

DRAFT FOR PLANNING BOARD
11/14/2025

RFP 03-26

City of Concord, New Hampshire

Purchasing Division

2050 MASTER PLAN UPDATE

Prepared for, and in coordination with
COMMUNITY DEVELOPMENT DEPARTMENT

Proposal Documents
Specifications
Contract

Firm: _____

DUE DATE/TIME: JANUARY 16, 2026 NOT LATER THAN 2:00 PM

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City of Concord, New Hampshire PURCHASING DIVISION

311 NORTH STREET
CONCORD, NH 03301
(603) 230-3664 FAX: (603) 230-3656

REQUEST FOR PROPOSALS

The City of Concord, New Hampshire wishes to engage the services of a consulting firm ("CONSULTANT") which is lawfully engaged in the State of New Hampshire, with experience in the development of master plans.

An overview and detailed specifications are provided later in the Request for Proposal (RFP).

A non-mandatory pre-proposal meeting shall be held for this project at **TIME** on **December 15, 2025** via zoom. Zoom link is: **[REDACTED]**.

Proposals must be received **not later than 2:00 PM on January 16, 2026** from interested firms, to be eligible for consideration by the City. Each statement shall be submitted to the **Purchasing Division, City of Concord, Combined Operations Maintenance Facility, 311 North State Street, Concord, NH 03301** in a sealed envelope which is clearly marked,

"RFP 03-26 MASTER PLAN UPDATE"

Requests may be issued only by the Purchasing Manager, or her designee, to authorized firms, and are not transferable unless authorized by the Purchasing Manager or her designee.

Copies of RFP 03-26 are available online only at the City of Concord NH website at www.concordnh.gov/Purchasing.

All proposals received will be considered confidential and not available for public review until after a vendor has been selected.

The City reserves the right to reject any or all proposals or any part thereof, to waive any formality, informality, information or errors in the proposal, to accept the proposal considered to be in the best interest of the City, or to purchase on the open market if it is considered in the best interest of the City to do so. Failure to submit all information called for and/or submission of an unbalanced proposal are sufficient reasons to declare a proposal as non-responsive and subject to disqualification.

All proposals are advertised, at the City's discretion, in various publications and are posted publicly as detailed below:

Name	Advertising Medium	Address	Phone/Fax	Email and Web Address
City of Concord, NH	Posted on City Website and in City Hall Lobby	311 N. State St., Concord NH 033301	603.230-3664 603.230.3656(fax)	twaterman@concordnh.gov www.concordnh.gov/purchasing
Bid Ocean	Bid House	PO Box 40445, Grand Junction, CO 81501	866.347.9657 877.356.9704(fax)	bids@bidocean.com www.bidocean.com

CITY OF CONCORD, NEW HAMPSHIRE

Tina M. Waterman, Purchasing Manager

Date: December 1, 2025

I. INTRODUCTION AND INSTRUCTIONS FOR PROPOSERS

1. GENERAL:

A. **INTRODUCTION:** The City of Concord is seeking a qualified CONSULTANT to complete the City's 2050 Master Plan. This will be a comprehensive document designed to update the City's 2030 Master Plan (adopted in 2008), document how goals / objectives / recommendations of the 2030 Plan (and related plans / studies) were achieved in the ensuing years since its adoption in 2008 to educate the community about past goals and implementation thereof, as well as provide context for the 2050 Master Plan update. Using data and community input, and in accordance with the scope of services set forth herein, the central goal of this Master Plan update is to build consensus about the topics set forth herein to chart a course for the community through the year 2050. The 2050 Master Plan shall conform with the requirements of NH State Law RSA 674:2, as well as the scope of services set forth within this Request for Proposals.

B. **ABOUT CONCORD:** The City of Concord is a community of 45,000 residents and occupies 67 square miles in the heart of central New Hampshire. The City is the third largest municipality by population in the State. Concord is the State capital, seat of County Government, and host to multiple federal facilities.

Colonial settlement occurred in 1725. Concord became a City in 1853. Since 1970, the City has operated under a City Manager form of government. Uniquely, Concord has two public school districts (the Concord School District and Merrimack Valley School District). Both are separate and autonomous from the City. Due to this unique circumstance, the City has two municipal tax rates.

The City's 67 square miles consists of urban spaces and rural landscapes, historic architecture, diverse housing stock, and walkable neighborhoods. A desire to preserve the natural environment has been a strong focus of the planning tradition of the City since its settlement. Today, the City has more than 8,000 acres of conservation lands.

Located at the intersections of Interstates 89, 93, and 393, Concord is the regional center of employment, commerce, services, healthcare, as well as arts and culture in central New Hampshire. As such, the City's day time population increases to approximately 90,000 people. The City is only an hour drive to the seacoast, White Mountains, and Lakes Region, and 75 miles to Boston, thus further bolstering its desirability.

The City's economic base is anchored by government, healthcare, finance, law, and professional services, as well as retail and personal services. As of August 2025, the City's unemployment rate was 2.8%, which was better than both the State (3.0%)

and National (4.3%) rates. Arts and culture are important to the City's identity and economic base. The City has four theatres / performing arts venues in its Downtown Central Business District, and is home to the Kimball Jenkins School of Art and Concord Community Music School.

Given its strategic location and exceptional quality of life, Concord has become one of the most desirable communities in New England. Since the Covid-19 Pandemic, Concord has been regularly listed among the top 10 "hottest housing markets" in the United States by Zillow and Realtor.com (2023-2025). With more than 2,300 units of housing in various stages of development (October 2024 estimate), the City was recently named one of 18 "Housing Champions" in the State by the NH Department of Business and Economic Affairs. It is projected that the 2,300 housing units currently in development will increase the City's population by approximately 5,500 people (12%) to approximately 51,000 people.

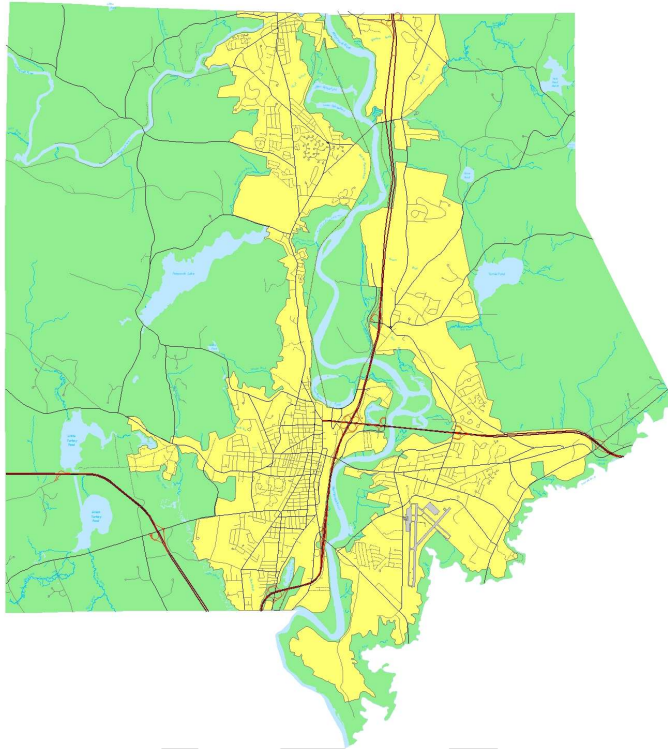
Concord has an extensive system of municipal infrastructure. The City's Water Master Plan indicates that once the City achieves a population of 50,000 – 53,000+/- people, additional source supplies will need to be developed.

The City also has a robust sanitary sewer system, which consists of two plants (Hall Street and Penacook). Both sewer treatment plants have significant capacity issues. Additionally, as a result of a 2019 zoning change which allowed for residential development in the City's Gateway Zoning District, a \$25 million sewer capacity project is underway to upgrade the City's "Steeplegate Mall" sewer pump station and 2+/- miles of mains related thereto to support expanded development in the Heights neighborhood.

The City's transportation system consists of 220+/- miles of road and 116+/- of sidewalk. The community is served by a public bus system which is partially funded by the City. The City also owns and operates a general aviation airport which consists of 585 acres of land and two runways (6,005' and 3,200', respectively). In 2015, the City adopted a "Complete Transportation Policy" (Resolution #8849), which also serves as the City's Complete Streets policy. In 2017, the City completed its "complete streets" revamp of Main Street. This award-winning project made meaningful improvements for accessibility and vehicular / pedestrian safety, and served as a catalyst for downtown economic development.

Concord has a rich planning tradition. In 1930, the City adopted its first zoning ordinance. In 1938, the City established the Planning Board and hired its first professional planner. Subdivision regulations were adopted in 1950; site plan regulations were adopted in 1985. Collection of development Impact Fees began in 1986; and the impact fee ordinance was later reconstituted in 2001. In 1993, the City established an Urban Growth Boundary (UGB). Today, over 90% of the population resides within the 20+/- square miles of the UGB.

Concord's Urban Growth Boundary (Shown in Yellow)



In 2001, a citizen led multi-agency planning process culminated in the Concord Vision 20/20 Plan. This document laid the foundation for much of the visioning that has guided planning and zoning efforts over the past 25 years, including adoption of the Opportunity Corridor Master Plan (2006), the Master Plan 2030 (2008), and several small area plans. The document characterized Concord as a “City of Villages,” referring to the six neighborhoods in the community. The overarching goal of the 2030 Master Plan was to continue to focus development within the City’s Urban Growth Boundary (UGB), foster redevelopment of the Opportunity Corridor, while preserving the extensive high-quality natural resources outside the UGB.

2. PROPOSAL SUBMISSION:

In order to be considered responsive, proposals must be submitted in **one (1) original paper copy (bound) and one (1) electronic copy (PDF on thumb drive)** to Tina Waterman, Purchasing Manager, Combined Operations & Maintenance Facility, 311 North State Street, Concord, New Hampshire, 03301, Telephone (603) 230-3664.

The City must receive proposals **not later than 2:00 PM on January 16, 2026** to be eligible for consideration. Each proposal shall be submitted in a sealed envelope, which is clearly marked:

"RFP 03-26 MASTER PLAN UPDATE"

3. CONSULTANT:

The CONSULTANT shall assemble an expert multi-disciplinary team of professionals, including subconsultants / subcontractors as required, to accomplish the scope of services set forth herein. All members of the CONSULTANT's project team shall have significant experience and expertise in the preparation of municipal master plans. Specifically, the CONSULTANT's project team shall include firms and personnel with significant experience in the following areas:

- a. Population and Demographics;
- b. Land Use Planning;
- c. Historic / Cultural Preservation
- d. Ecology, Natural Resources and Land Conservation
- e. Energy and Sustainability
- f. Housing
- g. Transportation Planning
- h. Public and Private Utility Infrastructure
- i. Municipal Facilities
- j. Economic Development
- k. Parks and Recreation Planning
- l. Geographic Information Systems
- m. Public participation plans / public speaking / presenting, as well as significant experience in social media, websites, and digital tools / techniques for public participation in community planning studies
- n. Community Surveys (development and analysis of)
- o. Translating services (for community survey)

4. SELECTION CRITERIA:

It is the policy of the CITY that contracts are awarded only to responsive and responsible CONSULTANTS. In order to qualify as responsive and responsible, a prospective CONSULTANT must meet the following standards as they relate to this request:

- a) Have the adequate financial resources for performance or have the ability to obtain such resources as required during performance;
- b) Have the necessary experience, organization, technical and professional qualifications, skills and facilities;
- c) Be able to comply with the proposed or required time of completion or performance schedule if applicable;
- d) Have a demonstrated satisfactory record of performance of delivering projects on time and within budget;
- e) Have a reasonable estimate of the number of man-hours to accomplish defined tasks as outlined in the Scope of Services of this RFP; and

- f) Adhere to the specifications of this proposal and provide all documentation required by this proposal.

5. LIMITATIONS:

See General Terms and Conditions.

6. REVISIONS TO THE REQUEST FOR PROPOSALS:

Any questions or inquiries must be submitted in writing and must be received by the Purchasing Manager no later than **seven (7) calendar days** before the RFP submittal date in order to be considered. Any changes to the RFP will be provided to all CONSULTANT'S of record via addenda.

7. TECHNICAL EVALUATION:

During the evaluation of proposals, the CITY, at its discretion, may obtain technical support from outside sources. The offerors will agree to fully cooperate with the personnel of any such organization.

8. PROPOSAL PREPARATION:

In order to facilitate evaluation of the proposals, the CONSULTANT is instructed to follow the outline below in responding. **Proposals that do not follow the outline, or do not contain the required information may be considered as unresponsive proposals.** Additional and more detailed information may be annexed to the main body of the reply.

- a) DESCRIPTION OF APPROACH: Respondents shall include a detailed proposal describing the CONSULTANT's proposed approach to this project per the scope of services contained herein. The CONSULTANT shall expressly identify any proposed deviations from the scope of work set forth herein, with explanation of why any such deviations are proposed.
- b) PROPOSED WORK PROGRAM: The CONSULTANT shall provide a detailed work program and strategy for completion of each task set forth herein, and in accordance with the scope of services and schedule contained herein. The CONSULTANT shall clearly indicate which firms and personnel on the project team will be responsible for each task contained herein, as well as back-up personnel for each. The CONSULTANT shall also discuss the availability of all members of the project team, and ability to proceed with the project and achieve deliverables as set forth herein.
- c) TEAM EXPERTISE: The CONSULTANT shall provide a description of the qualifications of the multi-disciplinary project team (i.e. firms comprising the team and all assigned personnel) assembled for this project. The CONSULTANT shall specifically review the qualifications and relevant experience of the team concerning in planning, master plan writing, graphic design and representation, and public participatory processes. The CONSULTANT shall provide a listing of key personnel

that would be available to work on this project and their resumes. The CONSULTANT shall also identify if firms / personnel has worked together previously on similar planning studies or community development projects.

- d) **COMPARABLE PROJECTS:** The CONSULTANT shall provide a listing of master plan projects that the CONSULTANT, and subcontracting firms / personnel, which are currently in progress, or have otherwise been completed within the past 10 years. Information to be provided shall include the following:
 - i. Name of Municipality
 - ii. Population and geographic area (square miles) of the Municipality
 - iii. Name of Municipality's assigned project manager for said study, together with person's current contact information
 - iv. Description of scope of services for master plan, including public participation and visioning.
 - v. Current status of plan (drafting in progress, drafting completed, adopted?)
 - vi. Project Budget
- e) **SAMPLE MASTER PLAN DOCUMENTS:** Respondents to this RFP shall, as part of their submission, provide at least three sample master plans which the CONSULTANT prepared from the list of comparable projects. Sample Master Plans shall be provided in PDF format on the thumb drive.
- f) **FEE and HOURLY RATES:** Respondents to this RFP shall provide a detailed fee proposal, itemized by task herein, including projected man-hours to complete each task and hourly rates for assigned personnel, as well as travel costs and other anticipated reimbursable expenses. Fees shall be broken down according to the proposed timeline and project tasks.

