

BUDGET REVIEW COMMITTEE

JUNE 2, 2026

7:00 PM

Aldermanic Chamber

ROLL CALL

PUBLIC COMMENT

COMMUNICATIONS

From: Megan Caron, Chief of Staff

Re: Department 104 – Office of Strategic Communications Presentation

UNFINISHED BUSINESS

NEW BUSINESS - RESOLUTIONS

NEW BUSINESS – ORDINANCES

TABLED IN COMMITTEE

R-26-028

Endorsers: Mayor Jim Donchess
Alderwoman Vengerflutta Smith
Alderman-at-Large Michael B. O'Brien, Sr.
Alderman-at-Large Alicia Gregg
Alderman Thomas Lopez
Alderman-at-Large Lori Wilshire

**RELATIVE TO THE ADOPTION OF THE FISCAL YEAR 2027 PROPOSED BUDGET FOR THE CITY OF NASHUA
GENERAL, ENTERPRISE, SPECIAL REVENUE, AND GRANT FUNDS**

DEPARTMENTAL REVIEWS OF THE PROPOSED FY27 BUDGET FOR THE CITY OF NASHUA

	<u>GENERAL GOVERNMENT</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
	<u>GENERAL GOVERNMENT</u>		
183	ECONOMIC DEVELOPMENT		53
	<u>PROPOSED NEW DEPARTMENT</u>		
104	OFFICE OF STRATEGIC COMMUNICATIONS		57

PUBLIC COMMENT

GENERAL DISCUSSION

REMARKS BY THE ALDERMEN

ADJOURNMENT

From the Office of
MAYOR JIM DONCHESS
CITY OF NASHUA

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To: Alderman Rick Dowd, Chair
Budget Review Committee

From: Megan Caron, Chief of Staff

Date: May 27, 2026

Re: Department 104 – Office of Strategic Communications Presentation

Dear Chairman Dowd:

In preparation for the Budget Review Committee Meeting on June 2, 2026, I am providing the committee with a copy of the presentation delivered to the Personnel and Administrative Affairs Committee on May 4, 2026. This presentation offers an overview of the newly proposed Office of Strategic Communications included in the FY27 Mayor's Proposed Budget. It may help answer any questions the Budget Review Committee members may have prior to my going before the committee on June 2nd.

Further, please refer to the communication provided to the committee by Director Cummings and CFO Enwright on May 7, 2026 ("Re: Communication Reducing FY27 Budget Down by \$288,679 through a Technical Amendment"), which requests a \$35,000 reduction in account 51100 – wages full time, resulting in a new line item total of \$50,000. This adjustment reduces total expenditures for Department 104 – Strategic Communications from \$122,211 to \$ 87,211.

Office of Strategic Communications

PERSONNEL & ADMINISTRATIVE AFFAIRS COMMITTEE

MAY 4, 2026

MEGAN CARON | CHIEF OF STAFF



Overview

- Why?
- Communications Today
- Vision
- Functions of the Office
- Current proposal in FY27 Budget

Why?

**We know we need to do a better job
communicating with, engaging with, and
educating our residents about the
function of local government.**

Communications Today

- Decentralized approach
 - Distributed across departments in various capacities – and each does it differently
 - Limited resources = inconsistencies, delays, gaps, and outdated information
 - Social media community groups are residents' main source of news and information, not official city channels
 - We are *reactive*, not *proactive*
- Feedback
 - Residents feeling they were informed too late (meetings, announcements, emergencies, etc.)
 - Frustration and distrust of local government
 - Unsure where to look for information
 - Feeling uninformed or only hearing about the negatives
 - “Why hasn’t the city responded?” “What is the City doing about this?”

Vision

The Office of Strategic Communications is dedicated to increasing community awareness, boosting civic participation, and building public trust through proactive communication to inform and engage Nashua's residents, visitors, and businesses.

Vision

- Sharing information is not a clerical function. It should be an organizational value.
- Communicating with service-oriented intention, not episodically
 - Not just “the good” or “the bad,” but the information that residents need to make informed decisions
- Provide information in a consistent, cohesive, and accessible manner
- Communicating through the entire process cycle, not just the “decision” phase
 - Capital/infrastructure projects, development projects, etc.

