

SELECT BOARD MEETING
Monday, July 27, 2026
6:00 pm
Nowak Room, Town Offices
10 Front Street, Exeter, NH 03833
REGULAR BUSINESS MEETING BEGINS AT 7:00 PM

Meetings can be watched on Ch 22 or Ch 6 or YouTube. Attendees can join in person or virtually via Zoom.

To access the meeting, click this link: <https://us02web.zoom.us/j/87052403936>

To access the meeting via telephone, call: +1 646 558 8656 and enter the Webinar ID: 870 5240 3936

Please join the meeting with your full name if you want to speak.

Use the "Raise Hand" button to alert the chair you wish to speak. On the phone, press *9.

More instructions to access the meeting here: <https://www.exeternh.gov/townmanager/virtual-town-meetings>

Contact us at extvg@exeternh.gov or 603-418-6425 with any technical issues.

AGENDA

1. Call Meeting to Order
2. Non-Public Session
3. Swear-In Public Official
 - a. Deputy Police Chief Steven Bolduc
4. Public Comment
5. Discussion/Action Items
 - a. Elections Update – Kate Miller, Moderator
 - b. August 7 & 8 Plan New Hampshire's Exeter Train Station Charrette - Darren Winham, Economic Development Director
 - c. New Police Station and Fire Substation Project Update, Paul Vlasich, Project Manager
 - d. New Police Station and Fire Substation Furnishings Contract Award – Josh McCain, Police Chief
 - e. FY26 Budget Update - Corey Stevens, Finance Director
 - f. Receipt of \$1.35M Federal Clean Energy Credit for Solar Array - Corey Stevens, Finance Director
 - g. Recently Enacted State Laws that Will Significantly Impact the Town
 - h. New Hampshire Municipal Association 2027 – 2028 Legislative Policy Conference Voting Delegate
 - i. Proposed Significant Federal Grant Rules Changes
 - j. Select Board Recommittal of Tax Collector Warrants – Paul Cohen, Town Manager
6. Approval of Minutes
 - a. July 13, 2026
7. Town Manager's Report
 - a. Park Street Bridge Update
 - b. New Hampshire Department of Environmental Services' Report on June 9, 2026 Annual Site Visit to Exeter Wastewater Treatment Plant

- c. Chamber of Commerce Community Guide
- 8. Select Board Committee Reports
- 9. Correspondence
- 10. Review Board Calendar
- 11. Adjournment

Niko Papakonstantis, Chair

Select Board

Posted 7/24/26 Town Office, Town Website

Persons with a disabling condition may request accommodations in order to attend this meeting. Requests should be made with 72 hours notice.

AGENDA SUBJECT TO CHANGE

UPCOMING PRIMARY AND GENERAL ELECTIONS

To: Town Manager & Select Board
From: Katherine B. Miller, Town Moderator
Re: Update on Preparations for Elections
Date: July 22, 2026

Reminders to Voters re: Upcoming Elections:

- State Primary September 8th is the **day after Labor Day**.
- General Election November 3rd
- **Eligible to Vote if:**
 - A United States citizen;
 - At least 18 years old **on election day**;
 - A resident in the Town. There is no minimum period you are required to have lived in your community before registering.

Must provide proof of all those factors when registering (see Town Elections and NH Secretary of State Elections websites for more information).

Important Dates:

- **Deadline for Registering to Vote in Person**
 - **Up To 6-13 days before the election**, depending on when Supervisors of the Voter Checklist schedule their meeting to update the Checklist of Registered Voters prior to the Election.
 - For State Primary Sept. 8th, last day is between **August 26 and September 2**.
 - For General Election Nov. 3rd, last day between **Oct. 21 and Oct. 28**.
 - **Can also register at the Polling Place on Election Day, but it can take longer that day.**
- **May Register in person at Clerk's Office or when Supervisors of the Checklist are holding a session. (See Clerk's Office hours above and posted Sessions of Supervisors of Checklist).**
- **Eligible to Register by Mail if:**
 - You will be absent from the town on the dates/times when the Supervisors of the Checklist meet to receive voter registration applications;
 - Absence includes an employment obligation that prevents you from attending a session of the supervisors. The term "employment" includes the care of children and infirm adults, with or without compensation.
 - You are unable to register in person due to a physical disability; or
 - You are confined to a penal institution for a misdemeanor or while awaiting trial but otherwise qualified.

Absentee Voting:

- **Request Absentee Ballot As Soon as Possible if Qualify as an Absentee Voter**
 - Eligible to vote by absentee ballot rather than at the polling place if:
 - You will be out of town on election day; or
 - You have a religious observance that prevents you from voting in person;
 - or

- You have a physical disability or illness that prevents you from voting in person; or
 - You have an employment commitment or must care for an adult or child during the entire time polls are open; or
 - You are confined in a penal institution for a conviction of a misdemeanor or while awaiting trial; or
 - You are a member of the Attorney General's Address Confidentiality Program or are protected by a Domestic Violence Protective Order; or
 - The National Weather Service has issued a winter storm, blizzard, or ice storm warning for your town/ ward for election day, and you have concerns about safely traveling in the storm.
- **May Request NOW: Identify Reason *and* Provide Acceptable Photo ID* *or* Have Application Notarized. *Effective 6/2/26, must show valid photo ID not a student ID card, even from a public school or university.**
 - **Deadline for Absentee Ballots**
 - Clerk must mail out absentee ballots to any voter who requests one by Noon the day before voting day.
 - Completed absentee ballots must be returned no later than **5 pm on Election Day** to the Clerk's Office or the Polling Place (certain persons authorized to deliver absentee ballots on behalf of absentee voters)
 - **Although USPS is great, an absentee ballot mailed out the day before an election is unlikely to reach the voter and be returned before 5 pm the next day, so please submit applications early!**
 - **There have been recent changes to voting laws. Check Town Elections Website and State of NH, Secretary of State Elections Website for up-to-date information.**
 - **We have heard a lot of buzz in the news and social media about the elections. We are planning now to make the elections as safe, pleasant and efficient as possible.**
 - **Please come out and see your neighbors this fall when you come to vote!**

If Voters Would Like to Assist at Elections:

- We will need many "Inspectors of Elections" (ballot clerks, greeters, etc.) to run our Elections. Please contact the Clerk's Office if you are interested. The Town Clerk has been contacting folks who have served in the past, but if voters have served in the past and have not received notice, please contact the Clerk's Office.
- There will be training for all ballot clerks on
 - checking in voters using the electronic poll pads,
 - updating the paper checklist on both election days, and
 - updating the "back to undeclared" checklist for the Primary Election.
- It is a lot of fun, please join us!



STUDENT GUIDE TO REGISTERING TO VOTE IN NH

Effective 6/02/2026, students will no longer be allowed to use their student ID to register to vote or receive a ballot on election day. NH HB323 (2026)

To register to vote in NH, you need to be at least 18 years of age on election day, a US citizen, and a NH resident. A few common examples of documents that prove your age, citizenship, domicile and identity:

AGE



Federal/State Photo ID
or Driver's License

OR



US Passport/
Passport Card

OR



Birth or
Naturalization
Certificate

CITIZENSHIP



US Passport/
Passport Card

OR



Birth or
Naturalization
Certificate



For more details on alternative forms of proof, scan
the QR code to our Linktree on student voting.

DOMICILE (with current NH address)



NH Driver's License
or Vehicle
Registration

OR



Rental agreement or
dorm assignment paired
with an attestation form
may be used in certain
circumstances

OR



Federal/State-
issued ID/Tax Document

IDENTITY



Federal/State Photo ID
or Driver's License

OR



US Passport/
Passport Card



Student ID Not
Acceptable

TO OBTAIN AN NH DRIVER'S LICENSE OR NH NON-DRIVER ID CARD

-  1. Gather documents needed for REAL-ID compliant license **OR** a non REAL-ID compliant license.
-  2. Determine fee according to fee schedule.
-  3. Schedule an appointment with the Department of Motor Vehicles.
-  4. Bring documents and fee to your appointment.



For information on voter registration and how to obtain appropriate identification, such as a free ID card for voting purposes only, scan the QR code to our Linktree on student voting.

WHERE CAN I REGISTER TO VOTE?

IN PERSON...

- ✓ At the local clerk's office, OR
- ✓ At a local supervisors of the checklist meeting, OR
- ✓ At the polls on an election day*

OR

...BY ABSENTEE, IF YOU QUALIFY

For more information on absentee voter registration or registering to vote, please refer to our "Student Guide to Voting Absentee in NH" flyer



*Avoid voter registration lines on election day - register to vote now!

LOCAL AND STATE ELECTION OFFICIALS ARE YOUR TRUSTED SOURCE OF ELECTION INFORMATION

EXETER TRAIN STATION COMMITTEE

Shaping the Future of Exeter's Train Station



Our train station is an important part of daily life in Exeter, and it has the potential to do even more for our community.

It should be **safe, welcoming, and easy to use** for everyone who depends on it.



Exeter is one of the busiest stops on the entire Downeaster line, **ranking third in ridership** behind only Boston and Portland.

JOIN THE CONVERSATION



<https://bit.ly/exetertrain>

BE PART OF THE VISION

A better station supports:

- Local businesses and restaurants
- Tourism and visitor spending
- Workforce attraction and retention
- Property values and downtown vitality
- Regional connectivity

Attend one of two public
listening sessions @ Lincoln
Street School

Fri, Aug 7th, 2026

Session 1: 3:00- 4:30 PM

Session 2: 6:00-7:30 PM

Come back on Saturday @
3:00PM to hear the results



EXETER POLICE DEPARTMENT



Memorandum

July 14, 2026

To: Paul Cohen, Town Manager

From: Timothy McCain, Chief of Police

Date: July 14, 2026

Subject: Recommendation to Procure Furniture, Fixtures, and Equipment (FFE) for the New Police and Fire Facility

I am writing to recommend the approval of funding for the procurement of Furniture, Fixtures, and Equipment (FFE) for the new Police and Fire facility currently under construction at 6 Continental Drive. Since April 2025, I have been working closely with WB Mason to develop a comprehensive and fiscally responsible proposal to furnish the new Police Station and Fire Substation. Throughout this process, we have completed numerous reviews and revisions to ensure that the proposal reflects the essential operational needs of both departments while remaining mindful of the project's budget.

The result of this collaborative effort is a final proposal totaling **\$218,662.00**. This proposal represents the basic furnishings and equipment necessary to make the facility operational and includes all furniture, shipping, and installation costs.

WB Mason is an approved vendor under the New Hampshire State Contract, allowing the Town to utilize competitively bid state contract pricing and streamline the procurement process. The current quotation is valid through **July 31, 2026**, and WB Mason has advised that there is a **6- to 8-week lead time** from the date of order to the scheduled delivery and installation.

I am pleased to report that this proposal comes in below the initial budget allocation provided for the project. I believe it represents an appropriate balance between meeting the operational needs of the Police and Fire Departments and maintaining fiscal responsibility. The proposal focuses on acquiring durable, functional furnishings that will support daily operations while remaining within prudent operating cost parameters.

Based on the work completed over the past year and the favorable pricing currently available, I respectfully recommend that the Town authorize the procurement of these funds and approve the purchase of the proposed FFE package through WB Mason.

Timothy McCain
Chief of Police

Exeter Police & Fire

1 of 25

Quote Per NH State Contract

Quote Valid Through 7/31/26

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
1	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	101 INTERVIEW	\$ 317.80	\$ 635.60
2	1	Preside 29.5H Angled Leg for Rnd Sq-Soft Sq Tops P1 Paint Opts Harbor	101 INTERVIEW	\$ 795.52	\$ 795.52
3	1	Preside 42" Square Shaped LaminateTop T-Mold Kingswood Walnut No Grommets Grd L1 Standard Laminates Kingswood Walnut	101 INTERVIEW	\$ 264.88	\$ 264.88
sub		101 INTERVIEW Subtotal	101 INTERVIEW		\$ 1,696.00
4	1	6 FT HIGH POINT BENCH WITHOUT BACK - 180 LBS, BLACK - QUOTE #85349	102 LOBBY	\$ 1,537.14	\$ 1,537.14
5	1	FREIGHT	102 LOBBY	\$ 426.53	\$ 426.53
sub		102 LOBBY Subtotal	102 LOBBY		\$ 1,963.67
6	1	Preside 20x72 36H Hospitality Credenza w/Shelf Grd L1 Standard Laminates Designer White 15051 Designer White 15051 Grd L1 Standard Laminates Designer White 15051 Loop Satin Nickel Vent Cutout Grd L1 Standard Laminates Designer White 15051	103 TRAINING / COMMUNITY	\$ 1,822.48	\$ 1,822.48
7	1	Preside Laminate Lectern Grd L1 Standard Laminates Designer White 15051 Loop Satin Nickel	103 TRAINING / COMMUNITY	\$ 917.40	\$ 917.40
8	36	Motivate Nest/Stack Chair-Flex Bck-Uph Seat No Arm Hard 4-Way Black Onyx Grade 2 Uph Whisper Vinyl Slate Platinum Metallic	103 TRAINING / COMMUNITY	\$ 413.00	\$ 14,868.00
9	9	Universal Mod Panel for 96" Motivate tables P1 Paint Opts Harbor	103 TRAINING / COMMUNITY	\$ 173.36	\$ 1,560.24
10	9	Motivate Table Rect 24Dx96W 2mm Edge Nesting Base No Grommets Grd L1 Standard Laminates Designer White 15051 Designer White 15051 Caster P1 Paint Opts Harbor	103 TRAINING / COMMUNITY	\$ 920.48	\$ 8,284.32

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
11	1	C Double-Sided Dry-Erase Mobile Revolving Easel 48" X 72", Grey	103 TRAINING / COMMUNITY	\$ 1,668.46	\$ 1,668.46
sub		103 TRAINING / COMMUNITY Subtotal	103 TRAINING / ...		\$ 29,120.90
12	1	Ign 2.0 Mid-back ReActiv	105 RECORDS	\$ 457.33	\$ 457.33
		Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black			
sub		105 RECORDS Subtotal	105 RECORDS		\$ 457.33
13	1	Primary 24Dx36W Flat Eg Lam w/Grommet	106 LEGAL ASSISTANT	\$ 147.58	\$ 147.58
		Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet			
14	1	Primary 30Dx72W Flat Eg Lam w/Grommets	106 LEGAL ASSISTANT	\$ 280.37	\$ 280.37
		Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet			
15	2	Freestanding 30DX29-1/2H End Pnl Sup	106 LEGAL ASSISTANT	\$ 96.10	\$ 192.20
		P1 Paint Opts Harbor			
16	1	Full-Hgt 29-1/2Hx72W Mod Pnl	106 LEGAL ASSISTANT	\$ 93.46	\$ 93.46
		P1 Paint Opts Harbor			
17	1	Flat Bracket 24D	106 LEGAL ASSISTANT	\$ 23.76	\$ 23.76
18	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull	106 LEGAL ASSISTANT	\$ 370.13	\$ 370.13
		P1 Paint Opts Harbor Matte Silver Standard Random key			
19	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull	106 LEGAL ASSISTANT	\$ 370.13	\$ 370.13
		P1 Paint Opts Harbor Matte Silver Standard Random key			
20	1	Align 50x24x24 Personal Twr MetFront Plinth	106 LEGAL ASSISTANT	\$ 1,106.10	\$ 1,106.10
		Recessed Plinth Arch Anodized Silver P1 Paint Opts Harbor Match Case Match Case Std Lock			

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
21	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	106 LEGAL ASSISTANT	\$ 457.33	\$ 457.33
22	1	Magnetic Glass Dry-Erase Board, 36" X 48"	106 LEGAL ASSISTANT	\$ 320.77	\$ 320.77
sub		106 LEGAL ASSISTANT Subtotal	106 LEGAL ASSI...		\$ 3,361.83
23	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	107 PROSECUTOR	\$ 178.73	\$ 178.73
24	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	107 PROSECUTOR	\$ 280.37	\$ 280.37
25	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	107 PROSECUTOR	\$ 96.10	\$ 192.20
26	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opts Harbor	107 PROSECUTOR	\$ 93.46	\$ 93.46
27	1	Flat Bracket 24D	107 PROSECUTOR	\$ 23.76	\$ 23.76
28	1	Ess Bookcase 34-1/2Wx12-5/8Dx81H 6-Shelf P1 Paint Opts Skipped Option	107 PROSECUTOR	\$ 543.30	\$ 543.30
29	1	Ess Combination 64-1/4Hx36W File No Drs Arch P1 Paint Opts Harbor Matte Silver Standard Random key	107 PROSECUTOR	\$ 972.00	\$ 972.00
30	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	107 PROSECUTOR	\$ 370.13	\$ 370.13
31	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	107 PROSECUTOR	\$ 370.13	\$ 370.13

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
32	1	Align 60x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opt Harbor Match Case Match Case Std Lock	107 PROSECUTOR	\$ 1,106.10	\$ 1,106.10
33	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	107 PROSECUTOR	\$ 317.80	\$ 635.60
34	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	107 PROSECUTOR	\$ 457.33	\$ 457.33
35	1	Magnetic Glass Dry-Erase Board, 36" X 48"	107 PROSECUTOR	\$ 320.77	\$ 320.77
sub		107 PROSECUTOR Subtotal	107 PROSECUT...		\$ 5,543.88
36	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	108 SERGEANT	\$ 178.73	\$ 178.73
37	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	108 SERGEANT	\$ 280.37	\$ 280.37
38	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opt Harbor	108 SERGEANT	\$ 96.10	\$ 192.20
39	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opt Harbor	108 SERGEANT	\$ 93.46	\$ 93.46
40	1	Flat Bracket 24D	108 SERGEANT	\$ 23.76	\$ 23.76
41	1	Ess Lat 36W 52-1/2H 4-12" Drws Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	108 SERGEANT	\$ 895.50	\$ 895.50

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
42	2	Contain 65Hx12Wx18D DbLckr Plinth MtFronts 2 Dr Recessed Plinth Arch Anodized Silver P1 Paint Opts Harbor Match Case Match Case Standard	108 SERGEANT	\$ 824.12	\$ 1,648.24
43	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	108 SERGEANT	\$ 370.13	\$ 370.13
44	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	108 SERGEANT	\$ 370.13	\$ 370.13
45	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	108 SERGEANT	\$ 317.80	\$ 635.60
46	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	108 SERGEANT	\$ 457.33	\$ 457.33
47	1	Magnetic Glass Dry-Erase Board, 36" X 48"	108 SERGEANT	\$ 320.77	\$ 320.77
sub		108 SERGEANT Subtotal	108 SERGEANT		\$ 5,466.22
48	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	109 LIEUTENANT	\$ 178.73	\$ 178.73
49	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	109 LIEUTENANT	\$ 280.37	\$ 280.37
50	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	109 LIEUTENANT	\$ 96.10	\$ 192.20

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
51	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opt Harbor	109 LIEUTENANT	\$ 93.46	\$ 93.46
52	1	Flat Bracket 24D	109 LIEUTENANT	\$ 23.76	\$ 23.76
53	1	Ess Combination 64-1/4Hx36W File No Drs Arch P1 Paint Opt Harbor Matte Silver Standard Random key	109 LIEUTENANT	\$ 972.00	\$ 972.00
54	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	109 LIEUTENANT	\$ 370.13	\$ 370.13
55	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	109 LIEUTENANT	\$ 370.13	\$ 370.13
56	1	Align 50x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opt Harbor Match Case Match Case Std Lock	109 LIEUTENANT	\$ 1,106.10	\$ 1,106.10
57	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	109 LIEUTENANT	\$ 317.80	\$ 635.60
58	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	109 LIEUTENANT	\$ 457.33	\$ 457.33
59	1	Magnetic Glass Dry-Erase Board, 36" X 48"	109 LIEUTENANT	\$ 320.77	\$ 320.77
sub		109 LIEUTENANT Subtotal	109 LIEUTENANT		\$ 5,000.58
60	1	48"W 5 Shelf Wire Rack Black	111 STORAGE	\$ 303.08	\$ 303.08
61	4	36"W 5 Shelf Wire Rack Black	111 STORAGE	\$ 240.38	\$ 961.52
sub		111 STORAGE Subtotal	111 STORAGE		\$ 1,264.60

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
62	1	510 Series Vertical File 4 Drawer Letter w/Lock Standard Random Key Lock P1 Paint Opt Designer White	116 ROLL CALL / REPORTS	\$ 457.60	\$ 457.60
63	1	Preside Laminate Lectern Grd L1 Standard Laminates Designer White 15051 Loop Satin Nickel	116 ROLL CALL / REPORTS	\$ 917.40	\$ 917.40
64	13	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	116 ROLL CALL / REPORTS	\$ 317.80	\$ 4,131.40
65	5	Post leg base 4 pk Glide P1 Paint Opt Harbor	116 ROLL CALL / REPORTS	\$ 255.64	\$ 1,278.20
66	5	Huddle 24x60 Table Top w/T-mold No Grommets Grd L1 Standard Laminates Designer White 15051 Designer White 15051	116 ROLL CALL / REPORTS	\$ 275.44	\$ 1,377.20
sub		116 ROLL CALL / REPORTS Subtotal	116 ROLL CALL ...		\$ 8,161.80
67	1	Primary 30Dx54W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	124 EVIDENCE	\$ 215.95	\$ 215.95
68	1	Gussets (1 Pr) P1 Paint Opt Harbor	124 EVIDENCE	\$ 56.50	\$ 56.50
69	1	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opt Harbor	124 EVIDENCE	\$ 96.10	\$ 96.10
70	1	Essentials Support Ped BBF 28Hx28-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	124 EVIDENCE	\$ 381.48	\$ 381.48
71	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	124 EVIDENCE	\$ 457.33	\$ 457.33
sub		124 EVIDENCE Subtotal	124 EVIDENCE		\$ 1,207.36

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
72	2	Modular Storage Cabinet 18"D x 64 1/4"H x 30"W Standard Random Key Lock Glide P1 Paint Opts Black	132 QM	\$ 1,171.28	\$ 2,342.56
73	1	Flagship Stg Cab 64 1/4Hx36Wx18D A Pulls&4 Adj Shlf Standard Random Key Lock P1 Paint Opts Black	132 QM	\$ 1,026.08	\$ 1,026.08
74	1	Flagship Bookcase 5-shelf 36"W x 18"D x 64-1/4"H P1 Paint Opts Black	132 QM	\$ 841.72	\$ 841.72
sub		132 QM Subtotal	132 QM		\$ 4,210.36
75	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	143 READY ROOM	\$ 317.80	\$ 635.60
76	1	Preside 29.5H Angled Leg for Rnd Sq-Soft Sq Tops P1 Paint Opts Harbor	143 READY ROOM	\$ 795.52	\$ 795.52
77	1	Preside 42" Square Shaped LaminateTop T-Mold Designer White 15051 No Grommets Grd L1 Standard Laminates Designer White 15051	143 READY ROOM	\$ 264.88	\$ 264.88
sub		143 READY ROOM Subtotal	143 READY ROOM		\$ 1,696.00
78	2	Grove Single Seat Lounge Armless Grade 1 Uph Apex Pumice Tapered Square Leg Kingswood Walnut	200 WAITING AREA	\$ 1,029.47	\$ 2,058.94
79	1	Occasional Laminate Occasional Corner Table 24L 24W 20H Grd L1 Standard Laminates Kingswood Walnut Kingswood Walnut	200 WAITING AREA	\$ 324.24	\$ 324.24
sub		200 WAITING AREA Subtotal	200 WAITING AR...		\$ 2,383.18
80	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	202 OFFICE MANAGER	\$ 178.73	\$ 178.73
81	1	Primary 24Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	202 OFFICE MANAGER	\$ 248.42	\$ 248.42

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
82	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	202 OFFICE MANAGER	\$ 280.37	\$ 280.37
83	1	Gussets (1 Pr) P1 Paint Opts Harbor	202 OFFICE MANAGER	\$ 56.50	\$ 56.50
84	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	202 OFFICE MANAGER	\$ 86.86	\$ 86.86
85	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	202 OFFICE MANAGER	\$ 96.10	\$ 192.20
86	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opts Harbor	202 OFFICE MANAGER	\$ 93.46	\$ 93.46
87	2	Flat Bracket 24D	202 OFFICE MANAGER	\$ 23.76	\$ 47.52
88	1	36W External Supt Channel for 48W W/S	202 OFFICE MANAGER	\$ 26.14	\$ 26.14
89	2	48W External Supt Channel for 60W W/S	202 OFFICE MANAGER	\$ 32.47	\$ 64.94
90	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	202 OFFICE MANAGER	\$ 370.13	\$ 370.13
91	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	202 OFFICE MANAGER	\$ 370.13	\$ 370.13
92	1	Align 65x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opts Harbor Match Case Match Case Std Lock	202 OFFICE MANAGER	\$ 1,184.40	\$ 1,184.40
93	1	Flock Guest Chair Wood Leg Dual Fabric Grade 1 Uph Apex Pumice Grade 1 Uph Apex Pumice Kingswood Walnut	202 OFFICE MANAGER	\$ 647.73	\$ 647.73

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
94	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	202 OFFICE MANAGER	\$ 457.33	\$ 457.33
95	1	Magnetic Glass Dry-Erase Board, 36" X 48"	202 OFFICE MANAGER	\$ 320.77	\$ 320.77
96	1	Appr Tackzn 30H 48W Fab Tkbrd Fil Hgt Grade A Fab Binary Reef	202 OFFICE MANAGER	\$ 199.85	\$ 199.85
sub		202 OFFICE MANAGER Subtotal	202 OFFICE MA...		\$ 4,825.48
97	1	Flagship 30W 4-Drw "A" Pull Lateral 52-1/2H 18D w/o Post Standard Random Key Lock P1 Paint Opts Harbor	203 SECURE RECORDS	\$ 1,072.28	\$ 1,072.28
98	6	Flagship 36W 4-Drw "A" Pull Lateral 52-1/2H 18D w/o Post Standard Random Key Lock P1 Paint Opts Harbor	203 SECURE RECORDS	\$ 1,217.04	\$ 7,302.24
sub		203 SECURE RECORDS Subtotal	203 SECURE RE...		\$ 8,374.52
99	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	204 LT. PROFESSIONAL...	\$ 178.73	\$ 178.73
100	1	Primary 24Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	204 LT. PROFESSIONAL...	\$ 248.42	\$ 248.42
101	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	204 LT. PROFESSIONAL...	\$ 280.37	\$ 280.37
102	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	204 LT. PROFESSIONAL...	\$ 86.86	\$ 86.86
103	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	204 LT. PROFESSIONAL...	\$ 96.10	\$ 192.20
104	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opts Harbor	204 LT. PROFESSIONAL...	\$ 93.46	\$ 93.46
105	1	Gussets (1 Pr) P1 Paint Opts Harbor	204 LT. PROFESSIONAL...	\$ 56.50	\$ 56.50

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
106	2	Flat Bracket 24D	204 LT. PROFESSIONAL...	\$ 23.76	\$ 47.52
107	1	36W External Supt Channel for 48W W/S	204 LT. PROFESSIONAL...	\$ 26.14	\$ 26.14
108	2	48W External Supt Channel for 60W W/S	204 LT. PROFESSIONAL...	\$ 32.47	\$ 64.94
109	1	Ess Combination 64-1/4Hx36W File No Drs Arch P1 Paint Opts Harbor Matte Silver Standard Random key	204 LT. PROFESSIONAL...	\$ 972.00	\$ 972.00
110	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	204 LT. PROFESSIONAL...	\$ 370.13	\$ 370.13
111	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	204 LT. PROFESSIONAL...	\$ 370.13	\$ 370.13
112	1	Align 65x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opts Harbor Match Case Match Case Std Lock	204 LT. PROFESSIONAL...	\$ 1,184.40	\$ 1,184.40
113	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	204 LT. PROFESSIONAL...	\$ 317.80	\$ 635.60
114	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	204 LT. PROFESSIONAL...	\$ 457.33	\$ 457.33
sub		204 LT. PROFESSIONAL STANDARDS Subtotal	204 LT. PROFES...		\$ 5,264.73
115	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	205 DEPUTY CHIEF	\$ 178.73	\$ 178.73

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
116	1	Primary 24Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	205 DEPUTY CHIEF	\$ 248.42	\$ 248.42
117	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	205 DEPUTY CHIEF	\$ 280.37	\$ 280.37
118	2	Gussets (1 Pr) P1 Paint Opts Harbor	205 DEPUTY CHIEF	\$ 56.50	\$ 113.00
119	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	205 DEPUTY CHIEF	\$ 86.86	\$ 86.86
120	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	205 DEPUTY CHIEF	\$ 96.10	\$ 192.20
121	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opts Harbor	205 DEPUTY CHIEF	\$ 93.46	\$ 93.46
122	2	Flat Bracket 24D	205 DEPUTY CHIEF	\$ 23.76	\$ 47.52
123	1	36W External Supt Channel for 48W W/S	205 DEPUTY CHIEF	\$ 26.14	\$ 26.14
124	2	48W External Supt Channel for 60W W/S	205 DEPUTY CHIEF	\$ 32.47	\$ 64.94
125	1	Ess Combination 64-1/4Hx36W File No Drs Arch P1 Paint Opts Harbor Matte Silver Standard Random key	205 DEPUTY CHIEF	\$ 972.00	\$ 972.00
126	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	205 DEPUTY CHIEF	\$ 370.13	\$ 370.13
127	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	205 DEPUTY CHIEF	\$ 370.13	\$ 370.13
128	1	Align 65x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opts Flint Match Case Match Case Std Lock	205 DEPUTY CHIEF	\$ 1,184.40	\$ 1,184.40

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
129	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Textured Designer White	205 DEPUTY CHIEF	\$ 337.87	\$ 675.74
130	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	205 DEPUTY CHIEF	\$ 457.33	\$ 457.33
131	1	Magnetic Glass Dry-Erase Board, 36" X 48"	205 DEPUTY CHIEF	\$ 320.77	\$ 320.77
sub		205 DEPUTY CHIEF Subtotal	205 DEPUTY CH...		\$ 5,682.14
132	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	206 CHIEF OF POLICE	\$ 178.73	\$ 178.73
133	1	Primary 24Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	206 CHIEF OF POLICE	\$ 248.42	\$ 248.42
134	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	206 CHIEF OF POLICE	\$ 280.37	\$ 280.37
135	1	Gussets (1 Pr) P1 Paint Opt Harbor	206 CHIEF OF POLICE	\$ 56.50	\$ 56.50
136	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opt Harbor	206 CHIEF OF POLICE	\$ 86.86	\$ 86.86
137	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opt Harbor	206 CHIEF OF POLICE	\$ 96.10	\$ 192.20
138	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opt Harbor	206 CHIEF OF POLICE	\$ 93.46	\$ 93.46
139	2	Flat Bracket 24D	206 CHIEF OF POLICE	\$ 23.76	\$ 47.52
140	1	36W External Supt Channel for 48W W/S	206 CHIEF OF POLICE	\$ 26.14	\$ 26.14
141	2	48W External Supt Channel for 60W W/S	206 CHIEF OF POLICE	\$ 32.47	\$ 64.94