II. SCOPE OF SERVICES, DELIVERABLES, & SCHEDULE

- 1) **Overview:** The CONSULTANT shall prepare a draft of the master plan that conforms with scope of services, schedule, as well as terms and conditions set forth within this Request for Proposals, as well as New Hampshire State Law Revised Statutes Annotated (RSA) 674:2 and 674:3.
- 2) **Scope of Services & Deliverables:** The CONSULTANT shall be responsible for completing the scope of services, and providing the deliverables / products, set forth herein.

The CONSULTANT shall prepare a comprehensive update of the City's Master Plan as outlined herein. Specifically, this update is intended to review and build upon past City master plans and special studies, as outlined herein in order to establish continuity with past and current planning efforts, as well as afford the community the opportunity to adjust course as might be warranted based upon new data, trends, or community input.

The 2050 Master Plan will provide an overarching, coordinated vision for the City through the year 2050, which will be subsequently implemented via goals, objectives and recommendations contained within each Chapter of this Plan, as well as the Plan's Implementation Chapter.

Using data, as well as public input received throughout the planning process, each respective chapter of the 2050 Master Plan shall include a rigorous and detailed analysis of each specific subject matter addressed in each respective chapter.

Based upon data analysis and public input, each chapter shall contain goals, objectives, and recommendations to guide the community moving forward. The respective goals, recommendations, and objectives of each individual chapter included in the Master Plan shall be weaved together to create a well-coordinated and fully integrated master plan to guide Concord forward through the year 2050. To ensure the success of this master planning effort, it is critically important that goals, objectives, and recommendations developed as part of this project are well-conceived, pragmatic, detailed, and implementable.

The CONSULTANT shall be responsible for preparing and furnishing all deliverables set forth herein. The master plan, and associated tables, graphs, charts, maps, graphics, and associated public presentations, reports and appendices, shall be a professionally prepared, attractive and engaging. The plan shall be an easy to use document, together with all required maps and appendices.

The CONSULTANT shall complete the following tasks for this project:

1. **Task #1: Review of Existing Master Plans:** Prior to embarking upon public input sessions, or preparation of respective Master Plan chapters, the CONSULTANT shall review and develop a deep knowledge and understanding of the following documents.

These documents will be transmitted to the CONSULTANT by the City electronically via an FTP site:

- a. 1996 Garvins Falls Plan
- b. 1997 Downtown Master Plan
- c. 2001 2020 Vision Plan
- d. 2005 Economic Development and Tax Base Plan
- e. 2006 Opportunity Corridor Master Plan
- f. 2006 Airport Master Plan
- g. 2008 “2030” Master Plan
- h. 2013 Parking Strategic Plan
- i. 2015 Penacook Village Plan
- j. 2017 Conservation and Open Space Plan
- k. 2021 Trails Master Plan
- l. Sidewalk Master Plan
- m. Sewer Master Plan
- n. Water Master Plan
- o. The Central New Hampshire Regional Master Plan
- p. 2023 Regional Housing Needs Assessment prepared by the Central New Hampshire Regional Planning Commission
- q. Concord’s Land Use Regulations
 - i. Zoning Ordinance
 - ii. Subdivision Regulations
 - iii. Site Plan Review Regulations
 - iv. Architectural Design Review Guidelines
 - v. Main Street Design Guidelines
 - vi. Impact Fee Ordinance

2. **Task #2: Data Collection:** Upon completion of review of existing Master Plans in Task #1, and prior to proceeding with community input in Task #3, the CONSULTANT shall prepare a comprehensive update of data set forth herein for the Master Plan update. The CONSULTANT is solely responsible for identifying, gathering, acquiring, developing and analyzing all data required for the Master Plan Update. Accurate, up to date and verifiable data is critical to ensure that the policies contained in the new Master Plan are well informed and based upon the best information available.

- (1) **Community Socio-Economic Profile:** The CONSULTANT shall develop a comprehensive socio-economic demographic profile for the community. The profile shall include, but not be limited to the following data points and characteristics:

(i) Population and Demographic Profile: A complete and comprehensive socio-economic analysis of the City, including, but not limited to, the following information. To better understand trends, all data provided shall cover the period of 1970 – 2026, as well as provide projections using 5-year intervals through the year 2050:

1. Total population;
2. Age cohort distribution;
3. Gender;
4. Racial profile;
5. Educational achievement;
6. Family size;
7. Household size;
8. Household income;
9. Median income;
10. Per capital income;
11. Migration patterns;
12. Country of Origin / Immigration / New Americans;
13. School enrollments (Concord School District and Merrimack Valley School District)
14. Other population characteristics that may be useful to guide preparation of the 2050 Master Plan.

Future projections shall be based upon residential development trends occurring in the community for the previous 5 years.

(ii) Housing Profile: A complete and comprehensive housing profile and analysis of the City, including, but not limited to the following information. To better understand trends, all data provided shall cover the period of 1970 – 2026, as well as provide projections using 5-year intervals through the year 2050:

1. Total housing units;
2. Housing units by type (single family, duplex, manufactured homes, multifamily);
3. Age of housing stock;
4. Size of housing units (number of rooms);
5. Housing units – owner occupancy and rental;
6. Median sales prices;
7. Median rent;
8. Vacancy Rates (owner occupied and rental housing)
9. Age of householder;
10. Householder tenure;

11. Total housing units managed as short-term rentals (Airbnb / VRBO)
12. Housing development, by unit type, in Concord for the
13. Other housing characteristics that may be useful to guide preparation of the 2050 Master Plan.

(iii)*Economic & Tax Base Profile*: A complete and comprehensive socio-economic analysis of the City, including, but not limited to the following information. To better understand trends, all data provided shall cover the period of 1970 – 2026, as well as provide projections using 5-year intervals through the year 2050

1. Total Jobs, 1970- 2026, with projections through 2050
2. Employment by industry sector,
3. Average wages by industry sector
4. Commuting patterns
5. Summary of major employers
6. Tax Base:
 - a. Real Growth
 - b. Tax base by sector (residential (by type), commercial, industrial, utilities)
 - c. Tax exempt property (parcel count, as well as total assessed value and acreage of tax-exempt properties)
 - d. Property in current use

In addition to Concord, the CONSULTANT shall also develop the same data for the following geographies, and develop summary tables and charts comparing Concord therewith:

- United States of America
- State of New Hampshire
- Merrimack County
- Central NH Regional Planning Commission (20 communities, including Concord)

In addition to City-wide data, Population, Housing, and Economic profiles shall be distilled to provide Neighborhood / Village specific data for:

- Penacook Village
- West Concord
- Downtown / West End
- South End
- Concord Heights
- East Concord

(iv) Deliverables: Deliverables for Task 2(1) shall be a comprehensive report summarizing the data herein, which shall be an appendix to the Master Plan. A presentation summarizing data and trends shall be prepared to accompany the report. The report and presentation shall also be published on the project website.

(2) Existing Conditions Mapping and Data Analysis: In addition to the development of comprehensive and complete population, housing, and economic profiles outlined above, the CONSULTANT shall also prepare the following existing conditions base maps, with associated analysis:

- (a) Existing Land Use Map, with calculation of remaining developable land in the City by type (residential, commercial, industrial) and by type inside and outside the Urban Growth Boundary.
- (b) Development Constraints Map (conservation lands, steep slopes, wetlands, surface water bodies, flood plain / floodway). Include updated analysis of remaining developable acreage inside and outside of Urban Growth Boundary, as well as within the 6 core neighborhoods / villages, shall based upon this analysis.
- (c) Conservation & Open Space Map (fee owned and easement properties controlled by the City, State, Federal Government or non-profit organizations)
- (d) Map of Community Facilities as well as Parks and Recreation facilities, together with a narrative summarizing pertinent details of each facility, as well as providing aggregated information associated therewith. Community facilities includes municipal buildings and facilities, parks and recreation facilities, and school district facilities (Concord and Merrimack Valley). (municipal and school district facilities, as well as parks and recreation facilities)
- (e) Existing Water / Sewer / Storm Drain Utilities, as well as private utilities, together with a narrative summarizing pertinent details of each facility, as well as providing aggregated information associated therewith. Major capacity issues shall be noted.
- (f) Transportation:
 - (i) Existing Roadways
 - (ii) Existing Sidewalks / Sidewalk Gaps
 - (iii) Existing and Proposed Shared Use Maps
 - (iv) Proposed Future Streets
- (g) Any other GIS Maps as may be required by the City to facilitate City-wide Visioning Sessions, Neighborhood / Village Forums, and Focus Group meetings.

To support mapping efforts, the City shall provide the CONSULTANT with the following GIS data layers in ESRI compatible format free of charge:

- Aerial Photographs data layer (NearMap) (Years 2000, 2005, 2010, 2015, 2020, 2021-2025)
- Parcel Boundaries (Tax Map Parcels)
- Zoning
- Topography (2' Contours)
- Surface waters
- Flood Plain / Flood Way
- Conservation Lands (fee owned parcels and easements)
- Streets / Sidewalks
- Municipal Water
- Municipal Sanitary Sewer
- Municipal Storm Drainage

- (i) **Deliverables:** Deliverables for Task 2(2) shall be a comprehensive set of maps depicting the data herein, together with associated narratives. Maps and narratives shall be used to inform public participation in Task #3, as well as Master Plan chapters. Maps and narratives shall be published on the project website.

3. **Task #3 Public Participation:** In addition to accurate data, for this Master Plan update to be successful, the planning process must include participation by City residents and community stakeholders.

Working in close collaboration with the Community Development Department and the Planning Board, the CONSULTANT shall implement the Community Input / Public Participation Strategy detailed herein.

The multifaceted public participation strategy outlined herein is intended to provide a comprehensive and inclusionary process to maximum opportunities for stakeholder participation and feedback, with the goal of developing community consensus on the overall vision of the Plan, as well as the goals, recommendations, and objectives therein.

- (a) **City-Wide Visioning Sessions:** The CONSULTANT is hereby advised that, the City intends to engage the services of NH Listens to host two (2) City-wide community visioning sessions. The purpose of these sessions will be to solicit high-level, community-wide input from residents about the Strengths, Weaknesses, Opportunities, and Concerns about the community. The City's

contract with NH Listens shall be separate from the City's contract with the CONSULTANT for this Master Plan Update.

The City envisions the City-Wide Visioning Sessions to be important opportunities for the City / Planning Board to inform and educate the public about existing conditions and trends associated with population, housing, utilities and community facilities, parks and recreation, economic development, transportation, natural resources and conservation, historic preservation, development in the community, as well as 2030 Master Plan goals and accomplishments related thereto, so that the community may create a well-informed vision to guide the development of the 2050 Master Plan.

The exact format of these sessions has not yet been determined with NH Listens. However, a potential format may be as follows:

- Introductory presentation about the City of Concord including important facts and trends about socio-economics, housing, economic development , transportation, land use and infrastructure associated therewith, as well as an overview of the 2050 Master Plan process
- Small group break-out sessions, or open-house with informational stations that participants may visit at their own pace, about the following topics: Land Use and Neighborhood Character, Housing, Transportation, Economic Development, Community Facilities / Parks and Recreation, as well as Natural and Historic Resources.
- "Reports" by small group facilitators at the conclusion of the Visioning Session discussing participant feedback and common themes thereof.

Deliverables: To support this effort, the CONSULTANT will work closely with City Staff and NH Listens, and provide the following deliverables:

- Utilizing the data gathered in Tasks #1 and #2 herein, develop a summary detailing important data, trends, and facts about these subjects, respectively.
- Prepare talking points, maps and graphics discussing facts and trends for these individual topics.
- Prepare the introductory PowerPoint presentation to educate and inform participants about the Master Plan process and these data.
- Attend all City-wide Visioning Sessions.
- Support NH Listens and City Staff by providing facilitation efforts at these sessions.
- Following the completion of both City-wide Visioning Sessions, the CONSULTANT, in close collaboration with NH Listens, shall prepare a report summarizing feedback received at each of the City-wide Visioning

Sessions, and common themes identified about each subject matter topic. This Visioning Report shall be included as an appendix within the Master Plan. Input received during these forums shall be used to develop goals, recommendations and objectives for each Chapter of the master plan.

(b) Neighborhood / Village Forums: Building upon the City-wide Visioning Sessions, the following forums shall be held for the purpose of further informing the Master Plan about “neighborhood / village” level ideas, issues, concerns, and aspirations to be considered as part of the Master Plan Update. One separate neighborhood forum shall be held for each of the six neighborhoods listed below:

- (i) Penacook Village
- (ii) West Concord
- (iii) Downtown / West End
- (iv) South End
- (v) Concord Heights
- (vi) East Concord

A map of these neighborhoods is below.

Locus of Map of City Neighborhoods / Villages



A postcard mailing, as well as social media and press releases, shall be used to advertise and promote each of these individual forums. The CONSULTANT, with input from the Community Development Department and City’s Public Information Officer, shall be responsible for designing the postcard (including text) for each neighborhood / village forum, arranging for printing, and

preparation of all social media and website updates. The City shall handle mailing of all postcards directly and separately from this contract.

Similarly to the City-wide Visioning Sessions, and unless otherwise agreed by the City, the Neighborhood / Village Forums will begin with an introductory presentation about the Master Plan update, as well as key data points, facts and trends for said neighborhood / village. Following the presentations, participants will break into focus groups to complete a Strengths, Weaknesses, Opportunities, and Concerns (SWOC) Analysis for the following topics: Land Use and Neighborhood Character, Housing, Transportation, Economic Development, Community Facilities / Parks and Recreation, as well as Natural and Historic Resources. All focus groups will be facilitated by the CONSULTANT.

Working closely with the Community Development Department, the CONSULTANT shall prepare a facilitator work sheet which will include basic information about each subject matter topic, as well as questions to elicit feedback from group participants regarding Strengths, Weaknesses, Opportunities, and Concerns for each topic. The goal of these sessions is to educate the public about important trends in these topics, as well as elicit feedback to guide future neighborhood / village specific policies, regulations, capital investments and municipal programmatic services related thereto. Facilitator data and questions shall be reviewed and approved by the Community Development Department.

Deliverables: The CONSULTANT shall provide the following deliverables for each neighborhood / village forum:

- Design and furnish the post card for each Neighborhood / Village Forum
- Prepare an introductory presentation summarizing the Master Plan process and key population, housing, economic development data about the neighborhood / village
- A report summarizing feedback received at each respective Neighborhood Forum, which shall be included as an appendix within the Master Plan. Input received during these forums shall be used to develop goals, recommendations and objectives for each Chapter of the master plan.

