

# Building Safety and Stewardship in Concord

*A Proposal to Fund the New Police Headquarters*

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## Summary

- The current police station at 35 Green Street is outdated. It is about 21,000 square feet and no longer fits modern staffing, equipment, evidence handling, or victim services. The building's layout creates safety risks in detainee transport, fragmented evidence storage, and inadequate space for female officers and staff. ([Concord, NH](#))
- Concord has already invested in a new headquarters at 4 Bouton Street and is well into design. The city purchased the site in May 2024 for about \$3.9 million and appropriated \$3.37 million for design and preconstruction work. Design is roughly 60% complete, and construction is currently estimated at \$45.5 million, bringing the total project cost to about \$53 million. ([Concord, NH](#))
- If we delay, taxpayers pay more for the same building. Construction costs for nonresidential buildings are still rising by roughly 4-5% per year after double-digit increases in 2022, according to national building-cost indices. ([Ed Zarenski](#)) A recent Concord Monitor analysis warns that a delay beyond this year could push construction to 2027 and further inflate costs. ([Concord Monitor](#))
- The tax impact is real, but manageable if we act now and plan well. Current projections show the police station bond would add about \$0.08 to the tax rate in FY2026, \$0.39 in FY2027, and \$0.84 by 2028, roughly \$31, then \$194, then \$420 per year on a \$400,000 home. ([Concord Monitor](#)) This sits on top of a 2024 total tax rate of \$27.69 per \$1,000 of value, already up 3.1% from 2023. ([Concord Monitor](#))
- At the same time, Concord faces other major capital needs. The proposed new middle school is in the \$155 million range, with a bond projected to add roughly \$332 to the tax bill of a \$400,000 home at its peak. ([Concord Monitor](#)) Memorial Field upgrades are now estimated at around \$31.2 million, up from \$27 million, with officials actively seeking ways to lower those costs. ([Concord Monitor](#))

- After personally touring 35 Green Street, I now strongly support moving the new police headquarters forward, while pushing costs down wherever possible. In the past, I shared concerns about the price tag and tax impact. But seeing firsthand the cramped offices, unsafe transport routes, outdated locker rooms, limited public space, limited parking space, and scattered evidence rooms convinced me that doing nothing is not a fiscal responsibility; it is simply deferring a bigger bill and greater risk for our community.
- The new headquarters is a cornerstone of a broader community safety strategy, not the whole strategy. Evidence from public health and criminal-justice research is clear: durable safety requires strong policing and investments in youth, mental health, housing stability, education, and community partnerships. ([CDC](#)) This proposal explicitly links the new station to a wider strategy that includes prevention, outreach, and collaboration.
- Concord's proposed headquarters is in line with modern safety facilities nationally. The current design, about 72,800 square feet, would more than triple the existing station and support a police force that has grown 50%, serving a population that has increased by nearly 14,000 residents and over 112% more calls for service since the 1970s. ([Concord, NH](#)) With an estimated cost of around \$625 per square foot, Concord's project is in the range of recent specialized police facilities, which often cluster near or above \$580 per square foot, given 2020-2025 inflation. ([LegalClarity](#))
- We can and must temper the cost. Lessons from the Memorial Field planning committee, which is actively exploring phasing and scope reductions to contain a \$31.2 million estimate, point to tangible strategies: phasing non-essential amenities, prioritizing core safety functions, leveraging energy-efficiency incentives, and scrutinizing every square foot. ([Concord Monitor](#))
- This proposal recommends a better path:
  - Approve the police headquarters bond this year to lock in current costs and avoid further escalation.
  - Direct staff and designers to achieve targeted cost reductions through value engineering and phased non-critical features.
  - Pair the police station with a community safety plan that includes youth programs, mental-health partnerships, and neighborhood-based supports, without holding the station hostage to broader debates.
  - Implement clear metrics, public dashboards, and annual reviews to ensure transparency, equity, and fiscal discipline.

**End of summary**

# Full Proposal

## 1. Background & Why It Matters

Concord is at a crossroads.

Our community is being asked to consider several major investments at the same time: a new police headquarters, a new middle school, and upgrades to Memorial Field. Each project responds to real needs. Each also draws on the same pool of taxpayer dollars.