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
142	2	Ess Lat 36W 39-1/8H 3-12" Drws Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	206 CHIEF OF POLICE	\$ 699.00	\$ 1,398.00
143	1	Stor Isla Top 72Wx18D S2 Non-FSC Wood Grd L2 Standard Laminates Veranda Teak Veranda Teak	206 CHIEF OF POLICE	\$ 175.50	\$ 175.50
144	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	206 CHIEF OF POLICE	\$ 370.13	\$ 370.13
145	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	206 CHIEF OF POLICE	\$ 370.13	\$ 370.13
146	2	Align 65x12x18 LH Dbl Lckr MetFront 2dr Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opt Harbor Match Case Match Case Std Lock	206 CHIEF OF POLICE	\$ 919.20	\$ 1,838.40
147	2	Flock Guest Chair Wood Leg Dual Fabric Grade 1 Uph Apex Pumice Grade 1 Uph Apex Pumice Kingswood Walnut	206 CHIEF OF POLICE	\$ 647.73	\$ 1,295.46
148	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	206 CHIEF OF POLICE	\$ 457.33	\$ 457.33
149	1	Magnetic Glass Dry-Erase Board, 48" X 72"	206 CHIEF OF POLICE	\$ 670.38	\$ 670.38
sub		206 CHIEF OF POLICE Subtotal	206 CHIEF OF P...		\$ 7,850.47
150	2	ElloraB G2 Fliptop 3 AC Pwr-1 Dual USB-A-2 Blank Silver	207 CONFERENCE	\$ 526.68	\$ 1,053.36

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
151	1	Preside 20x72 36H Hospitality Credenza w/Shelf Grd L1 Standard Laminates Kingswood Walnut Kingswood Walnut Grd L1 Standard Laminates Kingswood Walnut Loop Satin Nickel Vent Cutout Grd L2 Standard Laminates Skyline Walnut	207 CONFERENCE	\$ 1,833.48	\$ 1,833.48
152	12	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	207 CONFERENCE	\$ 457.33	\$ 5,487.96
153	1	Preside 168W x 48D Boat Shaped Laminate Top T-Mold Kingswood Walnut Cut Out For Flip Top Port Grd L1 Standard Laminates Kingswood Walnut	207 CONFERENCE	\$ 892.32	\$ 892.32
154	1	Preside Aluminum T leg for 168" Table Tops P1 Paint Opt Harbor	207 CONFERENCE	\$ 827.64	\$ 827.64
155	2	Magnetic Glass Dry-Erase Board, 48" X 72"	207 CONFERENCE	\$ 670.38	\$ 1,340.76
sub		207 CONFERENCE Subtotal	207 CONFERENCE...		\$ 11,435.52
156	1	Flagship Stg Cab 39 1/8Hx36Wx18D A Pulls-2 Adj Shlf Standard Random Key Lock P1 Paint Opt Black	210 LAV	\$ 704.44	\$ 704.44
sub		210 LAV Subtotal	210 LAV		\$ 704.44
157	2	Align 42x24x18 LH Quad Lckr MetFront 4dr Plinth Flush Plinth Arch Anodized Silver P1 Paint Opt Harbor Match Case Match Case Std Lock	211 DISPATCH WORKSTATION	\$ 1,122.60	\$ 2,245.20
sub		Subtotal 211 DISPATCH WORKSTATION			\$ 2,245.20
158	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	212 DISPATCH SUPERVISOR	\$ 178.73	\$ 178.73

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
159	1	Primary 30Dx60W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	212 DISPATCH SUPERVISOR	\$ 239.71	\$ 239.71
160	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opt Harbor	212 DISPATCH SUPERVISOR	\$ 96.10	\$ 192.20
161	1	Full-Hgt 29-1/2Hx60W Mod Pnl P1 Paint Opt Harbor	212 DISPATCH SUPERVISOR	\$ 88.44	\$ 88.44
162	1	Flat Bracket 24D	212 DISPATCH SUPERVISOR	\$ 23.76	\$ 23.76
163	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	212 DISPATCH SUPERVISOR	\$ 370.13	\$ 370.13
164	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	212 DISPATCH SUPERVISOR	\$ 370.13	\$ 370.13
165	1	Align 50x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opt Harbor Match Case Match Case Std Lock	212 DISPATCH SUPERVISOR	\$ 1,106.10	\$ 1,106.10
166	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	212 DISPATCH SUPERVISOR	\$ 317.80	\$ 635.60
167	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	212 DISPATCH SUPERVISOR	\$ 457.33	\$ 457.33
168	1	Magnetic Glass Dry-Erase Board, 36" X 48"	212 DISPATCH SUPERVISOR	\$ 320.77	\$ 320.77
sub		212 DISPATCH SUPERVISOR Subtotal	212 DISPATCH ...		\$ 3,982.90

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
169	1	Olson Stacker 4040 Series Polymer St-Back 4-Ctn Onyx Chrome	219 INTERVIEW	\$ 508.67	\$ 508.67
170	1	Huddle Fixed Height T-leg bas For 24" tops Glide P1 Paint Opts Harbor	219 INTERVIEW	\$ 301.84	\$ 301.84
171	1	Huddle 24x60 Table Top w/T-mold No Grommets Grd L1 Standard Laminates Kingswood Walnut Kingswood Walnut	219 INTERVIEW	\$ 275.44	\$ 275.44
sub		219 INTERVIEW Subtotal	219 INTERVIEW		\$ 1,085.95
172	4	Optimize Tckble Pnl 50H x 42W w/out Top Cap GRD A FAB Reflections Galvanized P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 251.59	\$ 1,006.36
173	4	Optimize Tckble Pnl 65H x 36W w/out Top Cap GRD A FAB Reflections Galvanized P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 248.95	\$ 995.80
174	4	60W Tile Attachment Kit for Stride	220 DETECTIVE WORKSTATION	\$ 90.02	\$ 360.08
175	4	22-1/2Hx60W Tackable Acoustic Non-Ported Tile Grd A FAB Reflections Galvanized	220 DETECTIVE WORKSTATION	\$ 82.37	\$ 329.48
176	4	Optimize Painted Top Trim - 36"W P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 13.73	\$ 54.92
177	4	Optimize Painted Top Trim - 42"W P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 14.26	\$ 57.04
178	4	Optimize Glass Stacker 15H x 42W P1 Paint Opts Harbor Frosted Glass	220 DETECTIVE WORKSTATION	\$ 299.11	\$ 1,196.44
179	4	Optimize Panel End Trim - 65"H P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 35.11	\$ 140.44
180	2	Optimize Wall Mount Kit - 65"H P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 78.67	\$ 157.34
181	2	"T" Connector Strap	220 DETECTIVE WORKSTATION	\$ 9.50	\$ 19.00
182	2	65H "T" Connector Post P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 86.33	\$ 172.66

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
183 ✓	2	Optimize Inline Connector Kit	220 DETECTIVE WORKSTATION	\$ 32.47	\$ 64.94
184 ✓	2	Power Harness 36W Black	220 DETECTIVE WORKSTATION	\$ 114.31	\$ 228.62
185 ✓	2	Power Harness 42W Black	220 DETECTIVE WORKSTATION	\$ 121.70	\$ 243.40
186 ✓	4	Duplex Recept Circuit 1: 3+1 or 2+2 System Black	220 DETECTIVE WORKSTATION	\$ 21.38	\$ 85.52
187 ✓	4	Duplex Recept Circuit 2: 3+1 or 2+2 System Black	220 DETECTIVE WORKSTATION	\$ 21.38	\$ 85.52
188 ✓	1	Base Power In-Feed Cable 3+1 and 2+2 Systems Black	220 DETECTIVE WORKSTATION	\$ 128.57	\$ 128.57
189 ✓	2	Three-Port Flex-Mode Faceplate Black	220 DETECTIVE WORKSTATION	\$ 12.67	\$ 25.34
190 ✓	2	36W Base Pathway Cover-3 Windows(Knockouts) P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 30.10	\$ 60.20
191 ✓	1	Primary 24Dx42W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	220 DETECTIVE WORKSTATION	\$ 164.47	\$ 164.47
192 ✓	1	Worksurface T-Span 24D x 42W Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	220 DETECTIVE WORKSTATION	\$ 175.56	\$ 175.56
193 ✓	4	Primary 24Dx60W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	220 DETECTIVE WORKSTATION	\$ 219.12	\$ 876.48
194 ✓	4	Primary 24Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	220 DETECTIVE WORKSTATION	\$ 248.42	\$ 993.68
195 ✓	4	Align Adept Style 24Dx29H H-Leg Sup P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 86.86	\$ 347.44
196 ✓	4	Gussets (1 Pr) P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 56.50	\$ 226.00
197 ✓	4	Freestanding 24Dx29-1/2H Sup Leg P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 75.24	\$ 300.96
198 ✓	2	Worksurface Bracket Kit P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 21.91	\$ 43.82

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
199	2	Cantilever Bracket 18D LH Terrace P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 22.97	\$ 45.94
200	2	Cantilever Bracket 18D RH Terrace P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 22.97	\$ 45.94
201	4	31" Undercabinet LED Light w/ Power Supply	220 DETECTIVE WORKSTATION	\$ 457.25	\$ 1,829.00
202	2	Essentials 28Hx36W Storage Cabinet Integral Pull P1 Paint Opts Harbor Standard Random key	220 DETECTIVE WORKSTATION	\$ 484.50	\$ 969.00
203	4	15H x60W Flipper Door Overhead-Arch Pull Stride-DNA-Optimize P1 Paint Opts P097 Matte Silver Standard Random key	220 DETECTIVE WORKSTATION	\$ 493.94	\$ 1,975.76
204	4	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	220 DETECTIVE WORKSTATION	\$ 370.13	\$ 1,480.52
205	4	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	220 DETECTIVE WORKSTATION	\$ 370.13	\$ 1,480.52
206	4	60H Stride Wall Track (pair) P1 Paint Opts Harbor	220 DETECTIVE WORKSTATION	\$ 76.30	\$ 305.20
207	4	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	220 DETECTIVE WORKSTATION	\$ 457.33	\$ 1,829.32
sub		220 DETECTIVE WORKSTATION Subtotal	220 DETECTIVE ...		\$ 18,501.28
208	2	Flagship 30W 4-Drw "A" Pull Lateral 52-1/2H 18D w/o Post Standard Random Key Lock P1 Paint Opts Harbor	221 INV STORAGE	\$ 1,072.28	\$ 2,144.56
209	1	Flagship 36W 4-Drw "A" Pull Lateral 52-1/2H 18D w/o Post Standard Random Key Lock P1 Paint Opts Harbor	221 INV STORAGE	\$ 1,217.04	\$ 1,217.04
210	2	48"W 5 Shelf Wire Rack Black	221 INV STORAGE	\$ 303.08	\$ 606.16
sub		221 INV STORAGE Subtotal	221 INV STORAGE		\$ 3,967.76

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
211	1	Preside 60W x 30D Rectangular Shaped Laminate Top 2MM/Flat Kingswood Walnut No Grommets Grd L1 Standard Laminates Kingswood Walnut	222 DETECTIVE CONFERENCE	\$ 297.44	\$ 297.44
212	5	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	222 DETECTIVE CONFERENCE	\$ 457.33	\$ 2,286.65
213	1	Preside Aluminum T leg for 60" Table Tops P1 Paint Opts Harbor	222 DETECTIVE CONFERENCE	\$ 382.80	\$ 382.80
214	1	Magnetic Glass Dry-Erase Board, 48" X 72"	222 DETECTIVE CONFERENCE	\$ 670.38	\$ 670.38
sub		222 DETECTIVE CONFERENCE Subtotal	222 DETECTIVE ...		\$ 3,637.27
215	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	223 DETECTIVE SERGEANT	\$ 178.73	\$ 178.73
216	1	Primary 30Dx72W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	223 DETECTIVE SERGEANT	\$ 280.37	\$ 280.37
217	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	223 DETECTIVE SERGEANT	\$ 96.10	\$ 192.20
218	1	Full-Hgt 29-1/2Hx72W Mod Pnl P1 Paint Opts Harbor	223 DETECTIVE SERGEANT	\$ 93.46	\$ 93.46
219	1	Flat Bracket 24D	223 DETECTIVE SERGEANT	\$ 23.76	\$ 23.76
220	1	Ess Lat 36W 28H 2-12" Drws Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	223 DETECTIVE SERGEANT	\$ 554.10	\$ 554.10
221	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	223 DETECTIVE SERGEANT	\$ 370.13	\$ 370.13

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
222	1	Essentials Support Ped FF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	223 DETECTIVE SERGEANT	\$ 370.13	\$ 370.13
223	1	Align 65x24x24 Personal Twr MetFront Plinth Recessed Plinth Arch Anodized Silver P1 Paint Opts Harbor Match Case Match Case Std Lock	223 DETECTIVE SERGEANT	\$ 1,184.40	\$ 1,184.40
224	2	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Charcoal ReActiv Grade 2 Uph Whisper Vinyl Slate Black	223 DETECTIVE SERGEANT	\$ 317.80	\$ 635.60
225	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	223 DETECTIVE SERGEANT	\$ 457.33	\$ 457.33
226	1	Magnetic Glass Dry-Erase Board, 36" X 48"	223 DETECTIVE SERGEANT	\$ 320.77	\$ 320.77
sub		223 DETECTIVE SERGEANT Subtotal	223 DETECTIVE ...		\$ 4,660.98
227	8	Ignition Cafe Height Stool 4-leg Frame Armless Nylon Glide Upholstered Grade 2 Uph Whisper Vinyl Slate Textured Platinum Metallic	224 BREAK ROOM	\$ 373.80	\$ 2,990.40
228	1	36d x 96w Solid Full Laminate Top Harvest X Grd L1 Standard Laminates Flint Flint P1 Paint Opts Flint	224 BREAK ROOM	\$ 1,261.35	\$ 1,261.35
229	1	36d x 42h Non-Powered Lam Base Pair Harvest X Grd L1 Standard Laminates Flint Flint	224 BREAK ROOM	\$ 2,370.15	\$ 2,370.15
230	1	48"X36" ENCLOSED CORK BOARD, 2 DOORS, ALUMINUM SILVER FRAME, NATURAL COLOR	224 BREAK ROOM	\$ 379.95	\$ 379.95

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
sub		224 BREAK ROOM Subtotal	224 BREAK RO...		\$ 7,001.85
231	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	228 LIEUTENANT BUNK	\$ 178.73	\$ 178.73
232	1	Primary 30Dx66W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	228 LIEUTENANT BUNK	\$ 259.25	\$ 259.25
233	1	Gussets (1 Pr) P1 Paint Opt Harbor	228 LIEUTENANT BUNK	\$ 56.50	\$ 56.50
234	2	Freestanding 30DX29-1/2H End Pnl Sup P1 Paint Opt Harbor	228 LIEUTENANT BUNK	\$ 96.10	\$ 192.20
235	1	Flat Bracket 24D	228 LIEUTENANT BUNK	\$ 23.76	\$ 23.76
236	1	54W External Supt Channel for 66W W/S	228 LIEUTENANT BUNK	\$ 37.75	\$ 37.75
237	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opt Harbor Matte Silver Standard Random key	228 LIEUTENANT BUNK	\$ 370.13	\$ 370.13
238	3	GLOBAL INDUSTRIAL WARDROBE CABINET ASSEMBLED, 36"W, 24"D, 72"H, BLACK	228 LIEUTENANT BUNK	\$ 525.00	\$ 1,575.00
239	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	228 LIEUTENANT BUNK	\$ 457.33	\$ 457.33
240	1	LEGACY TWIN BED, XL, FOOTRAIL CLM WALNUT 511	228 LIEUTENANT BUNK	\$ 744.04	\$ 744.04
241	1	LEGACY NIGHTSTAND CLM WALNUT 511 HANDLE BLACK MATTE TAPERED BOW	228 LIEUTENANT BUNK	\$ 612.71	\$ 612.71
242	1	SEALED BED PLATFORM, TWIN XL	228 LIEUTENANT BUNK	\$ 204.24	\$ 204.24
sub		228 LIEUTENANT BUNK Subtotal	228 LIEUTENAN...		\$ 4,711.64
243	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	229 BUNK 1	\$ 178.73	\$ 178.73

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
244	1	Gussets (1 Pr) P1 Paint Opts Harbor	229 BUNK 1	\$ 56.50	\$ 56.50
245	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	229 BUNK 1	\$ 86.86	\$ 86.86
246	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	229 BUNK 1	\$ 370.13	\$ 370.13
247	3	GLOBAL INDUSTRIAL WARDROBE CABINET ASSEMBLED, 36"W, 24"D, 72"H, BLACK	229 BUNK 1	\$ 525.00	\$ 1,575.00
248	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	229 BUNK 1	\$ 457.33	\$ 457.33
249	1	LEGACY TWIN BED, XL, FOOTRAIL CLM WALNUT 511	229 BUNK 1	\$ 744.04	\$ 744.04
250	1	LEGACY NIGHTSTAND CLM WALNUT 511 HANDLE BLACK MATTE TAPERED BOW	229 BUNK 1	\$ 612.71	\$ 612.71
251	1	SEALED BED PLATFORM, TWIN XL	229 BUNK 1	\$ 204.24	\$ 204.24
sub		229 BUNK 1 Subtotal	229 BUNK 1		\$ 4,285.54
252	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	230 BUNK 2	\$ 178.73	\$ 178.73
253	1	Gussets (1 Pr) P1 Paint Opts Harbor	230 BUNK 2	\$ 56.50	\$ 56.50
254	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	230 BUNK 2	\$ 86.86	\$ 86.86
255	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	230 BUNK 2	\$ 370.13	\$ 370.13
256	3	GLOBAL INDUSTRIAL WARDROBE CABINET ASSEMBLED, 36"W, 24"D, 72"H, BLACK	230 BUNK 2	\$ 525.00	\$ 1,575.00

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
257	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	230 BUNK 2	\$ 457.33	\$ 457.33
258	1	LEGACY TWIN BED, XL, FOOTRAIL CLM WALNUT 511	230 BUNK 2	\$ 744.04	\$ 744.04
259	1	LEGACY NIGHTSTAND CLM WALNUT 511 HANDLE BLACK MATTE TAPERED BOW	230 BUNK 2	\$ 612.71	\$ 612.71
260	1	SEALED BED PLATFORM, TWIN XL	230 BUNK 2	\$ 204.24	\$ 204.24
sub		230 BUNK 2 Subtotal	230 BUNK 2		\$ 4,285.54
261	1	Primary 24Dx48W Flat Eg Lam w/Grommets Grd L2 Standard Laminates Veranda Teak Veranda Teak Plastic Grommet	231 BUNK 3	\$ 178.73	\$ 178.73
262	1	Gussets (1 Pr) P1 Paint Opts Harbor	231 BUNK 3	\$ 56.50	\$ 56.50
263	1	Freestanding 24DX29-1/2H End Pnl Sup P1 Paint Opts Harbor	231 BUNK 3	\$ 86.86	\$ 86.86
264	1	Essentials Support Ped BBF 28Hx22-7/8Dx15W Arch Pull P1 Paint Opts Harbor Matte Silver Standard Random key	231 BUNK 3	\$ 370.13	\$ 370.13
265	3	GLOBAL INDUSTRIAL WARDROBE CABINET ASSEMBLED, 36"W, 24"D, 72"H, BLACK	231 BUNK 3	\$ 525.00	\$ 1,575.00
266	1	Ign 2.0 Mid-back ReActiv Synchro-Tilt W Seat Slider Height and Width Adj. Arm Hard Caster Charcoal Grade 2 Uph Whisper Vinyl Black Black Adjustable Lumbar Standard Base Black	231 BUNK 3	\$ 457.33	\$ 457.33
267	1	LEGACY TWIN BED, XL, FOOTRAIL CLM WALNUT 511	231 BUNK 3	\$ 744.04	\$ 744.04
268	1	LEGACY NIGHTSTAND CLM WALNUT 511 HANDLE BLACK MATTE TAPERED BOW	231 BUNK 3	\$ 612.71	\$ 612.71

Item	Qty	Part Description	Alias 1	Sell	Ext Sell
269	1	SEALED BED PLATFORM, TWIN XL	231 BUNK 3	\$ 204.24	\$ 204.24
sub		231 BUNK 3 Subtotal	231 BUNK 3		\$ 4,285.54
270	4	Relax Recliner	236 CREW ROOM	\$ 985.00	\$ 3,940.00
271	1	One Time Set Up Fee for Custom	236 CREW ROOM	\$ 294.12	\$ 294.12
272	4	Custom 30" Dillon Black XZipit Panel	236 CREW ROOM	\$ 0.00	\$ 0.00
273	1	Dreamseat Freight	236 CREW ROOM	\$ 894.46	\$ 894.46
274	13	Ignition Guest/Multi-Purpose Chair Four-Leg Stacking Armless Nylon Glide Upholstered Grade 2 Uph Whisper Vinyl Slate Black	236 CREW ROOM	\$ 300.53	\$ 3,906.89
275	1	96 X 36 X 30H, CHERRY TOP STANDARD THICKNESS, STANDARD EDGE, VARNISH, DUXBURY BASE, 15" OVERHANG, DECAL PRINTED TABLE	236 CREW ROOM	\$ 6,220.00	\$ 6,220.00
276	1	FREIGHT	236 CREW ROOM	\$ 373.33	\$ 373.33
277	3	Sculpt 18" Rnd Tray Tbl -High Mtd Legs No Cutout Grd L1 Standard Laminates Kingswood Walnut P1 Paint Opt Black Glide	236 CREW ROOM	\$ 711.92	\$ 2,135.76
sub		236 CREW ROOM Subtotal	236 CREW ROOM		\$ 17,764.56
278	1	Global Freight		\$ 0.00	\$ 0.00
sub		Subtotal			\$ 0.00
279	1	Tariff Surcharge		\$ 0.00	\$ 0.00
sub		Subtotal			\$ 0.00
280	1	Delivery & Installation During Normal Business Hours (Non-Union Labor) / Elevator Must be Operational During Installation or Additional Charges For Stair Carry Will Occur		\$ 22,575.00	\$ 22,575.00
sub		Subtotal			\$ 22,575.00
		Grand Total			\$ 218,662.02

Paul Cohen

From: Corey Stevens <cstevens@exeternh.gov> on behalf of Corey Stevens
Sent: Wednesday, July 22, 2026 11:31 AM
To: David Sharples; Melissa Roy; Kristen Murphy
Cc: Paul Cohen
Subject: Solar Array

Follow Up Flag: Follow up
Flag Status: Flagged

Good news, Everyone... today in the mail we received a check from the US Treasury for \$1,346,941.05 for the Cross Road landfill. This was our clean energy refundable credit which we applied for back in May.

Great work making this project a reality, Exeter!

There's a good news story for Monday night...

Corey Stevens
Finance Director, Town of Exeter
603-773-6109 cstevens@exeternh.gov
10 Front Street, Exeter, NH 03801

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- EDUCATION
- TAXES

A new law puts school district tax caps on the November ballot. Here's how it works.

BY **ETHAN DEWITT** - July 17, 2026 5:00 am



Some school districts in New Hampshire already have tax caps, but others like Claremont failed to meet the 60% threshold during school budgets in the 2025 and 2026. (Photo by Allegra Boverman/New Hampshire Bulletin)

As they weigh their choices for governor, state legislators, and congressional representatives, New Hampshire voters will also be asked a different question in November: Should we freeze our local school district's property taxes?

A bill signed into law by Gov. Kelly Ayotte Wednesday, House Bill 1300, requires that all ballots for the Nov. 3 general election ask that question, and requires a three-fifths supermajority for such a cap to be put in place.

Her signature on the bill advances a Republican-favored approach to a bipartisan problem: rising property taxes that are burdening residents. To Republican lawmakers, school district budgets have ballooned out of control and tax caps are a necessary balance. To Democrats, tax caps could hurt districts arbitrarily, and local taxpayers would be better helped by greater state investments in public schools.

"This bill gives voters a say about their local property taxes and ensures Granite Staters' voices are heard," Ayotte said in a statement Wednesday.

The ballot measure could kick off a new scramble this fall to sway voters in favor or against a cap. Here's how the new law works.

A mandatory question, with a three-fifths threshold

The bill requires that all voters be presented a question on the November general election ballot that begins: "Shall the [name of municipality] limit property tax growth for [name(s) of school district(s)] under RSA 32:5-i?" That represents a departure from the previous method, which required the school board or a group of voters to bring forward a warrant article — a proposal to vote on — ahead of a town meeting.

If at least 60% of all voters in that district vote yes in November, then the measure is adopted for two years. That 60% requirement applies to the total of voters across all towns in the district, not each town individually.

The law does not require towns or school districts to hold hearings ahead of the vote, though it does allow them to do so.

If support fails to hit 60%, the measure is defeated. But the law requires all towns to ask the question again on the 2028 general election ballot, regardless of whether they passed or defeated it.

Property tax increases would be limited to inflation

Should voters adopt the tax cap, the bill imposes clear requirements.

For the two-year period, the administrative body crafting the school budget — typically the school board — would be barred from passing a budget that required an increase in the school district's portion of local property taxes. (The cap would not stop tax increases for municipal expenses, unless voters had separately passed a municipal tax cap.)

However, not all increases would be blocked. To start, the tax burden could increase with inflation, as measured by the Northeast Consumer Price Index. That index registered a 4.3% increase in prices from June 2025 to June 2026.

Additionally, the cap would allow the tax burden to grow to incorporate “net new taxable property growth.” School boards could capture any new construction or expansions to properties in the municipality. But they could not count the standard market appreciation or re-assessments of existing properties, and could not consider changes in assessment technology.

The state Department of Revenue Administration, which calculates the correct local property tax rates necessary to fund a school district's budget,

would be tasked with enforcing the tax caps — and deciding what counts as new taxable property growth.

That could add to administrative costs of about \$100,000, the department said in a fiscal analysis.

“The Department of Revenue Administration (DRA) would be required to certify taxable property growth and bonded capital costs, receive and review detailed compliance documentation from districts and SAUs that adopt caps, ensure no tax rate is set above certified limits, and update reporting systems and rate setting software to administer the caps beginning with the fiscal year 2028 budget cycle,” it wrote in its analysis.

School administration budgets would also be capped

If adopted, the tax cap would not just curtail property tax increases. It would also require school boards to limit the size of administrative budgets to 6% of the overall budget.

The law defines administrative costs as “general management functions, superintendent salaries, human relations, district-level IT, payroll, legal services, and public relations.” It clarifies that administrative costs would not include expenses related to classroom instruction, school-based administrative staff like principals, special education services, food services, transportation, or facility maintenance.

It is not exactly clear how many districts currently spend more than 6% of their budgets on administration. Ayotte signed a law this year, House Bill 564, that requires districts to separate out those expenses and allows voters to approve or deny the proposed administrative budget as its own item every year; but that data will not be available until next year.

The law sunsets in 2032

The law requires the ballot questions be placed in the November 2026 and 2028 general elections. But the actual tax caps themselves would end by 2032.

That's because the ballot-passed tax caps, as designed, are limited to two-year terms. Even if a town adopts one through this process in 2026, it would take effect for two school years (2027-28 and 2028-29) and then expire by July 2029. Voters in that same district would need to re-approve another two-year cap during the 2028 election, and that cap would last two more school years until June 2031. After that, the caps would cease.

Of course, voters in any district could elect to bring forward a permanent tax cap under the existing process. The new law does not repeal that approach.

Once approved, caps could be difficult to reverse

HB 1300 does not include an "undo" option for school districts tax caps adopted via general election ballot.

Unlike the process already existing in law, in which voters in school districts can adopt tax caps at annual town meetings, the new law's process does not appear to allow voters to take a subsequent vote and elect by a three-fifths majority to repeal the cap. Instead, any tax caps adopted under HB 1300 appear to be designed to last the full two years until they expire.

But because there is already a process allowing voters to adopt — and repeal — separate tax caps at town meetings, the new law raises the potential for a clash, and a legal battle over which process takes priority should voters change their minds.

After a wave of rejected tax caps supporters hope for success in November

The law comes after a spate of attempts in recent years to expand New Hampshire tax caps.

School districts and towns have had the ability to adopt tax caps via a voter-led petitioned warrant article since 2011. Some cities, such as Dover, Franklin, Laconia, Manchester, Rochester and Somersworth have tax caps built into their charters. But the mechanism is rarer among school districts in towns.

In 2024, Republicans sought to make the tax cap adoption process easier for school districts, passing a law, Senate Bill 383, that created a specific tax cap adoption process for districts.

But while some districts have adopted the caps, voters in many more have defeated them. In the 2025 and 2026 spring school budget meetings, a number of districts failed to meet the 60% threshold, including Brookline, Campton, Claremont, Contoocook Valley, Durham, Epping, Epsom, Kearsarge, Lee, Madbury, New Durham, Plymouth, Salem, Thornton, Warner, and Weare

To proponents of HB 1300, those defeats are the result of the low turnout in spring elections; if a tax cap were proposed to voters in a general election, many more would support it, they argue. Requiring it to be asked on that ballot allows for a more representative result, they say.

Opponents, who include teachers' unions, the New Hampshire School Boards Association, and the New Hampshire School Administrators Association, counter that HB 1300 is anti-democratic because it forces a one-sided question onto the ballot. Requiring voters to organize petitions and rally support for a warrant article is more fair, they argue.

“New Hampshire voters already have the authority to place caps on local school budgets and taxes, and time and again they have chosen not to because they understand the real costs schools face, including rising utility expenses, health care premiums, and the growing cost of student support services,” said Megan Tuttle, president of the National Education Association of New Hampshire, the state’s largest teachers union, in a statement Wednesday.

Either way, Ayotte’s signature of the bill will add a new dimension to an already closely watched midterm election.

“The Taxpayer Protection Act puts the question before the largest number of voters possible and gives them the opportunity to take back control,” Rep. Ross Berry, a Weare Republican, said after Ayotte signed the bill.

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- HOUSING
- STATE HOUSE

Bills to remove housing barriers in commercial zones, on dead-end roads move to Ayotte

BY **ETHAN DEWITT** - June 8, 2026 4:55 am

The New Hampshire House and Senate sent three bills to Gov. Kelly Ayotte intended to enable more housing construction, overcoming opposition from the New Hampshire Municipal Association and others.

