to the age consideration. This increased rate is an implicit subsidy the City pays for the retirees. This is a single-employer plan that does not issue a stand-alone financial report.

## ***Benefits Provided***

### ***City Explicit Subsidy Eligibility***

All employees meeting the following requirements are eligible for subsidized retiree health care benefits through the City:

- Hired in a permanent, full-time position prior to January 1, 1991
- Retire at the earlier of:
  - Age 62 with 10 years of service with the City; or
  - Age 60 with 35 years of City of Concord service

Employees, who retire after meeting the retirement eligibility requirements but prior to meeting the above explicit subsidy eligibility requirements, are still eligible for the City subsidy but it will commence at age 60 or 62 depending on the years of service at retirement.

Disabled employees hired prior to January 1, 1991 are not required to meet the above age and service requirements. Disabled employees hired after January 1, 1991 are not eligible for the City's explicit subsidy.

### ***City Subsidy***

The City will cover up to the full cost of the Harvard Best Buy 500 \$25, Harvard Elevate Health HMO, or Harvard Best Buy HSA plans. The premium rates effective on July 1, 2024 for these plans are as shown below.

Harvard Best Buy 500 \$25

1 Person - \$1,195.27

2 Person - \$2,413.98

Harvard Elevate Health HMO

1 Person - \$1,014.33

2 Person - \$2,048.32

Harvard Best Buy HSA

1 Person - \$1,016.71

2 Person - \$2,053.35

The City subsidy is expected to increase according to the assumed increase in the Harvard Best Buy 500 \$25, Harvard Elevate Health HMO, and Harvard Best Buy HSA plans premium rates.

### ***Retiree Cost Sharing***

Retirees are responsible for the portion of premium rates not covered by the City or State explicit subsidy.

**Contributions**

Employer and employee contribution rates are governed by the respective collective bargaining agreements. The OPEB plan is currently funded as a pay-as-you-go basis. The employer and plan members share the cost of benefits. As of June 30, 2025, the plan members contribute a percentage of the monthly premium cost, depending on the plan in which they are enrolled. The City contributes the balance of the premium cost.

**Plan Membership**

At June 30, 2025, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries	
currently receiving benefit payments	251
Active employees	<u>440</u>
Total	<u>691</u>

**Funding Policy**

The City's funding policy includes financing the implicit subsidy on a pay-as-you-go basis, as required by statute.

**Actuarial Assumptions and Other Inputs**

The OPEB liability was determined by an actuarial valuation as of July 1, 2025, using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation Rate	2.00%
Payroll Growth	3.00% per year for wage inflation plus merit and productivity increases, which are based on the NHRS actuarial valuation as of June 30, 2024
Discount rate	5.20% as of June 30, 2025, previously 4.21%
Healthcare cost trend rates	Pre-65: 8.0% for 2026, decreasing 0.5%, to an ultimate rate of 4.5% as of 2040 and later years Post-65: 6.5% for 2026, decreasing 0.25%, to an ultimate rate of 4.5% as of 2040 and later years

The discount rate was based on the 20-year tax-exempt general obligation municipal bond indices at June 30, 2025 (measurement date).

Mortality rates were based on the following:

General employees: SOA Pub-2016 General Employees Headcount Weighted Mortality Table fully generational using Scale MP-2021



Healthy General retirees: SOA Pub-2016 General Retirees Headcount Weighted Mortality Table fully generational using Scale MP-2021

Police and Fire employees: SOA Pub-2016 Public Safety Employees Headcount Weighted Mortality Table fully generational using Scale MP-2021

Healthy Police and Fire retirees: SOA Pub-2016 Public Safety Retirees Headcount Weighted Mortality Table fully generational using Scale MP-2021

Disabled General employees and retirees: SOA Pub-2016 Non-Safety Disabled Headcount Weighted Mortality Table fully generational using Scale MP-2021

Disabled Police and Fire employees and retirees: SOA Pub-2016 Public Safety Disabled Headcount Weighted Mortality Table fully generational using Scale MP-2021

Surviving Spouses: SOA Pub-2016 Continuing Survivor Headcount Weighted Mortality Table fully generational using Scale MP-2021

### ***Discount Rate***

The discount rate used to measure the OPEB liability was 5.20%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate.

### ***Changes in the Net OPEB Liability***

The following summarizes the changes in the OPEB liability during the year:

	Net OPEB <u>Liability</u>
Balance, beginning of year	\$ 38,814,249
Changes for the year:	
Service cost	592,222
Interest	1,593,133
Changes in assumptions or other inputs	(1,758,447)
Differences between expected and actual experience	811,063
Benefit payments	<u>(3,162,260)</u>
Net Changes	<u>(1,924,289)</u>
Balance, end of year	\$ <u><u>36,889,960</u></u>

### ***Sensitivity of the OPEB Liability to Changes in the Discount Rate***

The following presents the OPEB liability calculated using the discount rate of 5.20%, as well as what the OPEB liability would be if it were calculated using a

discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

1% Decrease <u>(4.20%)</u>	Current Discount Rate <u>(5.20%)</u>	1% Increase <u>(6.20%)</u>
\$ 40,446,539	\$ 36,889,960	\$ 33,811,836

***Sensitivity of the OPEB Liability to Changes in the Healthcare Cost Trend Rates***

The following presents the OPEB liability calculated using the current healthcare cost trend rates of 8.00%, as well as what the net OPEB liability would be if it were calculated using healthcare cost trend rates that are one percentage-point lower or one percentage-point higher than the current healthcare cost trend rates:

1% Decrease <u>(7.00%)</u>	Current Healthcare Cost Trend Rates <u>(8.00%)</u>	1% Increase <u>(9.00%)</u>
\$ 33,731,427	\$ 36,889,960	\$ 40,541,498

***OPEB Expense and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to OPEB***

For the year ended June 30, 2025, the City recognized an OPEB expense of \$1,072,445. At June 30, 2025, the City reported deferred outflows and inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Difference between expected and actual experience	\$ 1,469,877	\$ 445,290
Changes in assumptions	<u>901,437</u>	<u>4,922,285</u>
Total	<u>\$ 2,371,314</u>	<u>\$ 5,367,575</u>

Amounts reported as deferred outflows and (inflows) of resources related to OPEB will be recognized as a (decrease) in OPEB expense as follows:

Fiscal Year Ended:

2026	\$ (976,213)
2027	(976,213)
2028	(976,212)
2029	90,271
2030	<u>(157,894)</u>
Total	\$ <u>(2,996,261)</u>

**New Hampshire Retirement System Medical Subsidy Plan Description**

The following OPEB disclosures for the New Hampshire Retirement Medical Subsidy Plan are based upon an actuarial valuation performed as of June 30, 2023, using a measurement date of June 30, 2024.

***General Information about the OPEB Plan***

***Plan Description***

In addition to the OPEB plan discussed previously, the City participates in the New Hampshire Retirement System (NHRS) Medical Subsidy. The NHRS administers a cost-sharing, multiple-employer other post-employment benefit plan (OPEB Plan) for retiree health insurance subsidies. Benefit amounts and eligibility requirements are set by state law, and members are designated by type. The four membership groups are Group II Police Officer and Firefighters, Group I Teachers, Group I Political Subdivision Employees and Group I State Employees. Collectively, they are referred to as the OPEB Plan.

NHRS issues publicly available financial reports that can be obtained by writing to them at 54 Regional Drive, Concord, New Hampshire 03301-8507 or can be obtained directly from their website at <http://www.nhrs.org>.

***Benefits Provided***

The OPEB Plan provides a medical insurance subsidy to qualified retired members. The medical subsidy is a payment made by NHRS to the former employer or their insurance administrator toward the cost of health insurance for a qualified retiree, his/her qualified spouse, and his/her certifiably dependent children with a disability who are living in the household and being cared for by the retiree. Group I benefits are based on creditable service, age, and retirement date. Group II benefits are based on hire date, age, and creditable service. The OPEB plan is closed to new entrants.

The eligibility requirements for receiving OPEB Plan benefits differ for Group I and Group II members. The monthly Medical Subsidy rates are:

1 Person - \$375.56  
 2 Person - \$751.12  
 1 Person Medicare Supplement - \$236.84  
 2 person Medicare Supplement - \$473.68

***Contributions***

Pursuant to RSA 100-A:16, III, and the biennial actuarial valuation, funding for the Medical Subsidy payment is via the employer contributions rates set forth by NHRS. Employer contributions required to cover that amount of cost not met by the members' contributions are determined by a biennial actuarial valuation by the NHRS actuary using the entry age normal funding method and are expressed as a percentage of earnable compensation. The City contributed 0.26% of earnable compensation for Group I employees and 2.60% of earnable compensation for Group II fire and police department members. Employees are not required to contribute. The State Legislature has the authority to establish, amend, and discontinue the contribution requirements of the Medical Subsidy plan.

***Actuarial Assumptions and Other Inputs***

Actuarial assumptions for the collective net OPEB liability are the same as the Retirement System, which is disclosed in Note 19.

***Net OPEB Liability, Expense, and Deferred Outflows and (Inflows)***

The City's proportionate share of the net NHRS Medical Subsidy (Net OPEB liability) as of the measurement date of June 30, 2024 was \$4,479,399, representing 1.44%.

For the year ended June 30, 2025, the City recognized an OPEB expense related to the NHRS Medical Subsidy of \$347,197. At June 30, 2025, the City reported deferred outflows and inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Net difference between projected and actual OPEB investment earnings	\$ -	\$ 1,061
Contributions subsequent to measurement date	<u>512,623</u>	<u>-</u>
Total	<u>\$ 512,623</u>	<u>\$ 1,061</u>

The amount reported as deferred outflows of resources related to OPEB resulting from contributions subsequent to the measurement date and before the end of the

fiscal year will be included as a reduction of the Net OPEB liability in the year ending June 30, 2026.

Other amounts reported as deferred outflows and inflows or resources related to OPEB will be recognized as an increase (decrease) in OPEB expense as follows:

Year Ended:	Deferred Outflows/ (Inflows)
2026	\$ (9,466)
2027	14,007
2028	(3,612)
2029	<u>(1,990)</u>
Total	\$ <u><u>(1,061)</u></u>

***Sensitivity of the Net NHRS Medical Subsidy OPEB Liability to Changes in the Discount Rate***

The following presents the Net OPEB liability calculated using the discount rate of 6.75%, as well as what the Net OPEB liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

1% Decrease <u>(5.75%)</u>	Current Discount Rate <u>(6.75%)</u>	1% Increase <u>(7.75%)</u>
\$ 4,900,390	\$ 4,479,399	\$ 4,188,535

***Healthcare Cost Trend Rate***

Healthcare cost trend rates are not applicable given that the benefits are fixed stipends.

## Consolidation of Net OPEB Liabilities and Related Deferred Outflows and (Inflows)

Below is a summary of all OPEB related items in the aggregate as of June 30, 2025. Details related to these items are presented separately for each plan on the previous pages.

	Total OPEB Liability	Total Deferred Outflows of Resources	Total Deferred Inflows of Resources	Total OPEB Expense
City OPEB Plan	\$ 36,889,960	\$ 2,371,314	\$ 5,367,575	\$ 1,170,551
Proportionate share of NHRS Medical Subsidy Plan	<u>4,479,399</u>	<u>512,623</u>	<u>1,061</u>	<u>94,984</u>
Total	<u>\$ 41,369,359</u>	<u>\$ 2,883,937</u>	<u>\$ 5,368,636</u>	<u>\$ 1,265,535</u>

## 21. Deferred Compensation Plans

The City also offers its employees various deferred compensation plans in accordance with Internal Revenue Code Section 457(b) managed by Mission Square, the Professional Fire Fighter, Police Officer and Public Employee (PFPOPE) and Empower. The plans permit full-time employees to defer a portion of their salary until future years. Deferred compensation is not available to employees until termination, retirement, or death. The City does not contribute to such plans. The investments are self-directed by employees.

## 22. Tax Abatements

The City provides property tax abatements authorized under New Hampshire RSA 79E, Community Revitalization Tax Relief Incentive. The purpose of the program is to provide significant tax relief on improvements made to existing buildings or selected properties in designated areas of the City. Projects which might be eligible for the RSA 79-E program are as follows:

### a. Rehabilitation Projects:

- i. Buildings located within the Downtown or Penacook Village RSA 79-E Districts shall be eligible for RSA 79-E, provided that the cost of rehabilitation (excluding real estate acquisition, if any) equals at least 15% of existing assessed value (excluding land), or \$75,000, whichever is less.
- ii. Buildings not located within the Downtown or Penacook RSA 79-E Districts can also be eligible for RSA 79-E provided that the building is listed on, or has been determined eligible for, the State or National Register of Historic Places and cost of rehabilitation (excluding real estate acquisition, if any) equals at least 25% of existing assessed value (excluding land), or \$250,000, whichever is less.

**b. Replacement Projects:**

For projects involving the demolition and replacement of buildings, said projects might be eligible for RSA 79-E provided that the property is located in either the Downtown or Penacook Village RSA 79-E Districts; meets project 15% assessed value or \$75,000 cost thresholds; and, the property does not possess significant historical, cultural, or architectural value.

In order to qualify for tax relief, the proposed substantial rehabilitation must provide at least one of the following public benefits:

- Project enhances the economic vitality of the downtown Concord or Penacook Village.
- Project enhances and improves a structure that is culturally or historically important on a local, regional, state, or national level, either independently or within the context of a historic district, town center, or village center in which the building is located.
- Project promotes the preservation and reuse of existing building stock throughout a municipality by the rehabilitation of historic structures, thereby conserving the embodied energy in accordance with energy efficiency guidelines established by the U.S. Secretary of the Interior's Standards for Rehabilitation.
- Project promotes development of municipal centers, providing for efficiency, safety, and a greater sense of community, consistent with RSA 9-B (NH Smart Growth Policy).
- Project increases residential housing in urban or town centers.

RSA Chapter 79E stipulates that the City Council must review the application submitted by the property owner, schedule a public hearing within 60 days of receiving the application, and render a decision on the application within 45 days of the public hearing.

**23. Commitments and Contingencies**

***Outstanding Legal Issues***

There are several pending legal issues in which the City is involved. The City's management is of the opinion that the potential future settlement of such claims would not materially affect its financial statements taken as a whole.