Concord's 2024 tax rate is \$27.69 per \$1,000 in valuation, up 3.1% from 2023, with Penacook residents paying an even higher combined rate. ([Concord Monitor](#)) At the same time, a new middle school estimated at about \$155 million and Memorial Field improvements projected at around \$31.2 million are competing for public support and financial capacity. ([Concord Monitor](#)) Many residents feel squeezed.

I understand that concern. I share it. For years, I have worried that large capital projects were moving faster than our long-term plan for affordability. My instinct was to ask hard questions and urge caution on price.

But caution cannot mean paralysis. And my recent visit to the current Concord Police Department at 35 Green Street, combined with the data we now have, changed the picture for me.

The station at 35 Green Street was built in the mid-1970s and expanded in the 1980s and early 2000s. ([Concord, NH](#)) Since then, Concord's population has grown by nearly 14,000 people, the police force has grown by about 50%, and calls for service have increased by 112%. ([Concord, NH](#)) The building has not kept pace.

Meanwhile, the City has already purchased 4 Bouton Street for a new headquarters, appropriated millions for design and preconstruction work, and advanced design to about 60%. The current estimate is a \$45.5 million construction cost and \$53 million total project cost, funded through local property taxes. ([Concord Monitor](#))

The question before us is no longer whether the current station is adequate. It is not. The real question is: How do we build what we truly need in a way that is fiscally better, safety-focused, and fair to taxpayers who are already carrying a heavy load?

## 2. Evidence & Insights

### 2.1. What I Saw at 35 Green Street

During my recent visit to the current police station, I walked through hallways, offices, and basement spaces that have carried the weight of our public safety for nearly 50 years. The tour confirmed what many reports have already said, and gave it a human face.

1. Severe space limitations.

The building is roughly 21,000 square feet. That might have been enough in the 1970s, but with today's staffing levels, equipment, and specialty units, every corner is stretched. Offices double as kitchenettes. Narrow hallways are lined with storage. Areas that should be dedicated to a single purpose, investigations, special units, and training end up sharing space in ways that hurt efficiency and privacy.

2. Booking and transport risks.

The booking area is in the basement. To bring a detainee from the lobby to booking, officers must move the person through public corridors and into a small elevator. This is not the best practice. It exposes officers, detainees, and bystanders to avoidable risks and creates points of vulnerability when someone is in crisis or acting unpredictably.

3. Fragmented, sub-standard evidence storage.

Evidence is scattered across multiple small rooms instead of in a single, fully controlled, climate-appropriate space. Some rooms lack proper environmental controls. Officers spend extra time walking between storage locations, and every additional handoff or door adds logistical complexity and risk. In an era where the integrity of evidence can make or break cases, this is unacceptable.

4. Outdated and insufficient public areas.

The lobby is small and offers little privacy for victims or residents seeking help. There is no accessible public restroom. The interview room is not located in a semi-secure, trauma-sensitive zone where people can speak about violence, loss, or fear with dignity.

5. Staff facilities that reflect another era.

The women's locker room is undersized, even as more women serve in our department. The fitness space sits above the dispatch center, causing noise and vibration issues. This is not a minor comfort issue; it affects day-to-day operations and the department's ability to recruit and retain officers, especially women and younger recruits for whom the work environment is a decisive factor. ([Concord Monitor](#))

6. Hard limits on expansion.

On a tight downtown site, the 50-year-old building has nowhere practical to grow.

Renovation studies in recent years concluded that the Green Street site cannot be reasonably modernized to meet future needs. ([Concord, NH](#))

7. Cumulative impact on morale and service.

The building's constraints add up: more time wasted, more stress, more frustration, and fewer options for training, collaboration, and community engagement. When officers spend unnecessary time dealing with facility friction, that is time they are not spending with residents, solving problems, or mentoring youth.

In short, 35 Green Street has done its job for nearly half a century. It cannot do the job we need for the next 30-50 years.