In a series of votes on the last standard session day of the year Thursday, the House and Senate approved final versions of House Bill 1010, House Bill 1588, and Senate Bill 564, which address housing developments in commercial zones, parking requirements, and development on dead-end roads.

The bills now head to Ayotte's desk and face strong prospects: Ayotte signed and celebrated a slate of bills in 2025 meant to spur housing, in large part by overriding perceived restrictive municipal zoning.

But they also overcame opposition from some who said they eroded needed guardrails for cities and towns, and could lead to safety issues and overcrowding in commercial areas.

"New Hampshire needs more affordable housing, but we also need smart growth, responsible planning, and local decision-making," said Rep. David Preece, a Manchester Democrat, speaking against the bills. "Housing and local control are not mutually exclusive."

HB 1010 and HB 1588 are tandem bills meant to update last year's transformational statute for housing in commercial zones.

That law, House Bill 631, is not set to take effect until July 1, about a year after it was signed. It requires municipalities to allow multi-family residential developments on commercially zoned land, as long as there are adequate roads, water, and sewage, and no issues with the site "incompatible with residential use," such as air, noise, odor, or transportation impacts.

Both HB 1010 and HB 1588, if signed by Ayotte, would update HB 631 just one minute after it takes effect next month.

HB 1588 would tighten the law. It would clarify that the developers could build housing that passed the requirements “by right” in commercial zones — a stronger legal status. It would also limit the types of restrictions municipalities could place on that development to frontage, setbacks, and height requirements, excluding other factors such as density.

And if a developer sued after being improperly denied a permit by a municipality, the developer could seek attorneys fees from the city or town, the bill states.

“It addresses the ambiguity in the existing law that will result in taxpayer-funded lawsuits, and also grants municipalities greater local control by clarifying that municipalities can do site review,” said Rep. Joe Alexander, a Goffstown Republican and the chairman of the House Housing Committee, in a speech on the House floor.

HB 1010, in contrast, would give municipalities tools to potentially limit certain developments. The bill would allow municipalities to carry out studies to determine whether the water, sewage, and traffic infrastructure was adequate before approving. If the road design did not support the volume of traffic expected, for instance, the proposal could be denied.

Traffic studies could include any increase in vehicles on the roads, the availability of sidewalks, and other pedestrian safety measures. The bill would allow cities and towns to require developers to obtain approvals from the owner of a public water system and the owner of a public sewer before proceeding.

Together, the two bills are meant to clarify the intent and scope of last year's commercial zoning bill, Alexander said.

"The only thing that we're going to run into is that municipalities may be open to more lawsuits if we fail to clarify what we mean by these laws," he said.

HB 1588 also includes an unrelated provision that would allow cities and towns to create "special assessment districts," where municipalities can take out bonds to pay for infrastructure upgrades and then levy fees on the developments that would benefit from the upgrades to pay off the bonds.

But opponents, such as the Municipal Association, warned HB 1588 would tie the hands of municipalities with reasonable concerns. In a handout given to lawmakers ahead of the vote, the association called the bill "one of the most anti-local control bills of the session."

Preece agreed. "This bill goes further by overriding local zoning protections and by exposing municipalities to costly litigation, forcing taxpayers to pay attorneys when disputes arise," he said. "This is not a housing policy, it is a mandate that shifts the risk and the cost onto local communities."

SB 564 would address restrictions on dead-end roads. It would prevent cities and towns from imposing a maximum road length for new housing development, as long as that new development adheres with the state fire code.

It stops municipalities from capping the number of homes on a dead end road, unless the cap is necessary to comply with the fire code or guidelines from the National Fire Protection Association.

And it requires cities and towns to allow utilities such as septic systems and electric distribution infrastructure to be installed in buffer areas, open spaces, as long as they aren't wetlands or protected shore lands.

Again, opponents cited concerns of overdevelopment if the bill becomes law.

"Let's take a look at what could be built on 100 housing lots," said Rep. David Fracht, an Enfield Democrat. "One hundred single-family homes? Certainly. One hundred duplexes or triplexes? Why not? How about 100 apartment buildings with an unlimited number of dwelling units? This bill places no cap on the number of dwelling units that can be built on these long dead-end roads."

Alexander argued the bill would bring needed development while respecting safety concerns.

"This bill now clarifies and provides statutory requirements for local jurisdictions to follow relative to the state fire code," he said.



2027-2028 Legislative Policy Process

Important Dates & Updates!

FLOOR POLICIES DUE: August 4 ♦ POLICY CONFERENCE: September 11

The NHMA legislative policy process is moving forward! The proposed 2027-2028 Legislative Policy and Principles, as recommended by NHMA's three member-run policy committees, can be viewed [here](#).

Next Steps:

- All governing bodies should review proposed 2027-2028 Legislative Policies and Principles.
- All governing bodies should vote whether to support the policies and principles, and choose a voting delegate.
- Submit a floor proposal, if desired, by August 4.
- Look for delegate registration email in August.
- Legislative Policy Conference is on Friday, September 11, at NHMA.

Read on for more information!

NHMA members will have an opportunity to vote on the proposed policies and principles at the Legislative Policy Conference in September. ***We urge each municipality's governing body, prior to the Legislative Policy Conference, to vote a position on the recommended policies and principles and on any floor proposals that may be received (see below) to provide direction to your voting delegate at the conference.*** Otherwise, your delegate is free to cast your municipality's vote as he or she chooses.

NOTE: Please do not send your governing body's vote results or positions to NHMA. Your governing body's discussions and votes are only for the direction of your voting delegate. The ***only way*** a municipality may vote on the recommended policies and principles is to send a voting delegate to the policy conference on September 11.

In addition, any municipality interested in proposing an additional policy may do so through the floor policy process, described below.

Floor Proposals

The deadline for submitting floor proposals is **Friday, August 4**. A floor proposal will be accepted only if: (a) it is ***approved by a majority vote of the governing body*** (select board, aldermen, or council) of the town or city submitting the proposal; (b) is submitted in writing; and (c) is ***received no later than August 4***. **NHMA will send any floor proposals received to all municipalities** in August so they will have an opportunity to take a position on the floor proposal(s) before the Legislative Policy Conference. Floor proposals should be submitted using the Floor Policy Proposal form.

To submit a floor proposal, please email it to advocacy@nhmunicipal.org.

Legislative Policy Conference

The 2027-2028 NHMA Legislative Policy Conference will be held on **Friday, September 11**, at 9:00 a.m. at our offices at 25 Triangle Park Drive, Concord, NH 03301. This is an in-person event. ***Each member municipality will be asked to appoint a voting delegate to cast its vote at this conference.*** Each member municipality, regardless of size, has ***one vote*** on all policy matters. **About six weeks before the conference, municipal officials will be able to register a voting delegate online. We will send out another email when the registration portal is live.**

We strongly suggest that the governing body determine who will serve as your city or town's voting delegate. If the select board, aldermen, or council does not designate anyone, NHMA will recognize one official as a municipality's voting delegate in the following order of priority:

Mayor/Chair of Board of Selectmen/Council Chair

OR

Mayor Pro Tem/Vice or Assistant Mayor/Council Vice Chair

OR

Selectman/Alderman/Councilor

OR

City or Town Manager/Town Administrator/Administrative Assistant

NHMA's bylaws require a two-thirds affirmative vote of those members present and voting for approval of any changes to an NHMA legislative policy or principle.

Please contact the Advocacy Team at advocacy@nhmunicipal.org or 603. 230.3376 if you have any questions.



NH Municipal Association Proposed Legislative Policies 2027-2028

General Administration and Governance

Local Authority and Efficiency

NHMA supports maintaining local government authority without infringement by the state and supports measures that enable municipalities to exercise existing authority more efficiently and with greater discretion. NHMA also supports state-local partnership and coordination in addressing common issues.

NHMA supports:

- Legislation granting towns the same authority to adopt ordinances that cities have under RSA 47:17 and charter towns have under RSA 49-D;
- The authority of municipalities to regulate or limit the use of firearms on municipal property, and to regulate the carrying of firearms by municipal employees while on duty;
- Legislation allowing a town, by vote of its legislative body, to authorize appointment of the town clerk or town clerk/tax collector by the governing body, or by the chief executive officer based on a town charter, with appropriate employment protections to preserve the statutory independence of the office;
- Legislation allowing municipalities to satisfy notice publication requirements through the use of electronic notification rather than newspaper publication, in addition to posting notice in public places;
- Legislation that is supportive of state collaboration with municipalities in addressing homelessness;
- Legislation that helps ensure the availability of an adequate public sector workforce;
- Reform to the current welfare laws that increase state support or funding, make clear that local welfare is temporary for emergency assistance, and that promotes fairness and cooperation between municipalities; and,
- The ability of members to establish and govern risk pools. NHMA supports clear regulations that protect the members and allow the pools to operate.

NHMA opposes:

- Repealing or further limiting existing governmental immunity protections or liability caps, or otherwise expanding potential liability for cities and towns;
- Legislation that erodes existing local authority; and,
- Any new legislation requiring questions for a town's legislative body to be placed on the official ballot and supports legislation repealing current laws that require such official ballot votes.

Right-to-Know Law

Right to Know: NHMA supports the purposes of the Right-to Know Law: to ensure the greatest possible access to the actions, discussions, and records of all public bodies, and to ensure government accountability to the people of New Hampshire. NHMA also supports measures to make the law clearer and make compliance with public access requirements less costly and less burdensome for public officials and employees.

NHMA supports:

- The ability to recover reasonable labor costs and other costs for responding to voluminous or excessive or commercial record requests, protecting taxpayer dollars and potential privacy concerns of citizens;
- Exemptions from disclosure that are easy to administer and that provide appropriate protection for confidential and other sensitive information;
- The ability of municipalities to directly petition to the Right-to-Know Law Ombudsman;
- Legislation and funding that provide support for education about the Right-to-Know Law; and,
- Authority of municipalities to set the meeting locations, conditions, and modalities (including in-person, remote, or combined in-person/remote) for meetings of councils, boards, committees, and commissions.

Elections

NHMA believes that voting in state and local elections should be simple and convenient without risking election integrity or security, and that election processes should be efficient without imposing undue burdens on local officials.

NHMA supports:

- Establishing an independent redistricting commission that balances municipal boundary integrity with applicable constitutional population equality requirements;
- Local autonomy over town and city elections;
- More frequent state review and approval of electronic ballot-counting devices;

- Registration and voting processes that are not unnecessarily complex or burdensome, either to election officials or to voters;
- The use of secure technology such as electronic poll books to make election processes more efficient;
- Greater flexibility in the processing and counting of absentee ballots; and,
- State assistance for the cost of accommodations for disabled voters in local elections.

Labor and Employment

NHMA recognizes the importance of municipal employees, the need for good working conditions, and the right of employees to organize if they choose. NHMA also believes municipal employers should be free to set reasonable terms and conditions of employment or negotiate the same with their employees or employee representatives, without undue state interference.

NHMA **supports** existing laws governing all public employment and public employee labor relations.

NHMA **opposes** changes to legislation that would mandate greater burdens or liabilities on employers.

NHMA **opposes**:

- Legislation creating a mandatory “evergreen clause” for public employee collective bargaining agreements;
- Mandatory binding arbitration as a mechanism to resolve impasses in municipal employee collective bargaining;
- A right to strike for public employees;
- New mandated employee benefits, including any proposal to enhance retirement system benefits that may increase employer costs in future years;
- Unnecessary limits on municipalities’ discretion in making hiring decisions; and,
- Restrictions on municipalities’ ability to privatize or use contracted services.

Substance Use, Prevention & Response

NHMA **supports**:

- State funding and other legislation to address substance use disorders for the following efforts:
 - Prevention
 - Treatment
 - Recovery
 - Emergency response
 - Enforcement

- Legislation relative to the sale and use of cannabis only if communities are given the authority to opt in to allowing cannabis sales within their borders and are given the tools and resources they need to manage any associated impacts. Such legislation shall include the following provisions:
 - Municipalities shall retain the authority to limit the number of cannabis-related facilities operating within their jurisdiction, ensuring that local land use and community character are preserved.
 - State legislation shall provide sustained funding to municipalities to help address the local costs and community impacts that come with legalization. As the governmental entities most directly responsible for managing the day-to-day effects of cannabis operations, municipalities require reliable financial support to fulfill this role effectively.
 - Any cannabis-related establishment shall enter into a host community agreement with its host municipality. These agreements help ensure that cannabis establishments operate as responsible members of the community while providing municipalities with the oversight tools necessary to protect residents and local interests. These agreements may address topics including, but not limited to:
 - Community impact fees
 - Revenue-sharing provisions related to cannabis sales
 - Security standards for premises
 - Traffic and crowd management support
 - Provisions for business termination and compliance

NHMA opposes:

- Reductions in state funding for substance use disorder or recovery support programs;
- Legislation that makes it more difficult to address the substance use disorder problem in our communities.

Finance and Revenue

Property Taxes and Related Revenues

NHMA supports legislation that allows municipalities to manage property tax levies in a manner that moderates tax rates and ensures equity, fairness, and efficiency in the assessment and collection of property taxes.

NHMA supports:

- The continuing right of municipalities to use any recognized method of appraisal for assessment purposes upheld by the New Hampshire judicial system;
- Legislation to ensure that:

- property taxes are assessed to the proper owner by requiring that all owner name changes be separately filed at the registry of deeds when such an owner change is not created by a transfer of the property, and,
- all liens, whether of a private or institutional nature, be filed at the registry of deeds, and that all changes to the name of a recorded lienholder be similarly filed;
- A legislative commission to study assessment and collection of property taxes and/or municipal utility fees on manufactured housing on land of another and on transient-type properties;
- Legislation ensuring fairness and accuracy in property tax exemptions including ensuring that all household income and assets are taken into account;
- Legislation that prohibits the use of the income approach by a taxpayer in any appeal of assessed value if the taxpayer refuses to provide such information as requested by the municipality;
- A legislative commission to study reimbursement through payments in lieu of taxes (PILOTs) for municipal services provided to exempt charitable properties, including charitable non-profit housing projects;
- A legislative commission to study local enabling legislation to allow for a uniform homestead exemption for resident owners on the principal place of residence.

NHMA opposes:

- Legislation that directly or indirectly increases or redistributes property taxes, including but not limited to new or expanded mandatory exemptions or credits, or changes in the process for valuing, assessing, or taxing specific classes of properties;
- Legislation that undermines the basic goals of the current use program or reduces the 10-acre minimum size requirement for qualification for current use beyond those exceptions now allowed by the rules of the Current Use Board;
- Legislation that expands the definition of “charitable” in RSA 72:23-l unless the state reimburses municipalities for the commensurate loss of property tax base;
- An assessment methodology for big box stores that employs comparisons to “dark store” properties abandoned or encumbered with deed restrictions on subsequent use.

State Aid and Non-Property Tax Revenues

NHMA supports funding of state aid to municipalities, supports legislation authorizing local control over non-property tax revenue streams, and opposes legislation that reduces, suspends, or eliminates existing local taxes, fees, or state aid.

NHMA supports:

- A state transportation policy that provides adequate and sustainable funding for state and municipal infrastructure and transportation systems and maintains or

increases the percentage share of state highway funds distributed to municipalities;

- Legislation authorizing the establishment of local option fees and providing for periodic adjustments to statutory fees to compensate for factors including, but not limited to, the effects of inflation, such as an increase in the maximum optional fee for transportation improvements;
- Legislation that enhances the ability for ambulance and other emergency services to collect fees for the services they provide;
- Reimbursement from the state for the cost of municipal services provided to state-owned properties;
- Legislation amending motor vehicle registration enforcement laws to ensure collection of all state and local registration fees owed by New Hampshire residents;
- Legislation that creates a mechanism to compensate host municipalities for costs generated by casino operations beyond what is covered by property tax payments.

NHMA opposes:

- Legislation that would repeal the dedicated fund created to share 30% of state meals and rooms tax revenue with municipalities along with any further reduction to the percentage shared, or any further reduction to the state meals and rooms tax.
- Diversion of state highway funds for state non-transportation network purposes.

New Hampshire Retirement System (NHRS)

NHMA supports the continuing existence of a retirement system for state, municipal, school, and county government employees that is secure, solvent, fiscally healthy, and financially sustainable, and that both employees and employers can rely on to provide retirement benefits for the foreseeable future.

NHMA supports:

- Increasing the state's participation in employer costs for police, fire, and teachers;
- Inclusion of participation by municipal officials designated by NHMA on any legislative study committee or commission formed to research alternative retirement system benefits plans or designs; and,
- Performance of an actuarial analysis of any legislation proposing benefits changes or other plan changes that may affect employer contribution rates.

NHMA opposes:

- Legislation expanding benefits that increase current or future employer contribution costs;

- Legislation that assesses additional charges on employers beyond NHRS board-approved rate changes;
- Legislation that expands the eligibility of NHRS membership to positions not currently covered by the plan; and,
- Legislation further restricting a municipality's ability to employ NHRS retirees in part-time positions or the imposition of any fees or penalties associated with such employment.

Education Funding

NHMA supports a revenue structure for funding an adequate education to meet the state's responsibilities as defined by the constitution, statutes, and the common law with revenue sources that are predictable, stable, and sustainable.

NHMA supports:

- A revenue structure that is not disruptive to the long-term economic health of the state;
- A revenue structure that is efficient in its administration; and,
- A revenue structure that is fair.

NHMA opposes:

- Retroactive changes to the adequate education funding distribution formula after the notice of grant amounts has been provided to local governments;
- Education funding changes that would directly result in a reduction of the amount of municipal state aid and revenue sharing;
- Education funding changes that create a conflict in statute with any other taxing authority, tax statute, existing exemption or credit or create technical issues within the tax collection process.

Infrastructure, Development, and Land Use

Energy, Environment, and Sustainability

NHMA supports preservation and enhancement of municipal energy, climate, and sustainability planning for communities, protection of the natural environment, and implementation of clean and renewable energy, while recognizing the need for municipalities to manage their resources and the natural environment without undue cost.

NHMA supports:

- Legislation that broadens municipalities' ability to install and use renewable energy sources, including higher caps or elimination of caps on net energy metering;

- Legislation that provides financial and other assistance to municipalities for conservation techniques and installation and maintenance of renewable energy sources;
- Legislation that allows municipalities to adopt local environmental regulations, including for environmentally sensitive lands, that are no less stringent than those implemented by the state;
- Legislation that enables municipalities to enact measures that promote local energy and land use systems that are both economically and environmentally sustainable;
- Legislation that protects and preserves local natural resources and public infrastructure, builds community resilience, and fosters adaptation to climate change and mitigates its risks;
- Policies that support customer and community choice in energy supply and use competitive market-based mechanisms to promote innovation, cost effectiveness, and sustainability; and,
- Legislation that provides state or federal assistance to municipalities to promote environmental justice and to mitigate environmental impacts faced by their residents, and to drive early local engagement in decision processes.

NHMA opposes:

- Legislation that overrides local determinations of appropriate energy sources and regulations;
- Legislation that limits municipalities' ability to install and use renewable energy sources, including lowering caps or eliminating net energy metering for municipal projects; and,
- Legislation that prohibits municipalities from adopting local environmental regulations, including, but not limited to, ordinances that protect environmentally sensitive lands.

Water Resources Protection, Control, and Management

NHMA supports measures enabling municipalities to protect, control, and efficiently and safely manage water infrastructure and its resources. NHMA believes the State should support its commitments to municipalities for water infrastructure programs and that any new mandates that impose additional costs on municipalities must be funded by the state or federal government.

NHMA supports:

- Legislation that provides state or federal investment in maintaining and improving the state's critical water infrastructure, including, but not limited to, dams, public drinking water systems, wastewater systems, stormwater systems, and surface and groundwater;
- Legislation that encourages regional and innovative solutions to drinking water, wastewater, stormwater, and surface and groundwater issues; and,

- Regulation of emerging contaminants at appropriate and feasibly achievable levels when supported by relevant scientific and technical standards that are broadly accepted by peer review and cost-benefit analyses, when coupled with appropriate state or federal funding.

NHMA opposes:

- Enactment of stricter drinking water, wastewater, stormwater, or surface water and groundwater regulations for municipalities unless any costs of compliance are funded by the state or federal government or responsible party.

Solid Waste Management

NHMA recognizes the need for efficient, economical, and environmentally sensitive mechanisms for solid waste management which allow municipalities to use the most appropriate disposal systems. NHMA believes any new mandates that impose additional costs on municipalities must be funded by the state or federal government.

NHMA supports:

- Programs that support municipal, regional, and state strategies to manage solid waste through reduction, reuse, recycling, resource recovery, composting, and other measures, while maintaining local control;
- State programs that address existing and emerging contaminants at no additional cost to municipalities;
- Fees or assessments on solid waste or recycling that are used to provide direct support or enhancement of local or regional solid waste, household hazardous waste, and recycling programs; and,
- Improving transparency and increasing municipalities' input and control relative to the siting of new or the expansion of existing landfills, recycling centers, and solid waste facilities.

NHMA opposes:

- Limiting municipalities' input and control relative to zoning and land use regulations in favor of state landfill, recycling centers, and solid waste facility siting requirements.

Housing

NHMA recognizes the need for diverse, affordable, and workforce housing in New Hampshire and the responsibility of each municipality to afford reasonable opportunities for the development of diverse, affordable, and workforce housing. NHMA believes municipalities should have discretion in how to satisfy this responsibility and supports legislation that enables municipalities to find innovative ways to ensure an adequate supply of housing.

NHMA supports:

- Legislation that allows municipalities to require the inclusion of affordable and diverse housing opportunities as part of new housing developments;
- Financial and other incentives to municipalities to encourage development of diverse, and affordable, and workforce housing, including but not limited to municipal per unit grants;
- Financial and other incentives that assist homeowners in FEMA designed flood areas such as with the elevation of residential dwellings;
- Legislation that provides state funding to the regional planning commissions that helps municipalities in meeting their housing needs;
- Statewide efforts, including funding, to provide housing for those experiencing homelessness or at risk of homelessness and for those recovering from substance use disorder, subject to reasonable municipal regulation;
- Policies that encourage documentation and financial traceability of cash and bartered rental transactions;
- Legislation and policies that encourage creative and flexible approaches to meeting housing needs of current and future demographics in different regions; and,
- Legislation which promotes a collaborative approach between the state, municipalities, and other key stakeholders to address the state's housing shortage.

NHMA opposes:

- Legislation and policies that encourage housing practices that exclude people from or decrease the availability of quality, affordable housing; and,
- Legislation that erodes local control over land use decisions.

Land Use

NHMA supports the long-standing authority of municipalities to regulate land use matters with minimal interference from the state.

NHMA supports:

- Legislation enabling municipalities at their discretion to adopt more recent editions of national/international building and fire codes than the current state-adopted editions;
- Legislation that supports the adoption of more recent editions of the national/international building and fire codes after review and recommendation by the Building Code Review Board and/or the State Fire Control Board;
- Legislation and policies that take into consideration the value of conservation, natural resources, and open space;
- Legislation that ensures the state compensates municipalities for the cost of statewide land use mandates on public infrastructure and resources;

- Increased local control over parking requirements for new development, including residential, and increased state investment in public parking infrastructure;
- Increased local control over the implementation of statewide land use mandates; and,
- Legislation enabling municipalities to conditionally amend their zoning ordinances or other applicable local regulations, after a public hearing, to promptly and only address statewide land use mandates that have been signed into law, rather than waiting to place zoning amendments on the official ballot for a vote at the next annual meeting.

NHMA opposes:

- Legislation that limits municipal control in implementing statewide priorities in zoning and land use regulation;
- New state mandates requiring municipalities to allow specific types of housing;
- Legislation and policies that limit municipalities' ability to regulate building codes, inspections, and enforcement; and,
- All other statewide land use mandates.

Information Technology, Communications, and Cybersecurity

NHMA supports initiatives to make the most current information and communication technology accessible to New Hampshire communities, so long as local authority over land use regulation and safety issues is not compromised.

NHMA supports:

- Legislation that allows for the responsible, ethical, and transparent use of Artificial Intelligence (AI) technologies by New Hampshire municipalities to enhance public services, improve operational efficiency, reduce costs, enhance security, manage risk, and engage more effectively with the community.
- Legislation that increases the ability of municipalities, especially those in rural and remote areas, to facilitate and advance access to reliable broadband technology to the premises in their communities;
- Legislation that provides flexibility for municipalities in accessing poles and pole attachments, including legislation that directs the New Hampshire Public Utilities Commission to adopt the FCC rule on access to poles called "One-Touch-Make-Ready" in order to facilitate bringing high-speed fiber optic cable to service all New Hampshire communities, homes, and businesses by internet service providers (ISPs) in an expedient and cost-effective manner;
- Legislation that provides state and federal investment, including grants, for installation of high-speed fiber optic broadband technology to serve all New Hampshire communities, homes, and businesses;
- Legislation that requires or encourages and incentivizes providers to disclose information to local government relative to access and broadband connections

provided in the municipality to help municipalities better understand and address the needs of their community; and,

- State investment in cybersecurity assistance to municipalities to protect data and infrastructure.

NHMA opposes:

- Legislation that would promote discrimination in the administration of government, the violation of privacy of the citizens we serve, or create or promote threats to public safety.
- Legislation that limits municipalities' ability to prevent or regulate deployment of technologies that would interfere with the management of the right of way; and,
- Statewide mandates on cybersecurity practices unless any associated costs are funded by the state or federal government.

Transportation

NHMA supports state policies that ensure access for all users to convenient, efficient, reliable, cost effective, safe, and sustainable multi-modal transportation systems in New Hampshire.

NHMA supports:

- Appropriate funding for state and local modes of transportation, including but not limited aviation, transit, bicycle, and multi-modal facilities;
- Continued state and federal investment in public transportation systems and projects designed to support access to vital services, economic, and recreational opportunities within communities, link communities and regions, and reduce vehicle congestion on New Hampshire's roads;
- Programs and funding sources that would appropriately recover and distribute the impact of vehicles used on local and state transportation infrastructure; and,
- Adequate funding for the maintenance and development of the state turnpike system.

NHMA opposes:

- Any action or inaction by the State that results in the downshifting of maintenance responsibilities for transportation infrastructure (road, bridge, culvert, drainage) to municipalities.

Economic Development, Recovery, and Vitality

NHMA supports allowing municipalities to implement measures to foster economic development which allows for the preservation and creation of jobs and vitality within our communities.

NHMA supports:

- Legislation that allows for local adoption of more options and more flexibility to provide incentives for economic recovery and development; and,
- Expansion and more flexibility of state tax credit and exemption programs to foster economic recovery, development, and vitality.

NHMA opposes:

- Legislation that makes it more burdensome to implement economic recovery, development, and vitality measures.

NH Municipal Association Proposed Legislative Principles

2027-2028

In addition to the established Legislative Policy positions adopted by the New Hampshire Municipal Association membership, the following principles should guide staff in setting priorities during any legislative biennium:

1. Identify and oppose mandates that violate Part 1, Article 28-a of the New Hampshire Constitution.
2. Work to maintain municipalities' share of state-level revenue sources (revenue sharing, meals and rooms tax, highway block grants, municipal bridge, state water and wastewater capital programs, and other state aid). Oppose proposals that reduce revenue unless there is a sustainable identified replacement source. Support efforts that create more sustainable sources for revenue.
3. Advocate to maintain and enhance existing local authority in all areas of local government.
4. Support legislation that provides greater authority to govern more effectively, efficiently, and flexibly at the local level, including local option legislation. If the legislature is considering adopting a program that is particularly controversial at the local level, support a requirement that a local legislative body vote is necessary before full implementation of the measure.
5. Support bills proposed by individual municipal members, except when they conflict with these principles or NHMA's Legislative Policies.
6. Oppose mandated state exemptions or credits from local property taxes without substantial benefits back to municipalities.

7. Advocate for municipal representation on state boards, commissions, and study committees that affect municipal government and have non-legislative members.
8. Work cooperatively with other groups and associations to support efforts to improve the delivery of services and cost efficiency at the local level.
9. Support municipal efforts toward effective regional and state cooperation and delivery of municipal and state services.
10. Advocate for local options for economic development and vitality in partnership, including public-private partnerships, with regional and state economic development goals to encourage the overall economic health and social well-being of New Hampshire.
11. Encourage clarity and the elimination of ambiguity in statutory language, especially in areas of decision-making authority.
12. Support the rights of cities and towns to advocate, individually or collectively, for or against legislation and to join, hire, or establish organizations that do so on their behalf.
13. Support municipalities' ability to re-adopt state laws that are local options that the state has modified, rather than the changes being mandated.

The legislative principles are not in order of weight or priority. They each carry their own independent value and should be viewed in that fashion when used to determine NHMA's position on a bill or policy.

Paul Cohen

From: NHMA Advocacy Team <advocacy@nhmunicipal.org> on behalf of NHMA Advocacy Team
Sent: Thursday, July 16, 2026 12:08 PM
To: Paul Cohen
Subject: NHMA Alert: Significant Federal Grant Rule Changes

Follow Up Flag: Follow up
Flag Status: Flagged



Significant Federal Grant Rule Changes

NHMA was recently informed by the National League of Cities (NLC) about **significant changes to federal grant rules**. The Office of Management and Budget (OMB) published a proposed rule that rewrites the Uniform Guidance, 2 CFR Part 200, which is the federal regulation governing every federal grant, cooperative agreement and pass-through award. Published as a joint rulemaking by OMB together with every federal grantmaking agency, the proposed rule change represents the most substantial revision to federal grants administration since the 2013 promulgation of the Uniform Guidance.

Several provisions in the proposed rule changes would limit municipalities and other local governments' ability to access, administer and effectively use federal funding. **NHMA's key concerns about the proposed rule changes are:**

- Increased administrative work for all federal grants will be placed on local governments with no additional funding to offset these costs.
- Permitting federal agencies to terminate grant awards even after a project begins.
- Allowing the federal government to retroactively change grant requirements after the grant is awarded, tying projects to new and unexpected requirements midway through construction, or even after completion, during drawdown.
- Requiring all grants to comply with current Executive Orders, regardless of when the grant was awarded, when the Executive Order was issued, or whether the Executive Order is being challenged in court.
- Requiring pass-through entities to ensure that subrecipients do not take actions that could damage the pass-through entity's or the federal agency's reputation, which establishes new liabilities that towns and cities would have limited recourse to prevent or address.

You can read NHMA's letter submitted to OMB on the proposed rule changes **[here](#)**.

We are encouraging members to contact New Hampshire's congressional delegation and encourage them to take action. Congress can introduce legislation to prevent or limit the most concerning aspects of these rule changes. NLC, NHMA, other state leagues, and stakeholders are closely monitoring the proposed rule changes and actively educating members of congress. Your advocacy will be crucial and extremely beneficial.