***Grants***

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by

the grantor cannot be determined at this time, although the City expects such amounts, if any, to be immaterial.

### ***Abatements***

There are certain cases pending before the BTLA and Superior Court in NH in regard to alleged discrepancies in property assessments. According to the City's counsel, the probable outcome of these cases at the present time is indeterminable.

## **24. Tax Increment Districts**

The following represents the North End Opportunity Corridor Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 13,608,047	
Investment interest	482,919	
Other	<u>164,031</u>	
		14,254,997
Expenditures:		
Principal	5,529,400	
Interest on debt	1,990,166	
Outside services	<u>3,454,430</u>	
		<u>10,973,996</u>
Excess (deficiency) of revenue		<u>3,281,001</u>
Fund Balance Reserved for Debt Service		<u>\$ 3,281,001</u>
Long-Term Debt Payable:		
Principal	\$ (280,000)	
Interest	<u>(39,897)</u>	
		(319,897)
Available fund balance		<u>3,281,001</u>
Deficit to be Raised by Tax Increment District		<u>\$ 2,961,104</u>
Assessment Information:		
Base Value (MS 1)		<u>\$ 4,842,600</u>
Captured Value* (MS 1)		<u>\$ 51,443,800</u>

\* = As of April 1, 2024



The following represents the Sears Block Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 13,764,729	
Interest on proceeds from sale of bonds	24,872	
Investment interest	116,638	
Other	<u>303,736</u>	
		14,209,975
Expenditures:		
Principal	3,689,360	
Interest on debt	1,863,814	
Outside services	<u>8,404,197</u>	
		<u>13,957,371</u>
Excess (deficiency) of revenue		<u>252,604</u>
Fund Balance Reserved for Debt Service		<u>\$ 252,604</u>
Long-Term Debt Payable:		
Principal	\$ (2,953,570)	
Interest	<u>(609,301)</u>	
		(3,562,871)
Available fund balance		<u>252,604</u>
Deficit to be Raised by Tax Increment District		<u>\$ (3,310,267)</u>
Assessment Information:		
Base Value (MS 1)		<u>\$ 15,449,900</u>
Captured Value* (MS 1)		<u>\$ 50,302,015</u>
* = As of April 1, 2024		

The following represents the Penacook Village Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 2,503,793	
Investment interest & misc. income	<u>644,977</u>	
		3,148,770
Expenditures:		
Principal	881,390	
Interest on debt	473,810	
Outside services	<u>943,956</u>	
		<u>2,299,156</u>
Excess (deficiency) of revenue		<u>849,614</u>
Fund Balance Reserved for Debt Service		<u>\$ 849,614</u>
Long-Term Debt Payable:		
Principal	\$ (4,900,200)	
Interest	<u>(1,430,602)</u>	
		(6,330,802)
Available fund balance		<u>849,614</u>
Deficit to be Raised by Tax Increment District		<u>\$ (5,481,188)</u>
Assessment Information:		
Base Value (MS 1)		<u>\$ 7,967,500</u>
Captured Value* (MS 1)		<u>\$ 24,872,790</u>
* = As of April 1, 2024		

## 25. Subsequent Events

Management has evaluated subsequent events through November 12, 2025, which is the date the financial statements were available to be issued.

## 26. New Accounting Pronouncements

The Governmental Accounting Standards Board (GASB) has issued GASB Statement No. 103, *Financial Reporting Model Improvements*, and No. 104, *Disclosure of Certain Capital Assets*, effective for the City beginning with its fiscal year ending June 30, 2026. Management is currently evaluating the impact of implementing this statement.

**CITY OF CONCORD, NEW HAMPSHIRE**

Required Supplementary Information

Schedule of Proportionate Share of the Net Pension Liability

(Unaudited)

New Hampshire Retirement System						
<u>Fiscal Year</u>	<u>Measurement Date</u>	<u>Proportion of the Net pension Liability</u>	<u>Proportionate Share of the Net pension Liability</u>	<u>Covered Payroll</u>	<u>Proportionate Share of the Net pension Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position Percentage of the Total Pension Liability</u>
June 30, 2025	June 30, 2024	1.28%	\$ 66,358,745	\$ 38,390,060	172.85%	70.33%
June 30, 2024	June 30, 2023	1.28%	\$ 72,140,948	\$ 36,305,547	198.71%	67.18%
June 30, 2023	June 30, 2022	1.29%	\$ 73,965,499	\$ 35,527,644	208.19%	65.12%
June 30, 2022	June 30, 2021	1.33%	\$ 58,848,086	\$ 34,342,817	171.35%	72.22%
June 30, 2021	June 30, 2020	1.26%	\$ 80,870,384	\$ 31,940,581	253.19%	58.72%
June 30, 2020	June 30, 2019	1.32%	\$ 63,654,202	\$ 31,906,964	199.50%	65.59%
June 30, 2019	June 30, 2018	1.32%	\$ 63,770,518	\$ 30,884,085	206.48%	64.73%
June 30, 2018	June 30, 2017	1.40%	\$ 68,916,674	\$ 30,454,246	226.30%	62.66%
June 30, 2017	June 30, 2016	1.36%	\$ 72,357,293	\$ 28,908,627	250.30%	58.30%
June 30, 2016	June 30, 2015	1.34%	\$ 52,971,572	\$ 28,070,389	188.71%	65.47%

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**

## Required Supplementary Information

## Schedule of Pension Contributions

(Unaudited)

New Hampshire Retirement System					
Fiscal Year	Actuarially Determined Contribution	Contributions in Relation to the Actuarially Determined Contribution	Contribution Deficiency (Excess)	Covered Payroll	Contributions as a Percentage of Covered Payroll
June 30, 2025	\$ 8,113,673	\$ 8,113,673	\$ -	\$ 40,380,493	20.09%
June 30, 2024	\$ 7,713,435	\$ 7,713,435	\$ -	\$ 38,390,060	20.09%
June 30, 2023	\$ 7,466,206	\$ 7,466,206	\$ -	\$ 36,305,547	20.56%
June 30, 2022	\$ 6,100,373	\$ 6,100,373	\$ -	\$ 35,527,644	17.17%
June 30, 2021	\$ 5,616,819	\$ 5,616,819	\$ -	\$ 34,342,817	16.36%
June 30, 2020	\$ 5,757,092	\$ 5,757,092	\$ -	\$ 31,940,581	18.02%
June 30, 2019	\$ 5,788,561	\$ 5,788,561	\$ -	\$ 31,906,964	18.14%
June 30, 2018	\$ 5,597,501	\$ 5,597,501	\$ -	\$ 30,884,085	18.12%
June 30, 2017	\$ 5,133,632	\$ 5,133,632	\$ -	\$ 30,454,246	16.86%
June 30, 2016	\$ 5,021,118	\$ 5,021,118	\$ -	\$ 28,908,627	17.37%

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**  
Required Supplementary Information

Schedules of Proportionate Share and Contributions of the Net OPEB Liability

(Unaudited)

**Schedule of Proportionate Share**

New Hampshire Retirement System Medical Subsidy

<u>Fiscal Year</u>	<u>Measurement Date</u>	<u>Proportion of the Net OPEB Liability</u>	<u>Proportionate Share of the Net OPEB Liability</u>	<u>Covered Payroll</u>	<u>Proportionate Share of the Net OPEB Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position Percentage of the Total OPEB Liability</u>
June 30, 2025	June 30, 2024	1.44%	\$ 4,479,399	\$ 38,390,060	11.67%	14.01%
June 30, 2024	June 30, 2023	1.36%	\$ 4,650,134	\$ 36,305,547	12.81%	12.80%
June 30, 2023	June 30, 2022	1.37%	\$ 5,159,234	\$ 35,558,553	14.51%	10.64%
June 30, 2022	June 30, 2021	1.32%	\$ 5,296,434	\$ 34,342,817	15.42%	11.06%
June 30, 2021	June 30, 2020	1.25%	\$ 5,462,790	\$ 31,940,581	17.10%	7.74%
June 30, 2020	June 30, 2019	1.40%	\$ 6,132,142	\$ 31,906,964	19.22%	7.75%
June 30, 2019	June 30, 2018	1.40%	\$ 6,428,817	\$ 30,884,085	20.82%	7.53%
June 30, 2018	June 30, 2017	0.98%	\$ 4,495,120	\$ 30,454,246	14.76%	7.91%
June 30, 2017	June 30, 2016	0.95%	\$ 4,615,112	\$ 28,908,627	15.96%	5.21%

**Schedule of Contributions**

New Hampshire Retirement System Medical Subsidy

<u>Fiscal Year</u>	<u>Actuarially Determined Contribution</u>	<u>Contributions Relative to Actuarially Determined Contribution</u>	<u>Contributions Relative to Contribution Deficiency (Excess)</u>	<u>Covered Payroll</u>	<u>Contributions as a Percentage of Covered Employee Payroll</u>
June 30, 2025	\$ 512,623	\$ 512,623	\$ -	\$ 40,380,493	1.27%
June 30, 2024	\$ 511,282	\$ 511,282	\$ -	\$ 38,390,060	1.33%
June 30, 2023	\$ 574,907	\$ 574,907	\$ -	\$ 36,305,547	1.58%
June 30, 2022	\$ 635,576	\$ 635,576	\$ -	\$ 35,558,553	1.79%
June 30, 2021	\$ 579,306	\$ 579,306	\$ -	\$ 34,342,817	1.69%
June 30, 2020	\$ 638,319	\$ 638,319	\$ -	\$ 31,940,581	2.00%
June 30, 2019	\$ 621,095	\$ 621,095	\$ -	\$ 31,906,964	1.95%
June 30, 2018	\$ 582,691	\$ 582,691	\$ -	\$ 30,884,085	1.89%
June 30, 2017	\$ 553,942	\$ 553,942	\$ -	\$ 30,454,246	1.82%

*Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.*

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**

Required Supplementary Information

Other Post-Employment Benefits (OPEB)  
City Plan

Schedule of Changes in the Net OPEB Liability

(Unaudited)

**Schedule of Changes in the Net OPEB Liability**

	<u>2025</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
<b>Net OPEB Liability</b>									
Service cost	\$ 592,222	\$ 543,668	\$ 658,680	\$ 870,924	\$ 621,200	\$ 554,068	\$ 607,514	\$ 626,474	\$ 772,003
Interest	1,593,133	1,542,867	1,491,222	1,004,512	1,232,371	1,604,828	1,821,227	1,718,326	1,271,036
Differences between expected and actual experience	811,063	561,374	839,484	(1,039,014)	(5,713,655)	(4,430,790)	(1,444,652)	-	6,035,293
Changes of assumptions	(1,758,447)	927,630	566,037	(8,066,134)	5,030,178	4,625,920	(475,693)	(1,866,063)	(2,550,285)
Benefit payments, including refunds of member contributions	<u>(3,162,260)</u>	<u>(3,118,817)</u>	<u>(1,978,989)</u>	<u>(1,962,187)</u>	<u>(1,799,466)</u>	<u>(1,822,639)</u>	<u>(1,763,308)</u>	<u>(1,574,125)</u>	<u>(1,261,751)</u>
Net change in Net OPEB liability	(1,924,289)	456,722	1,576,434	(9,191,899)	(629,372)	531,387	(1,254,912)	(1,095,388)	4,266,296
Net OPEB liability - beginning	<u>38,814,249</u>	<u>38,357,527</u>	<u>36,781,093</u>	<u>45,972,992</u>	<u>46,602,364</u>	<u>46,070,977</u>	<u>47,325,889</u>	<u>48,421,277</u>	<u>44,154,981</u>
Net OPEB liability - ending	<b>\$ 36,889,960</b>	<b>\$ 38,814,249</b>	<b>\$ 38,357,527</b>	<b>\$ 36,781,093</b>	<b>\$ 45,972,992</b>	<b>\$ 46,602,364</b>	<b>\$ 46,070,977</b>	<b>\$ 47,325,889</b>	<b>\$ 48,421,277</b>
Covered employee payroll	\$ 40,347,557	\$ 38,388,969	\$ 32,226,728	\$ 30,385,059	\$ 30,171,519	\$ 28,792,989	\$ 27,886,672	\$ 27,571,512	\$ 26,703,644
Net OPEB liability as a percentage of covered employee payroll	91.43%	101.11%	119.02%	121.05%	152.37%	161.85%	165.21%	171.65%	181.33%

*Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.*

*There are no assets accumulated in a trust (or equivalent arrangement).*

See Independent Auditors' Report.

**Governmental Funds  
Combining Financial Statements**

## **Non-Major Governmental Funds**

### **Special Revenue Funds**

Special Revenue Funds are established to account for resources obtained and expended for specified purposes and restricted by law or local action.

Special Revenue Funds are established for the following purposes:

- Community Development Fund – to account for the use of Community Development Block Grant Funds as received from the federal government through the New Hampshire Office of State Planning.
- Housing Revolving Loan Fund – to account for revenues and expenditures incurred with loans issued to various homeowners.
- Community Development Conservation Property Management Fund – to account for funds related to operating and managing conservation property purchased by conservation funds including land use change taxes, conservation bonds, and other sources designated for a similar purpose.
- Parking Fund – to account for revenues and expenditures incurred with the collection of City parking meter fees.
- Airport Fund – to account for revenues and expenditures incurred with the operation of the Concord Airport.
- Impact Fee Fund – to account for revenues and expenditures incurred with fees charged on the construction of new buildings.
- Miscellaneous Special Revenue Fund – to account for the various other funds of the City legally restricted for specific purposes.
- Forest and Conservation – to account for revenues collected from the Land Use Charge Tax (used to preserve and protect open space, forests and conservation land in the City) and the option to purchase real property or interests therein.
- Cemetery – to account for expendable gifts to the City designated for the maintenance of cemeteries.
- Library – to account for contributions (dedicated income) received by the City to support library operations and expendable gifts to the City designated for the libraries.
- Golf – to account for the operation and maintenance of the City's public golf course.



- Arena – to account for the operation and maintenance of the City's public ice arena.
- Solid Waste – to account for the collection and disposal of the City trash.