## 2.2. What the Data Tell Us

### Growth in demand.

The city's own analysis shows that since the original facility was constructed, Concord's population has grown by almost 14,000 people, the police force has expanded by about 50%, and calls for service are up 112%. ([Concord, NH](#)) Projections anticipate about 113 officers and more than 82,000 calls by 20 years from now. ([Concord Monitor](#))

### Scale of the proposed headquarters.

The proposed new headquarters at 4 Bouton Street would be about 72,828 square feet, more than triple the current station's footprint, combining renovation of the existing office building with a significant addition to meet seismic and code requirements. ([Concord Monitor](#))

### Cost and tax impact.

- Construction: estimated at \$45.5 million.
- Total project (land, design, preconstruction, construction): about \$53 million. ([Concord Monitor](#))
- Funding source: local property taxes through bonding.
- Estimated police-station-related tax increase:
  - FY2026: +\$0.08 per \$1,000 valuation (about \$31/year on a \$400,000 home).
  - FY2027: +\$0.39 per \$1,000 (about \$194/year).
  - FY2028 onward for a period: +\$0.84 per \$1,000 (about \$420/year).([Concord Monitor](#))

For context, the recommended \$155 million middle-school plan is expected to add about \$0.83 per \$1,000 to the school tax rate, about \$332 on a \$400,000 home at its peak, before gradually declining over the life of the bond. ([Concord Monitor](#)) Memorial Field's revised \$31.2 million estimate carries its own future tax implications, and committee members have already voiced

concern that current numbers are “very high” and are actively seeking cost reductions and phasing strategies. ([Concord Monitor](#))

Construction cost trends.

National nonresidential building cost indices show inflation of about 12% in 2022, 5.4% in 2023, and are projected at around 4.5% in 2024. ([Ed Zarenski](#)) While the rate has cooled from its peak, costs remain high and continue to rise. In practical terms, waiting one or two more years could add several million dollars to this project, even if the design does not change.

Given an approximately 72,800-square-foot police facility, the current estimate works out to around \$625 per square foot-within the range of specialized public safety construction in the 2020-2025 environment, where recent analyses place typical police-station costs near or above \$580 per square foot nationally. ([LegalClarity](#))

My bottom line is that the building is needed, the design process has started, and the cost will not go down on its own.

### 3. Lived Experience & Community Voice

As a refugee from the Democratic Republic of Congo, a member of the Banyamulenge community, and now a U.S. citizen, I do not take words like “safety,” “justice,” or “public trust” lightly.

When I walked through the existing police station, I did not just see old walls and small offices. I saw the place where survivors of domestic violence come looking for protection, where parents arrive in fear for their children, where officers try to do a difficult job in tight spaces under public scrutiny.

I saw a cramped lobby where victims sit within earshot of strangers; a booking area reachable only by an awkward, risky path; locker rooms that quietly send a message about who was expected to serve in uniform when the building was designed; and staff piecing together a modern public-safety mission inside a structure that belongs to another era. We need to move forward.

I also heard echoes from the community:

- Residents worried that taxes are already too high, and that new projects will push working families, young people, seniors, and renters beyond what they can afford.
- Parents and educators worry about school facilities that do not match the promise we make to our children.
- Coaches and youth advocates worried about flooded fields and limited safe spaces for sports, recreation, and mentorship. ([Concord Monitor](#))

- Young people who want to trust the police but also want to see investments in mental health, after-school programs, and jobs, because they know safety is bigger than patrol cars and handcuffs.

Those voices are not in conflict. They are telling us the same thing: We want safety, fairness, and a future, and we want leaders who tell the truth about the costs and the tradeoffs.

That is why I am choosing to support the new police headquarters now, even though I did not always support moving forward at this pace or at this price. Seeing the realities at 35 Green Street and studying the numbers convinced me that delaying this project will not protect taxpayers. It will only:

- Increase construction costs through inflation. ([Ed Zarenski](#))
- Prolong daily risks and inefficiencies for officers and the public. ([Concord, NH](#))
- Crowd out other future investments by pushing the station into an even more expensive construction environment.

The honest, responsible choice now is to move forward and demand cost discipline and a broader vision of community safety at the same time.

## 4. Comparative & Best-Practice

Concord is not alone. Communities across the country are replacing decades-old police facilities that no longer meet safety standards, accreditation requirements, or community expectations.