- Contact Senator Shaheen's office: <https://www.shaheen.senate.gov/contact/contact-jeanne>
- Contact Senator Hassan's office: <https://www.hassan.senate.gov/contact/email>
- Contact Congressman Pappas' office:
https://pappas.house.gov/zip_authentication?form=/contact/email-me
- Contact Congresswoman Goodlander's office: <https://goodlander.house.gov/contact-maggie/>

Thank you for your attention to this matter. We appreciate your continued support. If you have any additional questions, contact us at advocacy@nhmunicipal.org.

Sincerely,
NHMA Advocacy Team

New Hampshire Municipal Association
25 Triangle Park Drive
Concord, NH 03301
603.224.7447



This email was sent to pcohen@exeternh.gov
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July 9, 2026

Honorable Russell T. Vought
Director
Office of Management and Budget
725 17th Street NW
Washington, DC 20503

Re: OMB-2026-0034, Office of Management and Budget (OMB) Regulation for Federal Financial Assistance.

Dear Director Vought,

Thank you for the opportunity to provide comments on the proposal to revise the OMB Guidance for Federal Financial Assistance located in title 2 of the Code of Federal Regulations (CFR), subtitle A.

The New Hampshire Municipal Association (NHMA) is a nonprofit, non-partisan, voluntary membership organization of municipalities. NHMA is composed of all 234 towns and cities in the State of New Hampshire. Additionally, we have associate members that are village and utility districts, as well as counties. The proposed rule changes to the OMB Guidance for Federal Financial Assistance will directly impact our membership.

While NHMA does not apply for or receive federal grants, all of our municipal and associate members qualify and apply for federal grants. These grants are used to support the building and repair of municipal roads and vital infrastructure, such as water and sewer systems; fund energy and efficiency projects; support administrative activities to update local land use regulations and incentivize residential development; upgrade treatment equipment to meet changes in EPA standards; and provide matching assistance to local governments for the acquisition and development of outdoor recreation areas. Many of our members also work with the New Hampshire Community Development Finance Authority (NHCDFA) to secure Community Development Block Grants (CDBG), which fund municipal and non-municipal pass-through projects that support economic opportunities and revitalization for low- to moderate-income populations.

NHMA has considerable concerns about how the proposed OMB Guidance for Federal Financial Assistance will negatively affect our members. More administrative work for all federal grants will be placed on local governments with no additional funding to offset these costs. Further, subrecipient oversight now involves more rules, and there are several new increased compliance burdens. Again, all these new requirements add additional administrative burdens that cost taxpayer dollars and will make it less likely that local governments apply for grants.

Add to these increased administrative costs, the proposed expanded rules that allow the federal agencies to terminate grant awards even after a project gets started. Every grant will be accompanied by massive uncertainty about whether the grant award will be fully delivered. In New Hampshire, projects are often approved at annual town meeting contingent on grant funds for the project being available to offset local taxpayer costs. If a federal agency terminates a grant award after a project is started, the municipality can't make up the difference. The project will be suspended until additional funding is appropriated at a future annual town meeting, subject to voter approval.

Not only does the proposed OMB Guidance for Federal Financial Assistance create funding uncertainty even when grants are awarded, but it also creates immense administrative uncertainty. Allowing the federal government to retroactively change grant requirements after the grant is awarded can tie projects to new and unexpected requirements midway through construction, or even after completion, during drawdown. Towns and cities may never have applied for the grant if they had been aware of potential new, onerous, and retroactive requirements tied to it. Additionally, requiring all grants to comply with current Executive Orders, regardless of when the grant was awarded, when the Executive Order was issued, or whether the Executive Order is being challenged in court, would have the same effect.

Requiring pass-through entities to ensure that subrecipients do not take actions that could damage the pass-through entity's or the federal agency's reputation establishes new liabilities that towns and cities would have limited recourse to prevent or address. For example, a subrecipient's employee or volunteer who speaks poorly of the local government, the granting agency, or the federal government could cause the grant to be terminated, leaving the local government on the hook for costs incurred. The town or city government has no way to police or prevent such speech, especially if it is constitutionally protected. Local projects receiving federal grant funding could lose this funding because of an individual employed by or volunteering with a subrecipient who uses poor judgment in what they say.

Our state relies on local property taxes for over 80% of municipal revenues, so these federal grant opportunities are essential for funding local projects and offsetting the local property tax burden. Access to federal grant funding is often the difference between a project being approved or denied at an annual town meeting. By updating the rules and introducing new unknowns or additional impediments, New Hampshire towns and cities will be less likely to apply for federal grants and, when they do, will take on unspecified financial risk in accepting them.

NHMA, on behalf of its 234 municipal members and associate members, supports efforts to simplify federal grant processes but urges OMB to reconsider provisions that would increase administrative burdens, introduce uncertainty, and expand federal control over local decision-making.

Thank you for considering this input.

Sincerely,

Sarah Burke Cohen, Esq.
Interim Executive Director



TOWN OF EXETER, NEW HAMPSHIRE

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www.exeternh.gov

TO: EXETER SELECTBOARD AND TOWN MANAGER PAUL COHEN
FROM: COREY STEVENS, FINANCE DIRECTOR
SUBJECT: TAX WARRANTS
DATE: JULY 27, 2026

Included in the administrative paperwork to be signed by the Selectboard this evening are two property tax warrants for your consideration. Both warrants are referred to as Recommittal Warrants.

You will recall that on June 15th of this year the Board appointed Town Manager Paul Cohen as Tax Collector, replacing Assistant Town Manager Melissa Roy. State statute dictates that when there is a change in Tax Collector, a tax recommittal is required. The recommittal in essence transfers all uncollected tax balances from the former Collector to the new one. As part of this process our auditors, Plodzik & Sanderson, recently performed agreed upon procedures which reconciled the uncollected balances that are being "recommitted" to Mr. Cohen. The procedures were performed without finding, and a final report will be issued by Plodzik & Sanderson to the Board in the next couple of weeks.

I would ask for a motion from the Board to approve the Recommittal Warrant for Property Taxes having uncollected property taxes of \$26,602,532.39 and unredeemed tax liens of \$1,039,056.27 as of June 15th, 2026.

I would ask for a motion from the Board to approve the Recommittal Warrant for Jeopardy Taxes having uncollected taxes of \$746.00 as of June 15th, 2026.

Corey

Select Board Meeting

Monday July 13, 2026

6:45 PM

Nowak Room, Town Offices

Draft Minutes

1. Call Meeting to Order

Members present: Chair Niko Papakonstantis, Vice-Chair Molly Cowan, Clerk Nancy Belanger, Julie Gilman, Dan Chartrand, Town Manager Paul Cohen, and Assistant Town Manager Melissa Roy were present at this meeting.

The meeting was called to order by Mr. Papakonstantis at 6:45 PM and the Board went downstairs to the Wheelwright Room for an interview.

2. Board Interviews

a. Train Station Committee – R. Cary Einhaus

The Board reconvened in the Nowak Room at 7 PM.

3. Proclamations/Recognitions

a. Parks and Recreation Professionals Day – July 17, 2026

Ms. Belanger read the proclamation for Parks and Recreation Professionals Day:

Whereas, The Town of Exeter Select Board recognizes that the parks and recreation field is a diverse and comprehensive system that improves personal, social, environmental and economic health:

And Whereas, The Town of Exeter Select Board recognizes the importance and benefits of parks and recreation services that enrich the lives of its citizens, and help make this community a desirable place to live, work and visit;

And Whereas, The Town of Exeter Select Board supports the skilled work of parks and recreation professionals to strengthen community cohesion and resilience, connect people with nature and each other, and provide and promote opportunities for healthful living, social equity and environmental sustainability;
And Whereas, The Town of Exeter Select Board values the essential services that parks and recreation professionals and volunteers perform to provide recreational and developmental enrichment for our children, youth, adults and older adults; and to ensure our parks and recreational spaces are clean, safe, inclusive, welcoming and ready to use:

Now, Therefore, our Select Board Chair, Niko Papakonstantis, Town of Exeter, hereby proclaims and affirms July 17, 2026 as Parks and Recreation Professionals Day within the Town of Exeter. NH and hereby extend gratitude, respect and support for all of our Parks and Recreation Professionals.

4. Public Comment

- 45 a. Keith Whitehouse of Westside Drive said the construction workers did an
46 excellent job on Westside Drive. He also wants to promote the Raynes Barn
47 grand reopening on Saturday July 18. He added that today is the 926th day that
48 Pairpoint Park is not open.
49

50 5. Discussion/Action Items

- 51 a. Community Power Coalition (CPC) 2026 Period 2 Rates

52 Cliff Sinnott and Nicholas Metz from the Energy Committee were present
53 to give an update on the CPCNH rates. Mr. Sinnott said it's good news for
54 Community Power. There was a gap between Unitil and CPCNH rates, which is
55 now much narrower. The CPCNH rates for August 1 2026 through January 31
56 2027 increased by 0.4 cents per Kilowatt Hour, an increase of 2.7%. This means
57 the average bill will have a \$2.60 increase. There has been an energy cost raise
58 and a reserve adder as they try to rebuild their reserves, but they are tapering
59 that. The Unitil rate increased 2.29 cents per Kwh, or 19%, because they were
60 charging less than the energy was costing in 2024-2025. That means the
61 average bill will have about a \$15 increase. Unitil's rate is still lower than CPCNH
62 by 1 cent.

63 Mr. Sinnott said we did a "Power Hour" at the Library, with six people in
64 attendance. They really appreciated the information.
65

- 66 b. Park Street Bridge Update (Neighborhood Petition – Mark Furlong)

67 Mr. Papakonstantis said at the June 15 meeting, we agreed that we want
68 to work with the neighborhood and maintain transparency. He has met with Sally
69 Ward, and plans to have an ongoing conversation.

70 Mark Furlong of 20 Forrest Street said he represents the group that has
71 formed in the Park Street/Oak Street neighborhood regarding the bridge. He read
72 the residents' petition:

73 *We, the undersigned residents, neighbors, property owners, and*
74 *concerned members of the Exeter community, respectfully request that the Town*
75 *of Exeter work with the New Hampshire Department of Transportation, CSX, and*
76 *all other parties to develop and present a clear public plan to repair, replace, or*
77 *otherwise restore safe access over the Park Street Bridge. The bridge has been*
78 *closed and needs repair. While safety must come first, the continued indefinite*
79 *closure leaves residents without a clear path forward. Our Request:*

80 *1. Formally prioritize restoration of safe access over the Park Street*
81 *Bridge as a public safety, neighborhood connectivity, and quality-of-life issue.*

82 *2. Work with NHDOT, CSX, and any other interested parties, including*
83 *ambulance services and police departments, to determine ownership,*
84 *responsibility, funding options, design requirements, and a feasible timeline.*

85 *3. Publicly present a written action plan identifying the steps needed to*
86 *repair, replace, or restore the bridge, including responsible agencies, milestones,*
87 *and opportunities for public input.*

89 4. *Ensure that any plan considers safe access for emergency vehicles,*
90 *everyday traffic, pedestrians, Exeter's west side, and communities west of*
91 *Exeter.*

92 5. *Evaluate interim measures to improve safety and appearance while a*
93 *long-term solution is developed.*

94 6. *Keep residents informed through regular public updates at Select*
95 *Board meetings and on the Town website until a final solution is approved and*
96 *implemented.*

97 *We urge the Exeter Select Board to create a timely and transparent plan*
98 *to repair, replace, or restore the Park Street Bridge. Indefinite closure or*
99 *permanent removal without a replacement plan would create lasting harm to*
100 *emergency preparedness, pedestrian safety, and vehicular access to Park*
101 *Street. We ask the Select Board to treat this matter with urgency and to ensure*
102 *that residents have a voice in the decision-making process.*

103 Mr. Furlong said the group has collected 133 signatures.

104 Mr. Cronin said following the meeting, NHDOT reached out to the town
105 regarding additional information. We haven't been able to locate a report in our
106 files, so DOT reached out to Klinefelter to see if they can get a copy directly. We
107 held a site meeting with VHB last Tuesday, where we discussed the feasibility of
108 a replacement bridge there. We held a virtual meeting with Town Counsel last
109 Wednesday, where we provided the documentation we had. We were able to
110 locate the water main license agreement that was missing. Counsel is evaluating
111 our options. We created a Park Street Bridge page on the DPW page of the
112 Town website.

113 Mr. Cohen said if you go to that website, there are 24 documents on that
114 site already. We will provide the information we receive in real time. Our next
115 focus is continued discussions with NHDOT to understand the State's role in this
116 effort, and then we will have a more informed discussion with CSX.

117 Ms. Roy said we reached out to Congressman Pappas's office, but the
118 two grants he had in mind were not applicable to this project. Regarding the
119 website, we have about five more documents to upload, as well as updating the
120 timeline.

121 Mr. Papakonstantis asked if Counsel has indicated whether CSX can
122 come in and take the bridge away. Mr. Cohen said Counsel felt that CSX would
123 need either the approval of the State or the Town of Exeter. They would need the
124 Town's assistance with the removal because of the limits of the right-of-way. The
125 Town also has a water main there. The Town has the ability to petition for the
126 replacement of that bridge. Any crossing would have to be roughly six feet higher
127 than what is there now.

128 Ms. Belanger asked if the State is aware of our process. Mr. Cohen said
129 yes, we're maintaining a dialogue. We want a detailed conversation with Counsel
130 and the NHDOT and then connect with CSX again.

131 Sally Ward of 72 Park Street said the petition indicates that there's a lot of
support for having a bridge. We haven't had anyone say they wouldn't sign

because they want the bridge to go away. We have reached out beyond our neighborhood and support for the bridge is widespread. CSX says safety is of utmost concern, but our concern is due diligence and making sure there's a plan in place, which is not going to happen within six months.

Eileen Flockhart of 7 Jacks Court said walkable communities are important. Main Street School is just blocks from the base of that bridge. People walk down to the river using the bridge. We're sacrificing a walkable community for a corporate interest.

Mr. Chartrand said in the Master Plan of 2017, walkability and connectivity are important.

Doug Flockhart of 7 Jacks Court said he's glad someone is aware that there's a water main going over that bridge. The bridge is unsafe, but you can fill a pothole. If there are more serious issues, the bridge is only 26 years old and steel bridges are supposed to last longer than that. Mr. Cronin said the deck itself might be that old, but the bridge is older. Ms. Gilman said the bridge has been there since the 1800s. Mr. Flockhart said it was red-listed just recently by the State. Who made that decision, and why? Mr. Cohen said there's a structural analysis on the website. It's not just the decking that's failing. Mr. Flockhart said they can't take away the street from the Town. This is where masts were taken out of the forests for the King's Navy - maybe it could be declared a historic street.

Mark Furlong of 20 Forrest Street said he's glad to hear that removal in the middle of the night could not occur. What is the process for CSX to come into town and do the work? Do they need a building permit? As a Historic Structure, does this need to be reviewed by the Heritage Commission? Regarding the water main, he heard a year ago that they made provisions for redundancy, but there were additional provisions that needed to happen. CSX twisted that into "it's redundant, we can just take it out." That didn't sit well with him. Mr. Papakonstantis said their comments didn't sit well with the Board either.

Ms. Flockhart said the current State standard is 22 ½ feet. Mr. Cohen said the current bridge is about 17 feet.

Ms. Cowan said she wants to work with the State to come up with the best solution possible. If this posed the threat that CSX says it does, they would have been banging down our door, so that doesn't resonate.

Ms. Belanger said she was not happy with the presentation from the train company at the last meeting.

Ms. Gilman said there's a historic survey from 2003 where they found it could possibly be named to the National Registry of Historic Places. It's on the website.

Mr. Papakonstantis said this is a priority for all of us. We're committed to working with residents and continue meeting offline. We will post everything on the website for review.

c. Community Business Engagement Presentation

Economic Development Director Darren Winham and Nate Bernitz of UNH were present to give an update. CBE Community Business Engagement, we engaged with Exeter's HS business program on doing "man on the street" interviews and data analysis, although we didn't use their work in the final report. The CBE is Exeter's document and it is dynamic; it will be further customized to meet the Town's needs. Exeter is the CBE Pilot Program. When this interview data came back, we used a team of people from Town and the schools. The Select Board could set up a group with this team.

Mr. Bernitz said there were several students that participated informally in the project. There was an Exeter Public TV segment and an article about it. There were intercept surveys where students talked to people at the Farmer's Market. He added that the student data was not used in the final report.

Regarding Business Retention & Expansion (BRE), this is a program that we did in 2018-2019 as well as an ongoing practice. You focus on the businesses that you have first. Sometimes economic development focuses on recruiting large businesses, but increasingly it's focused on quality of life and relationships with businesses. We ask, as a business, what are you trying to do? Many businesses have no desire to expand, or would like to expand only by adding a new staff member or product line. We're looking for success in what a business views as their goals. Potential businesses looking at Exeter would see a thriving business community. Community and Business Engagement is a form of BRE where we determine what businesses want the goals to be and develop an engagement plan, intercept surveys and key informer interviews with business leaders. We used an online survey; conducted one on one interviews; focus groups; and intercept surveys. We began in January 2025 with an MOU and worked with a steering committee to develop goals. Summer and Fall we did data-gathering, and Fall and Winter 2025 we did data analysis. We finalized the report in Spring 2026. The next step is to begin and sustain implementation, which has not yet started. We heard from businesses that they value the local quality of life; they think there is local growth potential; and they appreciate the Town's investment in the community, including the Economic Development Office but also Fire, Public Works, Public Safety, and other municipal staff. There are regional advantages where institutional anchors and organizations such as the Hospital and Phillips Exeter Academy help to support businesses. There are challenges with workforce and labor, although it's not a universal rule. Many businesses don't have a succession plan. In the short term, the town could form a group or economic development committee, something action-oriented rather than planning-oriented. They should spend more time talking to businesses. There was a desire for more focus groups and bringing businesses together. We could also initiate dialogues between businesses and the frontline town departments. In the medium-term, we could formalize these dialogue processes. We should do outreach to businesses facing acute challenges. Businesses complained about the uneven application of codes and regulations. A new town website is a great opportunity to consider how the Economic Development

resources could be strengthened. Parking is a sensitive issue in the downtown. There was a parking study, but it's taking some time to implement. Businesses want to see some action and communication. Businesses value the downtown events, but feel that the effects of those events could be felt more. Can businesses be more involved in the planning of these events? Regarding workforce issues, there's work to do in education. If an employer needs employees with a certain skill and there's no program to teach that skill, there's a gap. Regarding communication, we should continue to identify and share success stories. We should continue to leverage regional Economic Development initiatives. We'd like to have deeper engagement with the healthcare industry cluster, which we weren't really able to engage.

Mr. Chartrand asked if there was any mention of upgrading the train station platform to a full station. Mr. Winham said there wasn't, but it wasn't a question that was asked. Mr. Bernitz said the charette and train station committee is exciting. The investment should benefit local businesses.

Mr. Winham said the charette process will have a public session on Friday August 7.

d. Front Street/Pine Street/Linden Street Roundabout Proposed Detour

Public Works Director Stephen Cronin said he's requesting a temporary road closure. Baillargeon Construction proposed a different method; instead of maintaining traffic through the work zone, they're proposing a temporary detour and closing approaches to the intersection in all directions. This offers significant advantages, reducing the construction schedule by up to two months, as well as improving safety and allowing for better paving and a higher-quality finished product. We're hoping to complete the project before the start of the school year and the September 8th primary election. If approved, the contractor will post signs this week, and have a public information meeting on July 21 at the Library. We're still working on the traffic management plan. Exeter TV will put it out through their social media channels. There would be a temporary modification to make Gill Street a two-way road and limit on-street parking. We will also do mailings. The contractor estimates this will take 4-6 weeks.

Steven Jones of 23 Linden Street said the alteration of Gill Street will be controversial. People will be concerned about how long the behavior pattern set up will last after the street is one-way again. We already have people going the wrong way on Gill Street. Mr. Cronin said we hope that the roundabout will provide some much-needed relief for Gill Street. There will be some flagging at the beginning of the project, and at the end we'll probably need some additional enforcement.

Mr. Chartrand said he supports moving through this project quickly.

Alex Richards of Locust Ave said the roundabout will have positive impacts on pedestrian and traffic flow. He has some concerns about the detours; for the folks that live on Lincoln Street, could there be some low-cost mitigation efforts to slow the speed down? This is a place where children and families

gather. He suggests using bollards or cones to create a "neck-down" effect to make cars slow down. Mr. Cronin said he can evaluate that with VHB.

Sally Ward of 72 Park Street asked if the proposed detour is in the packet, and Mr. Papakonstantis said yes. Mr. Cronin said we'd close Pine Street at Court Street and only have it open to local traffic.

MOTION: Ms. Belanger moved to authorize the implementation of the temporary traffic detour and road closures for the Front Street/Pine Street/Linden Street intersection improvement project, subject to the final approval of the traffic control plan by the town and the Project Engineer. Mr. Chartrand seconded. The motion passed 5-0.

e. Reduction of Drought Restriction Designation

Public Works Director Stephen Cronin was present to give an update on the drought conditions. Rockingham County has experienced prolonged drought, which continued through the winter and into the spring. Staff recommended on May 1st that the town remain in those conditions until there was improvement, but now Rockingham County is divided between abnormally dry and moderate drought conditions. Recent rainfall has increased stream flows. Groundwater levels still remain under seasonal norms. Current conditions support a lessening of restriction from level 4 to level 3. Odd-numbered watering on Mondays and Thursdays, and even numbers Wednesday and Friday, excluding the hours of 8 AM to 7 PM. It also lifts the restrictions on filling swimming pools greater than 100 gallons and washing cars and sidewalks. We'll continue to monitor week to week.

MOTION: Ms. Belanger moved to reduce the current level 4 water restriction to a level 3 water restriction, effective immediately. Ms. Gilman seconded. The motion passed 5-0.

6. Approval of Minutes

a. June 29, 2026

- i. Corrections: Ms. Belanger asked to update line 59 and 60 to remove #6 that there were no appointments. Mr. Chartrand said in lines 248 and 249, Selectwoman Belanger both moved and seconded the motion.

MOTION: Ms. Belanger moved to approve the Select Board minutes of June 29, 2026 as amended. Ms. Gilman seconded. The motion passed 5-0.

b. June 29, 2026 Non-Public Session

MOTION: Ms. Belanger moved to approve the Select Board Non-Public minutes of June 29 2026 as presented. Ms. Cowan seconded. The motion passed 5-0.

7. Appointments

a. Resignation – Grayson Shephard – Historic District Commission

- i. Ms. Gilman said Grayson Shephard was the Commission's Chair. This leaves us tenuous on a quorum.

MOTION: Ms. Belanger moved to accept the resignation of Grayson Shephard from the HDC. Ms. Cowan seconded. The motion passed 5-0.

MOTION: Mr. Chartrand moved to appoint R. Cary Einhaus of Lincoln Street to the Train Station Committee as an Alternate, term to expire in April 2029. Ms. Belanger seconded. The motion passed 5-0.

8. Permits & Approvals

a. Pairpoint Park Donation Acceptance

MOTION: Ms. Belanger moved to accept the donations received during the month of June 2026, totaling \$2,700 for the design of Pairpoint Park, and direct that the funds be held by the Trustees of the Trust Funds in the Pairpoint Park Fund. Disbursement of the funds shall be made by authorization of the Town Manager or their designee for the purpose of designing and/or constructing Pairpoint Park. Mr. Chartrand seconded. The motion passed 5-0.

b. Pairpoint Park RFP

Pairpoint Park Committee Chair Steven Jones said we held interviews with five candidate firms, and they were all outstanding. We chose KZLA, a small firm from Boston with extensive expertise and experience in Exeter, who have worked with the Academy for 17 years. They would do design, engineering studies, and drawings for the park.

MOTION: Ms. Belanger moved to authorize the Town Manager to negotiate and execute a contract with KZLA Services for design services for Pairpoint Park for an amount not to exceed \$35,000 and to take any and all actions necessary to complete the project. Ms. Cowan seconded. The motion passed 5-0.

9. Tax Abatements, Veterans Credits and Exemptions

MOTION: Ms. Belanger moved to approve a Jeopardy Warrant for 87/14/5B in the amount of \$618.00 for tax year 2026. Ms. Gilman seconded. The motion passed 5-0.

10. Town Manager's Report

a. School Street Area Improvement Project - Mr. Cohen said this is public notice that the fourth public information meeting for the School Street project will be held Tuesday, July 28 at the Exeter Public Library.

b. Parks and Recreation Pool Pump Replacement - The pool pump went down as we were approaching July 4, and it was a coordinated effort to fix it.

11. Select Board Committee Reports

a. Ms. Gilman said the Heritage Commission awarded the John Merkel Heritage award to Tony Callandrello and the Exeter Apothecary for their restoration of the old apothecary, as well as Keith Whitehouse helping Parks and Rec on projects such as Gale Park and Raynes Farm.

b. Ms. Belanger attended the Planning Board, where there was a continuation of case #26-3, the J Caley Associates site plan review for the dry cleaner on Portsmouth Ave, which was tabled until August 27. It's a new plan but will keep the same case number. We also had a design review for a proposed 14-acre residential cluster subdivision at the Exeter Country Club. There was a lot of

public comment and the Board voted that the status of the design review is complete. We approved a conditional use permit for 18 Oaklands Road. We had a public comment period that lasted for 45 minutes; Silas Richards asked about adding more bike racks and about the frequency of Master Plan oversight committee meetings due to a lack of quorum. The Town Planner did an excellent job of explaining the process. There will be a site walk tomorrow at 5 Brentwood Road for a redevelopment of eight residential condominium units and a new roadway, case #26-11. The Housing Advisory Committee talked about the charette and worked out the Chair/Vice Chair issue. Lindsay Sonnet will remain the Chair and Megan Spencer will be the Vice-Chair.

- c. Ms. Cowan had no report.
- d. Mr. Chartrand had no report.
- e. Mr. Papakonstantis had no report.

12. Correspondence

- a. A formal letter from DES about the solid waste transfer station
- b. An acknowledgment from Governor Ayotte on the letter we sent
- c. The NHMA legislative bulletin

13. Review Board Calendar

- a. The next meetings are July 27, August 10, Aug 24, September 14, September 28. September 1 is in reserve if the Board needs to meet. The primary is September 8.

14. Non-Public Session

MOTION: Ms. Belanger moved to enter into non-public session under RSA 91-A:3II(a). Ms. Cowan seconded. In a roll-call vote, the motion passed 5-0 and the meeting went into non-public at 9:11 PM.

MOTION: Ms. Belanger moved to exit non-public session at 9:15 PM. Ms. Cowan seconded. The motion passed 5-0.

15. Adjournment

MOTION: Ms. Belanger moved to adjourn the meeting at 9:16 PM. Ms. Cowan seconded. The motion passed 5-0.

Respectfully Submitted,
Joanna Bartell
Recording Secretary

Paul Cohen

 **From:** Mark Furlong <markwfurlongnh@gmail.com> on behalf of Mark Furlong
Sent: Monday, July 20, 2026 2:36 PM
To: Paul Cohen
Cc: Melissa Roy; Niko Papakonstantis
Subject: Re: seven to save

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Paul,

Thanks for your quick response, review of the material and your support. Totally understand not being able to list the Selectboard at this time, we may come back and ask at a later date.

We are submitting the nomination today and will keep you informed of the outcome.

Thanks,

Mark Furlong

 On Mon, Jul 20, 2026 at 8:53 AM Paul Cohen <pcohen@exeternh.gov> wrote:

Mark,

Thank you for providing the information regarding the Seven to Save program. The loka theater project was listed in 2012. After reviewing the program information and nomination form, I do not have any concerns with you submitting a nomination for the Park Street bridge. Given today's nomination deadline, it would not be possible for the Select Board to meet to support this effort. However, you are welcome to list me as a supporter of this nomination.

Please contact me if I may be of any additional assistance.

Sincerely,

 Paul E. Cohen

Town Manager

Town of Exeter, NH

10 Front Street

Exeter, NH 03833

603-773-6101

From: Niko Papakostas <npapakostas@exeternh.gov>
Sent: Sunday, July 19, 2026 9:46 AM
To: Mark Furlong <markwfurlongnh@gmail.com>
Cc: Paul Cohen <pcohen@exeternh.gov>; Melissa Roy <mroy@exeternh.gov>
Subject: Re: seven to save

Hello Mark,

Thank you for passing this along. I do not follow town related discussions on Facebook for multiple reasons so I didn't see this.

I copied Paul Cohen and Melissa Roy on this thread so that they can look into this tomorrow morning. It seems to me that perhaps they'll want to follow up with you.

Many thanks again for sending this and also for your neighborhood advocacy.

Niko

On Sun, Jul 19, 2026 at 9:19 AM Mark Furlong <markwfurlongnh@gmail.com> wrote:

| Hi Niko,

|

The article in Seacoastonline about the Park St bridge discussion at your last meeting was posted on Facebook on Friday. It prompted a comment from someone who suggested it would be a good candidate for the Seven to Save program.

Not sure if you are familiar with the NH Preservation Alliance Seven to Save. Here's a link: <https://www.nhpreservation.org/seven-to-save>

I think that's a great idea but deadline is tomorrow (July 20th).

I am preparing the nomination but I need to "List other local persons, organizations, or groups that would actively support the nominated project."

Just wondering if it would be appropriate to include the Selectboard.

Thanks for the work on the bridge.

Mark Furlong



NH DES, Water Division
Wastewater Operations Section
29 Hazen Drive, PO Box 95
Concord, NH 03302-0095

06/09/2026

Exeter WWTF, NH 03801

Subject: NHDES Operations Division WWTF Site Visit

Dear Mr. Dalton,

Purpose: This letter is to provide documentation on the annual site visit on June 09, 2026, at the Exeter Wastewater Treatment Plant for reference by the permittee and the wastewater staff.

Tour: A tour was provided by Steve Dalton and backup ORIC Derek Wyskiel. During our tour of the plant, it was noted that the plant is clean, seems to be running well and all equipment is in very good condition. The plant is currently achieving a high level of compliance due to the staff's tireless commitment and efforts. Noted exception, one secondary clarifier is currently offline for repair. The secondary clarifier had some issues with leaking due to cracking in the tank. The manufacturer has been notified of the clarifier tank issues, and the Town of Exeter is waiting for assistance and repair.