- (c) Community Survey: In addition to City-wide Vision Sessions and Neighborhood / Village forums, the CONSULTANT shall develop a comprehensive community survey to receive public feedback on all aspects of the community to be addressed in the Master Plan, with particular emphasis on Land Use and Neighborhood Character, Housing, Transportation, Economic Development, Community Facilities, Parks and Recreation, as well as Natural and Historic Resources.

The survey shall be made available for completion in both electronic and paper formats. The CONSULTANT shall be responsible for all data entry for paper respondents.

The CONSULTANT shall ensure that the survey is translated into, and made available, in the following languages:

1. Swahili
2. Kinyarwanda
3. Nepali
4. Arabic
5. Spanish

The CONSULTANT shall tally and analyze survey responses, and prepare a report associated therewith, which shall be included as an appendix within the Master Plan. Input received from survey responses shall be used to develop goals, recommendations and objectives for each Chapter of the master plan.

Deliverables: The CONSULTANT shall provide the following deliverables:

- The Community Survey, both in electronic and paper copies, in English and other languages noted above. The survey shall utilize an on-line platform, and shall be made available on the master plan's project website and City's regular website.
- Data entry to capture all paper survey responses for tallying and analysis
- Tallying and analysis of all survey responses
- Preparation of a report summarizing all survey responses. The report should note areas of interest and consensus.
- A PowerPoint presentation summarizing survey results.

The report and PowerPoint presentation shall be published on the project website.

(d) Subject Matter Focus Groups: To further inform the planning process, the CONSULTANT shall participate in the focus groups with key stakeholders. Focus groups shall include, but may not be limited to, the following:

- (i) Housing: Focus group will include housing developers (market rate and affordable housing), representatives from the Concord Coalition to End Homelessness and the Concord Housing and Redevelopment Authority, housing providers serving members of the community with special needs / disabilities (FIT, Riverbend, Next Step Living), and others to provide feedback regarding all aspects of housing in Concord.

(ii) Economic Development: Focus group will include developers, the Greater Concord Chamber of Commerce, Capital Regional Development Council, major employers, representatives from the Concord Young Professionals Group, and other business leaders from a variety of sectors to provide feedback regarding the local economy.

(iii) New Americans: Focus group will include members of the new Americans community, and organizations that support them including, but not limited to: Second Start, etc.

The City anticipates multiple sessions with focus groups throughout the planning process is anticipated. The CONSULTANT shall attend and facilitate all focus group sessions.

Input from focus groups shall be recorded by the CONSULTANT and documented in a report by the CONSULTANT, which shall be included as an appendix within the Master Plan. Input received from focus groups shall be used to develop goals, recommendations and objectives for each Chapter of the master plan.

Deliverables: The CONSULTANT shall provide the following deliverables:

- Preparation of all agendas, presentations, and meeting notes from Focus Group meetings;
- Attendance at all focus group meetings.
- Preparation of a report documenting the input received during focus group meetings.

The report and PowerPoint presentation shall be published on the project website.

(e) Website and Social Media: In close collaboration with the Community Development Department and Public Information Officer, the CONSULTANT shall secure a domain name, create and maintain a website dedicated to the Master Plan Update. The Website shall be the property of the City; however the site shall be maintained by the CONSULTANT until such time as the 2050 Master Plan Project is completed. To keep the community informed and engaged throughout the planning process, the CONSULTANT, in collaboration with the Community Development Department and Public Information Officer, shall draft regular articles and social media posts providing of the master plan process, which includes information about upcoming visioning sessions, neighborhood/village forums, as well as other community input opportunities (survey). Additionally, articles shall include regular updates about the status of the project, as well as posting of data and draft Chapters once released for public review.

Deliverables: The CONSULTANT shall provide the following deliverables:

- Procure domain name, design, create, and publish and host the project website.
- Procure social media accounts (Facebook, Instagram, TikTok, and X) for the Master Plan project, and manage said accounts.
- Prepare and publish regular updates to the website, as well as to social media, to keep the public informed about the status and progress of the project.

4. **Task #4 Boards and Commissions Kick Off Meeting:** Following the completion of data collection and public input strategy, and prior to preparation of individual chapters of the Master Plan, the CONSULTANT, working in close collaboration with the Community Development Department and Planning Board shall hold a kick off meeting with the following City Boards and Commissions who will be integral to development of individual chapters of the Master Plan Update.

The purpose of the kick off meeting will be to inform Board and Commissions about the Master Plan process, including preparation of individual chapters and schedule associated therewith. Additionally, during this meeting, the CONSULTANT shall present existing conditions data, as well as data / input received from City-wide visioning sessions and the community survey (and common themes associated therewith).

The purpose of this session is to have all Boards and Commissions have a shared starting point and common knowledge of the community and existing data before they begin the process of preparing individual chapters of the Master Plan Update. The kick off meeting will also layout out the schedule for completion of the Master Plan update. Boards and Commissions to be included in the Kick Off Meeting include, but may not be limited to, the following:

- Airport Advisory Committee
- Arena Advisory Committee
- Beaver Meadow Golf Course Advisory Committee
- Committee for Concord's Plan to End Homelessness
- Community Development Advisory Committee
- Conservation Commission
- City Council
- Design Review Committee
- Economic Development Advisory Committee
- Energy and Environment Committee
- Library Foundation and Trustees

- Heritage Commission
- Parking Committee
- Planning Board
- Public Safety Advisory Board
- Recreation and Parks Advisory Committee
- Traffic Operations Committee
- Transportation Policy Advisory Committee
- Zoning Board of Adjustment
- Others as identified during the process.

The CONSULTANT shall also participate in all meetings with individual Boards and Commissions throughout the preparation of the respective Chapters of the 2050 Master Plan. Task #5 of this RFP identifies which Boards and Commissions will be involved in the preparation of specific Chapters of the 2050 Master Plan. Subject to further discussion with the Planning Board, the steering committees consisting of representatives of Boards and Commissions may be created by the Board to guide the development of respective Chapters of the 2050 Plan. In the event steering committees are appointed, the CONSULTANT shall still periodically meet with the full Board or Commission to receive input throughout the development of individual chapters of the 2050 Master Plan.

All meetings with Boards and Commissions shall comply with NH State Law RSA 91-A (the Right to Know Law).

Deliverables: The CONSULTANT shall provide the following deliverables:

- Preparation of presentation about Master Plan process, schedule, as well as data developed in Task #2, and public input received to date as part of Task #3.
 - Attendance at the meeting.
 - Preparation of meeting minutes.
5. **Task #5 Master Plan Chapters:** The CONSULTANT, working in close collaboration with the Community Development Department, Planning Board, and subject matter Boards / Commissions, shall prepare the following chapters of the Master Plan.

The CONSULTANT is solely responsible for procuring, preparing, and analyzing all data for the master plan (and individual chapters thereof), as well as preparation of associated charts, graphs, and maps to depict and display said data.

All work products prepared by the CONSULTANT shall be reviewed by the Community Development Department prior to release to any Boards, Committees, Commissions, stakeholder groups, media, or the public.

Preparation of Master Plan Chapters shall occur in accordance with the schedule contained within this Request for Proposals. The City envisions that development of the Chapters set forth herein shall occur in phases; however, with some simultaneous overlap across phases as might be appropriate as data becomes available. Phase 1 of chapter development will be focused on those chapters which will provide the foundational data required to guide all other chapters in the Plan. These include the Vision, Population, Housing, Utilities, Community Facilities, and Parks and Recreation. Phase 2 of chapter development shall include those chapters discussing important community resources, and shall include Historic/ Cultural Resources, Natural Resources / Open Space, as well as Energy & Sustainability. Building upon the information contained in Chapters completed in Phase 1 and 2, Phase 3 chapters shall include Economic Development, Transportation, and Land Use. Phase 4 of chapter development shall include the Introduction and Implementation Chapters. Revisions to Chapters shall be undertaken as needed throughout the process to ensure that they are well coordinated and consistent.

(a) Introductory Chapter:

(i) Scope of Work: This Chapter shall discuss the purpose and intent of the Master Plan, provide an overview of the planning process for this update, review the legal basis and effect of the Master Plan, discuss the City's planning tradition dating to the 1930s and key milestones thereof through 2026.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board

(iii) Supporting Documents: The following documents will be used to inform this Chapter, but are not limited to:

1. 2030 Master Plan

(b) Vision Chapter:

(i) Scope of Work: This Chapter shall establish the overall vision for the community, which will serve to direct the goals, recommendations, and

objectives of all other chapters of the plan. Using feedback received from the City-wide Vision Sessions, Neighborhood / Village Forums, the community survey, and focus groups, the Vision chapter shall establish and articulate the community's unique identity, common principals, and shared vision for the future; all of which shall be central in guiding the goals, recommendations, and objectives of the 2050 Master Plan Update. This shall be articulated in a set of statements which articulate the fundamental planning principals and aspirations of the community.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board

(iii) Supporting Documents: The following documents will be used to inform this Chapter, including, but not limited to:

1. City-wide Visioning Session (NH Listens Session)
2. Neighborhood / Village Forums Reports
3. Community Survey Report
4. Focus Group Reports

(c) Historic / Archeological / Cultural Resources Chapter:

(i) Scope of Work: Working closely with the City's Heritage Commission and the Planning Board, this Chapter shall provide a comprehensive summary of the City's historical and architectural development dating from initial settlement by indigenous peoples through the present day. Using information received during public input, this Chapter shall also articulate the City's vision for honoring, safeguarding, and promoting historic, archeological, and cultural resources located in Concord.

This Chapter shall reiterate applicable Vision Statements pertaining to historic, archeological, and cultural resources.

This Chapter shall identify and inventory significant accomplishments the City has achieved in the area of historic resources protection and stewardship which have ensued since the completion of the 2030 Master Plan in 2008. Examples include, but are not limited to, the City's adoption of RSA 79-E and the preservation of several buildings associated therewith, the public/private partnership to preserve the Gas Holder, and others.

In addition to a comprehensive discussion of the City's collective history, this Chapter shall also include a detailed summary of historical and architectural development for the City's Six Villages / Neighborhoods (Penacook, Downtown, East Concord, West Concord, the Heights, and South End).

This Chapter shall identify and inventory all known existing and potential cultural, archaeological, and historic resources in the City, including, but not limited to, review of the City's Historic District, as well as various State / National Register Districts and associated architectural surveys / inventories for districts and individual properties. This section shall note those which are currently protected, and identify specific resources of special importance that warrant protection, as well as identify potential strategies the City could employ to achieve protection.

This Chapter shall include GIS maps of known or existing archeological, historical, and cultural resources, as well as areas or locations of such resources requiring further study or protection / preservation subsequent to this Master Plan. Mapping shall be adjusted as necessary to protect the location of sensitive archeological resources.

This Chapter shall also examine current trends and best management practices regarding preservation and protection of historic, cultural and archeological resources, and make recommendations about City adoption / utilization of such tools and techniques in the future.

This Chapter shall review City land use regulations (zoning, site plan, subdivision, architectural design guidelines, etc.), other applicable ordinances (demolition review ordinance), as well as programs and initiatives pertaining to preservation, and make recommendations for modifications thereto based upon data, best management practices, and public input received during the master planning process.

This Chapter shall identify goals, objectives and specific recommendations to appropriately honor, safeguard and preserve significant archeological, cultural, and historic resources, as well as appropriate strategies to foster rehabilitation and adaptive reuse of historic structures within the community.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Heritage Commission

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2008 “2030” Master Plan
2. City’s Land Use Regulations
3. Demolition Review Ordinance
4. Gas Holder Redevelopment Plan
5. All State and National Register Historic Inventories (Penacook, Downtown, Civic, Agricultural, 20th Century mid-century modern (former NHES Study), etc.)

(d) Natural Resources and Open Space Chapter:

(i) Scope of Work: Working with the Conservation Commission and the Planning Board, and building upon the City’s 2017 Conservation and Open Space Plan and 2021 Concord Trails Plan, the CONSULTANT shall prepare a comprehensive Natural Resources and Open Space Chapter for the Master Plan.

Using information received during public input, this Chapter shall reiterate applicable Vision Statements pertaining the preservation, protection, promotion and stewardship of natural resources and open spaces located in Concord.

This Chapter shall identify and inventory significant accomplishments the City has achieved in the area of natural resources protection and stewardship that have ensued since the completion of the 2030 Master Plan in 2008. These shall include acquisition of property (fee and easements), regulatory measures, and other similar activities.

The Chapter shall identify and inventory critical or sensitive areas or resources, not only those in the City, but also those shared with abutting cities and towns, or of regional importance, to establish a more integrated, comprehensive approach to resource protection and preservation, as well as greenway development. Such resources include, but are not limited to: surface waters, flood plains, wetlands, aquifers, steep slopes, prime

agricultural soils, productive forest lands, ecosystems, and wildlife habitats. This Chapter shall include management and protection plans for such resources, as well as provide appropriate data to support for land use regulations that may be enacted, or amended, to protect such resources.

This Chapter shall identify specific natural resources and open spaces which are currently protected, and identify specific resources of special importance that warrant future protection, as well as identify potential strategies the City could employ to achieve protection of said resources.

This Chapter shall also examine current trends and best management practices regarding preservation and protection of natural resources, and make recommendations about City adoption / utilization of such tools and techniques in the future.

Using data, as and community input received during the planning process, the CONSULTANT shall work with the Planning Board, Conservation Commission, and Community Development Department to develop goals, recommendations, and objectives to safeguard and preserve natural resources and open spaces, and appropriate stewardship thereof. The Chapter shall also identify specific areas or properties for protection by the City, or for the establishment of greenway corridors throughout the City (and region beyond).

This Chapter shall also review the City's extensive open space trail system and make recommendations regarding policies for management thereof, as well as linkages and connections to facilitate a coordinated trail system throughout the City where appropriate.

This Chapter shall also review the City's land use regulations and make recommendations associated therewith, to advance the community's natural resource and open space goals.

This Chapter shall include GIS maps of natural resources, existing and proposed conservation lands, as well as existing and proposed trails shall be provided.

This Chapter shall identify goals, recommendations, and specific objectives concerning the preservation, protection, promotion and stewardship of the City's natural resources and open spaces, as well as

appropriate strategies related thereto to advance said goals, recommendations, and strategies.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Conservation Commission

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2008 “2030” Master Plan
2. 2017 Open Space Master Plan
3. 2021 Trail Master Plan

(e) Population and Demographics Chapter:

(i) Scope of Work: The purpose of the Population and Demographics Chapter is to provide a detailed, comprehensive review of population and demographic trends for the City, past, present, and future, for the purposes of guiding future policy, as well as to inform various chapters of the Master Plan Update. Other Master Plan chapters which will heavily rely upon this information for planning purposes include, but are not limited to, Housing, Community Facilities, Utilities, Parks and Recreation, Transportation, Economic Development, and Land Use.

This Chapter shall reiterate applicable Vision Statements pertaining to Population and Demographics.

This Chapter shall include a summary of notable trends in population and demographics in the City since adoption of the 2030 Master Plan in 2008.