- In Saratoga Springs, New York, officials are debating a three-story, 28,000-square-foot police station estimated at \$25 million to replace a cramped, outdated basement facility, with concerns about bonding capacity and other infrastructure needs echoing our own discussions. ([Times Union](#))
- In Bedford, New Hampshire, a conceptual design for a new police and fire complex envisions a roughly 44,000-square-foot police building plus shared spaces, reflecting similar recognition that mid-20th-century layouts are no longer adequate for modern public safety. ([bedfordnh.org](#))
- In Wilton, Connecticut, a new 19,000-square-foot police headquarters, budgeted at around \$19 million, has moved forward after voters approved the project in 2022, even amid schedule delays, another example of communities choosing to invest rather than continue pouring money into obsolete facilities. ([CT Insider](#))
- In Meriden, Connecticut, officials recently opened a downtown police substation in leased space for about \$950 per month, co-locating officers, a social worker, and

transit-adjacent services, a model that demonstrates how small, targeted investments in neighborhood presence can complement, rather than replace, a central modern headquarters. ([CT Insider](#))

Across these examples and in national guidance from the U.S. Department of Justice, we realize a few things:

- Modern facilities are critical for recruitment and retention. Reports from the Bureau of Justice Assistance and the COPS Office emphasize that 21st-century law enforcement struggles to attract and keep officers, and that work conditions, safety, and access to training matter enormously. ([publicsafetycadets.org](#))
- Community-oriented policing requires space for collaboration. Federal guidance and research on community policing underscore that strong relationships between officers and residents are essential to effective public safety. ([justice.gov](#)) That means interview rooms designed for trauma-informed conversations, meeting spaces for youth and neighborhood groups, and technology-enabled rooms for data-driven problem solving.
- Safety is best understood as a public-health and community-development issue, not only a policing issue. The Centers for Disease Control and Prevention and major policy think tanks stress that preventing community violence requires addressing housing, employment, education, and mental health, alongside strategic law enforcement. ([CDC](#))

In this context, Concord's plan to renovate and expand an existing office building at 4 Bouton Street into a long-term headquarters designed for modern operations aligns with best practices. Its estimated cost per square foot is consistent with what many communities are now paying for specialized safety infrastructure. ([LegalClarity](#))

The opportunity we have is to distinguish how we do it: with cost discipline, co-location where possible, careful phasing, and an explicit commitment to broader community safety investments.

## 5. Options & Tradeoffs

To move forward responsibly, we must acknowledge the real options on the table and their tradeoffs.

### Option 1: Do Nothing (Maintain 35 Green Street)

- Short-term tax relief: No new bond; taxpayers avoid the immediate police-station increase.
- Hidden long-term costs:
  - Increasing maintenance and retrofit costs for a 50-year-old building.



- Rising risk that facility deficiencies compromise evidence handling, victim privacy, and officer safety.
- Potential negative impact on recruitment and retention. ([National Policing Institute](#))
- Opportunity cost: As construction inflation continues, any eventual replacement will be significantly more expensive. ([Ed Zarenski](#))

This option appears “cheap” up front, but is fiscally and operationally irresponsible.

#### Option 2: Approve the Current Project Without Cost Controls

- Pros:
  - Locks in current design.
  - Moves construction forward quickly, limiting further inflation.
- Cons:
  - Accepts the full \$53 million cost without a clear mandate for reduction. ([Concord Monitor](#))
  - Does not signal to taxpayers that every square foot and every feature has been scrutinized.
  - Risks eroding trust that the city is learning from experiences like the middle-school project and Memorial Field.

This option delivers the building but misses the chance to demonstrate disciplined stewardship.

#### Option 3: Delay the Project Several Years

- Pros:
  - Allows time to integrate police-station planning with school and field projects in a long-range capital plan.
  - Might align with future state or federal funding opportunities.
- Cons:
  - Construction inflation likely adds 4-5% per year to costs, potentially millions of dollars. ([Ed Zarenski](#))
  - Design work already paid for risks becoming stale or needing a significant update. ([Concord, NH](#))
  - The current unsafe, inefficient conditions at 35 Green Street continue for officers and residents. ([Concord, NH](#))

Delay does not protect taxpayers; it likely costs them more for the same or lesser facility.

## Option 4 (Recommended): Approve the Project Now, With Explicit Cost-Reduction and Safety-Ecosystem Conditions

Under this option, the City Council:

- Approves the bond this year to keep the 2026 construction start on track and avoid further cost escalation. ([Concord Monitor](#))
- Directs staff and the construction manager to identify a targeted set of cost reductions through design efficiencies, phasing, and value engineering, without compromising core safety, accreditation, or long-term adaptability. ([Concord, NH](#))
- Integrates the station into a broader Community Safety & Wellbeing Plan that includes youth services, mental-health partnerships, housing stability efforts, and neighborhood-based policing and outreach.