Staffing / Safety: Staffing seems to be a topic all around the State of New Hampshire and the country in general. It seems that the staffing levels are still low at Exeter. Many advancements have been made by the Town of Exeter to provide a higher rate of pay to attract applicants for important full-time positions. It was conveyed that the town is actively trying to fill open positions. The need for new wastewater operators has increased lately, mainly due to retirements and the movement of wastewater operators to better paying jobs. A NEIWPCC staffing guide report performed for the Exeter Wastewater Plant indicated the need for a staff of more than six operators for the facility. It needs to be noted that the staffing report only considers the number of operators needed at the plant. It does not consider any other duties that may be required beyond the needs of the plant. As the plant becomes older, additional staff may be needed. General preventive maintenance on older equipment will become harder to achieve with low staffing levels. It will be a challenge to achieve the current high level of compliance without the evaluation of the need for additional staff. Reduced staffing levels can create issues with performing all jobs safely, preventive maintenance, additional process testing and documentation. Proper staffing allows for the preservation of one of the town's most valuable assets.

S.O.P.s: The need for Standard Operating Procedures (S.O.P.s) was discussed. Time and effort should be directed at the development of Standard Operating Procedures (S.O.P.'s). They provide needed documentation of processes, procedures, and safety. They provide continuity

for the staff when performing duties so that they are done in the same safe manner. It is important for transfer of knowledge to new staff members and provides a legacy for succession. From our discussion you are working on this process currently.

Asset Management / Maintenance Program: Asset management along with a good maintenance program protects the interest of the rate payers, infrastructure and provides fiscal reporting. I was informed that Town of Exeter does have an asset management program.

General Comments: I would like to take the opportunity to thank you and the staff for meeting with me on June 09, 2026. I believe the time was well spent. The WWTP tour afforded the opportunity to see and hear about the daily efforts made by you and your staff to protect public health and the environment. I especially appreciated the insights into solving the challenge of operating a wastewater treatment facility, managing ongoing projects, maintaining its infrastructure and staff. Finally, a great deal of gratitude goes out to the staff at the Exeter Wastewater Treatment Plant. It is a very important job, not one that everyone can do, protecting public health and the environment in our fine State of New Hampshire. The job and staff should be brought up often to be recognized for all they do.

Please feel free to contact me about any wastewater issues you experience.

Thanks again,

John C. Adie

John C. Adie
Operations Wastewater Technical Advisor
Wastewater Engineer Bureau, NHDES

PHONE: (603) 271-2586
EMAIL: john.adie@des.nh.gov
SITE: WWW.DES.NH.GOV



July 14, 2026

Niko Papakonstantis, Chair
Town of Exeter
10 Front Street
Exeter, NH 03833

Dear Chairperson Papakonstantis & Members of the Exeter Select Board,

I wanted to let you know that the Exeter Area Chamber of Commerce's 2026 Community Guide & Business Directory is now available.

The Guide is designed to be a resource for both residents and visitors, featuring local businesses, community information, events, and helpful contacts throughout our region. We hope you'll find it to be a useful reference and encourage you to share it with anyone looking to learn more about our communities.

If you'd like a supply of guides for the Town Office, we'd be happy to drop some off. Printed copies are available at the [Exeter Area Chamber of Commerce Office](#) if you would like a copy. The digital edition is also available on our website at [the Chamber website](#).

Regards,

A handwritten signature in cursive script, appearing to read "Jennifer Wheeler".

Jennifer Wheeler
President, Exeter Area Chamber of Commerce

132

127 signatures

as of 6 PM 7/13/26

Petition to the Exeter Select Board Regarding the Park Street Bridge

To the Exeter Select Board:

We, the undersigned residents, neighbors, property owners, and concerned members of the Exeter community, respectfully request that the Town of Exeter work with the New Hampshire Department of Transportation, CSX, and all other parties to develop and present a clear public plan to repair, replace, or otherwise restore safe access over the Park Street Bridge.

The bridge has been closed and needs repair. While safety must come first, the continued indefinite closure leaves residents without a clear path forward.

Our Request

1. Formally prioritize restoration of safe access over the Park Street Bridge as a public safety, neighborhood connectivity, and quality-of-life issue.
2. Work with NHDOT, CSX, and any other interested parties, including ambulance services and police departments, to determine ownership, responsibility, funding options, design requirements, and a feasible timeline.
3. Publicly present a written action plan identifying the steps needed to repair, replace, or restore the bridge, including responsible agencies, milestones, and opportunities for public input.
4. Ensure that any plan considers safe access for emergency vehicles, everyday traffic, pedestrians, Exeter's west side, and communities west of Exeter.
5. Evaluate interim measures to improve safety and appearance while a long-term solution is developed.
6. Keep residents informed through regular public updates at Select Board meetings and on the Town website until a final solution is approved and implemented.

Petition Statement

We urge the Exeter Select Board to create a timely and transparent plan to repair, replace, or restore the Park Street Bridge.

Indefinite closure or permanent removal without a replacement plan would create lasting harm to emergency preparedness, pedestrian safety, and vehicular access to Park Street. We ask the Select Board to treat this matter with urgency and to ensure that residents have a voice in the decision-making process.

Signatures

Name	Address	Signature
Barbara H. Fittro	62 Park St. Exeter NH	Barbara H. Fittro
David Fittro	62 Park St Exeter	David Fittro
Christopher McLean	64 Park St Exeter	Ch. W. McLean
Demise Rusanen	8 Washington St Exeter	Demise Rusanen
Jeanne O'Sullivan	19 Locust Ave Exeter	Jeanne O'Sullivan
Jim Fulton	9 Marilyn Ave Exeter	Jim Fulton
Karen Stroup	8 Marilyn Ave., Exeter	Karen Stroup
Ber Fulton	9 MARILYN Ave Exeter	Ber Fulton
Jonathan Ring	24 String Bridge Exeter ^{Ap 52}	Jonathan L Ring
Laura Batchelder	89 High Street Exeter ^{Unit 1}	Jon E. Batchelder
Stephanie Harrison	209 Front Street, Exeter	Stephanie Harrison
John M. West	53 Park St.	John M. West
Tim West	58 Park St.	Tim West
Shannon Flakah	60 Park st.	Shannon Flakah

Name	Address	Signature
Elise Stevens	12 Meehan St. Exeter	Elise Stevens
David Stettin	141 Epping Rd Exeter	David Stettin
Aidan Burwell	141 Epping Rd Exeter	Aidan Burwell
Maryann Page	18 Cass St Exeter	Maryann Page
Christine Page	18 Cass St Exeter	Christine Page
Richard Page	18 Cass St Exeter	Richard Page
MARILYN WILLET	277 Water St Apt 308 Exeter NH 03833	Marilyn Willet
Meredith Murray	23 Oak Street, Exeter NH 03833	Meredith Murray
George Dufour	22 HAYES PARK	George Dufour
Bernard Menden	13 Lincoln St.	Bernard Menden
Steph Willet	13 Lincoln St	Steph Willet
PATRICIA KELLER	277 Water St. #308 Exeter, NH	Pat Keller
Betty Thompson	13 Woodlawn Circle	Betty Thompson
Bill Thompson	13 Woodlawn Circle	William B. Thompson

Signatures

Name	Address	Signature
MARY BOSS	42 PARK EXETER	Mary Boss
GREGORY W. HANKIN	81 MAIN ST. R	Gregory W. Hankin
MARGARET HANRELL	81 MAIN ST	Margaret L. Hankin
R. HOWTAGE	EPPING RD	Robert E. Howtag
Linda Grant	83 Main, #5	Linda Grant
Deanna Higgins	Exeter, NH	Deanna Higgins
Eileen McGrady	83 main St Exer	Eileen McGrady
GEORGE CHASE	8 JACKS CT-EX	George A. Chase
Lynette Chase	8 JACKS CT.-EX	Lynette L. Chase
Erin Hadley	161 Columbus Ave	Erin J. Hadley
Mary Degostino	11 Forest St	Mary Frances Degostino
Sue Eisman	2 Conant Lane	Susan J. Eisman
Frank Baker	44 Prescott Rd	Frank Baker
Deb Vasconcellos	22 Spruce St	Deborah Vasconcellos
SUSAN		
MARK W DAMSCL	10 Newfields Rd	Mark W. Damsell
Bethany Leahy	Victoria Dr. Hampton Falls	Bethany S. Leahy
STEPHEN RIDER	11 OAK STREET	
Pete Blinco	51 WINTER ST	
Dan Noyes	30 Cranford Ave	

13

Signatures

Name	Address	Signature
Terrill Hama	6 Oak St	Terrill Hama
Colleen Dwyer	16 Walnut St	Colleen Dwyer
Tom McQuinn	6 OAK ST	Tom McQuinn
Michael Veazey	13 Forest St	Michael Veazey
Maura Fay	13 Forest St	Maura Fay
Bill Murphy	18 Oak St	Bill Murphy
Esther Olson-Murphy	18 Oak St	Esther Olson-Murphy
TORRICHARDS	7 LOCUST AVE	Torr Richards
Barbara Richards	7 Locust Avenue	Barbara Richards
Ben Hodsdon	41 McKay Dr.	Ben Hodsdon
Lauren Fowler	41 McKay Dr	Lauren Fowler
PATRICIA MACDONALD	3 PITINNEY LN	Patricia MacDonald
Jerry Goudreau	9 Allard St	Jerry Goudreau
	→ @gmail.com	

vldmike@gmail.com

@vldmike@gmail.com

Signatures

Name	Address	Signature
Sally Ward	72 Park St Exeter	Sally Ward
Gerritt Wesseling	72 park st Exeter	Gerritt Wesseling
Malcolm Wesseling	72 Park St. Exeter	Malcolm Wesseling
John Leahy	80 Park St., Exeter	John Leahy
Gina Leahy	80 Park St. Exeter	Gina S. Leahy
Kelley Richards	25 Cass St, Exeter	Kelley Richards
Rob Richards	25 Cass St. Exeter	Robert G. Richards
Eileen Flockhart	7 Jacks Ct.	Eileen Flockhart
DOUGLAS FLOCKHART	7 JACKS CT	Douglas Flockhart
Cliff Sinnott	84 Park St	Cliff Sinnott
William Andin	68 park st, Exeter.	William Andin
Gwen English	44 BRENTWOOD RD	Gwen English
HENRY FERRELL	44 BRENTWOOD RD.	Henry Ferrell
Leslie Haslam	15 Columbus Ave Exeter	Leslie Haslam
Silas Richards	5 LOWST AVE EXETER	Silas Richards
CHRISTINE S. DOWNALL	81A COURT ST EXETER	Christine S. Downall
Lynette Chase	8 Jacks Ct Exeter NH	Lynette Chase
George A Chase	8 Jacks Ct Exeter NH	George A Chase

(6)

Signatures

Name	Address	Signature
BRAND SINNOTT	84 PARK ST	BRAND SINNOTT
John Havasen	14 LOCUST	John Havasen
Kathleen Pratt	10 Locust Ave	Kathleen B. Pratt
Richard Pratt	10 LOCUST AVE	R. Pratt
Margaret Matlock	9 Locust	Margaret Matlock (shw) *
Chris Matlock	9 Locust	Chris Matlock (shw) *

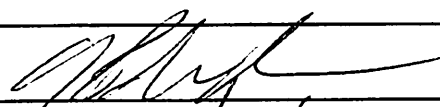
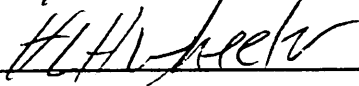
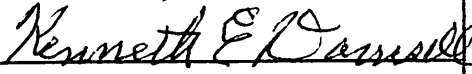
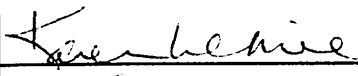
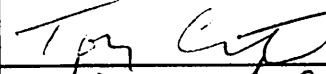
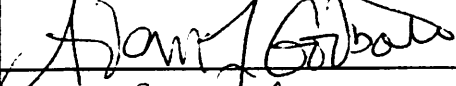
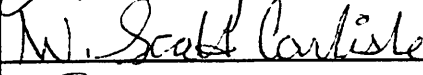
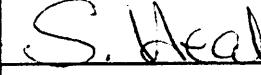
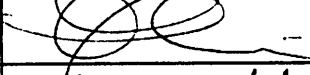
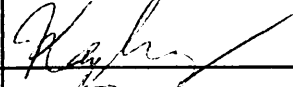
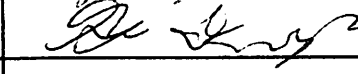
* Signed via email request
Petition to the Exeter Selectboard Regarding the Park Street Bridge

Signatures

[illegible]

Signatures

Name	Address	Signature
SIMONIDA THURBER	32 PARK ST., EXETER	Simonida Thul
Sally Othard	5 Greenleaf Dr, Exeter	Sally Othard
Douglas Carmel	90 High St, Exeter	Douglas Carmel
Jimmy Rockwell	16 Couch Rd, Exeter	Jimmy Rockwell
Phillip Bowley	27 Front Street	Phillip Bowley
Meryl Carmel	1 90 HIGH ST	Meryl Carmel
CHARLES FANNING	909 CAMELOT DR.	Charles Fanning
Amanda Kelly	24 Prospect St	Amanda Kelly
Chris Thulber	32 Park St.	Chris Thulber
Michael Dube	27 Park St.	Michael Dube
Jessica Lepker	27 Park St.	Jessica Lepker
Marcia Dube	27 Chestnut	M. Dube
Jacqueline Rockel	31 Park St	Jacqueline Rockel
Alicenne Davis	31 Park St	Alicenne Davis
Mchelle Sullivan	4 Dewey St	Mchelle Sullivan
Michael Sillim	4 Dewey St	Michael Sillim
Timothy Miles	2 Dewey St	Timothy Miles
Laura Miles	2 Dewey St	Laura Miles
Dave Short	1 Dewey St.	Dave Short
Jeanne Short	1 Dewey St.	Jeanne Short

Name	Address	Signature
Keith Wheeler	284 Water St.	
Heather Wheeler	284 Water St.	
Ken Daniels	6 Dewey St.	
Karen Levine	3 Summer St.	
TOM COATES	37 PARK ST.	
Adam & Annie Godhart	39 Park St	
W. Scott Carlisle	14 Cass St	
Susan Heald	14 Cass Street	
Tonya Nixons	14 Cass Street	
Sava Thurber	32 Park St.	
Megan Edmonds	25 Park St.	
Dacha Thurber	32 Park St.	
Lindsay Sonnett	1 Salem St	
Malcolm Sonnett	1 Salem St	
LIZ Morse	4 Cass St	
JANICE PAGE	ODEWET ST.	
Kayoko Tazawa	22 Cass St.	
Grace Ferguson	27 Chestnut St.	

Signatures

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Community Business Engagement Program Report

June 2026



**University of
New Hampshire**
Extension



extension.unh.edu

exeternh.gov

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Front Street with Downtown Exeter in the distance. Credit: Adobe.com

Acknowledgements

The Community Business Engagement (CBE) initiative was made possible through the collaboration of the Town of Exeter and UNH Cooperative Extension. We thank the Town of Exeter's Economic Development Department for its partnership and ongoing support throughout implementation.

We are especially grateful to the volunteer steering committee for their leadership, guidance, and hands-on participation, and to the Exeter High School business students whose training and support were integral to outreach and data collection efforts. Together, committee members and students conducted interviews, supported focus groups, and administered surveys.

We also extend our sincere appreciation to the more than 100 local businesses and organizations that participated by sharing their time, insights, and candid perspectives, as well as to the Exeter residents and visitors who contributed their voices. Collectively, these contributions ensured that community perspectives remained central to this work.

Exeter Steering Committee

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Adam Krauss, ELO Coordinator, Exeter High School

Kristen Lyons, State 4-H Teen Leadership Field Specialist, UNH Extension

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Program Overview, Importance, Process, and Organization

UNH Extension's Community Business Engagement (CBE) Program provides communities with a structured way to better understand and strengthen relationships with local businesses, organizations, and institutions. The program focuses on listening directly to businesses to understand their experiences, identify individual needs, and clarify how local conditions, services, and policies affect their operations.

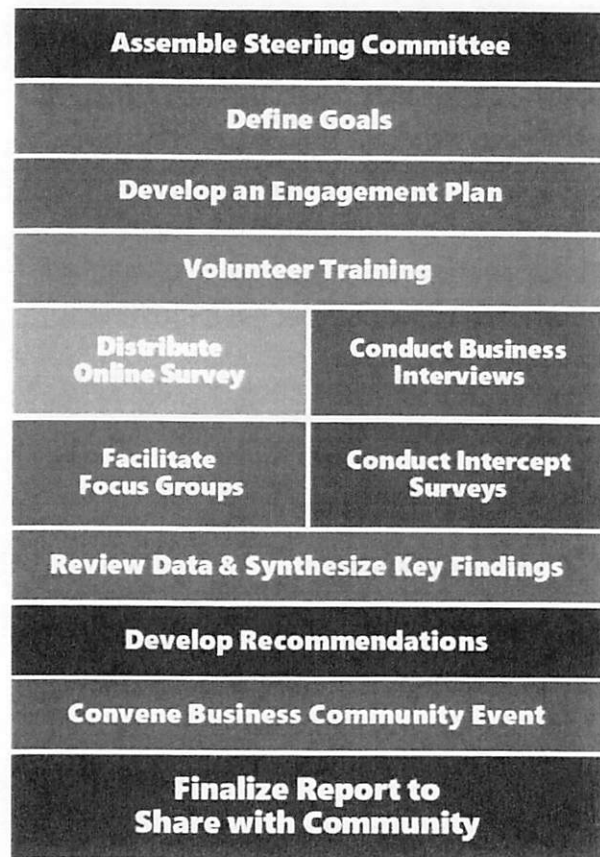
Adapted from a business retention and expansion framework, the CBE Program helps communities organize business input into clear, usable information that can inform local decision-making. The program emphasizes practical insight into promotion, supporting communities in identifying priority issues and opportunities for business retention and expansion based on local context.

For Exeter, this initiative builds on prior participation in the program while reflecting changes in the local economy and evolving community priorities. The findings presented in this report are intended to help community leaders prioritize actions, assign responsibility, and follow through on short, medium, and long-term strategies informed by local business perspectives.

In 2025, the Town of Exeter partnered with UNH Extension to implement the Community Business Engagement (CBE) Program

with support from a volunteer steering committee and Exeter High School business students. The program followed a structured, people centered approach designed to help the community better understand its business environment and work collaboratively toward shared priorities.

The process begins with intentional planning and goal setting. A steering committee is convened to clarify why the community is undertaking the work, what they hope to learn, and how the information will be used. These goals guide the development of survey and interview questions as well as the broader engagement strategy.



Once goals, questions, and outreach plans are in place, the program moves into direct engagement with local businesses. In Exeter, this included an online business survey, in-person interviews, and industry specific focus groups with business operators. The community also conducted an intercept survey with visitors in the downtown area to better understand consumer perspectives. Across all activities, the aim was to listen carefully, learn what is working well, and identify challenges or barriers that may benefit from community or municipal attention.

After outreach concludes, Extension analyzes the information collected, identifying organizing frames and patterns across surveys, interviews, and conversations. These findings provide a clear picture of local business needs and opportunities. The steering committee and community partners then reconvene to review the results, discuss implications, and help shape a set of priorities or actions to pursue.

The final stage focuses on sharing results back with the business community and supporting the community in translating recommendations into an action plan and roadmap. This follow through helps maintain relationships, reinforces transparency, and supports sustained progress.

The accompanying diagram summarizes these steps and illustrates how planning, engagement, analysis, and action are connected within the CBE model.

Exeter Community Profile

Exeter is a Rockingham County town in New Hampshire's Seacoast region, first settled in 1638, with a Select Board serving as the governing body and a Town Manager overseeing day-to-day administration. The town includes a historic downtown centered along the Squamscott River, established neighborhoods, commercial and health care areas, industrial employment centers, lower-density residential areas with larger lots, and conserved open space.



*Future home of Pairpoint Park on Water Street.
Credit: Nate Bernitz*

Exeter's commercial activity is distributed across several identifiable parts of town. Downtown functions as the civic, cultural, and commercial core, while Portsmouth Avenue and Epping Road serve as major business corridors; other town-identified mixed-use and commercial areas include the Train Station/Lincoln Street/Winter Street area, Holland Way/Hampton Road, and Kingston Road. The downtown district

includes a mix of retail, dining, office, and service uses, and the Exeter Area Chamber of Commerce is part of the local business-support landscape, hosting networking, business, and community events throughout the year. Phillips Exeter Academy is woven into the town center and, together with Swasey Parkway, the public library, the American Independence Museum, Town Hall, and the bandstand, helps define the area's physical and civic character. A vacant lot in the heart of downtown is set to become Pairpoint Park.

The town is also positioned within a broader Seacoast and regional economy. Exeter is roughly 30 miles from Manchester, 50 miles from Boston, and 65 miles from Portland, and is served by NH Routes 27, 85, 88, 101, 108, 111, and 111A, with access to I-95 and a stop on the Amtrak Downeaster. Exeter is part of SAU 16 and hosts the Seacoast School of Technology, a regional career and technical education center.

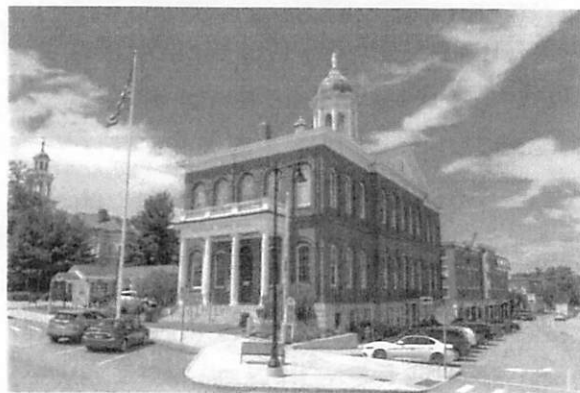
The Town of Exeter's Economic Development Department focuses on business retention and expansion, business attraction and developer investment, support for affordable and workforce housing projects, business outreach, and implementation of priority projects such as the Epping Road Economic Development Initiative.

In January 2026, Exeter was recognized by the New Hampshire Department of Business and Economic Affairs as a Housing Champion. Also in 2026, the Town of Exeter Sustainability Advisory

Committee developed a Sustainable Exeter Certificate Program for local businesses and organizations.

Exeter has a Tax Increment Financing (TIF) District on Epping Road, established in 2015 to support infrastructure improvements and economic development in that corridor. The town also made use of the Community Revitalization Tax Relief Incentive (RSA 79-E) for qualifying commercial and residential projects in designated districts before Exeter voters chose to sunset the local program in 2025.

For more information about Exeter's government, tax base, employment, business composition, infrastructure, housing, commuting patterns, and workforce-related institutions, see [Appendix A: About Exeter](#).



Exeter Town Hall at 10 Front Street in Downtown Exeter. Credit: Adobe.com

Key Findings

The following organizing frames capture the core findings from the 2025 Exeter Community Business Engagement program. These insights represent a synthesis of data collected from 40 in-depth interviews, 94 survey responses, and two sector-specific focus groups. While the sample size does not allow for statistical generalization to the entire business community, these findings reflect the specific experiences and perspectives of participating businesses and organizations and highlight recurring patterns and priorities expressed by respondents.

Readers seeking more detailed analysis are encouraged to review later sections of this report, including the business survey analysis (p. 16), business interviews analysis (p. 25), focus groups analysis (p. 32), and intercept survey analysis (p. 35). The appendices include the full instruments used in this study, including the business survey, key informant interview questions, and intercept survey language.

Participant Profiles and Quality of Place

Among those who engaged in the assessment, there was a notably high level of satisfaction with Exeter as a business location. Of the 40 entities interviewed, 38 expressed a positive view of the town, a sentiment mirrored by the majority of survey respondents. This group frequently identified a quality of place - the balance of rural charm with urban-style amenities -

as a primary asset. Respondents highlighted walkability, historic character, and recreational trails as features that contribute to both customer appeal and the satisfaction of themselves and their workforce. The participating group was characterized by a high degree of local presence: 85% of those interviewed are locally owned or headquartered in New Hampshire, and nearly half of survey respondents have operated in Exeter for over a decade.

The town's demographic profile appears to play a significant role in business outcomes. Many participants noted that Exeter's older and relatively affluent population provides a stable customer base. Conversely, some downtown retailers identified this demographic as a potential forward-looking constraint, expressing a desire for a younger or more diverse consumer base. While lifestyle amenities were valued, many participants prioritized functional infrastructure - specifically broadband connectivity, affordable housing, transportation, parking, and utility costs - as their most critical operational concerns.

Municipal Interactions and Program Feedback

A majority of participants reported positive, collaborative relationships with town staff. In the interview cohort, 27 out of 40 respondents cited favorable municipal interactions, specifically noting the responsiveness and problem-solving approach of the building inspector, the fire department, and the economic development director. The

data suggests high awareness and utilization of specific town-led initiatives, such as the 79-E Community Revitalization Tax Incentives, the Epping Road TIF district, and outdoor dining permits.

Respondents also provided feedback on town maintenance and code enforcement.



*Exeter businesses during summer sidewalk sale.
Credit: exeternh.gov*

Regarding sidewalk usage, for example, businesses expressed appreciation for outdoor dining rules but noted perceived inconsistencies in the enforcement of display and signage regulations. Safety concerns were also raised regarding the enforcement of bicycle and skateboard ordinances on downtown sidewalks.

Additionally, some respondents highlighted New Hampshire's regulatory environment as a competitive advantage for their operations.

Business Networks and Resources

The assessment suggests a gap in both connectivity and resource awareness among many participating businesses.

In the survey, 55% of respondents characterized themselves as “minimally connected” to the broader local business community, with some newer or peripheral entities reporting a sense of fragmentation or a disconnect from established, informal networks. While the regional Exeter Area Chamber of Commerce is a recognized and valued resource, many participants expressed a desire for more localized, Exeter-specific connections. Some respondents favored sector-specific networks (e.g., manufacturing or retail), whereas others highlighted a need for geographic-based collaboration (e.g., the downtown core).

This lack of connection extends into the workforce pipeline, where a significant theme emerged regarding the ongoing alignment between educational institutions and employer needs. Although some companies reported active engagement with organizations like the Business and Industry Association of New Hampshire (BIA) and the Seacoast School of Technology (SST), others remain less connected and identify a need for deeper public-private collaboration.

For instance, even with specialized programs like material sciences available at the university level, some participants expressed a desire for more robust or locally accessible training specifically tailored to the evolving needs of Exeter's industrial niche. While regional educational institutions—ranging from technical high schools to universities—regularly engage local employers and adapt their curricula,

many participants felt there is room for a more consistent bridge between these programs and the diverse technical requirements of the local employer base.

To address these gaps, there was a stated interest in more local, low-barrier networking opportunities - such as informal B2B meetups, sector-specific roundtables, and town-facilitated forums. Such initiatives could improve regional coordination, facilitate resource sharing, and foster a more inclusive business environment. These opportunities were especially appealing to newer and smaller businesses seeking clearer entry points into the community ecosystem.

Workforce, Housing, and Childcare

Workforce challenges were a recurring theme across the participant pool. Many employers described a "wage-housing trap," noting that high local living costs necessitate long commutes for their staff; in one instance, a large employer reported that 80% of their workforce travels from Northern Massachusetts communities such as Lawrence, Methuen, and Andover.

Participants also identified significant gaps in both technical and "soft" skills. Some reported difficulty in recruiting for skilled trades (electricians, mechanics, and machinists) or a need for increased technical literacy in areas like Excel and AI applications. 27% of survey respondents indicated they lack the internal capacity to meet the training needs of their employees and contractors, highlighting the importance of external workforce development

resources.

Furthermore, a generational divide in perception was noted: while some legacy employers expressed frustration with the professional habits of younger workers, others specifically highlighted Gen-Z employees as a vital and positive asset. To manage these hurdles, some retailers reported shifting toward owner-operated models, while manufacturers identified a need for workplace-based English as a Second Language (ESL) programs and more accessible childcare.

There was apparent variance between sectors and roles. Professional services employers reported higher levels of stability and success with recruitment and retention, often relying on word-of-mouth referrals.



The Amtrak Downeaster serves approx. 800-900 passengers weekly in Exeter. Credit: Adobe.com

Parking, Transportation, and Infrastructure

Parking is a primary operational concern for many downtown businesses. Feedback

focused on the need for better wayfinding, more consistent enforcement of time limits, and the impact of employees or residents occupying high-value street spots. Not all respondents addressed paid parking; however, among those who did, most expressed support for it as a potential solution, while some remained skeptical. Notably, some businesses have begun exploring creative solutions to these constraints, such as investigating the feasibility of private valet services to mitigate perceived parking shortages and accessibility issues for their customers. Some respondents expressed concern about further housing development in the downtown core without addressing parking challenges.

There was a notable sentiment of "planning fatigue" among some respondents, who expressed skepticism that previous studies would result in tangible changes to address long-standing parking challenges.

Broader safety and connectivity issues were also identified, including concerns regarding vehicle speeds downtown, cyclist safety, pedestrian safety at crosswalks, and the lack of a regional bus system. While the Amtrak Downeaster stop adjacent to Lincoln St in Exeter is a significant asset, lack of public transportation and bike lanes constrains the "last leg" of the commute for local workers. Additionally, localized infrastructure concerns include the cost of energy for manufacturers.

Snow removal was identified as another challenge, particularly regarding the speed

of street plowing on ancillary roads and the clearing of sidewalks – especially important for customers with mobility limitations. The exhaustion of the town's snow removal budget early in the 2026 season highlighted a critical fiscal and operational constraint.