### **Capital Project Funds**

Capital Project Funds are established to account for resources obtained and expended for the acquisition of major capital facilities or equipment other than those employed in the delivery of services accounted for in Enterprise Funds.

The current non-major capital funds were established for the following purposes:

- Penacook Village Capital Fund – to account for the construction and redevelopment within the district, including but not limited to public infrastructure improvements to serve new development.

## **Permanent Funds**

Permanent Funds are established to account for certain assets held by the City in a fiduciary capacity as trustee. The following are descriptions of the City's non-major Permanent Funds:

- Library – to account for nonexpendable gifts received by the library with income restricted for maintenance of the library grounds.
- Other – to account for all other nonexpendable gifts received by the city. Income is available for those activities designated by the appropriate trust instrument.

## **Debt Service Funds**

Debt Service Funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

The following are descriptions of the City's Debt Service Funds:

- North End Opportunity Corridor (NEOC) Tax Increment Financing District (NEOCTIFD) – established in March 1998 to account for related revenues and debt service expenditures by this TIFD.
- Sears Block Tax Increment Financing District (SBTIFD) – to account for funds collected in accordance with the tax increment financing plan dedicated for repayment of bonds issued for construction of the Capital commons Garage.
- Penacook Village Tax Increment Financing District (PVTIFD) – established in June 2010 to account for related revenues and debt service expenditures by this TIFD.

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2025

	Special Revenue Funds			
	Community Development Fund	Housing Revolving Loan Fund	Community Development Conservation Property Management Fund	Parking Fund
<b>Assets</b>				
Cash and short term investments	\$ 1,800	\$ 671,591	\$ 119,126	\$ 1,884,589
Investments	-	-	-	-
Accounts receivable	25,000	-	-	454,835
Loans receivable	-	1,016,687	-	-
Lease receivable	-	-	1,630,042	2,260,856
Inventory	-	-	-	-
Prepaid items	-	-	178	7,578
Total Assets	<u>\$ 26,800</u>	<u>\$ 1,688,278</u>	<u>\$ 1,749,346</u>	<u>\$ 4,607,858</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances,</b>				
Liabilities:				
Accounts payable	\$ 25,000	\$ -	\$ 300	\$ 58,380
Retainage payable	-	-	-	-
Accrued liabilities	-	-	27	2,229
Due to other funds	-	-	-	-
Compensated absences	-	-	-	-
Total Liabilities	25,000	-	327	60,609
Deferred Inflows of Resources				
Unearned revenues	-	1,016,687	-	2,409
Related to leases	-	-	1,630,042	2,260,856
Total Deferred Inflows of Resources	-	1,016,687	1,630,042	2,263,265
Fund Balances:				
Nonspendable	-	-	178	7,578
Restricted	-	671,591	-	-
Committed	1,800	-	118,799	2,276,406
Unassigned	-	-	-	-
Total Fund Balances	<u>1,800</u>	<u>671,591</u>	<u>118,977</u>	<u>2,283,984</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 26,800</u>	<u>\$ 1,688,278</u>	<u>\$ 1,749,346</u>	<u>\$ 4,607,858</u>

See Independent Auditor's Report

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2025

(continued)

	<u>Special Revenue Funds</u>				
	<u>Airport Fund</u>	<u>Impact Fee Fund</u>	<u>Miscellaneous Special Revenue Funds</u>	<u>Forest &amp; Conservation Fund</u>	<u>Cemetery Fund</u>
<b>Assets</b>					
Cash and short term investments	\$ 442,363	\$ 1,235,201	\$ 760,881	\$ -	\$ 57
Investments	-	-	-	2,030,207	30,642
Accounts receivable	2,637	-	9,136	-	-
Loans receivable	-	-	-	-	-
Lease receivable	-	-	-	-	-
Inventory	-	-	-	-	-
Prepaid items	1,640	-	-	-	-
	<u>1,640</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets	<u>\$ 446,640</u>	<u>\$ 1,235,201</u>	<u>\$ 770,017</u>	<u>\$ 2,030,207</u>	<u>\$ 30,699</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ 16,046	\$ -	\$ 2,158	\$ -	\$ -
Retainage payable	-	-	-	-	-
Accrued liabilities	432	-	-	-	-
Due to other funds	-	-	-	5,895	-
Compensated absences	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Liabilities	16,478	-	2,158	5,895	-
Deferred Inflows of Resources					
Unearned revenues	-	-	19,013	-	-
Related to leases	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Deferred Inflows of Resources	-	-	19,013	-	-
Fund Balances:					
Nonspendable	1,640	-	-	-	-
Restricted	-	1,235,201	748,846	-	-
Committed	428,522	-	-	2,024,312	30,699
Unassigned	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Balances	<u>430,162</u>	<u>1,235,201</u>	<u>748,846</u>	<u>2,024,312</u>	<u>30,699</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 446,640</u>	<u>\$ 1,235,201</u>	<u>\$ 770,017</u>	<u>\$ 2,030,207</u>	<u>\$ 30,699</u>

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2025

(continued)

Special Revenue Funds

	<u>Library Fund</u>	<u>Golf Fund</u>	<u>Arena Fund</u>	<u>Solid Waste Fund</u>	<u>Subtotal</u>
<b>Assets</b>					
Cash and short term investments	\$ 52,912	\$ 1,207,039	\$ 148,384	\$ 3,497,322	\$ 10,021,265
Investments	4,794,425	-	-	-	6,855,274
Accounts receivable	-	6,325	2,750	330,365	831,048
Loans receivable	-	-	-	-	1,016,687
Lease receivable	-	-	-	-	3,890,898
Inventory	-	163,964	-	264,086	428,050
Prepaid items	-	3,460	3,403	2,317	18,576
Total Assets	<u>\$ 4,847,337</u>	<u>\$ 1,380,788</u>	<u>\$ 154,537</u>	<u>\$ 4,094,090</u>	<u>\$ 23,061,798</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ -	\$ 30,762	\$ 9,054	\$ 679,803	\$ 821,503
Retainage payable	-	-	-	-	-
Accrued liabilities	-	1,989	1,038	732	6,447
Due to other funds	-	-	-	-	5,895
Compensated absences	-	9,032	5,714	3,131	17,877
Total Liabilities	-	41,783	15,806	683,666	851,722
Deferred Inflows of Resources					
Unavailable revenues	-	322,423	3,270	1,635	1,365,437
Related to leases	-	-	-	-	3,890,898
Total Deferred Inflows of Resources	-	322,423	3,270	1,635	5,256,335
Fund Balances:					
Nonspendable	-	167,425	3,403	266,403	446,627
Restricted	4,847,337	-	-	-	7,502,975
Committed	-	849,157	132,058	3,142,386	9,004,139
Unassigned	-	-	-	-	-
Total Fund Balances	<u>4,847,337</u>	<u>1,016,582</u>	<u>135,461</u>	<u>3,408,789</u>	<u>16,953,741</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 4,847,337</u>	<u>\$ 1,380,788</u>	<u>\$ 154,537</u>	<u>\$ 4,094,090</u>	<u>\$ 23,061,798</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2025

(continued)	Capital Project Funds	
	<u>Penacook Village Capital Fund</u>	<u>Subtotal</u>
<b>Assets</b>		
Cash and short term investments	\$ -	\$ -
Investments	-	-
Accounts receivable	287,945	287,945
Loans receivable	-	-
Lease receivable	-	-
Inventory	-	-
Prepaid items	-	-
Total Assets	\$ <u>287,945</u>	\$ <u>287,945</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>		
Liabilities:		
Accounts payable	\$ 30,942	\$ 30,942
Retainage payable	43,803	43,803
Accrued liabilities	-	-
Due to other funds	177,278	177,278
Compensated absences	-	-
Total Liabilities	252,023	252,023
Deferred Inflows of Resources		
Unavailable revenues	-	-
Related to leases	-	-
Total Deferred Inflows of Resources	-	-
Fund Balances:		
Nonspendable	-	-
Restricted	-	-
Committed	35,922	35,922
Unassigned	-	-
Total Fund Balances	35,922	35,922
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ <u>287,945</u>	\$ <u>287,945</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2025

(continued)

	<u>Permanent Funds</u>		
	<u>Library Fund</u>	<u>Other Fund</u>	<u>Subtotal</u>
<b>Assets</b>			
Cash and short term investments	\$ 2,081	\$ -	\$ 2,081
Investments	2,659,346	36,011	2,695,357
Accounts receivable	-	-	-
Loans receivable	-	-	-
Lease receivable	-	-	-
Inventory	-	-	-
Prepaid items	-	-	-
Total Assets	<u>\$ 2,661,427</u>	<u>\$ 36,011</u>	<u>\$ 2,697,438</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>			
Liabilities:			
Accounts payable	\$ -	\$ -	\$ -
Retainage payable	-	-	-
Accrued liabilities	-	-	-
Due to other funds	-	168	168
Compensated absences	-	-	-
Total Liabilities	-	168	168
Deferred Inflows of Resources			
Unearned revenues	-	-	-
Related to leases	-	-	-
Total Deferred Inflows of Resources	-	-	-
Fund Balances:			
Nonspendable	1,623,543	19,681	1,643,224
Restricted	1,037,884	16,162	1,054,046
Committed	-	-	-
Unassigned	-	-	-
Total Fund Balances	<u>2,661,427</u>	<u>35,843</u>	<u>2,697,270</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 2,661,427</u>	<u>\$ 36,011</u>	<u>\$ 2,697,438</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2025

(continued)

	Debt Service Funds				Total Nonmajor Governmental Funds
	NEOC Fund	SBTIFD Fund	PVTIFD Fund	Subtotal	
<b>Assets</b>					
Cash and short term investments	\$ 3,285,572	\$ 252,606	\$ 854,021	\$ 4,392,199	\$ 14,415,545
Investments	-	-	-	-	9,550,631
Accounts receivable	-	-	-	-	1,118,993
Loans receivable	-	-	-	-	1,016,687
Lease receivable	-	-	-	-	3,890,898
Inventory	-	-	-	-	428,050
Prepaid items	-	-	-	-	18,576
Total Assets	<u>\$ 3,285,572</u>	<u>\$ 252,606</u>	<u>\$ 854,021</u>	<u>\$ 4,392,199</u>	<u>\$ 30,439,380</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ 4,571	\$ -	\$ 4,407	\$ 8,978	\$ 861,423
Retainage payable	-	-	-	-	43,803
Accrued liabilities	-	-	-	-	6,447
Due to other funds	-	-	-	-	183,341
Compensated absences	-	-	-	-	17,877
Total Liabilities	<u>4,571</u>	<u>-</u>	<u>4,407</u>	<u>8,978</u>	<u>1,112,891</u>
Deferred Inflows of Resources					
Unavailable revenues	-	-	-	-	1,365,437
Related to leases	-	-	-	-	3,890,898
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,256,335</u>
Fund Balances:					
Nonspendable	-	-	-	-	2,089,851
Restricted	3,281,001	252,606	849,614	4,383,221	12,940,242
Committed	-	-	-	-	9,040,061
Unassigned	-	-	-	-	-
Total Fund Balances	<u>3,281,001</u>	<u>252,606</u>	<u>849,614</u>	<u>4,383,221</u>	<u>24,070,154</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 3,285,572</u>	<u>\$ 252,606</u>	<u>\$ 854,021</u>	<u>\$ 4,392,199</u>	<u>\$ 30,439,380</u>



**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

	Special Revenue Funds			
	Community Development Fund	Housing Revolving Loan Fund	Community Development Conservation Property Management Fund	Parking Fund
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental	526,604	-	-	-
Charges for services	-	69,138	100,272	3,020,052
Investment income (loss)	-	21,712	-	-
Contributions	-	-	-	-
Miscellaneous:				
Departmental	-	-	-	-
Interest and penalties	-	-	-	10,500
Total Revenues	526,604	90,850	100,272	3,030,552
Expenditures:				
Current:				
General government	-	9,308	-	-
Public safety	-	-	-	1,203,780
General services	-	-	-	345,692
Community development	526,511	-	13,446	-
Leisure and info services	-	-	-	-
Debt service:				
Principal	-	-	-	1,084,401
Interest	-	-	-	197,138
Capital outlay	-	-	-	-
Total Expenditures	526,511	9,308	13,446	2,831,011
Excess (deficiency) of revenues over expenditures	93	81,542	86,826	199,541
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Bond premium	-	-	-	-
Transfers in	-	-	-	384,900
Transfers out	-	-	(86,826)	(281,355)
Total Other Financing Sources (Uses)	-	-	(86,826)	103,545
Net change in fund balance	93	81,542	-	303,086
Fund Balance, beginning	1,707	590,049	118,977	1,980,898
Fund Balance, ending	\$ 1,800	\$ 671,591	\$ 118,977	\$ 2,283,984

(continued)