Conclusion: This path balances urgency with stewardship. It is the path I strongly support.

## 6. Core Recommendations

1. Approve the new Concord Police Headquarters bond in 2025 with a clear cost-discipline mandate.
  - Move forward with the roughly 72,800-square-foot design at 4 Bouton Street. ([Concord Monitor](#))
  - Require formal reporting on cost per square foot and value-engineering options before final bid packages.
2. Set a targeted cost-reduction goal without undermining core safety, evidence handling, or victim services.
  - Direct the project team to identify 5-10% in potential savings through design refinement, phasing of non-critical amenities, and aggressive pursuit of energy-efficiency incentives. ([Concord Monitor](#))
3. Design the new headquarters as a hub for community-oriented policing and multi-sector collaboration.
  - Include spaces for youth and family services, victim advocates, mental-health professionals, and community partners.
  - Ensure interview rooms and public areas reflect trauma-informed, dignity-centered design. ([justice.gov](#))

4. Plan for low-cost neighborhood-level substations and outreach points, rather than overbuilding one giant facility.
  - Explore models like Meriden’s leased downtown substation with co-located social worker and community partners at a modest monthly cost. ([CT Insider](#))
  - Consider co-locating small police stations in two different areas to improve visibility without major new capital costs.
5. Develop and adopt a Citywide Community Safety & Wellbeing Plan.
  - Align the police station project with investments in youth programs, violence prevention, mental health, education, and housing stability, reflecting public-health evidence on violence prevention. ([CDC](#))
6. Provide transparent, plain-language communication about tax impacts and timelines.
  - Clearly explain the phased tax impacts of the police station, middle school, and Memorial Field projects on typical homes. ([Concord Monitor](#))

## 7. Implementation Plan

### Phase 1: Immediate (0-3 Months After Approval)

- Finalize bond authorization for the \$45.5 million construction component and confirm the total project cost profile. ([Concord Monitor](#))
- Issue a public “Project Charter” summarizing scope, cost targets, tax impact, and accountability measures.
- Charge the design and construction team with a defined cost-reduction target and require a public presentation of value-engineering options. ([Concord, NH](#))
- Establish a Community Safety Advisory Group, including residents, youth, business owners, and service providers, to advise on community-oriented features and equity concerns.

### Phase 2: Pre-Construction (3-12 Months)

- Complete 100% design with any approved cost-saving modifications.
- Secure permits and finalize the construction schedule for a 2026 start. ([Concord Monitor](#))
- Begin detailed planning for temporary operations during construction, minimizing disruptions.
- Draft the Citywide Community Safety & Wellbeing Plan framework, including commitments in youth programming, mental-health partnerships, and housing stability.

### Phase 3: Construction (2026-2028)

- Begin phased construction at 4 Bouton Street, with quarterly public updates on progress, budget, and any change orders. ([Concord, NH](#))
- Integrate technology infrastructure for community-oriented policing and real-time information sharing, guided by national best practices. ([Police Chief Magazine](#))
- Advance pilot neighborhood-based substations using existing city spaces or low-cost leases.

#### Phase 4: Transition & Launch (2028-2029)

- Conduct a staged move-in to the new headquarters, with parallel testing of systems and protocols.
- Host open houses and community tours to demystify the facility and strengthen trust.
- Develop a plan for repurposing or disposing of 35 Green Street in a way that benefits the community and supports the tax base. ([Concord, NH](#))

#### Phase 5: Long-Term Integration (2029 and Beyond)

- Fully integrate the station into broader community safety strategies, with a plan for monthly public safety meetings and annual reporting on agreed-upon metrics.
- Revisit the Community Safety & Wellbeing Plan every three years to adjust to changing needs and lessons learned.