This Chapter shall also include population projections for the City through the year 2050 based upon 5-year increments. Trends shall be total population for the City, as well as the 6 villages. Population trends shall also be by age cohort through 2050.

In keeping with the 2030 Master Plan, a comprehensive profile of population and demographics shall be provided for each Neighborhood / Village, and trends associated therewith since the 2030 Master Plan shall be identified and reviewed.

1. Penacook Village
2. West Concord
3. Downtown / West End
4. South End
5. Concord Heights
6. East Concord

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2008 “2030” Master Plan Demographic Profile
2. Demographic profiles prepared in Task #2 of this RFP.

(f) Utilities Chapter:

(i) Scope of Work: Working with the Community Development Department, the General Services Department, private utility providers, and the Planning Board, the CONSULTANT shall prepare a comprehensive Utilities Chapter for the 2050 Master Plan.

The purpose of this Chapter is to inform and guide other aspects of the Master Plan Update concerning the condition, availability, and capacity of public and private utility infrastructure to support the community, as well as to guide other Chapters of the Master Plan, including, but not limited to, the Housing, Community Facilities, Economic Development, and Land Use Chapters.

In accordance with NH RSA 674:2,III, this Chapter shall analyze the need for and show the present and future general location of existing and anticipated public and private utilities, both City and regional, including telecommunications utilities, their supplies, and facilities for distribution and storage.

This Chapter shall reiterate applicable Vision Statements pertaining to Utilities.

This Chapter shall include a summary of significant improvements, or expansion of, public and private utilities which have been completed by the City since adoption of the 2030 Master Plan in 2008.

This Chapter will include a detailed review of the City's Public and Private utilities, the current condition and capacity thereof, as well as summary of current and proposed capital improvements associated therewith.

This Chapter shall also consider future population growth and economic development needs, and discuss strategies for how utility infrastructure may support projected growth. Recommendations for future expansion of utilities, including proposed funding strategies therewith, shall be included in this Chapter, recognizing the City's goal to limit water and sanitary sewer to the Urban Growth Boundary

This Chapter shall also examine current trends and best management practices regarding construction, maintenance, and operation of municipal utilities, and make recommendations about City adoption / utilization of such tools and techniques in the future.

This Chapter shall include maps of existing and proposed public and private utilities systems (facilities as well as distribution or collection systems), as well as proposed extension or expansion thereof. Maps shall also depict existing constraints, or capacity limitations, for public and private utilities.

(ii) Areas of Focus - Public Utilities: This Chapter shall contain sections on the following public utilities:

1. Potable Water System: This section will discuss the potable water system. The City's water system is owned and operated by the City of Concord; however, limited areas in the northly part of Concord are served by the Boscawen Water Precinct. Both the Concord and Boscawen Water Precinct systems shall be reviewed.

Concord's system has a total daily supply of 5.7 million gallons, derive from Penacook Lake (2.5 million GPD) and the Contoocook River (3.2 million GPD), as well as a reserve well field located in the adjacent community of Pembroke (1.0 million GPD). Water treatment is undertaken at the Water Treatment Plant located at Penacook Lake. The transmission and distribution piping for the municipal water

system consists of approximately 215 miles of pipe ranging in size from 4-inch to 30-inch. The oldest piping in the system was installed in 1880 and is now over 140 years old. As of 2023, approximately 15% of the system was over 100 years old.

The municipal water system also includes 5 water storage tanks, and 5 water pump stations. The City's Water Master Plan calls for the City to go the Merrimack River to provide sufficient water supply capacity.

The City's current water master plan, completed in 2016, notes that the City had capacity to serve a total population 50,000 residents based upon 85 gallons per capita per day. However, due to water conservation measures, the current water master plan suggests that this supply could potentially be stretched to serve 53,345 residents. (Concord's current population is 45,000; recently completed housing developments, as well as those recently permitted and awaiting construction or in the permitting process).

Presently, the Towns of Pembroke and Bow are seeking to connect to the system. Conversations have been on-going for several years. Portions of the Concord Water System serve the Town of Boscawen. These considerations shall be accounted for in the 2050 Master Plan.

Currently, the City is in the process of upgrading its East Concord Pump Station in order to address long-standing pressure issues with manifest in East Concord, as well as elsewhere in the community. A discussion of how this upgrade may support future development in East Concord and the Heights shall be included in this section of the Master Plan.

The Water System section of the Utility Chapter shall summarize the data, findings, and recommendations included in the City's Water Master Plan, specifically Phase I (2016), Phase 2 (2009, focused on the Water Treatment Plant), and Phase III (2023, focused on the distribution system). It shall also review past capital improvements to the system implemented over the last 10 years, and currently proposed future capital improvements.

Recognizing that the City may desire to further densify development inside the Urban Growth Boundary, this section shall discuss any

improvements that might be required to provide water service for domestic, commercial, and/or fire protection purposes.

Additionally, based upon community input, population projections, economic development and land use goals, this section shall identify goals, recommendations and objectives with respect to the water system to address community needs and aspirations through 2050.

As part of the potable water system section, the CONSULTANT shall prepare and include GIS maps of the City's potable water system, as well as those areas served by the Boscawen Water Precinct. In addition to depicting the distribution system, it shall also note the size of mains, identify any known constraints or substandard areas in need of repair which may impact future housing, economic development, and land use planning. Areas for potential future expansion (if any) shall also be depicted. Maps of private water systems, commonly found in private residential developments, shall also be included.

2. *Sanitary Sewer System:* The municipal sewer system is comprised of two waste water treatment plants. The primary facility is the Hall Street Waste Water Treatment Plant. Constructed in 1980, this facility handles approximately 4.5 million gallons per day. The Hall Street plant currently has capacity issues, primarily related to BOD. As such, the Hall Street Plant is scheduled to undergo a \$30 million upgrade to address BOD issues over the next several years.

Sewer treatment in the northern areas of the City is handled by the Penacook Village Waste Water Treatment Plant. This plant was constructed in the 1970s; major upgrades were completed in 2005. The Penacook plant has a total maximum capacity of 1.3 million gallons per day. The facility has limited capacity. As such, the City is actively considering converting the facility into a pump station to send waste south to the Hall Street Waste Water Treatment Plant.

The sewage collection system consists of 141+/- miles of pipe and 8 pump stations. In addition to significant upgrades to the Hall Street Plant, the City is currently undertaking a \$25 million upgrade of sewer infrastructure in the Heights Neighborhood. Specifically, this project will replace the current Steeplegate Mall Pump Station (91,000 GPD) with new facility (347,000+/- GPD), as well as 2+/- miles of sewer mains.

Separation of the municipal sanitary and storm drain systems was completed in 1980.

In addition to serving the City of Concord, the municipal sanitary sewer system serves limited portions of the Towns of Bow and Boscawen. Such systems will be incorporated into, and reviewed as part of, this Master Plan.

Recognizing that the City may desire to densify development inside the Urban Growth Boundary, this section shall discuss any improvements to the collection system (pipes, pump station, etc.) which might be required to support expanded density.

Simultaneously with, and separate from this Master Plan Update, the City will be preparing a comprehensive Sewer Master Plan. The CONSULTANT will incorporate pertinent data regarding the conditions of sewer facilities, as well as proposed capital improvements related thereto, into this chapter of the Master Plan.

Additionally, the CONSULTANT shall prepare and include GIS maps of the City's sanitary sewer system, including those portions serving the Towns of Bow and Boscawen. In addition to depicting the sewer collection system, mapping shall also note the size of mains, identify any known constraints or substandard areas in need of repair that may impact future housing, economic development, and land use planning.

3. *Storm Drain System:* As previously noted, separation of the municipal sanitary and storm water system was completed in 1980. As such, much of the stormwater system is antiquated and in need of investment.

Presently, Concord has not been designated a MS4 community by the US Environmental Protection Agency. However, recognizing that Concord has urbanized areas, the City may be required to comply with MS4 requirements when the City achieves a population of 50,000 people. Presently, Concord's population is approximately 45,000. However, with some 2,300+ units of housing recently completed, currently underway, or otherwise in the predevelopment / permitting process, coupled with the City's average household size of 2.3 persons per unit, the City's population will likely achieve 50,000 in the near

future. As such, the Master Plan shall anticipate the implications of a potential MS4 designation, and strategies for compliance with said designation, including funding mechanisms the City should explore in the future required improvements associated therewith.

This section of the plan shall review the 2007 update to the City's storm water master plan, as well as major improvements to the storm water systems which have been implemented over the past 25 years. It shall also include a review of the City's Capital Improvement Program pertaining to stormwater infrastructure, and make recommendations of how to finance future improvements to the municipal stormwater system.

This section shall discuss any improvements to the storm drain system which might be required to support continued growth and development within the City.

Additionally, the CONSULTANT shall prepare and include GIS maps of the City's storm sewer system. In addition to depicting the sewer collection system it shall also note the size of mains, identify any known constraints or substandard areas in need of repair, and proposed areas of expansion.

4. City Fiber Optic System: The City maintains a private fiber optic network which is operated and maintained by the City's Information Services Department. The system connects all municipal facilities to the City's IT Department. It is also used to support CCTV systems in multiple facilities.

The Utilities Chapter shall include a comprehensive review of this system, discussion of capital improvements completed thereto, as well as future capital improvements required to repair, replace, and maintain the system for the next 20 years. This section shall also include examine technological trends which may provide the City options regarding future maintenance, or long-term replacement, of its fiberoptic system. This section shall include a GIS maps of the City's fiber system, together with proposed future expansions thereof to City or other governmental facilities.

5. Fire Alarm System: The Utilities Chapter shall also include a review of the City's fire alarm system. Historically, this has been a hardwired

system strung throughout the community. However, the City has begun the process of transitioning to radio boxes for fire alarm infrastructure. As part of this section, the CONSULTANT shall prepare GIS maps depicting the system, as well as areas in need of repair or replacement. This section shall include GIS maps of the City's fire alarm system, together with proposed future expansions thereof (if any).

6. Municipally Owned Dams: The City owns 18 dams. Using the 2018 City Dam Needs Assessment Study, this Chapter shall include a brief description of all municipally owned dams, as well as capital improvements required therefor. The CONSULTANT shall prepare and provide a map depicting all municipal dam locations in the City.

(iii) Areas of Focus - Private Utilities: The Chapter shall also provide a comprehensive review of private utilities in the community, including anticipated future expansion thereof (if any) by each private provider, as follows:

1. Electric (Unitil is the City's primary provider; however very limited areas of northeast area of the City are served by Eversource. Eversource also has transmission lines which traverse Concord. Thus, both providers shall be included in this Chapter).
2. Natural Gas (Liberty Utilities)
3. Internet / Cable Television (Xfinity and Breezeline)
4. Telephone (FairPoint)
5. Cellular Phone Service (Various providers)

The CONSULTANT shall meet with representatives of all private utilities in order to receive the necessary data about their existing facilities and proposed future repair, replacement, or expansion thereof to serve the City, as well as to appropriately guide housing, economic development, community facility, and land use planning included in the 2050 Master Plan Update. The CONSULTANT shall prepare maps of private utilities noted above (existing, as well as proposed expansions, as well as the locations of known constraints).

(iv) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board

(v) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2008 “2030” Master Plan
2. Water Master Plan
3. Sewer Master Plan
4. Heights Sewer Master Plan
5. 2007 Storm Water Master Plan
6. Capital Improvement Program

(g) Transportation Chapter:

- (i) Scope of Work: Using input received from the public, as well as consultations with the Transportation Policy Advisory Committee, Traffic Operations Committee, Airport Advisory Committee, the Parking Committee, as well as the Planning Board, and with guidance from the Community Development Department, shall prepare a comprehensive update of the City’s Transportation Chapter of the Master Plan.

The purpose of this Chapter is to outline the policies and investments required to maintain and enhance a well-integrated, safe, equitable, connected, balanced, and sustainable transportation system.

This Chapter shall reiterate applicable Vision Statements pertaining to Transportation and establish a comprehensive set of goals, recommendations, and objectives pertaining to all aspects of the City’s transportation system, including, but not limited to, potential future studies of specific components of the transportation system, policy changes, updating of design standards, future capital improvement projects to expand the capacity of existing transportation infrastructure or create new transportation infrastructure, acquisitions of land or easements to facilitate transportation infrastructure, and land use policies (zoning / site plan / subdivision regulations) pertaining to transportation.

This Chapter shall also examine current trends and best management practices regarding all aspects of municipal transportation systems, and make recommendations about City adoption / utilization of such tools and techniques in the future.

This Chapter shall also include a summary of significant improvements or to, or expansion of, the Transportation system which been completed by the City since adoption of the 2030 Master Plan in 2008.

This Chapter shall include a comprehensive set of GIS maps prepared by the CONSULTANT depicting all aspects of the municipal transportation system (existing and proposed).

(ii) Areas of Focus

1. Transportation Infrastructure:

- a. Review of Municipal Roadways: This Chapter shall include a review of the street system in Concord by classification, including interstate highways, major arterials, minor arterials, major collectors, minor collectors, urban collectors, rural collectors, and local streets. The CONSULTANT shall prepare maps depicting all existing and proposed roadways in the City by functional classification, as well as Level of Service, for inclusion in this Chapter.
- b. Sidewalks / Crosswalks: This section shall include a review of existing sidewalks, as well as sidewalk gaps, and provide guidance for future sidewalk improvements.

This section shall also shall review and incorporate the 2017 Pedestrian Master Plan into this Master Plan Update, and shall also review and update the 2021 Transportation Policy Advisory Committee's – Bicycle Pedestrian Sidewalk Priority List, as well as sidewalk condition survey currently being completed by the Central New Hampshire Regional Planning Commission.

This section will also review City street standards / details and make recommendations related thereto for sidewalks inside and outside of the Urban Growth Boundary, and by street classification. Review of sidewalk policies pertaining to ADA compliance (US Access Board PROWAG) shall be included, together with policy recommendations related thereto. Crosswalk policies and proposed capital improvements shall be identified. A discussion of Rectangular Rapid Flashing Beacon (RRFB) best management practices and recommendations therewith shall be included. Safe routes to school routes shall be reviewed and recommendations for policies or capital improvements related thereto shall be included. Review of the City's Capital Improvement Plan for sidewalk improvements, and

recommendations thereto (with cost estimates in present day dollars); specifically for CIP projects #17, 380, and 590.

The CONSULTANT shall prepare a map of all existing and proposed sidewalks and crosswalks for inclusion in this Chapter.

- c. Bicycle Paths / Shared Use Paths: This section shall include detailed inventory of existing bicycle paths, bike lanes, and shared use paths, gaps in the bicycle path system, as well as proposed future bicycle lanes and shared use paths.

This section should incorporate the 2010 Bicycle Master Plan into this Master Plan Update, review the Merrimack River Greenway Trail and Concord-Lake Sunapee Rail Trail (and make recommendations therewith).