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Special Revenue Funds				
	<u>Airport Fund</u>	<u>Impact Fee Fund</u>	<u>Miscellaneous Special Revenue Fund</u>	<u>Forest &amp; Conservation Fund</u>	<u>Cemetery Fund</u>
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	5,189	-	252,360	-	-
Charges for services	444,099	419,433	-	-	-
Investment income (loss)	47,291	27,256	-	140,251	2,011
Contributions	-	-	74,730	135,653	918
Miscellaneous:					
Departmental	30,462	-	-	-	-
Interest and penalties	-	-	-	-	-
Total Revenues	<u>527,041</u>	<u>446,689</u>	<u>327,090</u>	<u>275,904</u>	<u>2,929</u>
Expenditures:					
Current:					
General government	-	-	387,307	-	-
Public safety	-	-	-	-	-
General services	298,010	-	-	-	-
Community development	96,151	-	-	-	-
Leisure and info services	-	-	-	-	-
Debt service:					
Principal	53,900	-	-	-	-
Interest	16,017	-	-	-	-
Capital outlay	-	-	-	-	-
Total Expenditures	<u>464,078</u>	<u>-</u>	<u>387,307</u>	<u>-</u>	<u>-</u>
Excess (deficiency) of revenues over expenditures	62,963	446,689	(60,217)	275,904	2,929
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Bond premium	-	-	-	-	-
Transfers in	-	305,451	440	30,724	-
Transfers out	(84,363)	-	-	(63,000)	(250)
Total Other Financing Sources (Uses)	<u>(84,363)</u>	<u>305,451</u>	<u>440</u>	<u>(32,276)</u>	<u>(250)</u>
Net change in fund balance	(21,400)	752,140	(59,777)	243,628	2,679
Fund Balance, beginning	<u>451,562</u>	<u>483,061</u>	<u>808,623</u>	<u>1,780,684</u>	<u>28,020</u>
Fund Balance, ending	<u>\$ 430,162</u>	<u>\$ 1,235,201</u>	<u>\$ 748,846</u>	<u>\$ 2,024,312</u>	<u>\$ 30,699</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Special Revenue Funds				
	<u>Library Fund</u>	<u>Golf Fund</u>	<u>Arena Fund</u>	<u>Solid Waste Fund</u>	<u>Subtotal</u>
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	784,153
Charges for services	-	1,963,797	752,261	2,962,624	9,731,676
Investment income (loss)	309,771	40,367	6,855	-	595,514
Contributions	406,773	-	-	-	618,074
Miscellaneous:					
Departmental	-	-	5,486	2,244	38,192
Interest and penalties	-	-	-	-	10,500
Total Revenues	<u>716,544</u>	<u>2,004,164</u>	<u>764,602</u>	<u>2,964,868</u>	<u>11,778,109</u>
Expenditures:					
Current:					
General government	-	-	-	-	396,615
Public safety	-	-	-	-	1,203,780
General services	-	-	704,648	4,707,795	6,056,145
Community development	-	-	-	-	636,108
Leisure and info services	-	1,600,186	-	-	1,600,186
Debt service:					
Principal	-	73,060	75,030	16,000	1,302,391
Interest	-	17,104	25,810	2,642	258,711
Capital outlay	-	-	-	-	-
Total Expenditures	<u>-</u>	<u>1,690,350</u>	<u>805,488</u>	<u>4,726,437</u>	<u>11,453,936</u>
Excess (deficiency) of revenues over expenditures	716,544	313,814	(40,886)	(1,761,569)	324,173
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Bond premium	-	-	-	-	-
Transfers in	-	-	-	1,486,905	2,208,420
Transfers out	<u>(194,800)</u>	<u>(136,174)</u>	<u>(94,770)</u>	<u>(17,250)</u>	<u>(958,788)</u>
Total Other Financing Sources (Uses)	<u>(194,800)</u>	<u>(136,174)</u>	<u>(94,770)</u>	<u>1,469,655</u>	<u>1,249,632</u>
Net change in fund balance	521,744	177,640	(135,656)	(291,914)	1,573,805
Fund Balance, beginning	<u>4,325,593</u>	<u>838,942</u>	<u>271,117</u>	<u>3,700,703</u>	<u>15,379,936</u>
Fund Balance, ending	<u>\$ 4,847,337</u>	<u>\$ 1,016,582</u>	<u>\$ 135,461</u>	<u>\$ 3,408,789</u>	<u>\$ 16,953,741</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)	<u>Capital Project Funds</u>	
	<u>Penacook Village Capital Fund</u>	<u>Subtotal</u>
Revenues:		
Property taxes	\$ -	\$ -
Intergovernmental	-	-
Charges for services	281,594	281,594
Investment income (loss)	-	-
Contributions	-	-
Miscellaneous:		
Departmental	-	-
Interest and penalties	-	-
Total Revenues	<u>281,594</u>	<u>281,594</u>
Expenditures:		
Current:		
General government	-	-
Public safety	-	-
General services	-	-
Community development	-	-
Leisure and info services	-	-
Debt service:		
Principal	-	-
Interest	-	-
Capital outlay	<u>1,867,473</u>	<u>1,867,473</u>
Total Expenditures	<u>1,867,473</u>	<u>1,867,473</u>
Excess (deficiency) of revenues over expenditures	(1,585,879)	(1,585,879)
Other Financing Sources (Uses):		
Issuance of bonds	1,428,800	1,428,800
Bond premium	96,200	96,200
Transfers in	-	-
Transfers out	<u>(482,751)</u>	<u>(482,751)</u>
Total Other Financing Sources (Uses)	<u>1,042,249</u>	<u>1,042,249</u>
Net change in fund balance	(543,630)	(543,630)
Fund Balance, beginning	<u>579,552</u>	<u>579,552</u>
Fund Balance, ending	<u>\$ 35,922</u>	<u>\$ 35,922</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	<u>Permanent Funds</u>		
	<u>Library Fund</u>	<u>Other Funds</u>	<u>Subtotal</u>
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Intergovernmental	-	-	-
Charges for services	-	-	-
Investment income (loss)	208,881	2,531	211,412
Contributions	-	-	-
Miscellaneous:			
Departmental	-	-	-
Interest and penalties	-	-	-
Total Revenues	<u>208,881</u>	<u>2,531</u>	<u>211,412</u>
Expenditures:			
Current:			
General government	-	-	-
Public safety	-	-	-
General services	117	288	405
Community development	-	-	-
Leisure and info services	-	-	-
Debt service:			
Principal	-	-	-
Interest	-	-	-
Capital outlay	-	-	-
Total Expenditures	<u>117</u>	<u>288</u>	<u>405</u>
Excess (deficiency) of revenues over expenditures	208,764	2,243	211,007
Other Financing Sources (Uses):			
Issuance of bonds	-	-	-
Bond premium	-	-	-
Transfers in	-	-	-
Transfers out	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>
Net change in fund balance	208,764	2,243	211,007
Fund Balance, beginning	<u>2,452,663</u>	<u>33,600</u>	<u>2,486,263</u>
Fund Balance, ending	<u>\$ 2,661,427</u>	<u>\$ 35,843</u>	<u>\$ 2,697,270</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Debt Service Funds				Total Nonmajor Governmental Funds
	NEOC Fund	SBTIFD Fund	PVTIFD Fund	Subtotal	
Revenues:					
Property taxes	\$ 484,323	\$ 1,107,704	\$ 643,245	\$ 2,235,272	\$ 2,235,272
Intergovernmental	-	-	-	-	784,153
Charges for services	-	-	-	-	10,013,270
Investment income (loss)	108,660	11,598	16,712	136,970	943,896
Contributions	-	-	-	-	618,074
Miscellaneous:					
Departmental	-	-	-	-	38,192
Interest and penalties	-	-	-	-	10,500
Total Revenues	592,983	1,119,302	659,957	2,372,242	14,643,357
Expenditures:					
Current:					
General government	-	-	-	-	396,615
Public safety	-	-	-	-	1,203,780
General services	-	-	-	-	6,056,550
Community development	12,250	1,799	65,770	79,819	715,927
Leisure and info services	-	-	-	-	1,600,186
Debt service:					
Principal	30,000	401,600	222,890	654,490	1,956,881
Interest	8,431	104,881	123,633	236,945	495,656
Capital outlay	-	-	-	-	1,867,473
Total Expenditures	50,681	508,280	412,293	971,254	14,293,068
Excess (deficiency) of revenues over expenditures	542,302	611,022	247,664	1,400,988	350,289
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	1,428,800
Bond premium	-	-	-	-	96,200
Transfers in	-	-	-	-	2,208,420
Transfers out	(184,320)	(719,828)	(62,210)	(966,358)	(2,407,897)
Total Other Financing Sources (Uses)	(184,320)	(719,828)	(62,210)	(966,358)	1,325,523
Net change in fund balance	357,982	(108,806)	185,454	434,630	1,675,812
Fund Balance, beginning	2,923,019	361,412	664,160	3,948,591	22,394,342
Fund Balance, ending	\$ 3,281,001	\$ 252,606	\$ 849,614	\$ 4,383,221	\$ 24,070,154

**Governmental Funds  
Detail and Combining Budget  
and Actual Schedules**

## **General Fund**

The General Fund is established to account for all resources obtained and used for those services commonly provided by the City which are not accounted for in any other fund. These services include among other items: General government, Public Safety, General Services, Planning and Development, Leisure and Information Services and Human Services. The primary sources of revenue of the general fund are property taxes, unrestricted state revenue sharing grants, certain restricted grants, and fees for services rendered.

## **Special Revenue Funds**

The Parking, Airport, Community Development Conservation Property Management, Golf, Arena, and Solid Waste Special Revenue Funds have annually adopted budgets.



**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Revenues and Other Financing Sources -  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2025

	Original Budget	Final Budget	Actual (Budgetary Basis)	Variance Positive (Negative)
<u>Taxes</u>				
Property taxes - current	\$ 51,287,100	51,523,780	\$ 51,840,601	\$ 316,821
Timber tax yield	15,000	15,000	9,130	(5,870)
Excavation activity tax	100	100	4,895	4,795
Motor vehicle registrations	7,889,000	7,889,000	8,221,198	332,198
Payment in lieu of taxes	771,696	771,696	840,264	68,568
Total Taxes	59,962,896	60,199,576	60,916,088	716,512
<u>Licenses and Permits</u>				
Engineering	25,050	25,050	169,091	144,041
City clerk records	33,800	33,800	28,845	(4,955)
Health services	132,750	132,750	12,334	(120,416)
Code enforcement/building permits	1,250,365	1,250,365	1,390,984	140,619
Total Licenses and Permits	1,441,965	1,441,965	1,601,254	159,289
<u>Intergovernmental</u>				
Rooms and meals	4,138,797	4,280,552	4,297,057	16,505
Railroad tax	2,000	149	127	(22)
Forest loss reimbursement	490	417	387	(30)
Emergency management aid	-	43,063	43,063	-
Highway block grant	876,890	901,139	902,372	1,233
School District	295,375	295,375	203,078	(92,297)
Retiree health insurance reimbursements	1,514,560	1,514,560	1,421,538	(93,022)
Other governmental agencies - local	610,893	610,893	615,997	5,104
Other and non-budgeted intergovernmental	128,000	128,000	149,661	21,661
Total Intergovernmental	7,567,005	7,774,148	7,633,280	(140,868)
<u>Charges For Services</u>				
Finance	3,000	3,000	5,022	2,022
Legal	1,600	1,600	2,564	964
City clerk	326,450	326,450	259,635	(66,815)
Public safety	3,671,112	3,671,112	4,002,922	331,810
General services	739,200	739,200	757,370	18,170
Community development	244,000	244,000	167,897	(76,103)

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Revenues and Other Financing Sources -  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2025

(continued)

	Original Budget	Final Budget	Actual (Budgetary Basis)	Variance Positive (Negative)
Library	26,000	26,000	22,149	(3,851)
Recreation	553,173	561,173	645,537	84,364
Tower lease/fire hdqtrs	33,473	33,473	33,388	(85)
MV surcharge and administrative costs	357,100	357,100	366,568	9,468
Cable franchise fee	738,160	738,160	748,375	10,215
Code prosecution	400	400	1,969	1,569
Restitution	5,000	5,000	2,174	(2,826)
False alarm penalties	37,800	37,800	47,203	9,403
<b>Total Charges For Services</b>	<b>6,736,468</b>	<b>6,744,468</b>	<b>7,062,773</b>	<b>318,305</b>
<u>Investment Income</u>				
Earnings on investments	2,355,975	2,355,975	2,580,565	224,590
<b>Total Investment Income</b>	<b>2,355,975</b>	<b>2,355,975</b>	<b>2,580,565</b>	<b>224,590</b>
<u>Miscellaneous</u>				
Miscellaneous revenue not anticipated	303,090	1,572,886	1,450,314	(122,572)
Sale of surplus property	30,000	30,000	128,561	98,561
Advertising	8,000	8,000	5,900	(2,100)
<b>Total Miscellaneous</b>	<b>341,090</b>	<b>1,610,886</b>	<b>1,584,775</b>	<b>(26,111)</b>
<u>Other Financing Sources</u>				
Transfers in	4,413,342	4,577,342	4,493,506	(83,836)
Budgetary use of fund balance	560,760	4,214,000	-	(4,214,000)
<b>Total Other Financing Sources</b>	<b>4,974,102</b>	<b>8,791,342</b>	<b>4,493,506</b>	<b>(4,297,836)</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 83,379,501</b>	<b>\$ 88,918,360</b>	<b>\$ 85,872,241</b>	<b>\$ (3,046,119)</b>

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Expenditures and Other Financing Uses  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2025

	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>(Budgetary Basis)</u>	Variance Positive <u>(Negative)</u>
<u>General Government</u>				
City Manager	\$ 803,832	\$ 816,833	\$ 780,313	\$ 36,520
Legal services	1,733,880	1,761,320	1,597,534	163,786
Assessor	863,249	872,381	856,601	15,780
Human resources	847,305	944,604	967,554	(22,950)
Finance	2,813,558	2,859,020	2,643,990	215,030
Information technology	1,502,518	1,517,272	1,470,666	46,606
City Council	42,601	82,601	64,355	18,246
City Clerk	664,071	670,245	612,576	57,669
General overhead	5,139,668	4,467,668	3,723,914	743,754
Total General Government	14,410,682	13,991,944	12,717,503	1,274,441
<u>Public Safety</u>				
Police	15,900,016	16,532,879	15,888,182	644,697
Fire	17,908,285	18,102,380	18,654,354	(551,974)
Total Public Safety	33,808,301	34,635,259	34,542,536	92,723
<u>General Services</u>	12,192,155	12,680,278	12,782,698	(102,420)
Total General Services	12,192,155	12,680,278	12,782,698	(102,420)
<u>Community Development</u>	4,974,643	5,043,536	4,432,373	611,163
Total Community Development	4,974,643	5,043,536	4,432,373	611,163
<u>Leisure and Information Services</u>				
Library	2,313,235	2,336,695	2,286,281	50,414
Recreation and parks	4,247,379	4,313,514	4,218,465	95,049
Total Leisure and Information Services	6,560,614	6,650,209	6,504,746	145,463
<u>Human Services</u>	1,052,228	1,063,709	1,053,005	10,704
Total Human Services	1,052,228	1,063,709	1,053,005	10,704

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Expenditures and Other Financing Uses  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2025

(continued)