Functions of the Office

- Develop and oversee the larger communication strategy and plan while supporting goals and functions of other departments – **coordination is key**
- Crisis communication protocols
- Website content management
- Community engagement efforts
- Brand management
- Media coordination
- Assisting with public information campaigns

FY27 Proposal

- 1 position: Communications Manager, to be hired in January
- First step in building out a more comprehensive office over time

Questions?



RESOLUTION

RELATIVE TO THE ADOPTION OF THE FISCAL YEAR 2027 PROPOSED BUDGET FOR THE CITY OF NASHUA GENERAL, ENTERPRISE, SPECIAL REVENUE AND GRANT FUNDS

CITY OF NASHUA

In the Year Two Thousand and Twenty-Six

RESOLVED by the Board of Aldermen of the City of Nashua that the Fiscal Year 2027 Proposed Budget for the General Fund of the City of Nashua be and is hereby adopted, and that the following amounts are hereby appropriated for the several accounts and for other needs of the City of Nashua General Fund for the fiscal year beginning July 1, 2026, and ending June 30, 2027, and for the purpose of Section 50-a et seq. of the Nashua Revised City Charter, as amended, each item of this budget shall be considered as a separate appropriation. The proposed General Fund appropriation amount is \$384,288,315 with estimated General Fund Revenues of \$102,378,436 including estimated state funding for education in the amount of \$65,567,936.

That the Fiscal Year 2027 Proposed Budget for the Enterprise Funds of the City of Nashua be and is hereby adopted, and that the following amounts are hereby appropriated for the several accounts and for other needs of the City of Nashua Enterprise Funds for the fiscal year beginning July 1, 2026 and ending June 30, 2027, and the purpose of Section 50-a et seq. of the Nashua Revised City Charter, as amended, each item of this budget shall be considered as separate appropriation. The proposed Enterprise Funds appropriation amount is \$60,753,157 (inclusive of anticipated Capital Appropriations), with estimated Enterprise Funds Revenues of \$53,849,775 and any additional funding for capital and CSO-related expenditures from retained earnings, bonding and/or State Revolving Fund Loans.

That the Fiscal Year 2027 Proposed Budget for the Special Revenue Funds of the City of Nashua be and is hereby adopted, and that the following amounts are hereby appropriated for the several accounts and for other needs of the City of Nashua Special Revenue Funds for the fiscal year beginning July 1, 2026 and ending June 30, 2027. The proposed Special Revenue Funds appropriation amount is \$37,416,256 with estimated Special Revenue Funds Revenues of \$37,416,256 for the City of Nashua excluding the Nashua School District. The proposed Special Revenue Funds appropriation amount is \$19,099,350 with estimated Special Revenue Funds Revenues of \$19,099,350 for the Nashua School District.

Neither the approval and adoption of this budget, or any appropriation contained herein, or to any City department or agency, including the Nashua School District, whether as proposed or amended, shall be deemed to mean that the City has approved any program or responsibility for funding in accordance with Part 1, Article 28-a of the Constitution of the State of New Hampshire. Notwithstanding any appropriation herein, the city hereby expressly declines to approve funding for any program or responsibility for which it is entitled by law to payment from the State of New Hampshire pursuant to Part 1, Article 28-a of the State Constitution, whether it has previously been determined that the City is entitled to said funding or not.

Pursuant to NRO § 5-145, E, the accumulated sum of all appropriations of the FY2027 combined annual municipal budget pursuant to Nashua City Charter §56-c is \$501,557,078. The FY2027 dollar amount under the limit established by City Charter Section 56-c is \$16,233,008. Please find attached the Combined Annual Municipal Budget Calculation for the FY2027 Proposed Budget.

FURTHER RESOLVED by the Board of Aldermen of the City of Nashua to amend the City of Nashua Unaffiliated Employees Personnel Policies and the implementation schedule in O-25-063 (“Amending the Unaffiliated Employees Personnel Policies with respect to the Unaffiliated Employees Salary and Wage Schedule”) as follows:

1. In the implementation language found in O-25-063, delete the struck-through language and add the new underlined language as shown:

“On July 1, 2026, the following actions will happen in the stated order:

First, all unaffiliated employees shall be placed on the new Appendix A Unaffiliated Salary and Wage Schedule in their new grade on the step that is closest to but above their current salary.