This section shall review bicycle lanes within the context of neighborhood connectivity, safe routes to school, employment centers, and important community facilities.

This section shall also include a review of roadway design standards for bicycle lanes (roadway cross sections, minimum roadway shoulder widths, pavement markings and signage, as well as City construction standards, etc.) and make recommendations thereto. It shall also include recommendations for bicycle parking standards for public and private facilities.

The CONSULTANT shall prepare a map of all existing and proposed bicycle lanes and shared use paths for inclusion in this Chapter.

- d. Future Roadways: The Chapter will also include a review proposed future streets including and associated map line of future streets, but not limited to: Whitney Road Extension, Storrs Street North and South, the Garvins Falls Urban Reserve, and others as noted in the 2030 Master Plan. Recommendations for said roadways, and cost estimates associated therewith, shall be included. If, during the planning process, the community determines that a proposed future roadway is not to be pursued, the CONSULTANT shall prepare an analysis of the impacts of said decision, and shall identify required improvements to existing streets, new alternative

streets, or both, resulting therefrom, together with cost estimates thereof. The CONSULTANT shall prepare a map of all future roadways / map lines of future streets for inclusion in this Chapter.

- e. Corridor Projects: This section shall review major roadway corridors, as well as recently completed, or forth coming improvements thereto. Corridors to be reviewed include, but are not limited to, the following.
 - i. Loudon Road
 - ii. Route 3 South / Manchester Street (CIP #36)
 - iii. Pleasant Street
 - iv. North Main Street / Bouton StreetRecommendations for operational or capital improvements shall be provided, together with cost estimates.
- f. I-93 Bow / Concord Project: This Chapter should include and adequately plan for the forthcoming widening of the Interstate 93 Corridor (the Bow-Concord Project) from I-89 to I-393, including proposed improvements to the local street, sidewalk, and shared use path system included therewith. Consideration of the City's recently completed "Deck Park" study shall be included, as well as alternatives thereto to achieve pedestrian and bicycle connectivity from Downtown to Kiwanis Park, Terrill Park, the Gully Hill Sunflower Fields, and the Heights. The CONSULTANT shall include graphics of the State of New Hampshire's proposed I-93 improvements, as well as those associated with the City's local street, sidewalk, and shared use path system included therewith.
- g. Intersections & Traffic Signals: This section shall include a review of all signalized intersections in the City, as well as non-signalized intersections which need to be reconfigured from a "Y" to "T" configuration. It shall discuss the level of service for all existing intersections, and include review of intersections requiring improvements. Review of major intersection improvements currently ongoing shall be included, such as McKee Square. Recommendations for improvements, with costs estimates, shall be provided. This Chapter shall also explore best management practices and potential polices for lighted stop signs at high volume intersections with and without crosswalks. The CONSULTANT shall prepare maps of signalized intersections (with classification

by level of service), Y intersections, and other intersections recommended for improvements for inclusion in this Chapter.

- h. Bridges: This section of the Transportation Chapter shall review all municipal bridges. As of 2025, the City owns and maintains 21 bridges. This section of the Chapter shall review bridges, specifically red listed bridges including CIP 588 – Loudon Road (NH 9) Bridge over Merrimack River Rehabilitation and CIP 602 – Iron Works Road Bridge over Turkey River Replacement Project. and make recommendations related thereto. Recommendations for improvements, with costs estimates, shall be provided. The CONSULTANT shall prepare maps of bridge locations in Concord for inclusion in this Chapter.
- i. Public Transit: This Chapter should also include a review of the local public transit system (Concord Area Transit), as well as regional bus service. Recommendations for operational or capital improvements shall be provided, together with cost estimates. The CONSULTANT shall prepare maps of existing rail corridors in Concord for inclusion in this Chapter.
- j. Airport / Vertiports: This Chapter shall also include a review of the Concord Municipal Airport, a general aviation facility owned and operated by the City. Specifically, this effort shall include a review of the 2006 Airport Master Plan, as well as summary of recent and proposed capital improvements at the Airport. Current and projected trends in general aviation shall be reviewed, and recommendations for how to best prepare the City's airport for such trends shall be discussed. Additionally, with the rise of electric vertical takeoff and landing (eVTOL) aircraft for commercial use (electric helicopters and drones), this section of the Chapter shall also review best management practices and policies for vertiports, and make recommendations regarding municipal regulation thereof, including zoning and other land use regulations.
- k. Rail: The City has multiple active rail corridors (CSX Northern Line and State of NH Lincoln Line). Therefore, this section shall include a review of rail assets and land use policies near railroads to ensure that rail remains viable for both freight and potential future long-term passenger service. The CONSULTANT shall

prepare maps of existing rail corridors in Concord for inclusion in this Chapter.

1. Parking: Recognizing its importance for complete streets policies, neighborhood quality of life, and economic development, a review of parking shall be included in the Transportation Chapter. This section shall include a review of existing parking municipal parking infrastructure and regulatory structures. Goals, recommendations, and objectives shall build upon those contained in the 2017 Strategic Parking Plan and 2025/2026 State Street Parking Garage study shall be reviewed, as well as recent state law changes which impact off-site parking for residential development (i.e. 1 parking space per dwelling unit). The Parking section shall also include a discussion of State and privately-operated park-and-ride facilities which serve the community, with recommendations related thereto.
2. Transportation Policies: In addition to infrastructure, as well as policies previously identified herein, the Transportation Chapter shall also review the following policy issues and make recommendations therewith based upon best management practices, data, and community input.
 - a. Complete Street Policies: This Chapter shall include a review of the City's Complete Streets Policy, as well as associated land use regulations (zoning, site plan regulations, subdivision regulations, and City's Construction Standards) and make recommendations therefor based upon community and committee input, best management practices, as well as the experiences of other similar mid-size cities which are reasonably comparable to Concord within the United States.
 - b. Traffic Calming: The Transportation Chapter shall review the City's approaches to traffic calming and make recommendations therewith based upon the City's past experiences, community input, public safety considerations, and current best management practices.
 - c. Access Management: The Transportation Chapter shall review the City's approaches to access management, current regulations related thereto (zoning, site plan, subdivisions regulations) and make recommendations thereto based upon data, community input,

public safety considerations, and current best management practices.

- d. Neighborhood Connectivity: This section should review policies and regulations related to pedestrian and vehicular connectivity within the context of City regulations (zoning, site plan, subdivisions regulations) and make recommendations thereto based upon data, community input, public safety considerations, and current best management practices.
- e. Roadway Design Standards: This Chapter shall also include a review of the City's current roadway design standards for public streets (all functional classifications), private streets, and shared driveways, and make recommendations related thereto based upon data, community input, public safety considerations, and current best management practices.

- 3. Integration with Regional and State Transportation Plans: The City's Transportation Chapter shall be coordinated with the transportation chapter of the regional master plan, and include information about proposed projects contained in the State's 10 Year Transportation Plan.

(iii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

- 1. Planning Board
- 2. Transportation Policy Advisory Committee
- 3. Transportation Operations Committee
- 4. Parking Committee
- 5. Airport Advisory Committee

(iv) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

- 1. 1984 Concord Transportation Plan (Donald Rhodes)
- 2. 1990 VHB Traffic Operations Plan
- 3. 1991 Consideration and Evaluation of Alternatives for the NW Bypass
- 4. 1996 Pleasant Street Improvement Plan
- 5. 1996 Garvins Falls Urban Reserve Area Development Feasibility Study
- 6. 1999 Concord NW Bypass History and Progress Report

7. 2001 20/20 Vision for Concord
8. 2005 Traffic Management Policy
9. 2005 Opportunity Corridor Master Plan
10. 2006 South Main Street Master Plan (PERNAW Study)
11. 2008 Concord School Zone Signage Worksheet -Update
12. 2008 Concord 2030 Master Plan
13. 2010 City of Concord Bicycle Master Plan (CNHRPC)
14. 2010 Delta Drive Bridge and Trail Bicycle/Pedestrian Study
15. 2013 Concord Citywide Safe Routes to School Task Force Project Identification and Rankings
16. 2014 Merrimack Valley School District Safe Routes to School Travel Plan
17. 2015 Langley Parkway Phase 3 Feasibility Study
18. 2015 Comprehensive Transportation Policy Statement
19. 2017 Beaver Meadow SRTS Travel Plan
20. 2017 City of Concord Pedestrian Master Plan
21. 2019 Loudon Road Gully Hill Concept Plan
22. 2021 TPAC Sidewalk Priority List
23. 2024 DRAFT Complete Street Policy Vision - TPAC
24. 2025 Bridge Park Feasibility Study
25. NHDOT I-93 Bow Concord Website
26. City's Capital Improvement Program
27. All CIPs listed above Concept Plans, etc.
28. School Consolidation List
29. Street Name Changes List
30. City-Wide Speed Management Program data
31. CNHRPC Regional Traffic Model

(h) Community Facilities Chapter

- (i) Scope of Work: The community facilities chapter shall include an inventory of municipal facilities and services, as set forth herein, with review of the capacity of said facilities and services, as well as recommendations to upgrade or expand said facilities and services to support projected population growth and evolving demographics. The section shall meet the projected needs of the City, coordinate with other local governments' special districts and school districts, as well as with state and federal agencies that have multi-jurisdictional impacts.

This Chapter shall reiterate applicable Vision Statements pertaining to Community Facilities and Services.

This Chapter shall include a summary of significant renovation or expansion of existing facilities, or new facilities which have been completed by the City since adoption of the 2030 Master Plan in 2008.

This Chapter shall include a comprehensive set of GIS maps prepared by the CONSULTANT depicting locations of existing and proposed municipal facilities.

(ii) Areas of Focus: Working closely with the Planning Board, Community Development Department, and other City Departments listed herein, the CONSULTANT shall provide a detailed review of the following services and facilities as outlined herein:

1. Police Services and Facilities: This section shall include a review of City police services including staffing trends (total staff and staff per capita), calls for service (total and per capita), vehicles, and facilities (i.e. the current Police Headquarters, the proposed new Police Headquarters located at 4 Bouton Street, and outdoor firing range). Trends shall be analyzed from 1970 to present, and projected forward based upon population projections prepared by the CONSULTANT. Recommended capital improvements (with cost estimates) to address current facility or vehicle needs, as well as those necessitated by projected future growth shall be included.
2. Fire / EMS Services and Facilities: This section shall provide a comprehensive review of the City's Fire Department and EMS services. Information to be contained in this section shall include, but not be limited to, staffing trends (total staff, staff by position, and staff per capita), calls for service (total, total by type, and per capita), vehicles, and facilities (set forth below). Trends shall be analyzed from 1970 to present, and projected forward based upon population projections prepared by the CONSULTANT. Recommended capital improvements (with cost estimates) to address current facility or vehicle needs, as well as those necessitated by projected future growth shall be included.

This section shall summarize 2020 facility needs assessment reports for each facility listed below as prepared by the HL Turner Group. Additionally, this section shall review the recommendations of the 2022 Fire Station Location Study prepared by Emergency Services Consulting International.

- a. Fire Headquarters
- b. Central Station
- c. Manor Station
- d. Heights Station
- e. Broadway Station

3. Library Services and Facilities: This section shall include a review of City library services, include size of collection, services / programs offered, hours of operation, staffing trends (total staff, staff by position, and staff per capita), and circulation trends. Trends shall be analyzed from 1970 to present, and projected forward based upon population projections prepared by the CONSULTANT. This section shall also include a review of all Library facilities, as follows. Recommendations for capital improvements to address current facility or needs, as well as those necessitated by projected future growth, shall be included.
- a. Green Street Facility: The Green Street facility serves as the main facility in the City's library system. This section shall include a review of the 2020 Facility Needs Assessment prepared by the HL Turner Group, as well as 2020 expansion plan prepared by Oudens Ello Architecture.
 - b. Penacook Branch Library
 - c. Heights Satellite Library (located at City-wide Community Center).

4. Public Works Services and Facilities: This Chapter shall include a review of the General Services Department, including services provided, staffing trends (total staff, staff by position, and staff per capita or other appropriate metric), as well as trends related to the City's vehicle fleet (total vehicles by type). Trends shall be analyzed from 1970.

The following facilities occupied by the General Services Department shall be reviewed. Specifically, this section shall review major improvements / renovations / expansion of the facilities below which have occurred since adoption of the 2030 Master Plan in 2008, as well as recommendations of the 2020 facility needs assessment reports for each facility listed below as prepared by the HL Turner Group (as well as improvements accomplished related thereto).

- a. Combined Operations and Maintenance Facility
- b. Public Properties Maintenance Facility

Additional recommendations for capital improvements to address current facility or needs, as well as those necessitated by projected future growth, shall be included.

5. Cemeteries: The City owns / operates 13 cemeteries. This Chapter shall include a brief review of all municipal cemeteries, total and remaining capacity thereof, capital improvements required to address existing needs, as well as capacity to serve projected population growth. The CONSULTANT shall prepare and provide a map depicting all public cemeteries in the City.
6. General Government Facilities: This section shall include a review of the following departments, including services provided, staffing trends (total staff, staff by position, and staff per capita). Trends shall be analyzed from 1970.
 - a. Assessing
 - b. City Clerk
 - c. City Manager
 - d. Legal (including Prosecutor's Office)
 - e. Finance
 - f. Collections
 - g. Accounting
 - h. Office of Management and Budget
 - i. Human Resources
 - j. Human Services (Welfare) (Located off campus at 28 Commercial Street)
 - k. Community Development
 - i. Administration
 - ii. Code
 - iii. Engineering
 - iv. Planning
 - l. Information Technology

This section shall review major improvements / renovations / expansion of City Hall which have occurred since adoption of the 2030 Master Plan in 2008, as well as recommendations of the 2020 facility needs assessment reports for City Hall as prepared by the HL Turner Group (as well as improvements accomplished related thereto).

Additionally, this section shall include a review of the 2025-2026 City Hall Campus Master Plan, which is currently under development with a third-party vendor. The CONSULTANT shall summarize current and projected space needs at the City Hall Campus, as well recommendations and cost estimates included in the 2025-2026 City Hall Campus Master Plan.

7. Public Schools: This section shall also include a review of those facilities owned and operated by the Concord School District and Merrimack Valley School District, the two public school districts which serve Concord. Reviews of existing facility reports and School District Master Plans shall be included, as well as discussion of the capacity of school district facilities regarding current needs and projected population growth. This section shall also include discussion of potential reactivation of impact fees to address future facility needs necessitated by future population growth.

(iii) Exclusions from Chapter: The following shall be omitted from this chapter:

1. Parks and Recreation facilities shall be addressed in the Parks and Recreation Chapter of the Master Plan.
2. Water and Wastewater Plants shall be addressed in the Utilities Chapter of the Master Plan Update.
3. Municipal dams shall be addressed in the Utilities Chapter.