	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>(Budgetary Basis)</u>	Variance Positive <u>(Negative)</u>
<u>Debt Service</u>				
Principal	6,266,000	6,266,000	6,265,933	67
Interest	<u>1,895,000</u>	<u>1,895,000</u>	<u>1,888,841</u>	<u>6,159</u>
Total Debt Service	8,161,000	8,161,000	8,154,774	6,226
 <u>Other Financing Uses</u>				
Transfers out	<u>2,219,878</u>	<u>6,692,425</u>	<u>6,591,438</u>	<u>100,987</u>
Total Other Financing Uses	<u>2,219,878</u>	<u>6,692,425</u>	<u>6,591,438</u>	<u>100,987</u>
Total Expenditures and Other Financing Uses	<u>\$ 83,379,501</u>	<u>\$ 88,918,360</u>	<u>\$ 86,779,073</u>	<u>\$ 2,139,287</u>

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

	Parking Fund			Airport Fund		
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	2,680,207	3,020,052	339,845	496,083	512,425	16,342
Investment income	-	-	-	10,000	14,616	4,616
Contributions	-	-	-	-	-	-
Miscellaneous	10,500	10,500	-	-	-	-
Total Revenues	2,690,707	3,030,552	339,845	506,083	527,041	20,958
Expenditures:						
Public Safety	1,385,837	1,203,782	182,055	-	-	-
General Services	490,373	358,606	131,767	320,091	295,071	25,020
Community Development	-	-	-	115,170	99,091	16,079
Leisure and info services	-	-	-	-	-	-
Debt service	1,281,710	1,281,538	172	69,920	69,917	3
Total Expenditures	3,157,920	2,843,926	313,994	505,181	464,079	41,102
Other Financing Sources (Uses):						
Transfer in	384,900	384,900	-	-	-	-
Transfer out	(268,440)	(268,440)	-	(74,923)	(84,363)	(9,440)
Budgetary use of fund balance	-	-	-	-	-	-
Total Other Financing Sources (Uses)	116,460	116,460	-	(74,923)	(84,363)	(9,440)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ (350,753)	\$ 303,086	\$ 653,839	\$ (74,021)	\$ (21,401)	\$ 52,620

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Community Development Conservation Property Management Fund		
	<u>Budget</u>	Actual (Budgetary Basis)	Variance Positive (Negative)
Revenues:			
Intergovernmental	\$ -	\$ -	\$ -
Charges for services	152,565	100,272	(52,293)
Investment income	-	-	-
Contributions	-	-	-
Miscellaneous	-	-	-
Total Revenues	<u>152,565</u>	<u>100,272</u>	<u>(52,293)</u>
Expenditures:			
Public Safety	-	-	-
General Services	-	-	-
Community Development	68,077	13,446	54,631
Leisure and info services	-	-	-
Debt service	-	-	-
Total Expenditures	<u>68,077</u>	<u>13,446</u>	<u>54,631</u>
Other Financing Sources (Uses):			
Transfer in	-	-	-
Transfer out	(84,488)	(86,826)	(2,338)
Budgetary use of fund balance	-	-	-
Total Other Financing Sources (Uses)	<u>(84,488)</u>	<u>(86,826)</u>	<u>(2,338)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Golf Fund			Arena Fund		
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	1,935,712	1,963,797	28,085	806,000	752,261	(53,739)
Investment income	20,000	40,367	20,367	4,220	6,855	2,635
Contributions	-	-	-	-	-	-
Miscellaneous	-	-	-	6,020	5,486	(534)
Total Revenues	1,955,712	2,004,164	48,452	816,240	764,602	(51,638)
Expenditures:						
Public Safety	-	-	-	-	-	-
General Services	-	-	-	705,271	704,648	623
Community Development	-	-	-	-	-	-
Leisure and info services	1,605,414	1,600,186	5,228	-	-	-
Debt service	90,170	90,164	6	100,839	100,839	-
Total Expenditures	1,695,584	1,690,350	5,234	806,110	805,487	623
Other Financing Sources (Uses):						
Transfer in	-	-	-	-	-	-
Transfer out	(136,474)	(136,174)	300	(94,770)	(94,770)	-
Budgetary use of fund balance	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(136,474)	(136,174)	300	(94,770)	(94,770)	-
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>123,654</u>	\$ <u>177,640</u>	\$ <u>53,986</u>	\$ <u>(84,640)</u>	\$ <u>(135,655)</u>	\$ <u>(51,015)</u>

(continued)

# CITY OF CONCORD, NEW HAMPSHIRE

## Schedule of Revenues, Expenditures, and Other Financing Sources and Uses - Budget and Actual

### Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Solid Waste Fund		
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Revenues:			
Intergovernmental	\$ -	\$ -	\$ -
Charges for services	4,103,145	2,962,624	(1,140,521)
Investment income	-	-	-
Contributions	-	-	-
Miscellaneous	1,040	2,244	1,204
Total Revenues	4,104,185	2,964,868	(1,139,317)
Expenditures:			
Public Safety	-	-	-
General Services	4,925,714	4,707,795	217,919
Community Development	-	-	-
Leisure and info services	-	-	-
Debt service	18,650	18,642	8
Total Expenditures	4,944,364	4,726,437	217,927
Other Financing Sources (Uses):			
Transfer in	19,060	1,486,905	1,467,845
Transfer out	(13,650)	(17,250)	(3,600)
Budgetary use of fund balance	-	-	-
Total Other Financing Sources (Uses)	5,410	1,469,655	1,464,245
Excess of revenues and other financing sources over expenditures and other financing uses	\$ (834,769)	\$ (291,914)	\$ 542,855



### **Proprietary (Enterprise) Funds)**

The City of Concord has the following Enterprise Funds which have annually adopted budgets:

Water Fund - to account for the operation and maintenance of the City's water lines, pumping stations and plant.

Sewer Fund - to account for the operation and maintenance of the City's sewer lines, pumping stations, and two wastewater treatment plants.

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Enterprise Funds

For the Fiscal Year Ended June 30, 2025

		Water Fund	
	<u>Budget</u>	Actual (Budgetary Basis)	Variance Positive (Negative)
Operating Revenues:			
Operating revenue	\$ 7,185,548	\$ 7,231,481	\$ 45,933
Miscellaneous	<u>55,010</u>	<u>73,854</u>	<u>18,844</u>
Total Operating Revenues	7,240,558	7,305,335	64,777
Operating Expenses:			
Personnel	2,741,392	2,575,841	165,551
Non-personnel	1,502,750	1,291,724	211,026
Debt service	<u>1,709,000</u>	<u>1,708,957</u>	<u>43</u>
Total Operating Expenses	<u>5,953,142</u>	<u>5,576,522</u>	<u>376,620</u>
Operating Income (Loss)	1,287,416	1,728,813	441,397
Non-Operating Income (Expenses):			
Interest expense	(515,000)	(514,567)	433
Investment income	147,020	127,874	(19,146)
Intergovernmental	<u>-</u>	<u>-</u>	<u>-</u>
Total Non-Operating Income (Expenses)	<u>(367,980)</u>	<u>(386,693)</u>	<u>(18,713)</u>
Net Income (Loss) Before Transfers	919,436	1,342,120	422,684
Other Financing Sources:			
Transfers out	<u>(1,418,538)</u>	<u>(1,517,492)</u>	<u>(98,954)</u>
Total Other Financing Sources	<u>(1,418,538)</u>	<u>(1,517,492)</u>	<u>(98,954)</u>
Net Income (Loss)	\$ <u><u>(499,102)</u></u>	\$ <u><u>(175,372)</u></u>	\$ <u><u>323,730</u></u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Enterprise Funds

For the Fiscal Year Ended June 30, 2025

(continued)

	Sewer Fund		
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Operating Revenues:			
Operating revenue	\$ 10,624,865	\$ 10,337,165	\$ (287,700)
Miscellaneous	<u>95,120</u>	<u>98,032</u>	<u>2,912</u>
Total Operating Revenues	10,719,985	10,435,197	(284,788)
Operating Expenses:			
Personnel	3,095,679	3,236,408	(140,729)
Non-personnel	3,613,644	3,008,834	604,810
Debt service	<u>2,522,000</u>	<u>2,521,838</u>	<u>162</u>
Total Operating Expenses	<u>9,231,323</u>	<u>8,767,080</u>	<u>464,243</u>
Operating Income (Loss)	1,488,662	1,668,117	179,455
Non-Operating Income (Expenses):			
Interest expense	(934,120)	(934,112)	8
Investment income	197,240	409,899	212,659
Intergovernmental	<u>326,877</u>	<u>78,550</u>	<u>(248,327)</u>
Total Non-Operating Income (Expenses)	<u>(410,003)</u>	<u>(445,663)</u>	<u>(35,660)</u>
Net Income (Loss) Before Transfers	1,078,659	1,222,454	143,795
Other Financing Sources:			
Transfers out	<u>(1,522,954)</u>	<u>(1,658,443)</u>	<u>(135,489)</u>
Total Other Financing Sources	<u>(1,522,954)</u>	<u>(1,658,443)</u>	<u>(135,489)</u>
Net Income (Loss)	<u>\$ (444,295)</u>	<u>\$ (435,989)</u>	<u>\$ 8,306</u>

# **STATISTICAL SECTION**



# City of Concord, New Hampshire

## Statistical Section

The City of Concord's annual comprehensive financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

	<b><u>Page</u></b>
<b><i>Financial Trend Data:</i></b> These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.	127- 130
<b><i>Information on Revenue Capacity:</i></b> These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	131 - 135
<b><i>Debt Capacity Information:</i></b> These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.	136- 138
<b><i>Demographic and Economic Information:</i></b> These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.	139 - 140
<b><i>Operating Information:</i></b> These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.	141 - 143

## City of Concord, New Hampshire

### Net Position by Component

Last Ten Fiscal Years

(accrual basis of accounting)

	2016	2017	2018	2019 <sup>(1)</sup>	2020	2021	2022	2023	2024	2025
<b>Governmental Activities</b>										
Net investment in capital assets	\$ 102,584,829	\$ 110,349,574	\$ 118,411,731	\$ 122,376,790	\$ 126,814,439	\$ 132,252,728	\$ 130,355,802	\$ 126,939,791	\$ 134,706,554	\$ 135,242,750
Restricted	14,569,006	18,326,881	20,238,397	20,071,739	23,522,557	28,204,663	26,629,580	27,753,088	31,424,235	34,929,761
Unrestricted	(38,096,272)	(71,153,443)	(79,660,182)	(74,632,740)	(78,754,092)	(84,553,580)	(76,206,770)	(60,677,198)	(61,233,869)	(54,568,529)
Total governmental activities net position	\$ 79,057,563	\$ 57,523,012	\$ 58,989,946	\$ 67,815,789	\$ 71,582,904	\$ 75,903,811	\$ 80,778,612	\$ 94,015,681	\$ 104,896,920	\$ 115,603,982
<b>Business-type activities</b>										
Net investment in capital assets	\$ 102,278,858	\$ 100,851,659	\$ 99,470,009	\$ 97,533,218	\$ 95,739,149	\$ 93,326,647	\$ 85,936,988	\$ 80,027,182	\$ 79,572,620	\$ 73,236,234
Restricted	1,814,208	1,600,204	1,389,048	1,201,434	1,078,354	2,302,476	2,111,920	2,877,913	2,626,529	2,378,178
Unrestricted	3,472,819	2,833,315	2,945,414	430,712	1,219,107	1,816,502	3,559,142	6,250,910	4,813,637	14,912,569
Total business-type activities net position	\$ 107,565,885	\$ 105,285,178	\$ 103,804,471	\$ 99,165,364	\$ 98,036,610	\$ 97,445,625	\$ 91,608,050	\$ 89,156,005	\$ 87,012,786	\$ 90,526,981
<b>Primary government</b>										
Net investment in capital assets	\$ 204,863,687	\$ 211,201,233	\$ 217,881,740	\$ 219,910,008	\$ 222,553,588	\$ 225,579,375	\$ 216,292,790	\$ 206,966,973	\$ 214,279,174	\$ 208,478,984
Restricted	16,383,214	19,927,085	21,627,445	21,273,173	24,600,911	30,507,139	28,741,500	30,631,001	34,050,764	37,307,939
Unrestricted	(34,623,453)	(68,320,128)	(76,714,768)	(74,202,028)	(77,534,985)	(82,737,078)	(72,647,628)	(54,426,288)	(56,420,232)	(39,655,960)
Total primary government net position	\$ 186,623,448	\$ 162,808,190	\$ 162,794,417	\$ 166,981,153	\$ 169,619,514	\$ 173,349,436	\$ 172,386,662	\$ 183,171,686	\$ 191,909,706	\$ 206,130,963

<sup>(1)</sup> In 2019 the City reclassified the Arena, Golf, and Solid-waste funds to governmental activities.