## 8. Metrics & Accountability

### Project Delivery Metrics

- Final cost per square foot versus initial estimate.
- Total project cost variance (in dollars and percentage).
- On-time completion against the construction schedule.
- Stay consistent.
- Operational Metrics
  - Changes in officer response times city-wide and by neighborhood.
  - Time spent on evidence handling and processing compared with baseline.
  - Officer recruitment and retention rates five years before and after move-in. ([National Policing Institute](#))
- Community Safety & Trust Metrics
  - Resident perceptions of safety and trust in police from regular surveys. ([justice.gov](#))
  - Number and type of community meetings hosted at the new facility.
  - Participation in youth and prevention programs linked to the station.
- Equity & Access Metrics

- Use of services by different neighborhoods and demographic groups.
- Accessibility of the facility (language supports, ADA features, transportation options).
- Fiscal Metrics
  - Annual debt service for the police station as a share of the overall city budget.
  - Combined tax impact of major capital projects relative to median household income.

## 9. Outreach

### Outreach Strategy

- Host joint community forums that discuss the police station, the middle school, and Memorial Field together, so residents see the full picture and trade-offs. ([Concord Monitor](#))
- Provide concise one-page summaries explaining tax impacts for typical homes, using real examples and clear charts. ([Concord, NH](#))
- Offer bilingual and plain-language materials to reach families whose first language is not English.
- Engage youth, faith leaders, small-business owners, and immigrant communities as partners in shaping the broader Community Safety & Wellbeing Plan.

## 10. Action Plan (Immediate, 30-Day, 100-Day, 1-Year)

### Immediate (Next 2-4 Weeks)

- Publicly release this proposal and invite feedback from residents across all wards.
- Request that the City Council place the police headquarters bond with explicit cost-discipline language on the upcoming agenda.
- Meet with key stakeholders (police leadership, finance staff, school and parks representatives) to align timelines and messaging.

### Within 30 Days of Council Consideration

- Hold at least one community forum specifically focused on explaining:
  - Why 35 Green Street is no longer adequate.
  - The cost and tax impact of the new station.
  - How does this project fit with the middle school and Memorial Field? ([Concord, NH](#))
- Establish the Community Safety Advisory Group and set its first meeting.

- Request that staff publish a simple online “Frequently Asked Questions” document that answers common concerns.

#### Within 100 Days

- Finalize bond authorization and issue a public project charter with cost and schedule milestones.
- Present a value-engineering report showing specific design changes, phasing ideas, and their cost and operational impacts. ([Concord, NH](#))
- Publish a preliminary outline for the Citywide Community Safety & Wellbeing Plan, including proposed youth, mental-health, and neighborhood-safety initiatives.

#### Within 1 Year

- Complete 100% design and obtain all necessary permits for the police headquarters. ([Concord, NH](#))
- Begin site preparation and early construction work at 4 Bouton Street if financing and bids are in place.
- Launch at least one pilot substation focusing on a high-need area. ([CT Insider](#))
- Release the first annual Community Safety & Wellbeing Report, including baseline metrics and early progress.

## 11. Risks & Mitigations

- Risk: Tax fatigue and opposition to new borrowing.
  - Mitigation: Provide honest, comparative information about costs, including what doing nothing would mean in inflation and risk; coordinate messaging across police, school, and parks projects.
- Risk: Perception that investing in a police station means neglecting schools or youth.
  - Mitigation: Make explicit the parallel commitment to youth services, education, and prevention through the Community Safety & Wellbeing Plan; highlight evidence that safety requires multiple sectors working together. ([CDC](#))
- Risk: Construction overruns beyond current estimates.
  - Mitigation: Adopt strict change-order controls, regular public reporting, and independent cost reviews; leverage design-to-budget practices guided by current construction inflation data. ([Ed Zarenski](#))
- Risk: Community mistrust of police is projected onto the building itself.
  - Mitigation: Engage community members in the design of public spaces; ensure the station visibly houses community-oriented functions, not just enforcement;

offer regular open houses and partnerships.