(iv) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Public Safety Advisory Committee
3. Library Board of Trustees
4. Concord School Board
5. Merrimack Valley School Board

(v) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2030 Master Plan (2008)
2. 2020 Facility Studies prepared by the HL Turner Group (Various facilities)
3. 2020 Library Expansion Plan prepared by Oudens Ello Architecture
4. 2022 Fire Station Location Study prepared by Emergency Services Consulting International.

(i) Economic Development Chapter:

- (i) Scope of Work: Working with the City's Economic Development Advisory Committee, the CONSULTANT shall prepare the Economic Development Chapter of the Master Plan.

This Chapter shall reiterate applicable Vision Statements pertaining to Economic Development.

This Chapter shall identify and inventory significant accomplishments economic development accomplishments the City has undertaken following the adoption of the 2005 Bonz REA Economic Development Plan and 2030 Master Plan (2008), respectively. Accomplishments include, but are not limited to, a comprehensive review of public / private partnerships, including, but not limited to: Sears Block Redevelopment, former Allied Leather Tannery Redevelopment, former Blue Cross / Blue Shield property, Smile Building, Bindery Redevelopment Project, Granite Center Project (Eagle Hotel / Dixon Avenue), Merchants Way Project (Exit 17), Bank of NH Stage / Arts Alley Project, former NH Employment Security / Isabella Apartments Redevelopment Project, and others.

The Chapter shall also include a review of the City's current economic development programs and initiatives, including its three Tax Increment Finance Districts, RSA 79-E Community Revitalization Program, Community Development Block Grant program, Economic Development Reserve Fund, and Revolving Loan Fund program. A review of other potential programs and initiatives available under State Law shall be provided.

Additionally, the Chapter shall include an analysis of the City's Strengths, Opportunities, Weaknesses, and Concerns pertaining to economic development, as well as a comprehensive review of the City's economic development assets, and competitive advantages to leverage economic development opportunities.

This Chapter shall also include a detailed review of the City's economic base (past, current, and projected), and identify specific industry sectors for retention and recruitment. This shall include a full analysis of existing employment base and labor force, trends in employment by industry (total jobs, wages, etc.), identification and review of key industries and clusters which comprise of the City economic base, industry concentrations, location quotient (LQ) for business sectors in Concord.

This Chapter shall discuss business retention strategies, as well as specific industries / business clusters for potential future recruitment based upon Concord's unique location, labor market attributes, and available real estate and utility infrastructure. Recruitment strategies and techniques shall also be identified and reviewed.

This Chapter shall also examine the City's role as the regional center of regional center of employment, healthcare, commerce, services, as well as arts and culture in the central New Hampshire region, and shall provide goals, objectives, and recommendations to preserve and strengthen Concord's status as the center of commerce in the regional economy.

This Chapter shall include a detail review of the local and regional labor market, as well as strengths, weaknesses, opportunities, and concerns related thereto. Potential opportunities for the City to support cultivation of the local labor market to support business needs shall be explored.

The role of childcare in local economic development shall be reviewed. And inventory of current providers shall be identified. Tools and techniques previously used by the City to preserve and expand childcare in Concord (sale / lease of City property, Revolving Loan Fund program, Community Development Block Grants, recent zoning amendments) shall be reviewed. Current trends and best management practices to foster childcare at the municipal level shall also be reviewed, and recommendations therewith provided.

This Chapter shall also include a detailed review of the City's real estate market a property tax base, including availability of undeveloped land available for residential and non-residential development. The analysis shall include a review of the City's "real growth" in assessed value, as well as assessed values and property tax revenues by type of land use on a per acre basis.

Recognizing that 24% of City real estate is tax exempt (2025 Real Growth Report), and 14,780 acres of the City's 27,121 taxable acres is enrolled in Current Use), property tax base development is of paramount importance to the City. Therefore, using data derived by this analysis, specific goals, recommendations, this Chapter shall identify specific land uses the City should pursue to maximize expansion of the City's tax base within the context of the local / regional real estate market, the labor market,

available land, and capacity of municipal infrastructure. Specific zoning and infrastructure recommendations to advance economic development strategies shall be identified and appropriately coordinated with the City's Utility, Transportation, Natural Resources and Open Space, and Land Use Chapters, respectively.

As part of the real estate analysis and property tax base strategy, this Chapter shall identify key properties for commercial, industrial, or mixed-use development or redevelopment. It is anticipated that specific attention shall be focused on the City's Opportunity Corridor, Penacook Village (including former Rivco Complex, Thirty Pines, and Exit 17 / Monitor Way area), Downtown (Central Business District and Opportunity Corridor), the Heights (former Steeplegate Mall / Loudon Road / Manchester Street Corridor, Airport Business Parks), former South End Rail Yard / South Main Street Corridor, as well as Hall Street / Basin Street area.

In concert with the Land Use, Transportation, and Utilities Chapters, this Chapter shall also revisit the 1996 Garvins Falls Study, review the highest and best use of the real estate and craft an updated development strategy for this area of the community which appropriately balances community vision, archeological and natural resources, and infrastructure.

This Chapter shall include a comprehensive set of goals, recommendations, and objectives pertaining to all aspects of economic development.

This Chapter shall include a comprehensive set of GIS maps prepared by the CONSULTANT required to articulate the City's economic development goals, recommendations, and objectives.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Economic Development Advisory Committee (EDAC)

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 1998 Tax Base Expansion Plan (RKG)

2. 2005 Bonz REA Economic Development Master Plan
3. 2006 Opportunity Corridor Master Plan
4. 2030 Master Plan

(j) Parks and Recreation Chapter:

- (i) Scope of Work: Working closely with the City's Recreation and Parks Advisory Committee, this Chapter shall provide a comprehensive inventory and review of the City's parks and recreational facilities (including the Everett Arena, Beaver Meadow Golf Course, West Street Ward House, and 7 neighborhood pools / splash pads), review existing plans for such facilities, and evaluate the supply and availability of such facilities for the current and projected population.

This Chapter shall reiterate applicable Vision Statements pertaining to Parks and Recreation.

Since 2008, the City has made a variety of significant investment in its parks and recreation infrastructure. As such, this Chapter shall identify and inventory significant parks and recreation improvements achieved since the 2008 Master Plan. These include, but are not limited to, the White Park Redevelopment, various neighborhood pool replacements, the City-wide Community Center (2018), the White Park Skate House (2019), Penacook Branch Library and Activity Center (2024), Canal Street Riverfront Park (2025), White Park Accessible Playground (2025), and Beaver Meadow Golf Course Club House (coming in 2027) (among others).

When the City's 2030 Master Plan was created in 2008, the City's recreational assets consisted of the following facilities

- 4 City-wide facilities (Memorial Field, Kiwanis Park / Everett Arena, Terrill / Healy Parks, and Beaver Meadow Golf Course), totaling 242 acres;
- 14 Neighborhood Parks, totaling 358 acres;
- 4 Community Centers (Green Street, Heights, West Street Ward House, East Concord). The City notes that the City-wide Community Center, completed in 2018, replaced the Heights / East Concord Community Center.
- 3 Play Lots; 2+/- acres;
- 16 mini-parks / urban plazas.

This Chapter shall update the 2030 Master Plan's inventory all existing recreational facilities owned and operated by the City of Concord. The inventory shall include, but not be limited to, location, acreage, amenities / programming currently available, available on-site parking, as well as existing deficiencies and recommended capital improvements.

Based upon analysis of existing facilities, the City's trends in population growth and demographics, local and regional trends in recreation and leisure, as well as anticipated future development patterns, this Chapter shall include recommendations for future repair / renovation / expansion / and programming of existing recreational assets, as well as new or expanded assets to serve the community for the next 20 +/- years. This Chapter shall also explore potential funding alternatives to support future recreational needs of the community.

This Chapter will also include a comprehensive summary of non-City recreational facilities, such as those owned and operated by the Concord or Merrimack Valley School Districts, State of New Hampshire, as well as privately owned and operated facilities.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Recreation and Parks Advisory Committee

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2030 Master Plan
2. 2009 Parks Master Plan
3. Terrill Park Master Plan
4. Kiwanis Park / Arena Plan
5. Memorial Field Master Plan
6. Penacook Riverfront Park (Tanner Street Park) Master Plan (2025)
7. Bicentennial Square Design Options (2025)

(k) Housing Chapter

(i) Scope of Work: The housing section shall assess local housing conditions and project future housing needs of all individuals in the community as identified in the 2023 regional housing needs assessment performed by the Central New Hampshire Regional Planning Commission. This section

shall integrate the availability of human services with other planning undertaken by the City.

This Chapter shall reiterate applicable Vision Statements pertaining to Housing.

This Chapter shall provide a comprehensive review and analysis of the City's existing housing stock, and associated development trends associated therewith, from 1970 through present. Data shall include, but not be limited to, the composition of the City's housing stock (types of units, occupancy trends (owner occupied vs. rental), age of housing stock, trends in median prices for owner occupied housing and rental stock, vacancy trends, as well as information about housing prices in relation to household income. These data shall also be provided for communities directly adjacent to Concord (i.e. Bow, Hopkinton, Webster, Canterbury, Chichester, and Pembroke), all communities comprising the Central New Hampshire Regional Planning Commission (in aggregate), as well as the State of New Hampshire and United States of America.

In keeping with the 2030 Master Plan, a comprehensive housing profile shall be provided for each Neighborhood / Village, and trends associated therewith since the 2030 Master Plan shall be identified and reviewed.

1. Penacook Village
2. West Concord
3. Downtown / West End
4. South End
5. Concord Heights
6. East Concord

This Chapter shall also include comprehensive review of affordable housing (income restricted units) within the City of Concord. Specifically, this effort shall include a review of the City's affordable housing stock as compared to its regional fair share obligation as calculated by the Central New Hampshire Regional Planning Commission. This section will include an inventory of income restricted housing units in the City, as compared to communities in the Central New Hampshire Region. Additionally, this section shall also include a review of income restricted units which the City had a direct role in creating via the sale of City owned real estate, the City's Revolving Loan Fund Program, and Community Development Block Grant Program, Tax Increment Finance District improvements, etc. The inventory shall include the year completed, the address of the

development (address), total number of units, and types of City support provided.

Beyond income restricted housing, this Chapter shall also inventory market rate housing developments via the sale of City owned real estate, the RSA 79-E Program, Tax Increment Financing Investments, and other programs. The inventory shall include the year completed, the address of the development (address), total number of units, and types of City support provided.

This Chapter shall also discuss available housing stock, and housing needs, for special populations including senior housing, persons with disabilities, and persons experiencing homelessness. Past partnerships with organizations such as the Concord Coalition to End Homelessness, Next Step Living Concord, Families in Transition, and Riverbend Community Mental Health shall be reviewed. Additionally, best management practices to support such populations shall be reviewed and recommendations associated therewith provided.

Additionally, this Chapter shall discuss the City's designation as a "Housing Champion" by the State of New Hampshire.

This Chapter shall review current planning and zoning trends in the area of housing, as well as proven innovative land use regulations that could be employed to support additional housing development within the context of available utility and transportation infrastructure, parking, and neighborhood character.

This Chapter shall include a review of land use regulations pertaining to housing and make recommendations therewith to promote housing. Strategies to support the "missing middle" shall be developed where such housing may be appropriate within the context of neighborhood character, the carrying capacity of existing utility / parking / transportation infrastructure, as well as proximity to walkable parks and recreational facilities. A review of innovative land uses available to the City to foster and promote housing per New Hampshire State Law RSA 674:21t shall also be reviewed, including, but not limited to, inclusionary zoning.

This Chapter shall include a comprehensive set of GIS maps prepared by the CONSULTANT as might be necessary to present housing data, as well as goals, objectives, and recommendations related thereto.

This Chapter shall conclude with a comprehensive set of goals, recommendations, and objectives pertaining to all aspects of housing in Concord, and strategy for implementation thereof.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Community Development Advisory Committee

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2030 Master Plan
2. Community Development Block Grant Housing and Community Development Plan
3. Revolving Loan Fund Program Income Reuse Plan
4. RSA 79-E Program (Resolutions and Application Form)

(l) Energy and Sustainability:

(i) Scope of Work: This Chapter shall also include a review of current and projected trends, as well as best management practices, in the area of energy and sustainability, as well as goals, objectives, and recommendations to guide municipal policies and investment in energy and sustainability initiatives, as well as the regulation of private development to foster sustainable development.

This Chapter shall reiterate applicable Vision Statements pertaining to Energy and Sustainability.

Working with the Planning Board, City staff, and the City's Energy and Environment Committee, this Chapter shall provide a comprehensive review of past and present City energy and sustainability initiatives which have ensued since adoption of the 2030 Master Plan in 2008. Such initiatives include, but are not limited to:

- Passage of the City's 100% renewal goal;
- Periodic review of the City's carbon footprint;
- Sustainable power purchase agreements for municipal facilities;
- Energy efficiency initiatives for municipal infrastructure / facilities

- LED street light conversion, as well as forthcoming replacement of 72+/- ornamental light poles with new poles equipped with LED fixtures (\$1.150 million FY 2026 Capital Improvement Program),
- EV charging stations at the City's Water and Sewer plants, Green Street campus and COMF;
- Adoption of the City's Solar Ordinance;
- Installation of solar array at the Halls Street Waste Water Treatment Plant and Old Turnpike Road landfill (with associated PILOT and net metering agreements, etc.);
- Installation of solar arrays at a variety of privately-owned properties, including Breezeline on Sheep Davis Road;
- Approval of PILOT and net metering agreements for solar development on West Portsmouth Street;
- PILOT and net metering agreements with Briar Hydro / Essex Hydro for hydroelectric dams located in Concord on the Contoocook River; and,
- Concord's enrollment in the Community Power Coalition.

Beyond reviewing past and current programs and initiatives pertaining to energy efficiency and sustainability, the Energy and Sustainability Chapter of the Master Plan shall provide a review of the following topics to help guide the City moving forward:

- Acquisition, installation, and management of electric vehicle charging stations at municipal parking facilities (i.e. parking garages and surface lots);
- Strategies for electrification of the City fleet, including, but not limited to, heavy equipment, police and fire vehicles;
- EV infrastructure for aviation at Concord Airport (BETA chargers, etc.);
- Strategies and policies to address public and private building and infrastructure resiliency within the context of climate change;
- A review of the City's current land use and zoning regulations regarding sustainability. Said review shall include, but not be limited to, regulations governing private development of solar arrays, wind energy facilities, electric vehicle charging stations and alternative modes of transportation, utility infrastructure, pavement / heat island / stormwater management regulations and potential "green" alternatives thereto, and lighting regulations.
- In conjunction with the Natural Resources and Open Space Chapter, study of forest management policy to preserve "Carbon Sinks".

- Strategies to promote cultivation of locally grown or sourced food supplies;
- Microgrids;
- Neighbor level renewable energy production (geothermal); and,
- Sustainable waste management strategies.