Data Source:

Audited Financial Statements

**City of Concord, New Hampshire**

**Change in Net Position**

**Last Ten Fiscal Years**

(accrual basis of accounting)

	2016	2017	2018	2019 <sup>(1)</sup>	2020	2021	2022	2023	2024	2025
<b>Expenses</b>										
Governmental activities:										
General government	\$ 8,098,118	\$ 8,867,491	\$ 9,412,888	\$ 9,015,373	\$ 11,183,043	\$ 11,025,410	10,142,931	10,157,222	13,606,937	13,803,781
Public safety	26,288,254	29,899,639	29,777,085	31,026,528	31,862,639	34,025,973	28,574,364	31,690,124	34,977,735	34,023,977
General services	11,339,476	12,413,383	12,469,650	17,356,797	18,401,116	18,926,630	21,951,133	25,958,781	18,719,571	24,808,326
Community development	4,913,433	5,277,646	5,659,722	6,203,541	6,893,987	7,235,451	7,051,598	7,512,674	7,623,210	4,935,917
Leisure and information services	4,831,033	5,170,725	5,535,662	7,281,214	6,246,580	6,560,200	7,378,344	7,715,957	8,059,362	7,928,569
Human services	808,266	728,232	660,915	684,346	661,888	608,290	545,687	709,141	928,777	1,032,517
Interest	1,772,950	1,829,979	2,022,990	2,364,260	2,501,631	2,339,915	2,331,565	2,350,290	2,394,456	2,514,870
Total governmental activities expenses	58,051,530	64,187,095	65,538,912	73,932,059	77,750,884	80,721,869	77,975,622	86,094,189	86,310,048	89,047,957
Business-type activities:										
Water services	4,999,970	5,552,509	5,586,811	5,759,593	5,799,958	6,393,209	6,913,129	8,376,303	7,996,134	7,980,581
Sewer services	6,493,519	6,377,685	7,745,179	7,573,587	7,477,700	9,698,160	13,375,815	11,285,181	12,230,210	12,197,244
Solid waste services	3,792,440	3,921,238	-	-	-	-	-	-	-	-
Other (nonmajor)	1,569,085	1,541,955	5,618,154	-	-	-	-	-	-	-
Total business-type activities expenses	16,855,014	17,393,387	18,950,144	13,333,180	13,277,658	16,091,369	20,288,944	19,661,484	20,226,344	20,177,825
Total primary government expenses	\$ 74,906,544	\$ 81,580,482	\$ 84,489,056	\$ 87,265,239	\$ 91,028,542	\$ 96,813,238	\$ 98,264,566	\$ 105,755,673	\$ 106,536,392	\$ 109,225,782
<b>Program Revenues</b>										
Governmental activities:										
Charges for services:										
General government	\$ 2,838,579	\$ 1,928,281	\$ 1,775,364	\$ 1,776,553	\$ 1,693,495	\$ 1,679,314	\$ 1,531,952	\$ 2,161,620	\$ 2,018,414	\$ 1,968,443
Public safety	4,556,639	4,452,739	5,828,778	5,181,322	4,712,049	4,912,176	6,332,827	6,778,720	6,379,404	7,818,942
General services	92,528	112,071	100,478	124,029	3,890,083	4,105,405	4,501,677	4,646,974	4,874,171	3,865,540
Community development	1,363,586	2,258,451	1,950,690	1,395,595	2,113,729	1,871,430	2,025,338	2,252,908	2,765,306	2,547,003
Leisure and information services	627,166	584,711	603,303	5,712,539	1,468,193	1,996,897	2,249,916	2,504,553	2,599,273	2,730,449
Human services	-	-	-	-	-	-	-	-	-	-
Total charges for services	9,478,498	9,336,253	10,258,613	14,190,038	13,877,549	14,565,222	16,641,710	18,344,775	18,636,568	18,930,377
Operating grants and contributions	3,962,417	4,189,597	4,413,737	4,391,541	6,616,383	7,039,659	8,882,199	10,394,162	8,298,224	6,990,140
Capital grants and contributions	9,320,137	5,874,228	3,323,526	2,144,175	4,005,133	2,129,328	2,520,947	7,170,286	2,361,194	1,734,782
Total governmental activities program revenues	22,761,052	19,400,078	17,995,876	20,725,754	24,499,065	23,734,209	28,044,866	35,909,223	29,295,986	27,655,299
Business-type activities:										
Water services	5,905,710	6,125,545	6,121,079	6,069,506	6,273,061	6,597,621	6,371,149	6,573,202	6,475,719	7,231,481
Sewer services	7,067,548	7,230,401	7,105,077	6,881,034	7,703,516	8,758,340	9,292,289	9,733,859	10,321,191	10,337,165
Solid waste services	2,657,151	3,026,768	-	-	-	-	-	-	-	-
Other (nonmajor)	1,602,082	1,572,565	4,714,226	-	-	-	-	-	-	-
Total charges for services	17,232,491	17,955,279	17,940,382	12,950,540	13,976,577	15,355,961	15,663,438	16,307,061	16,796,910	17,568,646
Operating grants and contributions	359,208	875,993	356,337	283,871	58,749	130,434	201,376	805,287	-	391,811
Capital grants and contributions	48,762	61,574	56,026	50,360	73,410	1,460,205	-	1,039,372	174,033	-
Total business-type activities program revenues	17,640,461	18,892,846	18,352,745	13,284,771	14,108,736	16,946,600	15,864,814	18,151,720	16,970,943	17,960,457
Total primary government program revenues	\$ 40,401,513	\$ 38,292,924	\$ 36,348,621	\$ 34,010,525	\$ 38,607,801	\$ 40,680,809	\$ 43,909,670	\$ 54,060,943	\$ 46,266,929	\$ 45,615,756
<b>Net (Expense)Revenue</b>										
Governmental activities	\$ (35,290,478)	\$ (44,787,017)	\$ (47,543,036)	\$ (53,206,305)	\$ (53,251,819)	\$ (56,987,660)	\$ (49,930,766)	\$ (50,184,966)	\$ (57,014,062)	\$ (61,392,658)
Business-type activities	785,447	1,499,459	(597,399)	(48,409)	831,078	855,231	(4,424,130)	(1,509,764)	(3,255,401)	(2,217,368)
Total Primary government net expense	\$ (34,505,031)	\$ (43,287,558)	\$ (48,140,435)	\$ (53,254,714)	\$ (52,420,741)	\$ (56,132,429)	\$ (54,354,896)	\$ (51,694,730)	\$ (60,269,463)	\$ (63,610,026)
<b>General Revenues and Other Changes in Net Position</b>										
Governmental activities:										
Property tax	\$ 38,476,277	\$ 39,314,947	\$ 41,411,476	\$ 44,304,450	\$ 44,942,923	\$ 45,607,417	\$ 47,099,717	\$ 49,148,894	\$ 50,898,390	\$ 54,930,162
Penalties and interest on taxes	977,949	975,690	731,415	630,437	443,726	567,468	321,916	339,138	365,176	367,060
Motor vehicle registrations	6,497,093	6,686,684	7,141,635	7,288,755	7,104,853	7,468,140	7,205,644	7,432,125	7,840,577	8,221,198
Grants and contributions not restricted to specific programs	400	450	460	503	-	-	-	-	-	-
Investment income (loss)	742,464	1,734,204	1,905,412	2,532,075	1,991,073	4,375,785	(2,287,670)	4,005,904	6,941,805	6,071,745
Miscellaneous	974,869	739,075	919,015	1,480,107	710,969	763,110	155,664	734,693	1,033,333	1,746,660
Transfers, net	952,546	1,180,261	1,184,848	2,352,886	2,336,298	2,026,461	1,814,910	1,119,850	135,100	10,370
Permanent fund contributions	405,986	281,731	268,830	275,241	286,956	470,186	495,386	641,431	680,920	752,525
Special item - loss on disposal of capital asset	-	-	-	-	(797,864)	-	-	-	-	-
Total governmental activities	49,027,584	50,913,042	53,563,091	58,864,454	57,018,934	61,278,567	54,805,567	63,422,035	67,895,301	72,099,720
Business-type activities:										
Investment income	39,299	79,733	227,754	290,552	143,310	13,470	19,172	403,961	705,282	609,890
Miscellaneous	107,624	207,295	135,777	212,470	233,156	596,775	382,293	473,892	542,000	400,004
Transfers, net	(952,946)	(1,180,261)	(1,184,848)	(2,352,886)	(2,336,298)	(2,026,461)	(1,814,910)	(1,119,850)	(135,100)	(10,370)
Total business-type activities	(806,023)	(893,233)	(821,317)	(1,849,864)	(1,959,832)	(1,416,216)	(1,413,445)	(241,967)	1,112,182	999,524
Total primary government	\$ 48,221,561	\$ 50,019,809	\$ 52,741,774	\$ 57,014,590	\$ 55,059,102	\$ 59,862,351	\$ 53,392,122	\$ 63,180,038	\$ 69,007,483	\$ 73,099,244
<b>Change in Net Position</b>										
Governmental activities	\$ 13,737,106	\$ 6,126,025	\$ 6,020,055	\$ 5,658,149	\$ 3,767,115	\$ 4,290,907	\$ 4,874,801	\$ 13,237,069	\$ 10,881,239	\$ 10,707,062
Business-type activities	(20,576)	606,226	(1,418,716)	(1,898,273)	(1,128,754)	(560,985)	(5,837,575)	(1,751,761)	(2,143,219)	(1,217,844)
Total primary government	\$ 13,716,530	\$ 6,732,251	\$ 4,601,339	\$ 3,759,876	\$ 2,638,361	\$ 3,729,922	\$ (962,774)	\$ 11,485,308	\$ 8,738,020	\$ 9,489,218

<sup>(1)</sup> In 2019 the City reclassified the Arena, Golf, and Solid-waste funds to governmental activities.

Data Source:

## City of Concord, New Hampshire

### Fund Balances, Governmental Funds

#### Last Ten Fiscal Years

(modified accrual basis of accounting)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>General Fund</b>										
Nonspendable	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360	\$ 817,292	\$ 1,068,255	\$ 414,811	\$ 1,022,495	\$ 1,014,903
Committed	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714	5,033,003	4,610,945	7,018,915	7,432,922	10,357,679
Assigned	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389	1,425,000	2,979,500	3,709,760	2,705,000
Unassigned	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362	13,219,990	15,570,778	15,645,535	15,751,060
Total General Fund	<u>\$ 15,939,783</u>	<u>\$ 17,474,214</u>	<u>\$ 17,514,013</u>	<u>\$ 18,904,212</u>	<u>\$ 19,721,024</u>	<u>\$ 20,718,046</u>	<u>\$ 20,324,190</u>	<u>\$ 25,984,004</u>	<u>\$ 27,810,712</u>	<u>\$ 29,828,642</u>
<b>Other Governmental Funds</b>										
Nonspendable	\$ 11,465,110	\$ 12,586,124	\$ 13,547,616	\$ 11,229,848	\$ 11,411,057	\$ 13,091,419	\$ 13,165,209	\$ 14,128,372	\$ 14,187,185	\$ 15,718,763
Restricted	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744	22,621,252	26,110,269	27,284,644	38,304,808	30,660,474
Committed	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327	2,909,845	4,668,610	5,858,698	6,880,088	10,472,878
Unassigned	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)	(4,532,776)	(4,002,178)	(8,709,752)	-
Total Other Funds	<u>\$ 25,918,955</u>	<u>\$ 28,082,960</u>	<u>\$ 23,395,784</u>	<u>\$ 30,830,531</u>	<u>\$ 34,524,471</u>	<u>\$ 36,222,927</u>	<u>\$ 39,411,312</u>	<u>\$ 43,269,536</u>	<u>\$ 50,662,329</u>	<u>\$ 56,852,115</u>

Data Source:

Audited Financial Statements



## City of Concord, New Hampshire

### Change in Fund Balances, Governmental Funds

#### Last Ten Fiscal Years

(modified accrual basis of accounting)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Revenues</b>										
Taxes	\$ 44,507,445	\$ 45,784,329	\$ 47,890,372	\$ 51,567,618	\$ 51,525,365	\$ 54,146,787	\$ 54,037,633	\$ 56,727,673	\$ 60,030,261	\$ 63,151,360
Licenses and permits	1,173,367	1,046,457	1,243,082	1,211,310	1,205,850	1,126,552	1,339,096	1,384,305	1,764,371	1,638,031
Intergovernmental	13,066,290	9,794,351	7,524,843	6,085,835	10,007,370	8,913,309	10,537,672	17,045,954	10,249,316	8,428,534
Charges for services	7,644,593	8,184,833	7,804,721	13,349,251	13,302,687	13,587,371	15,396,361	15,992,657	17,628,413	16,924,398
Investment income (loss)	742,464	1,734,207	1,905,413	2,532,076	1,991,072	4,375,786	(2,287,669)	4,005,902	6,941,805	6,071,742
Contributions and miscellaneous	2,664,370	2,242,497	2,083,464	3,154,233	2,102,573	1,500,254	2,028,214	1,961,917	1,756,031	2,795,573
Total revenues	69,798,529	68,786,674	68,451,895	77,900,323	80,134,917	83,650,059	81,051,307	97,118,408	98,370,197	99,009,638
<b>Expenditures by Function</b>										
General government	11,871,152	8,444,482	9,131,316	8,877,569	10,934,416	10,739,586	11,043,602	10,778,520	13,662,999	13,794,691
Public safety	25,395,370	26,666,807	27,842,607	28,808,761	28,490,261	30,116,639	31,342,267	32,209,345	34,341,448	35,746,319
General services	7,803,575	9,085,822	9,243,016	13,688,199	14,039,081	14,491,662	15,132,809	14,998,606	15,712,986	17,396,725
Community development	3,271,935	3,542,591	3,885,875	4,046,147	4,382,607	4,638,229	4,325,121	5,227,659	4,953,879	5,051,291
Leisure and information services	4,237,059	4,646,765	4,941,781	6,684,268	5,508,793	5,721,493	6,224,346	6,825,848	7,513,319	8,104,930
Human services	782,138	715,765	642,077	679,546	637,809	583,586	588,649	728,159	943,909	1,053,004
Employee benefits	2,243,415	-	-	-	-	-	-	-	-	-
Debt service										
Principal	5,142,807	4,792,207	5,359,511	6,356,250	6,738,260	7,459,011	7,316,151	7,574,673	7,751,783	8,222,813
Interest	1,719,264	1,880,673	1,894,925	2,217,045	2,501,467	2,334,186	2,400,852	2,348,987	2,358,088	2,446,123
Capital outlay	17,350,251	15,639,852	23,216,012	12,033,105	14,159,529	11,452,400	12,989,371	15,111,323	11,890,346	12,382,396
Total expenditures	79,816,966	75,414,964	86,157,120	83,390,890	87,392,223	87,536,792	91,363,168	95,803,120	99,128,757	104,198,292
<b>Excess of revenues</b>										
Over (under) expenditures	(10,018,437)	(6,628,290)	(17,705,225)	(5,490,567)	(7,257,306)	(3,886,733)	(10,311,861)	1,315,288	(758,560)	(5,188,654)
<b>Other Financing Sources (Uses)</b>										
Bond issuance	5,410,750	8,313,600	11,090,200	9,610,900	8,692,150	3,998,900	10,019,450	6,325,160	9,045,390	12,458,000
Bond premium	233,250	810,732	752,800	704,059	739,610	574,900	1,272,030	757,740	797,571	928,000
Lease proceeds	-	188,513	-	-	-	-	-	-	-	-
Refunding, net	-	(166,480)	-	-	-	(48,050)	-	-	-	-
Transfers in	3,912,917	4,640,723	8,072,442	9,141,037	10,082,082	7,920,043	8,085,388	9,009,194	8,856,544	8,135,813
Transfers out	(2,960,371)	(3,460,462)	(6,887,594)	(6,788,151)	(7,745,784)	(5,863,582)	(6,270,478)	(7,889,344)	(8,721,444)	(8,125,443)
Total other financing sources (uses)	6,596,546	10,326,626	13,027,848	12,667,845	11,768,058	6,582,211	13,106,390	8,202,750	9,978,061	13,396,370
<b>Net Change in fund balances</b>	<b>\$ (3,421,891)</b>	<b>\$ 3,698,336</b>	<b>\$ (4,677,377)</b>	<b>\$ 7,177,278</b>	<b>\$ 4,510,752</b>	<b>\$ 2,695,478</b>	<b>\$ 2,794,529</b>	<b>\$ 9,518,038</b>	<b>\$ 9,219,501</b>	<b>\$ 8,207,716</b>
Debt Service as a percentage of non-capital outlay expenditures <sup>(1)</sup>	9.97%	12.31%	10.28%	14.22%	12.20%	13.17%	11.99%	12.22%	11.67%	11.75%

Data Source:

Audited Financial Statements

<sup>(1)</sup> Capital outlay purchases from the Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities are used to calculate this ratio.