- Risk: Technology and design become outdated quickly.
  - Mitigation: Invest in flexible spaces and modular technology infrastructure that can adapt to changing needs; follow best practices for real-time crime centers and data-driven policing while ensuring civil-liberties safeguards. ([Police Chief Magazine](#))

## 12. Stakeholders & Roles

- Concord City Council
  - Approves bonding and sets clear expectations for cost control, transparency, and broader safety strategy.
- City Manager & Finance Team
  - Develop a financing strategy, manage debt profile, and coordinate long-range capital planning across police, schools, and parks.
- Concord Police Department Leadership & Union Representatives
  - Define operational needs, support community engagement, and collaborate on recruitment, retention, and culture change goals. ([Concord Monitor](#))
- Residents & Neighborhood Associations
  - Provide feedback on design, community use of the building, and priorities for the Community Safety & Wellbeing Plan.
- Youth, Educators, and School Leaders
  - Help shape youth-focused safety programs linked to the station and middle school; ensure coordination, not competition, between investments.
- Health, Mental-Health, and Social-Service Partners
  - Co-develop integrated responses to crises, violence, and trauma that complement law enforcement. ([CDC](#))
- Faith and Community Organizations
  - Serve as bridges between institutions and families, especially those who have experienced trauma, displacement, or discrimination.
- State and Federal Partners

- Provide technical assistance and potential funding for eligible aspects of the project (technology, training, resilience, energy efficiency).

### 13. Resource & Funding Options

- Municipal Bonds (Core Funding)
  - Primary mechanism for financing construction and major design; already anticipated in current cost estimates. ([Concord Monitor](#))
- Energy-Efficiency and Resilience Incentives
  - State and federal programs that support high-efficiency HVAC, renewable energy, and resilience features, lowering operating costs over time. ([Ed Zarenski](#))
- Federal Public-Safety and Community-Policing Grants
  - U.S. DOJ COPS Office and other BJA programs that can support training, technology, and community-oriented initiatives associated with the facility. ([publicsafetycadets.org](#))
- Philanthropic and Corporate Contributions
  - Naming opportunities for community spaces, technology labs, or youth meeting rooms in the new headquarters.
- Low-Cost Substations
  - Leased spaces, as seen in Meriden's \$950/month downtown substation model, leverage existing buildings instead of new construction. ([CT Insider](#))
- Sale or Repurposing of 35 Green Street
  - Potential future revenue or community benefit from adaptive reuse or disposition of the existing station, once vacated. ([Concord, NH](#))



## Sources

- City of Concord - “Tax Rates / Ratio” (2024) - Official breakdown of Concord and Penacook tax rates over time, including the current total rate of \$27.69 per \$1,000 valuation for Concord. ([Concord, NH](#))
- Concord Monitor - “Approaching final vote, police station price tag rises again” (Oct. 19, 2025) - Details the current \$45.5 million construction estimate, \$53 million total project cost, and projected tax impacts for a \$400,000 home. ([Concord Monitor](#))
- City of Concord - “New Police Station Project” and Council Resolution & Report (2024–2025) - Official project rationale, timeline, growth statistics, and acquisition/design costs for 4 Bouton Street. ([Concord, NH](#))
- Concord Monitor & NH Business Review - Middle School Project Coverage (2023–2025) - Provide cost ranges (\$136-\$166 million, later about \$155 million) and estimated tax impacts, illustrating the broader capital-project context. ([Concord Monitor](#))
- Concord Monitor - “Memorial Field project cost estimate jumps to \$31.2 million” (Aug. 14, 2025) - Explains revised cost projections, phasing, and efforts to reduce cost for Memorial Field. ([Concord Monitor](#))
- Construction Analytics - “Construction Inflation 2024” (Jan. 17, 2024) - Provides national nonresidential building inflation data, showing 12.1% in 2022, 5.4% in 2023, and an estimated 4.5% in 2024. ([Ed Zarenski](#))
- CDC - “A Public Health Approach to Community Violence Prevention” (2025) - Describes how community safety depends on addressing housing, employment, and health, and on collaboration among law enforcement, public health, education, and social services. ([CDC](#))
- Brookings & Civil Rights Corps - Community Safety Blueprints (2021-2022) - Outline evidence-based strategies for upstream violence prevention, including youth programs, school-based supports, and community partnerships. ([Brookings](#))

- DOJ COPS Office / BJA & National Policing Institute - Recruitment, Retention, and Community-Oriented Policing Reports (2023–2024) - Highlight the importance of modern facilities, officer wellness, and community partnerships for sustainable public safety. ([publicsafetycadets.org](https://publicsafetycadets.org))
- Meriden Substation & Other Public Safety Facility News - Offer examples of cost-effective neighborhood substations and mid-sized police headquarters projects that inform Concord's approach. ([CT Insider](#))