This Chapter shall include a comprehensive set of GIS maps prepared by the CONSULTANT as might be necessary to present energy and sustainability data, as well as goals, objectives, and recommendations related thereto.

This Chapter shall conclude with a comprehensive set of goals, recommendations, and objectives pertaining to all aspects of energy and sustainability in Concord, and strategy for implementation thereof.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter. The CONSULTANT shall meet with these Boards and Commissions throughout the development of Chapter to ensure appropriate participation by these entities.

1. Planning Board
2. Energy and Environment Committee

(iii) Supporting Documents: The following documents will be used to inform this Chapter include, but are not limited to:

1. 2030 Master Plan
2. 2019 Draft Energy and Environment Plan

(m) Land Use Chapter:

(i) Scope of Work: The purpose of the Land Use Chapter is to identify and review land use trends in the City, discuss trends influencing development patterns, as well as identify goals, objectives and recommendations for policies and regulatory amendments to be undertaken in the future to ensure future land use patterns achieve the City's goals with respect to historical / cultural / architectural / natural resource conservation, projected population trends and housing needs, as well as economic development and tax base expansion within the context of the current and project future capacity of the City's transportation and utility infrastructure, and community facilities. The Chapter will also articulate the strategies to preserve and enhance Concord's community character, including the unique architectural character of its Villages and neighborhoods.

This Chapter shall reiterate applicable Vision Statements pertaining to Land Use and Village / Neighborhood Character.

Working with the Planning Board, City staff, and other Boards and Commissions noted herein, this Chapter shall provide a comprehensive review of past and present City land use initiatives which have ensued since adoption of the 2030 Master Plan in 2008. A review of land use regulatory amendments pertaining thereto shall be provided.

Using data, trends, and recommendations contained within the vision chapter, historic and cultural resources chapter, open space and conservation chapter, utilities chapter, transportation chapter, population and housing chapters, and economic development chapters, the Land Use Chapter shall set forth a comprehensive future land use and development strategy for the community.

The Land Use Chapter shall include comprehensive review of historical and current land use and development patterns. Acreage occupied by types of land uses shall be identified, mapped, analyzed, and reviewed. This effort shall also include an analysis of historical and current development patterns with current zoning and land use regulations.

Specifically, the review of existing / historical development patterns with zoning shall include an analysis of the following for each zoning district, or zoning districts in specific neighborhoods / villages.

1. Existing land uses as compared to those permitted by zoning,
2. Existing lot areas as compared to those currently required by zoning,
3. Existing dimensional requirements (frontage, front/side/rear building setbacks, lot coverage, etc.) as compared to zoning requirements

This analysis shall include a review of the mean, median, and mode of dimensional characteristics shall be provided for lots within each zoning District. The goal of this effort is to identifying potential future amendments to the zoning ordinance to “right size” land use regulations to foster desirable aspects of historic / current development patterns, as well as cultivate desire future development patterns which are appropriate with respect to neighborhood character, resource preservation, population and housing trends (including regional fair share of housing stock), economic development and tax base expansion goals, as well as capacity of municipal infrastructure. Recommendations for zoning revisions shall be provided to reduce the need for regulatory relief while simultaneously balancing neighborhood character, public safety, and the carrying capacity of municipal infrastructure (utilities, parking, transportation). Flexible

strategies, including Conditional Use Permits or other innovative land use techniques to provide reasonable flexibility when warranted while protecting community interests to encourage appropriate development, shall be explored.

This Chapter shall also include a review of innovative land use techniques, including those currently used in Concord (such as Performance Zoning / Performance Districts, Cluster Development, Planned Unit Development, and Impact Fees), as well as others afforded by NH State Law RSA 674:21, including, but not limited to, density bonuses and transfer of development rights. Suggested modifications to these shall be provided by the CONSULTANT.

This Chapter shall also include a review of municipal land use regulations (Zoning Ordinance, Site Plan Regulations, Site Plan Regulations, Design Review Regulations, Street Excavation Standards and Construction Standards / Details), identify existing conflicts, and recommendations to ensure all regulations are appropriately coordinated.

This Chapter shall include a comprehensive review of remaining vacant developable land, both within and outside of the Urban Growth Boundary. Unless otherwise agreed by the City, said analysis shall include review of currently developed areas, as well as account for nondevelopable land comprised of environmental constraints (steep slopes, bluffs, wetlands, surface water bodies, shoreland protection areas, flood plains, and aquifers, etc.). The analysis shall also identify what amount of remaining vacant land is located inside and outside of the urban growth boundary.

Concerning the Urban Growth Boundary, this Chapter shall review the UGB, development trends therein, remaining land available, capacity of utilities and transportation systems in the UGB to serve future growth, and reasonable strategies to maximize development opportunities in the UGB within the context of community character, carrying capacity of utility and transportation infrastructure within the UGB, availability of parks and recreation facilities in the UGB, historic and natural resource goals, as well as housing and population trends.

In accordance with RSA 674:2, III, k, this Chapter shall also include a “community design” section. This section shall include a review of the positive physical attributes of the City’s architectural character and built environment for the City’s various residential, nonresidential, and mixed use areas for the purpose of developing goals, objectives and

recommendations to facilitate future amendments to the City's architectural design review guidelines, zoning ordinance, as well as subdivision and site plan regulations to preserve, foster, and enhance quality real estate development and desirable attributes of the City's current and future built environment.

As part of the community design section, a specific land use strategy shall be developed for each of the following neighborhoods / villages. Said strategy shall include a review neighborhood and village character, as well as suggested zoning and land use regulations to preserve and foster desire development within these locations.

1. Penacook Village
2. West Concord
3. Downtown / West End
4. South End
5. Concord Heights
6. East Concord

This Chapter shall also review and explore strategies to foster continued redevelopment of the City's Opportunity Corridor, the area known as Monitor Way in Penacook Village (120 acres located between Whitney Road and Sewalls Falls Road), as well as the former Steeplegate Mall and surrounding areas.

This Chapter shall also examine trends in best management practices pertaining to planning and zoning regulations and techniques to promote appropriate greenfield development, and urban redevelopment.

(ii) Small Area Master Plans / Charrettes: This Chapter shall focus on specialized, small area master plans for the following locations:

1. The former Rivco Site: This 30-acre site is a former industrial property located at 77 and 82 Merrimack Street in the City's Penacook Village neighborhood. The 30+/- acre site straddles the Concord / Boscawen municipal boundary, with approximately 21.5 acres located in Concord. The property contains 200,000SF of industrial space and warehousing, all located in Concord, which are presently underutilized. The complex is located in a residential neighborhood and has extensive frontage on the Contoocook River. The site is also strategically located, between the Penacook Village central business district and the forth coming Merrimack River Greenway Trail (a regional rail trail which will connect to the Northern rail trail in

Boscawen). As documents in the City's 2015 Penacook Village Master Plan, the City strongly desires incorporate the site's river frontage into a larger pedestrian network of pocket parks and waterfront walking trails running from the City's Tanner Street Riverfront Park, to the Canal Street Riverfront Park, through the Walnut Street Park, through Rivco to Hannah Dustin Island and the Merrimack River Greenway / Northern Rail Trail. The site is approximately 1.5 miles from Interstate 93 Exit 17.

Working closely with the property owner, neighborhood, and other stakeholders, the CONSULTANT shall develop a comprehensive development plan for the site which incorporates community vision for the property, future access to the Contoocook River for a river walk, infrastructure (transportation / utilities), current and projected future real estate market trends, neighborhood character, and desire to create positive tax base for the City and Merrimack Valley School District.

The Plan shall discuss proposed land uses and anticipated public improvements associated with the preferred redevelopment strategy.

2. Garvins Falls Plan: Garvins Falls is an undeveloped area of the Concord Heights containing approximately 1 square mile of land situated between Manchester Street and the Merrimack River. In 1996, the City completed a master plan for this area, which called for a mixed development including residential, commercial, office/industrial / R&D uses. The study also identified potential corporate campus or educational uses. The property contains important natural and historic / archeological resources.

Working closely with the property owner, neighborhood, and other stakeholders, the CONSULTANT shall develop a comprehensive development plan update for the Garvins Falls Area. As part of this effort, the CONSULTANT shall prepare an updated small area plan for Garvins Falls. The plan shall appropriately balance preservation of important resources in the area, projected population // demographic / economic development trends, as well as carrying capacity of existing municipal infrastructure. The updated plan shall also identify proposed infrastructure improvements to facilitate future development of Garvins Falls, with cost estimates in current dollars.

This Chapter shall include a comprehensive set of GIS maps prepared by the CONSULTANT necessary to present existing and future land use data, as well as goals, objectives, and recommendations related thereto.

This Chapter shall conclude with a comprehensive set of goals, recommendations, and objectives pertaining to all aspects of future land use in Concord, and strategy for implementation thereof.

(iii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter:

1. Planning Board
2. Design Review Committee (a subcommittee appointed by the Planning Board)
3. Zoning Board of Adjustment

(iv) Supporting Documents:

1. 1996 Garvins Falls Study
2. 2030 Master Plan
3. 2006 Opportunity Corridor Master Plan
4. 2015 Penacook Village Plan

(n) Implementation Chapter:

(i) Scope of Work: The implementation section is a long-range action program of specific actions, timeframes, allocation of responsibility for actions, description of land development regulations to be adopted, and procedures which the City may use to monitor and measure the effectiveness of each section of the master plan.

This Chapter shall summarize specific recommendations included in each Chapter of the Master Plan, with suggested sequence and schedule for implementation.

(ii) Boards and Commissions: The following Boards and Commissions will be involved in the development of this Chapter:

1. Planning Board

(iii) Supporting Documents:

1. All Chapters of 2050 Master Plan

Deliverables: The CONSULTANT shall be responsible for providing the following deliverables for Task #5:

- Procurement of all data required to complete the Master Plan, except existing City studies and GIS data layers to be provided to the CONSULTANT by the City at no cost as set forth in Task #1.
- Preparation of all Chapters of the 2050 Master Plan set forth herein, including all data, tables, charts, graphs, analyses, maps, associated there with.
- Attendance at all meetings with Boards, Commissions, or Steering Committees involved with the preparation of individual master plan chapters.
- Periodic attendance at Planning Board meetings to discuss the status of the Master Plan, as well as to present draft chapters of the Master Plan as they become available.
- Revisions to draft chapters as determined necessary by the City to address comments during the drafting of chapters, as well as to ensure chapters are appropriately coordinated and consistent.
- Furnish the City will digital copies of all data procured or developed by the CONSULTANT for the master plan, as well as GIS maps in editable digital format required by the City.
- Furnish digital copies of draft Chapters and associated reports to the City (text, charts, graphs, tables, maps, graphics, etc.) in editable digital format required by the City.
- Post draft copies of Chapters to Master Plan Project website when drafts are provided to Boards, Commissions or Steering Committees for review.

6. **Task #6: Final Master Plan** The CONSULTANT, working in close collaboration with the Community Development Department, Planning Board, shall complete the following tasks herein associated with the final Master Plan.

- (1) **Presentation of Draft Master Plan to Planning Board:** Following the completion of all draft Chapters of the 2050 Master Plan, the CONSULTANT shall present the Plan to the Planning Board. The CONSULTANT shall be responsible for preparing a PowerPoint presentation summarizing key data, goals, and recommendations in each Chapter of the plan. The CONSULTANT shall also furnish the City with 25 paper copies of the complete plan (color, bound), and a PDF of the complete plan. The presentation and plan shall be posted on the project website and promoted through project related social media platforms.
- (2) **Review and Editing of Draft Master Plan:** Upon receipt of the Master Plan, the Planning Board shall complete its final review. The CONSULTANT shall

attend meetings with City staff and Planning Board (or a subcommittee thereof) as necessary to revise any and all aspects of the Plan as might be required by the Board. The CONSULTANT shall anticipate two rounds of comprehensive edits to the final draft master plan as part of this task. During the revision process, the CONSULTANT shall prepare any and all presentations that might be required to apprise the Planning Board of specific edits made to the Plan and related materials.

- (3) Finalize Master Plan; Public Hearing / Adoption: Once the Plan is finalized by the Planning Board, the Planning Board shall hold a public hearing to adopt the Plan in accordance with NH State Law. As part of the public hearing process, the CONSULTANT shall prepare a final presentation summarizing key aspects of each Chapter, and recommendations thereof. The CONSULTANT shall also furnish the City with 25 paper copies of the final draft plan (color, bound), and a PDF of the complete plan. The presentation and plan shall be posted on the project website and promoted through project related social media platforms.
- (4) Final Publishing Services: Once adopted, the Plan shall be updated to include a certificate of adoption. The CONSULTANT shall furnish three (3) unbound, paper master copies of the complete Master Plan for the City's use, as well as a PDF of the complete plan.

The CONSULTANT shall also provide the City with digital copies of all data procured or developed by the CONSULTANT for the master plan, as well as GIS maps in editable digital format required by the City.

The CONSULTANT shall also provide the City with digital copies of all Chapters and associated reports (text, charts, graphs, tables, maps, graphics, etc.) in editable digital format required by the City.

The CONSULTANT shall post the final plan and associated presentation to the project website, and announce said postings on project related social media platforms.