## City of Concord, New Hampshire

### General Government Tax Revenues by Source Last Ten Fiscal Years

Fiscal Year	Property Taxes	Timber Tax	Excavation Tax	Motor Vehicle Registrations	Payment in Lieu of Taxes	Total
2025	\$ 54,075,874	\$ 9,130	\$ 4,895	\$ 8,221,198	\$ 840,263	\$ 63,151,360
2024	50,079,523	12,082	-	7,840,577	806,785	58,738,967
2023	48,505,611	20,101	-	7,432,125	769,836	56,727,673
2022	46,059,041	30,827	-	7,205,644	742,121	54,037,633
2021	45,808,275	18,698	72	7,468,140	773,397	54,068,582
2020	43,631,070	17,274	402	7,104,853	771,766	51,525,365
2019	43,527,421	17,993	558	7,288,755	732,892	51,567,619
2018	39,913,354	23,870	-	7,141,635	707,254	47,786,113
2017	38,278,216	18,580	56	6,686,684	695,628	45,679,164
2016	37,291,874	29,109	240	6,497,093	689,129	44,507,445

Data Source:  
Finance Department Records

## City of Concord, New Hampshire

### Assessed and Estimated Full Value of Real Property Last Ten Fiscal Years

Fiscal Year	Local Assessed Value (1)				Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities	Total Assessed Value					
2025	\$ 3,281,398,024	\$ 1,798,827,322	\$ 331,143,500	\$5,411,368,846	\$ 112,431,275	\$ 5,298,937,571	\$ 25.37	\$ 8,666,085,531	62.4%
2024	3,261,232,274	1,765,264,910	284,784,800	5,311,281,984	114,254,769	5,197,027,215	24.69	7,402,442,899	71.8%
2023	3,241,954,931	1,746,910,474	276,071,000	5,264,936,405	109,828,481	5,155,107,924	23.74	6,744,400,131	78.1%
2022	3,217,759,281	1,713,136,711	270,280,900	5,201,176,892	97,267,636	5,103,909,256	22.86	5,606,823,125	92.8%
2021	2,830,551,174	1,654,802,768	239,004,500	4,724,358,442	91,557,083	4,632,801,359	24.32	4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,026	4,030,230,653	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%

Data Sources:

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's Annual Equalization Survey

## City of Concord, New Hampshire

### Property Tax Rates per \$ 1,000 of Assessed Value Direct and Overlapping Governments Last Ten Fiscal Years

Concord Direct Rates							Overlapping Rate	
Fiscal Year	City	Total City	Local School	State School	Total School	Total Direct	County	Total
2025	\$9.84	\$9.84	\$13.96	\$1.57	15.53	25.37	\$2.32	\$27.69
2024	9.51	9.51	13.61	1.57	15.18	24.69	2.17	26.86
2023	9.11	9.11	13.42	1.21	14.63	23.74	2.15	25.89
2022	8.74	8.74	12.46	1.66	14.12	22.86	2.26	25.12
2021	9.32	9.32	13.13	1.87	15.00	24.32	2.44	26.76
2020	9.77	9.77	13.26	2.05	15.31	25.08	2.70	27.78
2019	9.90	9.90	13.40	2.14	15.54	25.44	2.75	28.19
2018	9.84	9.84	13.24	2.30	15.54	25.38	2.86	28.24
2017	9.68	9.68	12.70	2.39	15.09	24.77	2.90	27.67
2016	9.60	9.60	12.15	2.61	14.76	24.36	2.98	27.34

Penacook Direct Rates							Overlapping Rate	
Fiscal Year	City	Total City	Local School	State School	Total School	Total Direct	County	Total
2025	\$9.84	\$9.84	\$16.87	\$1.61	\$18.48	\$28.32	\$2.32	\$30.64
2024	9.51	9.51	15.92	1.55	17.47	26.98	2.17	29.15
2023	9.11	9.11	16.71	1.16	17.87	26.98	2.15	29.13
2022	8.74	8.74	15.41	1.56	16.97	25.71	2.26	27.97
2021	9.32	9.32	16.37	1.80	18.17	27.49	2.44	29.93
2020	9.77	9.77	19.64	1.99	21.63	31.40	2.70	34.10
2019	9.90	9.90	18.93	2.02	20.95	30.85	2.75	33.60
2018	9.84	9.84	19.01	2.21	21.22	31.06	2.86	33.92
2017	9.68	9.68	18.51	2.25	20.76	30.44	2.90	33.34
2016	9.60	9.60	17.25	2.43	19.68	29.28	2.98	32.26

Data Source:

NH State Department of Revenue Administration, "Tax Rate Calculation"

**City of Concord, New Hampshire**  
**Principal Taxpayers**  
**Current Year and Nine Years Ago**

Taxpayer	Type of Business	FY2025 2024 Tax Year			FY2016 2015 Tax Year		
		Net Taxable Assessed Value	Rank	Percentage of Total Assessed Value	Net Taxable Assessed Value	Rank	Percentage of Net Assessed Value
UNITIL Energy Systems, Inc (formerly Concord Electric Company. LP)	Utility	\$ 113,685,450.00	1	2.15 %	\$ 47,728,550.00	2	1.24 %
Liberty Utilities (formerly EnergyNorth Natural Gas Inc)	Utility	\$ 100,439,300.00	2	1.9	\$ 40,175,250.00	3	1.04
Public Service Co of NH (Eversource)	Utility	\$ 87,312,850.00	3	1.65	\$ 33,470,400.00	4	0.87
Walmart/Sam's Club	Retail	\$ 30,424,100.00	4	0.57	\$ 31,327,350.00	5	0.81
Hodges Properties Inc	Rentals	\$ 28,753,000.00	5	0.54	\$ 25,406,700.00	6	0.66
St Paul's School	Private School	\$ 26,050,450.00	6	0.49	\$ 23,889,500.00	8	0.62
Tarbell Family Rev Trust 2003	Apartments	\$ 24,952,000.00	7	0.47			
Wheelabrator Concord Co LP	Utility	\$ 24,766,923.00	8	0.47	\$ 52,097,600.00	1	1.35
Concord Royal Gardens LP	Apartments	\$ 24,625,000.00	9	0.46			
Capital Region Health Care Development Corp	Health Care	\$ 23,714,200.00	10	0.45			
Card Says Moops LLC	Apartments				\$ 22,800,000.00	10	0.59
Steeplegate Mall, LLC	Mall				\$ 25,290,400.00	7	0.66
Hodges Development Corp	Rentals				\$ 23,114,100.00	9	0.6
Total Principal Taxpayers		484,723,273		9.15 %	325,299,850		8.44 %
Total Net Assessed Taxable Value		\$ 5,298,937,571			\$ 3,853,334,193		
Tax Year - April 1, 2024 - March 31, 2025							

## City of Concord, New Hampshire

### Property Tax Levies and Collections

Last Ten Fiscal Years

Tax Year (1)	Property Tax Levied for		Collected within the Fiscal Year of the Levy		Subsequent Tax lien Collections	Balance at end of Current Fiscal year	Total Collections to Date	
	Fiscal Year		Amount	% of Levy			Amount	% of Levy
2024	\$ 150,830,367	\$	147,772,733	98.0%	-	3,057,635	147,772,733	98.0%
2023	143,215,023		141,657,600	98.9%	1,038,245	519,178	142,695,845	99.6%
2022	137,278,777		136,122,971	99.2%	987,521	168,285	137,110,492	99.9%
2021	130,978,064		130,075,381	99.3%	879,728	22,955	130,955,109	100.0%
2020	127,343,113		126,375,766	99.2%	953,055	14,292	127,328,821	100.0%
2019	124,341,161		121,954,314	98.1%	2,380,447	6,401	124,334,761	100.0%
2018	121,377,095		119,681,693	98.6%	1,691,166	4,236	121,372,859	100.0%
2017	117,282,157		115,740,608	98.7%	1,538,499	3,050	117,279,107	100.0%
2016	112,019,850		110,335,982	98.5%	1,682,896	971	112,018,878	100.0%
2015	108,121,924		106,227,601	98.2%	1,894,323	-	108,121,924	100.0%

Data Source:

Audited Internal Financial Statements, Property Tax Warrants and Reports of Tax Lien Executions

Notes:

Once a lien is executed a taxpayer has 2 years and 1 day to redeem the taxes before a Deed is executed

Amounts are estimated to the nearest thousand

(1) Fiscal year 2025 is the City's tax year 2024.

## City of Concord, New Hampshire

### Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities		Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	Bonds, Loans and		Bonds and					
	Unamortized Premiums	Leases	Unamortized Premiums					
2025	\$ 74,269,100	\$ 514,670	\$ 54,481,336	\$ 129,265,106	\$ 3,079	7.18%	2.60%	
2024	69,369,762	571,273	42,199,004	112,140,039	2,500	5.83%	2.15%	
2023	67,646,907	625	41,578,360	109,225,892	2,454	6.33%	2.12%	
2022	68,451,161	677	37,304,999	105,756,837	2,403	6.46%	2.07%	
2021	64,741,813	3,998	37,957,428	102,703,239	2,335	6.53%	2.22%	
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%	
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%	
2018	58,354,719	32,783	36,566,237	94,953,739	2,206	7.15%	2.36%	
2017	52,624,030	-	34,797,070	87,421,100	2,038	6.70%	2.22%	
2016	49,142,637	-	32,536,371	81,679,008	1,916	6.38%	2.12%	

## City of Concord, New Hampshire

### Computation of Overlapping Debt Merrimack County Long-Term Debt Last Ten Calendar Years

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Direct Debt:</b>										
<b>City of Concord</b>										
Net General Obligation Debt Outstanding	\$ 49,142,637	\$ 52,624,030	\$ 58,354,719	\$ 65,295,547	\$ 67,845,015	\$ 64,741,813	\$ 68,451,161	\$ 67,646,907	\$ 69,369,762	\$ 74,269,100
Loans Payable	-	-	32,783	23,188	13,593	3,998	677,417	624,807	572,273	514,670
Percentage Applicable to Government	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Amount Applicable to Government	\$ 49,142,637	\$ 52,624,030	\$ 58,387,502	\$ 65,318,735	\$ 67,858,608	\$ 64,745,811	\$ 69,128,578	\$ 68,271,714	\$ 69,942,035	\$ 74,783,770
Subtotal Direct Debt	\$ 49,142,637	\$ 52,624,030	\$ 58,387,502	\$ 65,318,735	\$ 67,858,608	\$ 64,745,811	\$ 69,128,578	\$ 68,271,714	\$ 69,942,035	\$ 74,783,770
<b>Overlapping Debt:</b>										
<b>Merrimack County<sup>1</sup></b>										
Net General Obligation Debt Outstanding	\$ 40,595,000	\$ 51,702,500	\$ 48,025,000	\$ 44,375,000	\$ 40,735,000	\$ 37,095,000	\$ 33,165,000	\$ 29,540,000	\$ 25,910,000	\$ 22,585,000
Percentage Applicable to Government	25.67%	25.11%	24.99%	24.94%	23.97%	24.64%	23.70%	23.85%	24.11%	25.00%
Amount Applicable to Government	\$ 10,421,833	\$ 12,982,498	\$ 12,001,448	\$ 11,067,125	\$ 9,764,180	\$ 9,139,417	\$ 7,860,298	\$ 7,045,290	\$ 6,246,901	\$ 5,646,250
<b>Concord School District</b>										
Net General Obligation Debt Outstanding	\$ 49,976,585	\$ 59,015,000	\$ 56,050,000	\$ 57,325,000	\$ 53,940,000	\$ 46,670,000	\$ 43,560,000	\$ 40,610,000	\$ 37,640,000	\$ 53,210,000
Percentage Applicable to Government	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Amount Applicable to Government	\$ 49,976,585	\$ 59,015,000	\$ 56,050,000	\$ 57,325,000	\$ 53,940,000	\$ 46,670,000	\$ 43,560,000	\$ 40,610,000	\$ 37,640,000	\$ 53,210,000
<b>Merrimack Valley School District</b>										
Net General Obligation Debt Outstanding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percentage Applicable to Government	25.95%	24.79%	24.37%	23.79%	22.77%	23.81%	23.82%	23.86%	24.97%	24.45%
Amount Applicable to Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Overlapping Debt	\$ 60,398,418	\$ 71,997,498	\$ 68,051,448	\$ 68,392,125	\$ 63,704,180	\$ 55,809,417	\$ 51,420,298	\$ 47,655,290	\$ 43,886,901	\$ 58,856,250
<b>Grand Total</b>	<b>\$ 109,541,055</b>	<b>\$ 124,621,528</b>	<b>\$ 126,438,950</b>	<b>\$ 133,710,860</b>	<b>\$ 131,562,788</b>	<b>\$ 120,555,228</b>	<b>\$ 120,548,876</b>	<b>\$ 115,927,004</b>	<b>\$ 113,828,936</b>	<b>\$ 133,640,020</b>

<sup>1</sup>The City of Concord's portion of Merrimack County's overlapping debt is derived by dividing the Merrimack County's equalization valuation by the City of Concord's equalization valuation.

Data Source:  
School District Finance Departments.