Exeter brass band summer concert at the bandstand in downtown.. Credit: Exeter TV

Marketing and Community Events

There was some interest in the town playing a more active role in marketing local businesses and developing a cohesive town brand. Many businesses located outside the downtown district reported feeling overlooked by promotional efforts. While signature community events like the American Independence Festival and UFO Festival are viewed as meaningful business drivers, many owners and operators expressed a desire to be included earlier in the planning process. Respondents indicated that businesses are often approached late in the cycle for financial support rather than for input and participation. There was also some interest in exploring the

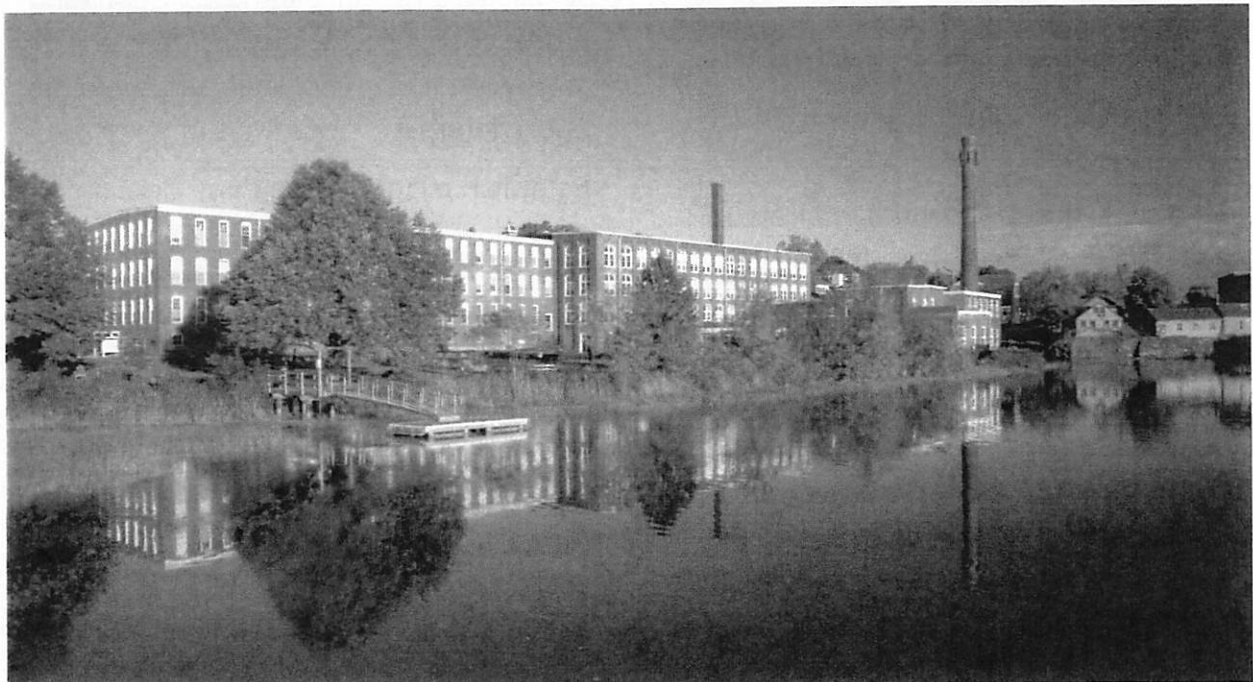
potential of the Town Hall as a renovated entertainment venue to increase foot traffic year-round.

Expansion and Business Continuity

The data revealed an interest in growth tempered by external constraints. While 45% of surveyed businesses were considering expansion, only 26% anticipated increasing their headcount in the next two years. This suggests that growth may be focused on physical footprint or operational efficiency rather than immediate hiring. Reported barriers to expansion include a lack of available industrial warehouse inventory, high construction costs, and the regulatory complexities involved in adapting historic downtown buildings. Some respondents

expressed concern about a growing disconnect between downtown commercial rents and customer foot traffic. Some respondents shared limitations of their buildings but lack the financial means to secure suitable space; this challenge was especially acute among owners hesitant to secure external financing.

Finally, the assessment identified a potential vulnerability regarding long-term continuity; 72% of survey respondents reported having no formal succession plan, and a third of that group indicated they would value training or assistance in this area. For businesses engaged in international trade, participants expressed a unanimous interest in receiving more specialized support to navigate global market volatility.



Downtown Exeter 19th century textile mill renovated for modern use. Credit: Burt Johnson, Adobe.com.

Recommendations

The recommendations below offer a menu of strategic opportunities — some new initiatives, others building on efforts already underway.

To move from ideas to action, the Economic Development Director should lead a structured prioritization process, evaluating each recommendation for feasibility, impact, and available resources to determine the "who" and "how."

Because economic development is a shared responsibility, local business leaders should be involved in shaping the final roadmap. UNH Extension remains committed to supporting Exeter through this transition with early-stage implementation guidance.

Short-Term (0–12 Months) — Initiate and Sustain: Many of these are intended to launch initiatives that become enduring habits or processes. Success often means establishing something sustainable, not just completing a task.

Medium-Term (1–3 Years) — Strategic Coordination: These "big ideas" require time, buy-in, and resources. Many involve complex logistics and the intentional alignment of diverse stakeholders and regional partners.

Long-Term (3+ Years) — Continuous Horizons: High-impact goals where the most substantive wins emerge over time. Active conversations are already underway; the long-term designation reflects the horizon of the result, not a delay in starting.

Short-Term Recommendations

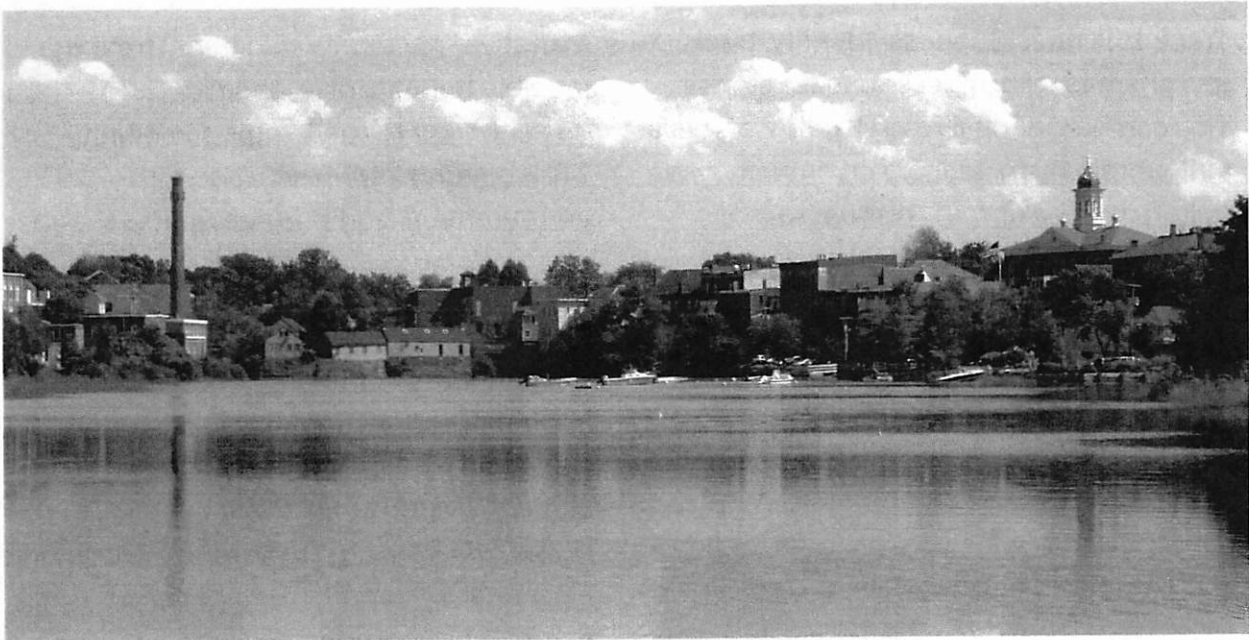
Direct Outreach for Acute Challenges: Conduct individualized follow-ups with businesses that identified specific operational hurdles during the CBE interview and survey process.

Establish a Business Engagement Liaison Group: Form a volunteer group to support the Economic Development Department through relationship-building, informal outreach, and business needs assessment, helping to enable continuous Business Retention and Expansion (BRE) activities.

Support Business Success through Regulatory Awareness: Facilitate an education and outreach initiative regarding downtown district codes and regulations (sidewalk usage, signage, etc.). Consider opportunities to improve efficiency, simplicity, and transparency of permitting processes for businesses to improve awareness and compliance and serve the public interest.

Establish a Convening Pilot: Take an active leadership role in gathering business owners for informal, low-barrier networking such as sector-specific roundtables or geographic meetups. While the long-term goal is for these networks to become self-sustaining, the Economic Development Department and volunteers can serve as the initial facilitators to break down the current sense of fragmentation and to encourage cooperation and collaboration.

Strengthen Resource Navigation and Programming Partnerships: Actively



A view of downtown Exeter from across the Squamscott River. Credit: exeternh.gov

bridge the gap between Exeter employers and regional providers for workforce recruitment, specialized training, and financing. This includes amplifying the reach of partner programming - such as the Small Business Development Center (SBDC), Regional Economic Development Center (REDC), SCORE, and the Chamber - to address documented gaps like the 72% lack of succession planning. Additionally, the town should explore collaborative models that ensure high-value professional development is accessible and relevant to the broader business community in Exeter.

Value and Leverage Regional Economic Development Networks: Encourage continued participation in regional peer networks and informal exchanges. These connections are vital for sharing best practices and identifying regional trends that impact Exeter's local economy.

Initiate Frontline Services Dialogues:

Facilitate communication between the business community and key town departments to address key opportunities for collaboration and support. Engaging the Police Department will help align goals around pedestrian safety and parking turnover while a coordinated discussion with Public Works will inform winter snow removal and accessibility planning and operations. Address service continuity to ensure core tasks such as business permitting, licensing and inspection have coverage during staff absences.

Pilot Tactical Wayfinding: Deploy low-cost, temporary signage to guide visitors toward underutilized parking assets. Quick action on "low-hanging fruit" can help address some frustration and planning fatigue while the town builds capacity and support for more permanent implementations.

Track Business Success: Identify, track, and share local business success stories. This can help capitalize on Exeter's positive momentum by fostering a community-wide culture that celebrates businesses, inspiring Exeter's businesses and entrepreneurs, helping to attract investment and talent, and identifying leading indicators for economic development strategy.



Businesses at 37-39 Water Street in Exeter. Credit: Adobe.com

Expand and Sustain the Digital Resource Hub: Enhance the town's Economic Development webpage to serve as a high-impact, "one-stop" portal for residents, business owners, and investors. This build-out should focus on reducing information friction with strategies that could include building out the "Getting Started" and "Why Exeter" suites, integrating Exeter TV content and "Success Story" narratives, and centralizing access to department newsletters. Explore how the site can provide the transparency and strategic

"narrative" necessary to demonstrate the tangible benefits of economic development to the Exeter community while offering 24/7 navigation for entrepreneurs and business leaders.

Medium-Term Recommendations

Transition from Parking Evaluation to Implementation: Prioritize taking decisive, substantive action on the recommendations provided in the 2024 Exeter Downtown Parking, Traffic, and Pedestrian Flow Analysis report. Communicate continuously with the downtown business community and develop plans to help businesses to adapt to policy changes.

Launch a Collaborative "Discover Exeter" Effort: Work with local business leaders and the Exeter Area Chamber of Commerce to develop a "Discover Exeter" initiative that celebrates and spotlights the full diversity of the town's economy. This effort should focus on making it easier for everyone - including residents, visitors, and the thousands of people who work in Exeter every day - to discover the retail, dining, and services available throughout the entire community.

Collaborate on Downtown Vitality and Event Strategies: Work with local stakeholders to develop a coordinated approach to downtown vitality. This includes using major community events to study the feasibility of temporary street closures and traffic calming measures. The goal is to identify practical solutions that increase the impact of festivals on local

shops while improving the day-to-day experience for anyone walking, dining, or shopping downtown.

Systematize Business Engagement:

Adopt a system that supports proactive, recurring, and coordinated business outreach and touchpoints while instilling a business-engagement culture in Exeter's municipal offices and governing bodies.

Bridge Gaps in the Workforce and Educational Pipeline:

Enhance existing collaborations between local employers and regional providers (SST, EHS, GBCC, UNH, etc.) to close specific gaps in technical literacy and industrial training.

Conduct a Commercial and Industrial Inventory Study:

Document Exeter's available commercial and industrial space, providing the town with the data needed to support business expansion and attraction.

Deepen Engagement with the Healthcare Industry Cluster:

Recognize healthcare as a primary economic anchor by initiating a dedicated dialogue with leadership from Exeter Hospital and the broader healthcare provider community on the Hampton Road and Portsmouth Avenue corridors. This effort should focus on aligning town planning with the cluster's specific needs, such as land-use and zoning, workforce housing, specialized infrastructure, and transit connectivity.

Long-Term Recommendations

Sustain Momentum for Housing Solutions:

Continue prioritizing town-wide engagement around diverse housing

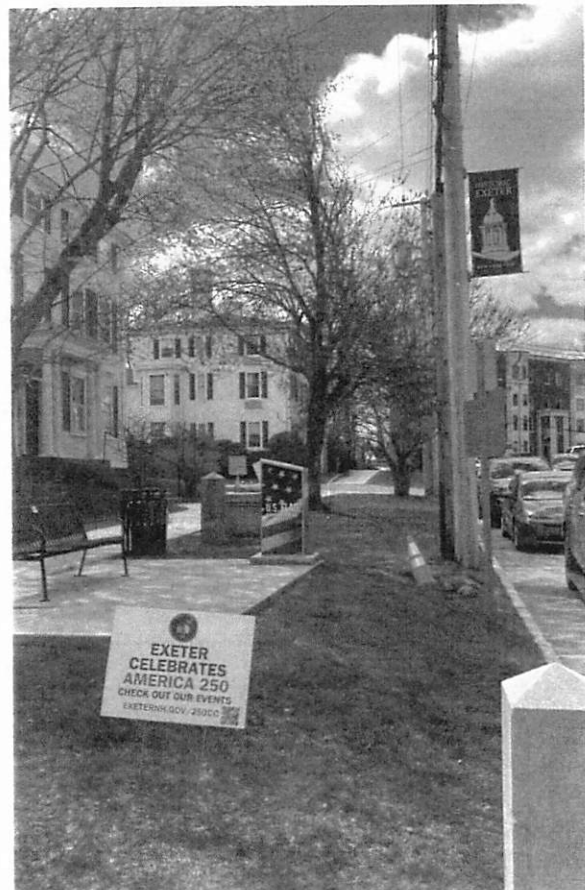
options. This remains a primary lever for addressing the "wage-housing trap" identified by Exeter employers.

Advocate for Regional Transit and Amtrak Connectivity:

Maintain efforts to restore COAST bus service and explore micro-transit partnerships to solve "last leg" commuting challenges between the station and local employment hubs.

Assess the Economic Potential of the Town Hall:

Explore the feasibility of the Town Hall as a renovated, year-round entertainment venue that serves as a consistent driver of economic activity for the downtown district.



Green space and seating at the Town Office on Front Street. Credit: Nate Bernitz

Business Survey Analysis

Survey Methodology and Respondent Profile

The following analysis is based on 94 survey responses from Exeter businesses and organizations. The survey was distributed via email to all known businesses and organizations within the town limits for which contact information was available. The dataset includes 74 fully completed surveys and 20 partial responses that contained sufficient data for inclusion. Engagement levels were significant, with a median response time of 11.8 minutes and an average of 49 minutes for completed entries.

The respondent pool represents a diverse cross-section of the local economy. For-profit businesses comprise the majority of the sample (81), while nine responses came from the non-profit sector, including faith-based, civic, and community organizations. The responding entities are generally well-established in the community; while eight businesses have operated in Exeter for less than a year, nearly half (42) have been in operation for over a decade, including 22 that have served the town for more than 20 years. This longevity is further reflected by the fact that 69% of responding businesses originated in Exeter, and 86 respondents identified as being locally owned.

In terms of scale and reach, the majority of respondents are independent, single-

location entities (77), though 17 maintain multiple locations ranging from regional New Hampshire sites to international operations. While the business types vary widely - encompassing headquarters, home-based businesses, retail, and service industries - the customer base remains primarily local. However, a notable segment of respondents operate on a larger scale, with 18 respondents serving regional clients and 14 serving national or international markets.

Employee Tier # Businesses & Organizations

1000+	1
501-1000	3
101-500	3
51-100	1
21-50	5
11-20	11
1-10	16

The workforce size for respondents skewed toward small-scale operations. Most responding entities were either owner-operators with no employees or small firms employing between one and ten individuals. Larger employers were also represented, including 10 businesses with 11–20 employees, four with 21–100 employees, and four major employers with a workforce exceeding 100 people.

Quality of Life and Business Climate

General Sentiment and Competitive Advantages

Survey responses indicated a generally favorable business climate in Exeter. A majority of respondents (57 out of 95) who provided a definitive answer stated that Exeter is a good place to do business. Qualitative responses suggested that much of this positive sentiment stems from what many described as the town's distinctive "quality of place."

Business owners frequently characterized Exeter as a community successfully balancing rural charm with access to urban-style amenities. Respondents highlighted the town's walkability, historic character, proximity to the river, and concentration of locally owned shops and restaurants as features that contribute to both customer appeal and workforce satisfaction.



Swazey Parkway along the Squamscott River.
Credit: UNH Extension

"It is a great place to meet clients socially and professionally. The location is quintessential New England town along the river with great shops and restaurants and a great place to say, 'I work here, come to my office' everyone loves the town!"

Several respondents also pointed to Exeter's affluent, health-conscious population, strong schools, and recreational assets as factors that help attract both customers and employees.

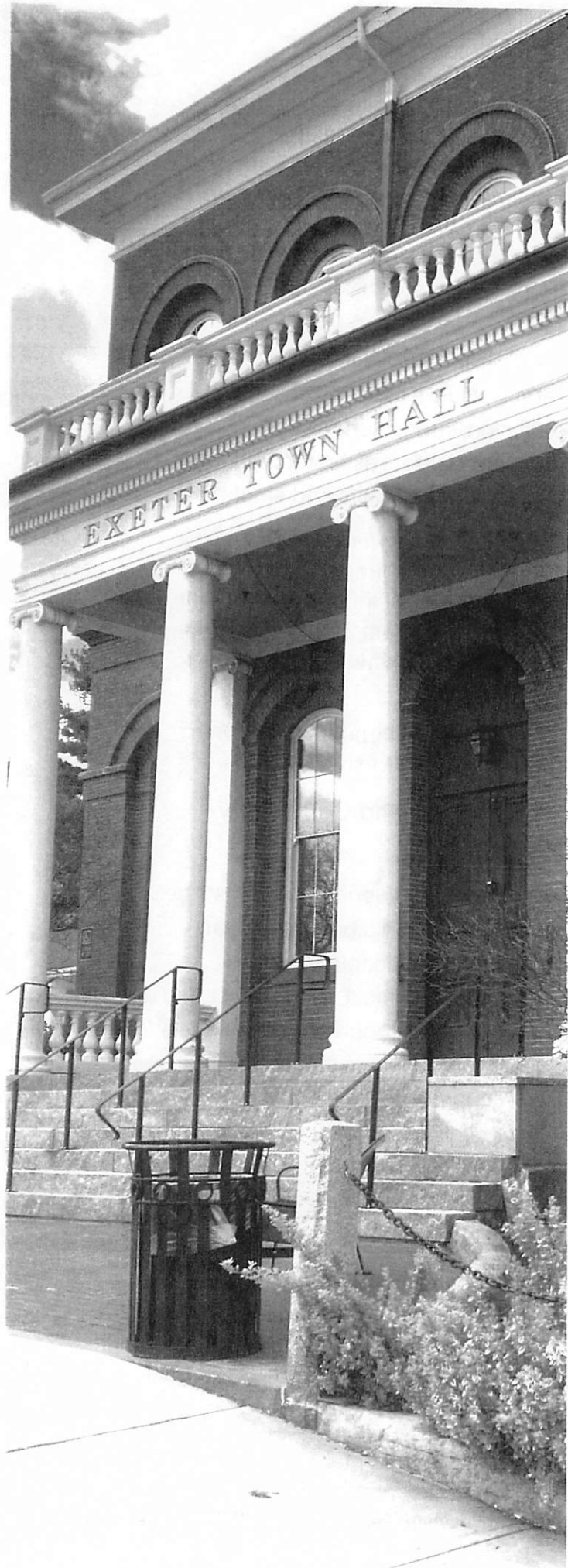
"The small town feeling with amenities like trails (running, biking), restaurants, and a family community that rival, beat out (!), Portsmouth or Newburyport, which I'd consider to be the comps."

"Safe, growing in population, good balance of rural urban benefits."

Demographics and Community Dynamics

Respondents frequently noted that the town's demographic profile plays an important role in shaping business outcomes. For some, Exeter's older and relatively affluent population provides a stable and reliable customer base. For others - particularly some downtown retailers - this demographic composition was viewed as a constraint, with concerns that the area increasingly lacks sufficient numbers of younger or more diverse shoppers.

"The community supports us, mostly, but it could use a younger, more diverse demographic."



These comments suggest that while Exeter's demographic profile offers clear advantages for certain business models, it may simultaneously limit others.

Operational Priorities

When asked to rate quality-of-life factors that directly affect business operations, respondents placed the greatest emphasis on functional infrastructure rather than lifestyle amenities. Broadband connectivity, affordable housing, and utility costs were among the most frequently rated as "very important."

While high-speed internet is often assumed to be a baseline requirement, its relative importance highlights how local businesses operate in and rely on digital or hybrid environments.

Challenges and Divergent Views

Although the overall tone of the responses was positive, not all respondents shared this view. Among those who rated Exeter less favorably as a place to do business, the most cited concerns included high taxes and the cost of utilities.

Qualitative comments also revealed a sense of social and cultural friction within elements of the business community. Some respondents described a perceived divide between long-established downtown stakeholders and newer or more peripheral businesses, expressing concerns about the lack of coordination and collaboration and a perception of uneven influence and access to decision-making processes.

In addition, several business owners

reported growing frustration with interactions with the public, including challenging behavior from customers and unsafe driving patterns.

Together, these comments suggest that while Exeter is widely seen as an attractive place to operate, the benefits of that environment are not experienced evenly across the business community.

Town Services and Operations

Respondents were asked to evaluate how well the Town of Exeter meets specific business needs. Overall, the results indicate relatively high satisfaction in core public safety and administrative functions, alongside some frustration with certain operational and infrastructure-related issues.

Safety and Administration

Public safety and emergency services were the highest rated areas of town performance. Several respondents specifically praised the Exeter Fire Department and the quality of care at Exeter Hospital. Administrative functions including waste management, permitting, and general communication were also predominantly described as meeting business needs.

"City is easy to work with, inspectors are helpful."

Many business owners emphasized the accessibility and helpfulness of town staff, particularly inspectors and permitting officials.

"I feel the town services are pro business at least in my case. The

building department is there to help you and not to say 'no' but to help find a way, and the fire department is similarly helpful. The whole community government is pretty accessible and helpful."

These comments suggest that, for many respondents, interpersonal interactions with town staff are a notable strength of Exeter's business environment.



Parking at the bandstand. Credit: Nate Bernitz

Parking

Parking emerged as the most frequently cited operational challenge. A substantial number of respondents reported current parking conditions do not meet their needs, particularly in the downtown area.

"The town needs way more structure... Parking needs to be enforced where the 2 hour parking signs are. People park there all day, taking business away from those on Water Street."

Concerns centered less on the absolute number of spaces and more on turnover.

enforcement, and long-term occupancy of high-demand spots. Several business owners expressed frustration that prime downtown spaces are often occupied for extended periods by employees or residents, thus limiting access for customers.

Respondents offered a range of specific suggestions, including improved enforcement of time limits, clearer signage, the construction of a multi-level municipal garage, and requirements that future residential developments provide sufficient on-site parking.

Author's note: The Town of Exeter contracted a Downtown Parking, Traffic, and Pedestrian Flow Analysis Survey, which was finalized in 2024.

Snow Removal

Feedback on snow removal was mixed, indicating variability in experience rather than a single dominant narrative. Some respondents reported satisfaction with current practices, while others expressed frustration - particularly regarding sidewalks, crosswalks, and pedestrian access to storefronts.

Several business owners noted that while major roadways are often cleared efficiently, snowbanks can obstruct sidewalks and entrances, reduce foot traffic and negatively impact their customers. Others felt that smaller storms or secondary routes receive lower priority.

Together, these comments suggest a desire for greater consistency and an opportunity for clearer communication about snow removal protocols.

Transportation and Connectivity

Public transportation was rated as a lower priority by many respondents when compared to other operational concerns. However, for a specific subset of employers - particularly those reliant on student workers or lower-wage employees - transportation access was rated as a high priority constraint.

Several respondents called for more robust bus service, particularly during commuting hours, as a way to expand the available labor pool.

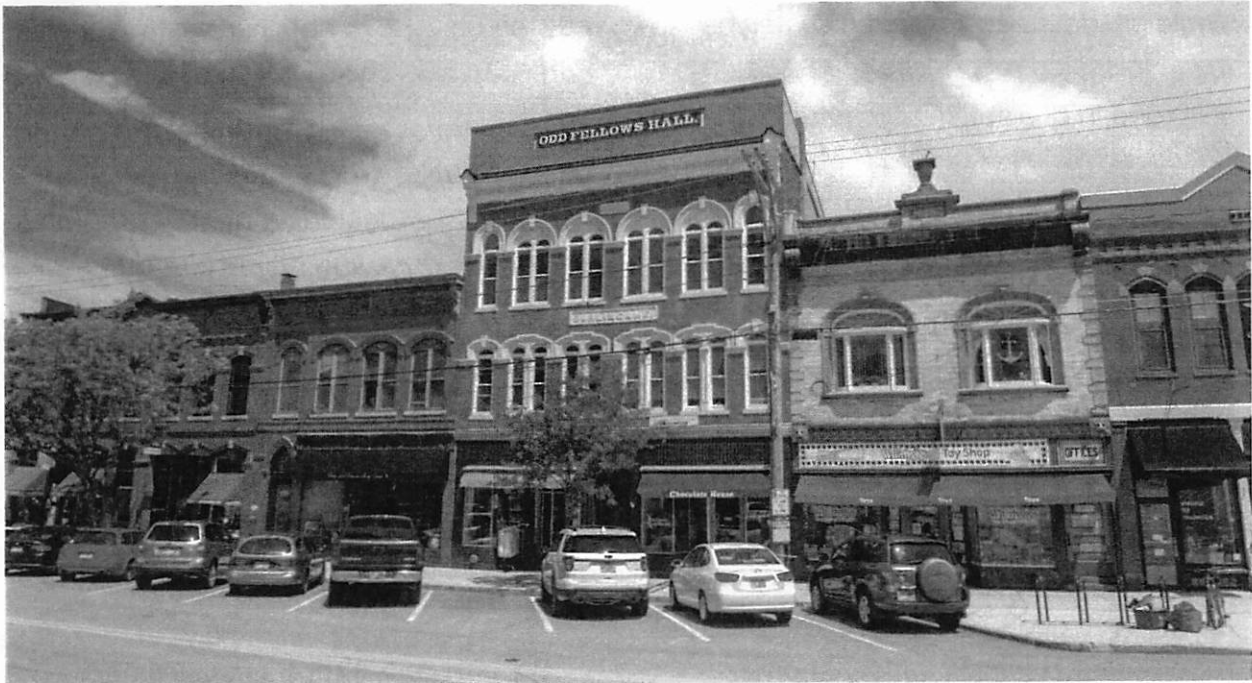
Concerns were also raised about connectivity between the Amtrak Downeaster station and business districts. Comments emphasized the importance of making the "last leg" of the commute feasible, either through shuttle options or safer pedestrian routes, while also calling for an expansion of parking availability at the station.

Pedestrian safety emerged as a related and important issue. Multiple respondents noted that certain crosswalks feel unsafe, citing frequent failures by drivers to yield - especially near high-traffic areas such as the Water Street Marketplace.

"Crossing the street is very dangerous (nobody stops at the crosswalks)."

Workforce and Recruitment

Exeter is broadly viewed as a premier location by local business leaders, with a strong majority indicating that their staff find the town an attractive place to work.



Odd Fellows Hall at 115 Water Street in Downtown Exeter. Credit: Wangkun Jia, Adobe.com

"Overall quality of life is very good here and known for it. It helps keep good contractors here and available, instead of in Boston and inaccessible."

Among respondents who reported having employees or contractors and provided a yes/no answer, most indicated their employees view Exeter positively. However, for the small minority who reported negative employee sentiment, the feedback was pointed: these businesses all reported difficulties with recruitment and retention, citing housing costs and a lack of public transit as primary factors.

Recruitment Challenges

Among respondents with employees who provided a yes or no answer, 29 of 45 reported recruitment and retention difficulties. Within the group reporting no

such challenges, 21% are nonprofits; conversely, while the majority of recruitment struggles are felt by the for-profit sector, two nonprofits also reported difficulties.

When asked to identify high-impact drivers of recruitment and retention challenges, respondents most consistently pointed to housing availability and wage levels, followed closely by inadequate labor skills and competition for employees. A clear theme emerged regarding the "wage-housing" trap; employers find it difficult to offer salaries that satisfy local housing costs.

"My only staff that can afford to live in Exeter are young enough to live with their parents."

While childcare costs ranked somewhat lower in scaled responses, the issue emerged in qualitative comments. Respondents emphasized that the high cost and limited availability of infant and after-school care have pushed otherwise qualified workers out of the labor force. This dynamic was especially pronounced for early-career workers and young families.

Recruitment Strategies

When it comes to finding talent, "word of mouth" was the most frequently leveraged recruitment method. However, businesses reported employing a variety of other strategies to overcome recruitment challenges, including utilizing state-level workforce programs, offering cash incentives to current employees for referrals, and leveraging industry-specific job boards.

Training and Skills Gap

While most surveyed employers rely on on-the-job training, some reported gaps in "soft skills" and technical literacy among new hires. 54% of respondents cited the need for training to address soft skills including work ethic, communication, and punctuality. On the technical side, there was specific demand for training in general computer use (Excel, Google Drive) and Artificial Intelligence (AI) applications; 30% of respondents indicated that their employees and contractors needed training in basic skills. 24% of respondents require formal certifications for their workforce, and in some cases paying for

new employees to obtain industry-specific certifications.

To meet these needs, businesses reported utilizing a wide array of training resources and strategies, including degree programs, on-site vendors, and online platforms. Notably, 11% of respondents reported using apprenticeships, 7% utilized vocational schools, and 9% leveraged community colleges. Thirteen respondents, representing 27% of responses to the question, indicated they lack the internal capacity to meet their workforce training needs.

"We currently utilize management training classes held by UNH but would be interested in more opportunities."

Future Outlook: Growth and Real Estate

Survey responses suggest that businesses' long-term aspirations for growth are substantially higher than their near-term hiring expectations. When asked whether they plan to increase the number of employees or contractors in the next two years - a time-bound and workforce-specific measure - only 26% of respondents answered yes, while 47% said no and 27% were unsure. This indicates that most businesses did not anticipate short-term headcount growth.

However, when asked a broader and non-time-constrained question - whether they are considering plans to expand, downsize, close, or move their business in the future - 45% of respondents indicated that they are

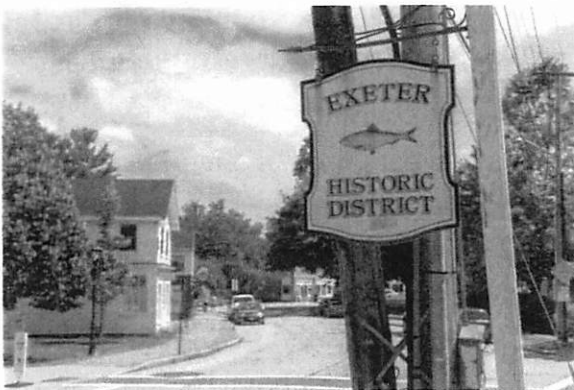
considering expansion in some form. This suggests that many businesses were thinking about growth strategically, even if that growth was not expected to occur in the near term or take the form of increased staffing.