- 3) **Schedule:** The CONSULTANT shall adhere to the following schedule for this project (shown on the following page):

	Milestone / Task	Schedule	Notes
1	Contract & Purchase Order Issued to CONSULTANT	Late February 2026	
2	Project Kick Off Meeting (City Staff and CONSULTANT)	March 2026	
3	Task #1: Review of Existing Plans & Documents	March 2026 - May 2026	
4	Task #2: Data Collection		
4.1	Community Socio-Economic Profile	March 2026 - May 2026	Population, Housing, & Economics
4.2	Existing Conditions Mapping and Data Analysis	March 2026 - May 2026	
5	Task #3: Public Participation		
5.1	Master Plan Website Go Live Date	Late May 2026	
5.2	Community Survey Launch Date	Mid-June 2026	End date to be determined
5.3	City-wide Visioning Sessions	Mid-June 2026	
5.4	Neighborhood / Village Forums	September 2026 - November 2026	6 Total: Penacook, West Concord, Downtown / West End, South End, Heights, & East Concord.
5.5	Stakeholder Focus Groups	Summer-Fall 2026	Housing, Economic Development, New Americans
5.6	Social Media / Website Updates	June 2026 - January 2028	Continuous (weekly / bi-weekly) throughout entire duration of project
6	Task #4: Boards and Commissions Kick Off Date	September 2026	Present findings of Community Input received to date; review Board / Commission / Committee process for preparing individual chapters of the 2050 Master Plan
7	Task #5: Preparation of Master Plan Chapters		
7.1	Introduction Chapter	July 2026 - June 2027	City envisions that development of Chapters will occur in phases; however with some simultaneous overlap across phases as might be appropriate. Phase 1 Chapters (Vision Chapter, Population, Housing, Utilities, Community Facilities, Parks and Recreation) Phase 2 (Historic/ Cultural Resources, Natural Resources, Energy & Sustainability), Phase 3 (Economic Development, Transportation, Land Use), Phase 4 (Introduction, Implementation).
7.2	Vision Chapter	July 2026 - June 2027	
7.3	Historic / Archeological / Cultural Resources Chapter	July 2026 - June 2027	
7.4	Natural Resources and Open Space Chapter	July 2026 - June 2027	
7.5	Population and Demographics Chapter	July 2026 - June 2027	
7.6	Utilities Chapter	July 2026 - June 2027	
7.7	Transportation Chapter	July 2026 - June 2027	
7.8	Community Facilities Chapter	July 2026 - June 2027	
7.9	Economic Development Chapter	July 2026 - June 2027	
7.10	Parks and Recreation Chapter	July 2026 - June 2027	
7.11	Housing Chapter	July 2026 - June 2027	
7.12	Energy and Sustainability Chapter	July 2026 - June 2027	
7.13	Land Use Chapter	July 2026 - June 2027	
7.14	Implementation Chapter	July 2026 - June 2027	
8	Task #6: Complete Master Plan		
8.1	Draft Master Plan Completed; Presentation to Planning Board	July 2027	Potential joint session with other City Boards / Commissions / Committees
8.2	Review / Revisions by Planning Board	July 2027 - November 2027	
8.3	Planning Board Public Hearing and Adoption	December 2027	
8.4	Printing of Final Master Plan Completed	January 2028	
8.5	Project Completed; Complete Implementation	January 2028	

III. RESOURCES

Existing master plans, other relevant policy, and regulatory documents that may be of interest to respondents are available on the City's website located at:
<https://www.concordnh.gov/1739/Plans-Master-Plans-Studies-Vision>

IV. TERMS AND CONDITIONS

The City of Concord's General Terms and Conditions in their entirety can be found at
<https://concordnh.gov/DocumentCenter/View/15424/RFP-General-Terms-and-Conditions?bidId=>

All Respondents are encouraged to review the full terms and conditions prior to submitting a proposal in response to this RFP.

Unless any exceptions to the City's General Terms and Conditions are expressly stated on the enclosed Specifications Exception Form, it is assumed that the vendor accepts and agrees to be bound by the City's General Terms and Conditions as written.

PROPOSAL SUBMISSION CHECKLIST

In order to be considered responsive, each prospective CONSULTANT must submit the following documents, in **one (1) original and one (1) electronic copy (thumb drive)** as part of their proposal:

- 1) Proposal Statement (see Instructions for Proposers, Paragraph 7, Proposal Preparation, Pg. 7)
- 2) Specifications Exception Form
- 3) Indemnification Agreement
- 4) Form W-9
- 5) City of Concord Indemnification Agreement
- 6) Acknowledgement of Insurance Requirements

The successful CONSULTANT must provide an insurance certificate (Naming the City of Concord as an Additional Insured) that meets the minimum required types and levels of coverage.

V. CITY REQUIRED FORMS

CITY OF CONCORD, NEW HAMPSHIRE SPECIFICATIONS EXCEPTION FORM

In the interest of fairness and sound business practice, it is mandatory that you state any exceptions taken by you to our specifications.

It should not be the responsibility of the City of Concord to ferret out information concerning the materials which you intend to furnish.

If your proposal does not meet all of our specifications you **must** so state in the space provided below:

Proposals on equipment, vehicles, supplies, service and materials not meeting specifications may be considered by the City, however, all deviations must be listed above.

If your proposal does not meet our specifications, and your exceptions are not listed above, the City of Concord may claim forfeiture on your proposal bond, if submitted.

Signed: _____
I DO meet specifications

Signed: _____
I DO NOT meet specifications as listed in this proposal; exceptions are in the space provided.

Failure to submit this form with your proposal response may result in your proposal being rejected as unresponsive.

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. ☐ Other (see instructions)	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i>
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐	
	5 Address (number, street, and apt. or suite no.). See instructions.	6 City, state, and ZIP code
7 List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number	
or	
Employer identification number	

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person

Date

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

CITY OF CONCORD, NEW HAMPSHIRE
THE FOLLOWING INDEMNIFICATION AGREEMENT SHALL BE, AND IS
HEREBY A PROVISION OF ANY CONTRACT

CONSULTANT shall defend, indemnify, and hold harmless the City and its officials, agents, and employees (collectively, the “Indemnified Parties”) from and against all losses, claims and expenses, including but not limited to reasonable attorney’s fees where recoverable under applicable law, and costs of litigation (including all actual litigation costs incurred by the City, including but not limited to, costs of experts and consultants), damages or liability for death or injury to any person, or damages or destruction of any property of either party hereto or of third parties, arising from or relating to CONSULTANT’S negligent acts, errors, omissions or willful misconduct incident to the performance of this Contract by CONSULTANT or its subconsultants of any tier.

In addition, CONSULTANT shall defend, indemnify and hold harmless the City for any costs, expenses and liabilities arising out of a claim, charge or determination that CONSULTANT’S officers, employees, contractors, subcontractors or agents are employees of the City, including but not limited to claims or charges for benefits, wages, fees, penalties, withholdings, damages or taxes brought in connection with laws governing workers compensation, unemployment compensation, social security, Medicare, state or federal taxation, and/or any other similar obligation associated with an employment relationship.

The indemnification obligations set forth herein shall survive the term of the contract. CONSULTANT must obtain the City’s consent to any proposed settlement.

COMPANY _____

TAX PAYER IDENTIFICATION NUMBER _____

AUTHORIZED SIGNATURE _____

DATE _____

ADDRESS _____

TELEPHONE _____

TOLL-FREE NUMBER _____

FAX NUMBER _____

E-MAIL ADDRESS _____

**City of Concord, New Hampshire
RFP 03-26, Master Plan Update**

Insurance Requirements for All CONSULTANTS

<u>Additional Coverage is Required if Checked</u>	<u>Minimum Limits Required</u>
--	---------------------------------------

Commercial General Liability

General Aggregate	\$2,000,000
Products-Completed Operations Agg.	\$2,000,000
Personal and Advertising	\$1,000,000
Each Occurrence Injury	\$1,000,000
Fire Damage (Any One Fire)	\$ 50,000
Medical Expense (Any One Person)	\$ 10,000

- ☐ Occurrence
☐ Claims Made

Additional Coverage to Include

- ☐ Owners & Contractors' Protective – Limit
☐ Underground/Explosion and Collapse

Commercial Automobile Liability

Combined Single Limit	\$1,000,000
-----------------------	-------------

- ☐ Any Auto, Symbol 1
☐ Include Employees as Insured

Additional Coverage to include:

- | | |
|---|----|
| ☐ Garage Liability | NA |
| ☐ Garage Keepers Legal Liability | NA |

Workers Compensation

NH Statutory including Employers Liability - Each Accident/Disease-Policy Limit/Disease-Each Employee	\$100,000/\$500,000/\$100,000
--	-------------------------------

Commercial Umbrella

May be substituted for higher limits required above	\$1,000,000
---	-------------

- ☒ Follow Form Umbrella on ALL requested Coverage

Other

- | | |
|--|-------------|
| ☒ 1. Professional/Errors & Omissions | \$1,000,000 |
|--|-------------|

- (X) **The City of Concord must be named as Additional Insured on a primary, non-contributory basis by policy endorsement and a waiver of subrogation favorable to the City, with respect to general, automobile and umbrella liability.**

Respondent's Signature

VI. EXHIBITS

1. NOTICE OF AWARD

Dated: _____

TO: _____

ADDRESS: _____

CITY PROJECT #: RFP 03-26

PROJECT: Master Plan Update

CITY CONTRACT NO.: RFP 03-26

CONTRACT FOR: Master Plan Update

You are notified that your Proposal opened on _____ 2026 for the above Contract has been considered and accepted for Master Plan Update. All terms, conditions, specifications and prices shall be in accordance with the **CITY'S** Request for Proposals (RFP 03-26), the **CONSULTANT'S** proposal and the **CONSULTANT'S** fee proposal submitted under separate cover.

The **CITY** shall pay to the **CONSULANT**, the not-to-exceed sum of: (\$ _____).

One original of the Agreement accompanies this Notice of Award.

You must comply with the following conditions precedent within **ten (10) calendar days** of the date of this Notice of Award, which is by _____. You must deliver to the **CITY**:

1. One fully executed counterpart of the Agreement; and
2. Your firms' insurance certificate(s), naming the **CITY** as an additional insured, meeting the minimum required types and levels of coverage.

Failure to comply with these conditions within the time specified will entitle the **CITY** to consider your proposal abandoned and to annul this Notice of Award.

Within ten (10) calendar days after you comply with these conditions, the **CITY** will return to you one (1) fully signed counterpart of the Agreement and issue a Notice to Proceed and Purchase Order.

CITY OF CONCORD, NEW HAMPSHIRE

BY

Tina M. Waterman, Purchasing Manager

2. AGREEMENT

THIS AGREEMENT, made this _____ day of _____
by and between the City of Concord, New Hampshire, hereinafter called the “**CITY**” and
_____, doing business as (an individual) or (a
partnership) or (a corporation), hereinafter called the “**CONSULTANT**”.

WITNESSETH: That for and in consideration of the payments and agreements hereinafter
mentioned:

- 1) The **CONSULTANT** will commence Master Plan Update.
- 2) All terms, conditions, specifications and prices shall be in accordance with RFP 03-26,
the **CONSULTANT’S** proposal response opened on _____, 2026 and the
CONSULTANT’S fee proposal submitted in a separate envelope.
- 3) The **CONSULTANT** will furnish all of the material, supplies, tools, equipment, labor
and other services necessary for the services detailed by RFP 03-26.
- 4) The **CONSULTANT** will commence the work required by the **CONTRACT**
DOCUMENTS within **ten (10) calendar days** of the date of the **NOTICE TO**
PROCEED. Completion time for Phase I Services of this project will be no later than
_____. Completion time for this project shall be no later than 180 days
from the effective date of the Contract.
- 5) The **CONSULTANT** agrees to perform all of the **WORK** described in the **CONTRACT**
DOCUMENTS and comply with the terms therein for the fixed fee for services provided
with the fee proposal submitted by the **CONSULTANT**. The City shall pay the
Contractor for the actual amount of **WORK** completed. The contract price shall be the
not-to-exceed price of: _____ Dollars (\$ _____)
- 6) The term “**CONTRACT DOCUMENTS**” means and includes the following:
 - A. REQUEST FOR PROPOSALS RFP 03-26 DATED _____
 - B. RFP 03-26 PROPOSAL RESPONSE DATED _____
 - C. RFP 03-26 SEALED PRICING PROPOSAL DATED _____
 - D. CITY OF CONCORD REQUIRED CONTRACT FORMS
 - E. SPECIFICATIONS EXCEPTION FORM
 - F. FORM W-9
 - G. INDEMNIFICATION AGREEMENT
 - H. INSURANCE CERTIFICATE
 - I. LETTER OF AWARD DATED _____
 - J. NOTICE OF AWARD DATED _____
 - K. AGREEMENT
 - L. NOTICE TO PROCEED
 - M. CITY PURCHASE ORDER
 - N. ADDENDUM NO. _____ DATED _____

- 7) The contract between the **CITY** and the **CONSULTANT** shall consist of (1) the Request for Proposals (RFP) documents and any amendments there to and (2) the **CONSULTANT'S** proposal. In the event of a conflict in language between documents (1) and (2) referenced above, the provisions and requirements set forth and referenced in the RFP documents shall govern. However, the **CITY** reserves the right to clarify any contractual relationship in writing with the concurrence of the **CONSULTANT** and such written clarification shall govern in case of conflict with the applicable requirements contained in the RFP documents and the **CONSULTANT'S** proposal. In all other matters, not affected by written clarification, if any, the RFP documents shall govern.
- 8) The **CITY** will pay the **CONSULTANT** in the manner and at such times as set forth in the General Terms and Conditions such amounts as required by the **CONTRACT DOCUMENTS**.
- 9) This Agreement shall be binding upon all parties hereto and their respective Heirs, Executors, administrators, successors and assigns.

IN WITNESS HEREOF, the parties hereto have executed, or caused to be executed by their duly authorized officials, this Agreement in one (1) original.

CITY:

BY _____

Name/Title: Tina M. Waterman, Purchasing

Manager
(SEAL)

ATTEST:

Name _____

Title _____

CONSULTANT:

By _____

Name _____
(Please Type)

Address _____

(SEAL)

ATTEST:

Name _____
(Please Type)

Copy to : Deputy City Manager – Development

3. NOTICE TO PROCEED

Dated: _____

TO: _____

ADDRESS: _____

CITY PROJECT #. RFP 03-26

PROJECT: Master Plan Update

CITY CONTRACT NO.: RFP 03-26

CONTRACT FOR: Master Plan Update

You are notified that the Contract Time under the above contract will commence to run within **ten (10) calendar days** of the date of this Notice to Proceed. By that date, you are to start performing your obligations under the Contract Documents. In accordance with the Agreement, the date of completion for this contract shall be not later than January 31, 2028 per the schedule set forth in RFP 03-26.

Before you may start any Work, the General Terms and Conditions provides that you must deliver to the CITY:

1. Certificates of insurance, naming the CITY as additional insured, which you are required to purchase and maintain in accordance with the Contract Documents.

CITY OF CONCORD, NEW HAMPSHIRE

BY: _____
Tina M. Waterman, Purchasing Manager

Copy to: Deputy City Manager - Development



City of Concord, New Hampshire

Finance Department

Purchasing Division

COMBINED OPERATIONS & MAINTENANCE FACILITY

311 North State Street, Concord, NH 03301

(603)230-3664 FAX (603)230-3656

Reference: RFP 03-26

If you choose not to propose, please complete the questionnaire below and return it with your response by the proposal opening date. Your assistance in helping us to analyze no proposal rationale is very much appreciated. Thank you.

* * * * No Proposal Questionnaire * * * *

A no proposal is submitted in reply to the City of Concord Notice to Proposers for RFP 03-26, Master Plan Update for the following reasons:

- _____ Item/Service not supplied by our company.
- _____ Proposal specification (give reason(s), e.g., too restricted, not clear, etc.):

- _____ Profit margin on municipal proposals too low.
- _____ Past experience with City of Concord (give specifics, e.g., payment delay, proposal process, administrative problems, etc.) _____
- _____ Insufficient time allowed to prepare and respond to proposal request.
- _____ Proposal requirement too large _____ or too small _____ for our company.
- _____ Priority of other business opportunities limit time/other resources available to deliver or perform according to proposal specifications.
- _____ Other reason(s), please specify: _____

.....
Company Name and Address: _____

Phone: () _____

(Signature)

(Typed/Printed Name & Title)