~~Second, all unaffiliated employees that are not at the top of their pay grade shall be eligible for a one step increase on the new Appendix A Unaffiliated Salary and Wage Schedule provided that their job performance meets the City’s expectations.~~

~~Third~~ Second, the new Appendix A Unaffiliated Salary and Wage Schedule shall be increased in its entirety by an amount equal to the three year average of the CPI-U Northeast, and employees will receive this increased amount.

On July 1, 2027, and each July 1 thereafter, employees that are not at the top of their pay grade shall be eligible for an annual step increase on July 1st provided that their job performance meets the City’s expectations.

The above language shall take precedence over the existing language in the Unaffiliated Employees Personnel Policies “Compensation and Classification” section.”

RESOLUTION

R-26-028

2. The language in the Unaffiliated Employees Personnel Policies “Separate Compensation Structure for Fire Department Chief Officers” section will not apply or be in effect for Fiscal Year 2027, but instead, on July 1, 2026, the Fire Department Chief Officers will receive a 2% increase over their current salaries.

LEGISLATIVE YEAR 2026

RESOLUTION:

R-26-028

PURPOSE:

Relative to the adoption of the Fiscal Year 2027 proposed budget for the City of Nashua general, enterprise, special revenue, and grant funds

SPONSOR(S):

Mayor Jim Donchess

**COMMITTEE
ASSIGNMENT:**

Budget Review Committee

FISCAL NOTE:

The tax rate cannot be determined at this time. The entire budget is a comprehensive package and each component impacts the tax rate.

ANALYSIS

This resolution adopts the Fiscal Year 2027 Budget for the City's general, enterprise, special revenue, and grant funds. For the purpose of Section 50-a et seq. of the Nashua Revised City Charter, as amended, each item of this budget shall be considered as a separate appropriation.

A public hearing on the budget shall be held before its adoption by the Board of Aldermen with at least seven days' notice. Nashua City Charter § 56-a; NRO § 5-8. The budget shall be finally adopted not later than August 1, 2026. Nashua City Charter § 56-b.

Nashua City Charter § 56-b provides that the Board of Aldermen may reduce any item in the mayor's budget by a majority vote, but an increase or addition requires a vote of two-thirds of the members of the board. Court decisions concerning Nashua's Charter suggest that a court may find that this provision, when applied to the budget resolution itself, is inconsistent with state statutes and therefore unenforceable. See memorandum of Corporation Counsel dated March 8, 2018.

This legislation also amends the Unaffiliated Employees Personnel Policies and the implementation schedule in O-25-063 ("Amending the Unaffiliated Employees Personnel Policies with respect to the Unaffiliated Employees Salary and Wage Schedule") by changing the Unaffiliated Employees compensation increases for FY27. NRO 50-3 provides that the merit system may be amended, and that prior to the introduction of amendments by the Mayor, division directors and department heads shall have the opportunity to comment on the amendments.

**Approved as to content,
account structure, numbers,
and amount:**

Financial Services Division

By: /s/ Dawn K. Enwright

Approved as to form:

Office of Corporation Counsel

By: 

Date: APRIL 9, 2026

**City of Nashua Combined Budget Analysis to the
FY27 Proposed Budget**

Combined Annual Municipal Budget Calculation

<u>Description</u>	<u>FY2026</u>	<u>FY2027</u>	
<u>Appropriations - FY2026</u>			
General Fund	\$ 361,072,868		
Enterprise Funds	50,346,119		
Special Revenue Funds (includes Grants)	63,476,394		
Total Appropriations	\$ 474,895,381		
<u>Supplemental Appropriations - FY2026</u>			
General Fund	\$ 12,134,500		
Enterprise Funds	3,555,000		
Grants and Special Revenue Funds	3,740,789		
Capital Project Funds - Projects	68,250		
Capital Project Funds - Bonds	12,250,000		
Total Supplemental Appropriations	\$ 31,748,539		
Total Appropriations - FY2026	\$ 506,643,920		
<u>Spending Cap Calculation = FY2027</u>			
FY2026 Total Appropriations		\$ 474,895,381	
Add: FY2026 Supplemental Appropriations		31,748,539	
FY2026 Total Appropriations		\$ 506,643,920	
Last 3-Years Annual Average S&L IPD		2.2%	
Allowable Spending Over Prior Year Total Appropriations		\$ 11,146,166	
Maximum Appropriations Allowed - FY2027		\$ 517,790,086	
Total Appropriations - FY2027			<u>% Inc (Decr)</u>
General Fund	\$ 384,288,315		6.43%
Enterprise Funds	60,753,157		20.67%
Special Revenue Funds (includes Grants)	56,515,606		-10.97%
Bond Resolutions	-		
Total Appropriations	\$ 501,557,078		5.61%
Amount Over (Under) Spending Cap		\$ (16,233,008)	