This contrast highlights an important dynamic: interest in expansion is relatively high, but near-term workforce growth remains modest. There may also be a disconnect between operational expansion and headcount growth, where employers may plan to grow their businesses without expanding their teams.

Space Constraints and Growth Feasibility

Among respondents considering expansion, physical space emerged as a major limiting factor. Many reported that they do not currently have adequate facilities within Exeter to accommodate their future plans, and in some cases even their current operations.

"We have been looking for over 5 years for a location to move to in Exeter."



Exeter Historic District sign on Water Street near Front Street. Credit: Wangkun Jia, Adobe.com

These responses suggest that for a subset of businesses, the feasibility of expanding locally is shaped not by lack of interest, but by structural and real estate constraints.

Structural Barriers to Expansion

Businesses engaged in logistics, manufacturing, or distribution described operating at or near maximum capacity, with limited affordable warehouse or industrial inventory available locally.

Several downtown businesses cited historic preservation requirements as a limiting factor, particularly when attempting to modernize interiors, expand footprints, or adapt buildings to evolving operational needs.

"My business requires ample acreage space, which is either unobtainable or too expensive to consider expanding here."

A recurring theme was concern about the relationship between commercial rents and the size or flexibility of available space. Some respondents reported that while they would prefer to remain in Exeter, the cost of suitable facilities often exceeds what their business model can sustain.

"Spaces are small and storage is limited to expand. An expansion would have to be in a new town"

"The building we are in now is a little too small. The buildings are also old and have many rules because most of them are deemed 'historic'"

"Retail spaces in Exeter are limited and comparable to large cities as far as pricing goes"

Together, these responses indicate that expansion barriers may not be simply logistical, but also regulatory and financial.

Relocation as a Contingent Option

While many respondents largely expressed a desire to remain in Exeter, a meaningful share also indicated that they are considering relocating in the future. When asked about their plans for expansion/downsizing/closure/move question, 23% selected “move,” suggesting that relocation is an active consideration for some businesses.

In qualitative responses, relocation was rarely framed as a preference. Instead, it was often described as a contingency driven by affordability, spatial incompatibility, or long-term feasibility.

“If we move to a location that is higher rent, it does not make sense to do business in Exeter.”

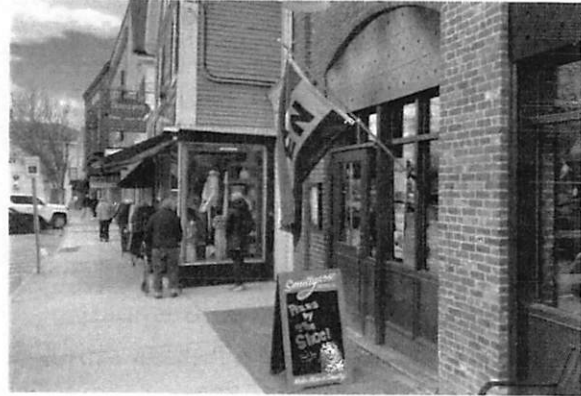
For some businesses, continued presence in Exeter appears to be conditional on the availability of appropriately scaled and priced commercial space.

International Trade

A small cohort of respondents reported engagement with international markets. While the survey categorized these activities as “exporting,” qualitative follow-up indicated this group includes businesses that both import and export goods.

Notably, every respondent in this subgroup expressed interest in receiving more information or support related to international trade. Although the number of businesses

involved is small, this unanimous interest points to a targeted opportunity for specialized technical assistance.



Downtown businesses and shoppers on. Credit: Nate Bernitz

Operational Health and Business Connections

Survey responses suggest that many businesses in Exeter operate with relatively limited formal or informal ties to one another. When asked to describe their level of connection to the local business community, 55% of respondents characterized themselves as “minimally connected.”

This finding in part reflects the reality that many small businesses operate with limited time, capacity, or structural opportunities to participate in broader networks.

Qualitative responses revealed a perceived sense of fragmentation within parts of the business community. Several respondents described a divide between long-established downtown stakeholders and newer, smaller, or more peripheral businesses.

Some business owners expressed concern

that influence, visibility, and access to information were not evenly distributed.

"We are often overlooked or not informed when there are opportunities."

These comments suggest that while Exeter has a strong small-business identity, not all businesses feel equally integrated into local formal and informal networks and the broader economic and civic ecosystem.

Despite relatively low levels of formal connectivity, respondents who described strong relationships with other local businesses consistently emphasized their value. Many framed these connections as mutually reinforcing rather than competitive.

"Clients tend to come to town and go to multiple businesses before they leave. In this way, we all feed off each other."

These comments suggest that when relationships exist, they can act as a force multiplier for local economic activity.

Preferred Forms of Engagement

Respondents expressed varied preferences for how they would like to engage with the business community. While the regional Exeter Area Chamber of Commerce was identified as a key resource for some, others indicated a desire for alternative or complementary forms of more localized connection.

Suggestions included:

- Free, informal meetups (particularly during lunch hours)

- Town-facilitated forums
- Opportunities for business-to-business (B2B) networking
- Low-barrier ways to learn about one another's services

These preferences reflect a desire for engagement formats that are localized, flexible, time-efficient, and practical.

Succession Planning

A notable vulnerability within the local business ecosystem was the limited prevalence of formal succession planning. When asked about long-term transition preparedness, 72% of respondents reported having no written succession plan.

However, there was clear interest in addressing this gap. Eighteen respondents - representing 33% of those who answered the question - indicated that they would utilize training or technical assistance related to succession planning if it were available.

This combination of low preparedness and high expressed interest suggests an opportunity for targeted support, particularly for long-standing, owner-operated businesses.

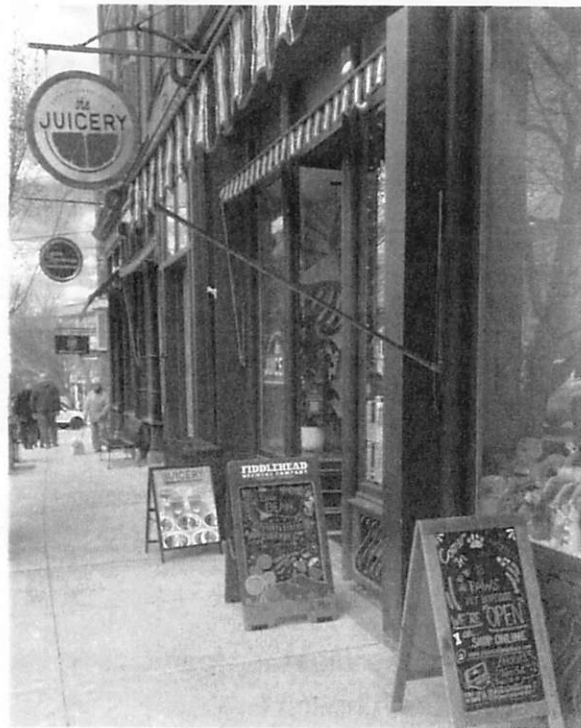
Survey Respondents

The participating businesses were given the option to share their name.. 46 of the 94 respondents chose to do so and by sharing their name, they indicated that they understood that those with access to

the identifiable data include UNH Cooperative Extension staff, and Darren Winham, Exeter Economic Development Director. All survey data has been de-identified, thematically analyzed and is reported in the aggregate.

Alchemy and Herbs
 Arts Industry Alliance
 Baystate Financial
 Blue Orchid Interiors LLC
 Boxless Coaching
 Brainshi LLC
 Buxton Water Company
 Cammarata Business Services, LLC d/b/a CBS Medical Billing
 Chemtan Company Inc.
 Chestnut street chiropractic and wellbeing PLLC
 Conservation Resources
 Crystal River Weaving
 Czar's Brewing
 DiBona Dental Group
 DLM Report Services, LLC
 Enna Chocolate
 Exeter Pediatric Dentistry
 flippityflop
 Harbor Eyecare Center
 Hope Connected Counseling and Consulting, PLLC
 Intrepid Air Charter LLC d/b/a Intrepid Jets
 Karyn Weeks Bookkeeping, Inc
 Kearsarge Consulting Inc
 KMN Creativity New England
 La Cascade du Chocolat
 Las Olas Taqueria
 Liberty Livery LLC
 Nancy Primo Massage
 Netria Corporation

New Hampshire East Eagles Youth Hockey
 Northeast Distribution LTD
 OTTO
 Peter J Sawyer
 Seacoast IMS
 Sevans Wormery
 Society of St Vincent de Paul Exeter
 Stillwater Counseling, LLC
 Street Exeter
 Tender Crumb
 The AIM Clinic
 The Willow
 Travel and Nature
 Trends Gift Gallery
 Vino e Vivo, LLC
 Wetherbee Partners, LLC
 Your Second You



Businesses along Water Street. Credit: Nate Bernitz

Business Interviews Analysis

Methodology and Participant Profile

Volunteers interviewed entities that contribute to the economic base of the community - including small businesses, manufacturing firms, arts organizations, service agencies, and retail - to understand their needs and support their retention and growth. Meeting one-on-one with businesses helps gather information and create a strong network between the businesses and community leaders. The information learned helps community leaders identify and provide support to businesses by creating linkages with municipal services, focusing on location-specific issues, and addressing topics related to the business climate and quality of life.

Interviews were conducted by CBE committee members, Exeter High School students (alongside an adult), UNH Extension staff, and Town of Exeter staff. Interviewees included business owners and other leaders. While some businesses and organizations did not respond to requests, the following summary captures key findings from interviews conducted with a diverse range of entities operating within the town.

Business Composition and Spatial Context

A total of 40 in-depth interviews were

conducted with a diverse set of organizations operating in the town, including 35 for-profit businesses and 5 nonprofit or institutional entities.

Ownership and Longevity

Local/Regional Ownership: 34 entities (85%) are locally owned or headquartered within New Hampshire. This includes several local businesses that operate multiple storefronts or development projects under a single management umbrella.

National/Global Ownership: The remaining 6 entities are national or global corporations that maintain critical industrial or healthcare operations in Exeter.

Geographic Distribution

Interviewed businesses were grouped by district to analyze the town's physical economic layout:

Downtown Corridor (19 businesses): Primary concentration of retail, food service, and boutique services.

Portsmouth Avenue / Industrial Hub (11 businesses): A mix of large-scale manufacturing, financial branches, and residential development.

Epping Road / Western Gateway (7 businesses): High-tech manufacturing, industrial operations, and corporate headquarters.

Lincoln Street / Neighborhood Commercial (3 businesses): Trade services and specialty retail.



Smith Building at 177 Water Street in historic downtown Exeter. Credit: Wangkun Jia, Adobe.com.

Sector Diversity

Interviews engaged a wide variety of sectors, categorized as follows:

- Food service (14)
- With craft and light manufacturing (5)
- Recreation (1)
- Real estate, property management, and construction (7)
- Retail (7)
- Industrial and manufacturing (4)
- Institutional, education, and healthcare (3)
- Nonprofit and community (2)
- Residential services (1)
- Financial services (1)
- Energy (1)

Employees

The workforce size among businesses interviewed varies significantly, reflecting the town's multi-faceted economy.

Interview Findings

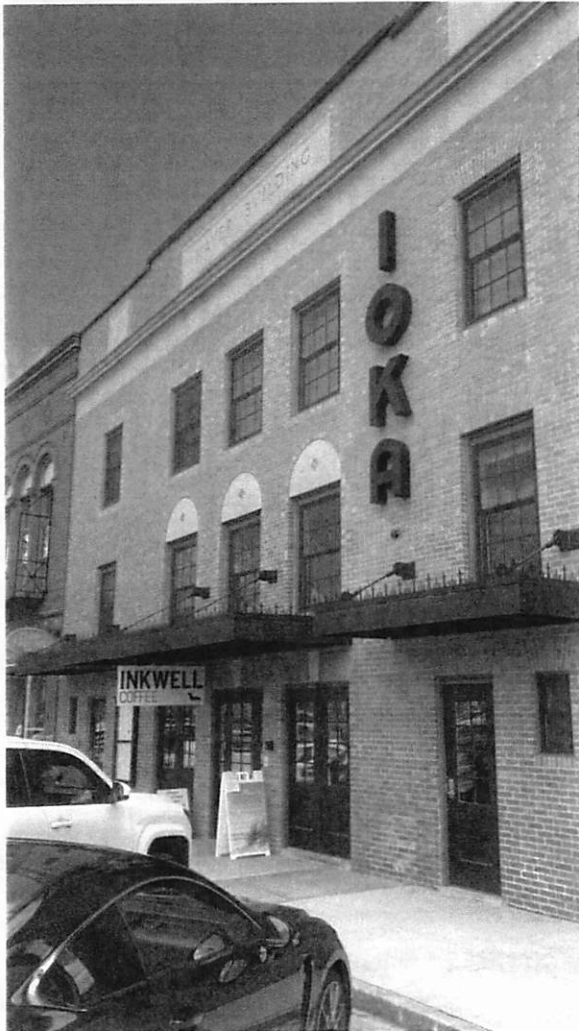
Doing Business in Exeter

Of the 40 participants, 38 held a positive view of Exeter as a business location. Respondents highlighted several key assets:

- Strong sense of community, high quality of life (schools, events, outdoor spaces), and a vibrant downtown.
- Convenient proximity to highways, major urban centers, recreational and cultural opportunities, and the train station.

- The town benefits from strong population demographics, high levels of public safety, and a wide variety of dining and shopping options.
- A "classic New England village" feel captures the best aspects of a college town without the downsides.
- A deep history dating back to the 17th century and the value provided by Phillips Exeter Academy.

One respondent said they "liked it so much we moved here".



Inkwell Coffee House located in the IOKA Theatre building on Water Street. Credit: Nate Bernitz

Limited negative sentiment focused on changing demographics due to declining affordability.

Workforce

**SENTIMENT: POSITIVE 19 | MIXED 9 |
NEGATIVE 7 | NEUTRAL 5**

Businesses with positive recruitment and retention experiences cited successfully retaining long-term staff and contractors, effective word-of-mouth hiring, unique business positioning, customers who want to work for the business, the ability to offer competitive compensation and benefits, and employees who specifically prefer working in the businesses' Exeter location relative to other locations. Some employers report workforce recruitment and retention as difficult but improving.

Conversely, those facing challenges noted several barriers:

- **Housing and Commuting:** Long commute times driven by a lack of - housing workers can afford. Some employers have many or in some cases most of their workers commuting from Northern Massachusetts communities like Methuen, Lawrence and Andover.
- **Skills Gap:** An aging workforce in skilled trades and difficulty filling specific roles, such as machinists. One employer noted a perceived lack of a strong material sciences program at UNH.
- **Demographics and Culture:** While some respondents expressed a bias against younger workers regarding

reliability, focus, and work ethic, others specifically highlighted Gen-Z employees as a positive asset.

- **Childcare:** A lack of affordable daycare remains a challenge; one employer has explored subsidizing these costs or providing onsite care.

Workforce sentiment varied by industry, revealing differences between professional and service-based sectors:

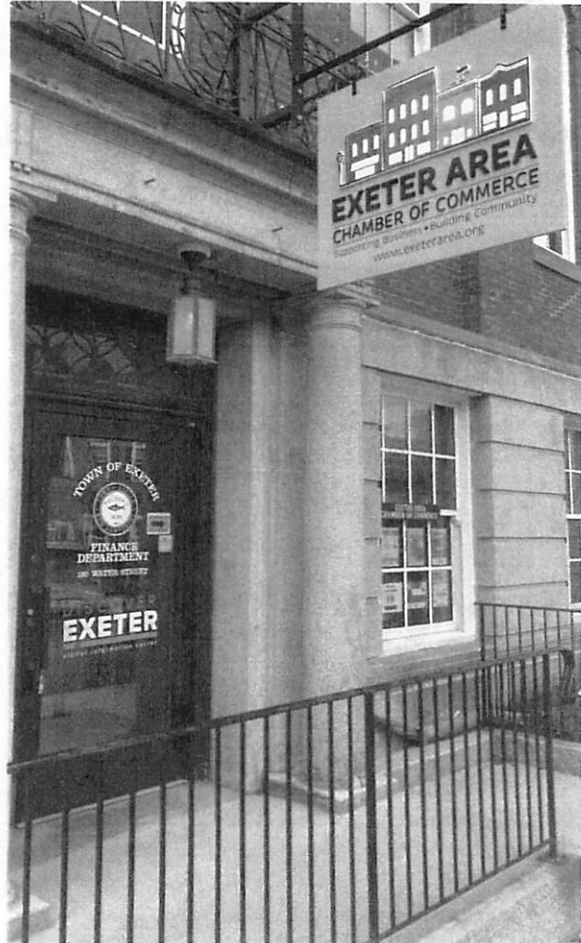
- The real estate, construction, and professional services sectors reported the highest levels of workforce satisfaction.
- Sentiment was most polarized within the consumer services, retail, and food service industries. While 50% of these respondents reported a positive workforce outlook, 25% reported negative sentiment. This suggests that workforce success in these sectors may be more associated with employer-specific assets and localized challenges.

Community Connections

SENTIMENT: NEUTRAL 16 | POSITIVE 11 | MIXED 9 | NEGATIVE 4

Several businesses discussed the importance of networking and relationships. Several respondents from long-standing Exeter businesses emphasized the importance of personal relationships and informal networks. Some respondents talked about the lack of collaboration among businesses, and the need or opportunity to develop a downtown-focused group to facilitate collaboration

and networking. Two respondents discussed previous involvement with the Historic Exeter Retail Owners Network (HERON), which is no longer active. One respondent talked about opportunities for cross-marketing between businesses.



Exeter Chamber office entrance on the Water Street side of City Hall. Credit: Nate Bernitz

Exeter Area Chamber of Commerce

SENTIMENT: POSITIVE 12 | MIXED 3 | NEGATIVE 2 | NEUTRAL 2

There were divergent views on the Chamber of Commerce. While 12

respondents expressed positivity - with one noting the Chamber was particularly helpful during their startup phase - two respondents felt it provided little value for their specific business types. One respondent emphasized that "you get out what you put in" regarding membership.

Resources

SENTIMENT: POSITIVE 17 | NEUTRAL 17 | MIXED 4 | NEGATIVE 2

85% of respondents were either positive or neutral regarding resource knowledge and utilization. Real estate, energy, and professional services sectors reported the highest resource awareness, as they are plugged into sector, financial, and state-level programs. Many respondents reported knowing where to go for help or incentives; among those, some use the resources and some do not.

Among respondents who brought up local and town-level programs, there was high positivity. Respondents discussed positive experiences with:

- 79-E Community Revitalization Tax Incentives
- Outdoor dining
- The Epping Road Tax Increment Financing (TIF) district
- Density bonuses for workforce housing
- Local financing and lending
- Local business advising
- Working with local community colleges

However, one respondent indicated they haven't engaged resources because they

perceive the process is too long and drawn out. Many respondents noted that the town's Economic Development Director keeps them apprised of available resources and opportunities, and more broadly that they know who to ask. Some respondents shared that they don't understand available resources, such as state and federal programs, workforce development programs, financing, and advocacy. Because the question was open-ended, interpretations varied; while this was helpful for understanding "top of mind" issues, the answers were not comprehensive.

Growth and Expansion

SENTIMENT: NEUTRAL 18 | POSITIVE 9 | MIXED 9 | NEGATIVE 3

The primary barriers to expansion include construction costs, utility prices, and a lack of suitable real estate. While most retail and food service businesses are not currently seeking to expand, several expressed a desire to purchase their own buildings. Marketing and customer acquisition remain the most significant constraints for several respondents.

Spatial Considerations

SENTIMENT: MIXED 15 | NEGATIVE 9 | POSITIVE 8 | NEUTRAL 6

Negative sentiment regarding town infrastructure is highly concentrated among downtown retail and food service entities. While the aesthetic of the area is a confirmed asset, specific physical constraints impact daily operations.

Parking was the most frequently discussed issue. While some respondents argued the shortage is more a matter of perception, there was also a sentiment that “perception is reality” for customers who may avoid downtown if they believe parking will be difficult to find. Key concerns included:

- Valuable on-street spots are often occupied by store employees or residential tenants.
- A lack of way-finding signage contributes to parking confusion and a perception of scarcity.
- Views are divergent on solutions, particularly regarding the institution of paid street parking. Notably, one downtown business is exploring a private valet service.

Respondents expressed concerns regarding pedestrian flow, restrictive sidewalk usage rules, and the limitations of historical building and zoning regulations. Frequent, long-duration construction projects were also cited as a major disruption to accessibility.

Outside the downtown core, several respondents identified localized barriers:

- A “blind and dangerous turn” required to access the respondents’ location
- Limited visibility for passing traffic and constraints on vendor delivery access
- Poor cellular reception
- Water limitations for manufacturing
- Recurring flooding at certain properties

Multiple respondents identified the lack of

public transportation as a significant constraint for both their customer base and their workforce. Additionally, high commercial rents remain a burden for several businesses, while others report a pressing need for larger physical footprints to accommodate growth.

Municipal Interactions

**SENTIMENT: POSITIVE 27 | MIXED 6 |
NEGATIVE 3 | NEUTRAL 2**

Nearly all respondents reported positive experiences with professional town staff, specifically citing the building inspector, health officer, and economic development director. Exeter was frequently contrasted favorably with other communities for its responsiveness and flexibility.

While the majority of feedback was positive, respondents identified several areas for improvement regarding municipal operations and enforcement:

Some businesses noted a lack of consistent coverage for essential duties, such as Health Department inspections, when primary staff contacts are on leave.

A recurring frustration involved what respondents perceive as inconsistent enforcement of sidewalk regulations, specifically regarding vendor activities, merchandise displays, and signage.

Several downtown entities expressed frustration with insufficient police presence to manage parking turnover, traffic laws, and sidewalk safety (specifically regarding bicycles and skateboards).

A few individual respondents reported less

favorable interactions with elected officials, citing instances of limited responsiveness and a perceived lack of flexibility compared to professional town staff.

Respondent Suggested Actions

The last questions of the interviews focused on soliciting ideas and suggestions for how the Town of Exeter could do more to support local businesses. Responses fell into several thematic areas.

Infrastructure and Mobility

Parking Solutions: Implement paid parking for prime spaces to increase turnover, improve wayfinding for public lots, and maintain consistent lot sweeping and plowing.

Safety and Traffic: Reevaluate dangerous intersections (e.g., Columbus Ave), consider "one-way" downtown traffic, and improve sidewalk illumination.

Wayfinding: Enhance signage to help visitors find both parking and businesses located outside high-traffic areas.

Housing and Workforce Development

Workforce Housing: Respondents urged the town to incentivize "workforce housing" so employees can live closer to work.

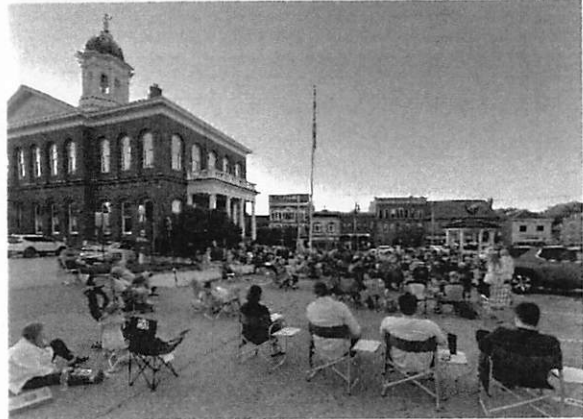
Skilled Labor Pipeline: Support better integration with local educational institutions including but not limited to the Seacoast School of Technology.

Public Transit: Establish bus services connecting major hubs, including Hannaford, the senior center, the hospital and other healthcare providers, the train

stop, and downtown.

Strategic Planning and Zoning Reform

Zoning Modernization: Reform zoning to allow for higher density, mixed-use development, and "clusters" without strict parking requirements.



Downtown brass band summer concert. Credit: Exeter TV

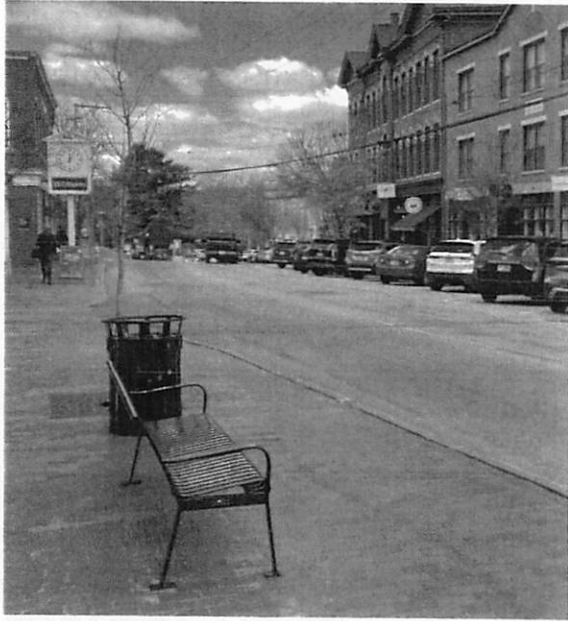
Master Plan Inclusion: Ensure economic development is prioritized in the next master plan; include businesses in the master planning process.

Strategic Growth: Ensure the number of similar businesses allowed aligns with what the local market can actually support.

Community Vibrancy and Marketing

Entertainment and Events: Increase downtown foot traffic with an entertainment venue and more frequent events at Town Hall and elsewhere downtown; Explore street closures for special events.

Marketing: Develop a cohesive and thematic marketing strategy for Exeter to help the town compete regionally.



Public seating on Water St. Credit: Nate Bernitz

Outdoor Dining: Continue and expand support for outdoor seating and dining.

Communication and Emergency Preparedness

Emergency Policy: A unique suggestion to provide "cut and paste" emergency policies for small organizations (e.g., what to do during a prisoner escape or storm event).

Staff Continuity: Ensure better coverage or training for backups when key municipal staff (such as the Health Inspector) are on vacation.

Respondents

The following entities participated in the key informant interviews. All interview data has been de-identified and reported in the aggregate.

ams-OSMRAM
ArJay Hardware

Christ Church
Czars
Enna Chocolate
Exeter Area Chamber of Commerce
Exeter Brewing
Exeter/Beth Israel Hospital
Fat Hen Brewing
Great North Property Management
Jersey Mikes
Lee Franks
Lexie's
Lindt Chocolate
Loaf and Ladle
Los Olas
MandT Bank
New England Mercantile
Pairpoint Group LLC
Phoenix Tailings
R.E. Prescott
Riverwoods
Ruffner Real Estate
Sea Dog Brewing
Seacoast School of Technology
Shooters and Exeter Bowling Lanes
Soaring Hawk LLC
Soleil Salt Cave
Stonearch Development
Szechuan Taste
Thomas Monahan
Trattoria Il Cornicello
Travel and Nature
Trends
Unitil
Vino e Vivo and Exeter Apothecary
Water Street Books
Whirlygigs Toy Shop
Yeti Land Care

Focus Groups Analysis

The Exeter CBE program convened two focus groups to capture sector-specific challenges and opportunities. These sessions facilitated peer-to-peer dialogue and the identification of shared priorities within the downtown and manufacturing communities.

Each focus group was 60 minutes in duration and individually facilitated by a UNH Extension community and economic development specialist, with dedicated notetaking provided by a committee volunteer. Participants were identified and invited by the Town of Exeter's Economic Development Director. While the entities represented are listed in this report, the following analysis does not ascribe specific comments to individuals or companies to ensure candid feedback.

Downtown Business Focus Group:

Convened on June 23, 2025, at the Exeter Town Hall. There were nine participants representing the retail and consumer services sectors.

Manufacturers and Industrial Business Focus Group: Convened on September 11, 2025, at Unitil. There were thirteen participants from eight local companies, including medium and large manufacturers, an environmental services company, a local developer, and Unitil. Doug Eastman and Darren Winham of the Town of Exeter observed this session.

Business Networks and Resources

There is a notable disparity in how different

sectors engage with formal business networks:

Two entities reported that the Exeter Area Chamber of Commerce and the Business and Industry Association (BIA) are effective resources, and one highlighted the Bureau of Economic Affairs. Conversely, downtown retailers expressed a sense of disconnect, feeling the Chamber is geared more toward corporate entities. Small business owners noted that while the "Community Cash" program is a benefit, they lack the personal outreach and check-ins they previously experienced.

Manufacturers successfully leverage technical partnerships, including the Seacoast School of Technology (SST), the UNH data analytics team, and the Business Finance Authority (BFA). One business reported a connection with the NH Manufacturing Extension Partnership and NH Tech Alliance.

Downtown businesses rely heavily on informal communication. Peer-to-peer networking is highly valued; participants in the manufacturing roundtable demonstrated high engagement in post-session networking, suggesting a strong appetite for local B2B collaboration.

Workforce and Housing

Workforce challenges emerged as a significant theme across both groups. Manufacturers cited extreme difficulty finding skilled tradespeople, specifically electricians, mechanics, and machinists. Retailers noted a trend toward "owner-

operated" models to mitigate staffing and retention hurdles.

Participants agreed that high land costs and a lack of affordable apartments are primary inhibitors of growth. Manufacturers reported that most staff live outside of Exeter, with many employees commuting from as far as Lawrence, Massachusetts.



Professional offices and housing along Franklin Street. Credit: Nate Bernitz

Beyond housing, participants in the manufacturers focus group identified childcare and the need for workplace-based English as a Second Language (ESL) programs as critical for supporting their workforces. One manufacturer shared their employees have a perception that having kids in New Hampshire is out of reach.

There is competition for workers from other industrial parks, including Dover and those closer to where workers live.

One manufacturer has explored the financial benefits of moving their operations to

the Southern United States or East Asia but hasn't done so because their workers wouldn't move with them.

Town-Government Interaction

Both groups praised specific town staff, particularly the building inspector and the Economic Development Director, for their responsiveness and relationship-building efforts.

Downtown businesses expressed frustration over a lack of communication regarding town events and initiatives. There is a perception among some small business owners that municipal government is not sufficiently responsive to their daily operational concerns.

Manufacturers cited New Hampshire's regulatory environment as a competitive advantage over neighboring states. Zoning regulations are an important factor for where to do business, and Exeter has been favorable.

Spatial, Infrastructure and Safety

Parking remains the primary concern for the downtown core. Participants highlighted construction vehicles occupying prime spots, a lack of parking enforcement, and the need for better wayfinding. While a parking study exists, many expressed skepticism that it would lead to tangible change.

Respondents identified speeding downtown (30–45 mph in 25 mph zones) and a lack of policing regarding bikes and skateboards on sidewalks as safety concerns.

For manufacturers, the primary concerns are the cost of energy and in one case reliable access to water.