## City of Concord, New Hampshire

### Ratios of Long-Term Debt Outstanding and Legal Debt Limits Last Ten Fiscal Years

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Base Value for Debt Limits (1)</b>	\$ 4,001,809,256	\$ 4,033,007,307	\$ 4,224,516,413	\$ 4,400,883,875	\$ 4,574,864,938	\$ 4,995,493,062	\$ 5,606,823,125	\$ 6,744,400,131	\$ 7,402,442,899	\$ 8,666,085,531
<b>Legal Debt Limits (% of Base Value)</b>										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 120,054,278	\$ 120,990,219	\$ 126,735,492	\$ 132,026,516	\$ 137,245,948	\$ 149,864,792	\$ 168,204,694	\$ 202,332,004	\$ 222,073,287	\$ 259,982,566
Water - 10% (2)	\$ 400,180,926	\$ 403,300,731	\$ 422,451,641	\$ 440,088,388	\$ 457,486,494	\$ 499,549,306	\$ 560,682,313	\$ 674,440,013	\$ 740,244,290	\$ 866,608,553
<b>Issued Debt at June 30</b>										
Total Issued Debt at June 30	\$ 81,679,007	\$ 87,421,100	\$ 94,920,956	\$ 98,135,097	\$ 101,593,459	\$ 96,326,305	\$ 98,383,803	\$ 100,780,943	\$ 102,517,515	\$ 118,159,108
Less Water Fund	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)	(16,637,453)	(15,523,993)	(14,945,715)	(14,788,458)
Less Sewer Fund (3)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)	(18,139,041)	(22,899,153)	(23,920,595)	(35,484,057)
Less Tax Increment Debt (3)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)	(8,420,470)	(7,935,270)	(7,359,460)	(8,133,770)
Less Landfill Debt (3)	-	-	-	-	-	-	-	-	-	-
<b>Authorized Unissued at June 30</b>										
Total Authorized Unissued Debt at June 30	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426	10,152,106	6,555,626	7,846,387	12,692,526	27,413,736
Less Golf Fund	(60,000)	(3,000)	(3,000)	-	-	-	-	-	-	(60,000)
Less Arena Fund	-	(76,500)	(3,000)	-	-	-	-	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)	-	(230,900)	(305,900)	(50,000)
Less Sewer Fund (3)	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)	(3,040,000)	(180,900)	-	(15,025,000)
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
<b>Total Debt Subject to general limit</b>	<b>\$ 57,709,982</b>	<b>\$ 63,566,406</b>	<b>\$ 67,329,144</b>	<b>\$ 65,154,844</b>	<b>\$ 64,757,034</b>	<b>\$ 67,111,546</b>	<b>\$ 58,702,465</b>	<b>\$ 61,857,114</b>	<b>\$ 68,678,371</b>	<b>\$ 72,031,559</b>
<b>Legal Debt Margin</b>										
General	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246	109,502,229	140,474,890	153,394,916	187,951,007
Water Fund	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551	544,044,860	658,685,120	724,992,675	851,770,095
<b>% of Legal Debt Limits Used</b>										
General	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%	34.9%	30.6%	30.9%	27.7%
Water Fund	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%	3.0%	2.3%	2.0%	1.7%

Data Source:

Audited Financial Statements

Notes:

(1) Base Value for Debt Limits computed by the NH Department of Revenue Administration

(2) Legal debt limit percentage rates set by NH State statute

(3) Debt exempt from Debt limits consists of Landfills, Tax Increment Financing and Sewer debt.

# City of Concord, New Hampshire

## Demographic Statistics

Last Ten Fiscal Years

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	Unemployment Rate
2025	44,674 *	\$ 1,914,728	\$ 42,860 **	2.70% ***
2024	44,629	\$ 1,912,799	\$ 42,860	2.20%
2023	44,503	\$ 1,726,627	\$ 38,798	1.60%
2022	44,006	\$ 1,638,035	\$ 37,223	1.80%
2021	43,976	\$ 1,572,934	\$ 35,768	2.90%
2020	43,627	\$ 1,479,043	\$ 33,902	8.60%
2019	43,412	\$ 1,403,380	\$ 32,327	2.20%
2018	43,019	\$ 1,327,179	\$ 30,851	2.30%
2017	42,904	\$ 1,305,440	\$ 30,427	2.30%
2016	42,620	\$ 1,280,433	\$ 30,043	2.40%

\* Population as of July 1, 2024 as estimated by the US Census Bureau

\*\* Based on the annual American Community Survey conducted by the US Census Bureau. No updates due to October 2025 Federal Government shutdown.

\*\*\* Unemployment rate is based on June of every year and is not seasonably adjusted

**City of Concord, New Hampshire**  
**Principal Employers**  
**Current Year and Nine Years Ago**

Employer	2025				2016			
	Employees	Rank	Percentage of Total City Employment		Employees	Rank	Percentage of Total City Employment	
State of New Hampshire	6,429	1	27.59	%	6,054	1	26.62	%
Concord Hospital/Capital Region Health Care	3,384	2	14.52		3,230	2	14.20	
Concord School District	794	3	3.41		994	3	4.37	
Concord Regional VNA	610	4	2.62		392	9	1.72	
City of Concord	498	5	2.14		496	6	2.18	
Market Basket	375	6	1.61		410	8	1.80	
Genesis Health Care Systems	365	7	1.57		417	7	1.83	
Havenwood Heritage Heights	304	8	1.30					
St. Paul's School	300	9	1.29					
Merrimack Valley School District	337	10	1.45		372	10	1.64	
Lincoln Financial Group					593	4	2.61	
Sanel Auto Parts					540	5	2.37	
Total Principal Employers	13,396		57.50	%	13,498		59.34	%
Total City Employment	23,300 (1)				22,740			

Data Source:

Final Official Statements for City of Concord bond issues and information provided by City's Community Development Dept.

(1) Based on labor force residing in Concord - NHDES June 2025

## City of Concord, New Hampshire

### City Government Employees by Division - Full Time Equivalents

Last Ten Fiscal Years

Departments	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Manager	3.0	3.0	3.0	4.0	4.0	4.0	5.0	3.0	3.0	3.0
Legal	9.8	9.9	9.9	10.1	9.6	9.6	8.6	9.6	10.4	10.6
Assessing	6.4	6.4	6.4	6.1	6.1	6.0	6.1	6.1	6.1	6.1
Personnel	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Finance/Accounting	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Finance/Treas	7.6	7.6	7.6	7.7	7.7	7.7	7.7	7.7	7.7	7.7
Finance/Purch	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Finance/OMB	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Info Technology	7.0	7.0	7.0	7.0	7.0	7.0	8.0	9.0	9.0	9.0
City Clerk	7.4	7.4	7.4	7.4	8.2	8.2	8.2	8.0	8.0	8.6
<b>Gen Gov</b>	<b>56.2</b>	<b>56.3</b>	<b>56.3</b>	<b>57.3</b>	<b>57.6</b>	<b>57.5</b>	<b>58.5</b>	<b>58.3</b>	<b>59.1</b>	<b>60.0</b>
Police	97.9	99.6	100.7	101.2	102.3	103.3	103.3	105.3	107.3	107.3
Police-Parking	9.2	9.2	9.2	11.4	12.2	12.2	9.6	11.6	11.6	11.6
Fire	101.0	100.1	100.1	100.0	100.0	100.0	100.0	104.0	104.0	104.0
<b>Public Safety</b>	<b>208.1</b>	<b>208.9</b>	<b>210.0</b>	<b>212.6</b>	<b>214.5</b>	<b>215.5</b>	<b>212.9</b>	<b>220.9</b>	<b>222.9</b>	<b>222.9</b>
Administration	16.0	16.0	17.0	17.0	17.0	18.0	18.0	18.0	17.5	17.5
Hwys & Util Sys	41.5	41.5	41.5	40.5	40.5	40.5	41.7	41.7	43.0	44.0
Grounds	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Public Properties	18.9	20.9	20.6	23.0	23.0	23.0	22.0	21.0	20.0	20.0
Vehicle Maint	12.0	12.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Temporary	11.9	8.5	8.4	8.3	8.3	8.3	9.3	9.6	9.6	9.6
Water & Sewer	24.0	24.0	24.0	24.0	24.0	23.0	23.0	24.0	24.0	24.0
<b>General Svcs</b>	<b>124.3</b>	<b>122.9</b>	<b>122.6</b>	<b>123.8</b>	<b>123.8</b>	<b>123.8</b>	<b>125.0</b>	<b>125.3</b>	<b>125.1</b>	<b>126.1</b>
Administration	2.0	3.0	3.0	3.0	3.0	3.0	2.0	4.0	4.0	4.0
Planning	4.0	4.0	4.0	4.0	4.0	4.0	4.5	4.8	4.8	6.8
Bldg & Code Svcs	10.1	10.1	10.1	11.7	11.9	11.7	11.7	12.5	12.5	9.5
Engineering Svcs	17.0	17.3	17.3	17.5	16.4	16.4	16.4	16.4	17.4	18.4
<b>Comm Devel</b>	<b>33.1</b>	<b>34.4</b>	<b>34.4</b>	<b>36.2</b>	<b>35.3</b>	<b>35.1</b>	<b>34.6</b>	<b>37.7</b>	<b>38.7</b>	<b>38.7</b>
Library	20.3	19.7	19.7	20.7	20.7	20.9	20.9	21.2	21.2	22.2
Parks & Recreation	26.0	27.9	28.0	31.6	34.0	33.8	33.5	36.8	37.1	38.3
Parks & Recreation - Grounds Div	19.5	19.6	19.1	19.5	18.5	17.5	17.5	16.5	17.5	17.5
<b>Leisure Services</b>	<b>65.8</b>	<b>67.2</b>	<b>66.8</b>	<b>71.8</b>	<b>73.2</b>	<b>72.2</b>	<b>71.8</b>	<b>74.4</b>	<b>75.8</b>	<b>78.0</b>
<b>Human Services</b>	<b>4.4</b>	<b>4.4</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>	<b>5.0</b>
<b>Grand Totals</b>	<b>491.9</b>	<b>494.1</b>	<b>494.6</b>	<b>506.2</b>	<b>508.9</b>	<b>508.7</b>	<b>507.3</b>	<b>521.1</b>	<b>526.1</b>	<b>530.6</b>

Data Source:

Budgeted Positions per City of Concord Budget. Full time equivalent based on 40 hours per week. Beginning in FY16, all temp positions are included

## City of Concord, New Hampshire

### Operating Indicators by Function

Last Ten Fiscal Years

Function	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Police										
Physical arrests	2,746	2,382	2,611	2,831	2,502	2,499	2,893	2,713	2,522	2,565
Traffic violations	3,698	2,027	2,176	1,990	1,475	2,059	2,306	1,991	1,229	970
Parking violations	21,702	21,503	22,363	23,632	15,302	11,558	14,485	18,533	19,396	19,387
Fire and Rescue										
Calls answered	8,109	8,257	8,600	8,952	8,809	8,951	10,147	10,710	10,287	10,458
General services - Solid waste										
Refuse collected (tons)	12,624	10,771	11,065	11,428	11,618	11,774	11,899	11,899	12,480	5,132
Recycling (tons) Note: Recycle program started Oct 2005	5,058	4,995	4,528	3,939	3,437	3,350	3,297	3,297	3,184	2,909
General services - Streets										
Streets resurfaced (miles)	12	10	10	12	8	12	4	7	12	8
Potholes repaired	9,064	9,976	12,534	10,674	5,466	3,994	5,066	5,241	4,713	3,208
Water										
Average daily consumption (in thousands of gallons)	3,667	3,669	3,717	3,414	4,216	4,194	3,905	3,939	3,772	3,723
Sewage System:										
Daily average treatment (in thousands of gallons)										
Concord Plant	3,420	3,355	3,269	4,070	3,537	3,080	3,850	3,660	4,067	3,702
Penacook Plant	426	341	398	557	353	324	496	403	492	405

Data Source:

Various City departments

## City of Concord, New Hampshire

### Capital Asset Statistics by Function

Last Ten Fiscal Years

Function	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	15	15	15	15	15	15	15	15	15	15
Fire and Rescue										
Number of stations	4	4	4	4	4	4	4	4	4	4
Number of ladder trucks	2	2	2	2	2	2	2	2	2	2
Number of pumpers	5	5	5	5	5	5	5	5	5	5
Number of support vehicles	6	6	6	6	8	8	8	14	14	14
General Services - Streets										
Miles of streets	217	217	217	217	217	217	217	218	218	220
Number of traffic lights (in sets)	71	71	71	71	71	69	69	69	70	70
Number of street lights	*2,285	*2,285	2,290	2,291	2,290	2,290	2,290	2,247	2,247	2,247
Parks & Recreation - Culture and Recreation:										
Number of parks	29	29	29	29	29	29	29	29	29	29
Swimming pools	7	7	7	7	7	7	7	7	7	7
Tennis courts	20	20	20	20	20	20	21	21	19	19
Pickleball courts	0	0	0	0	0	0	0	6	6	6
Soccer mini pitches	0	0	0	0	0	0	0	1	1	1
Water										
Water main (miles)	172	172	172	172	172	181	181	181	181	226
Maximum daily capacity (in thousands of gallons)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,100	10,000	10,000
Sewage System:										
Sanitary sewers (miles)	155	155	155	155	155	140	140	140	140	168
Maximum daily capacity of treatment (in thousands of gallons)										
Concord Plant	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100
Penacook Plant	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370

\* Includes ornamental lights

\*\*Prior years have been restated to accurately reflect this item.

Data Source:

Various City departments

**Independent Auditor's Report on Internal Control Over Financial Reporting  
and on Compliance and Other Matters Based on an Audit of Financial Statements  
Performed in Accordance with Government Auditing Standards**

To the Mayor and City Council  
City of Concord, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of City of Concord, New Hampshire, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the City of Concord, New Hampshire's basic financial statements, and have issued our report thereon dated November 12, 2025.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered City of Concord, New Hampshire's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of City of Concord, New Hampshire's internal control. Accordingly, we do not express an opinion on the effectiveness of City of Concord, New Hampshire's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether City of New Hampshire's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

### **Purpose of This Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*CBIZ CPAs P.C.*

Merrimack, NH  
November 12, 2025