FY2027 - Base Spending Cap Calculation Final inclusive of FY2026 Supplemental Appropriations

Line No.	Description	Resolution #	General Fund	Special Revenue Funds	Tax Increment Financing Funds	Grant Funds	Capital Project Funds	Enterprise Funds	Total
1	Adopted Budget:								
2	FY26 Adopted Budget	R-25-143	\$ 361,072,868	\$ 22,746,573	\$ 2,319,821	\$ 38,410,000	\$ -	\$ 50,346,119	\$ 474,895,381
3									
4	Supplemental Appropriations:								
5	Walnut Street Oval/W Peal st - Bond	R-25-144					600,000.00		600,000.00
6	Signal Coordination - Bond	R-25-145					1,000,000.00		1,000,000.00
7	Hydroelectronic - Bond	R-25-146					500,000.00		500,000.00
8	Library Building - Bond	R-25-147					1,000,000.00		1,000,000.00
9	Roof Repair Police - Bond	R-25-149					600,000.00		600,000.00
10	Roof Repair Fire - Bond	R-25-150					2,000,000.00		2,000,000.00
11	Public Works Garage -Did not pass	R-25-151							-
12	Holman Stadium Imprv-Bond	R-25-152					3,000,000.00		3,000,000.00
13	CERF - Bond	R-25-153					3,550,000.00		3,550,000.00
14	Park Improvemnts -Park Social	R-25-163				150,000.00			150,000.00
14	City Retriement ETF	R-25-172	500,000.00						500,000.00
15	CERF - Bond	R-25-175						3,275,000.00	3,275,000.00
16	Walnut Street Oval expansion	R-25-182				1,174,476.74			1,174,476.74
17	Pedestrian bridge over Nashua river	R-25-183				500,000.00			500,000.00
18	Drivers Education Fund - 2201	R-25-184		25,618.00					25,618.00
19	2024 Justice assistance grant	R-25-190				39,036.00			39,036.00
20	FY26 Homeland security grants	R-25-191				350,000.00			350,000.00
21	FY26 Substance abuse Reductuion Grant	R-25-201				650,000.00			650,000.00
22	FY26 NH highway safety grant	R-25-202				48,200.00			48,200.00
23	FTA Operating Grant	R-25-204				534,638.00	68,250.00		602,888.00
23	Housing Revolving Fund	R-25-205		25,000.00					25,000.00
23	opioid Abatement ETF	R-25-211		148,036.00					148,036.00
22	CEF - IRS	R-25-214	59,500.00						59,500.00
23	Special Education ETF	R-25-215	3,000,000.00						3,000,000.00
24	Resource Center ETF	R-25-216	300,000.00						300,000.00
24	Police overtime ETF	R-25-217	220,000.00						220,000.00
24	CERF	R-25-218	1,500,000.00						1,500,000.00
24	Benefits Self Ins Fund	R-25-219	1,500,000.00						1,500,000.00
24	Lead Paint Grant	R-25-223				95,784.00			95,784.00
24	Police Roof Repair and Replacement	R-25-224	900,000.00						900,000.00
24	Main Street Clean up	R-26-003	55,000.00						55,000.00

24	Snow Removal ETF	R-26-010	500,000.00							500,000.00
24	Hydropower RF	R-26-012	600,000.00							600,000.00
24	NHDES Surcharge Fee	R-26-013						280,000.00		280,000.00
25	DPW Garage	R-26-007	3,000,000.00							3,000,000.00
26										-
27	Total Supplemental Appropriations:		\$ 12,134,500	\$ 198,654	\$ -	\$ 3,542,135	\$ 12,318,250	\$ 3,555,000	\$ 31,748,539	
28										
29										
30	Total Base Budget:		\$ 373,207,368	\$ 22,945,227	\$ 2,319,821	\$ 41,952,135	\$ 12,318,250	\$ 53,901,119	\$ 506,643,920	
31										
32								S&L IPD - 3 Year Average		<u>2.20%</u>
33										
34										<u>\$ 517,790,086</u>