Exeter's location is an asset for trucking and logistics.

Participant Suggested Actions

Infrastructure and Safety

Implement stricter parking ordinances, increase enforcement of time limits, and improve wayfinding signage to direct visitors to underutilized lots.

Reevaluate downtown speed limits and safety at key crosswalks. Explore the potential benefits of bike lanes and the upcoming roundabout for pedestrian safety.

Address water access challenges and explore clean energy solutions to help local manufacturers meet the sustainability requirements of their global customers.

Workforce and Education

Incentivize the development of housing that is affordable for the regional labor pool to reduce commute times and improve retention.

Strengthening connections between local manufacturers and specialized training programs at NHTI and SST to develop a pipeline for machinists and technicians.

Explore collaborative ESL classes and transit solutions, such as bussing programs for employees living outside the immediate region.

Communication and Economic Development

Improve the frequency and clarity of communication between the town and the business community regarding municipal projects and events.

Facilitate regular sector-specific roundtables to encourage local collaboration and resource sharing among businesses that may not otherwise interact.

Participating Businesses and Organizations

The following entities participated in the focus groups and roundtable discussions. All data has been de-identified and reported in the aggregate.

Downtown Focus Group Participants:

Exeter Jewelers
Forest & Ash
New England Mercantile
Water St. Marketplace
Ruffner Real Estate
Soleil's Salt Cave
Trends Gift Gallery
Water Street Books

Manufacturing Roundtable Participants:

ams-OSRAM
C3i
Divert, Inc.
Gourmet Gift Baskets
Lindt and Sprüngli (USA) Inc.
Monahan Companies
Phoenix Tailings
Unitil

Intercept Survey Analysis

PARTICIPATION: RESPONSES 26

The Exeter intercept survey gathered 26 responses from a mix of residents, visitors, and one seasonal resident, offering a snapshot of how people experience the town's businesses, amenities, and overall atmosphere. Most respondents reported high satisfaction with Exeter, frequently citing its walkable downtown, friendly community, and strong customer service. The farmers market, food establishments, and small retail shops emerged as major draws for both locals and visitors. While the overall sentiment was positive, several respondents identified challenges related to parking, cost, public amenities, and the town's perceived lack of diversity. These findings highlight Exeter's strengths as a welcoming, vibrant small town while also pointing to opportunities to enhance accessibility, inclusivity, and visitor experience.



Exeter H.S. students, UNH Extension staff and Town of Exeter leadership at a training event. Credit: UNH Extension

Perspectives

RESIDENCY: RESIDENTS 2 | VISITORS 13 | SEASONAL 1

The 26 completed surveys reflect a balanced mix of perspectives from residents, visitors, and one seasonal resident. Twelve respondents live in Exeter, thirteen were visiting from nearby communities, and one identified as a seasonal resident. This distribution provides a useful blend of local insight and visitor impressions, particularly given that many respondents were in town for the farmers market, dining, errands, or simply to enjoy the walkable downtown.

Transportation

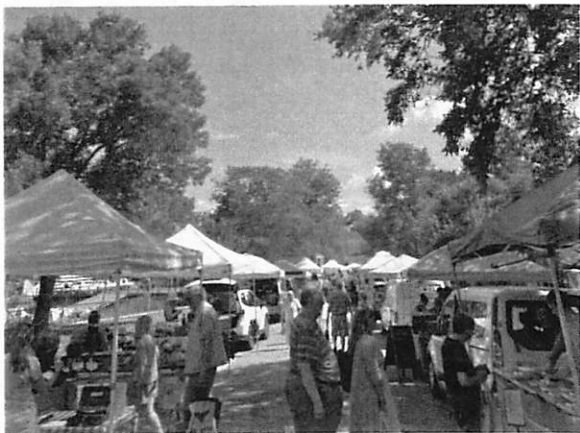
TRAVEL METHOD: BIKE 1 | DRIVE 17 | WALK 7

Most respondents arrived in Exeter by car, though a significant number walked from nearby neighborhoods. Only one respondent reported biking, and that individual described the experience as challenging due to needing to cross the highway. This suggests that while Exeter's walkability is a clear strength, bicycle access may present safety or connectivity concerns. Travel time data reinforces Exeter's role as a regional destination: most respondents traveled less than 30 minutes, with a smaller number coming from 30–60 minutes away and one person traveling more than an hour. Several local walkers did not report travel time because they were already in town.

Overall Satisfaction with Exeter

**SENTIMENT: HIGHLY SATISFIED 20 |
SOMEWHAT SATISFIED 6**

Overall satisfaction with Exeter was notably high. Twenty respondents described themselves as “highly satisfied,” while six were “somewhat satisfied,” and none reported dissatisfaction. Comments associated with high satisfaction frequently referenced Exeter’s friendly atmosphere, walkable downtown, strong customer service, and the overall “vibe” of the community. Many respondents described Exeter as quaint, safe, clean, or welcoming. The farmers market, in particular, appears to be a major contributor to positive experiences, drawing both residents and visitors and encouraging additional shopping and exploration downtown.



Exeter Farmers' Market. Credit: Exeter Farmers' Market Facebook

The reasons behind lower satisfaction, while fewer, point to meaningful areas for improvement. Parking emerged as the

most consistent challenge, with several respondents describing it as a deterrent to shopping downtown. A small number of visitors mentioned that the town can feel expensive or not entirely welcoming. Some residents noted concerns about limited racial diversity or a lack of social opportunities for younger adults. One respondent mentioned the need for more public bathrooms, and another raised concerns about biking safety. These comments suggest opportunities to strengthen Exeter’s accessibility, inclusivity, and visitor amenities.

Satisfaction with Businesses

**SENTIMENT: HIGHLY SATISFIED 21 |
SOMEWHAT SATISFIED 1**

Most respondents had shopped or contracted with a business in Exeter within the past week, and satisfaction with local businesses was extremely high. Customer service was the most frequent (7 occurrences) cited reason for positive experiences, followed by product quality, value, and the diversity of goods available. Stillwells, Me & Ollie’s, the farmers market, Inkwell Coffee, the Juicery, and Water Street Marketplace were mentioned repeatedly, indicating that these businesses serve as key touchpoints for both residents and visitors.

“The options for food is very diverse.”

“Outdoor seating, good quality of goods for a fair price.”

“Availability of goods services, value, hours, customer service.”

The consistency of positive feedback about customer service suggests that Exeter's business community plays a central role in shaping the town's welcoming atmosphere.

Demographics

**AGE RANGE: 18-29 YEARS 4 | 30-59 YEARS 13
| 60-75 YEARS 5 | 75+ YEARS 3**

The age distribution of respondents skews toward adults between 30 and 59, with smaller but meaningful representation from younger adults and older adults. Younger respondents were more likely to mention diversity and social life as areas for improvement, while older respondents tended to emphasize friendliness, convenience, and the town's overall atmosphere. This range of perspectives helps illuminate how different demographic groups experience Exeter's strengths and challenges.

Themes

Across all responses, several themes stand out. Exeter's walkability, friendly community character, and high quality local businesses are clear strengths that shape both resident pride and visitor enjoyment. The farmers market is a particularly strong anchor, drawing people into town and encouraging additional spending at nearby businesses.

"Typical New England town, lots of character."

"Atmosphere, friendly community."

"Easy to walk, nice farmers market."

At the same time, the survey points to opportunities to improve parking, expand public amenities, and ensure that Exeter feels welcoming and accessible to a broader range of people.

"Parking is a problem and a deterrence for shopping, definitely deterrence."

"Expensive and snobby and sometimes not welcoming. People working at shops businesses sometimes not welcoming."

These findings can help guide future planning, business engagement, and community development efforts by highlighting what people value most about Exeter and where targeted improvements could enhance the overall experience.

Appendix

A. About Exeter

Exeter is a well-connected Rockingham County hub with strong regional ties, a diverse service driven economy, and an active downtown supported by ongoing development.

B. Business Survey

The Survey collects responses from local businesses that provide local leaders insight into what businesses need, what challenges they're facing, and identifies opportunities to strengthen the local economy.

C. Key Informant Interview Questions

Community leaders and volunteers meet one-on-one with local businesses to build relationships, understand their needs, and identify early challenges and municipal connections that strengthen the business climate and overall quality of life.

D. Intercept Survey

Conducted by Exeter High School students at locations in downtown Exeter, this survey address residency, mode of travel, satisfaction with local businesses and the town of Exeter, and open-ended questions to gather individual feedback.



Appendix A: About Exeter

Government

The Town of Exeter operates under RSA 40:13, also known as the SB2 form of government; the town adopted SB2 in 1996. Exeter's governing body is the Select Board, which appoints the Town Manager.

In addition to statutory boards and committees, Exeter maintains a Communications Advisory Committee, Energy Committee, Housing Advisory Committee, and Train Station Committee, among others. Exeter's Economic Development Commission is no longer active, but the town maintains an Economic Development Department led by an Economic Development Director.

In 2024, 81.6% of local assessed valuation was residential, 16.5% was commercial, and 1.9% was public utilities/current use/other.

Employment

The U.S. Census Bureau reports 498 employer firms in Exeter for reference year 2022. Esri/Data Axle reports 996 total businesses in Exeter. Please note: these measures are not directly equivalent.

Jobs: NH Employment Security reports 11,263 average covered jobs in Exeter in 2024, including 10,461 private-sector jobs and 802 government jobs.

Resident labor force: NH Employment Security reports Exeter's 2024 civilian labor

force at 9,376, with 9,153 employed residents and a 2.4% unemployment rate.

Income: The U.S. Census Bureau reports Exeter's median household income at \$110,346 (ACS 2020–2024, in 2024 dollars).

Businesses

The largest sectors by number of businesses are, in order: Health Care & Social Assistance (135), Retail Trade (130), Other Services except Public Administration (120), Professional, Scientific & Technical Services (107), Accommodation & Food Services (69), Construction (57), Real Estate, Rental & Leasing (54), and Manufacturing (52).

The largest sectors by number of employees are, in order: Health Care & Social Assistance (3,851), Retail Trade (1,293), Manufacturing (1,261), Educational Services (1,251), Professional, Scientific & Technical Services (774), Accommodation & Food Services (742), and Other Services except Public Administration (710).

The largest employers listed by NH Employment Security / municipality include Exeter Hospital, Phillips Exeter Academy, RiverWoods at Exeter, Cobham Integrated Electronic Solutions, ams-OSRAM, and Sig Sauer.

Key commercial and mixed-use districts identified by the town include Downtown, Portsmouth Avenue, Epping Road, Train Station/Lincoln Street/Winter Street, Holland Way/Hampton Road, and Kingston Road.

Infrastructure

Transportation: Exeter is served by NH Routes 27, 85, 88, 101, 108, 111, and 111A; I-95 Exit 2 is about 6 miles away; Exeter has Amtrak Downeaster rail service. The nearest general aviation airport is Hampton Airfield; the nearest commercial airport is Manchester-Boston Regional Airport.

Utilities: Exeter provides potable water and sewer services to the majority of the town's population. Unitil and Eversource are electricity providers, while Unitil is the sole natural gas supplier. The town also operates Exeter Community Power as its default electric supply program.

Housing

Exeter has an owner-occupied housing rate of 69.1%; the median value of owner-occupied housing units is \$456,600; and the median gross rent is \$1,856 (ACS 2020–2024).

Exeter's housing stock consists of 3,490 single-family units, 1,046 units in two-to-four-unit structures, 1,915 units in structures with five or more units, and 891 mobile homes/other housing units.

Commuting

71.5% of workers drove alone, 5.2% carpooled, 0.3% used public transportation, 1.7% walked, 1.4% used other means, and 19.9% worked at home (ACS 2020–2024).

49.1% of workers worked in Exeter, 40.0% commuted to another New Hampshire community, and 10.9% commuted out of

state (ACS 2020–2024).

The mean travel time to work is 24.8 minutes (ACS 2020–2024).

Schools, Training, and Workforce-Related Institutions

Exeter operates grades K–5, while grades 6–12 are part of the Exeter Region Cooperative School District serving Brentwood, East Kingston, Kensington, Newfields, Stratham, and Exeter; the district is SAU 16.

Exeter also hosts the Seacoast School of Technology (SST), a Career and Technical Education (CTE) center that serves high school students from Epping, Exeter, Newmarket, Raymond, Sanborn Regional, and Winnacunnet. SST offers 12 hands-on, career-focused programs that generally span two years.

The closest community/technical college is Great Bay Community College, and the nearest college/university is the University of New Hampshire.

SAU16 also offers Exeter Adult Education.

There are a reported 16 licensed child-care facilities with a total capacity of 1,127 in Exeter (NH Employment Security).

Appendix B: Business Survey Questions

General Information

1. Type of business/organization

- ☐ For-profit business
- ☐ Non or not for profit
- ☐ Other (Please specify)

2. How long has your business/organization operated in Exeter?

- ☐ Less than 1 year
- ☐ 1 - 5 years
- ☐ 6 - 10 years
- ☐ 11 - 20 years
- ☐ More than 20 years

3. Did your business/organization originate in Exeter?

- ☐ Yes
- ☐ No

3a. If no, where did your business/organization originate?

- ☐ New Hampshire
- ☐ New England Region
- ☐ Outside of New England but within the US
- ☐ International

4. Is your business/organization locally owned?

- ☐ Yes
- ☐ No
- ☐ Not applicable

4a. If no, where is your main office or headquarters located?

- ☐ New Hampshire
- ☐ New England Region
- ☐ Outside of New England but within the US
- ☐ International

5. Do you have multiple locations?

- ☐ Yes
- ☐ No

5a. If yes, where are those other locations? (Select all that apply)

- ☐ New Hampshire
- ☐ New England
- ☐ Outside of New England but within the US
- ☐ International

About the Business/Organization

6. What type of business/organization is this? (Check all that apply)

- ☐ Branch
- ☐ Distribution
- ☐ Headquarters
- ☐ Home-based business
- ☐ Office/Operations
- ☐ Manufacturing
- ☐ Research & Development
- ☐ Restaurant/Eatery
- ☐ Retail Store
- ☐ Other

7. Where are your customers or clients? (Check all that apply)

- ☐ Local
☐ Regional
☐ National
☐ International

Employees/Workforce

8. How many people do you employ?

- ☐ No employees
☐ 1 - 10 employees
☐ 11 - 20 employees
☐ 21 - 100 employees
☐ More than 100 employees

9. Do you expect to increase the number of employees and/or contractors in the next 2 years?

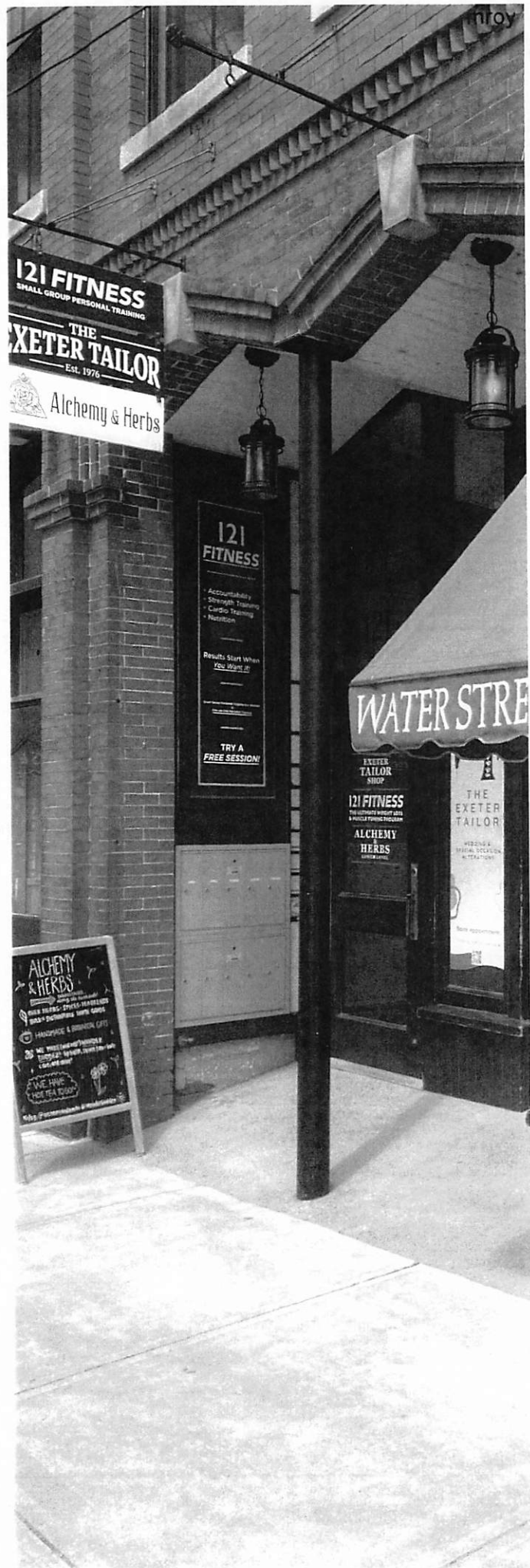
- ☐ Yes
☐ No
☐ Not sure

9a. Why or why not?

10. Do your employees/contractors describe the location of the business/organization in Exeter as an attractive place to work?

- ☐ Yes
☐ No
☐ Not Sure
☐ Not applicable

10a. Why or why not?



11. How important are these issues to your employees/contractors?

	Not important	Moderately important	Very important	Don't know	Not applicable
Availability of quality housing that is affordable					
Availability of public transportation					
Availability of restaurants and shops					
Availability of recreation opportunities					
Availability of cultural opportunities					
Sense of safety and security					
Access to education (K-12 and higher education)					

12. How important are the following quality of life factors as they relate to you doing business in Exeter?

	Not important	Moderately important	Very important	Don't know	Not applicable
Availability of quality housing that is affordable					
Availability of public transportation					
Availability of a skilled workforce					
Availability of recreation opportunities					
Availability of cultural opportunities					
Broadband and internet connectivity					
Access to education (K-12 and higher education)					
Cost of utilities					

13. Do you experience challenges recruiting and/or retaining employees/contractors?

- ☐ Yes
- ☐ No
- ☐ Not Sure
- ☐ Not applicable

13a. Since you do experience challenges recruiting and/or retaining employees/contractors, please rate the impact of the following factors.

13b. Comments on factors impacting recruitment/retention of employees

	Low impact	Moderate impact	High Impact	Don't know	Not applicable
Competition for employees					
Cost of training employees					
Wage rates for labor					
Inadequate labor skills					
Cost or availability of housing					
Affordability or availability of child care					
Poor work attitudes					
Workers cannot pass drug screening					
Workers cannot pass criminal record check					
Workers lack documentation of legal work status					
Workers will not commute into the area					
Other					

14. How do you market job opportunities? (Check all that apply)

- ☐ My company's website
- ☐ Jobs website. Describe:
- ☐ Newspaper. Describe:
- ☐ Professional recruiter
- ☐ Word of mouth
- ☐ Other. Describe:

15. Do you find that your new employees/contractors typically need skill-training?

- ☐ Yes
- ☐ No
- ☐ Not sure
- ☐ Not applicable

15a. What kind of skill-training do your new employees/contractors need? (Check all that apply)

- ☐ Basic skills (writing, computer skills, etc.). Describe:
- ☐ Soft skills (communication, work ethic, etc.) Describe:
- ☐ Specific to my industry. Describe:
- ☐ Specific to my business/organization. Describe:
- ☐ Certification training. Describe:

16. How do you train your employees/contractors? (Check all that apply)

- ☐ On the job training by supervisor, co-worker or training department
- ☐ Online training
- ☐ Outside vendor on or off-site
- ☐ Self-taught (manuals, videos, training materials)
- ☐ Apprenticeships
- ☐ Vocational school
- ☐ Community college

17. Do you have sufficient capacity, internally, to meet the training needs of your employees/contractors?

- ☐ Yes
- ☐ No
- ☐ Not applicable

18. Would you be interested in external training programs for you and/or your employees/contractors, if available?

- ☐ Yes
- ☐ No
- ☐ Not applicable

18a. Comments on external training programs you would be interested in.

Quality of Life, Business Atmosphere and Community Connections

19. Do you feel Exeter is a good place to conduct business?

- ☐ Yes
- ☐ Somewhat
- ☐ No

19a. Please describe why you feel this way.

20. What community groups or organizations, if any, do you regularly meet with, utilize, or communicate with?

21. Do you feel the Exeter town government meets the needs of local businesses/ organizations in these specific areas?

	Does not meet needs	Meets needs	Exceeds needs	Don't know	Not applicable
Parking					
Snow removal					
Regulations					
Permitting					
Public infrastructure					
Waste management					
Emergency services					
Public safety					
Transportation					
Communication and responsiveness					
Response and adaptation to COVID-19					

21a. What could Exeter do to meet the parking needs of local businesses and organizations?

21b. What could Exeter do to meet the snow removal needs of local businesses and organizations?

21c. What could Exeter do to meet the regulatory needs of local businesses and organizations?

21d. What could Exeter do to meet the permitting needs of local businesses and organizations?

21e. What could Exeter do to meet the public infrastructure needs of local businesses and organizations?

21f. What could Exeter do to meet the waste management needs of local businesses and organizations?

21g. What could Exeter do to meet the emergency services needs of local businesses and organizations?

21h. What could Exeter do to meet the public safety needs of local businesses and organizations?

21i. What could Exeter do to meet the transportation needs of local businesses and organizations?

	Not important	Moderately important	Very important	Don't know	Not applicable
Availability of quality housing that is affordable					
Availability of public transportation					
Availability of restaurants and shops					
Availability of recreation opportunities					
Availability of cultural opportunities					
Sense of safety and security					
Access to education (K-12 and higher education)					

21j. What could Exeter do to meet the communications and responsiveness needs of local businesses and organizations?

Q63 21k. What could Exeter have done to meet the COVID-19 response and adaptation needs of local businesses and organizations?

22. How would you describe your connection to Exeter's business community?

- ☐ Well connected
- ☐ Moderately connected
- ☐ Minimally connected
- ☐ Not sure

22a. What has helped you connect with the business community, and what could be done to support you connecting more?

23. Is commuting time an issue for you and/or your employees/contractors? "Commuting" may include travel time, parking, safety, etc.

- ☐ Yes
- ☐ No
- ☐ Not sure
- ☐ Not applicable

23a. If yes, please explain:

Changes to your Business

24. Do you have a succession plan for your business/organization? (This is a written plan to ensure the business/organization continues operations if current ownership changes or retires.)

- ☐ Yes
- ☐ No
- ☐ Not applicable

25. If available, would you utilize training in succession planning?

- ☐ Yes
- ☐ No
- ☐ Not sure
- ☐ Not applicable

26. Do you export internationally?

- ☐ Yes
- ☐ No

Not applicable

27. If available, would you like more information on exporting?

- ☐ Yes
- ☐ No

28. Are you considering plans to: expand, downsize, close or move your business/organization in the future? (Check all that apply)

- ☐ Expand
- ☐ Downsize
- ☐ Close
- ☐ Move
- ☐ None of these

28a. If you plan to expand, does your business have adequate space in Exeter?

- ☐ Yes
- ☐ No. Please explain:

28b. If you plan to move, are you considering locations outside of Exeter? (Check all that apply)

- ☐ Yes, within Rockingham County
- ☐ Yes, within the Seacoast
- ☐ Yes, within New Hampshire
- ☐ Yes, outside of New Hampshire

28c. If you are considering expanding, moving or closing, what would you need to keep your operations in Exeter?

29. Please share any other ideas or comments you may have about the business climate and retention in Exeter.

30. Share the name of your business. (Optional)

If you choose to provide the name of your business/organization, those with access to the identifiable data include UNH Cooperative Extension staff, and Darren Winham, Exeter Economic Development Director. Interview data will be de-identified, thematically analyzed and will be reported in the aggregate.

Name of Business:

E-mail Address:

Phone Number:

Appendix C: Business Interview Questions

SCRIPT FOR INTERVIEWER

Thank you for agreeing to participate in a key informant interview for the Exeter Community Business Engagement Program. The program is a partnership between the Town of Exeter and UNH Cooperative Extension, and I'm a volunteer for the Town of Exeter with the program. [I'm joined by _____, who is also a volunteer with the program.]

The purpose of the Community Business Engagement key informant survey is to meet with community businesses to get an initial understanding of the issues and opportunities that the business community is facing.

Interview data will be de-identified, thematically analyzed, and will be reported in the aggregate. Access to the identifiable data will be limited to UNH Cooperative Extension staff, the Town of Exeter's Economic Development Department, and the program's steering committee members. All information you share will be kept confidential unless otherwise stated.

Before we get started, do you have any questions?

With your permission, I would like to record this conversation. Doing so will ensure that we accurately capture your answers. It also helps us focus on the conversation, rather than on taking word-for-word notes. If you consent to the conversation being recorded, that recording will be deleted once we have transcribed the conversation.

Do you consent to this conversation being recorded? ☐ Yes ☐ No

Background and Business Overview

Can you tell me about your business and the products or services you offer?

Who are your primary customers?

What do you enjoy about doing business in Exeter?

What local assets, resources, or support have you used to help build or grow your business?

Do you have a goal to expand or otherwise adapt your business? [If yes] What factors influence your decision to expand or not expand?

Connections and Support Networks

How do you connect with others in the local business community?

Do you feel like existing business networks and support systems work well for you? Why or why not?

Do you feel you have a clear understanding of the resources available to you as a business, such as state and federal programs, workforce development, financing, or advocacy support?

Workforce and Business Operations

What has your experience been like with recruiting and retaining employees?

Are there any challenges specific to your physical business location in Exeter?

Town-Government Relationship

How would you describe your experiences interacting with the Town of Exeter's municipal government?

Are there any challenges you're facing as a business that you think the Town of Exeter could help address?

What could the Town of Exeter do to better support local businesses and help them establish, maintain, and grow successfully here?

COVID-19 Impact (Optional)

Has your business experienced any lasting impacts or learned any valuable lessons from the COVID-19 pandemic?

Closing

Is there anything else you'd like to share about doing business in Exeter or ways the town could better support the local business community?

Is there anyone else you think we should survey?

Do you have any other comments or questions to share with us?

Appendix D: Intercept Survey Questions

1. Are you Exeter resident or visitor?

- ☐ Resident
- ☐ Seasonal Resident
- ☐ Visitor

2. How long have you lived in Exeter?

3. Do you work in Exeter?

- ☐ Yes
- ☐ No

4. What brings you to Exeter today?

5. Have you shopped at and/or contracted with a business in Exeter in the past week?

- ☐ Yes
- ☐ No
- ☐ Not sure

5a. If yes to Q5: Please share the name(s) and/or types of the business(es) you have shopped or contracted with.

5b. If yes to Q5: What is your level of satisfaction with Exeter businesses?

- ☐ Highly satisfied
- ☐ Somewhat satisfied
- ☐ Not satisfied
- ☐ Not sure

5c. If yes to Q5: What influences your rating of satisfaction with local businesses? (can prompt on quality, availability of goods/services, value, hours, customer service, etc.)

6. What transportation methods do you use to visit local businesses?

- ☐ Walking
- ☐ Biking
- ☐ Public transportation
- ☐ Driving
- ☐ Other: Please describe

7. How long did you travel to get to your destination in Exeter today?

- ☐ Less than 30 minutes
- ☐ 30 minutes to 1 hour
- ☐ 1 - 2 hours
- ☐ More than 2 hours

8. What is your overall level of satisfaction with Exeter?

- ☐ Highly satisfied
- ☐ Somewhat satisfied
- ☐ Not satisfied
- ☐ Not sure

9. Please comment on what influenced your rating of satisfaction, (e.g. safety, maintenance, cleanliness, parking, available services, available businesses, other)

10. Would you please share your approximate age with us.

- ☐ 18-29 years
- ☐ 30-59 years
- ☐ 60-75 years
- ☐ 75+ years
- ☐ Prefer not to respond

10. Would you please share your approximate age with us.

18-29 years	
30-59 years	
60-75 years	
75+ years	
Prefer not to respond	

11. Do you have any other comments or questions to share with us?

4. What brings you to Exeter today?

5. Have you shopped at and/or contracted with a business in Exeter in the past week?

Yes	
No	
Not sure	

5a. If yes to Q5: Please share the name(s) and/or types of the business(es) you have shopped or contracted with.

5b. If yes to Q5: What is your level of satisfaction with Exeter businesses?

Highly satisfied	
Somewhat satisfied	
Not satisfied	
Not sure	

5c. If responded to Q5: What influence your rating of satisfaction with local businesses? (can prompt on quality, availability of goods/services, value, hours, customer service, etc)



Extension

Intercept Survey for Exeter

Community Business Engagement Program

Introduction script for surveyors to say to individuals:

"Hello, my name is _____. I am a volunteer for the Town of Exeter Community Business Engagement Program and we are trying to better understand who is shopping at local businesses and their experiences. I was wondering if you had a few minutes to answer some questions?"

If the person says yes, then proceed with:

"This work is being done in partnership with UNH Cooperative Extension and the Town of Exeter. By agreeing to answer these survey questions, you are consenting to participate in research that has been approved by UNH. We will not ask your name and we will keep your responses confidential." If they want to know more about the research, hand them a consent form and business cards.

Survey Questions:

1. Are you an Exeter resident or visitor?

Year-round	
Seasonal	
Visitor	

2. How long have you lived in Exeter?

3. Do you work in Exeter?

Yes	
No	

6. What transportation methods do you use to visit local businesses?

Walking	
Biking	
Public transportation	
Driving	
Other:	

7. How long did you travel to get to your destination in Exeter today?

Less than 30 minutes	
30 minutes to 1 hour	
1 - 2 hours	
More than 2 hours	

8. What is your overall level of satisfaction with Exeter?

Highly satisfied	
Somewhat satisfied	
Not satisfied	
Not sure	

9. Please comment on what influenced your rating of satisfaction, (e.g. safety, maintenance, cleanliness, parking, available services, available businesses, other)

Other Community Resources

NH Community Development Finance Authority	www.nhcdfa.org/
Exeter Adult Education	www.adulted.sau16.org/en-US
NH Business & Economic Affairs	www.nheconomy.com/who-we-help
NH Business Finance Authority	www.nhbfa.com/
NH Community Loan Fund	www.communityloanfund.org/
NH Employment Security	www.nhes.nh.gov/
NH Small Business Association	www.sba.gov/district/new-hampshire
Regional Economic Development Center	www.redc.com/
Rockingham Planning Commission	www.therpc.org/
Service Corps of Retired Executives	www.score.org/nhvt
Small Business Development Center	www.nhsbdc.org/

Key Data Sources

US Census Bureau	www.uscensus.gov
NH Employment Security Granite Stats	www2.nhes.nh.gov/GraniteStats/
Town of Exeter	www.exeter.gov

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